AGENDA

OXFORD COUNTY LIBRARY BOARD
BOARD MEETING

Monday, June 15, 2020, 1:00 p.m.
Online via YouTube
www.ocl.net/livestream

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING

    4.1   May 25, 2020

5. DELEGATIONS AND PRESENTATIONS

6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

7. CONSIDERATION OF CORRESPONDENCE

8. REPORTS

    8.1   Statistics
            RECOMMENDATION

            1.   That the Statistics for the five months ending May 31, 2020 be accepted.

    8.2   Financial Reports

        8.2.1   COVID-19 Monthly Financial Update
                  RECOMMENDATION

                  1.   That the COVID-19 Monthly Financial update be accepted.

        8.2.2   Variance Report
                  RECOMMENDATION

                  1.   That the Variance Report for the five months ending May 31, 2020 be accepted.

8.3   Librarian's Report

RECOMMENDATON

1.   That the Board receive Report No. 2020-09 for information and discussion purposes.

8.4   2020-07 COVID-19 Pandemic Recovery Action Plan - Phase 2

RECOMMENDATION

1.   That Report No. 2020-07 entitled "COVID-19 Pandemic Recovery Action Plan - Phase 2", be received for information.

8.5   2020-08 Oxford Service Delivery Review - recommendations for library services

RECOMMENDATION

1.   That Report No. 2020-08 entitled "Oxford Service Delivery Review - recommendations for library services" be received for discussion purposes.

9.   **UNFINISHED BUSINESS**

10.   **NOTICE OF MOTIONS**

11.   **NEW BUSINESS / ENQUIRIES / COMMENTS**

12.   **CLOSED SESSION**

13.   **CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION**

14.   **ADJOURNMENT**

OXFORD COUNTY LIBRARY BOARD

MINUTES

May 25, 2020
Online via YouTube, www.ocl.net/livestream

Members Present	Chair Marcus Ryan
	Vice-Chair David Mayberry
	Laura Langford
	Regina Smith
	Warden Larry Martin
Members Absent	Councillor Don McKay
	Julia Harris
Staff Present	L. Buchner, Director of Corporate Services
	L. Miettinen, CEO/Chief Librarian
	C. McLaren, Branch Services Librarian

1. **CALL TO ORDER**

   1:01 p.m. with Marcus Ryan in the chair.

2. **APPROVAL OF AGENDA**

   RESOLUTION NO. 1

   Moved By: David Mayberry
   Seconded By: Regina Smith

   That the Agenda be approved.

   DISPOSITION: Motion Carried

3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

   NIL

4. **ADOPTION OF BOARD MINUTES OF PREVIOUS MEETING**

   4.1   April 20, 2020

   RESOLUTION NO. 2

Moved By: Larry Martin
Seconded By: David Mayberry

Resolved that the Library Board minutes of April 20, 2020 be accepted.

DISPOSITION: Motion Carried

5. DELEGATIONS AND PRESENTATIONS

NIL

6. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

NIL

7. CONSIDERATION OF CORRESPONDENCE

7.1 David Harvie, Chief Executive Officer, Woodstock Public Library

Re: Woodstock Public Library Board – Request for Municipal Resolution Supporting Provincial Public Library Funding

RESOLUTION NO. 3

Moved by: Larry Martin
Seconded by: David Mayberry

That the correspondence from David Harvie be received.

DISPOSITION: Motion Carried

8. REPORTS

8.1 Statistics

RESOLUTION NO. 4

Moved by: David Mayberry
Seconded by: Regina Smith

That the statistics for the four months ending April 30, 2020 be accepted.

DISPOSITION: Motion Carried
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8.2 2020-03 Librarian's Report

RESOLUTION NO. 5

Moved By: David Mayberry
Seconded By: Laura Langford

That the Board receive Report No. 2020-03 for information and discussion purposes.

DISPOSITION: Motion Carried

8.3   2020-04 Board Member Appointment to SOLS Trustee Council

RESOLUTION NO. 6

Moved By: David Mayberry
Seconded By: Laura Langford

That the Board appoint member Regina Smith to represent Oxford County Library Board on the Southern Ontario Library Service Trustee Council.

DISPOSITION: Motion Carried

8.4   2020-05 COVID-19 Pandemic Recovery action plan

RESOLUTION NO. 7

Moved By: Larry Martin
Seconded By: Regina Smith

That Report No. 2020-05 entitled "COVID-19 Pandemic Recover Action Plan", be received for information.

DISPOSITION: Motion Carried

8.5   2020-06 COVID-19 Library Services Impacts – April 2020

RESOLUTION NO. 8

Moved By: David Mayberry
Seconded By: Larry Martin

That Report No. 2020-06 entitled "COVID-19 Library Services Impacts – April 2020", be received for information.

DISPOSITION: Motion Carried

9.   UNFINISHED BUSINESS

NIL

10.   NOTICE OF MOTIONS

NIL

11.   NEW BUSINESS / ENQUIRIES / COMMENTS

NIL

4

12.   CLOSED SESSION

NIL

13.   CONSIDERATION OF MATTERS ARISING FROM CLOSED SESSION

NIL

14.   ADJOURNMENT

Library Board adjourns at 1:59 p.m.

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CHAIR

_____

SECRETARY

OXFORD COUNTY LIBRARY MATERIALS CIRCULATION STATISTICS		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG **2020**	SEP	OCT	NOV	DEC	TOTAL to Date	2019 TOTAL
BROWNSVILLE	2019	197	156	326	240	189	235	252	254	199	258	240	195	1,108	2,741
	2020	295	220	146	66	0								727	
BURGESSVILLE	2019	1,805	1,504	1,715	1,685	1,482	1,454	1,731	1,759	1,666	1,755	1,657	1,030	8,191	19,243
	2020	1,622	1,635	767	23	19								4,066	
EMBRO	2019	664	566	605	623	611	577	614	640	510	628	542	470	3,069	7,050
	2020	573	590	190	6	28								1,387	
HARRINGTON	2019	204	119	241	145	172	214	383	247	197	182	257	286	881	2,647
	2020	289	244	189	11	1								734	
INGERSOLL	2019	10,247	8,563	10,320	8,815	8,713	8,591	12,338	11,258	9,006	9,265	8,936	7,910	46,658	113,962
	2020	9,652	8,752	4,932	82	606								24,024	
INNERKIP	2019	1,632	1,269	1,600	1,699	1,443	1,613	1,649	1,576	1,222	1,618	1,407	1,165	7,643	17,893
	2020	1,503	1,619	671	106	1								3,900	
MOUNT ELGIN	2019	654	642	801	770	927	698	864	887	759	691	718	612	3,794	9,023
	2020	912	467	443	72	37								1,931	
NORWICH	2019	5,380	4,657	4,906	4,179	4,387	4,508	5,649	5,421	4,237	4,970	5,132	4,023	23,509	57,449
	2020	5,791	5,120	2,596	12	27								13,546	
OTTERVILLE	2019	955	973	890	981	805	1,241	1,535	1,430	1,176	1,170	1,160	847	4,604	13,163
	2020	1,083	1,426	369	76	1								2,955	
PLATTSVILLE	2019	1,293	1,164	1,210	1,498	1,366	1,213	1,555	1,399	1,266	1,381	1,260	991	6,531	15,596
	2020	1,421	1,407	716	142	2								3,688	
PRINCETON	2019	623	686	746	802	760	667	898	791	637	606	508	488	3,617	8,212
	2020	696	756	388	45	0								1,885	
TAVISTOCK	2019	1,517	1,339	1,689	1,768	1,686	1,794	2,390	2,395	1,750	1,833	1,679	1,243	7,999	21,083
	2020	1,882	1,844	843	22	17								4,608	
THAMESFORD	2019	1,393	1,190	1,363	1,278	1,159	1,146	1,551	1,498	1,239	1,511	1,622	957	6,383	15,907
	2020	1,651	1,527	836	42	7								4,063	
TILLSONBURG	2019	9,678	8,280	9,222	8,478	8,068	7,931	10,393	9,503	7,474	8,248	7,717	6,891	43,726	101,883
	2020	8,861	8,507	4,349	325	732								22,774	
TOTALS:	2019	36,242	31,108	35,634	32,961	31,768	31,882	41,802	39,058	31,338	34,116	32,835	27,108	167,713	405,852
	2020	36,231	34,114	17,435	1,030	1,478	0	0	0	0	0	0	0	90,288	
Annual Change:		0.0%	9.7%	-51.1%	-96.9%	-95.3%								-46.2%	

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL to Date	2019 TOTAL
Digital TV & Movies	2019	231	259	238	227	222	198	222	204	220	236	252	272	1,177	2,781
	2020	258	272	491	649	518								2,188	
Zinio (Magazines)	2019	282	294	357	270	280	281	203	298	299	93	406	255	1,483	3,318
	2020	248	334	409	482	638								2,111	
Tumble Books	2019	1,190	1,705	1,871	1,470	1,322	763	180	171	454	584	1,272	868	7,558	11,850
	2020	910	548	891	1,422	703								4,474	
Digital Music	2019	2,890	2,157	2,748	3,531	2,598	2,824	3,151	3,277	2,859	2,300	2,100	2,753	13,924	33,188
	2020	2,472	2,049	2,916	2,876	2,622								12,935	
Digital Audiobooks	2019	3,336	3,185	3,570	3,382	3,403	3,337	3,658	3,921	3,763	3,805	3,796	3,660	16,876	42,816
	2020	4,300	4,209	4,649	5,457	5,816								24,431	
Digital ebooks	2019	5,086	4,728	5,082	4,740	4,738	4,522	5,101	5,151	4,862	4,801	4,736	4,796	24,374	58,343
	2020	5,383	5,150	6,154	7,873	8,014								32,574	
TOTALS: Audio and ebooks	2019	8,422	7,913	8,652	8,122	8,141	7,859	8,759	9,072	8,625	8,606	8,532	8,456	41,250	101,159
	2020	9,683	9,359	10,803	13,330	13,830	0	0	0	0	0	0	0	57,005	
Annual Change:		15.0%	18.3%	24.9%	64.1%	69.9%								38.2%	

OXFORD COUNTY LIBRARY - COMPUTER USE BY PUBLIC

			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL to Date	2019 TOTAL
BROWNSVILLE		2019	4	4	6	5	3	12	71	49	40	59	43	24	22	320
		2020	51	70	25	0	0								146	
	Wireless	2019	68	15	65	33	79	54	54	67	44	47	42	34	260	602
		2020	12	10	13	2	14								51	
BURGESSVILLE		2019	14	17	8	28	12	6	3	12	8	7	9	2	79	126
		2020	5	4	3	0	0								12	
	Wireless	2019	251	110	182	124	193	219	221	235	310	242	253	190	860	2,530
		2020	270	160	200	156	163								949	
EMBRO		2019	34	51	33	46	62	49	45	43	53	47	20	10	226	493
		2020	21	29	10	0	0								60	
	Wireless	2019	39	22	54	32	56	69	348	66	83	100	126	39	203	1,034
		2020	42	47	32	24	24								169	
HARRINGTON		2019	2	1	2	4	1	2	0	10	2	5	0	9	10	38
		2020	4	5	4	0	0								13	
	Wireless	2019	20	9	24	7	14	25	25	35	13	10	40	13	74	235
		2020	11	11	12	2	8								44	
INGERSOLL		2019	1,165	806	987	946	803	699	1,018	983	746	823	906	763	4,707	10,645
		2020	950	875		0	0								1,825	
	Wireless	2019	899	313	856	461	634	722	934	846	752	747	699	537	3,163	8,400
		2020	595	634	337	98	96								1,760	
INNERKIP		2019	63	47	66	46	60	55	54	59	58	71	59	49	282	687
		2020	67	62	24	0	0								153	
	Wireless	2019	38	31	35	31	131	156	177	91	69	75	61	92	266	987
		2020	47	47	38	48	41								221	
MOUNT ELGIN		2019	9	10	12	8	7	7	4	5	12	10	9	5	46	98
		2020	9	6	4	0	0								19	
	Wireless	2019	42	28	29	12	15	45	16	16	48	34	31	63	126	379
		2020	22	22	12	0	0								56	
NORWICH		2019	492	337	345	256	270	426	611	578	452	378	335	267	1,700	4,747
		2020	234	301	129	0	0								664	
	Wireless	2019	689	238	620	339	678	630	621	659	636	581	588	439	2,564	6,718
		2020	424	411	511	483	606								2,435	
OTTERVILLE		2019	32	24	24	35	34	34	37	46	43	28	15	12	149	364
		2020	24	30	7	0	0								61	
	Wireless	2019	51	17	75	30	53	134	134	118	160	182	127	188	226	1,269
		2020	120	69	62	30	35								316	
PLATTSVILLE		2019	77	75	115	86	102	102	88	79	92	114	85	22	455	1,037
		2020	58	74	43	0	0								175	
	Wireless	2019	293	100	237	212	419	249	67	57	168	135	133	31	1,261	2,101
		2020	113	87	69	4	5								278	
PRINCETON		2019	25	49	59	34	46	55	34	33	45	49	38	34	213	501
		2020	57	34	13	0	0								104	
	Wireless	2019	41	14	50	31	55	146	164	170	80	74	57	40	191	922
		2020	48	79	30	17	12								186	
TAVISTOCK		2019	70	57	83	81	96	86	141	115	117	87	69	74	387	1,076
		2020	87	69	22	0	0								178	
	Wireless	2019	346	170	276	170	363	380	331	278	174	283	262	209	1,325	3,242
		2020	267	205	186	160	175								993	
THAMESFORD		2019	128	115	118	126	139	108	153	177	168	199	156	122	626	1,709
		2020	138	162	47	0	0								347	
	Wireless	2019	167	84	248	114	225	180	223	234	204	233	143	175	838	2,230
		2020	164	192	138	210	201								905	
TILLSONBURG		2019	1,067	847	1,158	1,086	1,128	994	1,033	1,112	986	1,090	986	762	5,286	12,249
		2020	1,086	962	460	0	0								2,508	
	Wireless	2019	1,799	611	1,885	1,089	1,591	1,536	1,622	1,534	1,366	1,645	1,473	1119	6,975	17,270
		2020	1,435	1,264	806	209	255								3,969	
TOTALS:		2019	7,925	4,202	7,652	5,472	7,269	7,180	8,229	7,707	6,929	7,355	6,765	5,324	32,520	82,009
		2020	6,361	5,921	3,237	1,443	1,635	0	0	0	0	0	0	0	18,597	
Annual Change:			-19.7%	40.9%	-57.7%	-73.6%	-77.5%								-42.8%	

Oxford County
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Library
June 2020 Update

Services:
Collections   Public Space Access
Programming   Technology & Coaching
Reference & Information

Operations/Service Level

- Provincial Government issued Order closing public library services effective March 24th
- Delivery of virtual programming and technical support – refer to calendar of programs and events
  www.ocl.net/Programs-events/Calendar
- Provincial Government announces stage one of their Framework for Reopening our Province
  - Public libraries permitted to open or expand their services on May 19 for curbside pickup and delivery
  - Public libraries permitted to reopen with limited on-site services, such as computer access and contactless book pickup and drop-off – in adherence with public health guidelines
- Oxford County Library Recovery Plan
  - Phasing in curbside pickup and delivery – Wednesday to Saturday
    - Large branches – began May 27th
    - Medium branches – began June 9th
  - Planning underway for delivery of "limited on-site services"

Staffing

BUDGET FTE – 35.43 (Adjusted for seasonality)

Current Staffing Level	FTE	Comments
Active - Productive	17.40	Limited administrative staff working at HQ; others working from home; branch staff working alone or in controlled teams in branches, staff team remotely monitoring social media and e-mail accounts to support SCE, responding to patron queries and registering/renewing accounts; and virtual programming (Facebook Live) done remotely
Redeployed – Out	3.00	2.0 FTE to Paramedic Services PPE HUB; 1.0 FTE to Woodingford Lodge for screening at door
Inactive - Unpaid Leave	15.03	Staff on DEL due to lack of work and reduction in branch hours for 10 employees a result of closures

Key Performance Indicators

	2020 Forecast	2020 Budget	Impact
Number of active library cards	16,000	16,800	Increase in card requests in order to access online resources should mitigate any significant decline in accounts
% of collection purchase requests filled	80.0%	85.0%	Reduced purchasing of print material in 2020 is anticipated
Physical & electronic materials circulation	450,000	590,000	Electronic downloads will increase; physical circulation will decrease due to the closures, mitigated by curbside pickup and the anticipated reopening of at least some branches
Branch attendance	80,000	290,000	Branches closed as of March 13; expected that not all branches will reopen until physical distancing limits are lifted; reduced occupancy rates anticipated
Number of programs offered	500	2,900	Upon reopening, limitations on in-person, in-branch events will impact our ability to provide programming; however, virtual programming will occur

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Library
June 2020 Update

	2020 Forecast	2020 Budget	Impact
Attendance at programs	5,000	34,000	Upon reopening, limitations on in-person, in-branch events will impact our ability to provide programming
Attendance at Tech Coaching Sessions	500	1,500	Upon reopening, occupancy limitations will impact our ability to provide tech help

Financial Forecast Period ending June 12, 2020

	YTD ACTUAL	FORECAST	APPROVED BUDGET	FORECAST VARIANCE $	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(11,823)	(165,897)	(178,389)	(12,492)	7.0%	6.6%
OTHER REVENUES	(31,814)	(232,222)	(198,222)	34,000	(17.2)	16.0
TOTAL REVENUES	(43,637)	(398,119)	(376,611)	21,508	(5.7)	11.6
EXPENSES						
SALARIES AND BENEFITS	899,299	2,160,865	2,481,471	320,606	12.9%	36.2%
OPERATING EXPENSES	260,007	627,022	597,101	(29,921)	(5.0)	43.5
DEBT REPAYMENT	77,220	152,441	152,441	-	-	50.7
CAPITAL	-	104,000	70,000	(34,000)	(48.6)	-
OTHER	33,500	67,000	67,000	-	-	50.0
INTERDEPARTMENTAL CHARGES	444,628	995,136	1,002,606	7,470	0.7	44.3
TOTAL EXPENSES	1,714,654	4,106,464	4,370,619	264,155	6.0	39.2
TOTAL LIBRARY	**1,671,017**	**3,708,345**	**3,994,008**	**285,663**	**7.2**	**41.8**

Comments
- Due to the closure of Libraries during the COVID-19 Pandemic
  - **General Revenues:** estimated reduction of $10,000 in service recoveries and the remainder in bag tag sales
  - **Salaries and Benefits:** expenses have decreased by $320,000
  - **Operating Expenses:** increase estimated $50,000 for re-open costs
  - **Interdepartmental Charges:** reduction in utility costs
- **Capital:** Fire Alarm to be purchased for Ingersoll, funded from Reserves estimated $34,000 – funded by Other Revenues – Facilities Reserve

Note – estimates are based on information available at the time of this report and are subject to changes as COVID-19 ensues and provincial and local directives change to respond

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Library
June 2020 Update

Services:
Collections
Programming
Reference & Information

Public Space Access
Technology & Coaching

Next Steps/Mitigation Efforts

- Staff will continue to monitor and respond to new provincial orders and directives as they arise
- Staff will continue to aspire to find innovative ideas and solutions to deliver the best possible library services within permitted restrictions, while ensuring staff and the public we serve are well protected in accordance with public health guidelines
- Staff will continue to provide the Board and Council with monthly updates of the COVID-19 impact on service levels and the 2020 budget

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LIBRARY
May Variance Reporting
For the Period Ending May 31, 2020

	YTD ACTUAL	FORECAST	APPROVED BUDGET	FORECAST VARIANCE $	FORECAST VARIANCE %
LIBRARY ADMINISTRATION					
55070 OUTBREAK PREP					
EXPENSES					
OPERATING EXPENSES					
6019 SUPPLIES/PROGRAM EXPENSES	359	50,000	-	(50,000)	- %
TOTAL OPERATING EXPENSES	359	50,000	-	(50,000)	- %
TOTAL EXPENSES	**359**	**50,000**	**-**	**(50,000)**	**- %**
TOTAL 55070 OUTBREAK PREP	**359**	**50,000**	**-**	**(50,000)**	**- %**
60000 LIBRARY ADMINISTRATION					
REVENUES					
GENERAL REVENUES					
3200 REV - PROVINCIAL GOVT	-	(135,675)	(135,675)	-	- %
3203 REV - PROV-PAY EQUITY	-	(3,229)	(3,229)	-	- %
3325 REV - SERVICE RECOVERY FEES	(3,693)	(5,000)	(15,000)	(10,000)	66.7%
3332 REV - INTEREST	(649)	(1,000)	-	1,000	- %
3334 REV - DONATIONS	-	-	-	-	- %
TOTAL GENERAL REVENUES	(4,342)	(144,904)	(153,904)	(9,000)	5.8%
TOTAL REVENUES	**(4,342)**	**(144,904)**	**(153,904)**	**(9,000)**	**5.8%**
EXPENSES					
SALARIES AND BENEFITS					
4000 SALARIES	216,954	544,239	579,452	35,213	6.1%
4050 HONORARIUM	240	960	2,000	1,040	52.0%
4750 BENEFITS	61,082	155,053	164,987	9,934	6.0%
TOTAL SALARIES AND BENEFITS	278,276	700,252	746,439	46,187	6.2%
OPERATING EXPENSES					
5012 COMPUTER SOFTWARE & SUPPORT	11,963	20,000	20,000	-	- %
5015 ADVERTISING/MARKETING/PROMO	4,410	15,000	15,000	-	- %
5018 TELECOMMUNICATIONS	1,009	3,000	3,000	-	- %
5020 MEMBERSHIP/DUES/SUBSCRIPTIONS	17,951	20,000	20,000	-	- %
5021 TRAINING/SEMINARS/CONFERENCE	8,316	15,000	23,000	8,000	34.8%
5023 POSTAGE	4,580	6,000	6,000	-	- %
5025 TRAVEL-EXPENSES, MILEAGE	1,162	6,000	10,000	4,000	40.0%
5026 TOOLS/EQUIPMENT PURCHASE	567	5,000	5,000	-	- %
5029 R & M - EQUIPMENT	1,016	5,000	5,000	-	- %
5045 OFFICE SUPPLIES/EXPENSES	1,116	5,000	5,000	-	- %

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LIBRARY
May Variance Reporting
For the Period Ending May 31, 2020

	YTD ACTUAL	FORECAST	APPROVED BUDGET	FORECAST VARIANCE $	FORECAST VARIANCE %
5303 INSURANCE	9,696	19,696	19,500	(196)	(1.0%)
5308 PURCHASED SERVICES	5,290	20,000	20,000	-	- %
6019 SUPPLIES/PROGRAM EXPENSES	2,690	15,000	15,000	-	- %
6020 BOOKS - HARD COPY	72,604	200,000	214,000	14,000	6.5%
6023 CULTURAL PROGRAMS	3,259	25,000	37,000	12,000	32.4%
6024 GUIDES & TOOLS	36,251	47,000	47,000	-	- %
6028 BOOKS - ELECTRONIC	60,914	115,000	95,000	(20,000)	(21.1%)
TOTAL OPERATING EXPENSES	242,794	541,696	559,500	17,804	3.2%
CAPITAL					
8020 CAPITAL - COMPUTER EQUIPMENT	-	10,000	10,000	-	- %
TOTAL CAPITAL	-	10,000	10,000	-	- %
INTERDEPARTMENTAL CHARGES					
7000 CHARGE FROM FINANCE	23,450	56,285	56,285	-	- %
7005 CHARGE FROM CUSTOMER SERVICE	8,025	19,258	19,258	-	- %
7010 CHARGE FROM IT (OPERATING)	146,685	352,048	352,048	-	- %
7011 CHARGE FROM IT - V.O.I.P.	2,370	5,682	5,682	-	- %
7012 CHARGE FROM IT - COPIER	4,480	10,755	10,755	-	- %
7020 CHARGE FROM FACILITIES	20,125	48,300	48,300	-	- %
7030 CHARGE FROM FLEET	6,760	25,232	26,472	1,240	4.7%
7050 CHARGE FROM HUMAN RESOURCES	19,125	45,901	45,901	-	- %
8300 CAPITAL - CHARGE FROM IS	10,295	24,713	24,713	-	- %
TOTAL INTERDEPARTMENTAL CHARGES	241,315	588,174	589,414	1,240	0.2%
TOTAL EXPENSES	762,385	1,840,122	1,905,353	65,231	3.4%
TOTAL 60000 LIBRARY ADMINISTRATION	758,043	1,695,218	1,751,449	56,231	3.2%
91600 DC - LIBRARY	(31,814)	(153,222)	(153,222)	-	- %
TOTAL LIBRARY ADMINISTRATION	726,588	1,591,996	1,598,227	6,231	0.4%
BRANCH LIBRARIES					
61000 BROWNSVILLE LIBRARY	12,285	26,314	32,471	6,157	19.0%
61001 BURGESSVILLE LIBRARY	18,523	40,621	54,412	13,791	25.3%
61002 EMBRO LIBRARY	10,364	33,624	41,149	7,525	18.3%
61003 HARRINGTON LIBRARY	8,800	25,347	28,084	2,737	9.7%
61004 INGERSOLL LIBRARY	220,571	654,603	673,430	18,827	2.8%
61005 INNERKIP LIBRARY	22,915	46,738	59,330	12,592	21.2%
61006 MT-ELGIN LIBRARY	12,396	32,388	43,071	10,683	24.8%
61007 NORWICH LIBRARY	90,609	239,698	257,805	18,107	7.0%
61008 OTTERVILLE LIBRARY	19,775	53,386	56,372	2,986	5.3%

LIBRARY
May Variance Reporting
For the Period Ending May 31, 2020

	YTD ACTUAL	FORECAST	APPROVED BUDGET	FORECAST VARIANCE $	FORECAST VARIANCE %
61009 PLATTSVILLE LIBRARY	42,023	91,883	105,077	13,194	12.6%
61010 PRINCETON LIBRARY	24,514	58,688	64,773	6,085	9.4%
61011 TAVISTOCK LIBRARY	56,749	137,110	154,595	17,485	11.3%
61012 THAMESFORD LIBRARY	54,700	138,507	163,524	25,017	15.3%
61013 TILLSONBURG LIBRARY	242,702	549,442	639,688	90,246	14.1%
92605 R - OCL - FACILITIES	16,750	(12,000)	22,000	34,000	154.5%
TOTAL BRANCH LIBRARIES	853,676	2,116,349	2,395,781	279,432	11.7%
TOTAL 6 OCL	1,580,264	3,708,345	3,994,008	285,663	7.2%

To: **Oxford County Library Board**

From: **CEO/Chief Librarian**

Librarian's Report – June 2020

RECOMMENDATION

1. That the Board receive Report No. 2020-06 for information and discussion purposes.

COVID-19 – Impact on library services

Available staff resources are dedicated to the planning, preparation, and implementation of each incremental step on the road to reopening. I am so grateful for and proud of the way that staff have worked together, supported each other, and adapted to new ways of offering library service. The feedback and comments included at the end of this Report reflect the excitement that staff feel at being able to once again see their patrons and provide service.

Facility assessments for the Large branches and three of the four Medium branches were completed, and Lexan shields are being installed during the week of June 15, in order to be able, when ready, to open the facilities to the public. We are in the third week of curbside service at Ingersoll and Tillsonburg. Norwich, Thamesford, and Tavistock have completed two days of curbside service to date.

On June 5, we were advised that library staff could return to the Plattsville school facility for the purposes of offering curbside service. Cristina is working with Kathy Hofstetter and Facilities to establish safe procedures and procure safety equipment, for an anticipated start date of June 23.

A Webex Staff Development Day has been planned for Monday, June 22. Topics on the agenda include Curbside Service, the roll-out of curbside to Small branches, what Phase 2 might look like, how Summer Reading will operate this summer in a largely online environment, and a conversation about virtual programming. The Social Media Team is beginning to formulate a more deliberate, outcome-based plan for virtual programming moving forward, and would like to get feedback and ideas for branch staff.

As mentioned in Report 2020-07, the most frequently heard complaint during curbside service and by phone has been the lack of access to library computers and library wifi. Our Outreach/Teen Librarian has been attempting to make contact with community organizations, particularly those with which we were involved during the Ox on the Run pilot, to try to determine the need for mobile wifi service. The effect of COVID-19 on workforces has made it difficult to connect with many of the individual contacts, but Sydnie has received valuable feedback from a few agencies. Staff from Oxford County

Community Health Centre noted that many people they serve are without the devices required to access the Internet. Sydnie is trying to reach our contact at the Dereham Forge and Adam Oliver Housing Cooperatives, as those locations enjoyed regular visits last year. While we cannot offer the types of outreach services undertaken last year, to avoid larger gatherings and ensure physical distancing, we are curious to learn what measures might be able to be safely undertaken to address needs as they are identified.

Feedback and staff comments regarding library services during COVID-19

Day 1, Ingersoll:
Smooth sailing at Ingersoll as well. Bulk of the pickups came in the first half of the pickup window (3-4:30), cars outnumbered foot traffic about 4:1, I was at most people's window before they even had a chance to get through on the phone, and books most often went in the passenger side window. Lots of easily-answerable questions about process, getting more books, returns, etc. We passed out two book request sheets to people who are going to fill them out, return them in the dropbox, and get holds made for them. Everything was checked out and bagged beforehand which lets us keep things moving very quickly, especially in the first half-hour when it was very busy. No big issues on the health and safety end of things - people respected personal space and were more than happy to do whatever was asked of them. There were of course some who just sort of walked in from nowhere and approached the pickup table or got out of their cars and milled about, but that was a small minority and really no problem. Les and I were both outfitted in masks and I got the impression it was welcome. It made me more at ease conversing with people, even with some distance between us. Everyone very pleased to have library service again and not one negative comment about anything (knock on wood). On to day 2!

Just want to thank you for a really successful first week of curbside delivery service. This was totally new to us and I think we handled it with aplomb. We served 130 people over the four days, which translates to about 11 people each hour we were open. And we did it all in a safe and physically distant manner! Everyone was happy to finally get their hands on books and movies, and I know most of you spoke with local people who were very happy to hear your voices. Thank you to those of you who took special orders from patrons and put together curated book packages. Going forward, I think we can do more of this - proactively reach out to patrons we know (or don't know??) and offer to get a few things ready for them to pickup. We can put our book and movie knowledge to good use.

 (Luke McKee, Ingersoll Community Librarian)

Hi. I want to let you know that a patron of Mt. Elgin library left a voicemail for me letting me know how 'slick' the curbside pick up was at Ingersoll. She is very appreciative of my placing holds for her and having the opportunity and ability to pick them up. And, she hopes to see me soon. I look forward to that day. **(Donna Arner, Mt. Elgin Branch Supervisor)**

Tillsonburg Library patrons are very happy and grateful to be able to borrow library materials again and the process for curbside pick-up here is moving smoothly. With each interaction the two options of coming to the door or waiting in the parking lot are explained and the majority of people are choosing to come to line up and pick up their materials in person at the main door of the library. We regularly field calls of people asking about normal services like computer use, copying and meeting room use and when we will be able to offer those services again.

A repeated sentiment when speaking with library patrons is that the Library provides them with an important and valuable connection and outlet which impacts their overall mental and social well-being. There are many reasons that people have missed the library and those reasons are directly connected to their overall wellness and ability to function in the realms of work, friends, family and more. Individuals and so our communities are better when libraries are operating.

We do not require a reason for having materials brought to a vehicle however, from observing who is receiving this level of service it ranges from parents with young children to individuals and couples of all ages. The option to avoid lines and contact with others is valuable to anyone who feels the need as we continue to navigate the Covid19 pandemic.

Quotable Quotes:

Overheard in a busy line-up during curbside: "You have to stand in the footprints when you are in line" – the footprints face in different directions and stances – laughter and chuckles ripple down the line of waiting patrons.

Overheard at curbside in person pick-up: "I didn't know you were doing this but I am so glad that you are. Can I take one of the 7 day loans on the display? I will take one for my husband too. Thank you!"

(Merley Wheaton, Tillsonburg Community Librarian)

I hope yourself and the library staff are doing well under these new strange circumstances. I will be honest when I say that the libraries being closed were the service interruption that bothered me the most!! I don't have an e-reader or anything like that to have accessed the ebooks so I'm very happy to be able to have reading material again. (Ingersoll, June 10)

So nice to hear from you!! I have it written in my planner to come on Wed afternoon! It will be nice to see a friendly and familiar face from the library. It seems like ages!! Glad that your administration are allowing this method of pick up and drop off?

Thank you so much! My daughter was so happy to pick up a book - and of course finished it the same day! (Ingersoll, May 29)

I just received notice that I'll be able to pick up a book that I had placed on hold. Thank you very much! I am so happy that you were able to find a way to make borrowing from the library possible again. Great work! (Ingersoll, May 28)

Glad to be able to use the library again even if it is not the normal way. Looking forward to the day we can get back in the building (Ingersoll, May 26)

Working away, making and Owl family. I think she's on her 5th time through the video too, you guys are a hit! **("Crafty Day In" feedback)**

Great job thanks for trying to keep an upbeat positive attitude in the current times it is greatly appreciated keep it up.

This was so much fun, brought us the smile that we needed this morning! Thank you!
My nine and seven year olds want to say hi! **(Virtual storytime feedback)**

Thank you for these videos, keep them coming. Being new to e-books your tips are helping me greatly!! **(Tech Talk video feedback)**

Comments received by Tavistock Branch Supervisor Deb Schurink:

Oh my is that you Deb, so happy to hear your voice -- must mean the library is open again.

Wonderful I drove up to Tavistock just to see where the library is so I would be ready when I get the call for curbside!

Deb you saved my sanity by dropping off those BOCD's during the shutdown, I don't know how I would have coped without something to read (a blind senior)

You mean you will drop in my mailbox so I don't have to leave my apt? The library and you are wonderful (a senior who hasn't left building since March 13th)

Yippee so thrilled when I saw the library number come up on my phone, can hardly wait to get my kids books again.

Love living in a small town with such personal service through the library. Kudos

---

People are very excited. I should note one that really stood out. I was on deck having morning coffee and a patron walked by, came closer and was asking about library. I explained how curbside was going to work, and her question was do you feel safe in how things will be handled. She said I want staff to know that their health and safety is very important to me and wish staff the best in handling all of this change and hope patrons will follow the safety precautions we are setting out so we can all access our wonderful collection again. Very heartwarming. **(Deb Schurink)**

Feedback from Medium branches: first day, June 9

Ready Set... Four tables of books... appointments made... names and times on the bag... a schedule of who is coming when...signage to set up...and then all we need is the patrons. :) Thanks everyone for all the encouragement, ideas and support as we navigate bringing the library outdoors.

No problems at all with curbside today, patrons are on time and staying in vehicles. Kathy and I have a great organized system going. (Deb Schurink)

Our curbside went well all the organization was well worth it. :) Our first vehicle came at 10:38 as did our first pedestrian. They were eager to start reading with our last patron coming 2:10 pm.
Our book return was a record for returns in one shift.
A first for us to offer curbside service bringing the books to the patrons showing our flexibility and resolve to make things work.... so glad that everyone had a good day Looking forward to Thursday's curbside. **(Norwich Branch Supervisor Beverly Ott-Peon)**

Thamesford Branch Supervisor Gail Kavelman produced a wonderful Facebook Live video, walking people through the process of curbside service at Thamesford.

SIGNATURE

Departmental Approval:

"Lisa Miettinen"

_____

Lisa Miettinen
CEO/Chief Librarian

![Oxford County Library logo - connect. discover. share. become.]

To: **Oxford County Library Board**

From: **CEO/Chief Librarian**

COVID-19 Pandemic Recovery Action Plan - Phase 2

RECOMMENDATION

1. **That Report No. 2020-07 entitled "COVID-19 Pandemic Recovery Action Plan – Phase 2", be received for information.**

REPORT HIGHLIGHTS

- To establish that safe practices must be in place to address health and safety concerns before service levels are increased as part of a phased re-opening.

Implementation Points

Library facilities cannot open to the public for any purpose until such time as the Risk Analysis and Planning Tool for Phase 2 is completed in accordance with County health and safety and infection prevention protocols.

Curbside pick-up is in place at five branch locations: Ingersoll; Tillsonburg; Norwich; Tavistock; and Thamesford. It has proven to be a very satisfactory method of delivering library materials to our customers. Curbside service can continue as the primary method of materials circulation at this time.

Until such time as the Risk Assessment and Planning Tool is completed and safety measures and procedures in place, computer access would be limited to Chromebook stations set up outside the library during curbside service hours, using the library wifi.

Financial Impact

Additional expenses incurred to mitigate exposure to COVID-19 as we implement the recovery action plan include signage; hand and material sanitation supplies; personal protective equipment; and physical distancing measures, will be managed within the current year's approved budget due to savings in salaries and benefits resulting from branch closures.

The Treasurer has reviewed this report and agrees with the financial impact statement.

Risks/Implications

![Committed to 100% RE | Zero Waste | Zero Poverty logo]

The paramount consideration of this plan is ensuring the safety of library staff and patrons. Allowing the public into library branches introduces a new level of complexity and demands that strict health and safety measures are put in place.

Physical modifications to the interior layouts will be required, but can likely be accomplished through the rearrangement of furniture and equipment. Resource implications include the need for a return to regular staffing levels (or enhanced levels, in some cases) during service hours to enforce physical distancing, occupancy limits, screening procedures, and increased cleaning and disinfecting.

Strategic Plan (2015--2018)

County Council adopted the County of Oxford Strategic Plan (2015-2018) at its regular meeting held May 27, 2015. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

*1. ii. **A County that works together** – Enhance the quality of life for all of our citizens by:*
   - *Adapting programs, services and facilities to reflect evolving community needs*
   - *Working with community partners and organizations to maintain/strengthen public safety*

DISCUSSION

Background

On June 8, the Province announced a regional approach to the transition into Stage 2 of its Reopening Ontario plan, based on public health unit boundaries. Southwestern Public Health is among the 24 regions that may move into Stage 2, effective June 12.

With regard to public libraries:

"All libraries can reopen with limited on-site services, such as computer access and contactless book pickup and drop-off.
   - Patrons are not permitted to handle books or materials on shelves.
   - Libraries should operate in adherence with public health guidelines on physical distancing, capacity and hygiene procedures (e.g. disinfecting returns and high-touch areas like computers)."

During Stage 2, library collections ("the stacks") must remain off limits, as the public is prohibited from handling shelved materials. Public access computers may be used, but fewer stations can be made available to ensure physical distancing. Stand-up stations and shorter sessions are encouraged, and keyboards must be sanitized between uses.

The Public Services Health and Safety Association released its new Health and Safety guidelines for library employers. These guidelines are attached to this Report as Attachment No. 2.

Comments

Risk of exposure to COVID-19 is heightened when a facility is opened to the public. Stringent measures will need to be in place to ensure the safety of library staff and the public. Further clarification on safety measures will need to be sought from health and safety authorities, on issues such as:
- Screening and contact tracing requirements
- Requirement that people entering the library wear face masks
- Use and sanitization of public washrooms
- Best practices for cleaning of computer keyboards (and screens)
- Maximum occupancy numbers for each facility.

Providing computer and Internet access is a fundamental service of public libraries, and addresses a need for many who do not have their own computer, home Internet service, or access to a printer. The most frequently heard complaint during curbside service and by phone has been the lack of access to library computers. In recognition of this need, we will undertake efforts to safely open the Tillsonburg and Ingersoll branches for public access computer use, but only if and when adequate health and safety protocols can be exercised effectively. Until that time, we will work towards providing computer access outside of the Ingersoll and Tillsonburg branches during curbside hours, using tethered Chromebooks and library wifi.

Opening the branches will have resource implications, requiring calling back some staff currently on Declared Emergency Leave. These call-backs were anticipated during the calculation of the budgetary impacts of COVID-19.

Ingersoll and Tillsonburg will be extending their curbside service hours to improve accessibility. Now that the system has been in place for three weeks, branch staff are comfortable with the process and feel confident that increased hours are manageable.

Conclusions

The Plan for Phase 2: limited on-site services during COVID-19 (attached to this Report as Attachment No. 1) will continue to be developed as further guidelines are made available.

SIGNATURE

Departmental Approval:

"Lisa Miettinen"

_____

Lisa Miettinen
CEO/Chief Librarian

ATTACHMENTS

Attachment No. 1 – Pandemic Recovery Plan – Phase 2

Attachment No. 2 – Public Services Health and Safety Association. Health and Safety Guidance during COVID-19 for Library Employers.

PANDEMIC RECOVERY PLAN

PHASE 2: LIMITED ON-SITE SERVICES DURING COVID-19

On June 8, Premier Doug Ford announced that a regional approach was being taken to the progression into Stage 2 of the Province's Reopening Ontario staged plan. Southwestern Public Health is among those public health regions allowed to move into Stage 2 as of Friday, June 12.

In Stage 2, all libraries can reopen with limited on-site services, such as computer access and contactless book pickup and drop-off.

- Patrons are not permitted to handle books or materials on shelves
- Libraries should operate in adherence with public health guidelines on physical distancing, capacity and hygiene procedures (e.g. disinfecting returns and high-touch areas like computers)

MATERIALS DELIVERY PROCEDURES DURING PHASE 2

LARGE BRANCH:

Ingersoll and Tillsonburg will continue to provide Curbside Pick-Up and Delivery Services throughout Phase 2.

Particularly during summer months, the ability to remain outdoors for the distribution of materials is preferred, and is considered to be safest. Pick-up of materials is for pre-arranged Holds but can be augmented on-the-spot with no-contact selection of popular materials on display at curbside locations. The customer can request a display title and staff can check it out to them and add it to their bag.

There is no need for the public to access the library facility for Holds pick-up.

MEDIUM BRANCH:

All holds will be checked out to the customer in advance of the pick-up time. The customer will be phoned, e-mailed, or texted when their order is ready and to arrange an appointment for pickup.

i.   Pedestrian pick-up

Tables will be set up near the designated curbside pick-up location. Customers will not be permitted to enter the building except in the case of poor weather conditions. Staff will be stationed within sight of the table, maintaining strict physical distancing.

In Medium branches, all items will be checked out in advance of the customer's arrival. The customer's name will be clearly marked on the bag.

Customers will be permitted to approach the table one at a time. If customer is not known to staff, they will be asked for their name and library barcode number. Staff will then retrieve that person's materials (in paper bag(s), and place the bag(s) on the indicated spot on the table. Staff will step back and customer can pick up bag(s). Staff will direct customers to follow directional signage in order to exit the area and maintain appropriate distances from others.

Customers will maintain physical distancing at all times.

Norwich: tables set up at rear entrance. Customers approach table from the west and exit the table area to the east.

Tavistock: Pedestrian traffic will pick up bag from station on wheelchair ramp at side (main) entrance door, or just inside front door within cordoned off area, if raining.

Thamesford: Pedestrian traffic will pick up bag from table stationed outside front door (or just inside the front vestibule, if raining). Pedestrians will enter from George Street and exit towards Dundas Street.

Plattsville: Pedestrian traffic will approach table situated under the main entrance overhang from the east sidewalk, and exit to the south.

ii.   Vehicular pick-up

Norwich: semi-circular drive at front of building.

Tavistock: Parking lot. Landlord has agreed to refrain from installing concrete barriers blocking through-traffic between Woodstock Street and Hope Street. Vehicles will enter off Woodstock Street, pause near book drop, staff will deliver bags to car trunk, then vehicle will proceed to exit onto Hope Street.

Thamesford: Parking lot. Vehicles will enter off George Street, pause at west side of building where staff will deliver bags to vehicle trunk, then vehicle will proceed to exit onto Dundas Street.

Plattsville: Vehicles will park in the library's dedicated parking spots at the west edge of the school parking lot.

SMALL BRANCH:

During Phase 2, and after the Medium branches have established successful Curbside Pick-up service, Small branches may establish curbside service. The ability of a Small branch to provide curbside service will depend on:
* Number of staff required depending upon the service able to be provided at the physical location (pedestrian walk-up and/or vehicular pickup)
* A location and physical set-up that allows for physical distancing, staff and public safety

FACILITY ACCESS DURING PHASE 2

Risk of exposure to COVID-19 is heightened when a facility is opened to the public. To ensure that library employees are being protected to the best of the employer's ability, physical contact with members of the public must be prevented.

The requirement that members of the public entering the library facility wear a mask will be dependent on the recommendations of local public health officials.

Lexan shields will be installed at the service desks at Ingersoll, Tillsonburg, Norwich, Tavistock, and Thamesford during the week of June 15. Once these shields are in place, the public could enter the facility (by appointment) and approach the service desk for Holds pick-up or to be directed to a Public Access computer (by appointment). **As previously stated, until further notice, all pick-up service will continue to be offered curbside.**

At this time, Medium branches will not open for public access until such time as curbside service has been successfully established for several weeks, to allow for further planning.

It is unknown at what point the public will be allowed into the Plattsville school building. At this time, it is anticipated that only curbside service will be available at Plattsville.

Inside the library branch, the passage to the service desk will be indicated with signage and other means. Access to the collections will be blocked with tape/stanchions.

The first open hour of the day will be reserved for members of the public identifying as vulnerable (seniors, compromised immunity systems, etc.).

One staff person will be responsible for controlling entry, screening, and monitoring the number of people in the branch, in order to comply with occupancy limits.

Appointments for computer access are required, in order to control numbers and address demand. However, we know that some of the people who require access to library PACs do not have a computer or device of their own and therefore have no way to make a reservation online or by phone. Appointments for computer use can be made in-person at the branch, either for the same day or on another day, depending upon availability.

Public Access Computer sessions will be limited to 30 minutes. Limits on the number of computer sessions per day/week may be put in place. A 10 minute buffer between sessions will allow for sanitization of the computer keyboard.

Print jobs from the PACs will be available. Only staff will be permitted to access the printer. Printing will be placed on a table for the customer to pick up. Exact change will be placed in a container. The table surface will be disinfected after each print job.

INTERNET ACCESS DURING PHASE 2

WIFI ZONE

Wifi is available at all branch locations and can be accessed from outside the facility. Consideration will be given to strengthening/extending signals in some locations where signal strength is a concern.

During Phase 2, signage will be installed, with the permission of the landlord, indicating that this is a Free Wifi Zone, no password required. Physical distancing signage will be installed where possible. The signage should be situated where the signal is strongest, to better assist the public.

COMPUTER ACCESS

In both Ingersoll and Tillsonburg, a number of Public Access Computers will need to be removed or cordoned off to ensure physical distancing. Mitigating measures such as plastic wrap on keyboards or silicon keyboard covers, and the use of plastic chairs (or upholstered chairs being wrapped in plastic), will be in place.

Technology support and coaching can only be provided remotely during this stage.

WIRELESS PRINTING

Wireless printing is available at Ingersoll and Tillsonburg branches. Print jobs sent to the library will be handled by staff, and placed in an envelope. The customer will be contacted when their printing is ready for pickup. A container will be situated at the curbside station for payment. To avoid the handling of money, no change can be made.

<u>PUBLIC WASHROOM ACCESS</u>

We recognize that access to public washrooms is an important service in the community and an important resource in protecting against infection.

Public use of library washrooms for customers admitted into the building will be dependent on the recommendations of local public health officials and the capacity of cleaning contractors to ensure adequate sanitization.

Procedures for use of public washrooms will vary between Ingersoll and Tillsonburg. Whereas the washrooms in Tillsonburg are situated inside the entrance foyer, the washrooms in Ingersoll require that users access the library space, walking by shelving and the computer centre. The extent to which walk-in washroom use would impact building occupancy levels needs to be determined, calling into question the ability to allow walk-in washroom use until such time as occupancy levels are able to be increased.

Reading on this subject:

https://www.ctvnews.ca/health/coronavirus/how-safe-is-using-a-public-restroom-during-a-pandemic-expert-weighs-in-1.4965907

https://www.thestar.com/opinion/contributors/2020/05/11/think-public-toilets-are-icky-theyre-actually-an-effective-tool-to-fight-viral-infections-and-toronto-needs-more-of-them.html

Safe Environments
Healthy Workers

www.pshsa.ca

HEALTH AND SAFETY GUIDANCE DURING COVID-19 FOR LIBRARY EMPLOYERS

OVERVIEW

During the COVID-19 (coronavirus) outbreak, we all need to do our part to keep workers, students and the public safe and healthy so we can stop the spread and prepare to reopen the province, when we are ready.

Employers and workers in Ontario have certain duties and rights under the Occupational Health and Safety Act (OHSA) and its regulations. Employers should also review and follow any applicable directives and guidance coming from the Chief Medical Officer of Health and Ministry of Health.

Learn more about:

- workers' rights
- employers' responsibilities

BEST PRACTICES TO KEEP YOUR WORKERS HEALTHY AND SAFE

The health and safety of workers is a top concern amid the global COVID-19 pandemic. During this time, all workplace parties must place an increased focus on health and safety in order to protect the health and safety of workers.

All measures taken to prevent the spread of COVID-19 should be done in compliance with requirements under the OHSA and its regulations and the applicable public health directives issued by the Chief Medical Officer of Health.

Safe Environments
Healthy Workers

In addition, below are a set of resources, tips and best practices to help employers prevent the spread of COVID-19 in workplaces.

PROTECTING YOURSELF AND CO-WORKERS-GENERAL GUIDANCE

Coronaviruses are spread primarily from person-to-person through close contact, including at work. Here are some helpful tips to help prevent the spread of germs:

- Maintain physical distancing of at least 2 metres (6 feet) or more between persons, including library patrons and co-workers. (see Physical Distancing)
- Wash your hands often with soap and water when hands are visibly soiled, before and after any breaks, at the beginning and end of their shift, and before preparing food or use alcohol-based hand sanitizer (at least 60% alcohol content) if hand washing is not possible.
- Sneeze and cough into your sleeve.
- If you use a tissue, discard immediately and wash your hands afterward.
- Avoid touching your eyes, nose or mouth.
- Avoid high-touch areas, where possible, and ensure you clean your hands after.
- Implement regular cleaning and disinfection (see Environmental Cleaning and Disinfection)
- Wash your clothes as soon as you get home.
- If you are ill, notify your supervisor immediately, complete the self-assessment and follow the instructions provided.

ESTABLISH AN EFFECTIVE OCCUPATIONAL HEALTH AND SAFETY AND INFECTION PREVENTION AND CONTROL PLAN

Establish an infectious disease preparedness and response plan. The plan should follow recommendations in guidance notes from the Ministry of Health and directives from Public Health Ontario. The plan should consider and address levels of risk associated with the workplace and job tasks within libraries such as administrative and support staff. This includes how the library organization will operate during and throughout the recovery phase following the pandemic including sanitization of the workplace, equipment and resources, how workers report illness, how to ensure social distancing and how work will be scheduled.

To access the most recent Ministry of Health guidance notes please visit and scroll down to find your relevant sector information:
http://www.health.gov.on.ca/en/pro/programs/publichealth/coronavirus/2019_guidance.aspx

A list of activities and links to relevant resources to provide support in this area are listed below:

- Any books that have been handled by patrons in the library should be left in a dedicated quarantine area for a 24-hour period prior to recirculating. Follow library cleaning routines for visibly contaminated books or other returns.

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- For DVDs or other materials with plastic covers, wipe them down with alcohol wipes if not quarantined for 72 hours.
- If physical distance and separation cannot be maintained, workers should have personal protective equipment (PPE).
- Consider providing access to alcohol-based hand sanitizer for patrons on entry to library, at self-checkout and computer workstations.
- Consider asking library patrons to use a face covering (cloth or non-medical mask) to protect those around them.
- Suspending all group activities and gatherings
- Institute measures to physically separate or impose physical distance of at least 2 metres between persons. This could be done by altering the workplace layout of the floor by moving furniture (desks, chairs, couches, etc.), using visual cues such as tape on the floor to enhance physical distancing or the use of physical partitions.
- Placing the computers so that patrons stand to use them, discouraging longer visits and removing the need to sanitize the furniture between patrons.
- Place posters or other signage in high traffic areas:
  o Asking patrons or visitors to stay home if they have symptoms (fever, cough or difficulty breathing)
  o Encouraging good respiratory hygiene, hand hygiene, and other healthy practices at the entrance to the workplace. Consider hand sanitizer stations at these locations where possible.
- Provide training to workers on COVID-19, how it spreads, risk of exposure, including those who may be at higher risk (i.e. have underlying health conditions) and procedures to follow including reporting process, proper hand washing practices and other routine infection control precautions.
- Based on risk of exposure, consider implementing a process for containing and laundering clothing worn at work. Alternatively, advise workers to practice good laundry hygiene practices with their clothing as it could potentially be a source of contamination.
- Have a system for reporting probable and confirmed cases to the local Public Health unit. Communication about who will take responsibility, ensuring proper documentation, and implementing any advice given by the Public Health unit is critical for containing the spread of COVID-19.
- Consider remote work for workers wherever and whenever possible.
- Assign staff to dedicated work areas as much as possible. Discourage them from sharing phones, desks, offices and other tools and equipment.
- Limit the exchange of papers. If documents must be exchanged, leave them on a clean surface while maintaining a two-metre distance. Avoid sharing pens and office equipment. Disinfect after each use.
- Lunch rooms and break rooms should be arranged to follow physical distancing practices. Consider staggered lunch and break times to reduce the number of workers gathering.

PHYSICAL DISTANCING

As advised by the Chief Medical Officer of Health, public health officials, and outlined throughout government communications, physical distancing is required to control the spread of COVID-19. Physical distancing means maintaining a distance of at least 2 metres (6 feet) or more between persons. By

Safe Environments
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maintaining physical distancing, people are less likely to be exposed to a respiratory virus like COVID-19 as the virus can be spread before symptoms appear (pre-symptomatic) and when persons may have contracted the virus but are minimal or no symptoms (asymptomatic).

In order to ensure physical distancing in the workplace, employers should consider:

- Blocking off aisles or have one way aisle markings.
- Limit the number of patrons in the library at one time.
- Consider reducing hours of operation or limiting patron time in the library.
- Consider curbside check-outs of material.
- Alter the workplace layout of the floor by moving furniture (desks, chairs, couches, etc.), using visual cues such as tape on the floor to enhance physical distancing or use of physical partitions.
- Rearrangement of public sit and stand work stations to ensure physical distancing. For example, leave every other terminal empty.
- Consider if Plexiglas screening as a barrier at service counters such as circulation desk, self-checkout, information desk and resource desks.
- Maintain touchless delivery such as during curb side pickup by designating a drop and pick up zone.
- Maintain physical distancing during interlibrary book deliveries. This might include identifying a drop zone.
- Encourage touchless payment by patrons, e.g. late fees
- Limiting the total number of people at the workplace and where they are assigned to work

ENVIRONMENTAL CLEANING AND DISINFECTION

While employers always have an obligation to maintain clean workplaces, that obligation is under sharper focus during the COVID-19 outbreak.

The coronaviruses can survive for several days on different surfaces and objects. Frequent cleaning and disinfection is important to prevent spread of the disease. Many common household and commercial disinfectant products will destroy the COVID-19 virus. Some disinfectants will have an eight-digit Drug Identification Number (DIN). These products are approved for use by Health Canada. Refer to the Public Health Ontario Fact Sheet for Environmental cleaning for more details.

 Employers should focus on:

- Easy access to soap and water (ways to properly clean hands) or alcohol-based hand sanitizer if soap and water are not available
- Frequent cleaning and disinfecting of washroom facilities.
- Posting signage on hygiene in English and majority languages in the workplace so everyone can understand how to do their part respecting hygiene practices.
- Sanitizing of commonly touched surfaces or areas (e.g. door handles, light switches, toilet handles, counters, keyboards, telephone, book drops, controls for equipment and conveyors, self-checkout and other work surfaces,) twice a day and when visibly soiled.

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REPORTING ILLNESS

The symptoms of COVID-19 are shared with many other illnesses including the cold and flu. At this time, it is recommended that anyone who begins to feel unwell (fever, new cough or difficulty breathing) should return home and self-isolate immediately. If you are a caregiver, have a household member, or a contact of someone who has COVID-19 you should follow the guidance from public health on self-isolation.

People who are self-isolating should seek clinical assessment over the phone - either by calling their primary care provider's office or Telehealth Ontario 1-866-797-0000. If you need additional assessment, your primary care provider or Telehealth Ontario will direct you to in-person care options.

Anyone who has travelled outside of Canada must self-isolate for 14 days upon return from travel and should not go to work.

MINISTRY OF LABOUR, TRAINING AND SKILLS DEVELOPMENT AND WORKPLACE SAFETY & INSURANCE BOARD REPORTING REQUIREMENTS

The OHSA requires an employer to provide a written notice within four days of being advised that a worker has an occupational illness (including COVID-19) from exposure in the workplace or if a claim has been made to the Workplace Safety and Insurance Board (WSIB) by or on behalf of the worker with respect to an occupational illness, including an occupational infection, to the:

- Ministry of Labour, Training and Skills Development;
- Joint health and safety committee (or health and safety representative); and
- Trade union, if any.

For more information:

- Occupational Illness: Requirements to Report to the Ministry of Labour

Any instances of occupationally-acquired illnesses shall be reported to WSIB within 72 hours of receiving notification of said illness.

SHARE INFORMATION

It is important that all parties in a workplace understand their roles and responsibilities. Employers need to ensure health and safety policies are updated and available for all workers to see. Using resources developed for the sector, including this one and others produced by Public Services Health and Safety Association (PSHSA), the Ministry of Health, and Public Health Ontario will improve workplace understanding.

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POST YOUR POLICIES

Employers may wish to post and communicate COVID-19 policies to workers. These policies should cover how the workplace will operate, including but not limited to:

- The sanitization of workplaces
- How to ensure physical distancing
- How work will be scheduled
- How workers and contractors report illnesses

RESOURCES

Stay updated with daily government updates:

- Government of Ontario
- Government of Canada
- Public Health Ontario

ONTARIO GOVERNMENT AND AGENCY-ISSUED RESOURCES ABOUT COVID-19

The Ontario Ministry of Health is providing consistent updates on the provincial government's response to the outbreak, including:

- status of cases in Ontario
- current affected areas
- symptoms and treatments
- how to protect yourself and self-isolate
- updated Ontario news on the virus

Public Health Ontario is providing up-to-date resources on COVID-19, including:

- links to evolving public health guidelines, position statements and situational updates
- synopsis of key articles updating on the latest findings related to the virus
- recommendations for use of personal protective equipment
- information on infection prevention and control
- testing information
- other public resources

OTHER COVID-19 RESOURCES

Health Canada outlines the actions being taken by the Government of Canada to limit spread of the virus, as well as what is happening in provinces and communities across the country. It also maintains a live update of the number of cases by province.

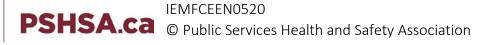Safe Environments
Healthy Workers

www.pshsa.ca

The World Health Organization is updating the latest guidance and information related to the global outbreak and spread beyond Canadian borders.

- It also provides the most up-to-date information on:
- current research and development around the virus
- a COVID-19 situation "dashboard"
- emergency preparedness measures
- live media updates on the spread of the virus

This resource does not replace the *Occupational Health and Safety Act* (OHSA) and its regulations, and should not be used as or considered legal advice. Health and safety inspectors apply the law based on the facts in the workplace.

To:	**Oxford County Library Board**
From:	**CEO/Chief Librarian**

Oxford Service Delivery Review – recommendations for library services

RECOMMENDATION

> 1. **That Report No. 2020-08 entitled "Oxford Service Delivery Review – recommendations for library services" be received for discussion purposes.**

REPORT HIGHLIGHTS

- To share the Service Analysis for library services as found in the Service Delivery Review, as well as recommendations prepared by the nine municipal CAOs within Oxford County.

Implementation Points

The CEO of Oxford County Library (OCL) will work with the CEO of Woodstock Public Library (WPL) to explore opportunities outlined in the Service Delivery Review involving both systems. A joint meeting of the two Library Boards could be suggested.

Financial Impact

The recommendations presented in the Review are primarily cost neutral. Investigation of opportunities could be undertaken using existing staff resources.

The Treasurer has reviewed this report and agrees with the financial impact statement.

Risks/Implications

There are no risks associated with exploring opportunities to collaborate and resource-share with the Woodstock Public Library.

Strategic Plan (2015--2018)

County Council adopted the County of Oxford Strategic Plan (2015-2018) at its regular meeting held May 27, 2015. The initiative contained within this report supports the Values and Strategic

Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

5. ii. **A County that performs and delivers results** – Deliver exceptional services by:
- *Conducting regular service reviews to ensure delivery effectiveness and efficiency*

DISCUSSION

Background

In 2019, a Regional Government Review was undertaken by the Ministry of Municipal Affairs and Housing. The purpose of the Review was to determine whether the regional government structure in Ontario was providing services effectively, efficiently, and appropriately.

All nine municipalities of Oxford County committed to undertake a Service Delivery Review, and retained Watson & Associates Economists Ltd. to lead the process. A considerable amount of information on library services was prepared by County and City staff, which provided the background for a productive and interesting session with the consultants, at which senior staff from both library systems were present.

The overview and recommendations found in the final Service Delivery Review document are attached to this Report as Attachment No. 1.

Comments

OCL and WPL currently partner in two areas:

- Oxford Reads, the annual community-wide celebration of a Canadian work of fiction or non-fiction, culminating in a gala event with the author, began in 2018 as an OCL program. We invited WPL to join as our partner in 2019, and the success of the events and the work of the Oxford Reads staff team resulted in our partnership in Oxford Reads becoming a permanent one.
- When provincial funding for the Interlibrary Loan system was cut in 2019, a group of libraries, led by the Norfolk County Library system, formed an ILLO courier system between the member libraries. OCL offered to include WPL as an associate member through us, routing ILLO to and from WPL via our Van Driver who now makes a weekly stop at WPL. We charge WPL an annual fee for this service, which significantly decreases our membership cost in this courier system.

In addition to these established partnerships, librarians of both systems communicate regularly and a peer relationship has formed over the past several years.

Oxford County Library has been a member of the Ontario Library Consortium (OLC) since its inception in 1986. Membership in OLC provides consultant services to support our patron and catalogue databases as part of its union catalogue, and consortial pricing for software is affordable, as opposed to being a standalone system. WPL joined OLC a few years ago, meaning that our two systems now use the same Integrated Library Software, SirsiDynix. This

could open up the potential of "shared" collections, although at this time, WPL is not part of the union database but is a separate instance on the OLC server.

The ability to coordinate collections purchasing would be contingent upon the removal of non-resident fees charged by WPL. County residents from outside the City of Woodstock are charged a $50 annual fee for a WPL membership (although County students attending a school within the City are charged only $5). Years ago, more County residents had a WPL card than City residents an OCL card, but over the past several years, non-resident numbers for both systems are on par. Only if all residents of the County could access both libraries' collections would it be possible to share materials. Discussions along these lines have taken place in the past with Brant County Public Library, focusing on individual collections that are important to have but may have a more limited/specialized user base, such as non-fiction, Books on CD, and Large Print. No action was taken, primarily due to the logistics of sharing collections with Brant, whose Headquarters is in Paris. No such geographic challenge would exist between WPL and OCL.

It is unlikely that there would be the ability to share subscription services, such as Overdrive, or any of our Lifelong Learning resources. Each library system is a separate customer and account – there would be no incentive for a database provider to permit shared use.

Other recommendations in the Service Delivery Review touch on emerging needs that have been identified and discussed at the Board level in the past: the increased need for library space as community gathering and programming space and the success of branch locations housed in multi-use facilities; the demand for outreach and remote programming (as piloted last summer with Ox on the Run); the importance of relationships with local agencies to support the library's outreach efforts; the need for staff development and the challenges of retention in a predominantly part-time workforce; the opportunities that RFID and other technologies offer, both for staff productivity and for expanding the library's presence and the use of our facilities; and the need to market library services and effectively tell our story.

The consultation process identified opportunities and challenges, some shared by both systems, but others not, as a centralized system is different in many ways from a decentralized, largely rural system. In addition, the fact that WPL is a unionized workforce precluded discussion of potentially shared positions, for example, Outreach or Marketing.

The CAO Update, presented to County Council at its June 10 Regular Meeting, summarizes the Libraries Analysis (Section 3.2.23 of the Review) as follows:

Recommendation summary – Integrated systems between the County and Woodstock, coordinated purchasing, inventory current staff and strategically recruit and the utilization of technologies.
Annual cost: $0 - $10,000
Benefiting Municipalities – All Municipalities

CAO Discussion
There are two independent library systems within Oxford County, Woodstock and the County. The recommendations are a matter between the two boards, for consideration and utilization.
Recommendation: That the report recommendations be shared with the Public Library Boards for Woodstock and the County for discussion and determination.

Conclusions

Reciprocal borrowing between the two systems would help facilitate joint initiatives and resource sharing between our two library systems. Whether that happens is a decision of the WPL Board and City Council.

Other recommendations found in the Review reflect the strategic directions identified by this and previous OCL Boards, and should generate interesting discussion at the meeting.

SIGNATURE

Departmental Approval:

Lisa Miettinen"

Lisa Miettinen
CEO/Chief Librarian

ATTACHMENTS

Attachment No. 1 – Watson & Associates Economists Ltd. 2019 Service Delivery Review. Section 3.2.23: Libraries.

3.2.23 Libraries

3.2.23.1 Overview

Municipalities Providing Library Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓							✓	

Oxford County (Oxford County Library) is responsible for library services in seven of the eight area municipalities (Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg and Zorra) while the City of Woodstock offers library services independently through the Woodstock Public Library. Amalgamation of the two library systems has been explored through past studies and has not been supported (most staff are front-line and would not result in substantial efficiencies); opportunities for the two systems to work more closely together are examined herein.

In the case of Oxford County and area municipalities, the majority of library services provided fall within the traditional service delivery model of collections, lending, technology, programming, and information support. Lending is only available to registered cardholders (based on residency, although the County system is open to Woodstock residents at no charge), while most other services – such as information services and programming – are available to anyone.

There are 15 physical library locations within the County (14 – decentralized model) and Woodstock (1 – centralized model) library systems; the larger branches contain public space that can be used for third-party community meetings and events.

Libraries are subject to legislation such as the Municipal Act, the Public Libraries Act, and Accessibility for Ontarians with Disabilities Act and are accountable to the communities they serve. Two non-legislative resource documents; Guidelines for Rural / Urban Public Library Systems, 3rd edition (2017) and Ontario Public Library Guidelines, 7th edition (2017), are also commonly used to guide library services.

Per the Public Libraries Act, public libraries are limited in their ability to impose fees for programs, services or materials and modify existing revenue sources. As a result, libraries rely heavily on municipal support (and, to a lesser extent, Provincial grants) to fund their operations. As a low-to-no cost public service, libraries seek operating efficiencies within their staff complement as well as support from dedicated volunteers.

For example, many in-branch programs offered at both the Oxford County Library and Woodstock Public Library are facilitated by staff members and volunteers. On a per capita basis, revenues generated from user fees and surcharges in 2018 were comparable between the two systems ($2 in Oxford County and $3 in Woodstock).

Annual library expenses for the Oxford County System were $47 per capita in 2018, compared to $66 per capita in the Woodstock system. These variations may be explained by a variety of reasons, the most notable include per capita space provision, operating hours and staffing levels. The Woodstock Public Library Branch operates for approximately 63.5 hours per week, while the average weekly operating hours among Oxford County Libraries is only 25 hours per week. As urban centres serving a larger local population base, Tillsonburg and Ingersoll operate with higher weekly hours (60 and 59.5, respectively). The lower operating hours among rural library branches helps decrease expenses such as staffing and applicable overhead (i.e., utilities). It should also be noted that all employees of the Woodstock Public Library are unionized members of CUPE Local 1146 – Library Unit; the Oxford County Library does not have any unionized employees.

The Oxford County Library system includes 14 branch libraries distributed throughout seven area municipalities; some buildings are owned by the Library, some by the local municipality (including shared use arrangements), and some are leased from other sectors. The Oxford County Library is also responsible for one additional building that serves as the library headquarters (but does not function as a public library branch). Woodstock Public Library includes one main branch facility in the City of Woodstock. Library assets include not only the physical library branches, but also the collections and technologies stored within them.

The Oxford County Development Charges Background Study identifies a number of capital investments in library infrastructure within the next 10 years. Capital investment in libraries generally plans for expanded space in response to anticipated population growth and capital repair / replacement, as necessary.

Key trends and best practices for public library services include: co-location with other community facilities and extended community use of library space; consortium purchasing to ease the rising cost of materials; accommodation of social service providers; increased programming; non-traditional item lending; extended technology

and creative resources (e.g., Wi-Fi, maker spaces, digital editing studios, etc.); and community librarianship models and outreach services.

Service Profile Reference: Page A-202

3.2.23.2 SWOT Analysis

Strengths

- **Community Benefits:** Through a variety of free services, libraries encourage literacy in communities, offer employment resources, provide tech help, foster social interaction and support lifelong learning. The Library sector has invested heavily in advocacy and effectively collects and disseminates data to support its services.
- **Data Collection:** Libraries keep detailed records of circulations, registrations, visits and more. It is important that they continue to track and analyze data to support service provision and adaptation to trends.
- **Staff:** Library staff are frequently identified by the public as a tremendous asset. Many have worked in the communities for several years and have built relationships with patrons, which strengthens customer service.

Weaknesses

- **Resources and operating hours**: Demand for library services is shifting but continues to grow; however, services are limited by resources and physical space to offer programs and services.
- **Staff turnover and expanding skills**: The current operating model includes a high proportion of part-time positions, which can sometimes lead to staff turnover. Furthermore, the range of skills and specializations within the library sector is expanding, creating the need for increased training and hiring. Staffing is by far the most significant expense within the library budget.

Opportunities

- **Greater coordination of library services**: Oxford County Library and Woodstock Public Library may find efficiencies through shared staffing, collections, programs, subscriptions, and more. Although there are historic

agreements, library boards, and union contracts to consider, there may be benefits in exploring a closer working relationship between the two systems.

- **Community librarianship and external services**: The public libraries may wish to further explore opportunities to work with local organizations and coordinate off-site library services such as mini-libraries, bookmobiles, etc.

Threats

- **Reliance on Municipal Funding:** Libraries are very limited in their ability to generate revenue. Although operated independently from municipalities, public libraries rely heavily on funding from area municipalities.

- **Under-utilized facilities**: Some Oxford County Library branches are small and operate for reduced hours, leading to a perception that they are under-utilized. In fiscally constrained times, these locations can become candidates for closure or further service reductions. The number of library branches has been reduced in the past. It is important to reinforce the role that these venues play as community gathering spaces, particularly in rural settlement areas.

- **Digital technologies**: Also viewed as an opportunity, the fast-changing digital world has forced libraries to keep pace and offer an expanded range of services. Computer and internet access, electronic books and databases, 3D printing, and more have become commonplace in libraries, which stretches resources thin. Although concern has been expressed about the impact of new technologies on book lending, circulation of physical materials remains strong.

3.2.23.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Pursue an integrated system of **reciprocal borrowing** through the removal of the **non-resident fee** for Oxford County residents accessing Woodstock Public Library collections.	Application of a non-resident fee for accessing collections at the Woodstock Public Library may present a barrier to access for some residents of Oxford County.	Increased Level of Service (improved coordination)	$10,000 annual decrease in revenue for Woodstock Public Library	Oxford County and Woodstock
2. If reciprocal borrowing is implemented, coordinate **material purchasing** between the Oxford Public Library and Woodstock Public library and seek opportunities for **shared use** of collections and subscriptions.	To optimize investment and use, greater integration between the public libraries is recommended, such as working together to coordinate selected collections (e.g., non-core materials) to reduce duplication.	Increased Level of Service (improved coordination)	Cost Neutral	Oxford County and Woodstock

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
3. Continue to expand **data metrics** and the analysis of **library usage**.	Library usage is changing, and the impact is growing. New ways of illustrating these impacts are required to ensure resources are allocated efficiently. (currently underway in Woodstock)	Increased Level of Service (service efficiency, enhanced performance, modernization)	Cost Neutral	Oxford County and Woodstock
4. Consider **expansion or redevelopment** of select existing library facilities to accommodate greater community use. Any potential relocations should consider opportunities to align with other community facilities (e.g., parks and recreation).	Demand for physical library space is increasing. There is a greater public desire for passive / casual space as well as increased participation in library programs. Leased locations should be assessed further. Multi-use facilities are convenient and cost effective.	Increased Level of Service (service efficiency, enhanced performance)	Project-specific	Oxford County and Woodstock

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
5. Explore opportunities to provide library services **outside of dedicated facilities** and to accommodate after-hours use of program rooms for community use.	Demand for library programming continues to increase, as does interest in multi-use sites that allow user convenience. Community outreach and off-site programs and collections may help alleviate these pressures.	Increased Level of Service (improved coordination, enhanced performance)	Project-specific	Oxford County and Woodstock
6. Continue to foster and support **relationships with community agencies** that offer outreach opportunities for library services.	Libraries have done well to build relationships with local agencies and volunteers. These should continue to be supported and expanded.	Increased Level of Service (improved coordination, enhanced performance)	Cost Neutral	Oxford County and Woodstock

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
7. Inventory the current **staff skill set** and evaluate reasons for **staff turnover**. Seek opportunities to adjust hours for part-time staff and / or provide additional training.	To mitigate the impact of high part-time employee turnover rates, the public libraries may wish to provide additional training or scheduled hours as incentives to remain on staff.	Increased Level of Service (enhanced performance)	Cost Neutral	Oxford County
8. **Strategically recruit** for library staff that possess emerging competencies.	Using the knowledge gleaned from the recommended staff skill set inventory, the public libraries may focus on recruitment of new employees with knowledge or skills that are lacking in the current staff complement.	Increased Level of Service (enhanced performance)	Cost Neutral	Oxford County and Woodstock

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
9. Explore cost-benefit of utilizing **technology** such as RFID or self-serve kiosks / non-staffed libraries.	Demand for library services is high and investment in technologies may help to alleviate demand for staff time. This would enable librarians and other staff to utilize their time with more in-person interactions.	Increased Level of Service (service efficiency, modernization)	To be informed through further study	Oxford County and Woodstock
10. Seek opportunities to **promote library services** through print and digital media. **Share data analysis results** with the public and municipal officials to promote positive outcomes of library services.	Many residents may be unaware of the new services provided by local public libraries. Library services should be promoted through print and digital media (e.g., leisure guides, social media, newsletters, etc.). Sharing results from data analysis will illustrate impacts and outcomes.	Increased Level of Service (improved transparency)	Cost Neutral	Oxford County and Woodstock