Municipality of Anchorage
Library Advisory Board Agenda
Z.J. Loussac Library
Board Room, 4th Floor
January 16, 2019
5:30 p.m.

1. Call to Order

2. Roll Call

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Barbara Jacobs</td>
<td>Nancy Hemsath, Chair</td>
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<td>Cristy A. Willer</td>
<td>Lucy Flynn O’Quinn</td>
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<td>Jamie Lang</td>
<td>Sarah Switzer</td>
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<td>Jonathan Bittner</td>
<td>Wei Cheng</td>
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<tr>
<td>Lo Crawford</td>
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X=Present, E=Excused, PH=Phone

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<thead>
<tr>
<th>TOPIC</th>
<th>Leader</th>
<th>Time</th>
<th>Action</th>
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<tbody>
<tr>
<td>Call To Order</td>
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<tr>
<td>Person(s) to be Heard</td>
<td></td>
<td>3 min</td>
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<tr>
<td>Consent Agenda, January 16, 2019</td>
<td>Chair</td>
<td>1 min</td>
<td>Vote to Approve</td>
</tr>
<tr>
<td>Approval of Minutes – Dec 12, 2018 Minutes</td>
<td>Chair</td>
<td>2 min</td>
<td>Vote to Approve</td>
</tr>
<tr>
<td>Policy: Programming</td>
<td>Director</td>
<td>10 min</td>
<td>Vote to Approve</td>
</tr>
<tr>
<td>Strategic Plan 2019-2021</td>
<td>Clare Ross</td>
<td>20 min</td>
<td>Discussion and Vote to Approve</td>
</tr>
<tr>
<td>Staff Updates</td>
<td>Director</td>
<td>20 min</td>
<td>Discussion</td>
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<tr>
<td>Director Report</td>
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<tr>
<td>All Board Retreat</td>
<td>Director and Board Chair</td>
<td>5 min</td>
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<tr>
<td>• January 26, 9:00-12:30 Ann Stevens Room, 3rd Floor Loussac</td>
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<tr>
<td>Next Board Meeting</td>
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<tr>
<td>Feb 20, 2019, 5:30-7, Alden Todd Board Room, Board Training</td>
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<td>Board Comments and Adjourn</td>
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# Municipality of Anchorage
## Library Advisory Board
### Minutes

**Date:** December 12, 2018  
**Location:** Z.J. Loussac Library

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Staff</th>
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<tbody>
<tr>
<td>X Nancy Hemsath, Chair</td>
<td>EX Jonathan Bittner</td>
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<tr>
<td>X Jamie Lang, Vice Chair</td>
<td>X Lucy Flynn O’Quinn</td>
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<td>X Cristy A. Willer, Secretary</td>
<td>X Sarah Switzer</td>
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<tr>
<td>EX Barbara Jacobs</td>
<td>X Wei Cheng</td>
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<td>X Lourdes Linato-Crawford</td>
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<tr>
<th>Retreat.</th>
<th>Information / Findings / Conclusions / Recommendations</th>
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<tr>
<td>Call to Order</td>
<td>5:35 p.m.</td>
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<tr>
<td>Person to be heard</td>
<td>None.</td>
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**Mission Moment**
David Adkins-Brown led a discussion of the “Language Access Plan” (attached), designed to “help identify reasonable steps for providing language assistance to persons with limited English proficiency...” In partnership with UAA’s Justice Center, staff can reach 240 languages for $.63/minute to help patrons.

**Consent Agenda**
- Agenda approved (Lucy/Jamie).
- Minutes of 11.28.18 approved (Lo/Jamie).

**Discussion/Action Items**
- Clare Ross led a ppt discussion of the draft “APL Strategic Plan 2019-2021,” which was developed with considerable community input and in partnership with the Aspen Institute. The board congratulated Clare and her team on a job well done.
- Director’s Report (attached). Earthquake recovery continues.
- 2018 Performance, Value, Results (PVR) Q3 (attached).

**Comments**
- Board orientation has been moved to February, to cover roles and responsibilities of Board members and roles of the three boards.
- Three-board retreat will be on January 26, 9-12:00.

**Adjournment**
Meeting adjourned at 7:13 (Lucy/Mei).

**Next Meeting**
Location: Loussac, Alden Todd Board Room  
Date: January 16  
Agenda: Strategic Plan approval.
ANCHORAGE PUBLIC LIBRARY
PROGRAM POLICY

Definition
A program is defined as a coordinated activity or event with a specific purpose, such as highlighting collections, services, learning about the community or sharing knowledge and expertise.

Purpose of Library Programs
The Anchorage Public Library provides programs that supports our core values of access, equity, and building a community of learners. Programming is an integral component of library service that:

- Expands the library’s role as a community resource
- Introduces community to library resources
- Provides entertainment and learning opportunities
- Expands the visibility of the library
- Attracts new library customers
- Promotes social skills and language development
- Gives the community opportunities for engagement, community involvement, collaboration and learning

Library staff will use their expertise, collections, services and facilities in developing and delivering programming and uses the following criteria in making decisions about program topics, speakers, and accompanying resources:

- Strategic focus areas and core services
- Availability of program space
- Treatment of content for intended audience
- Presentation quality
- Presenter/Partner background/qualifications in content area
- Budget
- Relevance to community interests and issues
- Historical, cultural or educational significance
- Connection to other community programs, exhibitions or events
- Relation to library collections, resources, exhibits and programs

In addition, the library draws upon other community resources in developing program partners with other agencies, organizations, educational and cultural institutions, or individuals to develop and present co-sponsored public programs. Professional performers and presenters that reflect specialized or unique expertise may be hired for programs; performers and presenters will not be excluded from consideration because of their origin, background, or views, or because of possible controversy.

The library will abide by the Municipality’s public policy from Title 5 Equal Rights:

The public policy of the municipality is declared to be equal opportunity for all persons. The assembly finds that invidious discrimination in the sale or rental of real property, financing practices, employment practices, public accommodations, educational institutions, and practices of the municipality, based
upon race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, age, or physical or mental disability, adversely affects the welfare of the community. Accordingly, such discrimination is prohibited. It is the express intent of this title to guarantee fair and equal treatment under law to all people of the municipality, consistent with federal and state constitutional freedoms and laws, including freedom of expression, freedom of association and the free exercise of religion.

**Access**

While most library programs are free and open to the public, a fee may be charged for certain types of library programs and approved by the Library Director. Attendance may be limited due to space, or when safety or the success of a program requires it. Limits will be accomplished on a first come, first served basis either with advanced registration or at the door. The library’s philosophy of open access to information and ideas extends to programming, and the library does not knowingly discriminate through its programming. Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by participants, and program topics, speakers and resources are not excluded from programs because of possible controversy.

The library welcomes expressions of opinion from customers concerning programming. If a customer questions a library program, he/she should first address the concern with a library staff member. Customers who wish to continue their request for review of library programs may submit a Request for Reconsideration form to the Library Director and can be obtained at any library. Requests for review of programs will be considered in the same manner as requests for reconsideration of library materials.

Any person needing an accommodation for a disability in order to access the benefits of the library’s services, programs, or activities under the Americans with Disabilities Act should contact a library manager no less than five (5) working days prior to the program.

**Library Program Guidelines**

- All individuals, groups or organizations who are interested in conducting an event or class at the library should submit the Library’s Program Proposal Form.
- Library events are typically scheduled a minimum of three months in advance.
- Presenters are expected to supply their own materials or handouts, unless discussed in advance with staff. External organizations or individuals partnering with the library on programs must coordinate marketing efforts with the library’s Public Relations Department.
- Presenters who are being paid to present must submit a presenter agreement, invoice, and W9 form annually in advance of their program and will be paid within 30 days after their program.
- The library may co-sponsor programs with entities whose mission and goals are compatible. Co-sponsorship decisions are made on the basis of shared interest, responsibility and benefits.
- All programs must be respectful to all communities and must not espouse hatred or violence.
- Program suggestions from the public and/or unsolicited offers from individuals or organizations to present programs will be evaluated by the same standards used to select library-initiated programs.
- Items directly related to library events may be sold, as long as the sales are approved by the Library and benefit the library through an agreed amount donated to the Friends of the Library. Library staff may not assist with sales.
• Performers and musicians who use music, movies or other copyrighted materials in programs should only use material for which they have permission to use. The library expects that performers and musicians will obtain any necessary copyright permission and/or license for any non-original works used for any library event. This includes works performed live and/or use of recorded music.

• Presenters that use animals in their programs must submit proof of liability insurance and be approved by the Library Director.

• The library does not sponsor events that promote businesses or for-profit enterprises. This does not mean, however, that representatives of businesses and for-profit enterprises cannot be presenters in library-sponsored events. Any information must be of general interest to the intended audience and applicable to situations that do not require purchasing a specific product or enrolling in a specific fee-based program. Enrollment for these programs will not be allowed. Presenters are permitted to have business related brochures, flyers, or other informational items available for attendees to pick up if interested. Such materials cannot be distributed as part of the event.

• Performers or contractors will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability. The contractor will comply with all laws concerning the prohibition of discrimination including, but not limited to, Title 5 and Title 7 of the Anchorage Municipal Code.

Recommended for approval: Mary Jo Torgeson, Library Director

Approved by: Library Advisory Board,
LIBRARY DIRECTOR’S REPORT
December, 2018

Strategic Plan: staff committee is developing our “First Six Months” work plan and have selected 6 priority tasks to focus on:
- Internal communication plan, staff/supervisor professional development, assessments of programs/partners, create a policy review schedule, volunteer program, and customer service

IT and Patron Services
- Patron Services has welcomed a new Circulation Supervisor Jamie White.
- Library IT has finished work on the new Deployment server and Domain Controller. The new Public computer image will use Windows 10 and use Microsoft Office 2016 and will allow APL in conjunction with MOA ITD to more easily deploy all new computers.
- We are coordinating with our ERate consultant for our 2019 application and subsequent purchase of network equipment. With these federal funds, we save approximately 60% on all of our equipment.

Collection Management Services
- We have added several new electronic resources to the website: RB Digital, Learning Express Library, Medline, Home Improvement Reference Center, and Hobbies & Crafts Reference Center and are promoting databases on facebook.
- Technical services completed a huge product to add a new collection, STEM KITS, for children.

Branches:
Muldoon:
- Earthquake: minor damage, only closed several days. Volunteers helped on the following week with cleanup.
- A patron wanted help on a do it yourself bankruptcy, and after several reference interviews, and sending him to legal sources he would not have found on his own, he decided to hire an attorney.
- Winter Break youth programs increased attendance by over 100 children.

Eagle River:
- Earthquake: approximately 90% of the collection, over 60,000 items, were on the floor. We’re still missing many ceiling tiles plus the metal grid to hold them up, and drywall cracks throughout and several shelving ranges came loose from their bolts and are now wobbly. Staff came from other locations to assist and Facilities Manager, Bill Fowler was a lifesaver, clearing out the debris and doing the lion’s share of the shopvac work.
- Mike Chadwick (MOA Internal Audit) mobilized 25 volunteers from his church once we were able to get them in to help clean. Overall, 30 volunteers worked 120 hours on clean up, dusting books and shelves.
- We reopened on Friday, 12/21, three weeks after the earthquake. In preparation for all the stories that patrons would want to hear and tell, Dean Brovold created a photo slideshow for our digital screens to display pictures of the carnage and children were encouraged to write their story in the library.
- Rebecca Burke, Library Asst II, transferred to MV as of Dec 1, but continued to help at CE during the recovery efforts. Her in-laws donated funds via the Library Foundation to provide food and drink to library workers during the first week of the closure despite the fact that they live thousands of miles away.

Mountain View:
- Earthquake: MV had the least damage and was the only library open the day after the earthquake.
- Winter crafts saw a good number of people come through as well as the Christmas Horror Fest (nontraditional Christmas films) which had many people not from the MV area attend.
- This branch is considered a center for the Mountain View community. We had a women recently come to the library early in the morning to not only drop off her DVDs but also have us call 911 for a health emergency. She had run low on a medication, waited for us to at least partially open for the morning, and made the trip to us. She said she trusted us to speak with EMTs as well as provide a safe place while she waited. It is quite evident that this library provides more for this neighborhood than just books and computer access.
- MVNL is happy to now have a STEM kit out for kids to use in conjunction with project build, a grant funded new youth program. We have been able to sit with kids and show them how to use the microscope to view mounted slide as well as their hair and paper. This is the first station, and a new station will arrive next month. (See picture below)

Girdwood:
- Earthquake: closed for several days and it took 3-4 hours to clean up fallen books and dust
- Had a DIY green adult craft program of making wax wrap, and even several Girdwood fire fighters joined in
• Girdwood held their first Grinch Storytime, where staff read *How the Grinch Stole Christmas* by Dr. Seuss and watched the original cartoon, 45 people came, and we hope to do this event yearly (see picture below)

**Community Relations**
• Early December was consumed with communication regarding the Earthquake and recovery. We received a huge increase in patron engagement on social media including audience increases across all platforms. Our main APL and Eagle River page received the highest bump.
• Misty Rose also continued support for the “Libraries Mean Business” grant working with APL’s Business Fellow to set up first quarter marketing including online ads and radio show prep.
• APL had a special screening of “We’ll Meet Again” that featured the Library and reference librarian Stacia McGourty as part of the journey. We plan to re-run the screening in March if you missed it here or on PBS. The premier received media coverage. We also ran a commercial LINK for the Alaska Collection and Genealogy resources during the PBS show “We’ll Meet Again” And also “Finding Your Roots”.

**Media Coverage:**
• ADN- Story on ’64 vs ’18 quake including pre-promotion of Library “We’ll Meet Again” event.
• KTUU- “We’ll Meet Again” 1964 Quake Survivor Story
• ADN- Follow up on 7.0 quake impact for Eagle River
• KTUU- Included “Noon Year’s Eve” in their list of best things to do and sent a film crew to Loussac
• Last 28 Day Facebook snap shot includes: Now showing in numbers with increases “highlighted.” Non-highlighted is either down or flat to previous track.

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<thead>
<tr>
<th></th>
<th>Page Likes (+)</th>
<th>People Reached</th>
<th>Post Engagement</th>
<th>Audience(total likes/follows)</th>
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<tr>
<td>APL Main FB Page</td>
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<td>13463</td>
<td>4284</td>
<td>9,167/8,877</td>
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<tr>
<td>Gerrish</td>
<td>6</td>
<td>700</td>
<td>159</td>
<td>383/384</td>
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<tr>
<td>Mountain View</td>
<td>19</td>
<td>1150</td>
<td>532</td>
<td>440/444</td>
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<tr>
<td>Loussac</td>
<td>67</td>
<td>13988</td>
<td>2384</td>
<td>631/647</td>
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<tr>
<td>Muldoon</td>
<td>3</td>
<td>205</td>
<td>53</td>
<td>37/37</td>
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<tr>
<td>CH-ER</td>
<td>50</td>
<td>3982</td>
<td>1009</td>
<td>336/349</td>
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**Foundation/Friends**
• **Downtown Library:** will meet with Sen. Begich to discuss our capital request and Andrew Halcro to revisit ACDA’s ability to support this project; met with manager of 5th Avenue Mall – they are really interested in having us in the mall. There are some real possibilities, but their discounted rent is still out of our price range.
• Foundation hit or exceeded our fundraising targets for the year.

**Youth Services**
• Meet the cast event with Cyrano’s for their winter kids musical based on the *Diary of a Worm* books. It was our first such partnership with Cyrano’s.
• Science with Cooperative Extension. Our first official partnered event with cooperative extension, they are doing evening school age science programs.
• Post Earthquake Events –When ASD, announced that they would be closed for a week, library staff immediately responded with a week’s worth of events. We did a morning movie and an afternoon activity. Each day was a theme. These events garnered great participation (almost 100 people at some of the afternoons) and tons of positive comments from the public.
• Ready Set Create Stations launched at Loussac and all the branches. These areas are aimed at school age kids, 6 to 12, with a hands on STEM activity. The initial reaction from the patrons has been very positive. Every month we will rotate the activities – there are 10 activities so it will be nearly a year before we repeat! This is part of the Project Build grant.
• Because of the great publicity from our Earthquake week events, Bosco’s called and asked if we wanted to do a Pokemon class. They brought staff and gave out card and taught a lot of very excited kids to play Pokemon.
• Volunteers helped with a number of events and were lined up for winter break events
• By comparison in 2017, we did 544 programs for 20,591 people. That is **82 more programs** for an extra **6,684 people**.
• Anecdote: A favorite 13-year-old disclosed to a staff member that she identifies as gender nonbinary and shared the name she prefers to be called, while still gave the option of calling her by her old name. Staffer asked her which one she preferred (she said the new one). She also mentioned she was thinking of buying a binder and she was asked if she had considered asking her parents—she communicated that she wasn’t quite ready to speak to them about it yet. A few minutes later (and knowing what a voracious reader she is), the YS Librarian brought up our new young adult non-fiction section and she was SO EXCITED by what we offered, she ended up checking out eight books, including some on sexuality and gender. The YS Librarian said: “This whole conversation reinforced why I do this job and why I love it so much: she may not have been ready to tell her parents but views me as a trusted adult, one she knows will react nonjudgmentally and respect the information she shares with me. Not only was I able to just listen to her and validate her feelings, I was able to connect her to valuable resources so she can continue discovering her identity and learning on her own”.

**Ready to Read Resource Center**
• Presented live session for Modules 1 and 2 for my second cohort of Supercharged Storytimes for All (running through February)
• Submitted January book recommendations for the column in Best Beginning’s new newsletter.

**Adult Services**
• The screening for We’ll Meet Again with Anne Curry attracted more than 100 participants. Between the national viewing and the earthquake, we’ve noticed an uptick in people looking for material related to the 1964 earthquake.
• Cozy Up with a Good Book is our virtual reading group. We use Engaged Patron to provide a platform for patrons to share book reviews, September-April. Patrons that participate are eligible for a prize drawing.

**Community Resource Coordinator**
• 29 1:1s, 4 repeat clients
  o 3 ACMHS referrals
  o 5 SNAP applications
  o 3 therapy referrals (private clinicians)
  o 1 disaster assistance grant application (start to finish)
  o 1 Senior Benefits application
  o 4 resumes (start to finish)
  o 1 job search > application > submittal
  o 2 heating assistance applications
  o 1 General Relief application (utility assistance for APA recipients)
  o 2 Medicaid applications
• Materials: 200 business cards, 20 APA applications, 11 APA re-certifications, 7 heating assistance apps, 35 December food pantry schedules, 10 AK disaster assistance grant info pages, 20 Aetna post-earthquake mental health hotline referrals, 18 ADRC referrals
• Top two needs this month: housing, mental health support (PTSD, anxiety)
• A patron who would be stereotypically the least likely to “engage with services” attended the “Community Resource Coffee” event and not only engaged with Assets (disability support), he also filled out their application and sent it in on his own.
• Two individuals who’ve camped for the last 6 years were able to walk into the CRC office Friday afternoon and leave with completed SNAP applications and a Monday appointment with CITC’s outreach team.

**USAGE SNAPSHOT**

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<thead>
<tr>
<th></th>
<th>Loussac</th>
<th>Chugiak-Eagle River</th>
<th>Gerrish</th>
<th>Mountain View</th>
<th>Muldoon</th>
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<tbody>
<tr>
<td>Adult Print Materials</td>
<td>29%</td>
<td>28%</td>
<td>30%</td>
<td>21%</td>
<td>26%</td>
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<tr>
<td>Adult Media Materials</td>
<td>24%</td>
<td>21%</td>
<td>26%</td>
<td>50%</td>
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<tr>
<td>Juvenile Print Materials</td>
<td>38%</td>
<td>41%</td>
<td>34%</td>
<td>18%</td>
<td>28%</td>
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<tr>
<td>Juvenile Media Materials</td>
<td>9%</td>
<td>10%</td>
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The Grinch and Max decided to join us!!!

Girdwood Grinch

Mt. View Project Build microscope
Mission
Anchorage Public Library provides resources to enrich the lives and empower the future of our diverse community, while preserving the past for generations to come.

Library Core Services:
Continued As a Community Learning Center
- Education: Self-directed and classes, both virtually and in person at the library
- Information: Materials, research and instruction
- Technology: Computing access and services
- Exploration: Programs, reading, viewing, listening
- Meeting Place: Convener to bring the community together

Major Use Indicators and Performance Measures
- Circulation of Materials, including downloadable items
  - Total materials circulation decreased 4.7% for 4th quarter 2018 compared to 2017 (closure during earthquake) and increased by 6% over 2017.
- Library Visits
  - Library visits decreased 46% for 4th quarter 2018 compared to 2017 and increased by 3% over 2017.
- Program Attendance
  - Program attendance increased 19% for 4th quarter 2018 compared to 2017, and increased 61% year to date! We had record breaking attendance at children's programs.
- Computer use, including WIFI use of Library technology
  - Computer and Wi-Fi usage in all locations increased by 4% for 4th quarter 2018. When considering all technology use, 2018 usage increased by 13%.
- Virtual Library visits through website.
  - The new library website increase usage by over 300% over 2018. This website is easier to use and perhaps uses different metrics to capture usage.
- Periodic programmatic performance outcomes for specific programs and services, with this quarter focusing on the activities of the Community Resource Coordinator:

Activities: Grant funded, provides outreach, one-on-one consultation, information referral to vulnerable library patrons looking to apply for community resources.

Outcomes
i. 60+ one-on-one meetings with patrons experiencing homelessness, mental illness and other vulnerabilities
ii. Mental Health: Seven referrals to mental health services, presenting issues ranging from severe mental illness to PTSD, anxiety and stress management
iii. Seniors: 20 referrals to the Health Department’s Aging and Disability Resource Center, four completed Senior Benefits applications
iv. Food: Nine SNAP applications
v. Substance use: Two individuals referred to CTC Recovery Services
vi. Other: Three heating applications, six resumes and nine job applications

Narrative:

- “I’m so glad you’re here, thank you, I feel so much better.” Woman, age approx. 60, didn’t understand a letter from AK Public Assistance asking her to pay back SNAP benefits awarded her in error (CRC showed her how to challenge the claim, and also the way she can pay back the benefits incrementally)
- “I hate these applications. I hate paperwork. I never do this because I’m slow at reading. Thank you for your help.” Male, age 36, patron regular, living in camps for six years, no income, no public assistance. Now service engaged with CTC.
Measure #1: Circulation of library materials.

Circulation Quarter 4 2018
- October 2018: 99,621
- November 2018: 89,008
- December 2018: 75,703

Circulation Quarter 4 2017 vs 2018
- Quarter 4 2017: 291,845
- Quarter 4 2018: 264,332

Measure #2: Number of items downloaded from library (Alaska Digital Library, Freegal, & Hoopla)

Downloadables Quarter 4 2018
- October 2018: 28,311
- November 2018: 25,858
- December 2018: 27,232

Downloadables Quarter 4 2017 vs 2018
- Quarter 4 2017: 70,354
- Quarter 4 2018: 81,401

Measure #3: Number of visits to the library. **footfall not available for CE in December

Library Visits Quarter 4 2018
- October 2018: 64,612
- November 2018: 52,702
- December 2018: 41,456

Library Visits Quarter 4 2017 vs 2018
- Quarter 4 2017: 232,810
- Quarter 4 2018: 158,770

Measure #4: Number of library programs.

Number of Library Programs Quarter 4 2018
- October 2018: 240
- November 2018: 209
- December 2018: 168

Number of Library Programs Quarter 4 2017 vs 2018
- Quarter 4 2017: 640
- Quarter 4 2018: 617
Measure #5: Library program attendance.

Program Attendance Quarter 4 2018

October 2018: 5,266
November 2018: 3,575
December 2018: 3,361

Program Attendance Quarter 4 2017 vs 2018

Quarter 4 2017: 10,266
Quarter 4 2018: 12,202

Measure #6: Public computer use in library.

Public Computer Use Quarter 4 2018

October 2018: 9,329
November 2018: 7,508
December 2018: 6,578

Public Computer Use Quarter 4 2017 vs 2018

Quarter 4 2017: 26,911
Quarter 4 2018: 23,415

Measure #7: Wi-Fi users in library.

Wi-Fi Users in Library Quarter 4 2018

October 2018: 9,459
November 2018: 8,724
December 2018: 7,616

Wi-Fi Users in Library Quarter 4 2017 vs 2018

Quarter 4 2017: 20,593
Quarter 4 2018: 25,799

Measure #8: Website visits (anchoragelibrary.org).

*New website launched December 2017. The new website is hosted on a new platform and the data is collected differently.

Website Visits Quarter 4 2018

October 2018: 318,358
November 2018: 298,872
December 2018: 283,449

Website Visits Quarter 4 2017 vs 2018

Quarter 4 2017: 197,050
Quarter 4 2018: 900,679
# SUMMARY OF LIBRARY USAGE 2012-2018

<table>
<thead>
<tr>
<th>KEY INDICATORS</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<th>2018</th>
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