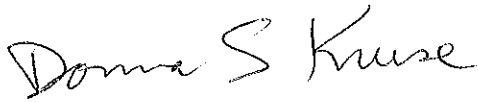


NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that a Regular Meeting of the Library Board of the Morton-James Public Library, Nebraska City, Nebraska, will be held at 4:30 P.M., on Wednesday, December 11, 2019 at the Morton-James Public Library. The meeting will be open to the public. An agenda for such meeting, kept continuously current, is available for public inspection at the Morton-James Public Library in Nebraska City.

A handwritten signature in cursive script that reads "Donna S. Kruse". The signature is written in black ink and is positioned above the printed name and title.

Donna S. Kruse

Library Director

**Morton-James Public Library
December 11 2019
Board Meeting Agenda**

Call meeting to order 4:30

Signing of Roll Call

Director's Report
Statistical Report

Consent Agenda

Approve Minutes from November 13

Approve Budget Report

Approve Financial Report

Approve payment of claims

Business:

Guest: Scott Childers, Director Southeast Library System Topic: State Statutes & Libraries

Discuss Take/Action closure on Jan 20 for Verbal Judo training

Discuss/Take Action Linked In Learning contract

Review/Take Action: Community Needs Assessment Goal #2 objectives

Review "Reconsideration of Library Materials Policy" and Form for January Meeting

Next Meeting January 8, 2020

Director's Notes

December 2019 for November Activity

- Rec'd \$50K from Steinhart Foundation for exterior project
- Library Innovation Studio (LIS makerspace) public training classes begin, Director presented at Hot Topics regarding LIS
- Director presented and participated in LNC Education session
- PT clerk interviews held with no hire
- Children's Thanksgiving event held
- Filming of LIS done in conjunction with UNO Social Media class
- Received \$500 donation from community members (unrestricted Nov)
- Had highest Nov circulation since 2014

Fiscal Year 2019-2020 Monthly Reporting

Morton James Library

	October	November	December	January	February	March	April	May	June	TOTAL
Circulation	5726	5452								11178
Technology Center Usage	434	347								781
Early Literacy Stations Usage	39	36								75
Patrons Visits	3517	2848								6365
New Library Cards	15	15								30
Reference Questions Answered	689	642								1331
Genealogy / History Research	1	4								5
Materials Added	276	205								481
Website Visits	748	749								1497
Programs & Exhibits	37	33								70
Attendance (Included in Patron Visits)	714	553								1267
Interlibrary Loan Borrowed	18	NA								18
Interlibrary Loan Loaned	25	NA								25
WiFi Log Ins	1662	1494								3156
Member Amount Saved	61,654	55,507								117161

Sessions	Event, Activity or Statistic	Attendance
4	Traveling Story Time	167
2	Library Story Time	33
1	Library Book Club	8
6	Gerl-Fit Sessions	22
3	Maker Monday	12
2	UNO Mobile Archives	7
1	Read at Hayward	22
1	Thanksgiving Party	43
1	Lourdes 8th Grade Visit	21
1	Babysitting Resources	21
11	Public Meetings	197
33	TOTALS	553

Morton James Library

Service Provided	November-11	November-12	November-13	November-14	November-15	November-16	November-17	November-18
Circulation	6,476	6,480	6,714	5,720	5,140	5,137	4,804	5,049
Technology Center Usage	1,331	1,120	1,559	1,220	742	666	481	413
Early Literacy Stations Usage	165	183	130	142	112	86	84	55
Patrons Visits	4,566	4,221	4,713	4,371	3,731	4,026	3,992	3,146
New Library Cards	31	36	28	34	18	23	26	14
Reference Questions Answered	343	334	321	600	481	658	639	587
Genealogy / History Research	5	4	10	2	2	2	1	2
Materials Added	504	389	346	248	238	318	224	285
Website Visits	683	781	908	898	1,146	1,063	644	659
Programs & Exhibits	6	7	28	26	30	37	33	46
Attendance	289	158	517	409	599	517	871	734
Interlibrary Loan Borrowed	50	12	30	3	4	16	NA	10
Interlibrary Loan Loaned	21	48	30	33	21	12	NA	30
WiFi Log Ins	0	0	0	0	1,040	1,479	1,931	2,261
Member Amount Saved	0	0	0	0	73,539	69,989	68,660	62,693

November-19
5,452
347
36
2,848
15
642
4
205
749
33
553
NA
NA
1,494
55,507

Service Provided	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019
Circulation	88892	85775	80588	71102	72884	63773	62950	66044
Technology Center Usage	16652	14779	17946	13047	9001	8009	5884	4775
Early Literacy Stations Usage	2056	2139	1684	1861	1681	1582	1035	563
Patrons Visits	62709	61781	61458	57845	52362	54505	45922	34278
New Library Cards	466	408	341	329	297	268	257	217
Reference Questions Answered	4726	4507	4863	7615	7607	8852	8340	7951
Genealogy / History Research	56	67	63	31	39	27	29	28
Materials Added	4318	3955	3910	3279	3398	3352	3230	2975
Website Visits	9722	21650	11148	14105	14520	10363	8609	8686
Programs & Exhibits	93	128	217	199	383	386	452	391
Attendance	6884	7063	7261	9251	10486	8938	9595	7960
Interlibrary Loan Borrowed	225	205	745	158	146	94	3	198
Interlibrary Loan Loaned	519	444	408	368	240	165	22	245
WiFi Log Ins	N/A	N/A	N/A	N/A	18360	21141	22347	20426
Member Amount Saved	N/A	N/A	N/A	N/A	1040085	970535.11	913417.41	734992.14

FY 2019-2020
11178
781
75
6365
30
1331
5
481
1497
70
1267
18
25
3156
117161

Morton James Public Library Minutes

November 13, 2019

The following is the minutes of the Morton-James Public Library Board meeting held at 4:30 pm November 13, 2019 in the north basement room at the Morton-James Public Library. A copy of the Nebraska Open Meetings Act was displayed. Notice of this meeting was sent out on November 6, 2019 to City Hall, Otoe County Courthouse, B103 and Nebraska City News Press. A notice was also posted in the Library.

Board present: Patton, Chaney, Fox, McNeely, Fletcher

Board absent:

Staff present: Kruse, Beard, Winkler, Harris

Others Present: City Manager Grayson Path, Susan Bergman, Roger Coff, Shelley Ramage and Dan Swanson (Media-partial meeting)

The meeting was convened in open session at 4: 34 pm by Brooke Chaney, Library Board President. The board members present signed the roll call.

Directors Report:

All staff attended Nebraska/Iowa Library Association Joint Conference

2 staff attended Mountain Plains Library Association Conference

Staff attended Library Innovation Studio (LIS) Training in Lincoln through Nebraska Library Commission

MJPL hosted 3 days of training for 20 community volunteers for LIS

Leaking drip pan in North room fixed

Director met with JEO to do building walkaround gathering details for exterior project

Halloween party had 104 in attendance

Hosted Business After Hours for Innovation Studio with 28 attending

Statistical Report: Circulation is up, highest October since Oct 2014

Consent Agenda:

Minutes: Corrections add to the Oct 9 minutes:

1) Add that more discussion was held regarding the smart goal comments #1 including strategies to survey of the community and promotion strategies for the services further. To increase the number of patrons.

- 2) Follow up with training and goals with the staff for the smart goals.
- 3) Patton voted Y on monthly claims, and agreement with innovation studio policy.

Budget Report: First month of new budget.

Financial Report: \$500 Donation to Library focusing on children's materials and programming

Fletcher made a motion to accept the consent agenda items. Fox seconded the motion.

Vote: McNeely: Y, Fletcher: Y, Chaney: Y, Patton: Y, Fox Y

Monthly Claims:

Fox made a motion to pay the presented claims. Fletcher seconded the motion.

Vote: Fox Y, Fletcher: Y, Chaney: Y, Patton: Y, McNeely Y

Business:

Discussion of erotica themed material:

The Collection Development policy previously approved by the Library Board states: Basic to the policy is the Library Bill of Rights as adopted by the American Library Association and the Freedom to Read Statement.

Member McNeely leaves at 4:48pm. Member Fletcher takes over recording meeting minutes.

Chaney discusses state statutes

Chaney discusses possible changes that potentially could be made with a change in statute

Grayson Path presented a review of statutes and shared portions of guidelines from the American Library Association

Grayson Path discussed risk of censorship and did present a case where a library attempted to censor and was sued and lost.

Board opened discussion to community members:

Shelley Ramage provided some examples of books that contained material that she felt were inappropriate (What Can A Citizen do-Eggers, Tallulah the Tooth Fairy CEO-Pizzoli and It Feels Good to be Yourself-Thorn. Member had talked to Donna prior to the meeting date and was provided a form for reconsideration. Member stated she thought it would be better to express herself at meeting rather than putting it on form, but that she was not for banning books.

Susan Bergman mentioned that she monitored her children's reading materials when they were young, but that she relied on the institution of the library to be a good selector and did have some doubts. She did not name any titles specifically.

Roger Coff wanted to hear more on titles Ms. Ramage mentioned. He was not in favor of the subjects mentioned by Ms. Ramage.

Amanda Winkler addressed how books were categorized in regards to fiction and non-fiction

Member Fletcher asked about age limit on material. There is no limit based on **Reconsideration of Library Materials Policy and Form point 2**. "The library staff will provide equal service to all library users. Children and adults are equally free to use the entire Library and to borrow all materials in the circulating collections."

The board would have the option to adjust the policy. There would have to be additional research done by the library staff if this was the direction the Board chose to go in.

Discussion on the use of library funds and taxpayer dollars for material:

Staff member submitted the presentation topic to Mountains Plain Library Association and was selected to present. A total of three presentations were given discussing resources to select on sexuality or LGBTQ issues, among the many other presentations at the conference. This topic has been discussed for several years at professional library conferences.

Member Chaney shared her considerations:

Balancing presentation topics - when considering presentations to submit- be sure presentations regarding other assorted topics are offered from a variety of staff members. Ability to review hashtags, bios and presentation descriptions strongly emphasized.

Accommodations for presentations -presenters are representing MJPL on work time at professional conferences, as such will use their real name and travel and lodging will be paid for using conference funding

Discussion of use of staff phones and using photos for promotional material:

Grayson suggested that photos be taken using a library owned camera by library personnel and purchasing a new one if current cameras are not adequate

Statements about photos/recordings are posted at the doors and mentioned at programs

Parents/patrons can request not to have their photo taken.

Personnel Matter –some of the complaints filed recently were personnel related, which are handled internally as an human resources matter and that had been addressed prior to Board Meeting.

Discussion on after hour use of Wi-Fi:

One after hours suspicious person on property police call was reported, but no time. Only other issues were during daytime. No complaints were presented to Director about lack of Wi-Fi.

Discussion by board to continue with the current setup (8am-8 pm) and revisit the issue in the August 2020 meeting.

Tabled review of Community Needs Assessment Objective #2.

Review Reconsideration of Library Materials Policy and Form and additional statutes at a future meeting.

Patton motioned to adjourn. Fox seconded. Meeting was adjourned at 6:02pm.

Submitted by Christopher Fletcher, with additional remarks D. Kruse

BUDGET REPORT
CALENDAR 11/2019, FISCAL 2/2020

ACCOUNT NUMBER	ACCOUNT TITLE	TOTAL BUDGET	MTD BALANCE	YTD BALANCE	PERCENT USED	AMOUNT UNEXPENDED
10-50-5000	Library - Salaries	282,983.74	20,158.11	40,274.99	14.23	242,708.75
10-50-5005	Library - Social Security	21,649.39	1,465.71	2,928.26	13.53	18,721.13
10-50-5010	Library - Group Ins	66,744.98	5,425.82	10,857.09	16.27	55,887.89
10-50-5012	Library - Pension	17,010.61	1,151.04	2,299.84	13.52	14,710.77
10-50-5014	Library - Unemp Comp	.00	.00	.00	.00	.00
10-50-5020	Library - Utilities	25,000.00	1,336.14	2,955.82	11.82	22,044.18
10-50-5023	Library - Telephone/Internet	3,000.00	227.48	457.87	15.26	2,542.13
10-50-5024	Library - Garbage/Recycling	312.00	53.56	53.56	17.17	258.44
10-50-5025	Library - Equipment Rent	.00	.00	.00	.00	.00
10-50-5026	Library - Equipment	3,000.00	.00	.00	.00	3,000.00
10-50-5028	Library - Office Supplies	3,500.00	102.13	841.76	24.05	2,658.24
10-50-5029	Library - Postage	1,800.00	100.00	100.00	5.56	1,700.00
10-50-5030	Library - Miscellaneous	400.00	.00	.00	.00	400.00
10-50-5031	Library - Housekeeping Sup/Equ	1,800.00	147.86	304.89	16.94	1,495.11
10-50-5032	Library - Credit Card Fees	1,000.00	119.44	182.47	18.25	817.53
10-50-5036	Library - Refund Charges/Depos	.00	.00	.00	.00	.00
10-50-5050	Library - Adv/Printing/Pub/Web	1,400.00	206.13	206.13	14.72	1,193.87
10-50-5100	Library - Rep/Maint - Building	18,000.00	11.49	136.88	.76	17,863.12
10-50-5105	Library - Rep/Maint - Grounds	1,500.00	.00	73.80	4.92	1,426.20
10-50-5106	Library - Pest Control	120.00	50.00	86.00	71.67	34.00
10-50-5110	Library - Rep/Maint - Equip/Ve	.00	.00	.00	.00	.00
10-50-5210	Library - Computer	7,000.00	629.95	1,074.95	15.36	5,925.05
10-50-5230	Library - Dues/Memberships	1,000.00	.00	30.00	3.00	970.00
10-50-5250	Library - Training/Conference	5,500.00	79.37	1,149.55	20.90	4,350.45
10-50-5403	Library - Contract Sup/Sev	10,000.00	733.90	1,154.26	11.54	8,845.74
10-50-5409	Library - Prg and Event Sup/Se	200.00	.00	.00	.00	200.00
10-50-5430	Library - Chemicals	.00	.00	.00	.00	.00
10-50-5500	Library - Travel/Meals/Lodging	200.00	26.56	26.56	13.28	173.44
10-50-5600	Library - Capital Outlays	.00	.00	.00	.00	.00
10-50-5601	Library - Capital Improvements	.00	3,150.00	3,850.00	.00	3,850.00
10-50-5605	Library - Loan/Lease Payment	51,816.00	.00	.00	.00	51,816.00
10-50-5775	Library - Electronic Subscript	7,500.00	2,500.00	2,500.00	33.33	5,000.00
10-50-5776	Library - Aid Purchases	1,206.00	.00	.00	.00	1,206.00
10-50-5777	Library - Materials	45,000.00	3,755.03	7,491.48	16.65	37,508.52
10-50-5800	Library - Donation Purchases	15,687.00	99.97	1,187.01	7.57	14,499.99
10-50-5810	Library - Grant Purchases	350,000.00	.00	.00	.00	350,000.00
10-50-5812	Library - Endowments	62,937.00	272.95	1,151.54	1.83	61,785.46
	TOTAL LIBRARY EXPENSE	1,007,266.72	41,802.64	81,374.71	8.08	925,892.01

**Morton-James Public Library
Financial Report
November 2019**

Presented: December 11, 2019

City Budget Report

Month to date balance	\$41,802.64
Year to date balance	\$81,374.71
Budget	\$1,007,266.72
Amount unexpended	<u>\$925,892.01</u>
Percentage used	8.08%

Bank Deposits

November 4, 18, 25

<u>10-07-4131 Library State Aid</u>	\$0.00
<u>10-13-4420 Library Book Fees and Fines</u>	\$439.25
Subtotal	<u>\$439.25</u>
<u>10-13-4443 Misc - Book Sales</u>	\$13.35
<u>10-21-4685 Grants</u>	
Steinhart Foundation Exterior Renovation Project	\$50,000.00
	<u>\$0.00</u>
Subtotal	\$50,000.00
<u>10-21-4677 Endowments</u>	
NCCFF/Moller Dollywood December 2019	\$277.90
Subtotal	<u>\$277.90</u>
<u>10-23-4704 Donations</u>	
Miscellaneous	\$166.45
Jeff Cumro/Better Life Chiropractic	\$500.00
Wurtele - Library Sponsor	\$10.00
Branigan - Genealogy	\$5.00
Subtotal	<u>\$681.45</u>
<u>10-29-4831 Misc. Taxable/Copies</u>	\$142.52
Total	\$51,554.47

Petty Cash

Expenditures	\$5.40 printing issues
Refunds	\$0.00
Total	\$5.40

Cash Drawers

Children's Library	\$22.21
Main Level	\$0.15
Total	\$22.36 Long

10-13-4420 Credit Card Charges

Library Fees & Fines	\$71.36
Copies	\$0.00
Donations	\$0.00

Total Charges \$71.36

Goal #2 To assist with the development of the local workforce and provide more opportunities for visitors to come to the Library for events and service.

Objectives:

- a) The Library will schedule a series of workshops (minimum of 3) or programs covering work related topics such as resume writing, interview techniques, Lynda.com, LinkedIn or similar subject matter. These will take place in a year's time, based on availability of guest instructors. Evaluations will be distributed to attendees. Series will be repeated, if successful during first year or topics will change year two depending on community input or need.

- b) The Library will schedule a series of live performances averaging one every six months during the three year period (total 6). These will be a combination of speakers, Humanities Nebraska performers, musicians or musical groups, authors or similar selections.

- c) Staff will attempt to add materials to the collection that support the range of Library programming as determined by annual materials budget.



LinkedIn
 1000 West Maude Avenue
 Sunnyvale, CA 94085
 Phone: 650.687.3600
 Fax: 1.650.429.2122
 www.linkedin.com

Pricing Valid Through: January 31, 2020

Proposed by:
 Samantha Ross
 sross@linkedin.com
 805-755-1257

CONTRACT CONTACT: Donna Kruse

Sold to Customer Morton-James Public Library

BILL TO: Please review the below Billing details and edit if necessary.

Bill To Doing Business As:

Contact: Donna Kruse
 Morton-James Public Library

Address: 923 1st Corso

City/State/Zip: Nebraska City NE 68410-2357

Country: United States

Email: dkruse@nebraskacity.com

Phone:

By initialing here, I agree that the Billing details are current and accurate. _____

SHIP TO: Morton-James Public Library

Ship To Doing Business As:

923 1st Corso

Nebraska City, NE 68410-2357

United States

ORDER INFORMATION

Contract #: CS5233261-18

Billing Period: Annually Upfront

Billing Method: Invoice

Billing Instructions:

For Internal Only:

Type: Renewal

Rep Region: LDC-NA-US-XXX7-GVED-SNL-RM

Agency Name:

Currency: USD

Contract Start Date*: December 31, 2019

Contract End Date: December 30, 2020

***The start date of the services on this Order Form will be the later of the Contract Start Date or the date that the Order Form is fully executed"*

Product Order Description	Qty	Term (Months)	Notes	Sales Price	Total
Product Name: lyndaLibrary Product SKU: LLBXX01-1605 Product Description: Lynda for library customers (English content only). Includes one master admin complimentary user.	5	12		\$2,500.00	\$2,500.00
				SUB TOTAL	\$2,500.00
				ESTIMATED TAX*	\$0.00
				ESTIMATED	\$2,500.00
				ORDER TOTAL	

PURCHASE ORDER INFORMATION	TAX INFORMATION
<p>Our records INDICATE that a Purchase Order Number may NOT be required for this order.</p> <p>If a Purchase Order IS required, please enter the PO Number:</p> <p>By initialing here, I confirm that a Purchase Order number is NOT required, or if a Purchase Order Number is listed ABOVE, I confirm that it is current and accurate. _____</p> <p>Please attach PO</p>	<p>Check here if your company is tax exempt: <i>Please attach any/all exemption certifications or email documentation to taxinquiry@linkedin.com.</i></p> <p>Your order will be taxed using the applicable tax rate for your shipping address. The tax listed on your order form is only an estimate and is calculated on the net price. Your invoice will reflect the final total taxes in effect at the time of invoicing and may differ from the amount listed on this order form.</p> <p>For customers located in AZ, CO, CT, FL, HI, IL, IN, MA, MN, NE, NM, NJ, NY, NC, OH, PA, TN, TX, UT, VT, WA and WI, LinkedIn may be required to charge sales tax on your order pursuant to certain state and local sales tax laws. Any applicable sales tax charges will appear separately on your final invoice. For customers located in other states, your state and/or local government may require you to report your purchase and pay appropriate sales and/or use tax amounts to them directly.</p>
PAYMENT OPTIONS	
<ul style="list-style-type: none"> Customer Payment Terms: 30 Days US and Canada Customers: Check, Credit Card, or Bank Wire Transfer Non-US Customers: Credit Card or Bank Wire Transfer only 	

TERMS

- LinkedIn Services provided under this Order Form are governed by the LinkedIn Subscription Agreement between the parties ("LSA"), the terms of which are incorporated into this Order Form. The Service Terms available at <https://legal.linkedin.com/service-specific-terms> apply to Customer to the extent the specific Service is included in this Order Form, the terms of which are incorporated into this Order Form.
- Except as provided in the LSA, Services purchased under this Order Form are non-cancelable and non-refundable.
- Future orders will be at list price (including any applicable volume based discounts) at the time of purchase.



- Customer will maintain complete and accurate billing and contact information with LinkedIn and will notify LinkedIn of any inaccuracies on an invoice within the time period set forth in the Payment Terms section above.
 - Add-on orders must co-term with the originating order.
 - Customer is renewing LyndaLibrary on the Lynda.com platform. LinkedIn may discontinue Customer's access to the Learning Service via Lynda.com; however, LinkedIn will provide Customer with an alternative or replacement service. If such alternative or replacement service is not provided or is not suitable for Libraries, Customer may terminate this Order Form and any prepaid but unused subscription fees will be refunded to Customer.
- Hide Section - Additional InformationAdditional Information

I HEREBY REPRESENT THAT: (I) I AM AN AUTHORIZED SIGNATORY FOR CUSTOMER; (II) I HAVE READ AND AGREED TO THE TERMS OF THIS ORDER FORM; AND (III) BY SIGNING THIS ORDER FORM, I AM ENTERING INTO A LEGALLY BINDING CONTRACT.

CUSTOMER (or APPROVED AGENCY)	LinkedIn Corporation
Signature:	Signature:
Name:	Name:
Title:	Title:
Date:	Date:

Reconsideration of Library Materials Policy and Form

1. The Morton-James Public Library is committed to honor the rights of an individual to use the Library regardless of age, race, religion, national origin, or social or political views.
2. The library staff will provide equal service to all library users. Children and adults are equally free to use the entire Library and to borrow all materials in the circulating collections.
3. Limitations to be placed upon the reading and viewing of materials by children are left to the discretion of the parents.
4. The Library Board takes the position that the risk of not providing access to information and ideas is greater than the risk of providing it. The Library Board believes it is essential to provide such materials if the American ideal of freedom is to be retained.
5. The Library Board is willing to re-examine its position on any item in the Library's collections. A procedure has been established to deal with objections to materials owned by the Library. No item is to be removed or restricted because of a complaint except in accordance with this procedure.
 - a. The material in question shall remain in the collection and available to members during the reconsideration process.
 - b. Members who request the reconsideration of library materials will be asked to put their request in writing by completing and signing the form entitled "Request for Reconsideration of Library Materials."
 - c. The Library Staff will review the material under reconsideration and make a decision.
 - d. If the member is not satisfied with the decision, the Library Director will present the complaint to the Library Board.
 - e. The Library Director will notify each Board Member of the complaint and forward all review literature on the material to each Board Member.
 - f. The Library Director will also submit his/her recommendation and evaluation of the material and its place in the collection.
 - g. At the next regularly scheduled board meeting, the complaint will be reviewed and a decision made regarding the complaint.
 - h. The Library Director will notify the member of the Board's decision soon after the meeting.

Adopted November 9, 2016

REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS FORM

Morton-James Public Library

Requested by:

Member Barcode: _____

Name: _____ Address: _____

City: _____ State: ____ Zip: _____ Telephone: (Days) _____ (Evenings) _____

Whom do you represent? () self only () organization

Name of organization: _____

Address: _____ Phone number: _____

Description of material to be reconsidered:

Title: _____

Author/Artist: _____ Publisher: _____ Copyright: _____

Format: () book () magazine/newspaper () CD () DVD () other _____

1. To what in this material do you object? Please be specific. Cite pages or particular parts.

2. Did you read, listen, or view the entire work? If not, which parts did you examine?

3. What do you feel might be the result of exposure to this work?

4. What are the positive aspects of this work?

5. What originally attracted you to this material?

6. What would you suggest the Library do with this material?

Signature

Date

Thank you for your interest in the Morton-James Public Library, and for taking the time to provide the Library with this information. You will be contacted as soon as possible.