



**SUPPORTING LIBRARIES,
STRENGTHENING COMMUNITIES**

INFO 505-900

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Advocacy Action Plan Workbook | 2014

CREATING AN ADVOCACY ACTION PLAN

Conducting successful advocacy for your library begins with an advocacy goal and an Advocacy Action Plan to help you reach your library's advocacy goal. This Advocacy Action Plan Workbook is a tool to help you create an Advocacy Action Plan for your library and collect the information and tools that you will need to put the plan into practice. The training sessions you will participate in during *Turning the Page: Supporting Libraries, Strengthening Communities* will link to different sections in this workbook.

As you progress through the advocacy training program, you will be prompted to fill in sections of this workbook and to discuss your ideas with your colleagues. By the end of the training, you will have a solid foundation for an Advocacy Action Plan that your library can follow to reach its advocacy goal.

As you will learn during the training program, advocacy plans can change over time. It is important to think of your Advocacy Action Plan as an evolving document that you will update regularly and use to track and measure your progress toward your advocacy goal. This workbook can also serve as a model template for future advocacy projects for your library.

What is advocacy?

Advocacy is the actions individuals or organizations undertake to influence decision-making at the local, regional, state, national, and international level that help create a desired policy or funding change in support of public libraries.

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1. Your Library Advocacy Goal

The Need

What are some of the needs in the community?

Example: Lack of access to the Internet and the opportunities available through online access.

- Expansion of the Musical Instrument Collection to multiple branches.
- Adding locations will increase access to instruments and music department materials.
- Lack of access to musical instruments and music instruction in schools.
- More accessible instruments including left-handed and student scale instruments.
- Expanding programming to include more workshops and lessons for new learners.
- Diverse and inclusive programming to reach a wider audience and bring in new users.

What services could the library provide to meet those needs?

- Purchase instruments that can be sent to branches for lending.
- Hire more full-time librarians for Music Department.
- Increase promotion for department and programming.
- Regularly program events geared towards beginner musicians at various branches.

What is preventing the library from providing those services?

- Lack of funding for the Music Department and Musical Instrument Collection.
- Department is understaffed and feels that its resources are stretched thin.
- There is no dedicated advocacy support group specifically for the department.

The Solution

How can we solve this problem and remove this barrier?

- Purchase new instruments/increase donations for the Musical Instrument Collection.
- Create promotional plan to increase awareness of instrument donation program.
- With increased funds, expand programming and outreach to focus on diversity and inclusion.

Is there a solution that requires the involvement of people or groups outside of the library?

- Seek out involved patrons and Friends of the Free Library to help advocate for \$250,000 of \$5 million Free Library budget increase to be allocated to improving and expanding the Musical Instrument Collection.

Your Advocacy Goal

What is your advocacy goal?

By 2021 the City of Philadelphia will increase the overall Free Library of Philadelphia budget by \$5 million with \$250,000 in funds allocated to ensuring the expansion and sustainability of the Musical Instrument Collection.

2. Setting Advocacy Objectives to Monitor Progress

Advocacy objectives help break down your advocacy goal into more manageable achievements. Think of it as a feast you are preparing for friends and family. You will want to focus on the individual dishes that make up the feast, get the correct ingredients for each dish, and determine how much time you need to prepare them.

Remember to make your advocacy objectives as specific and measurable as possible, so you can more easily track your progress towards completing your goal.

Advocacy Goal: By 2021 the City of Philadelphia will increase the overall Free Library of Philadelphia budget by \$5 million with \$250,000 in funds allocated to ensuring the expansion and sustainability of the Musical Instrument Collection.

ADVOCACY OBJECTIVES AND TACTICS

A good objective will be quantified (tied to specific numbers), qualified (where you describe the kind of change you want to see), and should have a set timeframe. If you don't have all three of these components, it will be difficult to tell whether you have achieved your objective.

If your advocacy goal was "By June of next year, the local government increases the public library's annual budget by two percent," your objectives could include: "By January of next year, the city council proposes a new resolution that positions public Internet access as a core library service and recommends an annual budget increase."

You will fill in the objectives early in the training and the tactics and timeline at the end.

OBJECTIVES

What are the changes you need to see in your library's situation to make your advocacy goal possible?

TACTICS

What activities will you need to conduct to make those changes happen?

TIMELINE

What is the timeline for implementing these activities? Try to be specific, knowing you can change the schedule later.

1. By February 2020, have a core group of MIC and music department patrons and supporters who have stories about the positive effect of playing music and how the MIC has been instrumental in improving their lives.	Use social media postings to create awareness for the campaign and to recruit patrons using hashtags #fundmusicPHL #FLPisInstrumental	JANUARY 2020
OBJECTIVES	TACTICS	TIMELINE
2. By March 2020, Free library of Philadelphia has reached out to allies in the City Council who are library advocates and understand the importance of the Musical Instrument Collection.	Host a series of pop up concerts around in the city in neighborhoods where the MIC would like to expand. Invite City Council members and have community volunteers playing instruments borrowed from the collection that reflect the culture of the community in the neighborhood in which the concert will be held. Provide postcards to send to the Mayor with patron testimonials about MIC.	MARCH 2020 CONCERTS (LOCATIONS TBD)
3. By April 2020, Music Department staff along with Friends of the Free Library propose \$250,000 allocation of Free Library budget increase to ensure the expansion and sustainability of the Musical Instrument Collection.	Launch publicity campaign around patron testimonials. Partner with Girls Rock Philly to promote MIC. Bring traveling instrument collection to schools for outreach.	APRIL 2020
At the 2021 Philadelphia City Council budget hearings the Friends of the Free Library successfully lobbies for additional funding.	Organize signs and t-shirts with unifying message and #fundmusicPHL and #FLPisInstrumental hashtags	MAY 2020

by 2021, \$5 million in funds is added to the Free Library budget with \$250,000 allocated to hire 2 fulltime librarians to Music Department, increase programming, order new instruments for the collection, and expand to multiple branches.	Divide the funds between different areas of Music Department. Roll out launch of Musical Instrument Collection at different branches. Purchase more instruments for collection. Hire 2 new fulltime librarians for department. Increase programming and promotion for department events.	JANUARY 2021 – ONGOING
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LINKS TO: Session 4 *Developing Your Advocacy Goal*

3. Identifying and Understanding Target Audiences

An essential component of advocacy is knowing who the decision-makers are that you need to reach to help you achieve your advocacy goal. Target audiences are the groups, organizations, government entities, and individuals that you need to engage, persuade, and motivate to help you reach your library advocacy goal. Based on your library advocacy goal, identify your target audiences in the chart below. Then, respond to the questions for each audience.

	Primary Audiences <i>Decision-makers</i>	Secondary Audiences <i>Influencers</i>	Library Stakeholders <i>Community Allies</i>
Who are your audiences?	Philadelphia City Council Mayor Jim Kenney	Free Library of Philadelphia Administration/ Executive Staff	Friends of the Free Library of Philadelphia and patrons of the Music Department.
What action or actions can they take to support your library's advocacy goal?	Approve \$5 million budget increase for the Free Library of Philadelphia that includes \$250,000 in funding for the Musical Instrument Collection.	Agree to allocate more funds to the Music Department and Music Instrument Collection for hiring staff, adding instruments, increasing programming, and community outreach.	Speak to city council members and Free Library Executive Staff to show their support for the Music Department and MIC. Surveys can be done with the results made into infographic that's are shared on social media to increase public support and awareness of the MIC within the community. Send postcards to the Mayor.
Does the library already have a relationship with them? If not, are there other people who can help make an introduction and/or help form a relationship for the library? Who are they? How will you approach them?	Yes, Mayor Jim Kenney attended the opening of the Musical Instrument Collection and Councilwomen Helen Gym, Kenyatta Johnson and Candace Parker are strong advocates for the Free Library of Philadelphia.	Yes, they are part of the same organization, but the relationship needs to be stronger and communication needs to be improved. We will seek out a liaison in the Executive staff to meet with and formulate a sustainable plan with Music Department staff.	Yes, a Friends of the Free Library group exists, but not specifically for the Music Department, but for the system as a whole. The MIC staff will set up a meeting with the Friends group to create a direct relationship and a Friends committee dedicated to assisting the Music Department.

3. IDENTIFYING AND UNDERSTANDING TARGET AUDIENCES (CONTINUED)

	Primary Audiences <i>Decision-makers</i>	Secondary Audiences <i>Influencers</i>	Library Stakeholders <i>Community Allies</i>
What do your audiences think, know, and feel about the library?	<p>(Regarding the Library)</p> <p>“I am committed to investments that provide high quality and consistent service” – Mayor Kenney (Johnson, 2019)</p> <p>Mayor Kenney attended the launch of the Musical Instrument Collection.</p> <p>“Our goal as a city is to ensure that as many residents as possible can access our library system to conduct research, further their education and increase overall literacy,” – Councilwoman Parker (PHL Council, 2019)</p> <p>Councilwoman Helen Gym has stated that “library investments will be a priority in this year’s budget negotiations”. (Johnson, 2019)</p>	<p>FLP Administration and Executive Staff are supportive of the Library departments librarians. They seek to build community and promote lifelong learning at the library.</p> <p>Siobhan Reardon, President and Director of the Free Library of Philadelphia has steered the creation and ongoing implementation of an ambitious strategic plan for the Library, underscored by a mission to advance literacy, guide learning, and inspire curiosity.</p> <p>A key facet of Ms. Reardon's vision for the future is the <i>Building Inspiration: 21st-Century Libraries Initiative</i>, a new model of service wherein neighborhood libraries undergo physical and programmatic changes to directly respond to and meet the needs of the surrounding neighborhoods. (FLP About the Library)</p>	<p>The Friends of the Free Library of Philadelphia support librarians and staff by raising funds and advocating at city council budget hearings. They act as a voice for the needs of the library.</p> <p>Patrons frequently use the library, check out instruments and attend programs in the department such as drum circles and concerts.</p> <p>“Having to buy an instrument is just one hurdle toward learning to play, joining the city’s music ranks, and engaging with our booming cultural community. This is where libraries—institutions boasting equal access to all, regardless of whether one can pay money—come in.” – Perry Genovesi, FLP Music Librarian (FLP Blog, 2016)</p>
Do you need more information about your target audiences’ perceptions of the library? If yes, what methods will you use to get this information?	<p>More research will be done by looking into City Council members voting records in regard to library budget and initiatives.</p> <p>We will see if they have attended library events and spoken up on behalf of the library.</p>	<p>More research will be done to see what percentage of the Free Library of Philadelphia budget goes to the Music Department and whether that amount has increased or decreased overtime. These records will be requested from library administration.</p>	<p>Surveys will be placed in instrument cases for patrons to fill out when they are checked out. Surveys will also be available at the reference desk in Music Department and handed out after programs.</p> <p>Music Department will also use social media to reach out to patrons to get feedback on their perceptions of the department and the collection.</p>

<p>What do you want your target audiences to think, know, and feel about the library so that they will help the library achieve its advocacy goal?</p>	<p>With so many facets to such a large city, I want the City Council and Mayor to understand the unique importance of the library is the community and to understand the vast societal benefits and opportunities provided by the Music Department.</p> <p>The community makes frequent use of the MIC and come from many different backgrounds from curious beginners to seasoned touring musicians. The instruments are frequently all checked out with long wait times. Adding instruments to the collection will help meet the growing needs of patrons.</p>	<p>FLP Administration and Executive staff approved the creation of the Musical Instrument Collection and support programs that help the library flourish. They should support the allocation of funds to expand the Musical Instrument Collection since it will increase awareness and use of the library.</p> <p>The Music Department is currently understaffed, which hinders their ability to fully meet the needs of users and leaves staff feeling stretched thin. Administration has the ability to approve new positions that will help the Music Department expand and reach a wider audience.</p>	<p>Patrons should feel like the library is there to support them and patrons may feel compelled in turn to support the library because of the high-quality services it has to offer. The beneficial relationship is mutual. The purpose of expanding the collection is to meet the needs of patrons and reach a more diverse audience. Patrons of the Musical Instrument Collection have given positive feedback regarding programs and there has been increased demand for more programming, particularly for beginner musicians. Patrons have also noted the long wait times for instruments that have many holds and would like more instruments and less wait times.</p>
<p>What are the categories of library impact that will be of greatest interest to your audiences?</p>	<p>Providing instruments and equipment to patrons that assist with continuing education and community building. Positive publicity for the Free Library system and for the city of Philadelphia.</p> <p>Access to instruments and musical education for all community members, particularly youth who may not have access to instruments and lessons.</p>	<p>Bringing in more patrons and increasing promotion for Free Library of Philadelphia branches and programming. Expanding accessibility to patrons across the city. With increased awareness of MIC events, the Free Library as a whole will have more opportunities for positive publicity and outreach.</p>	<p>Access to more instruments and staff will have a beneficial impact on patrons who seek out the Music Department and MIC to connect to music education from beginner to advanced. Many young patrons no longer have access to instruments through their schools or cannot afford to buy/rent instruments. The MIC helps fill the gaps so no one who wants to play music should be unable to do so.</p>

LINKS TO: Session 5 *Identifying Target Audiences, Using Library Perception Information and Impact Data*

4. Your Library Advocacy Messages

Effective advocacy messages provide people with a clear understanding of **why** and **how** they should help. The most effective Advocacy Action Plans have one main message, with up to three underlying messages to support the main message. Use the space below to draft your core message and supporting messages for your library, and to make notes on how you would adjust those messages for a different audience. The key questions you should consider when developing each message are noted for your reference.

INSERT LIBRARY ADVOCACY GOAL (FROM PAGE 3):

By 2021 the City of Philadelphia will increase the overall Free Library of Philadelphia budget by \$5 million with \$250,000 in funds allocated to ensuring the expansion and sustainability of the Musical Instrument Collection.

INSERT PRIMARY TARGET AUDIENCE (FROM PAGE 6):

Philadelphia City Council and Mayor Jim Kenney

Six Advocacy Message Questions

1. What does the community need that your library advocacy goal seeks to fill?
(*Example: improving employment, health, civic engagement, and education in the community through access to Internet and other services*)
Increased engagement with the Musical Instrument Collection and providing free access to musical instruments and education for all members of the community.
2. How will life be better in your community if you reach your advocacy goal?
(*Example: healthy, economically secure, engaged citizens; equal access to opportunity available through Internet*) With an increase in budget, the Musical Instrument Collection will be able to expand to multiple branches and reach a wider audience. Additional staff can be hired with budget increases to assist with the growing demand for Music Department programming and to assist patrons with access to materials. Music has the power to transform lives and teach valuable skills. Many schools no longer have music programs and no longer offer instruments to students. The Musical Instrument Collection can help fill that gap in music education for young patrons.
3. Why should your audience act to help? (*Example: benefit to the community; addressing a need*) Currently the Music Department is located in a single branch where instruments are only allowed to be checked out from that location, which hinders access for many who are unable to travel to the branch during its operating hours. Expanding the collection will provide greater access to the community. With the additional budget, the department can expand programming and hire more fulltime staff to help meet the high demand of users.

4. What actions can your target audience take to help you reach your advocacy goal? (*Example: funding or policy change; outreach to decision-makers; attendance at a library awareness event; sharing information about library services*) You can help advocate for the budget increase for the Music Instrument Department by appearing at the 2021 Philadelphia City Council budget hearings to make your voice heard. We will hold a series of popup concerts that patrons can attend to show support, donated used instruments that are in working condition, and record messages in support of a funding increase for the MIC. Write to your city council people in support of the library and post your personal MIC stories on social media using the hashtags #fundmusicPHL and #FLPisInstrumental.
5. Are there relevant statistics or examples that would help persuade your audience to act? (*Example: impact data on behavior and lives changed because of services offered by the public library*) In 2016, the first 121 patrons to check out instruments were surveyed. 27% of the patrons who checked out instruments had never played an instrument before. 99.2% said the instruments were in good working condition. 55.4% also checked out supplementary materials from the Music Department. According to the survey, the overwhelming majority of patrons strongly agreed that more library locations offering instruments and longer loan periods would improve the MIC. All 121 respondents said that after having checked out an instrument, their use of the Free Library and Music Department would increase. (FLP Blog, 2019)
6. If your audience has a misperception about the library and its services, what supporting statistics or examples would help correct it? (*Example: statistics about the library's challenges; data about number of people who use services, etc.*) In March of 2019 the Friends of the Free Library rallied at Mayor Kenney's budget address and successfully secured a \$3.5 million increase for the fiscal year 2020. This helped restore Saturday hours during the school year and kept branches open that previously had reduced hours due to staff shortage. While this budget increase was overall gain, it fell short of the \$15 million that funding advocates had rallied for.

4. YOUR LIBRARY ADVOCACY MESSAGES (CONTINUED)

CORE MESSAGE:

The Music Department of the Free Library of Philadelphia provides access to musical instruments and equipment through the Musical Instrument Collection and provides free educational programming to help users learn musical skills and enhance their lives. We need your support to increase funding in order to hire more fulltime library staff, increase the collection, expand access to multiple library branches and meet the growing needs of patrons. This funding increase will lead to community driven growth within the Music Department that will increase musical literacy for Philadelphians and provide access to musical instruments for the community, including for those who can no longer access music education and instruments due to public school curriculum cuts.

SUPPORTING MESSAGES

MESSAGES FOR DIFFERENT AUDIENCES

1.

The Music Department offers instruments, equipment and materials to help new and seasoned musicians alike to hone their craft and navigate the world of music.

The Music Department has something for everyone whether you are a new musician learning to play guitar or a touring musician in need of sheet music for a gig. **The innovative Music Instrument Collection has collected instruments over the past 3 years but needs more support to keep up with user demand.**

2.

Music education is linked to many cognitive benefits and promotes creativity, especially in youth. The Music Instrument Collection gives patrons access to a diverse collection of instruments that open the door for continuing education.

Music education is linked to many cognitive benefits and teaches students critical skills. **Many schools have been cutting music and arts programs which cuts students off from musical education and access to instruments. The Free Library can help close that gap by expanding the Musical Instrument Collection and giving children the opportunity to pick a new instrument and learn skills that will put them on a path towards success.**

3.

The demand for musical instruments has been growing ever since the launch of the collection. Buying more instruments and equipment for the collection would reduce waiting times and allow the library to meet the needs of more users.

The demand for musical instruments has been growing ever since the launch of the collection. **Users often have to wait months to borrow their requested instruments and equipment.** Buying more instruments and equipment for the collection would reduce waiting times and allow the library to meet the needs of more users. **It would also allow the collection to expand to different branches allowing for greater access to instruments across diverse communities in Philadelphia.**

LINKS TO: *Session 7 Creating Library Advocacy Messages*

5. Creating Your Library Story

Opportunities to talk about the library happen every day. It is important to be ready to tell a short, compelling story about your library that will capture the attention and interest of the listener. Using the target audience(s) you have identified, please complete the questions below. Remember to refer to the messages and supporting facts that you identified in *Creating Library Advocacy Messages*.

INSERT PRIMARY TARGET AUDIENCE (FROM PAGE 6):

Philadelphia City Council and Mayor Jim Kenney

1. Would your target audience find a factual, anecdotal, inspirational, or integrated story about the library most appealing?

Factual/Inspirational.

2. Based on your response to the previous question, list the facts, data, and/or anecdotal information about the library that would be of interest to your target audience.

- There has been increasing demand for instruments with most of the 100 items checked out and with holds that may leave patrons waiting for months to access their instrument of choice.
- Programs fill up on the day that they are announced, and many patrons sign up for the waiting lists.
- Story: Kyah (name changed) checked out an instrument after attending a Girls Rock Philly program that included librarians from the MIC. Her school does not have a music program, so she turned to the MIC to continue her musical education.

3. Using the information you noted above about your target audience, how would you customize your supporting advocacy messages for this audience member?

The Mayor and City Council are interested in investments that work towards bettering the community and continuing education for all Philadelphians. The story emphasizes the lack of access to free music education in the community and shows how users can utilize library resources to grow creatively and increase their musical literacy.

4. Use the space on the next page to combine your library story elements and advocacy messages and draft a short library story that will resonate with your target audience. Remember, this library story is one that you will want to commit to memory so that you are ready when an opportunity arises and you have a minute to talk to about the library to a target audience member.

USE THIS SPACE TO DRAFT YOUR SHORT LIBRARY STORY

Public libraries are a place where community members can go to seek resources at no cost. Library resources go beyond the usual books, movies, databases and services. Since 2016, the Free Library of Philadelphia has offered up unique musical instruments for users to borrow and play. This innovative instrument lending library program has been the inspiration for other libraries including the Brooklyn Public Library's Musical Instrument Lending Library. Public libraries promote many different kinds of literacy, including cultural and musical literacy. Unfortunately, music education is being cut from many schools, but the MIC is uniquely positioned to help bridge the gap and provide access to musical instruments and education.

One such young patron who has sought out musical education at the MIC is Kyah, who first checked out a musical instrument after learning to play the bass at the Girls Rock Philly summer camp program. During Girls Rock Philly camp, MIC librarians offered a workshop which allowed campers to learn about and play various instruments from the collection. Musical instruction is no longer offered in Kyah's public school, so she had to search for an alternative means of musical education. Through Girls Rock Philly and the MIC workshop, her creativity was sparked, and she was able to continue playing music by accessing a bass guitar, amplifier, and beginner instruction books and videos from the MIC. Kyah is able to practice on an instrument at no cost and play music with her friends. By providing musical instruments and equipment for the public to borrow, the MIC is stimulating the creativity and curiosity of the public while promoting lifelong learning.

Please join us in calling for an increase to the Free Library budget which would allow the MIC to better meet the needs of users by expanding to more branches, hiring 2 more full time librarians, and buying more instruments for the collection. We will be hosting pop up concerts over the next few months featuring local musicians who will be playing a variety of instruments that are all available to check out from the collection. At the concerts we will have more information on direct actions you can take to support the MIC including showing your support at the 2021 City of Philadelphia Budget hearing in the Spring of 2020. We hope to see you there and invite you to use the hashtag #FLPisInstrumental to share why the Musical Instrument Collection and the Free Library of Philadelphia are instrumental in your life. Thank you supporting your local library!

LINKS TO: *Session 8 Creating a Library Story*



Mayor Jim Kenney checking out the Free Library of Philadelphia Music Department's circulating ukulele with Music Librarians Ray Banas & Perry Genovesi (FLP Music Department, 2016)



MIC wins Best of Philly (FLP Blog, 2019)

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

MARGARET MEADE

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