FOCUS GROUP SUMMARY

FACILITIES MASTER PLAN

SEPTEMBER 2019



EXECUTIVE SUMMARY

BACKGROUND

In late 2018, the Library hired Group 4 Architecture, Research + Planning to help develop a Facilities Master Plan (FMP). The FMP serves as the library's road map to re-envision how to serve the county's 41 locations. In early 2019, Group 4 hired Design Impact (DI) to solicit input from communities and library customers through several community engagement sessions.

COMMUNITY ENGAGEMENT PROCESS

- April to August 2019
- 15 focus groups
- 73 participants

DI engaged community members from the following groups:

- Low-income residents
- Young professionals
- People experiencing homelessness
- Parents with young children
- African-American men
- Entrepreneurs
- Returning citizens
- Teens

- Refugees
- School resource coordinators
- Sayler Park area residents
- Cleves area residents
- People seeking entry-level employment
- Tweens (8-to-10-year-olds)
- People with disabilities

More detail about our methodology and partners is included in the Appendix.

KEY THEMES

Four key themes to inform the Facilities Master Plan emerged. DI prioritized the recurring ideas into three categories- *Needs, Wants,* and *Wishes and Hopes.*

DI categorized *needs* as baseline expectations for library functions and improvements. *Wishes and hopes* were considered "nice-to-have" amenities to consider long-term. *Wants* fell in between as desired upgrades that could increase access and improve customers' experience.

- 1. Invest in facility upgrades
- 2. Build flexible spaces for work and play
- 3. Maximize access
- 4. Create a comfortable and welcoming environment

THEME #1 INVEST IN FACILITY UPGRADES

The community welcomes the opportunity for updated facilities that increase convenience and accessibility. However, customers also desire equitable upgrades and ongoing maintenance, not just one-time changes.

NEEDS

BUILDING RENOVATIONS AND MAINTENANCE THAT IMPROVE USABILITY

- Cleanliness and bathroom upgrades like improved water pressure, stronger hand dryers
 - "I wait until I go home [to use the restroom] because a lot of times the men's bathroom at the downtown library is not clean."
 - "The water fountain is so short. You gotta put your mouth right on it." -Teen focus group, downtown branch
- Stall doors that swing out for wheelchairs
 - "The stalls need to be accessible; a lot of times the doors open inward, but you need doors to open outward." -Disabilities community focus group
- Brighter lighting, individual book lights, lamps
 "When you are trying to read, it's very dim."
- Each branch should feel inviting, regardless of the neighborhood: ensure upgrades are equitable
 - "Some locations are dark and gloomy, but in certain neighborhoods, they are beautiful. When I look at Clifton, it's nice and clean. The one in College Hill didn't look clean or as bright as others. Wyoming is nice, but you go to Bond Hill and that is not as inviting. There should be equity across all libraries."
- More electric outlets to charge their devices

WANTS

MORE ACCESS TO PARKING

- Communities consistently articulated the need for better, more and accessible parking
 - "Parking downtown is awful. I shouldn't have to pay to go to the library. There should be a voucher." -Young professional focus group

"More parking [at the Harrison branch]; on Mondays and Wednesdays, it gets crazy."

"The Cleves library has terrible parking—three cars can park there but even getting out of the spaces is impossible. There's nowhere to park."

"There's never enough handicap parking." - Disabilities focus group

ENSURE UPGRADES ADDRESS INCLUSIVE DESIGN

- Remove barriers to enter and use the library
 - "Get rid of all the carpet on the floors; it's hard to ride on."
 - "I think one library has a wheelchair lift to help you out (it was an old library building). However, even with the doorbell, you still have to wait for someone, and the libraries are usually busy. You have to wait for a while to get someone who knows how to operate the lift."
- Wider hallways and bigger study rooms to provide more space to turn and maneuver, especially for people using wheelchairs, walkers, and strollers
 - "The difficult tasks to [use] the bathroom, they shouldn't be there. I have to go all the way upstairs to use the bathroom. It's on the other end. I thought, 'I'm not gonna make it!' I had to run. The doors are heavy."
- Lower the front desk: for people in wheelchairs, people with dwarfism or children, the front desk height impedes visibility, reducing their ability to see the staff or get assistance

CLEAR AND VISIBLE SIGNAGE

• Clearer exterior and interior signage to improve wayfinding and ensure library buildings are visible and easy to find

"If somebody moves to the town, you know it's a Wendy's or a Kroger. But in Cleves, you don't even know it's a library. There are big gigantic books and statues [at the main branch]. The art and signage needs to [make] it clear that it's a library. Consistent signage and logos [are needed]."

- "The Northside library blends in so you don't necessarily know it's a library."
- Improve interior signage for legibility and clarity: the interior signage is hard to find and hard to read; all the lettering is the same size
 - "All the signs are the same; they're not bold." -Young professionals focus group
- People felt lost or unclear if they were in the right place or headed in the right direction because of limited signage in the library

 One person suggested a deaf logo to signify that the library will offer ASL interpreter there or services for people who are deaf or hearing impaired

WISHES + HOPES

EXPANDING SPECIALIZED SERVICES TO THE BRANCHES

 People wanted to see specialized services, like the MakerSpace, offered at other branches besides the Main Library

"The downtown library has 3D printers, button-making machines, and laser engraving. Why not at this library? The downtown library is far! They have actual sewing machines downtown. A MakerSpace would be great for this [Harrison] library, especially with more technology." – Young parents focus group

IMPROVED OUTDOOR AREAS

 Parks and playgrounds may attract youth and families and fill a need in the community

"The library in my small town opened a skate park behind it, and it was the 'hub.' Kids came for the skate park and activity and then made their way into the library (come for the bathroom, AC, etc.)"

 Outdoor areas can expand library offerings and provide comfortable seating options. Residents shared ideas including community gardens, shaded outdoor areas with picnic tables and better access to existing spaces

"Why can't I use the Main Library's balcony?"

THEME #2 BUILD FLEXIBLE SPACES FOR WORK + PLAY

Because our community spaces and personal spaces are changing, the community wants the library to play two roles: a resource to work and focus and a social hub to connect with others. These conflicting needs require flexible areas and designated areas within the library.

WANTS

DESIGNATE QUIET AND NOISY SPACES

- Both young people and adults want designated areas that separate noisy, social activities from quiet areas to focus, work or study
- People complained about the noise levels in locations where there is little separation between adults and teens, such as the Delhi branch
 - "It's hard for me to focus and get things done [at the Price Hill branch] because there are kids running around." -Entry-level job seekers focus group
- Customers commonly noted computer areas as problem areas for noise levels
- Some users suggested separate computer areas for work (job applications, housing searches) and entertainment (watching movies, playing games)
- People offered alternatives to private rooms, including tech-free spaces, soundproof rooms, study cubes, and enclosed rooms with glass windows "so we can still see [the people inside], but there's still a separate space."
- Users also stated the need for more computers, both overall and in separate spaces for adult use only

USE SEPARATE SPACES TO ACCOMMODATE UNIQUE NEEDS

 People with disabilities wanted private or separate spaces where they could comfortably use the library's programs and services

"For a mother with small children or adults with disabilities, the library staff can be very unforgiving and hush you. For example, for an individual who's hard of hearing, you can't talk loudly. It's not a friendly place for children or adults with certain disabilities." – Disabilities community focus group

"My son has non-verbal autism. My son used to love to go to the library when he was young. Now he is 27 and when he does go with me he wants to go to the children's room because that is what he is used to doing and because his interests are still that of an 8 to 10-year-old. He gets a lot of questioning looks from the parents and librarians which makes those rooms (at our local library and the Main Library) places he does not want to visit. The problem is that he

isn't interested in the teen or adult rooms as they don't address his interests which are not age-appropriate for an adult man." -Email from a parent of a person with disabilities (note: person was not able to participate in focus group)

 Private rooms with screens and good lighting can better accommodate people who are deaf and hearing-impaired to use TTY devices

MORE COMMUNITY SPACE TO MEET DEMAND

- The library's meeting rooms are in high demand but limited supply
- The library is often a community's only free and accessible place for residents to convene or hold meetings

"This is the only community room in the whole community [Harrison]. The community center closes early. You can rent a room here, but it books up fast. I would like a bigger library with multiple community rooms for the community."

 Other (non-library) meeting spaces are often too costly or located far away from the users seeking them, adding demand for free community spaces

WISHES + HOPES

 Participants imagine the library of the future offering theaters, food, coffee shops, and/or cafés

THEME #3 MAXIMIZE ACCESS

Many individuals struggle to get to the library because of transportation challenges, family responsibilities or physical limitations. People struggle to fully take part in all the library has to offer, whether that's getting in the front door or utilizing all of the resources that are available.

NEEDS

ACCESS TO TRANSPORTATION

 For many residents, transportation to the library is too costly or too complicated to arrange

"Being on a fixed income, I don't have that money. Metro ACCESS is more expensive; it's \$3.50 or \$4.50 per one-way trip." -Disabilities community focus group

"For my students, transportation is a barrier."

Proximity doesn't always encourage usage. Young adults from Lower Price Hill said they don't use the Price Hill library because of territory issues.

"Upper Price Hill people don't want us there."

- Some groups suggested libraries co-locate with other services to increase access, like senior centers, YMCAs, and low-income housing "The senior citizen center is connected to the library and they offer a lot for them."
- One homeless shelter provides a shuttle to transport residents to different resources (e.g. FreeStore Foodbank), but the library is not on the route. The shelter has specific rules that say they're not allowed to pick people up at the library.

WANTS

EXPANDED HOURS

• Earlier hours and extended weekend hours increase access for different lifestyles and schedules

"The hours aren't conducive to life and other things that happen in the course of the day." -Young professionals focus group

"Why close at 5pm if you're open at 1pm? That's not enough time! That's only 4 hours. What if I want to read a lot of books?" -Teen focus group, regarding the Main Library's Sunday hours

"I would like it open earlier. If people have to work, they depend on the library to do research [getting GED] and it's closed when you are off of work."

• The library's hours often conflict with the hours for other services, making it hard for people to use the library when they depend on other programs and services. Some people suggested universal hours across branches

"With consistent hours, you can set your Metro ACCESS (for people with disabilities, this transportation service must be booked 24-hours in advance). You can schedule around it."

- A school resource coordinator said most after school programs at the library start before school is over and students have to choose between the library program or taking the bus home
- Working families appreciated that the Main Library is open Sundays, but many people expressed interest in expanded weekend/evening hours at local branches

FAMILY-FRIENDLY SPACES AND EXPERIENCES

- Families want facilities and services that offer amenities to fit their needs, ranging from lactation rooms to childcare facilities
 - "Library is 'me' time and that's impossible [when you have a young child.]. Like IKEA—you check your kid in for 2 hours and then you go shopping."
- One mom referenced the Art Museum and Aquarium's separate spaces where moms could nurse, have a snack or take a nap, but still be among moms in the community

WISHES + HOPES

COMMUNITY OUTREACH FOR ISOLATED COMMUNITIES

- For communities that cannot get to the library, outreach may be the only way to reach residents
 - "There should be services offered to seniors to take seniors to the library could be a partnership with Metro."
- Refugees felt like the library was incredibly difficult to navigate if you have low English literacy. Refugees struggle even more if they have limited technology knowledge because so much information is only accessible online.

BRING LIBRARY SERVICES DIRECTLY TO THE PEOPLE

- Outreach services can set up at neighborhood parks, businesses, schools, and residences
- Bookmobiles are beloved—and necessary—for communities with limited options. A group of older Black men appreciated the bookmobile

because it was their first exposure to the library. They grew up in disenfranchised neighborhoods that didn't have libraries.

"They need to bring back the bookmobile. There used to be a bookmobile in Lincoln Heights because the closest library was in Wyoming. It was essentially a library on wheels. And it went from Lincoln Heights to South Woodlawn." "They used to come around with the bookmobile where we could check books out. Our kids don't have that now. This would be good for seniors, too, who may have a hard time going to the library." -Cleves area focus group

THEME #4

CREATE A COMFORTABLE + WELCOMING ENVIRONMENT

People dream of the library as an inviting space for reading, learning and being in community. Designing the space to include welcoming furniture, food options and art add to the ambiance and elevate the library's appeal.

WANTS

COMFORTABLE FURNITURE

- Community members wanted furniture and comfortable spaces to sit and enjoy reading
- Add smaller, kid-friendly furniture for children

"I feel uncomfortable reading out here; there's only one couch. There's no way for me to snuggle up with my kid and read a book. We pick out books and take them home. I always saw this place as a socialization place but it would be great to have places to sit and relax." -Harrison branch, young parents focus group

"[We need] Comfy furniture! Places to read your books. Now it's just hard chairs."

WISHES + HOPES

CAFE OR COFFEE SHOP

 Adding a cafe or coffee shop would help create an inviting space "[Add a] cafe with food so someone after school can eat something."

AMBIANCE + DECOR

- Stuffy or uncomfortable decor and furniture negatively impact people's experiences in the library
 - "The library is intimidating; it's cold and stuffy. It needs to be a fun environment."
- Make the environment more "vibrant" through more artwork, light and plants

"The library in Columbus, Ohio is far more beautiful. I go to the library to relax and [it's easy to do that there.]"

"A lot of indoor plants, comfortable chairs, make it more inviting. Have flowers, have plaques with names of the plants. More decoration to give them more color and warmth."

APPENDIX

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RESEARCH METHODOLOGY

Design Impact identified themes from data aggregated across 73 participants in 15 focus groups. Participants' input was either directly quoted or paraphrased.

Participants were invited to focus groups through fliers, word-of-mouth, and direct invitations from partners. All participants received a \$25 gift card for their time and contributions to the focus group.

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- People with disabilities

METHODOLOGY

Focus Group Design

- Approximately 60-90 minutes
- Average of 4-6 participants per group
- Facilitated Q&A and visual activities
- Facilitated by Design Impact
- After each focus group, the facilitator and notetaker transcribed responses and discussed observations and insights

Sample Criteria:

- Must be a resident of Hamilton County
- Priority talking to residents who do not use the library at all or less than 2-3 times per year

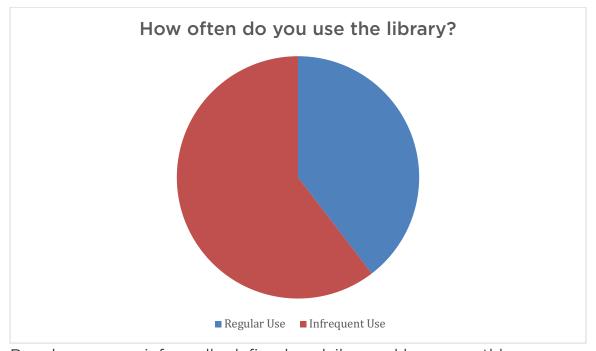
RESEARCH QUESTIONS

Our research sought to answer the following questions (or variations of these questions).

- Community Views and Needs:
 - Where do you feel most welcome in your community?
 - What are you most proud of in your community?
 - What kinds of <u>places</u> and <u>programs</u> would help your community thrive?
- Current Views and Usage of Library:
 - What do you like about your library?
 - What would you change or improve about your library?
 - Which library branches do you use?
- Library Vision:
 - What do you wish your library had?
 - What kind of place do you want the library to be? What do you imagine is possible?

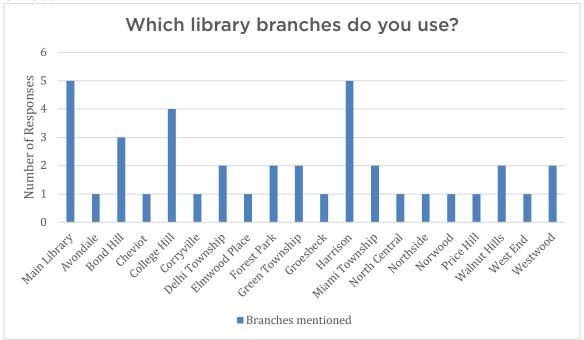
LIBRARY USAGE

Community members informally provided information about their visit frequency and branch usage. The following represents their collective responses.



Regular use was informally defined as daily, weekly, or monthly use.

Infrequent use was informally defined as using the library 2-3 times per year or less.



While formal data was not collected, the chart above reflects regular users' responses to the question "Which branches do you use?"

PARTNER SUPPORT

Thank you to the following partners for inviting their networks to be part of the focus groups:

- Center for Independent Living Options
- Cincinnati Public Schools
- Community Matters
- "A Few Good Men" Fellowship Group
- ECDI Women's Business Center
- Ohio Justice & Policy Center
- Peaslee Neighborhood Center

- POAH (Preservation of Affordable Housing)
- RefugeeConnect
- Sayler Park Village Council
- ShelterHouse
- Urban League YP Group
- University of Cincinnati's Cincinnati CARE team
- Whitewater Crossing
- WordPlay Cincinnati

ADDITIONAL THEMES

The appendix contains additional themes and insights from the 15 focus groups that were not relevant to facilities. The themes also include relevant ideas community members shared in the focus groups.

THEME #5 CUSTOMER SERVICE

INVEST IN INCLUSIVE CUSTOMER SERVICE + MULTICULTURAL SUPPORT

The library serves a diverse customer base across Hamilton County, inclusive of socioeconomic status, culture, race, and geographic location. However, not all customers, such as refugees and African Americans, feel welcome.

- Some visitors felt like they weren't trusted by staff.
 - "The people who work there need to understand black people. I've had some issues with the people in the Makerspace being condescending with the black people there. . . the library needs to do sensitivity training." African-American men focus group
- One teen shared that he was sitting next to his sister at separate computers. She scooted next to him to ask him something and the staff person yelled at them.
- The library is uniquely positioned to create spaces for refugees to meet, get to know other refugees and practice their English.
 - "ESL classes should be offered. They are offered in churches and community centers and it seems like the library should have that too."
- Customers wanted to see staff that reflected their own experiences, backgrounds, and cultures. Staff with similar experiences make people feel welcome. They're also positioned to offer more relevant service, especially for people who speak English as a second language and people with disabilities.
 - "Hire someone that speaks English as a second language; it makes me feel more comfortable."
- Expanded, culturally diverse programming could make people feel authentically welcomed.
 - "The library could be a place that is more open to people of color and a place where people could learn more about African-Americans not just [during] Black History Month."

INITIAL COMMUNITY-GENERATED IDEAS

• Hire a deaf librarian that travels to different branches and can also communicate to people who are deaf and blind. Because people with blindness may need an escort to ride the bus, the library would need to advertise the librarian's branch schedule in advance.

THEME #6 PROGRAMS & SERVICES

CONNECT PEOPLE TO RESOURCES AND COMMUNITY

The library's network of over 40 branches are geographically distributed across Cincinnati's neighborhoods, making the branches easy access points for social services and community events. How can we leverage these locations to support the community's health and wellbeing?

• Some people didn't see the value in the library for social services and jobs outside of computer access.

"I used the library when I was homeless to get on the computer to research jobs, but now that I have a cell phone, I can do my research there."

"I've been to the library once since release [from prison]. I have access to computers at my house."

- Residents lamented the closing of community centers and crucial resources, like neighborhood grocery stores. Many residents see the library as their community's only alternative to fill those gaps.
 - "If you can't afford something, the technology is here [the library]. All the entertainment is here!"
- Residents shared concerns about displacement and disenfranchisement broadly, and don't want to see that experience replicated at the library.
 - "In Evanston, many people are being displaced. The library should have someone available for people to talk to about their rights and how to file things at City Hall."
- Young parents would like a space to get to know one and share a meal together; they also wanted more activities to get to know the community.
- Residents who use the summer meal programs appreciated the program but wanted to see healthier and more appealing offerings.

"[The Main Library's] snacks are nasty. Their sandwiches are nasty. The kids don't eat the food, they just drink the juice. I was there every day and I was so disappointed because they're nice enough to give us food. . [but] spruce it up a little bit. The bread is wet. That's not healthy." - Teen Focus Group, on the summer meal program

INITIAL COMMUNITY-GENERATED IDEAS

- More and better community events / integrating with community
- Host pot lucks to bring people together
- Help people connect to resources for healthcare
- People from social service agencies / community resource specialists stationed at the library
- Partnerships with CityLink, homeless shelters

DEVELOP RELEVANT PROGRAMMING

The library serves young children, teens, adults, seniors, and everyone inbetween. Currently, the library serves some age groups well while others feel they have limited options. People of all ages want programming that's relevant to their interests, age group, and learning style rather than one-size fits all.

- The library feels irrelevant if people don't have kids or aren't in school "I don't know why I would come here if I was 20 and didn't have kids."
 - "There used to be a ton of public events [at the library] but there are not [anymore]."
- The library is positioned to complement school programs with alternative offerings because of their accessibility to the community
 - "I go to a school where anyone can make a club, but sometimes you just don't want to stay there all day. If the library had more clubs - like anime, writing, poetry, art - it can get more students involved. Then parents will be happy because their kids are occupied." -Teen Focus Group
 - "You can learn something from the library without going to school or buying a book."
- Residents felt like the library offered adequate programming for young children and seniors wanted to see programming that reached more age groups
 - "More activities for young parents and young adults. The library is great for kids' programming and then the programming skews way older (quilting for people with dementia). There's nothing for 30-50 yearolds." -Young parents focus group

"[I wish] there were weekly grade school programs (kindergarten through fifth grade) to engage older children. Once kids get older, their interest drops. I don't want to force my kids to come here. Programs pick back up for sixth grade and on. Monthly programs exist, but weekly

programs would be great."

My 9-year-old son is too old for story time, but he still wants to come."

 Parents wanted a way to search for books by Accelerated Reading (AR) levels so the library could better compliment what's happening at school

INITIAL COMMUNITY-GENERATED IDEAS

Education and Lifelong Learning

- English as a Second Language (ESL) classes
- Foreign language classes
- Literacy Programs
- Classes and workshops to learn a trade
- Computer classes (especially for seniors)
- Financial aid workshops
- Financial literacy and money management workshops
- Toastmasters or public speaking courses/workshops

Art, Music, and Social Gatherings

- Music programs
- Book clubs
- Option to purchase wine
- Gardening
- Fitness programs
- Mom/parenting groups
- Painting class
- Game night for seniors

Workforce and Professional Development

- Teen leadership development programs
- Youth work readiness
- Hire teens to work with younger kids
- Pay teens in college scholarships
- After-School and Youth Enrichment Programming
- Tutoring
- Preschool/Kindergarten enrichment
- Weekly programs for K-5
- Summer camp programs
- Kids fitness programs (kid yoga, karate)
- "More events that encourage kids to read without forcing it." -Teen Focus Group

PROMOTE EXISTING PROGRAMS

The library provides a wealth of resources. Yet without consistent outreach through relevant channels, both potential and current customers feel disconnected from the library and unaware of the library's full range of programs and services.

"I never knew about the services that are available at the library. The library is the last place I would have thought of... People need to be made aware." - Entrepreneurs focus group

"The library offers a lot of services but people just don't know about them."

INITIAL COMMUNITY-GENERATED IDEAS

- Communicate through faith-based institutions, churches and schools
- Newspapers: "If someone calls, my mom won't pick up. Newspapers are helpful because then we could read to her. Someone can always read to [refugees.]"
- Branch-specific Facebook pages
- Community ambassadors: hire part-time community-based workers to act as library "outreach workers"
- Leave fliers in apartment buildings and rent offices
- Mail monthly calendars directly to residents

FAMILY-FOCUSED APPROACH

 Parents appreciated story time and play areas for kids; they also craved more activities, including activities for families to do together

"I am working full-time and constantly looking for mommy dates; there was nothing after work. There's nothing for working moms."

"Our first year was so isolating, especially because [babies] nurse so much. It would be nice to have a place where we could come together."

THEME #7 ACCESS & SAFETY

REDUCE BARRIERS TO ACCESS

Many people saw community engagement as a huge opportunity for the library. Increased outreach and engagement can build trusting relationships, directly address common misconceptions, and improve customer service. Outreach can also serve isolated communities, especially those who can't or don't receive the library's digital announcements.

Not everyone feels comfortable approaching staff to ask for help.
 Proactive customer service could help people who may not feel comfortable articulating their needs.

One person said she wanted to use computers but she couldn't speak English to ask the staff for help. If someone could set up the computer, she could use English lessons.

"A lot of my parents can't read so they may not know how to access some of the resources. There should be someone in the library dedicated to helping them and noticing when the parents are struggling with reading, but won't necessarily go up to the Help Desk to ask for help." - CPS Resource Coordinator focus group

"In Harrison, you have to set up an appointment to get help from a librarian. They tell you have to get on a computer to set up the appointment, but if you don't have a computer, how are you going to do that?"

 Two out of seven participants in one focus group didn't use the library because they incurred outstanding fees from other people (i.e. expartner, friend, etc.). They believed their fees barred them from using any services.

INITIAL COMMUNITY-GENERATED IDEAS

- Host outreach events to welcome communities who may not otherwise have trouble getting to the library or feel comfortable during public hours. Weekly events such as "Disability Days" are specific days of the week when the library could invite and designs experiences especially for people with disabilities, on site or in communities.
- Implement alternative ways to pay off fines: host or promote "fee amnesty" days; trade volunteer time to pay off fines

- Print library cards onsite at outreach events like street fairs
- Digitize the library card (for people who want to only interact with the library digitally)-and ensure people are aware of digital resources

ADDRESS SAFETY / LOITERING

People want to feel safe and welcome at the library - both inside and outside. Many people praised the library for being a safe place for youth and adults. However, some customers shared their frustrations with challenges like loitering, which made them feel unsafe.

• The library is a safe place in the community for youth.

"[I like that] the library is a safe place for my sister to go after school so they're not running around." - Teen focus group

 People shared stories of harassment and witnessing fights in front of the library. While some people were unfazed, other people actively avoided the Main Library.

"They need to stop the congregating outside of the downtown library. There are a lot of drugs and violence on the Vine Street side. I had to call the police the other day to break up a fight. The Walnut Street side is the complete opposite. The Vine Street side makes it intimidating for people - they won't go to the library because of it."

"I can't believe they allow all the loitering."

"I've been catcalled [in front of the downtown library' and I don't want to experience that."

• People may feel safer with increased police officer presence.

"If there is a police officer there, then the children will behave better. But it's not the police officers' jobs to be babysitters."

"They need a security guard outside to help keep the fights and things down."



d-impact.org