



collectionHQ

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Insight



Plus:

Industry Insight -
Attracting Younger Readers

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Measuring Today's
Success For A
Better Future

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Welcome

A MESSAGE FROM AMAN KOCHAR

Welcome to the latest edition of *Insight!*

As we enter the second half of 2019, I am delighted to reflect on the successes achieved this year so far at collectionHQ. Since January, we have welcomed 39 new customers on board with the collectionHQ and ESP products while releasing numerous enhancements to help our users develop more measurable, patron focused collections.

I recently attended the ALA Annual Conference in Washington, D.C., where I was delighted to learn the experiences of customers at the collectionHQ and ESP Forums. The collectionHQ Forum discussed the role of public libraries in promoting inclusion and diversity in their communities. Presentations from Elizabeth Bird at Evanston Public Library, Annabelle Mortensen at Skokie Public Library, Laura Simeon at Kirkus Reviews and Amber Seely at Harris County Public Library shared tips for ensuring diversity in collection development, with Amber demonstrating how she applies collectionHQ's Collection Check and Dashboard tools to measure representation of various collections.

Libraries are vital in offering educational and skills-development resources to communities and I was moved to read about the new "bridge" library at San Jose Public Library in Library News on [page 4](#) of this issue. Another initiative which aims to improve access to books is Pop Up Library from Baker & Taylor, which allows members of the public to browse the library collection from various locations outside the library. DC Public Library has recently partnered with the Union Station Parking Garage Bus Deck waiting room to host a Pop Up Library, enabling people to access the library's digital collection while waiting on a bus! To find out more about Pop Up Library, visit www.baker-taylor.com/axis360.

Before I close, I want to thank our Library Leader interviewee, Jane Cowell from Yarra Plenty Regional Library for sharing her views on the library of the future on [page 8](#). I'd also like to congratulate the team at Durham County Council, UK, on the improvements they have made with collectionHQ, shared on [page 11](#).

Happy Reading!

Aman



Aman Kochar

EXECUTIVE VICE PRESIDENT - GENERAL MANAGER
BAKER & TAYLOR
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LIBRARY NEWS



Opening of the new Mt. Pleasant Neighborhood Library

San Jose Open New ‘Bridge’ Library

In April, San Jose opened its 25th library branch to offer easier access to residents living outwith walking distance from the nearest city branch. Announced by ktvu.com, the new Mt. Pleasant Neighborhood Library will offer homework clubs, coding classes and a laptop checkout program in addition to regular library services.

Elizabeth Castaneda, Public Engagement Manager at San Jose Library, shared: “The Mt.

Pleasant Neighborhood Library is San José Public Library’s newest location and first-ever “bridge branch”. A bridge branch library provides library services to residents in neighborhoods where geographic barriers may limit access. By transforming a new or existing facility, such as a school multipurpose building, into a functional public library, a safe place is created for students and every member of the community to read, learn and explore.”

The new library is expected to draw new visitors to the library and increase registered patrons by working with the community to deliver services that resonate with local residents.

Read more [here](#).

LIBRARY NEWS

PLA John Iliff Award

Congratulations to Mark Williams, CEO of the Milton Public Library in Milton, Ontario who was recently awarded the PLA John Iliff Award which celebrates the individuals or libraries pioneering technology and innovation to improve the patron experience.

Mark shared: "To say I was delighted at the news that we would be receiving the 2019 John Iliff Award for innovation from the American Librarian Association for our Quest Milton gaming app, would be an understatement. And to find out that in addition we are also the recipients of the ALA Presidential Citation for Innovative International Library Projects really is fantastic and something of which we are incredibly overjoyed about."



Mark Williams, CEO Milton Public Library, Milton, Ontario

Australia Celebrates National Simultaneous Storytime

On Wednesday 22nd May, the Australian Library and Information Association (ALIA) hosted its [19th National Simultaneous Storytime \(NSS\)](#).

[11,000 locations](#), including libraries and schools, joined in on the story time at 11am where children were read 'Alpacas with Maracas' by Matt Cosgrove.

Kitchener Public Library introduces Learning Gardens

The Kitchener Public Library has introduced a [new sensory herb garden](#) to promote healthy and sustainable food consumption among its young people. Children attending after school programs have been involved in growing seeds since the spring and will help to plant the garden which is supported by community donations. The goal is to educate children about growing and preparing healthy food and the produce is used to provide healthy snacks at summer and after school groups.

Read more [here](#).



Suyuna, a nine-month-old Huacaya, was very interested in the story read by her owner Michelle.
ABC Rural: Kim Honan



The rainbow garden and sensory garden will take the place of the current set up at KPL's main branch courtyard.
Kitchener Public Library



ATTRACTING YOUNGER READERS

It's an exciting time to visit a library.

Research is showing that proportionately more young people are using the library compared to their older peers, and that energy and interest is apparent when you walk in the door.

In addition to discovering titles and authors, patrons can find a wealth of new offerings, from enhanced storytimes to podcast studios and even animal handling sessions. Public libraries are working hard to not only stay relevant but to thrive in the minds and hearts of younger readers, and those efforts are paying off. But more work remains left to be done, particularly with reaching out to potential patrons who don't use the library. At least not yet.

More use from younger patrons

Research from fall 2016 by the Pew Research Center found that 53% of Millennials (those aged 18 to 35 at the time) say they used a library or bookmobile in the previous 12 months. That compares with 45% of Gen Xers, 43% of Baby Boomers and 36% of those in the Silent Generation. The survey focused specifically on public libraries.

Parents of young children are also visiting public libraries more often than those who don't have children. More than half of parents of a young child, or 56% of parents with children under 18 years old, visited a library in the previous year while only 43% of non-parents did.

Pew Research Center surveys also detail how people use their libraries. Surveys show people extensively use computers with internet connections now commonly available. However, public libraries are vastly expanding their offerings to appeal to their increasingly diverse patrons.

New programming must match communities

Some programming being offered may feel familiar and traditional to a library setting. For example, libraries are working with families to offer more storytimes and partnering with schools to create summer reading projects.

Some public library systems, meanwhile, are trying innovative, new approaches to entice younger patrons, such as embracing technology and making 3D printers available for use by patrons. In Appanoose County, Iowa, the Drake Public Library added animals into its summer reading program. Zookeepers from the Blank Park Zoo visit the library and bring animals with them that the children can meet and touch.

To celebrate LGBTQ+ History Month, the Taunton Library in the United Kingdom invited a drag queen to perform and read from children's books that cover LGBTQ themes. The performer reads from children's books that cover LGBT themes or challenge traditional fairy tales. The aim is to help youngsters increase their understanding and acceptance of the LGBTQ+ community. The event generated some criticism from parents unhappy with the content, illustrating the challenge libraries face when catering to a diverse audience. Drag Queen Story Time has toured the UK for two years, performing roughly 50 shows and reaching about 8,000 children.

"They love it - there's glitter, feather boas and they think it's amazing," event organizer Tom Canham told the BBC.

Attracting teenagers can be an added challenge. Hull Culture and Leisure Ltd., established in 2015 and owned by the Hull City Council, was created to provide services on behalf of the city council. As part of that effort, the group invited famous musicians and hosted a concert in the library to encourage teens and younger adults to visit.

When creating new programming, it's extremely important for library officials to understand the communities they are serving, as what works with one demographic may fall flat with another.

"Programming needs to come with the theme of relevancy, what is the reason for the programming?" explains Amandeep Kochar, Executive Vice President and General Manager at Baker & Taylor. "You've got to focus on the fact that programming needs to reflect the fabric of the community it serves, and then it needs to continue to attract and retain those patrons."

Reaching new patrons

In addition to serving patrons who already visit the library, it is imperative that public library systems reach out to those who don't even come through the door.



One way is to use a Pop Up Library, such as that available from Baker & Taylor, because it lets the library take programming to a captive audience.

A Pop Up Library involves setting up mobile hotspots filled with free books. Ideal locations are where people are sitting or waiting, such as on public transportation, a jury room, or in a government office (perhaps where teenagers are waiting to take a driver's test).

"Pop Up Libraries allow a library to promote programming to a captive audience and unshackles them from the constraints of a physical infrastructure," Kochar says. "You are reaching out into these captive audience spaces where people are spending time. The library is right there when they need them, and they don't need to download an app or anything."

Harnessing social media

More public libraries are realizing the benefits of using social media and technology to attract new audiences.

For example, libraries are harnessing technology to create profiles that can be used to attract different demographics.

Staffers are now regularly maintaining various social media accounts for their systems, including regularly posting updates and promoting events. Social media is enabling libraries to tell their system's unique story, and explain the value they are providing in a more consistent voice. YouTube, for example is a great place to share library experiences. Online chat

features can connect patrons with librarians who can not only provide information but help build a relationship.

"The importance of using social media and technology to reach people can't be overstated," Kochar says.

Turning new visitors into repeat ones

New programming and outreach may bring more visitors into the library, but equally important is getting these newcomers to register with the library and return. collectionHQ's Experimental Placement can help libraries turn new visitors into returning ones. This tool helps libraries track how well special displays and collections are resonating with patrons. Understanding patron response lets a library play around with shelving and content placement to better enhance the patron's experience.

"I'm a big fan of studying the demographics and the sociographics of the culture of a community," Kochar says. "As that is changing, and changing very actively, I think the task of attracting people to the library, particularly younger people, is becoming more difficult as the fabric of society changes. Oftentimes, the library needs tools in order to promote their services and tell their stories because they are fighting for the same eyeballs as some of the big corporations out there. And the library has to be equipped with the tools to effectively compete for the time from the current generation and the upcoming generation."



JANE COWELL

YARRA PLENTY
REGIONAL LIBRARY,
AUSTRALIA

What first attracted you to a career in public libraries?

My first appointment in libraries was as a Children's Library Assistant and it was from this perspective, connecting children to reading and to creativity, that I came to love public libraries. I then went on to gain my Degree in Information Science and move into library management roles. My passion for public libraries has been fuelled by experiencing how they provide new opportunities for individuals to grow and connect. The public library universal values epitomised in the UNESCO Manifesto, and the fact that I have a deep love of reading, learning and story, meant that libraries and I matched beautifully.

How have libraries changed since your career first started?

Over the past 25+ years of my career I have seen the advent of computers, Internet, smart phones, social media, digital media, streaming and automation of the transactional aspects of public library tasks. All these changes have meant new skill sets for library staff, new ways of thinking about how we deliver our services and new community behaviours to account for.

Even as the behaviour of our communities change, the core of the public library mission and values remain the same: Freedom of access to information for all, freedom to learn for all to change their life opportunities, and freedom to read for all. So, while the tools that we use have changed, the fact that we need to serve our communities in the areas of community learning, literacy and information has not changed.

What do you feel are the main challenges facing public libraries and what steps should be taken to overcome these?

The main challenges facing public libraries are threefold:

- **Advocacy:** How do we gather the stories and data to prove to our government funding bodies that libraries are worth the investment? This will be a skill all library managers and staff need to have. Being media savvy will also be essential as we focus on inclusion, tolerance and diversity in a world that is separating into opinionated tribes and polarised views. Libraries

becoming a communal/public space where it is safe to have those challenging debates to try to bring our communities together is another key aspect.

- **Embedding a learning culture within our staff:** With so much new technology continuing to impact our communities and workplace we need to ensure that library staff value and take the time to learn new skills within their workday. Being confident learners will mean that library staff are comfortable learning with our users instead of waiting to be trained before attempting to help.
- **Becoming User Experience focused rather than collection focused:** This means that we need to establish some very strong partnerships as library staff, and libraries, cannot respond to every challenge facing our communities. Especially those surrounding mental health issues, homelessness and addiction. Looking at our services from a user point of view and identifying barriers to access and pain points is essential to remain connected to our entire community, not just those who cannot afford alternatives. Having a wider user base means we gain support from the whole community for advocacy.

What upcoming initiatives at Yarra Plenty Regional Library are you most excited about?

There are so many! Yarra Plenty Regional Library became Fine Free in July 2019, which is very exciting for our communities. We have also recently instigated our Digital Membership, where you can join online and borrow from our eLibrary immediately as another way to break down barriers to joining the library. And for staff, YPRL has an internal Innovation Grant program where staff can pitch an innovative idea and, with a specific budget, can pilot the selected project.

A total refurbishment of the Mill Park Branch Library will be completed by July 2019 and the community is looking forward to it. A new outdoor deck, café, expanded children's area with a cubby house and more spaces for collaboration and seating will ensure this library remains relevant for years to come.

A new Ivanhoe Branch Library is currently under construction to replace the current, over 40 year old building. The new library will incorporate a gallery, community meeting rooms, an auditorium and a design makerspace.

Please tell us a little about how you envision the public library of the future.

The public library of the future will still be a public space! There will be a more integrated digital and physical experience as libraries continue to invest in a digital front door. Libraries will be places where learning, connection and community interaction will be its core with values that are enduring—freedom of access to information, to read and to learn for all.



MEASURING TODAY'S SUCCESS FOR A BETTER FUTURE

What is success in a public library? It's a complicated question that can have many answers. Success for a patron may be discovering a new author or title on the shelves. For a library director, success may be high turnover or being able to offer new community engagement programs. For a community, a successful library may provide popular programs for school children or teach literacy to adults.

While the idea of success may vary depending on the person or community, a library system's ability to measure and track success has become a critical tool for libraries working to stay relevant in a technology-heavy world.

Scott Crawford, Vice President of Digital & Software with Baker & Taylor, talks often with forward-thinking library directors who take the time to understand their patrons. This, in turn, lets libraries focus their resources in the most strategic places. With so many factors to consider, however, maintaining an accurate picture of how a library system is performing can be a complicated juggling act. Luckily, there are a variety of strategies and tools available that libraries can use to

track the indicators and outcomes that matter to them and their patrons.

Defining Success

First off, library leaders must define what success means or looks like to their system. There are many criteria to consider, including looking at the system's leadership, employees, and processes, as well as outcomes.

Examples of commonly used criteria are:

- **Circulation and turnover.** How often are patrons checking out your titles? Do titles sit on shelves for long periods of time? By tracking turnover, you can see if the system is meeting demand and providing what's popular among patrons.
- **Dead on Arrival (DOA).** An average of 17 percent of items purchased by public libraries in the US circulate less than twice. Do you know how your system compares? A lower percentage indicates you are making effective selection decisions.
- **Quality of worn and overused items.** You want your titles to be popular and in demand,

but you also want to provide material to patrons that is in an acceptable condition. Identifying and tracking overused items can help a system maintain the best balance between providing popular items and ensuring items aren't grubby or unappealing to patrons.

- **Community engagement and added services.** Consumer expectations are changing, and patrons no longer come to a library just to find books and other reading material. Storytime, makerspaces, fast WiFi, and on-site cafes are some of the amenities patrons can find at their favorite library branch. What do you offer?
- **Accessibility.** Does the system offer access outside of opening hours? What about a mobile library, where content and access is brought to patrons within the community? In Grand Prairie, Texas, city leaders installed a vending machine, "Epic Reads" in the community's new recreation center, which offers a selection of 700 reading materials.
- **Impact on local lives.** More libraries are focusing on having a positive impact not just on those who come into the library, but on residents who may not make it through the library doors. Examples of such efforts include teaching literacy or

"A library system's ability to measure and track success has become a critical tool for libraries working to stay relevant in a technology-heavy world."

making online courses available that let people complete a high school degree.

“A lot of libraries are struggling to tell their success stories,” Crawford says. “The libraries that are able to keep the funding coming in are the ones that are able to show measurable success.”

Benchmarking and comparing your results

Once you know the criteria that you want to track, it’s a good idea to establish how you compare with your peers. Benchmarking helps you identify where your individual strengths and challenges lie, valuable information for strategic planning.

Government-published benchmarks are available, and can help inform library leadership about local and national standards.

Benchmarking also allows for better collaboration within your system. Knowing your strengths and challenges means you can partner with other branches in ways that compliment successful programming or support weaker outcomes that you are trying to improve. One way to get an internal comparison is through collectionHQ, which allows customers to compare collection performance across branches within its library system and to see which titles are proving popular at

other libraries on a local, regional and national level.

Thanks to the sophisticated technology supporting collectionHQ’s dashboard, libraries can easily track and analyze collection performance, which in turn leads to improved turnover, DOA rates, and better overall condition of materials.

“collectionHQ has measurement tools and index points that are centered around content performance, and can show that a library is being a good steward of tax dollars,” Crawford says. “collectionHQ offers the best tool for accountability regarding decisions made around the content you are buying.”

Evaluating outcomes

Measuring the success of outcomes can be more complicated. As libraries devote more of their employees’ time to directly interacting with patrons, new and increasingly innovative programming to reach more people is being offered. Baker & Taylor offers a multitude of programs that support this effort. For example, when libraries partner with Baker & Taylor on material purchasing and receive material that is fully system and shelf-ready, libraries are able to have more people focused on community outcome programs.

Once a library is able to devote

time and resources to providing community programming focused on outcomes, they can use surveys to track the programs’ success. The Public Library Association (PLA) is a strong supporter of measuring outcomes. PLA believes performance measurement is a key next step in library development and offers a free tool designed to help public libraries understand and share the impact of library services and programs. This tool, known as Project Outcome, uses simple surveys and the insights gleaned from them to measure and analyze outcomes.

It can be exciting to learn which program had the biggest impact on visitors, and rewarding to see the impact that new collection development efforts are having on patrons. Ultimately, this deeper understanding will let a library better tell the story of the value it is creating for its community.

“If you take the time to understand your patron, it allows you to build a more patron-driven and patron-centric service model,” Crawford says. “Libraries that don’t pay attention to the data or metrics that are available, are missing the mark on providing customer service that the patron finds important.”



Library Success Story

DURHAM COUNTY COUNCIL

THE CHALLENGE

Prior to the introduction of collectionHQ at Durham County Council Libraries, staff lacked an evidence based tool to make informed, demand-driven decisions about stock management. Senior Librarian, Michael Nattress, who worked as a member of front line staff during the implementation of collectionHQ, explained: "As we have 39 branches spread over 2200km², we cannot simply move some books to another branch if we decide that they are needed at a different library, so logistically evidence based stock movement was a winner for us."

THE SOLUTION

collectionHQ is a stock performance improvement solution founded on the Evidence Based Stock Management (EBSM) methodology. It helps libraries to make data-driven decisions about purchasing, managing, promoting and evaluating stock to provide a better service to users. Durham County Council Libraries introduced collectionHQ in 2012 to intelligently move stock between branches.



The historic city of Durham in northeast England is home to a population of more than 65,500 people with the wider county being home to in excess of 500,000. This population is served by Durham County Council's library service which maintains 39 branches and stocks a collection of nearly 550,000 items.



RESULTS

Improved Purchasing Decisions

At a time of economic uncertainty and declining public library budgets across the United Kingdom, collectionHQ has helped Michael and the team at Durham County Council Libraries to make smarter spending decisions. In the last 2 years, collectionHQ has been used during budget planning to analyse the customer demand of various collections and to identify where spending should be increased, reduced or maintained. For example, evidence from collectionHQ revealed that the library was overstocked in Large Print and Mills & Boon collections. Consequently, spending on those collections was adjusted and existing copies redistributed to libraries demonstrating a higher demand. In contrast, collectionHQ's Specify and Discovery tools have revealed the collections that are heavily checked out by users where further investment is required to keep people coming back. Michael explained: "As I buy Fiction, I find the Spending Plan and Discovery tools are a great support and the very visual appeal of the Discovery module is especially helpful when showing other managers who might not 'get' how book buying decisions are made."

Intelligent Weeding

collectionHQ has greatly increased staff confidence when it comes to stock management, in particular the removal of non-circulating (dead) or worn (grubby) items.

Michael explained: "Go back 20 years and all of the staff would have claimed an encompassing stock knowledge gained by years of work within the service and being given time to focus purely on stock. As staffing has decreased and experienced staff have retired, this level of institutional knowledge has rapidly declined. By bringing on board an evidence-based technology solution to this

problem, we have given staff who are less confident the tools they need to manage their stock effectively while developing their own stock knowledge."

Schedule Management

collectionHQ's Schedule Management Tool is designed to help Administrators plan and delegate stock management activities to help staff manage tasks and maintain a healthy collection. At Durham County Council Libraries, scheduled Dead and Grubby Item Removal tasks automate reminders to the staff responsible and notify the Administrator when the work is complete.

To support stock movement and ensure that each branch has an adequate supply of in-demand items, Popular Author Transfer action plans are scheduled as well as collectionHQ's Push and Pull tools to move stock to or from a library that has been flagged as over or under stocked.

Measuring Performance

The collectionHQ Dashboard enables users to monitor how collectionHQ is impacting stock performance by displaying a series of charts to illustrate metrics such as turnover, circulation, transfers, dead item percentage and more.

Michael explains that he: "uses the Dashboard to monitor the performance of stock movement internally to see if any branches are moving less or more stock than they should be as this helps me to identify potential training issues." The Dashboard charts which can be exported to PowerPoint, Word and PDF are also used by Michael to demonstrate to staff the impact of their efforts on increasing circulation.

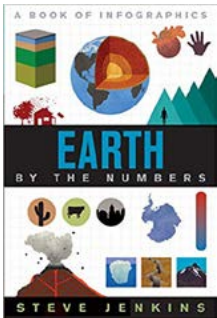
SUMMARY

collectionHQ has enabled the team at Durham County Council Libraries to apply data to daily workflows supporting more informed, efficient stock management decisions. Michael concludes: "The wealth of knowledge (collectionHQ) gives you is invaluable. Coupled with the high level of service from our Account Manager and the Support staff whenever I have a query, I would have no qualms about recommending collectionHQ to other libraries. The team listens to suggestions and works with customers to improve the product to deliver consistently good results."

TOP CHARTS from ESP

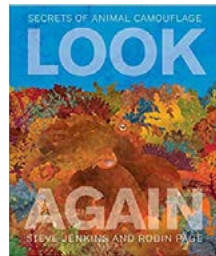
With schools preparing to return and some already back from break, let's take a look at some of the top new and forthcoming Juvenile Non-Fiction titles from ESP.

JULY



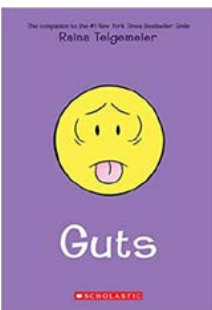
Earth: By the Numbers
Steve Jenkins

AUGUST



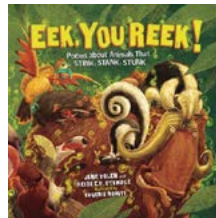
Look Again: Secrets of Animal Camouflage
Steve Jenkins

SEPTEMBER



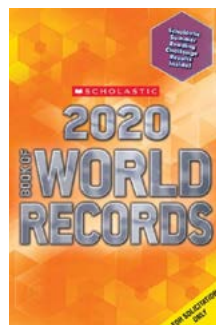
Guts
Raina Telgemeier

OCTOBER



Eek, You Reek! Poems about Animals That Stink, Stank, Stunk
Jane Yolen

NOVEMBER



Scholastic Book of World Records 2020



Find out more about ESP at www.collectionhq.com/esp

Events Round Up



Libraries Connected Seminar

Jamie Wright, Account Manager, and Alan Gibson, Director, Operations and Project Management, recently exhibited at the Libraries Connected Seminar in Coventry which is attended by library leaders from across the United Kingdom. This event was a fantastic opportunity to demonstrate collectionHQ's latest features and to showcase the Pop Up Library device which is enabling libraries to offer instant access to their digital collections from locations outside the library walls.



Jamie Wright, Account Manager

BookExpo

We were delighted to join our friends at Baker & Taylor on the booth at BookExpo in New York City. Thanks to Library Journal for inviting us to attend the Day of Dialog which offered a fantastic opportunity to meet with librarians and publishers to discuss the hottest new and forthcoming titles.



L-R Frank McDonald, Liz Duffy, Katy White, Scott Crawford

ALA Annual

The collectionHQ team visited Washington D.C. for the ALA 2019 Conference. Thank you to all of our customers who joined us at the Friday collectionHQ and ESP Forums to discuss all things evidence! We were delighted to welcome to the Forums speakers from Kirkus Reviews, Harris County Public Library, Skokie Public Library and Evanston Public Library who shared their experiences and tips for ensuring inclusion and diversity in collection development.

collectionHQ Marketing Manager, Fiona Gibson, shared her experience: "At first I was amazed by the scale of this conference! Librarians and library suppliers from across North America and beyond were in attendance and it was a wonderful opportunity for me to meet so many of our customers and hear their feedback about our products. I'm already looking forward to next year!"



L-R Beth Futch, Kathie Graham, Liz Duffy



STEPHEN HARRY

IMPLEMENTATION & SUPPORT ENGINEER

Stephen plays a vital role at collectionHQ, helping customers to get started with the tool and providing support throughout their collectionHQ journey to reach performance goals. Stephen lives near Glasgow, Scotland, and outside of collectionHQ is a keen musician who sings and plays bass guitar among other interests such as sport and computing.

Find out more about Stephen in the 'Meet the Team' interview.

Q What was your dream job as a child?

To be a mechanic

What was the last book you read?

The Body Farm, Patricia Cornwell

Q Describe a typical day for you in the collectionHQ office.

I love what I do. The work is exciting and can be very challenging at times. I enjoy working as part of a great team. The guys are friendly, helpful and witty.

Q What has been your proudest moment at collectionHQ so far?

That changes as time goes on. Every time I conquer a challenging implementation, that give me a sense of pride.

& A What's the most recent app that you downloaded, but are yet to use?

A home exercise app.

Q What do public libraries mean to you?

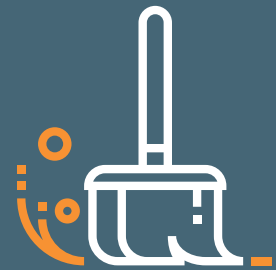
Education and entertainment. Libraries are the pillars of our community.

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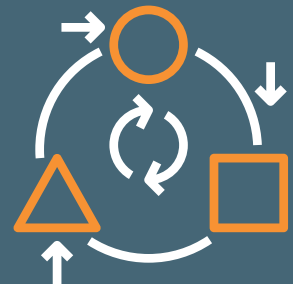
INCREASE
CIRCULATION BY 11%



REMOVE
GRUBBY ITEMS



SAVE 156 STAFF DAYS
A YEAR



REDUCE DEAD
ON ARRIVAL



FIND OUT MORE AT: collectionhq.com/super-librarian