MINUTES
ANNUAL AND REGULAR BOARD OF DIRECTORS’ MEETING-JUNE 21, 2022
12:00-2:00 P.M.

The Board of Directors of the Chattanooga Public Library met on June 21, 2022 from 12:00-2:00 p.m. with Board Chair, William Sundquist, presiding.

Ms. Sara McManus called the roll. The following members were present:

Erik Broeren
Kim Gavin
Tom Griscom
Dionne Jenkins
Jocelyn Loza
Sara McManus
William Sundquist

Also present: Corinne Hill, Executive Director; Richard Beeland, Deputy Executive Director; Sheldon Owens, Operations Manager; Jason Sullivan, Chief Administrative Officer; Richard Groves, Assistant Director of Technology; Valerie Malueg, City Attorney; Natalie Phillips, Finance Manager; Christina Sacco, Public Relations Coordinator; Michael Watson, Development Director; Aamna Khan, Fiscal Technician; Thomas Anderson, Librarian 2; Lee Hope, Head of Children’s & Youth Services; Cathy Royal, Visitor; and Karen Brown, Executive Assistant.

Mr. William Sundquist, Board Chair, called the meeting to order. Mr. William Sundquist recognized there were members of the public present for the meeting today. Mr. Sundquist informed the public that if you wish to make a public comment to the Board, there will be an opportunity for you to do so at the end of the agenda. At that time, I ask that you limit your comments to two minutes, and they will be timed. Also, the comments must conclude by the end of the meeting, which is 2:00 p.m.
APPROVAL OF THE MINUTES OF THE MAY 17, 2022 REGULAR BOARD OF DIRECTORS’ MEETING

Ms. Kim Gavin made a motion that the minutes of the May 17, 2022 Regular Board of Directors’ meeting be approved. Ms. Dionne Jenkins seconded the motion. The motion was approved and carried.

TREASURER’S REPORT:

Ms. Natalie Phillips, Finance Manager, reported:

RECEIPTS: 5% remaining of the operating budget to be received for the fiscal year 2021-2022

EXPENDITURES 12% remaining of the operating budget to be expended for the fiscal year 2021-2022

NOTES: FY ’22 State Metro Grant has been fully expended $307,500 - final reimbursement pending

Mr. William Sundquist, Board Chair stated that at this time, he was moving the Foundation Report on the meeting agenda, after the Director’s Report.

COMMITTEE REPORT:

By-Laws Committee:

Ms. Corinne Hill informed Mr. William Sundquist that the by-laws were sent out to the Board for their yearly review prior to the annual meeting. Ms. Hill relayed that no board members had contacted her regarding any by-law changes.

DIRECTOR’S REPORT:

Ms. Corinne Hill opened her director’s report with the following statement:
“The City Council raised several questions about the operation of the Chattanooga Public Library during recent budget hearings. We provided detailed answers on our service numbers, budget priorities and staffing. As we look ahead, we will provide quarterly updates on our operations for the Mayor’s Office and the City Council. We will go to the City Council for approval of all proposed purchases of $25,000 or more as well as provide information to the Board for review and consideration.

Our mission is to be a catalyst for lifelong learning. We hold ourselves accountable to meet the highest priority community needs in the most cost-effective way. The allocation of tax dollars for the Library’s operations and capital needs is the driver for measuring the value of these investments.

We appreciate the continued support of Mayor Kelly, his team and the City Council and the approval of the FY’23 budget. Over the next several weeks, we will share additional recommendations for the use of these funds.”

Ms. Sara McManus, Board Secretary, inquired if the Library seeking approval from City Council for items over $25,000.00 is required? Ms. Corinne Hill replied that they are asking us to seek approval. Ms. McManus replied that they are asking but statutorily speaking, it isn’t required.

Ms. McManus asked hypothetically if a request to buy books exceeded $25,000.00 and the City Council said no, and the Library Board said yes, do we know what would happen in that case?

Ms. Valerie Malueg, City Attorney replied that it has not been tested or challenged. The law that the library board and the library were created under, Tennessee Code Annotated, does not explicitly say that the Board can approve all contracts, but it can approve leases and has control of all library affairs, which Ms. Malueg thinks that means approval of all contracts. One of our former City Attorneys did as well and rendered that legal advice to the library board years ago. It has never been challenged. Ms. Malueg didn’t know if the library board would have the power to overrule City Council if they said no to a request. That would be the issue.

Ms. Sara McManus asked Ms. Malueg if all library boards in the state were run the same way we are run under the statute? Ms. Malueg replied that it comes under that particular statute but was not sure how they are run internally. There is a population bracket. Ms. Hill stated if your population is over 400,000; you can make a decision to become a city department.
For example, Memphis is a city department, but Nashville chose to remain with the governance structure we have here. Knoxville has a county board.

Ms. Malueg replied it becomes a real conundrum legally because the Municipal Technical Advisory Service, which we rely on heavily for opinions, when there isn’t precedence on a particular issue, gave us an opinion letter years ago on the topic. It states there is nothing in state law that says we would technically be a city department if we didn’t fit into that population bracket. For all intents and purposes the Library is a department of the city even though we are not an official department of the city. We also have that as well. Ms. Hill stated we operate as a city department and our purchases, hiring, and contracts are all done and approved through the city. Ms. Hill stated that the way we operate is as a city department. The way we govern is not. Ms. McManus replied that she can see there is already a lot of oversight.

Ms. Malueg stated that historically that came about after the library separated from the county because the library had it’s own personnel department and different rules for vacation than the city proper. After the separation occurred and the new board was constituted, it was the decision of the executive director and the library board at the time, with the advice of the Municipal Advisory Service, that the library adopt the personnel policies and procedures of the City of Chattanooga, which includes the Employee Information Guide. Now personal time earned is the same for library and city employees. Every library employee has the same rights as city employees.

Mr. William Sundquist stated that we never want to see the library board challenge statutory regulations. Everyone in this community is here to do the same thing, which is provide the best library service ever. Ms. McManus replied that she was not saying we are going to do that. I am just concerned that in an event the library needed something if it was said no to, then what would happen? It would be a sticky situation.

Ms. Malueg replied that to complicate things more, if the library was recognized as a formal department of the city, it would have to follow purchasing rules that arguably every other department follows, except for the carve out for what I interpret in state law to say that this board would have the authority from the reading of the statute to explicitly approve their own contracts.

Mr. Tom Griscom stated that if the city is going to pursue a legislative change, the library board should be a part of that conversation. If they are drafting legislation to take to the general
assembly next session and they move forward to change the law, then the gray area should be addressed instead of left hanging out there. We have an opportunity to be a part of that conversation.

Ms. Corinne Hill asked the Board for a motion to accept $7,311,000.00 from the City of Chattanooga for Library Operations for the FY’23 budget.

Ms. Kim Gavin made a motion to accept $7,311,000.00 from the City of Chattanooga for Library Operations for the FY’23 budget. Ms. Dionne Jenkins seconded the motion. The motion was approved and carried.

Ms. Corinne Hill requested a motion to approve the following amendment to the Chattanooga Public Library Meeting Room Policy to allow reservations to be booked six months prior to an event instead of four months prior to an event; the policy was also amended for grammar and clarity.

Ms. Sara McManus made a motion to approve the following amendment to the Chattanooga Public Library Meeting Room Policy to allow reservations to be booked six months prior to an event instead of four months prior to an event; the policy was also amended for grammar and clarity. Mr. Erik Broeren seconded the motion. The motion was approved and carried.

Ms. Corinne Hill requested a motion to approve closing the Library for the Spring (Easter) holiday on Sunday, April 9, 2023.

Ms. Sara McManus made a motion to approve closing the Library for the Spring (Easter) holiday on Sunday, April 9, 2023. Ms. Dionne Jenkins seconded the motion. The motion was approved and carried.

Ms. Corinne Hill informed the Board that the State Metro Grant contract awarded the Chattanooga Public Library $430,500.00.

Ms. Corinne Hill gave the library’s monthly public relations report. Ms. Hill asked the Board if each month they would like to see programming statistics and visuals included in the director’s report? Mr. Tom Griscom suggested that Ms. Hill should contact River City Company regarding their monthly presentations to their Board. Mr. Griscom stated the presentations always include a presentation about what River City is doing and includes visuals accompanied by statistics. Ms. Dionne Jenkins and Ms. Sara McManus agreed that this would be something they would like to see. They felt it would be very helpful in responding to questions from the community regarding the library and it’s programs.
Ms. Corinne Hill reported on the library’s staff development day. We had our staff day June 10, 2022 and the staff survey responses are still coming in. So far 53 staff have responded. The response to the question: how worthwhile did you find the Ritz Carlton training? 96.2% of respondents said it was great. How informative did you find Corinne Hill’s state of the library training? 98.1% said it was pretty interesting and learned a few things they did not know. Did you enjoy the team building exercise? Ms. Hill commented it was very lego oriented. 92.3% responded it was okay or yes, we are all going to Gatlinburg next weekend to get best friends forever t-shirts.

Ms. Hill reported to the Board regarding the monthly travel report. The report is attached and made a part of the minutes.

Ms. Hill reminded the Board that the library will be closed Monday, July 4, 2022 in observance of Independence Day.

Ms. Hill informed the Board that the next board meeting is scheduled for Tuesday, July 19, 2022.

BOARDS ETHICS TRAINING:

The Board was sent an electronic version of the Governance Guide for Public Officials and Citizen Volunteers to read and review. This replaces the need for Board Ethics Training during the annual meeting.

FOUNDATION REPORT:

Mr. Michael Watson, Library Development Director, gave the Foundation report. The report is attached and made a part of the minutes. Mr. Watson requested a motion from the Chattanooga Public Library board to amend the Memorandum of Understanding between the Chattanooga Public Library Foundation and the Chattanooga Public Library as follows: In the objective section of the MOU there has been the addition of the following language: “approve plans for Foundation initiated facility projects and coordinate execution to minimize service disruption.”

Ms. Sara McMauns made a motion to amend the Memorandum of Understanding between the Chattanooga Public Library Foundation and the Chattanooga Public Library as follows: In the
objective section of the MOU there has been the addition of the following language: “approve plans for Foundation initiated facility projects and coordinate execution to minimize service disruption.” Mr. Erik Broeren seconded the motion. The motion was approved and carried.

STATE OF THE LIBRARY

Ms. Corinne Hill presented the State of the Library presentation to the Board. The presentation is attached and made a part of these minutes.

STRATEGIC PLAN

Ms. Corinne Hill presented the strategic plan to the Board. Mr. Tom Griscom suggested there needs to be another piece added to the strategic plan, that one of our goals is to be excellent stewards of the resources that the City of Chattanooga has given the library, as well as our staff and board of directors. Ms. Hill replied that she would like to bring the strategic plan back to the staff and include this suggestion of being excellent stewards as an initiative into the plan. Mr. Sundquist stated that in one of the first strategic planning calls, he remembers discussion of the delineation of the work of the board vs. the work of the library. Ms. Hill replied that when she thinks of the board performance, it includes meeting attendance and assistance from board members in their areas of expertise, such as Ms. Dionne Jenkins reviewing our policies for diversity and inclusion. Mr. William Sundquist stated that there was a lot of staff engagement in the strategic plan and he felt it was very well done.

Ms. Hill stated that one of the things she is excited about in our strategic plan is the nurse navigator. The nurse navigator has started on Mondays and Fridays. We learned during the pandemic that not everyone has access to primary health care. Providing access to a medical professional is a really big deal if, for no other reason, than to check someone’s blood pressure and offer recommendations on where they can be seen.

Mr. Erik Broeren told Ms. Hill that he would like to share an anecdote that happened in his work.

He was asked to perform a funeral for a homeless man that was run over on the interstate. He stated that in speaking to the man’s friends one of the things that came up several times is that he was always at the library. Mr. Broeren wanted to reiterate how important a resource the library is to the economically vulnerable community.
STAFF PRESENTATIONS

Lee Hope - Social Worker Program Presentation (This presentation is attached and made a part of the minutes.)

Richard Groves - Specialized Unique Collections

Ms. Sara McManus made a motion to adjourn the meeting. Ms. Dionne Jenkins seconded the motion. The motion was approved and carried.

Mr. William Sundquist, Board Chair, adjourned the meeting at 1:41 p.m.

[Signature]

Mr. William Sundquist, Board Chair
May 2022 Public Relations Report for Board of Directors

Press Releases:
- Sent 0 releases. Coordinated 1 media event with Local 3 News - 3 live spots.

Media mentions:
- 14 from the following outlets: Local 3 News, WTVC Channel 9 News, WUTC, Chattanooga Pulse, The Chattanoogan, Times Free Press, Patch.com and NOOGAToday.

Interviews:

Social Media Metrics:
- 22,980 Followers - increased by 173 from April.
- 11,879 Engagements (likes, comments and shares) - increased by 1,129 from April.
- 269,862 People Reached - decreased by 65,672 from April (fewer posts shared in May).

Notable News
- Patron Point email read rates are holding steady at 28%.
- Chatt Library TV: Subscriber count continues to increase; currently at 965.
- Programming schedule is nearly back to pre-pandemic levels.
- Make. Play. Read. Learn. Summer Learning launched May 21 with the new Beanstack app. Over 1,200 people have signed up.
- 2022 Awareness Campaign launched May 16. This includes billboards, bus ads, radio, WTCI/PBS, cable, and streaming television. YOY Metrics (May 2021 vs May 2022):
  - 46% more website visitors
  - 41% new cards issued
  - 40% updated/renewed accounts
Travel Report
June –July 2022

Corinne Hill, Executive Director

June 24-27, 2022 Attending the American Libraries Association Conference to accept the John Cotton Dana Award for Excellence in marketing sponsored by EBSCO and ALA in Washington, D.C. Paid for by Corinne Hill.

Christina Sacco, Library Public Relations Coordinator

June 24-27, 2022 Attending and presenting at the American Libraries Association Conference. Accepting the John Cotton Dana Award for Excellence in marketing sponsored by EBSCO and ALA. Paid for by the Chattanooga Public Library.

Crissy Varnell, 4th Floor Makerspace Supervisor

June 24-27, 2022 Attending the American Library Association Conference. (Professional Development). Ms. Varnell is the supervisor on the 4th Floor, she is working on her MLS, and wishes to become active in the American Library Association and the Public Library Association. Paid for by the Chattanooga Public Library.

Sara Beth Coffman, Library Services Specialist

June 24-28, 2022 Attending the American Library Association Conference. Sara Beth is a member of the Morris Award Committee of YALSA and will be attending that meeting during the conference. Paid for by the Chattanooga Public Library.
Dear Library Board,

We welcomed several special guests at our May Board Meeting, which was in person at The Betty. Thank you to Jason Sullivan, Richard Groves, Sheldon Owens, Richard Beeland, William Sundquist, and Corinne for joining us!

**Finance Committee- Mr. Dunham**
- We brought in $15,000 with a large portion coming from the Holi Festival.
- A Line of credit of $40,000 was secured with Pinnacle to assist in the purchasing of items for the reimbursable ARPA Grant. Allows for operational flexibility during this time of increased spending.
- Account at Charles Schwab opened for stock gifts. This has been used once and has proven successful.
- John expanded bookkeeping organization for better transparency.

**Governance Committee- Mrs. Watson**
- Met to discuss update to MOU in between CPL Board and CPLF Board. Motion passed unanimously.
- Open seat on the CPLF Board is available now. Sujata Singh was a recommendation of the Governance Committee due to her extensive efforts for Holi and Sponsorship efforts. Unanimous vote to extend that seat to her.

**Marketing Committee- Mr. Harris and Ms. Coleman**
- Met to narrow down membership campaign and mailer. The front will have a main emphasis on the logo while the back breaks down bullet points about membership and the library. QR Codes and links to be included.
- These postcards will be directed towards larger gifts (Home values over $1 million). A renewal letter will be sent out to lower level memberships.
- Going out within the next 10-14 days.

**Friends of the Library Committee- Ms. Paul and Ms. Leath**
- Sharon Leath has been securing other spots for our retail shelves in locations such as Wanderlinder, Burleap, and Pop up events.
- The Red Bank Jubilee was successful and raised $500 in just a few hours. More books out of the basement.

**Fundraising Committee- Ms. Beene**
- Caroline Walker and Betsy Kramer will be co-chairing this committee and are seeking a name change to “Special Programs & Campaigns”. Unanimous vote to change name.
- They will be making calls this summer with a goal of $50,000. A lot of effort will be put towards the Americans and the Holocaust Exhibit.

**Office Manager Report- Ms. Paul**
- Book sales continue to be strong. I have sought out new websites to automatically add our existing inventory for sales. Biblio is live, and Ebay is next.
- We are still in need of volunteers. With steady book donations, our collection is growing quickly.
- Summer Learning and ARPA purchasing has begun.
William Sundquist-
- Extended invite to annual meeting.
- Huge thanks to the Foundation Board for volunteering and all of their hard work.

Corinne Hill-
- The Library is currently experiencing budget season. The new fiscal year starts July 1st.
- Summer Learning has started!
- Programming is back in the branches with more extensive, regular offerings.

New Business-
- Skylib is closing due to temporary construction. We will need volunteers for packing books and are seeking a storage unit.
- In-person book sales are not really the current model for success due to logistics and expenditures.
- FOL Committee has looked at storefronts and are still in the process of seeking the perfect home for a bookstore.
  - Northgate: Modern 1,000 sq foot space in the middle of the mall. $1,700 a month
  - Alexis proposed a space she is working on and is going to arrange a showing for Meg and FOL Committee.
  - Finance committee has received details and is not in support at this time.
INTRODUCTION
In 2021, the Chattanooga Public Library completed its FY’17-FY’19 Strategic Plan. Accomplishments from this plan included a new HVAC system, a new roof for the Main/Downtown Library, energy-efficient lighting, ceiling repairs, wheelchair-accessible bathrooms, and automatic doors. It also included strengthening the Library’s partnership with HCDE through outreach and reading lists, introducing food literacy programs, developing a tool library and seed exchange, laptop and hotspot checkouts, a new library branch in the Avondale Community Center, and building new partnerships with local businesses and nonprofits.

PUBLIC FEEDBACK
For FY’23-FY’24, the Library has created a new strategic plan. Using data gathered from over 1,500 public surveys and 4,000 comments, this plan was created with both library administrators and staff, under the guidance of Bridge Innovate. Rating and comments from the survey indicated a demand for the following:
- More adult programs
- More education courses
- More books
- More outreach events
- Better access to services and materials
- More nontraditional checkout items, such as outdoor gear
- New building layouts with quiet, comfortable spaces
- More services for people with disabilities

FY’23-FY’24 STRATEGIC PLAN
The Library has created a new 2022 Strategic Plan to set initiatives for Fiscal Years 2023 and 2024. These initiatives address feedback from library users and systemic issues identified in Mayor Tim Kelly’s One Chattanooga Plan. Our four strategic initiatives are:
1. Library for All
2. Library Navigator
3. Literacy Beyond
4. Spark Curiosity

To achieve all aspects of these four initiatives, the Library will make significant changes to its buildings, presence in the community, collections, technology, staff, and services. Capital and Operating Budgets will be affected by these changes, in addition to funding that will be pursued by the Chattanooga Public Library Foundation.

In the following pages, you will see a snapshot of what these initiatives will look like in practice, as well as each one’s goals and impact on current library operations.
ALIGNMENT WITH ONE CHATTANOOGA
To best serve Chattanooga, The Library has aligned all FY'23-FY'24 strategic goals with One Chattanooga. By doing so, we ensure that we're working together to address the major issues facing our community.

Strategic Initiative #1: Library for All
All patrons experience a welcoming, accessible, and respectful environment, whether at the Library, online, or in your neighborhood.

Strategic Initiative #2: Library Navigator
All patrons experience an accessible and responsive library that offers tours, provides answers, helps solve problems, and helps them navigate all library services and materials - both in person and online.

Strategic Initiative #3: Literacy Beyond
Improve the lives of Chattanooga residents through the ability to read, write, speak and listen in a way that lets us communicate effectively and make sense of the world through online learning platforms, financial literacy, housing literacy, health literacy, programming and partnerships.

Strategic Initiative #4: Spark Curiosity
A gateway to city resources; everyone in our community including patrons, staff, and partners are encouraged to take chances, try new things, and live a life of curiosity.

Overall Metrics
The Library will track the success of these initiatives with both existing and new modes of data collection. Metrics that are specific to an initiative will be explained on each of the following pages. Overall metrics will be taken from the following:

- Door counters
- Website traffic
- Program attendance
- Circulation
- Comment cards/online surveys
- Number of programs, services, and collection items
#1 STRATEGIC INITIATIVE: LIBRARY FOR ALL
All patrons experience a welcoming, accessible, and respectful environment, whether at the Library, online, or in your neighborhood.

...AT THE LIBRARY
When you walk through the doors of any Chattanooga Public Library branch, you feel instantly welcomed and comfortable. There are no accessibility barriers, signs and staff to direct you to the right place, and spaces that provide you with anything you need. From work spaces to quiet spaces, busy spaces and everything in between, this is your library.

...ONLINE
Whether you need to reserve a book for pickup, download an audiobook, or use an online database, chattlibrary.org has everything you need and is accessible wherever you are. Our catalog is easy to search and even offers recommendations. You can access what you want right now. And if you don't have a device or internet at home, you can come check out the necessary tools!

...IN YOUR NEIGHBORHOOD
Our five branches are strategically located throughout Chattanooga to make it easy for you to access your library. But even if we are still too far out of reach, we will come to you! Through community partnerships, outreach events, and our mobile library, we bring a sampling of our programs, equipment, and collections out to your neighborhood.

GOALS
- Ensure all spaces are attractive, welcoming, and accessible
- Improve navigation, accuracy and responsiveness of website
- Establish a consistent and exciting presence in neighborhoods

MEASURES OF SUCCESS
- Conduct ADA/accessibility audits
- Track usage increases

NEW SERVICES
- New library branch in 37421
- ADA-accessible shelving
- New furniture for workspaces and meetings
- Mobile library
- New collections management software
#2 STRATEGIC INITIATIVE: LIBRARY NAVIGATOR

All patrons experience an accessible and responsive library that offers tours, provides answers, helps solve problems, and helps them navigate all library services and materials - both in person and online.

WELCOME TO YOUR LIBRARY!
Not sure where to start? Our Navigators can help! Just stop by a Navigation Desk at one of our library branches or on our website.

Looking for housing assistance? Our Navigators will connect you with a community partner who can help.

Want to make a wedding present for your brother? Our Navigators will give you a tour of our 4th Floor Makerspace and set you up with a Maker Specialist who can help.

Need ways to further develop your professional skills? Our Navigators can provide you with a list of library classes, show you our online resources for job seekers, and connect you with low cost or free options through a community partner.

GOALS
- Ensure the public knows everything the library has to offer them.
- Provide a personalized experience for our patrons.
- Offer the highest level of customer service.

MEASURES OF SUCCESS
- Track the number of tours offered.
- Track the number of navigation requests, both in person and online.

NEW SERVICES
- Online chat service/help desk
- “Navigation Stations”
- Customer service training for staff
#3 STRATEGIC INITIATIVE: LITERACY BEYOND

*Improve the lives of Chattanooga residents through the ability to read, write, speak, and listen in a way that lets us communicate effectively and make sense of the world.*

**WELCOME TO THE KNOWLEDGE GYM**

The Library's commitment to literacy does not stop at reading and writing. We offer programs that support financial, housing, health, parenting, food, adult, and senior living literacy. Start your learning journey here where you can sign up for a variety of classes in the library, through our community partners, and online.

Need to learn about your health? Stop in to see our nurse! Interested in building your savings or buying a house? We have classes for you and can connect you to community resources. New parent? Don't worry! We have classes, tools, and books that will guide you and your little one through life.

**GOALS**
- Increase access to all literacies
- Support the development of the whole person
- Expand interactive programming

**MEASURES OF SUCCESS**
- Evaluate follow-up surveys for all programs and services

**NEW SERVICES**
- A full-time adult services librarian
- Mobile programming and class technologies
- Increase in non-traditional collections
- Health and well-being classes
#4 STRATEGIC INITIATIVE: SPARK CURiosity

Everyone in the community is encouraged to take chances, try new things, and live a life of curiosity through services, programming, and partnerships that invite people to use their imaginations and community resources.

A MORE CURIOUS CHATTANOOGA

When your library is the Chattanooga Public Library, you can learn anything! We make cultivating your curiosity free, fun, and accessible, even on a tight schedule. We offer numerous ways for you to spark your curiosity regardless of your age, and if you can’t make it to us, we’ll come to you!

Looking for a way to spark curiosity with your workplace team? Book a free development course with our 4th Floor Makerspace, or come over as a group for lunchtime learning!

Interested in learning a new sport, hobby, or professional talent? We have classes you can take, tool and technology collections for you to check out, and the space for you to learn. Plus, if there’s something you need that we don’t have, just request it!

GOALS

- Engage “never users”
- Offer innovative outreach experiences
- Provoke a culture shift in workplaces
- Become a source for innovative training

MEASURES OF SUCCESS

- Maintain planned attendance at 80-100%
- Survey city employees and private company employees

NEW SERVICES

- New marketing initiatives
- New non-traditional collections
- Curiosity Cooperative program for city employees
- Lunchtime learning programs
- Curiosity Cooperative Development courses for businesses