

TRUSTEES OF THE PUBLIC LIBRARY OF THE CITY OF BOSTON

Meeting of the Trustees as a Corporation and Administrative Agency

Tuesday, January 13, 2015, 3:00 p.m.
Boston Public Library, South End Branch
685 Tremont Street, Boston, MA 02118

MINUTES

A Meeting of the *Trustees of the Public Library of the City of Boston* as a Corporation and Administrative Agency was held at the South End Branch of the Boston Public Library on Tuesday, January 13, 2015 at 3 p.m.

Present at the meeting were: Chairman Jeffrey B. Rudman, Vice Chair Evelyn Arana-Ortiz, Trustees: Zamawa Arenas, Laura DeBonis, John Hailer, Paul A. La Camera, and Rep. Byron Rushing. Absent from the meeting were Trustees and Dennis Lehane and Laura DeBonis. Ms. DeBonis, however, did listen to proceedings via teleconference.

Also present at the meeting were: Boston Public Library President Amy E. Ryan; Clerk of the Board Deborah Kirrane, Boston Public Library staff; Chief Financial Officer for the City of Boston David Sweeney, Corporation Counsel Caroline Driscoll, and members of the public.

Chairman Jeffrey B. Rudman presided.

Chairman Rudman addressed the agenda's Call to Order and Report and welcomed David Sweeney, City of Boston Chief Financial Officer. Mr. Rudman thanked Mr. Sweeney for the support and assistance he has extended to the Boston Public Library. Mr. Rudman also welcomed Robert Melzer, Chairman of the Board of the Leventhal Map Center and similarly thanked him for his support of the BPL.

Mr. Rudman also introduced and welcomed Tracy Streckenbach and Walter Flaherty of Chrysalis Consulting and Change Management, a firm hired by the City of Boston to work cooperatively with various City agencies in an effort to improve processes.

Mr. Rudman next thanked Gina Perille, BPL Director of Communications and Strategy, for recent media coverage including articles about (1) Tom Blake, BPL Manager of Digital Services, (2) the efforts made by Rep. Rushing and his colleagues in support of funding to the BPL, and (3) Natalie Coward Anderson, the BPL's Children's Writer in Residence.

Upon motion duly made and seconded, the minutes of the November 18, 2014 meeting were approved by unanimous vote.

Mr. Rudman next introduced South End Branch Librarian, Anne Smart, and President of the Friends of the South End Branch, Curtis Seborowski. Ms. Smart welcomed all to the branch and thanked the custodial, carpentry, and maintenance staff for their efforts in preparing the branch for the meeting. Ms. Smart introduced her five member staff and described some of the

upcoming branch program offerings. Ms. Smart also thanked Mr. Seborowski and BPL Director of Branches, Christine Schonhart, for the new branch sign being installed.

Mr. Seborowski, on behalf of the Friends of the South End Branch, stated that he was happy and honored to support the South End Branch. He described the Friends' efforts to raise funds to support children and adult programs at the branch. Mr. Seborowski thanked Ms. Smart and her staff for the collaborative and creative efforts in helping to make the branch library more than just a place to read books. The Friends are very proud of the handicapped door access and new sign that they helped to provide and look forward to sponsoring future projects and programs.

Mr. LaCamera asked Ms. Smart the year the building was built. Her response: 1972. The current location is actually the third site that the South End Branch has occupied. Mr. Seborowski added that the building was designed by prominent architect Mitchell Giurgula, and bears architectural significance in terms of the era in which it was built.

On behalf of the Trustees, Mr. Rudman thanked Ms. Smart and Mr. Seborowski for their work and the work of the branch staff and the Friends.

President Ryan introduced David Sweeney and Ellen Donaghey. Mr. Sweeney was present to provide an overview of what may be expected in the FY16 budget, and Ms. Donaghey would provide a recap of FY15, offer comparisons to FY16, anticipated costs, and anticipated savings.

Mr. Sweeney thanked Ms. Ryan and the Trustees for the invitation to be present at the meeting. He has held the position of Chief Financial Officer for eight months and has found the BPL staff and Trustees to be terrific partners.

Mr. Sweeney provided the Trustees with an overall fiscal picture of Boston and described the FY16 picture of Boston as one anyone would expect of a well-managed, major American city. There will continue to be small budget gaps going into each year, and it is projected that salary and benefit increases built into projections, and fixed costs will outpace what is being projected. The City of Boston is reliant on property tax which, by law, is limited in its growth. Therefore, the City's growth requires economic development and state aid.

Based upon the Commonwealth's budget gap and the presence of a new administration, the City has decided to approach the FY16 budget by asking City departments to submit maintenance budgets that examine services that could be aligned, positions that could be consolidated, and less expensive service delivery models. Each department received a memorandum asking what a 5% cut in funding would look like to each department. Departments have been asked to propose new initiatives and reform proposals in an effort to show Mayor Walsh what options the Mayor has in reducing costs and investing in new initiatives.

Mr. Sweeney stated that the BPL budget, at about \$34 million, is the fifth highest in the City, behind Boston Public Schools, Police and Fire Departments, and Public Works. It is higher than that of the lower 25 departments combined. Mayor Walsh, however, is committed to the arts and culture. Mr. Sweeney pointed to the Mayor's appointment of Julie Burros, Chief of Arts and Culture, to his cabinet. He stated that the City can afford to fund roughly what it is currently

funding, but it will be prioritizing spending which may result in reductions to some line items and increases to others.

Ms. Ryan added that while other urban libraries have to carry their own health care costs, the City of Boston carries the health care costs associated with the BPL. Mr. Sweeney agreed. He explained that an extension of health reform is currently taking place to provide projected savings of \$44.5 million over five years.

Mr. Hailer asked if Mr. Sweeney knew how the Commonwealth intended to resolve its shortfall. Rep. Rushing responded that Governor Baker would have addressed the shortfall prior to the time he reports his budget. Mr. LaCamera reported that the Governor had stated he hoped to maintain state aid at the same level, and Mr. Sweeney said that, currently, the Governor has committed to not touch reserves, raise revenues, and he has released Chapter 90 road monies. He has made a commitment not to touch local aid.

Mr. Sweeney explained that each department was asked to submit four memoranda providing prioritized information on (1) maintenance – level of services, (2) proposed cuts, (3) new proposals, and (4) additional reform proposals. The City will continue to work with the Library on preparing and submitting the requested memoranda.

Ms. Donaghey reported that this year the BPL has a \$41.6 million budget, an increase of \$1.8 million from last year due to the settling of collective bargaining increases. She stated that City funding, state funding, trust funds, and other gifts, enterprise, Mass Bay Library Network, pay-for-print and other small areas, constitute the BPL's sources of funding.

Ms. Donaghey next described that of the money brought in, approximately 61% is spent on staff, 20% on maintenance, 11% on collections and 10% on everything else. Mr. Rudman pointed out that it was significant that the largest percentage of money is spent on personnel.

Ms. Donaghey explained that the BPL is working on its budget for next year. The BPL knows it will have increases in personnel – cost of living adjustments – and increases in state-wide contracts, additional staff for facilities related to the Johnson Building renovations and changes in delivery of library service. In response to the anticipated increases, the BPL will net utility savings realized through building efficiencies. The two older, inefficient buildings closed in FY14 were replaced by the modern and efficient East Boston branch, allowing savings to be realized. Shutting down portions of the Johnson Building for construction purposes and replacing old systems with newer, more efficient ones, will also net savings for the BPL.

Ms. Arana-Ortiz asked if the figures presented were true savings and pointed to the doubling of the cost of electricity. Ms. Donaghey replied that halfway through the fiscal year, our numbers are correct, the numbers reflect actual savings, and we are relying on those.

Ms. Donaghey explained that the BPL is reviewing its external funding sources. For example, currently BPL event staff is paid 50% from enterprise money and 50% from City of Boston funding. BPL will review the possibility of moving these positions to be funded entirely through enterprise funding. The BPL will also review each contract and determine where greater

efficiencies may exist. The BPL is working toward the City of Boston's 5% FY16 initiative and hopes to show savings through reforms, repurposing positions, and alternative funding sources. (Example: the BPL will look to the BPL Foundation to cover some costs of the increase in youth programming.) A 5% cut is significant, but the BPL will make steps to get there.

Mr. Hailer asked if the 5% cut was a unilateral cut. Mr. Sweeney responded it is not. It is a process to show the Mayor what a 5% cut will look like in various departments in an effort to help prioritize. Mr. Rudman thanked Mr. Sweeney for his attendance and his presentation.

Michael Colford next presented to the Trustees four Library Services initiatives. Prior to describing the initiatives, Mr. Colford described options for funding tied to renovations at Central Library. Last year the BPL reviewed increases for youth programming through City and Foundation funding. Moving forward, the BPL is looking at repurposing vacant positions and fundraising through the Foundation.

The Library Services initiatives are:

- (1) A new community learning center is being created on the mezzanine level of the Johnson Building. The center will serve new Bostonians, offer small group tutoring, conversation circles, and expanded public classes. The BPL is looking for two positions to staff this new space.
- (2) The BPL is looking for digital gallery funding. The Central Library Renovation will feature interactive digital displays, improving the ability of patrons to discover the BPL's rare and special collections. The BPL will be looking to fund a digital curator position for these displays.
- (3) The Kirstein Business Library will be transformed into the Kirstein Innovation Center, with maker spaces and entrepreneurial spaces providing graphic design and basic production services, videoconferencing, etc.
- (4) The BPL will be implementing an expanded reader service and welcome service to welcome patrons and orient visitors to the new building as they arrive.

David Leonard presented to the Trustees three Administration and Technology initiatives.

- (1) With respect to the Facilities Department, BPL is examining staffing capacities, organization, and technological updates so that it may operate more efficiently and provide better responses to staff and patron demands.
- (2) Within the Events Department, a customer management tool will be implemented to manage event proposals more efficiently and offer insight into events as a business opportunity and potential source of increased revenue.
- (3) There are always increases in technology and corresponding support needs. As positions become vacant, the BPL examines the exact skill set required for a position and then determines if that set of skills are optimal going forward. Additionally, upgrading the public wireless system – currently underway – will provide a warranty for one year, offering a small one year

savings potential. In conjunction with each IT upgrade, there are opportunities for savings to the operating budget at the same time.

Christine Schonhart described for the Trustees the latest branch events and initiatives. The Bibliocycle will begin again in the spring and, due to the Johnson renovation, quality furniture from Central Library is being reused in the branches.

In terms of programming, five branches will be receiving funding to present senior programming. The BPL will be partnering with the ASA College Preparation service at Central Library to bring a financial literacy van to Codman and East Boston branches, providing multi-lingual financial aid and college admission services. This is the second year the BPL (Grove Hall Branch) is a satellite for 826 Boston, and the Jamaica Plain Branch renovations will feature a maker lab, based on lessons learned from Teen Central at Central Library.

Mr. Leonard provided an update on the Capital Projects, beginning with activities in the branches. The Jamaica Plain Branch Renovation and Addition project is currently in the middle of the design phase, and construction is expected to begin in FY16 (summer 2015) and continue for 24 months. Budget approval is at \$10 million and BPL has asked for a review of that number based on the architect's plans.

The Faneuil Branch Programming Study, designed to study the programming needs of the area and the branch building, is currently underway. It is expected to be completed in mid-2015 and the results of the study will control the next steps.

In regard to the Dudley Branch Programming Study, Mr. Leonard stated the first phase included the study itself and some exterior improvements (signage, landscaping improvements, improvements to entry lighting and security cameras.) The proposed renovation of the branch will be on BPL's list for consideration for FY16 capital list.

The Roslindale Branch Programming Study was completed in November 2013, together with a number of early action items: railing improvements, interior painting, interior shades, and some exterior painting will take place in the spring. A further improvement project is under consideration for a future capital project.

Ms. Arenas asked if the \$75,000 cost of the Faneuil Programming Study only included the study and whether the accessibility issues would be addressed by the Jamaica Plain Branch renovation. Mr. Leonard answered "yes" to both questions.

Mr. Leonard next offered a brief update on the Central Library Renovation. Phase 1 is on track for the scheduled opening date of February 21. Phase 2 has already begun and the plinths have come down.

From an infrastructure FY16 capital project point of view, the Pay-for-Print roll out is complete. Thirty four kiosks were deployed through branches and at Central Library. Credit card payments for fines are now accepted at kiosks and printing is allowed from laptops.

Two additional projects are expected for the spring of 2015. The Parker Hill Branch exterior (roof, windows, repointing) needs will be addressed in addition to the McKim waterproofing project. The cooling tower replacement and chiller repair at Johnson Building are complete. The North End and West Roxbury branches had boiler replacements completed, and leak remediation occurred at eight branches.

Mr. Leonard reported that some of the plinths are being reworked for inclusion in the paving system and others will be stored at Franklin Park for possible reuse in the future. External improvements have met all Landmark Commission requirements while some additional issues are being addressed by the core design.

Mr. Leonard presented the FY16 capital projects requests. Some are ongoing and others are new for FY16, while others are post-FY16 as the BPL has been asked to take a five-year look ahead. Systemwide the BPL is conducting its critical facilities repairs and is undertaking its security implementation primarily focused on security cameras, card key systems, and prioritizing branches and Central where the need for greater security exists.

New projects being requested for FY16 include the Dudley Branch project as a top priority, based on the FY14 programming study. Two infrastructure projects also need to move forward (1) City of Boston Archival Center, allowing improved space allocations for BPL including lighting and heating improvements for that purpose, and (2) repair of Johnson Building roof as requested by new insurance firm; said repairs were not planned as part of the Central Library Renovation.

Mr. LaCamera asked how extensive the roof repair work will be. Mr. Leonard answered that the building is 40 years old and some work was performed 20 years ago. While the scope has not yet been determined, repairs will include replacing the rubber roof and slate tiles. Repairs to skylights over Deferrari Hall could potentially be part of the project as well. Engineers are looking at the project and will develop the plan and its cost. Mr. Rudman asked that when the cost is known, that the Trustees be informed.

Mr. Leonard next described future projects for FY17-FY20 including branch improvements at Adams, Egleston, Faneuil, North End, Roslindale, and Uphams Corner branches. All project scopes will be determined based on service needs, architectural and engineering analysis at the time. Future infrastructure projects include further work at the Johnson Building on floors not covered under the current project, signage projects, further expansion of the archival center, and an IT project related to collections inventory and building upon the ILS project performed two years ago.

Ms. Arenas asked what the likelihood of approval for FY16 projects would be. Mr. Leonard answered that prioritization exercises are currently underway, and that the City of Boston would be offering guidance.

Ms. Ryan next summarized for the Trustees the recent Boston City Council Hearing on Mixed-Use Development of Library Branches, as sponsored by City Councilor Frank Baker. Ms. Ryan and Mr. Rudman both attended the hearing, together with John Barros, Commissioner of

Inspectional Services William Christopher, Chief of Housing and Neighborhood Development Sheila Dillon, Elissa Cadilic, the President of AFSCME, and Viet Aid Executive Director at Fields Corner. Councilor LaMattina chaired the hearing and Councilor Murphy was the Vice-Chair. Ms. Ryan stated that the BPL and all attendees are open to further conversations about mixed-use. Ms. Ryan pointed to the Compass plan which requires the Library to be a community gathering place and a sustainable organization. Ms. Ryan described current BPL mixed-use and multipurpose projects at the hearing: Tierney Learning Center, Chinatown Partnership, Grove Hall, Uphams Corner, the commercial space partnerships at Central Library, and the partners-in-residence. Mr. Ryan also described some successful mixed-use library projects throughout the United States. The BPL would shape a project based on the needs of the Library, the market forces, and the community. Mr. Rudman said that he recognizes the complexities in this issue, but believes it to be doable.

Mr. LaCamera asked that in considering any mixed-use development that first and foremost the branch must have a physical presence and should not be subsumed into a larger whole. He cited the impact of the East Boston Branch as an example of the importance of the physical presence of a branch to a community.

Ms. Ryan explained that John Barros will be leading further meetings surrounding this issue and she will continue to keep the Trustees informed.

Ms. Ryan next addressed the selection process for the retail tenant – Central Library/Johnson Building, and the formation of a committee whose responsibility would be to scrutinize candidates and recommend selected tenants to the Finance and Audit Committee who would then make a recommendation to the President and the Board of Trustees. Ms. Ryan described Dudley Square's Bolling Building as an example of a successful selection committee. That committee was made up of local business people, qualified to evaluate numbers and a tenant's potential for stability and profitability. The role of the Trustees would be to ensure that the retail tenant would be mission compatible with the BPL. Mr. Rudman stated that all Trustees are invited to join the committee and the committee will be augmented with business and community representatives. All Trustees present indicated a desire to serve on the selection committee, and Ms. Ryan indicated that more information would be forthcoming.

The Norman B. Leventhal Map Center was represented at the meeting by Executive Director Jan Spitz and Chairman Robert Melzer. Mr. Melzer thanked the Trustees for the opportunity to address the Board, and he described for the Trustees many of the accomplishments of the Map Center before introducing its next exhibition: We Are One: Mapping America's Road from Revolution to Independence, scheduled to run from May to November 2015. The exhibition will include a joint venture of eleven institutions (including the British Library, Library of Congress, Harvard University) involving the sharing of digital images, 50,000 maps – some never seen before in public, and the Washington Medal.

Ms. Spitz distributed the exhibition brochure and explained that the Map Center is working with the BPL to provide a full array of programming at Central Library and the branches related to the exhibition through the Lowell Lecture Series, music and branch programming, various on-line offerings, and the creation of a liberty tree with handwritten leaves.

Ms. Arana-Ortiz asked to the security and insurance issues inherent to the exhibition. Mr. Rudman described the digital piece of the exhibition as a triumph of curatorial talent and, security-wise, a low risk enterprise. He further stated that Jim Meade and David Leonard are working with the Boston Police Department, and the Map Center has engaged a security consultant. No details are being offered for obvious reasons of security, but there will be highly specific plans in place for this exhibition. The Map Center has purchased exhibition specific insurance and will be reviewed by the BPL.

Mr. Colford next presented the plans for the launching of the transformed Children's Library, Teen Central, and Adult Reference spaces at Central Library. Preparation for the opening include training on systems, customer service, and change management. On February 21 the space will open. The celebration will focus on the Children's Library, and staff will be located throughout the second floor. There will be several pop-up programming in place on that day as well. 11:00 am ribbon cutting to follow remarks by the Mayor.

Ms. Fulp asked if the BPL is anticipating people from the neighborhood or across the City? Mr. Colford stated that 50% of patrons use both Central Library and a neighborhood branch. During the week there are a lot of neighborhood residents and local school groups using the space, but weekends and extended hours will most likely allow people from across the City to visit. The Children and Teen spaces will also have expanded hours (9:00 am – 8:00 pm), Mondays through Thursdays. Mr. Rudman thanked the staff and the cooperation AFSCME and PSA have provided.

Mr. Hailer commented that activity may be larger than what the BPL is anticipating. The open format of the space leads to greater programming and the first few months post-opening should be executed as closely as possible to keep people engaged. Ms. Fulp pointed to the attraction of free programming, as well.

Ms. Ryan reminded that this is just the completion of phase 1, and that phase 2 will be completed in summer of 2016.

Ms. Arana-Ortiz reported on behalf of the Finance and Audit Committee and asked that the Trustees vote to approve the purchase of five museum quality exhibition cases. Ms. Donaghey described the request for proposal process which consisted of receipt of two bids. She described the characteristics of the cases and Mr. Rudman stressed the Map Center's exhibition is reliant on the cases. The funding will come from the Baxter Fund and the City of Boston has approved using this particular source of funding for the museum cases.

After motion made and duly seconded, the Trustees unanimously:

VOTED: that, there be entered into with Capitol Museum Services, 12299 Livingston Road, Manassas, VA 20109-2772, the most responsive and responsible bidder in the public bidding advertised under G.L. c. 30B, sec. 6, a contract to Build Five Museum Quality Exhibition Cases with Climate Control and Security Features, for the period January 14, 2015 through March 16, 2015, at a total cost not to exceed sixty thousand, eight hundred

sixty five dollars and zero cents (\$60,865.00). The Boston Public Library Evaluation Committee performed an evaluation of the proposals presented by two vendors as described in the Request for Proposals (RFP), and through this process determined the proposal presented by Capitol Museum Services represented the best value for the Boston Public Library.

Ms. Arana-Ortiz next asked that all Trustees review and acknowledge receipt of the draft IRS Form 990: "Return of Organization of Exempt from Income Tax Report" as part of the meeting materials they had received. All Trustees acknowledged their receipt of same.

Ms. Ryan and Susan Glover presented the Exhibition Loan Policy to the Trustees, as developed by the Special Collections Committee and Chairman, William Stoneman. The BPL (Rare Books and Prints) receives ten to fifteen requests for loans a year and the Map Center receives a small number. While the BPL always had procedures in place, it has never had a Trustee approved policy. The key points of the policy are: Massachusetts institution will be given priority for potential collaboration as part of its role as Library for the Commonwealth. Loans are not made for commercial gain, either by BPL or the institution loaning the material. Ms. Ryan explained the loan approval process as originating from a loan request, moving to the Special Collections Committee for recommendation to BPL President and, if over \$50,000, to the Trustees.

Ms. Arenas asked how the policy defines "institution." Ms. Glover replied that all institutions are non-profit. Some are private, but private non-profit. Mr. Rudman clarified that the BPL will never lend items for commercial gain.

After motion made and duly seconded, the Trustees unanimously:

VOTED: that, the Trustees of the Public Library of the City of Boston approve the Boston Public Library Exhibition Loan Policy.

Carol Mahoney, Interim Director of the Boston Public Library Foundation addressed the Board regarding exploring naming opportunities of various spaces, separate from the naming of branches. Ms. Mahoney informed the Trustees that Ron O'Hanley has stepped down as Chairman of the Board of Directors of the Foundation and Jeff Hawkins has now taken his place. Mr. Hawkins is very committed to the BPL. Ms. Mahoney reported that the Foundation is has received \$1.1 million to date in response to its campaign to raise \$1.7 million through many generous donors.

Ms. Mahoney stated that the Foundation looks to raise funding to expand BPL programming and deliver services to the public. The Foundation has researched other institutions for naming policies and found that colleges and universities are very good at utilizing naming opportunities as a fundraising vehicle. She described the process for formalizing naming gifts, such as criteria, significance of gifts, moral clauses, perpetuity, procedure for removing names, recognition, etc.

Mr. Rudman addressed the Trustees on the letter and memorandum of opinion he received from City Councilor Linehan regarding the naming of the South Boston Branch Library. Mr. Rudman described for the Trustees his meeting with Councilor Linehan in September 2015 during which

the two discussed the statute, the ordinance, the portion of the statute that says the City of Boston can pass ordinances – unless they are against a statute. Mr. Rudman recommended that the Trustees continue to stand on the statutory legacy of 1878, and asked for their support.

The statute gives the Trustees the power to set the terms used to name branches and, in 2003, the terms were set by the Trustees, stating that branches were not to be named after a living person. The Trustees wish to retain control, enforce the established criteria, and believe that the South Boston request is an overreach by the City Councilor. The Trustees do not own the branch, but they do own control. An ordinance does not moot a statute. The statute keeps the Trustees and the BPL free from political meddling.

Mr. Rudman asked if he may write a reply letter to Councilor Linehan kindly stating that the BPL disagrees with the Councilor's memorandum of understanding. He cited the assistance and cooperation offered the BPL by the City Law Department and Jake Sullivan of Intergovernmental Relations.

Mr. LaCamera next revisited his request from the November 2014 Trustee meeting that the East Boston Branch be named after Mayor Thomas M. Menino. He has discussed this with the Mayor and City Councilor LaMattina, both of whom are supportive of this concept, and would like the BPL to pursue it.

Mr. Rudman stated that the City of Boston and the Mayor are flooded with requests to name sites after Mayor Menino. Ms. Fulp would like the issue with Councilor Linehan to be put to rest before moving ahead with this proposal.

The meeting next moved to Public Comment.

Three members of the public provided Public Comment regarding the Retail Tenant – Central Library/Johnson Building, appreciation was expressed for the temporary disability ramp installed in front of the McKim Building, support was offered for the mixed-use development opportunities, and it was suggested that mixed-use opportunities look to the needs of the community. It was asked if there were to be reductions in staff or library hours, to which Mr. Rudman stated: no. A suggestion was made that the Boston Public Library Foundation be a stronger fundraiser, and appreciation was extended for news that renovations to the Dudley Branch Library were on the list of future capital projects. A request that the BPL staff training budget not be reduced was made, as well as a request that the BPL implement its own security staff instead of relying on an outside vendor.

The Trustees did not adjourn into Executive Session and, with no further business before the Trustees, the meeting adjourned at 5:27 pm.



Deborah A. Kirrane
Clerk of the Board