

Board of Trustees
Friend Room
2 Dale Avenue, Gloucester, MA 01930
Tuesday, March 26, 2019 5:30 pm

Attendance: Anne-Marie Anderson, Barbara Braver, John Brennan, Fred Cowan, Peter Feinstein, Joe Grella, Priscilla Malboeuf, Simon Paddock, James Pope, Joann Riley, Mern Sibley, and Library Director Deborah Kelsey and Library Assistant Director Beth Pocock. Peter Pearson (via video conferencing) from 6:35 to 6:49.

Not Present: Fran Aliberte

1. Call to order
2. Welcome and introductions.
 - a. Invitation to *The Public* at Cape Ann Cinema on Thursday April 4th at 6 pm. Light refreshments. Click [here](#) for the movie trailer. This a special event for Library staff and volunteers. The movie starts at 6:00; food will be served at 5:15.
3. Approval of the February 26, 2019 minutes. Joe moved to approve the minutes as presented. Priscilla seconded and the minutes were approved.
4. Financial
 - a. Treasurer's report: Joe presented the actuals vs. budget for February and mentioned some large one-time expenses. We received our quarterly donation from the Sawyer Trust and a significant contribution from another source. He presented budget vs. actuals for the committees.
 - b. FY20 Budget discussion: Joe presented the preliminary needs-based budget. Committees should be thinking about budgetary needs for next year; Joe will schedule meetings with each committee Chair to discuss.
 - c. State of the Library report: Joe and Deborah used state-wide data to prepare the Report for presentation to the City during the budget meeting. Our staffing and salary numbers are significantly lower than other similarly sized libraries and we will be asking to change staffing make-up and to increase salaries.
 - i. The budget meeting is Tuesday April 2nd at 10:00am at City Hall. Any and all Trustees are encouraged to attend.
 - d. Priscilla moved to approve the Treasurer's Report. Fred seconded and the report was approved.
 - e. Priscilla moved to approve the State of the Library report as presented. Mern seconded and the report was approved.
 - f. Fred moved to approve the draft of the needs-based budget and present it to the City. Peter seconded. James abstained and the budget was approved.

5. Discussion and Action

- a. Fundraising needs and roles (see attached letter): Library Strategies has prepared a list of suggested steps. Simon noted that the Fundraising Committee will need people to help carry out the work.
 - i. Library Strategies recommends combining the Building and Fundraising Committees during the lead up to construction. During construction there needs to be an independent Building Committee specific to that work.
 - ii. The Foundation will be responsible for all fundraising during and after the construction, related to, and separate from, the Building Plan.
 - iii. It would be helpful to have a list of specific tasks and training from Library Strategies on conducting fundraising tasks. Immediate needs now are: 1) adding to the list of names of people to interview as part of the Feasibility Study; and 2) hosting a home gathering as part of the Feasibility Study.
- b. 6:35-6:49 Peter Pearson of Library Strategies joined the meeting via video conferencing.
 - i. Library Strategies will prepare a document to present to community leaders during Feasibility Study interviews; the Board will approve the draft before final publication.
 - ii. Preparing the document hinges on getting the specifications from the architects. These should be ready in early May. Once they have those specifications Library Strategies will spend a couple of months preparing the document.
 - iii. They will plan on scheduling a two-week period to conduct ~45 interviews sometime in August.
 - iv. This spring, before the Feasibility Study interviews, we will hold home gatherings with John and Deborah for a handful of community members. This will serve to provide information about the library and the Building Plan and goals.
 - v. Combining Fundraising and the Building Committees: He suggests they be merged in order to avoid competing on fundraising efforts (e.g., annual appeal and targeted fundraising). If they are not merged they should at least be meeting together regularly.
 - vi. He suggests focusing on the Feasibility Study now and less on populating the Foundation Board. Once momentum is building on the Building Plan people will be more enthusiastic about jumping on board.
- c. Bylaws reviews: We will not be presenting bylaw updates at the Annual Meeting. Priscilla is reviewing for necessary updates related to Board and committee functions.
- d. Planning for the Annual Meeting: Deborah is drafting an agenda.
 - i. Keynote Speaker: Amy Lannon, Director of the Reading Library. She steered the library through a similar building project.
 - ii. There was brief discussion about the role of the Corporators and their potential to help with future projects.
- e. Items not reasonably anticipated by the chair 48 hours in advance of the meeting
 - i. Approval of Marsha Sloane as Trustee. Joann moved to vote her on as a Trustee. Simon seconded and she was voted on unanimously.

6. Updates

- a. Library Building
 - i. New building project: With the Monell addition/renovation we have a design concept that seems acceptable to the community. A renovation tends to be more expensive than a new building. The design needs to be priced out.
 - ii. Deborah, John, architects Matt Oudens and Brad Dore met with Mayor Theken and Chief Administrative Officer Jim Destino to present the proposed renovation/addition. Their response was favorable and the Mayor was optimistic about our ability to raise the required ~\$15,000,000.
- b. Corporate Communications (CCC) – Anne-Marie Anderson
 - i. They are preparing for the Annual Meeting.
 - ii. Tracy Davis has been hired for PR and is doing a great job getting the word out about SafeGuard Blue (SGB). She’s helping to shape a PR plan to promote SFL programs; this will include strategies and timelines for social media posts. CCC will share it with the Board when it’s done.
 - iii. Kudos on John’s letter to the Gloucester Daily Times (see attached).
- c. Building & Grounds – Fred Cowan
 - i. A few things are pending. Fred will have more information at the next meeting.
- d. Saunders House – Mern Sibley
 - i. Joann Riley and Barbara Lambert have joined the Committee.
 - ii. The Committee is working toward having rotted wooden gutter on the Dale Avenue side replaced with PVC gutters.
 - iii. The Committee is drafting a write-up about the Saunders House – history and future – to be included with the Feasibility Study documents.

7. Concerns of Board Members

- a. Security Update:
 - i. SGB has been leaving notes on windshields when people are seen to park in the lot and wander off in another direction. They’ve left 100 notes with only 4% recidivism.
 - ii. The number of incidents are down, patronage is up, and staff is much happier. We have not had to call the police in the eight weeks SGB has been on site.
- b. Summer Visitors:
 - i. SFL creates brochures; patronage changes

8. 7:15 Adjourn. There being no further business the meeting was adjourned.

9. Next meeting dates: April 30, 2019, 5:30 pm – monthly Board meeting

- a. Friends: Wednesday, March 20th
- b. Building Committee: Wednesday, March 27th - canceled
- c. Lyceum: Monday, April 1st
- d. Executive and Governance: Wednesday, April 3rd

- e. Building & Grounds: Monday, April 8th
- f. Corporate Communications: Wednesday, April 10th
- g. Saunders House: Monday April 15th
- h. Friends: Wednesday, April 17th
- i. Building Committee: Wednesday, April 24th

Respectfully submitted, Tracy Bowen

Motions Summary

Priscilla moved to approve the Treasurer's Report. Fred seconded and the report was approved.

Priscilla moved to approve the State of the Library report as presented. Mern seconded and the report was approved.

Fred moved to approve the draft of the needs-based budget and present it to the City. Peter seconded. James abstained and the budget was approved.

Approval of Marsha Sloane as Trustee. Joann moved to vote her on as a Trustee. Simon seconded and she was voted on unanimously.

Actions Summary

Joe will schedule meetings with each committee Chair to discuss committee budgets for FY20.

The budget meeting is Tuesday April 2nd at 10:00am at City Hall. Any and all Trustees are encouraged to attend.

February 12, 2019

John Brennan
President of the S.F.L. Board

Dear John,

We are writing to you with an update on the work that the fundraising committee is doing and to alert the board to our concern about the need for help with these endeavors.

We are engaged in three major pieces of work at the moment

- 1- Getting the Samuel Sawyer Foundation up and running. This includes recruiting founding members for the board and beginning a search and hire for an Executive Director of Advancement.
- 2- Conducting a Feasibility Study of the Building Project.
- 3- Conducting small group and one on one meetings with community members to raise awareness of the library, the new foundation, and the Building project in order to prepare for a future Capital Campaign.

At this time our committee is not able to complete all of these important projects simultaneously.

To this end we are requesting that Fundraising for the Library be discussed by the board at the March board meeting.

Sincerely ,
Simon Paddock,



Column: What's going on at the Gloucester Lyceum and Sawyer Free Library?

On behalf of the Board of Trustees, I would like to take the opportunity to share the many things that are happening today and are on the horizon at the Gloucester Lyceum and Sawyer Free Library (SFL).

Recently the Board of Trustees' hired a private security firm for every hour the library is open. We chose this because patrons must feel safe and secure in the Library. Recently this has not been the case, because following a recent drug arrest in the Library, attendance declined sharply. To regain the public's trust, the library's Board of Trustees implemented a comprehensive plan to curb anti-social behavior, eliminate illegal activities and improve the overall safety and security of the buildings and grounds. Among other measures, we hired a company of full-time uniformed safety officers made up of retired Cape Ann police officers. Library patrons welcomed their friendly presence. The new safety measures have allowed our library to be a library and our librarians to be librarians, allowing the staff to focus on their work and provide much-needed library services and engaging programming without constant worry about managing behavior or disruptive conduct.

At SFL we have a responsibility to serve the public and ensure an open, safe, family-friendly space that values literacy, learning, and community. Today's libraries are not only reading and research centers but community toolkits that provide individuals with the resources they need to grow. For our children, libraries are the starting point for lifelong learning. For many children, a library provides the first experience of magical transformation of text into stories, ideas, and information that truly interest them. For teens, adults, and seniors, libraries are also places of discovery. They provide job-seekers with tools they need to gain employment, immigrants with resources to learn a new language, entrepreneurs with information to start businesses, artists with cultural enrichment and space for collaborative expression, and the list goes on.

As we are actively engaged in the present, we continue to look plan for the library's future. For more than two years in partnership with an active group of citizens and library patrons of all ages and walks of life, the Board of Trustees has been working to create a plan for providing a 21st-century library for Gloucester. We are committed to creating a modern day library and have been deliberate in moving forward at a measured, conservative pace to do our due diligence and earn the public trust which is critical to the plan's success.

The process to upgrade the Sawyer Free Library initially began with our Library Director preparing a plan to expand library services for a digital age to include new services and develop literacy in ways that were undreamt of when the current structure was built in the 1970s. From enhanced digital offerings to access to 21st-century tools like computers and 3D printers to having a modern, light, secure children's room and teen gathering area as well as an array of public meeting rooms, the Library should evolve to meet changing needs. As publicly reported it was determined that provision of those services would require an expanded library, approximately 19,000 usable square feet of space as opposed to the 14,000 currently available.

Although challenging, we realize by expanding and modernizing our current space it is also an opportunity for the library to find ways to be more secure, accommodating, and energy efficient.

Over the past year, SFL's Building Committee, working openly and transparently, has held a series of open meetings regarding the library's future. The community's feedback, questions and thoughtful discussions on the proposed project have helped to challenge our team to examine the direction of the design, sustainability, and functionality of the space. It is the hope of the Board that by working and listening to the community, together we will create a refreshed and vibrant library that not only features modernized systems and infrastructure but is in keeping with Gloucester's architecture and its nearly 400-year history.

Because SFL operates as a public-private partnership, it is the public charitable corporation, not the city that will be tasked to raise funds for the new library project. The good news is that SFL remains eligible for a Massachusetts Board of Library Commissioners grant, which will fund approximately 40% of the cost. Other than this state-funded grant no taxpayer money has been used for any part of the project. To raise the balance of the funds the Library's Board will form a separate foundation. We have hired a qualified firm, Library Strategies of St. Paul, MN who will assist us in conducting a feasibility study which will shine a bright light on our situation and guide us in our approach as we structure an effective capital campaign.

As we move forward, it is clear to all that there is much to do. The updated library, in whatever its final form, will not happen overnight. It will take time, and we will inevitably encounter many hurdles, but SFL is in a strong position and committed to seeing it to completion. We are here today, thanks to an energetic, engaged, forward-looking Board, dedicated staff and the many volunteers that have given countless selfless hours, donated resources and genuinely care deeply about this project. It will take the energy, and commitment of many to help us do the work, raise funds and recognize the reality of a modernized library. But done correctly, the Gloucester Lyceum and Sawyer Free Library of the 21st-century has the power to be essential in the continued evolution of our city and make an impact on the lives of future Gloucesterites.

If you haven't recently I encourage you to visit SFL. See first-hand the changes we have made and meet the new members of the library staff while you find your next great book to read, take advantage of the free technology services or attend an engaging program. A library only thrives through the attention, energy, and use it receives from the community it serves.

- John T. Brennan is the Gloucester Lyceum and Sawyer Free Library's Board of Trustees President.