

CHATTANOOGA PUBLIC LIBRARY
1001 BROAD STREET
CHATTANOOGA, TENNESSEE

MINUTES
ANNUAL BOARD MEETING – June 1, 2015
12:00 P.M.

The Board of Directors of the Chattanooga Public Library met on June 1, 2015 at 1:00 p.m. with Board Chair, Karen McMahon, presiding.

Dr. Chrystal Partridge called the roll. The following members were present:

Sherri Anderson
Herb Cohn
Micah Guster
Theresa Liedtka
Karen McMahon
Chrystal Partridge
Tiffanie Robinson
Daniel Walker

Also present: Corinne Hill, Executive Director; Richard Beeland, Chief Administrative Officer; Mary Jane Spehar, Chief Operations Manager; Valerie Malueg, City Attorney; William Sundquist, Chair, Friends of the Chattanooga Public Library; Natalie Phillips, Fiscal Analyst; Karen Brown, Administrative Manager; Nel Reid, Library Assistant; June Garcia, invited guest.

Ms. Karen McMahon, Board Chair, called the meeting to order.

COMMITTEE REPORTS:

- **Nominating Committee:**

Mr. Herb Cohn, Committee Chair, Dr. Chrystal Partridge, and Ms. Tiffanie Robinson, committee members, presented to the Board a slate of officers to serve one (1) two-year term for fiscal years 2015-2017.

Mr. Herb Cohn made a motion to accept the slate of officers for fiscal years 2015-2017. Ms. Tiffanie Robinson seconded the motion. The motion was approved and carried.

Officers for the Board of Directors of the Chattanooga Public Library for fiscal years 2015-2017 are as follows:

Chair – Karen McMahon
 Chair-Elect – Theresa Liedtka
 Treasurer – Sherri Anderson
 Secretary – Daniel Walker

- **Bylaws Committee:**

There were no changes requested.

Ms. Corinne Hill requested the Board's approval of the following library closings for fiscal year 2015-2016.

Monday, October 12, 2015 – Close all day for staff training
 Wednesday, November 25, 2015 – Close at 6:00 pm for Holiday
 Thursday, December 24, 2015 – Close at 6:00 pm for Holiday
 Thursday, December 31, 2015 – Close at 6:00 pm for Holiday
 Sunday, March 27, 2016 – Close all day for Holiday

Mr. Herb Cohn made a motion to approve all aforementioned library closings. Ms. Sherri Anderson seconded the motion. The motion was approved and carried.

Ms. Karen McMahon asked if the Board would like to keep or change its 12:00 p.m. meeting time and if it would like to continue purchasing lunch for the meetings. While this did not require a motion, the Board decided to keep its 12:00 p.m. meeting time and each member would bring his/her own lunch.

- **Finance Committee**

Mr. Herb Cohn presented an Investment Committee report. The new Endowment Committee will include Board members, Mr. Herb Cohn, Ms. Sherri Anderson, Ms. Karen McMahon, Library Director, Ms. Corinne Hill, and the Library's Fiscal Analyst, Ms. Natalie Phillips.

The Investment Committee is responsible for oversight of the management of the Chattanooga Public Library investment portfolios. These pools include four restricted portfolios: two (2) Noone accounts, one (1) Stong Trust, and one (1) Kemmer account. In addition, the committee is responsible for an additional unrestricted account which includes all gifts without mandates. The Atlanta Consulting Group of Raymond James consults with the Committee regarding appropriate asset allocation issues, selection of investment managers, and monitors the performance of the Library's investment portfolios. The goal is to maintain the fund to provide income to the Library as needed in a relatively conservative manner.

As of March 31, 2015, the Chattanooga Public Library total composite value was \$5,097,238. The portfolio values are net of the required withdrawals over the 12-month period ending March of approximately \$193,363 from the Noone, Kemmer, and Stong accounts. The average percentage rate of return from 2009 until March 31, 2015 is 9.24%.

Asset investment allocations are as follows: Domestic Equities 41%; International Equities 16%; Fixed Income 29%; Alternative Investments 9%; MLPS 5%.

The Stong fund is a liquidating fund and will last five (5) more years.

Each year the Board must vote to approve the funding allocated to the City of Chattanooga for the operation of the Chattanooga Public Library. The allocation is expected to be approved by the Chattanooga City Council in late June 2015. We anticipate that the Board will be able to vote on the allocation at their July 2015 meeting.

BOARD TRAINING:

Ms. Valerie Malueg, City Attorney, led the Board through a training session.

LIBRARY REPORT:

In 2008, Ms. June Garcia and Ms. Susan Kent were hired as consultants for the Library Task Force formed by The Honorable Ron Littlefield, former Mayor of Chattanooga. Ms. Garcia visited the Chattanooga Public Library on Monday, June 1, 2015 for the first time since working with Mr. Littlefield and the Task Force and offered a report on her impressions of the changes since her consultation.

Ms. Garcia reported that compared to her first visit, the library staff seemed happy, proud and passionate about the work they are doing. Ms. Garcia stated, "That was not the mood that I saw before. What a difference walking into the Main Library. The first thing was that the building doesn't smell anymore. It had a unique 'Ode de Chattanooga'. It was bad. It was really bad. Now the place looks wonderful. You still have a lot more work to do. Let's put that on the table as well, but you've opened it up. Daylight's coming in. The fountain works. People seemed happy to be there. It really looks great. And the fact that you've opened up the spaces for people to use as opposed to storing dead trees. I think that was also really amazing.

I've seen a lot of photos of the 4th Floor. Susan said we did go up there and sort of peek our noses into that space, but with so much junk there you didn't get an idea of how big it is. It's gigantic and the photos don't do it justice. It wasn't open yet today but there were staff there again who were obviously engaged and excited about what they're doing.

Your collection is a lot smaller and yet they're being used a lot more, because you've purchased materials that people want. You weeded out the stuff that they didn't want so they could find the things that were always there that they didn't have access to before. You've made the collection that you do have more accessible.

One of the things that I loved is that everything isn't so matched and pristine that if you move a chair you feel like you're disturbing the tranquility of the building. It feels lived in. It feels welcoming. I'm sure that if you could rustle up a couple of million dollars that Corinne could spend it in a very effective manner to make the building even more attractive and perhaps the same is true of your others.

We then took a quick jaunt down to South. I honestly don't remember if we went there. If we did, I don't remember it because it looks so different than what Corinne tells me it did look like. So, the tall shelves are gone. Story hour was going on. There were kids coloring. There were parents with their children. There were people at the computers. It had, on a really small scale, a vibrancy to it that was really wonderful to see. The kids were really enjoying the story time. The staff were engaged. People greeted us when we came in. They probably would have greeted Corinne anyway, but staff were greeting other people as they came in. I mean, it felt like a welcoming place and it didn't feel crowded. It felt homey. It felt very welcoming.

So, those are my impressions of the differences I saw today and I'm going to turn it over to Corinne now and we're going to tag team as she goes through some things too."

Ms. Corinne Hill stated, "We put a strategic plan in place the summer of 2012. It was right after I got here and I want to take you through what we've accomplished as it relates to the strategic plan. I asked June after we visited and we went and had lunch, I said, 'okay, so tell me what you saw that was really good and positive and tell me what you saw that needs to be fixed because all I see is the wallpaper that needs to come down and the carpet that needs to be replaced and I forget the things that we've done in the last three (3) years.' This exercise was a terrific opportunity to see all that we have accomplished.

There are four (4) buckets or pillars of strategies for our strategic plan and we said the things that we really wanted to focus on with this three (3) to five (5) year plan, and we are three (3) years in. (1) Customer Access, (2) Responsive Collections, (3) Tech and Digital Initiatives, and (4) Transformation and I'll take you through each one and show you some things that we've accomplished. This isn't everything. I'm just trying to hit the highlights."

Customer Access

"County strategy was something we were trying to figure out. 'How are we going to serve the county, especially the children?' So, in September 2014 we started the Anytime:Library and so far we have issued 24,024 library cards to Hamilton County Public School students. With about 25,000 kids in the entire system, not many have opted out.

We increased hours of operation. South Chattanooga used to be closed on Fridays. We opened her on Fridays. Two (2) locations, Eastgate and Northgate, are now open on Sundays. We did that without any increase in budget or increase in staff.

Everyone remembers the Eastgate Library facility and that we looked at replacing the existing library. That project is on hold right now, but I think it's something that we need to talk about because the existing Eastgate facility does not meet our needs and our lease is up in 2017. So we as a Board have to have a conversation about what we're going to do there.

Mobile strategy was part of Customer Access. We now have high speed wireless throughout most of the Main Library. The third floor is being completed as we speak. We also had high speed wireless installed at the South Chattanooga Branch because we also turned South Chattanooga into a beta site to see how the public and staff respond to an Apple shop. So there are now all Apple computers at our South Chattanooga location.

We are scheduled to have our telephones, which I kid you not are original to the building, scheduled to be upgraded to VOIP in the summer of 2015.

We also purchased LEAP Polaris software which allows us to use our catalog in a web environment so that we can go anywhere and do anything on our catalog. So we're super excited about that because it lets us explore roving reference. And the second floor, which is our Youth Services floor, they are ready to move to roving reference this summer.

The staff lounge at the Main library was refurbished.

We opened up a café. All of our Circulation staff are professionally trained baristas and they're really proud of what they do. Ms. June Garcia stated, "Corinne, before you leave that one. One of the things that I have done for a couple of years now for the Public Library Association is a workshop in Nashville every Summer and one of the things we do is about an hour on innovation and public library service. We have a photo that we show of your café and people look and say 'Oh yeah, a café.' And I say 'No, it's the library.' 'What? It's the Circulation staff? It's the library staff?' I say, 'Yeah. They've got aprons they've got the whole nine yards and they don't believe it.'"

Ms. Corinne Hill stated, "That photo's been around a lot. It's the Circulation and Percolation? Yes. That's made its rounds. But I've been in too many situations where I've wanted to serve coffee and you bring a vendor in and they never make enough money. They can't make a profit. I wanted to just do it as a value added service, and if I could make enough money to break even, I was good. We are making enough money. We're paying off the equipment and making enough money for our supplies. I'm good and people are happy.

We replaced most if not all of the computer furniture and chairs system-wide, we just really are trying to change that up.

We got carpet and electric repaired and updated at Eastgate from the last time we signed the lease.

The fountain's on.

One of the first things I did when I got here was power wash the building and we're getting ready to do it again.

Landscaping was installed thanks to Master Gardeners.

We flipped South Chattanooga. It is 3,000 square feet and most of it was for adults. When I looked at the usage patterns it was mostly children driving the usage at that location. We've got the adults in their reading room and that's fine. That's as much space really as they need, and the rest of it is just kids everywhere which is really very cool, and June saw that today.

Our staff areas were not secure. You would find people wandering back there so we went to card access. Now we know who is where, and we can control staff access. Security cameras were upgraded at all of our locations so that they're digital and all the cameras were replaced. We were also having problems at the Main Library with only one (1) guard. We found that when we went to two (2) security guards that could back each other up, the problems have been significantly reduced.

The other thing I think that's really interesting, we talked about the collections, when I arrived and that fiscal year closed, we circulated about 700,000 items that year. This year, at the end of our third quarter, we're looking at hitting over 900,000 in circulation. So next year one of our goals is to hit the magic million. If we can hit 930,000 – 940,000 at the end of this year, we could certainly get another 60,000 next year. So even though our collection is smaller, it is more heavily used."

Ms. Karen McMahon stated, "I want to congratulate you, too, on opening up that hallway and that door out to 11th Street. I mean, used to, when you walked in the front door, it was a black hole right there with a big security gate that was always closed. It was terrifying." Ms. Hill stated, "and the bathrooms were behind it. There were no bathrooms for the first floor." Ms. McMahon stated, "So having that open and the light coming in, it's transformational, I think."

Responsive Collections

"I started talking a little bit about seeing circulation go up. The other thing, June, I didn't mention to you, the first time ever, ever, ever this quarter, DVD circulation went down 2%. But digital circulation went up 52%.

We're all about customer driven collections. I'm a real big believer in the community helping us build a collection because it's their money. So we have a patron request program that's available online or if you come in the building and you don't find what you want it says 'click here' and it takes you to a form that you can fill out. We've had more than 10,000 requests to date. This year we spent about \$75,000 of our collection development money on customer requests and the big heavy users are the teens, the teens love doing this and I think it is money well spent.

Collection HQ is software we purchased that works with our Polaris system. It helped us clean up the collection system-wide, and so when people were saying things about 'the collection is disappearing' we were able to say that we strategically made decisions about what stayed and what went and we used this software to really help us do that. The other thing, once we got the collections cleaned up, we were able to then go in and balance the collection. So if *The Scarlett Letter* is used all the time at Eastgate and they have a bunch of copies at South Chatt, but they don't move at South Chatt, that program says 'move those South Chatt copies over to Eastgate because they're more likely to go there. You don't need to buy new ones. Get them moved over.' The next step is ESP software which complements Collection HQ and will now help us drill into our data to help us make purchasing decisions. So we're starting to automate portions of our purchasing process. And for the first time ever, we have inventoried the entire collection, system-wide. We had to clean it up first because it would have been impossible to do it in the condition the collection was in.

When I arrived we owned 3,528 e-books. Today we have 35,670. The digital collection is booming and we have also introduced the public to streaming services through the library. The streaming content is still kind of light, but it will grow as our vendor develops contracts and relationships with film companies. It will grow, but getting people used to it, I think, is really important.

Local History, we're really trying to digitize some of the material in this department. We've gotten some video history tapes digitized, but this is a sleepy area for us. We did just get \$50,000.00 donated from Jane Lupton to create an exhibit of the city founders and then to glass off where the government documents used to be and create a quiet space. I don't even want to call it a study space. It just needs to be quiet because people really do want part of this building to be quiet. We also have about \$45,000.00 from our endowments that will allow us to start digitizing the Times Free Press prior to 1923. So, things are picking up a bit.

As a public library, we are all about popular materials. We work with our vendor to automatically purchase 'A List' authors. They are delivered shelf-ready by start date and it's not staff intensive to make that happen. We also use the vendor to help us buy new materials. They send us shopping carts like you get on Amazon that says 'next month here are the books to be featured on the Today Show, Good Morning America, NPR, etc.' You get it all in a cart and just like on Amazon, you buy it, they ship it, it comes right to us and it's all shelf-ready. A big efficiency measure was to move the processing of materials out of house. Today, materials are available to the public within days of receipt rather than weeks or months."

Ms. June Garcia stated, “Corinne, correct me if I’m wrong, but your staff that was there at the time, I think they weren’t even accepting LC catalog records. They were changing things and doing a lot of unique cataloging because your cataloging was better than the Library of Congress could do, which only further delayed things getting to the shelf.” Ms. Hill stated, “Exactly and I want that same book if you can buy it at Walmart, if you can buy it at Barnes & Noble, I want it sitting on the hold shelf for you on the very same day you could have walked into Walmart and purchased it. We had to change vendors for that to happen and delivering LC catalog records is now part of the vendor’s materials processing task.”

Ms. Karen McMahon asked, “What’s required? What kind of processing is required for it to be shelf-ready?” Ms. Hill stated, “Essentially, we institutionalize it. It gets a book stamp. It gets a cover. It gets a Dewey label on the side. It gets our barcode. It comes with a cataloging record and so all you have to do is take it out of the box. You unload it and get it to the right location. We are now exploring drop shipping so that it won’t even come in centrally. Material will be delivered to the different locations rather than be sorted and transferred from a central location. That’s really where I want us to go.

The other thing I thought was really interesting when I came was that we didn’t buy a lot of children’s materials. We only bought one copy of a children’s book. We now buy multiple copies of popular children’s books. We have pretty much replaced all of the Easy books in the system.

Also, when multiple copies of popular materials are purchased, we use a ratio for when we need more copies. Once we get four (4) holds to one (1) copy for books, we buy another copy and we do six (6) to one (1) on DVDs. We run those reports a couple times a week to make sure that people are not waiting a long time.

Tech and Digital Initiatives

Tech and Digital Initiatives, that’s been really interesting. For catalog futures, we do regular upgrades to Polaris. We’re in the process of moving to RFID which means that check-out will no longer be single copy. You’ll be able to just scan them and it checks them all out. It’s also going to make inventory easier, but it’s also going to allow us to be more flexible with the collection so that we can create special collections without a lot of work. We now have a digital team in place. We have three (3) people who are amazing and they now can do things to Polaris that you couldn’t do before we got access to Polaris’ API. They can go in and make changes to the appearance. They can play around with that database and with that skin and customize it for us the way we want. That was actually really hard to get, believe it or not.

We've also got some grants and some special projects going on. Mozilla Gigabit Community Fund, about \$21,000.00, but the big thing that's come out of that is Hyperaudio and Adagio. One is video and one is music, basically, we're experimenting with how can you do mobile editing if you create music. And then the other lets you cut and paste film as easily as you can cut and paste in a Word document.

We have a 4th Floor Innovation Fund. It's about \$20,000.00 and it's basically for stuff that is hard for us to get through City Purchasing. And then we have the Knight Foundation which supports Open Chattanooga. This was about \$20,000.00 as well, but we used this money to pay for half the salary of Sean Brewer who is our Open Data Specialist and rolled him full-time into library operations. He's part of that digital team. You met Kyle. You met Sean. And then I've got Rob who is also on the digital team. He's the ILS guy and between the three of them, they're pretty phenomenal.

So again, back to Local History, we created a technology alcove. We pulled the carpet up and painted the concrete. It's all cleaned up back there. We now have a really high-end photo scanning. There's a fusion server which is a server that works with Polaris and allows us to put photos online. So as we get grinding away at getting some of this stuff digitized, the fusion server is going to help us do that. It's specialized in that it handles that kind of digital content. We've had staff training on digitization so that the staff is actually able to help people with all that scanning and digitizing.

We got government documents moved to the basement. We have received approval to dissolve the program, but it's probably going to take two (2) to three (3) years to actually get out of it. Is it necessary to have government documents? Absolutely. And to hold on to the archival stuff, absolutely. The thing is this can be handled at the regional office in Memphis. We can still get this information, but we need to remember that this is expensive real estate and it takes a full-time employee to manage that government documents collection.' Ms. Garcia stated, "A lot of the new stuff is online anyway." Ms. Hill continued, "Exactly. We did create an archive room when I first got here. We've started dabbling in digital exhibits. We started it with the Main Street fair, but it has been a very basic entry into digitization for Local History.

We've been doing a lot of stuff just with very non-sexy things that really needed to happen. We had fiber connected to the building. We cabled for high-speed broadband with a wireless solution. That required switches and routers that needed to be upgraded because we'd actually increased our speed. Then the public computers were replaced and upgraded system-wide. I told you about beta testing Apple equipment at South Chattanooga.

We moved to the City's domain server which meant that we could actually use the City's email system without having to go in as a guest through the web which is what we were doing. We installed a telephony server which meant that I didn't have to mail out notices anymore. We could send you a voicemail or we could send an email that your book was on hold. We installed a file server so we could really share documents. Then we started making sure we had good internet speeds at all of our locations. Not so much with the focus on the wired, but the hard wired was really bad. We worked closely with EPB and with City IT to get that going, and now I think it's pretty good.

The web really still needs a lot of work. We've done a bunch of really cool things as you can see. We've cleaned it up. It looks way better than it did, but we're nowhere near where we want it to be. We're not even close. The policies are online, but there's a site version 2.1 that's in design and it's really become a focus. I mean, it just feels incomplete. So that's going to be a huge focus for us in the next six (6) months or so." Ms. Garcia stated, "Although, I think, Corinne, that's an area where you all are ahead of many others. So you should collectively pat yourselves on the back for that." Ms. Hill stated, "See, I just see the wallpaper that's peeling." Ms. Garcia stated, "That's not to say don't keep going." Ms. Hill stated, "It needs to be more than pretty and trust me I love pretty, but it's really got to be intuitive. It has to have a really great user experience and good content.

Transformation

Ms. Hill stated, "This has been a big one for us. I'm always looking for efficiencies. We outsourced materials prep, we assessed and reworked circulation flow so we could serve coffee at the circulation desk, we have provided Polaris retraining because staff were still working around the system, and basically not using the system properly.

The creation of a Library Foundation continues to be a discussion. This was one of our points that we talked about exploring, and we continue to talk about it.

Governance, the Board now has bylaws. Library endowments were transferred to Chattanooga Public Library. We now have a Board Manual and Board training. Also, looking at organizational structure, I kept having all kinds of issues with locations not having enough staffing, and I found out that what we really had was an attendance problem. We adopted city leave policies and that has really helped us stabilize staffing at all locations.

We did revise the job description for Library Assistant positions and we made it look much more like the Genius Bar at the Apple store and have gotten phenomenal job applicants. The

other thing we've done, and it's worked, as we look for high level positions is make the MLS 'preferred' because again I think it opens things up. The organizational structure continues to adjust now that Nate's gone, and Justin Hoenke's leaving. It's an opportunity for us to really look at not just our structure but what are we going to do next. Where are we going next? It's a great opportunity to take a look at things because we're in a very different place today than we were three (3) years ago.

We adopted all City Employee policies and then we've got our library specific policies being updated like circulation, behavioral, certainly the outward facing ones and they're now on the website.

Here is my question: How do we balance remaking the library for the moment with an enduring library for the future?

This is a fabulous opportunity for us to have that discussion because I have two (2) key people who have moved on to better jobs and I'm thrilled for them, but I also think it's an opportunity for us to look at what do we really need and what do we want to be three (3) years from now. What do we want to be talking about here three (3) years from now? I think it's time. I think it's a great opportunity for us to look at that.

DISCUSSION:

Ms. June Garcia facilitated the discussion portion of the meeting.

Ms. Garcia stated, "First you ought to give yourselves a round of applause for what you have accomplished. I don't know any other library that's done as much in as short a period of time from where you all were to where you are now. It's just amazing."

Ms. Mary Jane Spehar stated that one of the most positive points in the report presented by Ms. June Garcia and Ms. Susan Kent was the staff.

Ms. Karen McMahon stated that Mr. Herb Cohn has been the biggest cheerleader for the staff.

Ms. Corinne Hill stated how important a supportive Board, Mayor and community are to accomplishing goals for a library.

Ms. Hill stated that in order to sustain the creativity and innovation at the Library there must be structure around it. It has to be enduring. There must be a plan for the future.

After discussion, the Board decided to develop a new Library Plan. Ms. Hill and the library staff will prepare statistical data to present to the Board at their next regularly scheduled meeting on where we currently stand with regard to services provided and usage. Ms. Hill will also present preliminary ideas and a format for how to proceed.

There being no further business to discuss, Ms. Karen McMahon requested a motion to adjourn the June 1, 2015 Annual Board Meeting.

Mr. Herb Cohn made a motion that the June 1, 2015 Annual Board Meeting be adjourned. Ms. Theresa Liedtka seconded the motion. The motion was approved and carried.

The June 1, 2015 Annual Board Meeting was adjourned at 4:08 p.m.



Mr. Daniel Walker
Board Secretary