

# MARYLAND STATE LIBRARY RESOURCE CENTER ENOCH PRATT free LIBRARY

# Enoch Pratt Free Library Maryland's State Library Resource Center

# FY 2020 SLRC Annual Plan Annual Report

The proposed DRAFT SLRC Annual Plan for FY 2020 responds to the FY 2018 to FY 2021 State Library Resource Center Strategic Plan. SLRCs Core Purpose is to provide cooperative, cost effective, statewide resources and services to Maryland libraries and their customers in collaboration with its partners.

#### **Awareness**

All Maryland libraries are aware of SLRC resources and services.

Action steps:

Establish a SLRC Liaison program to improve communication, service and visibility to
Maryland libraries with an emphasis on rural libraries. Enhance connection of SLRC
resources and services to rural libraries in Maryland. SLRC Strategic Plan Objective 1.1:
Expand awareness geographically with emphasis on rural, suburban, and urban areas.
(L)

The program that will be known as SLRC Ambassadors program will launch in the Fall of the 2019 calendar year.

#### SLRC Ambassadors/Liaisons

# What Does it Mean to be an Ambassador?

Ambassadors are positive and flexible representatives from SLRC who will listen, collaborate, support, and meet the needs of Maryland public libraries. Identified SLRC staff will serve as a primary point of contact between SLRC and Maryland public libraries keeping in communication during the year making certain there is an awareness of SLRC services and that SLRC is responsive to reference, resource and training needs. Ambassadors will also keep in contact with the Regional libraries

# **Implementation**

During the Fall of FY2020 the Ambassador program will become active. Preparation includes creating a uniform set of questions assigned SLRC staff will use to guide introductions and initial discussion. SLRC services come in many forms—programs,

trainings, expanded services at the new Central Library, traveling exhibits, etc. Establishing regular communication is key to building stronger front-line relationships with Maryland library staff.

#### Candidates

Subject Specialists have been selected from the following departments not representing their subject areas but SLRC services and resources:

African American Department Fiction Department Fine Arts Department Maryland Department Special Collections SLRC Office

Candidates have been selected, the questions have been put together, a focus on rural libraries in Western Maryland and the Eastern Shore has been established, and a timeline is set to initiate contact with libraries.

See Appendix 1

 Expanded the visibility of SLRC resources through traveling exhibits featuring resources and special collections from the SLRC collection. Enhance connection of SLRC resources and services to rural libraries in Maryland. SLRC Strategic Plan Objective 1.1: Expand awareness geographically with emphasis on rural, suburban, and urban areas. (L)

Traveling Exhibits in the form of Traveling Trunks are currently available in the following areas:

Edgar Allan Poe Women's Suffrage WW II Posters

Special Collections will also be providing exhibition materials and program support for the Cecil County Public Library's series on George Washington, the American Revolution, and Cecil County

 Explore more effective and dynamic communication and marketing techniques enhancing the awareness and visibility of SLRC. Strategic Plan Objectives 1.3: Expand the awareness of SLRC services to Maryland library staff at all levels (I).

SLRC Office staff has initiated preliminary discussions with the Library's Director of Communications to look at ways promoting the awareness of SLRC using Social Media when appropriate. New technologies in place with the completed renovation allow SLRC to explore other provide avenues SLRC to push this information out.

#### AskUsNow

Maryland AskUsNow! (AUN) shared updated marketing resources with the AUN partner libraries. The resources include the "AUN Chat Preparation Toolkit for Schools" at http://bit.ly/2K8WVuu, and the "AUN FAQs for Schools" at http://bit.ly/2K0F5Lk.

Presented information about how AUN benefits National History Day students with the Maryland History Day Coordinator. The Coordinator received the "AUN Chat Preparation Toolkit for Schools" and the "AUN FAQs for Schools Participating in National History Day" at <a href="http://bit.ly/2YoGa3A">http://bit.ly/2YoGa3A</a>.

Shared the updated marketing resources given to AUN partner libraries with head school librarians who have received or requested training and resources in previous years in the following locations: Baltimore City, Carroll, Calvert, Frederick, Garrett, Montgomery, St. Mary's, and Washington.

Met with the following libraries about their Liaison responsibilities and the QuestionPoint to LibAnswers Migration: Calvert Library, LBPH, Montgomery County Public Libraries, University of Maryland Eastern Shore's Douglass Library, and the Worcester County Library.

Accepted an invitation to create an online presence on the Maryland Homeschool Association's website: https://mdhsa.com/service-directory/2830/maryland-askusnow/.

Facilitated an eForum discussion in September about virtual reference services for the Advanced LATI program.

Guest speaker in October at the University of Maryland, iSchool's LBSC Serving Information Needs course.

Facilitated an eForum about virtual reference for 28 Advanced LATI students.

Coordinated an ALA RUSA eForum about virtual reference and emerging technology with the ETS' Hot Topics and Managing Emerging Technology and RSS' Virtual Reference Services Committee.

AskUsNow will sunset at the close of this fiscal year. The sunsetting process was outlined in the MSL email posting:

These are the major milestones for sunsetting:

- Effective immediately, no new training will be made available.
- Starting January 1, 2020, you may begin to inform AUN! customers that the new hours of operation for AUN! will be 10 A.M. to 5 P.M. beginning January 6, 2020.
- In the spring, Paul Chasen, AUN! Coordinator, will provide guidance to libraries on removing the qwidget from their websites, and a script for reference staff to use with customers to let them know about the program ending.

This transition process has proceeded very smoothly. While several systems withdrew prior to the official announcement the remaining partner libraries have provided full support and staffing in order to maintain service through the end of the fiscal year. Partner libraries increased their coverage and adjusted their schedules as possible.

# During the COVID-19 library closings:

The AUN partner libraries have made chat more visible on their library websites, and information about their free online services more visible in QuestionPoint.

Some AUN partner libraries, including the Baltimore City Community College, Calvert Library, Enoch Pratt Free Library/SLRC, Frederick County Public Libraries, and the Hagerstown Community College Library, have staffed more hours on chat to better serve their customers.

Guest spoke and trained 15 UMD iSchool students on virtual reference at their online "Serving Information Needs" course.

AUN used direct email and social media marketing to get the following counties to actively get National History Day research help: Baltimore City, Calvert, Dorchester, Garrett, Howard, Montgomery, Prince George's, and Washington.

AUN gave a former chat reference volunteer, a Dorchester County school librarian, and more information about how National History Day students can get research help. Dorchester County students began accessing AUN for the first time in over five years on 1/2/20.

# **Maryland Legislative Day**

SLRC staff attended the all-day Maryland Legislative Day in Annapolis and promoted awareness of SLRC, its staff, and resources to other Maryland library staff and participants, as well as making visits to offices.

#### **COVID-19 Related Activities**

SLRC staff from all public subject departments arranged online programming both entertainment and how-to related and created videos promoting books available through digital resources raising the awareness of expanded resources.

SLRC public service staff created web guides to respond to the information needs of the Maryland small business and workforce communities. Workforce Wednesday virtual Classes were also established.

# Awareness through conferences and meetings SLRC Sponsored Conferences

# **ALA Media Literacy Education in Libraries for Adult Audiences**

Based on SLRC staff's work with media literacy and expertise in the field of "fake news," ALA convened a cross-sector group of stakeholders to serve as advisors and thought partners, including SLRC staff. First, this resulted in a two day conference in Chicago on

November 4-5 for all day sessions around Media Literacy Education in Libraries for Adult Audiences. This is part of a longer, 16-month project that seeks to support libraries in responding to the critical need for media literacy education for adults in their communities. With support from the Institute of Museum and Library Services (IMLS), this project will have outputs that include: a landscape report and a practitioner's guide that libraries can use to make better informed decisions on services and resource offerings related to media literacy for adults. SLRC staff will continue to be part of the process as these deliverables are developed and give input to ALA. This was an excellent opportunity to cross-promote SLRC on a national stage.

#### **B'More Conference**

On September 27, Linda Tompkins-Baldwin and Jackie Kilby and Julie Saylor will participated the B'More Historic Conference at the Baltimore Museum of Industry. This day-long conference brings together leaders from history and cultural heritage institutions throughout the state to discuss collaboration, challenges, and innovations.

# **CONTENT**dm Users Group Conference

On August 6-8, 2019, Linda Tompkins-Baldwin and Jackie Kilby attended the CONTENTdm Conference in Indianapolis, IN. This conference highlights the latest features and future plans for the Digital Asset Management System and innovative solutions.

# **Digital Maryland Outreach:**

July 2019: Star-Spangled Flag House Museum (7/16), Maryland Historical Society (7/17), National Electronic Museum (7/19), Annapolis Maritime Collaborative (7/22), St. John's College (7/24), Baltimore County Public Library (7/25)

August 2019: Maryland State Archives (8/1), Reginald F. Lewis Museum (8/2), Preservation Maryland (8/5), Surratt House Museum (8/13), Star-Spangled Flag House Museum (8/15), Exellon (8/27), Kuethe Library Historical & Genealogical Research Center of Anne Arundel County Public Library (8/29 & 30)

September 2019: Baltimore Museum of Industry (9/3), Frederick County Public Library (9/3), Historic London Town & Gardens (9/5), Chesapeake Bay Maritime Museum (9/10), Maryland State Archives (9/16), Surratt House Museum (9/18).

March 2020: Preservation Maryland (3/23)

#### Celebrating America Expo, Carroll County High School (3/7)

Jodi Hoover and Jackie Kilby were invited to set-up a table to promote Digital Maryland collections along with other local and state-wide cultural heritage institutions. The expowas in conjunction with History Day judging.

# **Digitization Lab Open House**

An Open House took place on August 29, 2019 with 51 attendees from outside institutions. The Open House featured tours of the renovated Digitization Lab and demonstrations of the large scanners, ScanWide and Scan Master 0 given by vendor representatives. Other features of the event were a Pub Quiz by Caprice di Liello, and a presentation about Maryland in Fiction by Mary Mannix from the Maryland Department of the Frederick County Public Library. Enoch Pratt departments took part in a "vendor" fair and attendees were giving an opportunity to sign up for a library card.

# **Genealogy Circle**

The Maryland Department begins another year of meetings for those conducting genealogical research addressing topics and trainings that assist researchers and that highlight area genealogical resources.

Researching the History of a House; November 9, 2019 Researching Your Family History at the Library of Congress; December 7, 2019, 32 from around the State attended this meeting.

Winter meeting topics cover: Historic Maryland Newspapers Project, January 18, 2020

Spring Meeting
Family Myth Busting, May 9, 2020
<a href="https://www.crowdcast.io/e/virtual-genealogy-circle">https://www.crowdcast.io/e/virtual-genealogy-circle</a>
<a href="https://www.facebook.com/theprattlibrary/videos/286558142501891">https://www.facebook.com/theprattlibrary/videos/286558142501891</a>

#### **Genealogy Discussion Group**

On August 22, 2019, Linda Tompkins-Baldwin was featured speaker at the Harford County Genealogy Discussion Group at the Jarrettsville Branch. Over 50 people attended to learn about Digital Maryland and its value to genealogical research.

#### **Odenton Genealogy Fair**

On October 26, 2019 staff from the African American, Maryland, and Social Science and History Departments provided 2 programs:

African American Genealogy: An Introduction Researching Your Family History at the Enoch Pratt Free Library/State Library Resource Center

Staff also maintained a "vendor resource table"

#### **Government Documents Outreach**

Government Documents Department is excited to provide a revised and updated SPDDP agreement for our participating depositories. This new agreement will be presented at the upcoming annual State Publications Depository and Distribution Program meeting in November 2019. This agreement offers an electronic only subscription to the SPDDP program and gives participating depositories flexibility and new options when dealing with space constraints at their home institutions.

SPDDP's new subscription went into effect on Monday February 3, 2020. As a follow-up after the meeting, depositories were contacted for any questions or concerns. From those conversations, three participants have subscribed to participate electronically only. Six other participants have chosen to subscribe to receive both print and electronic publications.

# **Information Literacy Summit**

The Summit moved to SLRC this year taking place on July 17, 2019. Eighty-three attendees represented the Maryland Academic, Public, School, and Special Library community. The day long Summit that focused on workforce and career support featured session leaders from all types of libraries in Maryland.

The morning Keynote delivered by Terry R. Gilleland, Jr., Director of Adult Education and Literacy Services, Md. Department of Labor stressed the crucial role information literacy plays in the workforce and career development realm. A highlight of this presentation included a video focusing on the impact artificial intelligence place in workforce with a focus on the jobs lost to Al and predication of its effect 30 years out.

Full detail of the day, sessions and speakers can be found in See Appendix 2.

# Maryland Interlibrary Loan Meeting

The Maryland Interlibrary Loan Meeting will be held on October 18, 2019 at the Central/SLRC. Topics will include:

Relais

Marina

Delivery system.

MILO held another Marina meeting virtually on 6/11/20. A new, bi-weekly meeting has been established for this user group. Meetings will be hosted by Pratt via Zoom. These meetings will include representatives from both Relais and Polaris.

The Marina system has been shut down since March 16 2020, due to the pandemic.

# **Maryland State Archives History Forum**

On July 15, 2019, Linda Tompkins-Baldwin was a featured panelist at the History Forum organized by the Maryland State Archives. Leaders from history and cultural heritage

institutions throughout the state attended to listen to panelist and discuss ideas for collaboration.

# **Maryland Statewide Circulation Conference**

The Maryland Statewide Circulation Conference will be held at the Central Library, State Library Resource Center on Wednesday, October 30, 2019. Registration will open on Monday, September 23, 2019. The Statewide Circulation Conference was last held at the Central Library in 2014, and we are excited to host the conference in the newly renovated building.

The Conference keynote speaker will be Carrie Wilson, Director of Library Services at Kent District Library in Michigan.

The keynote topic will focus on Redefining Customer Service in the Library: Designing Processes on the Foundation of Kindness and Empathy and will address the importance of using kindness and empathy to provide the kind of customer service that builds loyalty and lasting customer relationships.

Research on the benefits of human connection and acting with kindness will also be presented and discussed. Participants will also learn the importance of building processes that allow staff to focus on relationship-focused service.

General Conference sessions will focus on customer service, diversity and inclusion, leadership, and wellness.

# Sailor E-Resource Symposium

SAILOR

The Sailor E-Resource Symposium will be held at the Central Library, State Library Resource Center on Wednesday, September 25, 2019. This is the second E-Resource Symposium and we are excited to host the conference in the newly renovated building.

The conference if for MD public electronic Resource librarians, public library staff, K-12 teachers and school librarians to learn more about our state sponsored E-resources and how to increase access for their constituents. The keynote speaker will be Dr. Nicole Turner-Lee, Fellow at Brookings Institution Center for Technology Innovation, Contributor to TechTank and author of the forthcoming book, *Digitally Invisible: How the Internet Is Creating the New Underclass*. She will speak on Getting Unstuck: Encouraging digital access in local communities and will explore the importance of access to the digital resources in all communities.

Topics at the symposium include: African American Genealogy Using Databases, I can't believe it's not Google: Electronic Resources and the reference Interview as well as looks at what's new with the Sailor databases, Gale, Mango and Proquest. There will also be tours of the newly renovated Central Branch of the Enoch Pratt Free Library.

# SAILOR

The Sailor E-Resource Symposium 2020 will be an online event kicking off on Thursday, September 24, 2020. This is the third SAILOR E-Resource Symposium and we are excited to host the conference in an entirely new format.

The conference is for MD public electronic resource librarians, public library staff, K-12 teachers and school librarians. Our goal is to provide an opportunity to learn more about our state sponsored e-resources. After January's survey of the Maryland Public Library Electronic Resources Librarians (MPERL), preliminary plans were made. Our keynote speaker will be Gary Price, editor of InfoDoc(LJ). Gary Price is a librarian, writer, consultant, and frequent conference speaker based in the Washington D.C. metro area.

Topics at the symposium will include: Information Literacy, a session on Openly-licensed Educational Resources will be presented by Laura Hicks, MSDE, Training sessions related to Sailor e-Resources: Gale's suite of resources, Mango Languages, ProQuest's HeritageQuest will also be available. The symposium will also include an MPERL Conversation as well.

To ensure that the event will be relevant and useful to our statewide constituency, the planning team will be updating input from the MPERL group with a post COVID - 19 survey in June.

#### **SLRC Conference**

Fall 2019 SLRC Conference scheduled for November 6, 2019. Will included Fall 2019 LATI Cohort. Keynote focusing on Artificial Intelligence in everyday life to be provided by JHU-APL. Judy Kirlin Navarro from USCIS to provide an overview of public library services for recently arrived immigrants to the U.S.

Keynote Nathan Drenkow Senior Professional Staff, JHU Applied Physics Laboratory Electrical and Computer Engineering Artificial Intelligence in Everyday Life

#### Conference sessions will include:

- Establishing services to immigrants and Citizenship Corners in Libraries
- The Application of AI
- SLRC Services
- Entrepreneur Academy
- Merchandising Library Materials
- New Sailor Databases

# **Outreach to the Public Library and Public School Community**

The Social Science and History Departments at SLRC are maintaining statewide support for the National History Day Program by participating in National History Day outreach at each branch library of the Howard County Library System beginning September 19, 2019.

Staff from several SLRC Departments will again participate as judges at both the local and national History Day events.

Staff from the African American, Maryland, Periodicals and Social Science and History Departments have developed a training session/public program on using Library subscription databases to conduct genealogical research.

Anne Arundel County Severn River Middle School Career Day

Howard County Mayfield Woods Middle School National History Day

Western Maryland Williamsport Middle School Edgar Allan Poe's Life's Impact on his Writings

## **Entrepreneur Academy**

The regional ULC project developed by the Baltimore County Library and the Enoch Pratt Free Library has moved to year two. The vision of creating a program or toolkit that would make this curriculum transportable throughout libraries in Maryland has been achieved. Staff from each system will be meeting with the Western Maryland Library staff as well as the Directors from Allegany and Garrett counties to present the toolkit and discuss how we can provide technical support for the launch of the Entrepreneur Academy in Western Maryland.

Other library systems in Maryland have also approached us about helping them launch the project as well. Five library systems are on the list to date.

Carolyn Scruggs, Assistant State Secretary of the Department of Public Safety and Correctional Services is interested in using the EA curriculum in the correction system to help prepare those who will be returning citizens. Many of those who have been justice involved have developed skills through internal training programs and employment that can become small businesses potential alleviating barriers to employment. The initial interest is to work with women in the state correctional system.

# Interagency Council on Homelessness, Workforce Development Subcommittee

SLRC is part of this subcommittee that is charged with:

- Forming a taskforce of workforce system stakeholders
- Use data to understand the demographics, goals and needs of homeless jobseekers
- Build an inventory of current initiatives and programs
- Create collateral for workforce system staff and job seekers
- Build awareness and advocacy
- Build systems collaboration

This is an opportunity to continually raise the work and visibility of Maryland public libraries as well as create direct linkages between libraries and available statewide services.

# **Workforce Development and WIOA**

The State is preparing to release the updated plan for the State of Maryland. Maryland's libraries and their support and programs related to workforce development will have a prominent feature in the release of the statewide update.

\*\*SLRC created a survey identify existing workforce service being provided in Maryland public libraries, how services were being provided during the COVID-19 crisis, current partnerships libraries have established to support workforce activities, and thoughts about changing service models post crisis. See Appendix 3

# **Undesign the Redline Exhibit**

SLRC staff from the Information Services, Maryland, and Social Science and History departments continue to conduct tours of this interactive exhibit to individuals, schools and groups visiting the Library, many outside of the Baltimore City area.

The term "redlining" comes from the development by the New Deal. Starting in 1934 the Federal government produced of maps of every metropolitan area in the country which were color-coded by the Home Owners Loan Corp. and then the Federal Housing Administration and then adopted by the Veterans Administration, and these color codes were designed to indicate where it was safe to insure mortgages.

Anywhere where African-Americans lived or lived nearby were colored red to indicate to appraisers that these neighborhoods were too risky to insure mortgages.





# **Digital Maryland Outreach**

Digital Maryland hosted a tour and training session in December 2019 from St. Johns College, Annapolis. St. John's is investigating beginning their own digitization unit and received a tour, training on all the digital scanners and consultation on workflow and procedures for a digitization unit.

Presented Digital Maryland: A Decade of Digitization at the Historical Society of Carroll County: Virtual Lunchbox Presentation. 6/16/20

# **Digital Inclusion**

Through SLRC, Maryland libraries have access to digital resources and technology to achieve digital equity statewide.

Action Steps:

- Create training opportunities that provide strategies for Maryland librarians to enhance the digital literacy knowledge of library customers.in Maryland libraries. SLRC Strategic Plan Objective 2.5 Enhance training opportunities to support local staff to increase digital literacies in their communities. (M)
- Explore the use of online meeting technologies as a potential method to expand the access and delivery of SLRC training. SLRC Strategic Plan Objective 2.2: Enhance the use of emerging technologies to deliver service to target audiences (L).

SLRC staff is exploring ways to effectively use the ILS, Blackboard provided through the Maryland State Library as a way of delivering more timely and frequent trainings.

New technologies at the renovated at Central/SLRC the building allow for the recording for just-in-time training workshops. Staff is exploring the creation of workshops meeting statewide customer demand that could reach public library customers through the desktop.

The Periodicals Department is collaborating with the National Digital Newspaper Program to identify 11 newspaper titles on microfilm in our collection to loan for digitization.

Pamela McClanahan, Digital Projects Librarian with University of Maryland Libraries, provided an overview of the Historic Maryland Newspapers Project and the National Digital Newspaper Program at a recent Genealogy Circle meeting. The presentation included newspaper resources and content selection, as well as a demo on how to use the Chronicling America newspaper database for genealogy and family history research. This has already started to raise awareness of the Digital Newspaper Program.

 Expand Digital Maryland partnerships and content to include SPDDP's electronic repository and increase access to digital resources. SLRC Strategic Plan Objective 2.4 Increase awareness of Digital Maryland and maintain support of local digitization efforts.

# **New Collections Published in Digital Maryland:**

**August**: Digital Maryland published the Lunar Camera Collection from the National Electronic Museum. This collection features the development of the Westinghouse lunar camera that transmitted live images of man's first step on the moon. In October of 1964 the US government awarded Westinghouse a contract to develop a lunar TV camera. Five years and eight million dollars later, at least five lunar TV cameras were produced.

**August:** Digital Maryland published the Road Fight Collection from the University of Baltimore. This collection contains documents and photographs pertaining to the planning, development, and implementation of the interstate highway system in the 1960s and 1970 in and through Baltimore City and the opposition to it that arose.

**September:** Digital Maryland published the Genealogy and Family History Collection. This active collection includes items from institutions and individuals that are unique for genealogical research. Among the first items published is a collection of family trees from the Kuethe Library Historical & Genealogical Research Center of Anne Arundel County Public Library and an indes to death and burial notices of African Americans in Frederick County.

#### November 2019

**Civil War Collection from the Historical Society of Carroll County -** This collection contains various images, including ambrotypes and tintypes, soldiers' letters and other war related items from Carroll County.

**Preservation Maryland Collection** - Almost 1000 items including images or historic buildings and selections from the organization's newsletter, The Phoenix, from the 19702 through 2009.

**Presidential Documents - A Digital Maryland Collaboration** - This is a small collection items related to past United States presidents provided by institutions from around the state, including signed presidential documents from Abraham Lincoln and George Washington.

Myer Kaplon Photograph Collection - Frederick County Public Library - a collection of over 2,200 photographs taken by Myer Kaplon between 1940 and 1978. Myer Kaplon was the owner of Kaplon Department Store, a prominent department store in the area.

# **New Materials in Existing Collections**

#### December 2019

**African- American Funeral Programs (Enoch Pratt Free Library)** - Our existing collection of funeral programs from the 1960s to the present. The collection now totals 3,300 scanned pages.

**Photographs of the Maryland Department - Enoch Pratt Free Library -** A collection of photographs from the Maryland Department from the late 1800s through the mid-1900s. The collection now holds 980 images and growing.

**Sandy Spring Museum Archives -** Now holding 576 digital items of history of the Sandy Spring community, including meeting minutes of the local Women's Mutual Improvement Society from 1857, and correspondence from Benjamin Hallowell, founder of what became the University of Maryland.

#### March 2020

African- American Funeral Programs (Enoch Pratt Free Library) - Our existing collection of funeral programs from the 1960s to the present. The collection now totals 6,000 scanned and transcribed pages for 2,000 individual programs.

**Sandy Spring Museum Archives -** Now holding over 700 digital items and 40,000 pages and photographs recording the history of the Sandy Spring community, including meeting minutes of the local Women's Mutual Improvement Society from 1857, and correspondence from Benjamin Hallowell, founder of what became the University of Maryland.

# **New Equipment in Digital Maryland:**

Digital Maryland added an additional scanner to the lab. The ScanWide feature a laser sensor that determines the distance between the camera and three-dimensional items. It is able to scan items up to 36 x 60 inches.

Monitor broadband use to identify upgrades needed. Enhance and improve high speed Internet access to rural and underserved areas of the state (I).

**September/October:** Sailor Operations Center (SOC) upgraded Rockville/Montgomery to 600 Mbps, in process to upgrade to 800 Mbps.

# **Staff Development and Training**

Maryland library employees will be better able to provide high quality customer service through SLRC training and development opportunities.

# **Action Steps:**

Refresh the SLRC training topics to address more immediate and timely needs of the Maryland library community. SLRC Strategic Plan Objective 3.2: Enhance the relevance of training topics (I).

Target training and programming to underserved geographic areas in the Maryland library community. SLRC Strategic Plan Objective 3.3: Increase the number of libraries served, with an emphasis on rural libraries (L).

The two day Leadership Training Class is now marketed through the statewide Human Resources list with trainings scheduled for the Eastern Shore and initial trainings completed in Western Maryland.

Leadership Styles and New to Library Work trainings are available and scheduled for the Eastern Shore and Western Maryland.

The Leadership Training Class continues with four sessions in Fall in Carroll County, as well as a session scheduled for February with SMRLA.

Staff from the Maryland Department presented a SLRC webinar to state-wide librarians on working with genealogists.

# **Programs Presented in Counties**

#### Anne Arundel County:

- "Hooray for RA" February 20, 2020
- "Improving Library Service for Customers with Disabilities"
- "Model Reference Behaviors and Challenging Customer Interactions" February 11, 2020
- "Library Leadership" January 13, 2020
- "Researching Your Family History" February 23, 2020

#### **Baltimore County:**

"From Twilight to Sunshine: Local LGBTQ+ History," October 3, 2019

"Harlem Renaissance" February 18, 2020

#### Carroll County:

"Poe, his Life and Literature" October 23, 2020

"Anne Frank: Her Life, Her Diary, and Beyond" March 12, 2020

# Eastern Shore Regional Library

- "Fake News" February 3, 2020
- "Assisting Job Seekers in your Library" February 10, 2020
- "From Jazz to Hip-Hop" February 10<sup>th</sup> and February 12<sup>th</sup>, 2020

# Frederick County:

"Unmasking Internet Hoaxes" March 9, 2020

# Harford County:

- "Maryland on Vacation," July 10, 2019
- "Job Searching and Introduction to Resumes" January 27, 2020
- "Anne Frank: Her Life, Her Diary, and Beyond" January 29th and March 12th, 2020
- "Maryland on Vacation" February 5, 2020
- "Internet Hoaxes and Fake News" February 6, 2020

#### Howard County:

"Fake News and Researching Controversial Issues" February 11, 2020

# Southern Maryland Regional Library Association

"Library Leadership" January 23rd and January 26th, 2020

# Washington County:

- "Maryland Cooking," October 17, 2019
- "Harlem renaissance" February 20, 2020

#### Training for LATI

Improving Library Services to Customers with Mental Health Issues Viewers Advisory

# **SLRC Webinars**

Fall/Winter one hour webinars. Each of the webinars was marketed on MaryLib in order to reach staff statewide:

- Children's Arts Programming
- Working with Genealogists
- Helping Your Students with National History Day
- Ditch Crafts, Make Art
- Sailor Databases: What's New?
- Finding Primary Sources Online
- Researching the History of a House
- Privacy Issues
- Graphic Novels: Heroes of the Children's collection
- Legal Resources
- Assisting Job Seekers in Your Library
- Hooray for RA

School Library Journal blog the Teen Librarian Toolbox, March 20, 2020 feature Friday Finds: Professional Development Edition provided a link to the SLRC Archive of Professional Development webinars on slrc.info.

# Appendix 1 SLRC Ambassadors/Liaisons

#### What Does it Mean to be an Ambassador?

Ambassadors are positive and flexible representatives from SLRC who will listen, collaborate, support, and meet the needs of Maryland public libraries. Identified SLRC staff will serve as a primary point of contact between SLRC and Maryland public libraries keeping in communication during the year making certain there is an awareness of SLRC services and that SLRC is responding to reference, resource and training needs. Ambassadors will also keep in contact with the Regional libraries

# Implementation

During the Fall of FY2020 the Ambassador program will become active. Preparation includes creating a uniform set of questions assigned SLRC staff will use to guide introductions and initial discussion. SLRC services come in many forms—programs, trainings, expanded services at the new Central Library, traveling exhibits, etc. Establishing regular communication is key to building stronger front-line relationships with Maryland library staff.

#### **Candidates**

Subject Specialists have been selected from the following departments not representing their subject areas but SLRC services and resources:

African American Department
Fiction Department
Fine Arts Department
Maryland Department
Special Collections
SLRC Office

#### Areas of Focus

- -We decided to focus on Western Maryland (Ryan) and Lower Eastern Shore (Vivian) and pull folks from our respective departments that we supervise
- -The people involved:

In Western MD (Garrett, Allegany, Washington)--Ryan, John J., Kwabena, Bill Jones, Eben Dennis

On Eastern Shore (Dorchester, Wicimico, Somerset, Worcester) -- Vivian, Emily Sachs, Lina Bertinelli, staff from BST department

While we will have these two groups make initial contact with these two rural areas, depending on county need, we make have groups go out to either or both regions.

#### Five questions asked

- 1.
  - What support do you need in your county right now that SLRC can provide?
- 2.
  - What resources or training do you see the need for from SLRC?
- 3.
- What types of programs would be beneficial? (e.g. workforce development, small business, health)
- 4.
  - When are you looking for the support, resources, or training to be delivered?
- 5.
- Is there anything else SLRC can do for your county or library system?

# **Next Steps**

Staff Meeting 11/13
Telephone Script
Shared Spreadsheet for Answers
Make Phone Calls to Director/Asst. Directors
Follow Up Email
Develop Support Based on Answers
Make Visits to Counties in Teams

# **Updates to the SLRC Liaison Program**

# **Wicomico**

- Would like to meet with SLRC to discuss; have SLRC do staff training
- Library Advocacy training for staff, partners, and public (Friends groups, Board, schools)
- Training on how to Leverage User Base--sign up for cards, then what?
- Public Program Needs: Workforce Development for Teens, "Start your own business"--for teens
- Got Board approval for two half days off for staff training, SLRC potential for July 13 9-12
- SLRC will meet with Ashley on Friday, February 7th

# **Ruth Enlow Library of Garrett County**

- System says they already heavily use and rely on SLRC; Staff Day, etc.
- Requests that any future training be done for library and school staff
- WMRL Reader's Advisory for library staff and school staff
- Staff Training--library marketing boot camp, outreach, hand selling, book talks
- Public Programs: Computer classes, local history, stress relief, life skills, basic auto maintenance, buy a house, make large purchases

# **Worcester Library**

- Recorded webinars would work best for this system
- Staff Training: Hour long webinar on library ethics, for new staff members to watch asynchronously during first weeks
- Staff Training: intellectual freedom and privacy, intro to library work
- Public Programs: Health, Consumer topics like fraud; genealogy research

# **Somerset Library**

- Would like to schedule one full day of training with multiple topics
- Staff Training on 8/17 or 8/24: Workforce Development, Google Mostly, and Fake News training
- Public Program Needs: workforce development like job search assistance, resume writing, online application, health resources
- Esoteric need: fraud prevention for seniors

# WMRL: Garrett, Alleghany, Washington

- SLRC/EPFL as well as BCPL representatives will meet to discuss Entrepreneur Academy Toolkit
- March 3rd, as part of the SLRC Ambassador program, SLRC staff traveled to Wicomico County to discuss what SLRC could provide for Wicomico through the SLRC Ambassadors program. See Appendix for specific outline and details for county plan.
- February 14th, SLRC staff along with BCPL staff traveled LaVale Library for a meeting arranged by WMRL to meet with representatives from WMRL, Allegany, and Washington County to thoroughly discuss and distribute the Entrepreneur Academy curriculum in paper binder form, as well as digitally in the form of thumb drives loaded with the complete digital toolkit.

# County System staff contacts and responses:

# Wicomico

Ashley Teagle ateagle@wicomico.org

# Dorchester

Maggie Yankovich myankovich@dorchesterlibrary.org

# Worcester

Jennifer Ranck jranck@worcesterlibrary.org

Rachael Stein, Assistant Library Director (rstein@worcesterlibrary.org / 410-632-5622)

# Somerset

Ed Goyda ed.goyda@somelibrary.org

# Washington County

Kathleen O'Connell ko01@washcolibrary.org

Jenny Bakos jbakos@washcolibrary.org

# Ruth Enlow - Garrett County

Thomas Vose thomas@relib.net

Suzanne Bonser suzanne@relib.net

# Allegany

Lindsay Lindsay (Ilindsay@alleganycountylibrary.info 301-777-1200 ext 1009 Nora Drake, ndrake@alleganycountylibrary.info 301-777-1200 ext 1010

John Taube jtaube@alleganycountylibrary.info

Interview Notes
12/11/2019 at 2pm
Phone Interview with Ashley Teagle
Director for Wicomico Public Libraries

Wicomico Public Libraries Ashley Teagle ateagle@wicomico.org 410-749-3612 ext. 113

Retention is challenging, somewhat like retail

#### Q1

Big challenge is funding, any type of training or coaching, help get certain areas get a concentrated message out. Met with county executive, hired a lobbyist to represent and show interest. Need legislator support. Any support that SLRC can provide.

Re-launching our foundation in 2020. Training that board to be effective advocates, to have conversations, and be hands-on. Libraries can have well-meaning supports. But not always comfortable getting in the weeds. Retired teachers on friends groups—need to make the connection.

#### Q2

Across the board advocacy trainings that support the library. We will have a Friends group plus a foundation, without taking on a fundraising group. This is what the board of a non-profit does. They also need training for that group to know about the library. United for Libraries login—had emailed out, feel like suffer from communication issues. Board of Trustees. All in, let's make this part of our meeting. Need to prioritize what we are reviewing in the meeting. The school system is a behemoth. CEO of school system has people that self-organize on behalf of school—they fundraise, get technology in the classrooms, tackling big projects—like building a school for arts. That's what the library needs. Might be specific for library administrators or staff that work with admin, like the events person. County hearing—send announcement, then no one shows up, need 10-15 people speaking on behalf of library, enhances awareness. Challenge: leverage user base. Signed up 4000 people for library, how to then track and see how they are engaging with the library.

#### Q3

Public programs—director of local homeless shelters, what programs and services take off site, financial literacy and workforce readiness. Chamber of commerce and Kirwan: top three priorities, early childhood was #1. Teacher retention and recruitment is a big thing, and then whatever the library can be doing, developing a rigorous curriculum (college readiness, industry certified workforce credentials, workforce ready—teens in the library, pretty well behaved, sent fraternity members, mentored for them. The guys had all gone to the local college and had STEM backgrounds. Someone who looked like them, could relate to them and their life experiences, how do we get adults ready to go back to work, but kids need that too. Teens been shut out of traditional jobs. Start your own business for teens—run your own babysitting business, partner with Red Cross to do infant and child CPR. How to do your business plan, shoveling lawns, cutting grass.

Basic tools. Exposure to career paths. Nurses, welders. With different industries on Eastern Shore. Other business pay living wage, and recruit.

#### Q4

January for internal. Public facing—Spring offerings. For staff—staff training, asked board for two half days, focus on supervisors. Abstract concepts of leadership, creating culture shift, developing next wave of leaders, not afraid of failure and doing new things and being more flexible about how we approach our work in libraries. Challenging to recruit staff to do this. We have been a lot more visible in the community, people don't always understand what

February 7<sup>th</sup> 10:30am – early afternoon (good time to meet)

12/11/2019 4pm Phone Interview with Thomas Vose Ruth Enlow Library of Garrett County 301-334-3996 x. 0102

#### Q1

Training, talks, always looking for presenters and lecturers. A lot of the really talented people are down here in this area, and hard to get them up here. SLRC always is able to make visits. Meet with school librarians, Thomas would like to serve as a conduit to them for training, one thing to set up through WMRL a Reader's Advisory for library staff and school staff.

#### Q2

Reader's Advisory contacting WMRL, dealing with difficult situations. Press releases and marketing. We have a new person that is good with social media. A boot camp on marketing and getting outreach out there. Something on hand selling books at outreach, bring a laptop, check things out, doing book talk.

#### O3

External focus: Maryland Legal Aid, one-on-tech help. Computer classes are nice. Workforce Development, don't see too many job seekers that come in that he is aware of. General interest, history. Local history, stress-relief, life skills, practical or basic auto maintenance, or selling a button. How to buy a house, or make a large purchase.

#### Q4

March/April, May would best

#### Q5

As a profession, we need to be coordinating resources as much as possible, reinventing the wheel. Personally I have a vision that the library system is unified across the state. Have SLRC-related support. Offsite storage hub, all weeds are digitized and circ does an e-copy. Moving toward more unity. Move towards a statewide ILS.

12/18/2019

3pm

Rachael

rstein@worcesterlibrary.org

New in the job, onboarding job. Short introduction to Library ethics, an hour long webinar, something that people could watch during the first couple of weeks. Before the first weeks, LATI, someone who has never worked in a library before. Intellectual freedom and privacy. Webinar is the best so they can see it for themselves, Intro to library work class.

#### Q2

Nothing that I have seen. Training dept is great and I cannot think of anything of the top of head that is gap.

#### Q3

I will send the public training program, and the website link. Not sure, ask adult program person. Health is always good there. Consumer topics like fraud, and that sort of thing, genealogy

#### Q4

Next six months would great.

#### Q5

Cannot think of anything of the top of her head. New to this job, but been in Maryland libraries before, used to work for ESRL. One of people went to circulation conference

#### 12/20/19

9:30 Somerset Ed

#### Q1

Lean more on the staff development side than public programming.

#### Q2

Coming out to Somerset. Job training computer help, job search assistance, working parallel with the trainer, don't know a lot of these resources. Not a lot of in depth resources. Need to get everyone on the same page. Leans towards resume writing. Lots of job search help. And a bit of fill out the online application. Health how to handle

#### Q4

Six months to a year.

Q5

Fraud prevention for senior moments. Hate to schedule something on its own. Worry that we drive all that way.

# Send the catalog. Late Spring

I've discussed with the branch managers. Would it be possible to do a full-day all-staff training in late August (17 or 24?) with a combination of the Workforce Development,

Google Mostly, and/or Fake News trainings, depending on what's feasible to fit into a day? (We'll have a couple of people at the ESRL offerings of the first and third next month.)

12:10 with Washington County

#### Q1

Focusing on—going internally. Looking at staff. Helping and supporting them. Especially in Hagerstown. Like the Pratt has security issues and drug use issues. OD, we are trying to work on beefing up security. Training in self care. Helping us to help our staff. Work through these issues, Homelessness training with Ryan Dowd. Anything that we can use to support our staff. Allegany is interested in and we are workforce development for late teens to age 30. Focus in Wash, middle school students—providing resources and opportunities, for those kids. Training our staff to work with upper elem and middle school

#### Q2

Entrepreneur Academy—that's great. Other librarian training—children's come up and work with children, trauma informed care—for students. How libraries can partner with schools. Restorative justice, if we have a kid, we find banning isn't working. Meetings with parents and kids—middle school kids.

#### Q3

Programs for the public—genealogy and local history for the public. We have lawyer in the library, also worked with hospital for doctor in the library,. Coffee with a cop.

#### Ω4

Probably the next nine months. Staff training day—Columbus Day for them. We can look into doing that.

#### Q5

We appreciate everything that you provide.

Send her an email with the training and public program lists.

#### 1/30/2020

1pm

Call Maggie @ Dorchester 410-228-7331

# Q1

Social Worker in the Library – we cannot afford that, a service that we would like to have. A staff Training, helping patrons who need that extra help. Difficult patrons, facing hardship at home. We are the community hub. How we can be the best resource we can be, that does not have access to social worker, meet patrons where they are. Workshop for staff—dealt with difficult customers. Tailored for libraries. Not the same as private business. Front line support staff. Difficult customers not as good before.

#### Q2

Law/legal training for staff. Promoted back in July. Reference work consulting source.

#### Q3

Book club no longer attends. We have "lifetime learners" GED, returning college, education as well—how to go back to college. Big retirement community, also big 2-3 jobs to support "How to pursue education if you are over 30" or "getting back into the workforce" she is the contact for the Amer Job Center, sends to MWE, we do tutorials, person who does not have email address, workforce programs.

#### Q4

Public programming—six months, staff training—12 months. More interested in "train the trainer" type programs. 1 hour of staff training, prior to opening, like 9-10am.

#### $\Omega$ 5

Nothing else, these are the most pressing.

Sent a follow up email

1/31/2020

Allegany County

Lindsay Lindsay, Nora Drake

Q1

Programs, traveling exhibits. Year of the Woman / Women's Suffrage and what is existing in Allegany County. Specific dimensions/place around. Collaboratively and packaging into an exhibit and a program.

#### Q2

Variety of staff training needed. Staff do look at webinars on things. They would like to expand their number of workshops. They do not have a lot of options for coverage for staff to go somewhere else. Entering 2<sup>nd</sup> half of FY, other funding is committed to other training right now. RA and Technology.

#### Q3

Anything related to mind body and wellness. Yoga programs. History and genealogy are very popular—combination of local and Western MD, general MD history interest as well as WWII and Civil War, and focus on Women's history and musical history. Programs that connect music and history together—an example: partnership with local AFAM heritage group, park ranger from Harriet Tubman from Dorchester county. Historical tunnels—some you can access. From historical church across street and library building—ties into community. Hands on activities, crafting, painting. Movies, films. Trivia night requests from customers. Ghost hunting and anything with animals. Have partnership with zoo. Run gamut between fun to intellectual programs.

# Q4

Polaris in staff march; Training—Spring have a training; after next four months and out for programs then adult program summer push out across Fall. Schedule programs and events 2-3 months out in advance. 12 month calendar.

Q5

Focusing more on program series, planned throughout the year, job training, resources, resume workshops. Be more systemic than episodic about it. Less reactive and more proactive. EA interest. Cookbook club at the LaVale library. COOK BOOK PROGRAM—temporary exhibit

Ryan sent follow up email with training and public programs.

9:30am Bernadette, Wicomico

2/6/2020

Q1

List of training opportunities. Small county; funding is always an issue. Diversity training, workplace issues.

Q2

Technical type training—what is new and upcoming. New downloadable things, forms, that the public are aware of so that staff can help. Downloadable movies, Hoopla. Anything technical—how does staff approach the public and teaching them how to access any type data. Google Mostly. Homeless population. Training in working with homeless.

Q3

Homeschool community—balance that between the public school system and developing programs for them—see the younger more often birth through elementary, it could be a joint program. Senior population. Looking for programs held during the day. Variety of topics. Last questions—having daytime programming. Seniors—retired folks who are wanting different types of culture programs.

Q4

Planning summer programs right now. Pushing it out to the Fall. Possibly being delivered via the web, for staff training. Great difficulty.

Q5

Not right off the top of her head. Customer service—circulation training, how to deal with difficult customers.

11am Cheryl, Wicomico 2/27/2020

Succession planning, future leaders.

Training that we currently do: customer service, staff training spring and summer.

# Appendix 2

# **Keynote Morning**

Terry R. Gilleland, Jr.

Director, Office of Adult Education & Literacy Services, Division of Workforce Development & Adult Learning. Maryland Department of Labor

#### **Workforce and the Maryland Information Literacy Framework**

**Jessame Ferguson**, Research and Teaching Associate Director, Montgomery College Library

Laura J. Hicks, Education Specialist, School Library Media. Maryland State Department of Education

**Sarah Crest**, Instruction Coordinator, Towson University. Chair, Information Literacy Exchange

# **Information Literacy and Critical Thinking**

Brandy Whitlock, Professor and Instruction Librarian

Andrew G. Truxal Library, Anne Arundel Community College

# Choose our Own Career; Supporting Career Exploration at Any Age in Any Setting

Carrie Sanders, Youth Services Coordinator, MD State Library

Tia Jennings, Specialist, Baltimore County Public Library

Nini Beegan, Organizational Learning & Innovation, MD State Library

#### Unexpected Partners; Maryland Libraries Leading through Collaboration

Katie Menges, Library Media Specialist, Gerstell Academy.

**Preston Tobery,** Coordinator of Maker Technologies, User Services & Resource Sharing. University of Maryland Libraries.

*Brian Zelip*, Emerging Technologies Librarian, Health Sciences & Human Services Library, University of Maryland, Baltimore.

Wesley Wilson, Enoch Pratt Free Library / Maryland's State Library Resource Center

- *Moderator*. **Dorothy Stolz**, Director for Community Engagement, Carroll County Public Library.

# **Keynote Afternoon**

#### Tonia McCoy

Lead Economic Development Specialist, Baltimore District Office, U.S. Small Business Administration

# Appendix 3

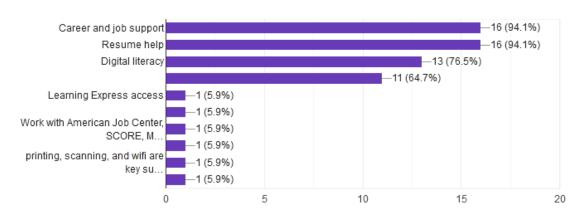
# Statewide Workforce Services Survey

# Statewide Workforce Survey

# Service for Workforce Development and Small Business PRIOR to the health crisis.

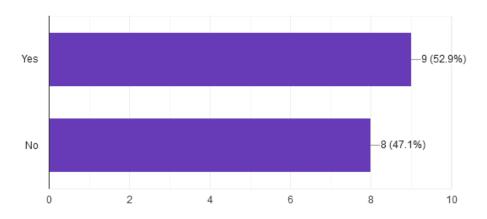
What support, services, and resources were you providing PRIOR to the health crisis to workforce development customers and small businesses? Check all that apply.

# 17 responses



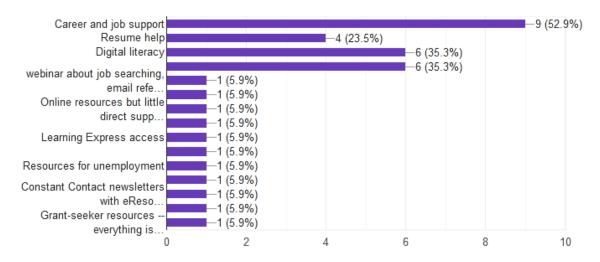
# Do you dedicate staff to workforce development?

# 17 responses



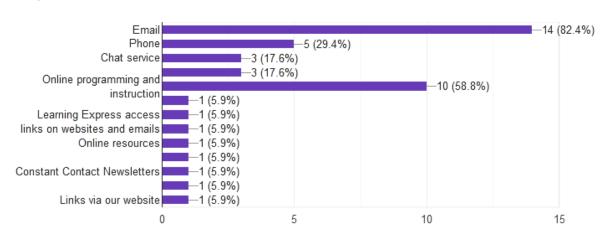
Which support, services, and resources are you providing DURING the health crisis?

#### 17 responses



How are you providing service during the health crisis?

# 17 responses



Do outside partners support your workforce and small business programs and services? Please describe.

- Chamber of Commerce
- SCORE
- Small Business Development Center
- Foundation Center
- Maryland Department of Labor
- Upper Shore Workforce Investment Board
- American Job Center
- Local Community College
- Local Government Offices
- Job Source Workforce Vehicle
- Goodwill
- Community Action
- Justice Jobs
- Ausherman Family Foundation
- AARP

Are you considering a new service model BEYOND/POST this health crisis? Can you describe what that might look like?

- Online support for resume and job application assistance, online training for digital literacy; online classes for the entrepreneurs and small business owners
- May dedicate some computers specifically to job help and increase personal assistance at those and provide free printing of resumes, etc.
- Expanding to offer; interview counseling, clothing assistance, understanding digital strategies and pathways
- Yes our zoom programming is working well so developing more online programming will probably become the new normal. We are also looking at ways to use social media more and to make it more personal. The community is responding very well to facebook posts with our staff in them. We are also creating a more personalized service for job seekers that will work by appointment.
- Extending our new Live Chat service with Sunday hours; expanding outreach department to connect with customers in need of laptops/internet connection for job searching/resume writing; circulating 100 more hotspots and tablets/ laptops
- Setting up a team to support staff converting their programs to online
- More workforce development support
- We are looking into using WebEx, Blackboard, or another virtual program to begin creating how-to trainings on various subjects including job searching, applying for unemployment, resume best practices, using virtual tools for small businesses, applying for small business relief, etc. We were also planning on doing a Washington County Entrepreneur's Academy before the health crisis, and we still plan on doing that once restrictions are lifted.
- Active programming in cooperation with Community Action.
- We're looking at ways to provide information and instructional assistance that minimize
  direct or close contact between staff and customers to maintain social distancing. This
  might include packets with information and resources customers can "grab and go", and
  stable links and templates on our computer desktops for customers to access.
- We had plans this fall to hire a part time employee dedicated to workforce, but that was unfortunately cut. We do plan to submit a grant with Somerset and Wico library systems.
- We will reopen in phases. Phase 1 supports bringing back staff, training, and introduction of new service model. Phase 2 is limited opening using drive through services and focus on books. Phase 3 is opening the buildings to customers. Phase 4 is full service once again (probably a year or two away).
- Yes, this is being developed now. The library will re-open in stages.

What support do you need/want to help you increase your ability to serve customers with workforce development and small business assistance?

- We are thinking of partnering with local chamber to offer the entrepreneurs academy online if that is possible
- How to safely offer computer/job assistance safely in our buildings. It may be just seeing how we can assist in increasing affordable bandwidth around our county.
- More funding for things like Lynda.com would be on a wish list, but the support from MSL and SLRC is outstanding and much appreciated.
- Good resume software. More staff, but of course you can't help with that.
- Coordination of local resources with job search center and local business resources (Chamb of Comm,, Business Roundtables, etc
- SLRC Assistance
- I think staff would appreciate more training on resume assistance and job seeking assistance in general, helping to stay current on trends and best practices.
- A streamlined app that customers could access for job resources
- Monthly visits by SLRC staff to conduct public programming in these topics and offer guidance to adult programming team in this area
- Staff training to develop expertise
- Resource guides for job seekers/unemployed, COVID-specific and otherwise, virtual webinars or trainings (live or asynchronous) that are geared for public consumption (vs. professional development tools for librarians). Same for small business assistance.
- Additional staffing.
- Digital services that customers can access via our public computers are great including some how-to help with filling out online job applications. Lists of resources beyond go-to organizations like Workforce Development.
- How can we certify staff as career coaches?
- Online resources are always welcomed and useful.
- Best practices, sample policies, facilities care, h.r. and legal assistance. Sources for supplies. Money for same.