

# **TRUSTEES OF THE PUBLIC LIBRARY OF THE CITY OF BOSTON**

## **Special Meeting of the Trustees as a Corporation and Administrative Agency**

Saturday, May 21, 2016, 8:00 a.m.  
Commonwealth Salon, Central Library  
700 Boylston Street, Boston, MA 02116

### **MINUTES**

A Special Meeting of the Trustees of the Public Library of the City of Boston as a Corporation and Administrative Agency was held in the Commonwealth Salon, Central Library, Copley Square, 700 Boylston Street, Boston, MA on Saturday, May 21, 2016 at 8:00 a.m.

Present at the meeting were: Chair Robert Gallery, Vice Chair Evelyn Arana-Ortiz, Trustees: Zamawa Arenas, Ben Bradlee, Jr., Cheryl Cronin, Carol Fulp, John Hailer, Paul LaCamera, and Rep. Byron Rushing. Also present: City of Boston Chief of Policy Joyce Linehan, City of Boston Chief of Arts and Culture, Julie Burros, Chair of Committee John Palfrey, Search Committee Members: Brandon Abbs, Eileen Abels, Erin Santhouse, Vivian Spiro, and Tracy Wiggins, Clerk of the Board Deborah Kirrane, Boston Public Library staff, and members of the public.

Chair Robert Gallery called the meeting to order at 8:02 a.m., announced that candidate Andrea Saenz had withdrawn from consideration for personal reasons. He confirmed the remaining two candidates, Jill Bourne and David Leonard, would be considered. Mr. Gallery thanked Mayor Walsh, John Palfrey and members of the Search Committee.

Mr. Gallery described the BPL president search process that began in September 2015 with the mayoral appointment of John Palfrey as Chair of the Search Committee and the November 2015 mayoral appointment of volunteers representing BPL staff, stakeholders, friends, academic, business and community leaders, similarly to the Committee. The Search Committee, in conjunction with executive search firm SpencerStuart, would locate recruit, interview and evaluate a broad range of candidates and bring two and four candidates forward to the Trustees for consideration. Mr. Gallery confirmed the Board of Trustees is responsible for making this appointment, but the Mayor's Office has been involved in the process, as the BPL President will serve as a member of the Mayor's senior team.

The Search Committee discussed core values of the BPL, challenges and aspirations of the institution, and characteristics that would mark a successful candidate. The Search Committee studied The Compass – BPL's strategic plan, Chrysalis Operational and Financial Management Report, BPL's Collection Development and other policies as part of their initial work, and examined the needs of the patrons. The Search Committee held six meetings from November to May and conducted seven widely-advertised public listening sessions at Central Library and in branches throughout the City where members of the public, patrons, stakeholders, and staff voiced opinions and advocated for qualities and characteristics they would like to see in the next BPL President. Additionally, John Palfrey and SpencerStuart met with Trustees, City officials, donors, friends, and other library stakeholders.

Informed by the Listening Sessions and comments received via [searchchair@bpl.org](mailto:searchchair@bpl.org), the Search Committee and SpencerStuart developed and released the BPL President Position and Candidate Specification, used to solicit and evaluate prospects and candidates. SpencerStuart provided outreach to candidates and contacted more than 200 individuals on behalf of the BPL. The Search Committee examined in-depth 25 qualified prospects, identified a smaller group for interviews with the Committee, and selected three candidates to be presented to the Trustees for their consideration.

For purposes of this meeting, candidates will be introduced and asked to address the Trustees for approximately 10-15 minutes on their interest in leading the BPL and how their background and experiences align with the needs of the role. Trustees will question each candidate for one hour, noting that questions from the public have been received by the Trustees and may be used. At the conclusion of interviews, the meeting will move to Discussion and Selection phase. A ballot vote will be presented and a final decision will be based upon the majority of Trustee votes.

With no questions, and upon motion made and duly seconded, it was unanimously

VOTED: “that, the final candidates for the position of President of the Boston Public Library, as identified by the Search Committee, be placed before the Boston Public Library Board of Trustees for purposes of interview, discussion, and selection.”

Candidate and BPL Interim President David Leonard was introduced. Mr. Leonard described the president position as a vocation to service requiring passion, empathy, leadership, and a willingness to make Boston a better city because it has a strong library at its heart. He described aspects of growing up in Dublin, Ireland where he found the college library to be a safe space of trusted information in a tumultuous time.

Mr. Leonard pointed to four areas of his experience: (1) he has worked in academia, nonprofit, technology, private sector consulting, and possesses seven years of government and library experience; (2) his specific role in accomplishments at BPL; (3) a collaborative leadership style; and (4) firsthand knowledge of Boston and its neighborhoods as a 24-year resident of the City. He stated the role of the President needed four key things: (1) aspire to greatness rooted in history and values; (2) ability to think and act strategically in regard to increasing resources; (3) an ability to think and act operationally; and (4) an ability to work and lead collaboratively with staff, stakeholders, community, and public.

Mr. Leonard discussed his vision for the Boston Public Library by pointing to four key urban library pillars: (1) reading and literacy, (2) programs and spaces for delivery of services including (3) access to information; and (4) being good custodians of cultural heritage.

Throughout his career Mr. Leonard has continued to seek leadership roles in public service using all of his skills, has been gratified to see many BPL successes over the past year, and would like to facilitate more of these experiences. He is proud of providing leadership during the completion of Johnson Phase 1, development of 5-year \$90 million mayoral investment in

branch improvements, Special Collections management, funding increases from City of Boston and key affiliates, and the nearing completion of Johnson Phase 2.

Mr. LaCamera asked Mr. Leonard if he was comfortable working externally to develop additional funding resources. Mr. Leonard stated he is comfortable with fundraising strategy, development and outreach, and pointed to 12 years of experience with sales and business development while serving as a consultant. He cited BPL's receipt of a Hearst Foundation grant and Iron Mountain sponsorship of the Shakespeare exhibition, as examples of successful outreach.

Ms. Cronin asked what skills, learned from working in non-library settings, could be brought to the President's role. Mr. Leonard pointed to his work in academia in helping to recognize cultural and historical significances, and cited his operational work in identifying missions, goals, how to execute same, and hold people accountable.

Mr. Hailer asked Mr. Leonard that, given he was part of the management team in place during events of 2015, what did he learn, what could he have done differently, and how would he respond to a public that says BPL needs to change. Mr. Leonard asked that the accomplishments of the last year be considered. He discussed the lack of appropriate processes and environmental concerns that contributed to events of 2015 and the immediate restructured leadership in the affected department, as well as the direction of capital money to address environmental concerns.

Ms. Arenas asked Mr. Leonard to describe what is meant by collaborative leadership and how the president can empower a culture of success for the BPL internally and externally. Mr. Leonard described wanting a flatter organizational structure with fewer layers between front line staff and management, applying external communication lessons to internal communications and suggested an advisory committee be formed to allow greater feedback, the importance of communication in labor negotiations, and his strong working relationship with both BPL unions.

Mr. Gallery asked Mr. Leonard to address the impact of turmoil on morale at the BPL and what opportunities exist for improvement. Mr. Leonard answered that, on balance, the BPL is better. Attention brought to Special Collections was embraced by staff directly affected; investments made and staff ideas put into action were signs of improvement. While greater transparency has helped the BPL, Mr. Leonard recognized the challenges staff feel daily and cited ongoing construction project, homelessness, addiction, and mental health issues of patrons, as examples.

Ms. Fulp asked Mr. Leonard how he hopes to advance diversity at the BPL, diversity within the workforce and in programming offered to patrons. Mr. Leonard pointed to BPL programming for Black History Month and a Latino Life series as small steps and, as part of Boston's Resiliency program, conversations and corrective measures around diversity will soon begin. The BPL can ensure, however, that any member of the public feels welcome anywhere and that promotional opportunities exist for all staff and appropriate recruitment efforts be made. Diversity issues around race, diversity, and inclusion have not been tackled systematically at the BPL.

Mr. Bradlee asked, in regard to Special Collections, how the BPL can make items more accessible to the public. Mr. Leonard described the Medieval Manuscripts exhibition, in which the BPL will loan medieval documents to a 3-site exhibition, as one example of making collections more accessible. The Johnson renovation will house new display cases where Special Collection items will be on display. Digitization efforts also provide access to collections and is an area that would benefit from increased funding.

Mr. Bradlee asked what conclusions have been reached, as a result of the print inventory, regarding what items are expendable and what should be kept. Mr. Leonard stated that collections are stronger at the BPL for as long as they are at the BPL, they can be shared with the public.

Rep. Rushing asked for examples of programming at other libraries the BPL should be doing. Mr. Leonard pointed to Chicago's success with teen spaces and maker lab environments, and San Francisco's model of dealing with homeless populations.

Rep. Rushing further asked for examples of other things, besides books, the BPL should think to lend. Mr. Leonard pointed to Grove Hall Branch's seed library and the BPL Bibliocycle as examples of thinking outside the box when it comes to lending. The BPL should never think it has all the great ideas and should look to others for ideas.

Mr. LaCamera asked how leadership may move beyond the perception of Central Library versus the branches. Mr. Leonard stated the BPL is one library – a Central Library, 24 branches, a Map Center, and an Archival Center. The opening of the Central Library renovation will provide opportunities for branch staff to come to Central and some of the systems and offerings at Central may be implemented at the branches. Elements of the Collection Development policy may be reviewed to consider the uniqueness of each neighborhood. Mr. Leonard described the Branch Facilities Project which measured all locations to determine performance levels and all branches flagged for a major project as a result of that process are now identified as part of a current five-year \$90 million capital plan.

In regard to commercial space as part of the Central Library renovation, Mr. Hailer asked Mr. Leonard to comment on balancing revenue generation with the BPL's mission. Mr. Leonard stated BPL should look at all space from a mixed-use point of view to drive programming, attract new patrons, increase revenue, and improves one's library experience.

Ms. Arana-Ortiz asked Mr. Leonard for his thoughts on implementing volunteer programs. Mr. Leonard pointed to the success of the volunteer tour guide program at Central Library but, as governed by labor contracts, volunteers cannot do work that can be performed by staff. But, opportunities for partnership programs – using volunteer skills that are complementary to staff competencies – should be explored.

Ms. Arenas' asked the following, as submitted by the public: In five years, what are the three most urgent goals for the BPL that you will either have accomplished or are close to accomplishing? Mr. Leonard listed (1) increasing revenue from non-City, non-state funds; (2) addressing the culture of who we are across the staff; and (3) delivering great customer service.

Ms. Cronin asked what Mr. Leonard has done to collaborate with other Boston institutions. Mr. Leonard pointed to involvement with Boston Public Schools and other entities as programming partners, serving as convening and/or performance space, and the opening of the Kirstein Business Library and Innovation Center to provide opportunities for patrons to interact with start-ups and other organizations that support small business.

Ms. Fulp asked what other library systems Mr. Leonard admired and what, among their offerings, he would like to see at BPL. Mr. Leonard noted to space reinvention work of the Mecklynberg Library, New York Library Reading Room, Chicago, and San Francisco libraries. The BPL believes it important to have staff at all levels visit peer institutions to stimulate and facilitate out of the box thinking.

Mr. Gallery asked Mr. Leonard to describe highlights and surprises from serving as interim president. Mr. Leonard stated the president deals with the issues that could not be solved by someone else and strategic direction decisions. Sometimes opportunities are fun and exciting, and sometimes not. Each situation is significant because each touches someone's life. He has learned, especially in regard to procedures, how little has actually been written down. This does not lend itself to accountability or knowledge transfer and is ironic in a library.

Ms. Arenas asked what number one thing about the president position concerns you, Mr. Leonard replied that the institution is bigger than any individual, one must be ready for anything, and the key to getting through a crisis is ensuring and maintaining stakeholder relationships at a level that can sustain a crisis.

Mr. Leonard is pursuing a doctoral degree in library science at Simmons College, a decision made prior to his serving as interim president, and has steered his coursework and topics to benefit the BPL.

Mr. LaCamera asked if the BPL is in the forefront of the digital conversation, to which Mr. Leonard answered affirmatively. He described the team at the BPL whose members scans and manage the physical processes, lead the field in metadata standards, and control the repository work and website access. The BPL's partnership with Digital Public Library helps to facilitate this.

Mr. Bradlee asked Mr. Leonard what balance between traditional and digital library he would strike. Mr. Leonard replied that it cannot be one or the other; the more people go on line, the more they want a physical space where they can be with others.

Mr. Leonard thanked the Trustees for their support and for this opportunity. He asked that they consider his skills, experience from several sectors, national and international background, knowledge of Boston, and accomplishments of the past year. Mr. Leonard stated he is the person to lead the BPL forward and is ready to do so on day one of the job.

The completion of the interview was met with applause from all, and Mr. Gallery called for a 10 minute recess. .

The meeting readjourned and Candidate and San Jose Library President Jill Bourne was introduced to the Trustees. Trustees introduced themselves and Mr. Gallery asked Ms. Bourne to offer a statement prior to being questioned by the Trustees.

Ms. Bourne has a personal connection to Boston. The qualities of the city resonate with her, particularly as a librarian. Boston is a city that honors its history, makes it part of the current culture, and uses it to inform the City's views for the future. Boston has tremendous access to academia and honors the importance of traditional education and education that pushes the envelope. Ms. Bourne has worked in urban environments throughout her career. She is attracted to all kinds of diversity and how successful communities become stronger when celebrating that diversity and pulling together.

The BPL is a world class, hallmark library and has always been her dream library. It possesses unparalleled collections and a demonstrated commitment for services she is passionate about: literacy , providing safe space for students and others to learn, be successful and have access to knowledge and information, community technological needs: laptop lending and the need for libraries to provide technology as it becomes an essential tool for people to access information and knowledge. The challenges facing the BPL are challenges Ms. Bourne is comfortable with and has a lot of experience with.

Ms. Bourne has been in libraries for 20 years, starting as a circulation reference assistant in the Newton Free Library as a Boston College graduate student. She pursued a library degree and has worked in three major urban public libraries: Seattle, San Francisco, and San Jose. She has worked in many levels of the library: shelver, desk clerk handling circulation issues, librarian, reference specialist, collections librarian, member of branch management, main library management, public service divisions, and managing entire library systems. Ms. Bourne draws from all levels and experience when addressing issues with staff and her experience allows her to be creative in finding solutions. Ms. Bourne is passionate about urban libraries and the role they play in holding communities together.

Ms. Bourne's passion is around the programs and services libraries provide. She enjoyed being a children's librarian, loves literacy and technology, loves to facilitate libraries responding to and providing communities with what they need. She has experience regarding accessibility as libraries are to be open and accessible to their communities in order to be relevant. She expanded service hours in the three branch systems where she has worked. Most recently, San Jose increased hours by 40% in one year. Her collection development and technical services experience has informed her ability to work through issues.

Ms. Bourne has experience in capital and facility programs, beginning with her early work in the Seattle Public Library where she was assigned to the first branch to be replaced at the beginning of a capital building project. The branch was housed in a trailer and, because it was part of a housing project, she was often seated at the table with federal and local agencies, colleges, and community programs when it came to funding opportunities and capital decisions. Ms. Bourne managed several capital projects in Seattle and was part of a team that built the central library.

She arrived in San Francisco at the beginning of a capital program that built 24 new branches, and was involved in a capital program in San Jose that recently opened its last branch.

Ms. Bourne has a great deal of experience working with staff and labor. In Seattle she served on the system's first Labor Management Committee. The San Francisco library has 12 unions and as a librarian she managed the labor/management group there. Ms. Bourne views staff as a library's greatest asset. Patrons value their connection to the people who help them make sense of the information libraries provide. She believes staff are to be honored, treated with honesty, and allowed to shape the direction of the library.

Ms. Bourne has a lot of experience with large, complex budgets, resource and fund development. She creatively manages assets to produce the greatest effect for the community and is creative about what partnerships with foundations, other nonprofits, city and private agencies can do. She cited, especially, her experience in San Jose/Silicon Valley in creating public-private partnerships.

Ms. Bourne is excited about innovation and the library's role as a facilitator of innovative ideas, products, and services within the community.

Mr. LaCamera asked Ms. Bourne about her experience in San Jose promoting philanthropy. Ms. Bourne San Jose and Silicon Valley, a region with no significant history of philanthropy. She sought out partnerships in Silicon Valley by making clear to all, what an asset the public library is in the community. Things companies want, the library already has. Libraries have the public trust, an historically rooted sense of legitimacy, a tremendous infrastructure for sharing information and knowledge in a way that people will engage with and trust, facilities in every neighborhood, systems for moving materials and people, and staff who are good at engaging community and sharing information and knowledge – all assets that can be useful in partnerships. Almost 50% of the city has an active card and there are few agencies that can reach as many people as quickly.

In her first year in San Jose, Ms. Bourne attended a 'hack-a-thon' wherein "pitches" are made to coders who will, if selected, create an app prototype based on the pitch. Both years in which Ms. Bourne participated, the San Jose pitch was selected. Her idea to game-ify the library's summer reading program, resulted in the development of an app which, in its first week of availability, received 1,000 downloads a day. Her second year pitch for an open interface making digitized historical collections more browseable, was selected and is due to be rolled out. These successes led to meetings with partners who have come forward with increased donations and support. Her efforts demonstrated the library is innovative, creative, and have led to partnerships involving technology and expertise. It is important to demonstrate the library is an important partner with significant reach; every household in every city neighborhood has some touch with the library.

Mr. Bradlee asked Ms. Bourne how her experience in the housing project branch in Seattle informed her views of what a library should be. Working in the housing project branch was the most foundational experience Ms. Bourne has had. The branch neighborhood was diverse, experienced gang violence, and served a population of low economic status. The branch was housed in an approximately 1,200 square foot trailer, ten to 15 languages were spoken by patrons

and the branch had a tiny collection. Working here Ms. Bourne learned how to manage space and staff, and the value of the library in a community. Every parent wanted a better life for their child and saw the library as the place where they could get it. Ms. Bourne would print out newspapers from other countries for the patrons and find resources in their home language so all could interact. She learned how to respond to creatively to communities, partnerships, and ways in which libraries can be an asset to others. She learned how powerful the library is as a partner, especially around education issues, and that libraries help families evolve by providing a safe space in the community, by finding language resources for communities that need them, and how important libraries are to families raising children. Ms. Bourne stated this experience shaped her entire career.

Ms. Arenas asked Ms. Bourne what top challenges are facing libraries and how does she envision addressing them. Ms. Bourne replied that all libraries are challenged with resource development and strategic planning for the future. She has experience addressing challenges with creative solutions, building strategic plans, and engaging staff and community in the processes. Her collection management background allows her to understand, at a detailed level, the processes involved. She is comfortable working with staff to create solutions to implement processes and systems that help to manage collections and ensure they are made available to the public through digitization and other types of partnerships.

Ms. Bourne stated every large system has some type of divide between its central library and its branches. She is experienced with this area and explained it is best addressed by respecting the professionalism and unique skills of staff throughout the system, and providing staff opportunities to share knowledge, information, and work together.

Ms. Cronin asked Ms. Bourne how she managed two budgets and whether she made any tough budget decisions. In Seattle, Ms. Bourne was brought to higher management roles because of her expertise in budget development. In San Francisco, she used lessons learned in Seattle to address issues around staffing, resources, collection allocations, and facilities. She is comfortable developing budgets and discussed her zero based budgeting approach, beginning at zero and creating a budget using a defensible argument for what is wanted and/or needed.

In San Jose, the library was only open four days a week – the reason she had decided to go to San Jose, as she felt the library needed to grow and provide for the community. Ms. Bourne performed an audit and, using staff engagement teams, researched what would be needed to open from four to six days a week. The six day a week opening was approved by the city as they recognized it was based in great research and used creative staffing models to provide services.

Mr. Gallery asked Ms. Bourne to describe the reaction of staff to having the budget funded and the increase in hours. Ms. Bourne cited the San Jose citywide ‘Survey of Staff Engagement’ conducted prior to opening the new hours in which the library scored a 70% approval rating. Once increased hours were approved, the subsequent survey showed an 80% approval rating.

Ms. Bourne went to San Jose with the goal of leading a library that had been without a leader for two years, establish forward momentum, and build the budget. In year two of that tenure, the



increased hours were added, a process accomplished by staff in three months. To Ms. Bourne, this demonstrated the importance of a leader who engages staff in reaching goals..

Mr. Hailer asked about the San Jose / Martin Luther King library partnership, what Ms. Bourne learned from it, and what opportunities she sees here in Boston. Ms. Bourne described the San Jose facility that incorporates a public and private library to create a dynamic central library. She described her ideas around structuring a digital space with online courses using university resources allowing patrons educational opportunities and course credit through the university.

Ms. Fulp asked Ms. Bourne how she has advanced diversity in her career. In Seattle Ms. Bourne learned that for many people, the library provides the first chance to interact with government and thus needs to facilitate trust. Through her collection development and management experience, Ms. Bourne was responsible for international language collections, literacy, ESL, and world language services. Ms. Bourne pointed to her belief in the value of staff in reaching all communities. Library staff in the neighborhoods are making community connections constantly. They know who the opinion leaders are and what services are needed in a particular neighborhood. For the past year she has been working to reduce the structure of excessive library fines, which are a barrier to library services for teens, children, and families in particular.

Ms. Bourne said she is systematized and goal-driven. Her first goal at San Jose was to increase open hours. The next goal is getting the fees under control. The third goal is outreach so that 70% of all San Jose residents will have an active library card.

Mr. LaCamera described the perceived imbalance between the needs of the central library versus the branches and asked Ms. Bourne her thoughts. All systems in which Ms. Bourne has worked have a central library and branches. There is always this perceived issue and one needs to access whether this perception is coming from staff or from the community. Staff need to recognize, respect, and appreciate each others' work. In Seattle, a training program led by staff gave staff a chance to highlight unique reference specialities and teach each other the same. By highlighting unique abilities, staff collaborated and talked across the divide. In San Francisco Ms. Bourne created a program of in-house, multi-year, multi-level staff cohorts where staff received training in leadership development, management tools, and training. The process made all feel more connected and cohorts often led projects together. Ms. Bourne emphasized the importance of working with labor, ensuring all staff are heard, respected, and that staff contributions are valued.

Rep. Rushing asked Ms. Bourne how the library serves the small Black population in San Jose. Ms. Bourne replied that libraries should work with community leaders in every ethnic group and/or community group and identify the challenges they are facing and what the group needs. In San Jose, by highlighting the literary history of the Black population, the library brought visibility, presence, and partnership to that group.

Ms. Arana-Ortiz asked Ms. Bourne to describe her experience implementing volunteer programs. Ms. Bourne described the situation in San Jose where there is political will to replace staff with volunteers as a way to cut costs. As part of a staff-led audit, the library identified roles volunteers could fill and worked closely with labor to enter into an appropriate agreement. Ms.

Bourne maintained honest contact throughout the process and management and staff worked together to develop a plan where volunteer shelvees were allowed to shelve picture books.

Ms. Arenas offered a question posed by the public: what are the three most urgent goals for the BPL in the next five years that you would like to have accomplished or be close to accomplishing?. Ms. Bourne replied that because she is not here at BPL, the most important thing would be to learn what people at BPL think the biggest challenges are, and allow that information to inform any plan going forward. Library systems that have experienced transition often have staff development needs. A leader should work to understand the pressure and tensions staff are feeling, and plan to address same. It is also important for libraries to make collections accessible through digitization or some other management systems. Libraries have resources and assets other institutions do not have and making these resources available can generate a tremendous amount of innovation.

Mr. Bradlee asked Ms. Bourne to further explain the fine structure issue in San Jose. Ms. Bourne explained the system of fines and fees, two to three times the normal level, as implemented by San Jose, to generate revenue during difficult budget years. While done for the right reasons, it created a barrier for blocks of people. Ms. Bourne recognized the fine structure story needed to be told in a quantitative way, without applying judgment. When a fine structure is prohibitive, it is often too much for patrons to pay and those who owe money never come back to the library. Ms. Bourne showed San Jose the amount of money being collected was actually going down while fines, and uncollected fines, were going up. She showed how debt was distributed geographically by age and compared certain neighborhoods with others, and her work showed youth were disproportionately affected. Ms. Bourne used the data to tell the story and it immediately got support from elected officials. The library demonstrated how it could offset the potential loss of revenue through a detailed proposal to reduce ongoing fines by offering creative solutions: people can volunteer to pay off their fines, children can reduce their fines by reading or signing up for summer reading. The media told the stories of individuals impacted and people began sending checks to pay off children's fines.

Rep. Rushing asked Ms. Bourne what things, happening in other libraries, might be useful for the BPL. Ms. Bourne described a method of crowd-sourcing to add to digitally available materials, where people add photographs and stories to an historic map collection on line to create a community map, as well as other other opportunities around creative community building by using unique resources that libraries provide.

Ms. Bourne is interested in early literacy programs and school readiness as an issue that speaks to all families and their access to opportunities. She described Queens Library's work with running preschools and added that while libraries may not be able to run preschools, they can help with curriculum development and ensuring that classroom collections are of high quality. There are opportunities for teaching teachers things that library staff already know: phonetic awareness activities, singing, reading, rhyming.

The maker space movement has evolved, but people need access to tools and skills to participate in the community of the future. Libraries need to play a role in applied skill development.

In conclusion, Ms. Bourne shared that she is from a small town outside of Cooperstown and spent her entire life pronouncing her name for people. She worked at the Baseball Hall of Fame and, the year Carl Yazstromski was inducted, visitors to the Hall of Fame, mostly from Massachusetts, instinctively knew how to pronounce her name. She always felt at home in Boston. The priority of intellectualism seen as a quality of a populace feels genuine. She has had great experiences which have led her to where she is now. She loves where she is now but would love to apply her skills and energy to the BPL to help the library move forward.

The interviewed ended with applause and Mr. Gallery called for a 10 minute recess.

Mr. Gallery reconvened the meeting at 11:40 a.m. for purposes of discussion and selection and explained Trustees would have the opportunity to provide comment in conjunction with delivering their vote.

Pursuant to polling:

Ms. Arana-Ortiz voted for Ms. Bourne. She found inclusiveness in her words reflecting staff, community, and partnerships. She stated Mr. Leonard has done a great job, and Trustees should discuss how the pair may work together.

Ms. Arenas voted for Ms. Bourne, adding she brings some of the vision BPL is seeking for regarding innovation, integration, inclusiveness, relationships, partnerships, fundraising, resource development, public presence and working with elected officials. Ms. Bourne has a rounded set of experiences and a change in leadership will drive BPL forward. Ms. Arenas commented that Mr. Leonard is a strong professional committed to doing what is right for the BPL.

Mr. Bradlee voted for Ms. Bourne, but noted that Mr. Leonard has shown growth in leading the library out of a turbulent time and is very capable. Ms. Bourne is a star and is increasingly recognized as such. She has worked in all phases of the library world and is extremely knowledgeable. He was impressed by her professional beginnings at a housing project branch and how it has informed her views, and he found her work on fines illuminating. She can take the BPL to the next level.

Ms. Cronin selected Ms. Bourne as her choice and commented that together she and Mr. Leonard are a talented combination; they bring different skills. Mr. Leonard is to be commended but organizations often need change to move ahead and she is supporting Ms. Bourne.

Ms. Fulp also selected Ms. Bourne. She believes the BPL is at an inflection point and it is important it be as innovative and creative as possible. Ms. Bourne represents a new way of thinking and an opportunity to demonstrate the value of individuals and of all people. She credited Mr. Leonard for his leadership and remarked Trustees should see how both may be retained.

Mr. Hailer voted for Ms. Bourne and commented the transparent process has given the Trustees great candidates from which to choose. Both candidates were professional and both are qualified to head the BPL. As interim chair, Mr. Hailer worked with Mr. Leonard who, as interim

president, was able to get thing done through collaboration. Ms. Bourne has experience at every level of libraries and a background of working in various systems. Mr. Hailer was especially impressed with her conversation on ESL and early literacy and the idea of the library contributing to an educational process. Her innovative and creative ideas were the key to his vote. He liked her desire to work with universities to close the achievement gap, and heard from Ms. Bourne two or three ideas on this topic he had never heard before. Ms. Bourne is an innovative leader and innovation is critical to BPL's sustainability and growth. While he cannot speak for the new president, he is supportive of Mr. Leonard.

Mr. LaCamera commented that two extraordinary presentations had been made and that day to day operations of the library would be in fine hands with either one but it is critical that a new president step out and be a force and presence within the community. He sees Ms. Bourne as the future of this work. He thinks highly of Mr. Leonard and hopes that he will remain a part of the future of the BPL.

Rep. Rushing stated as this is a difficult decision, the process worked. He was impressed by Ms. Bourne, her skill, knowledge, and experience. Having so much experience in libraries is remarkable, and listening to her describe decisions she made about the jobs she wanted to take displayed a forward thinking view of libraries. Rep. Rushing was also impressed by Mr. Leonard and remarked that he has done a wonderful job. Rep. Rushing was especially impressed that, when asked what first three challenges Ms. Bourne would address, she replied that she could not answer without first being here and learning the place. His vote was for Ms. Bourne.

Mr. Gallery thanked everyone in attendance, and stated the search committee's efforts represented a lot of work. He thanked the staff members in attendance noting their commitment and caring to the BPL. Working with Mr. Leonard has been an honor. He has been a stabilizing influence and a great leader. He pointed to staff who advocated strongly on his behalf and how much that did matter. Mr. Leonard earned his way to the table and the Trustees want to make sure he is open to being part of the team and working with Ms. Bourne. He stated Ms. Bourne has more experience than Mr. Leonard. She is adaptable and has grown across systems and positions and having the benefit of those systems and positions is beneficial to the BPL. The BPL should harness Ms. Bourne's ability to bring innovation to the system and capitalize on what she has learned in other cities. Mr. Gallery voted for Mr. Bourne making the vote unanimous. Mr. Gallery commented that he feels good about the outcome and the BPL is stronger for having had this experience.

Upon motion duly made and seconded, it was unanimously

**VOTED: "that, the Trustees of the Boston Public Library hereby appoint Jill Bourne, President of the Boston Public Library, subject to negotiation of a memorandum of understanding pertaining to employment, mutually agreeable to the parties."**

Further upon motion duly made and seconded, the Trustees voted to adjourn the meeting. Meeting adjourned at 12:00 pm.

Respectfully submitted,

A handwritten signature in cursive script that reads "Deborah A. Kirrane". The signature is written in black ink and is positioned below the phrase "Respectfully submitted,".

Deborah A. Kirrane, Clerk of the Board