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# **BOARD OF TRUSTEES**

## **MEETING INFORMATION PACKET**

**JUNE 28, 2017**



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ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
BOARD OF TRUSTEES REGULAR MEETING  
JUNE 28, 2017



atlanta-fulton public library system

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**Revised**  
**Atlanta-Fulton Public Library System**  
**Board of Trustees Meeting**  
**Central Library, 6<sup>th</sup> Floor**  
**June 28, 2017 – 4:00 p.m.**

**AGENDA**

- |   |             |        |
|---|-------------|--------|
| I. Adoption of Agenda   | Doc. #17-31 | Tab #1 |
| II. Swearing In Ceremony – Tonya Grier, Interim Clerk to the Commission |             |        |
| III. Public Comments  |             |        |
| IV. Approval of Verbatim Minutes from Regular Meeting of May 24, 2017*  | Doc. #17-30 | Tab #2 |
| V. Chairman’s Report  |             |        |
| VI. Director’s Reports  | Doc. #17-34 | Tab #3 |
| A. Monthly Financial Report   | Doc. #17-32 |        |
| B. Monthly Usage Summary  | Doc. #17-33 |        |
| VII. Old Business   |             |        |
| A. Library Bond Program – Update  |             |        |
| B. Board of Trustees Bylaws* – Update                                   | Doc. #17-28 |        |
| C. Board of Trustees Constitution* – Update                             | Doc. #17-29 |        |
| D. Strategic Plan*  |             |        |
| VII. New Business   |             |        |
| A. 2018 Preliminary Budget – Update                                     |             |        |
| VIII. Election of Officers*   |             |        |
| IX. Adjournment   |             |        |

\*Action is anticipated on this item.

**Doc. #17-30**



**ATLANTA-FULTON PUBLIC LIBRARY SYSTEM**

**BOARD OF TRUSTEES MEETING**

**MAY 24, 2017 – 4:00 P.M.**

**CENTRAL LIBRARY – 6th FLOOR BOARD ROOM**

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Board of Trustees Meeting, 24 May 2017



**Members Present**

Bailey, Phyllis D., Vice Chairman  
Borders, Patricia  
Burke, Jamilica  
Joyner, D. Chip  
Kaplan, Paul, Chairman  
Taylor, Josh, Secretary  
Thomas, John R.

**Absent:**

(All Board of Trustees Members Present)

**Also In Attendance**

Claxton, Zenobia – Assistant to Director’s Office  
Holloman, Gayle H. – Division Manager  
Morley, Dr. Gabriel – Executive Director  
Rafferty, Paula – County Attorney

**Visitors Present**

Thomas, Harriet – Chief of Staff to Commissioner Lee Morris

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**Chairman Paul Kaplan called the meeting to order at 4:00 p.m. at the Atlanta-Fulton Public Library System.**

### **Transcript Legend**

--	Break in speech continuity
(sic)	Exactly as said
(phonetic)	Exact spelling unknown
**	Inaudible
	Quoted material is typed as spoken.
. . .	Trailing in thought. Incomplete sentence

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(MEETING BEGAN AT 4:00 P.M.)

**CALL TO ORDER**

**CHAIRMAN PAUL KAPLAN:** All right. I'm going to call the meeting to order of the Board of Trustees for the Atlanta-Fulton Public Library System for May 24 at 4 o'clock.

**17-24 ADOPTION OF THE AGENDA**

**CHAIRMAN PAUL KAPLAN:** Everybody read the agenda. Are there any questions on it? Do you want to add anything to it?

**MR. JOSH TAYLOR:** Paul, I think it would be good to add an update whenever Gabe gets here on some of the things that he talked about last time.

**CHAIRMAN PAUL KAPLAN:** And I think we mentioned at the last meeting that we asked for that -- for an update. Okay.

**MR. JOSH TAYLOR:** I'd like to give you some particulars, but, yes, when he -- just add it as a general subject.

**CHAIRMAN PAUL KAPLAN:** Okay. I will put that in there, so... You put it under Old Business. Any other additions? corrections? If not, do I hear a motion to accept the agenda with the amendment?

**MOTION**

**MR. JOSH TAYLOR:** So moved.

**MRS. PHYLLIS D. BAILEY:** Second.

**CHAIRMAN PAUL KAPLAN:** Moved and second. All those in favor say aye.

*(Whereupon, all said aye.)*

**CHAIRMAN PAUL KAPLAN:** Opposed? None.

**17-23 APPROVAL OF THE VERBATIM MINUTES OF THE REGULAR MEETING OF APRIL 26, 2017**

**CHAIRMAN PAUL KAPLAN:** Any correction on that?

If not, do I hear a motion to...

**MOTION**

**MRS. PHYLLIS D. BAILEY:** Mr. Chairman, I move that the Verbatim Minutes from the Regular Meeting of April 26 be adopted.

**CHAIRMAN PAUL KAPLAN:** Okay. It's been moved. Is there a second?

**MR. JOSH TAYLOR:** Second.

**CHAIRMAN PAUL KAPLAN:** Any additions or corrections to it?

If none, all those in favor say aye.

*(Whereupon, all said aye.)*

**CHAIRMAN'S REPORT**

**CHAIRMAN PAUL KAPLAN:** The only thing I have to say is that I think everybody saw an email exchange from Dr. Morley concerning the Public Meetings of the libraries. As a matter of fact, in your handout materials it's all written out over here. It's

going to be publicized. And I'd really like to have at least one trustee there at least one of the meetings. I can't make them all. I'm going to try to make the first couple but just to be there. I just think it's important for us. And --

**MRS. PHYLLIS D. BAILEY:** I will be at Southwest.

**CHAIRMAN PAUL KAPLAN:** You'll be at Southwest?

**MRS. PHYLLIS D. BAILEY:** Yes.

**CHAIRMAN PAUL KAPLAN:** Okay.

**DR. GABRIEL MORLEY:** Claudia's going to try to hit them all, and Gayle's going to pick up a few in the middle. I'm going to catch some at the beginning and the end so you'll have a variety.

**CHAIRMAN PAUL KAPLAN:** Okay. All right. Any --

**MR. JOSH TAYLOR:** I'm definitely going to do Sandy Springs.

**CHAIRMAN PAUL KAPLAN:** Sandy Springs you're going to do?

**MR. JOSH TAYLOR:** I'll do maybe one more too.

**CHAIRMAN PAUL KAPLAN:** Okay. I'll be at - I'm going to try to do Kirkwood and Dogwood. Anybody else?

**MRS. PRISCILLA BORDERS:** I'll be at West End and Washington Park.

**CHAIRMAN PAUL KAPLAN:** Which one?

**MRS. PRISCILLA BORDERS:** West End and Washington Park.

**CHAIRMAN PAUL KAPLAN:** Okay. Roswell Library, I'll be at for sure.

**MRS. PHYLLIS D. BAILEY:** I'd like to go to Kirkwood, too, but I'll check with you on that.

**CHAIRMAN PAUL KAPLAN:** Okay. All right.

You discussed at the last meeting, Gabe, concerning we're close to completing a MOU, Memorandum of Understanding, for the Friends Group. And the reason I bring it up is because we're at -- we're at a point in our Friends Group where I'm at that we're talking about sponsoring another Friends Group that doesn't have it. Many doesn't have the facilities, trying to help them out. Is this a -- how close are you to finishing this? You say they're getting close.

**DR. GABRIEL MORLEY:** I think they're probably finished. I think it's a matter of when Dick is interested in unveiling it and fighting the fight. I mean, I think that -- we looked at a draft. We negotiated a few things that were in our favor. A few things did not go in our favor. We expressed our concerns and explained to him that it was going to be a very interesting task to implement. And so I don't know what his timeframe is. But the document is prepared and ready for distribution. I think it's just a matter of him figuring out how he can approach BOC members individually and prepare them. And I know he wants

to have a conversation with the Friends Council before he unveils it publicly and has a bunch of people show up at the BOC Meeting. But it will not all be favorable for the library or the library Friends Groups or the Foundation. I can tell you that.

**CHAIRMAN PAUL KAPLAN:** Okay. And the reason I'm asking that is because I don't want to go through the processing of adoption another Friends Group and finding out that somehow the MOU is going to affect this. I don't want to go through the process of doing all that. Can you tell me, you think that'll affect it? Something I can hold off for another month. I have a meeting coming up in about two or three weeks. Josh, I know goes to the Friends Group --

**DR. GABRIEL MORLEY:** I think it will affect it.

**CHAIRMAN PAUL KAPLAN:** Okay. Then I will hold off before we adopt another one just so we know what this is about. I do know for a fact that on our board we know that there's something coming through. But if it's not favorable, they are there to -- they will fight it. And you can understand that it--

**DR. GABRIEL MORLEY:** Yes. We expressed that. Todd knows that, I mean, and Dick knows that.

**CHAIRMAN PAUL KAPLAN:** Okay.

**DR. GABRIEL MORLEY:** The issue is -- and Paula can chime in if she wants -- some of these things are legal protections for the County, and they're going to be implemented whether people complain or not. And I think the County is willing to forfeit some Friends Groups in exchange for protecting the risks that they present.

**MR. JOSH TAYLOR:** So why wouldn't Dick provide you and us the document to discuss so we could hopefully help communicate with the Friends Groups?

**DR. GABRIEL MORLEY:** It may be timing. I mean, you know, he may be waiting until there's a better political time to unveil some of these things. You know, he's got some other things in the hopper with the BOC. And I'm not sure this issue takes precedence over those things.

**MR. JOSH TAYLOR:** Well, the BOC has barely a quorum to operate. So that probably is one of the factors.

**DR. GABRIEL MORLEY:** And, I mean, he may roll it out in two weeks. He may roll it out next week, but we finalized the document a month ago, six weeks ago.

**MRS. PAULA RAFFERTY:** I don't think it was quite that long ago.

**DR. GABRIEL MORLEY:** Three weeks?

**MRS. PAULA RAFFERTY:** With the -- with the deadlines for things that go on the board agenda being almost six weeks out from when

the item actually appears, if there was going to be any kind of discussion with individual board members before it appeared on the agenda, you'd be talking two months anyway,

**DR. GABRIEL MORLEY:** It's a -- I think it's a timing issue.

**CHAIRMAN PAUL KAPLAN:** Another thing that also worries me is the Foundation. I don't know how it's going to affect the Foundation. Obviously, it will somehow, because the Foundation is a very important part in this whole System. And, you know, the Summer Reading Program and all the things that go onto it, it's an intricate part of this whole thing. If it affects the Foundation, there can be some -- there's going to be some problems. And that really worries me that -- but I'll just have to wait and see and so does the Foundation -- John, you know, so we'll see.

All right. That's all I have right now. As far as the update on the construction part, I'm going to let Gabe talk. It's very hard to keep up with the construction, guys. There's meetings, constant meetings goes on all the time. Every day there's a meeting. There's something more going on. I updated my Commissioner to where we are. By the time I got the emails to that person, it's already past all that. It's gone on to the next group. So I imagine Dr. Morley is going to update us up to this point, so that's the reason I'm not saying anything on the Chairman's report with that.

#### **17-27 DIRECTOR'S REPORTS**

**CHAIRMAN PAUL KAPLAN:** Okay. The Director's Report. You walked in at the right time.

**DR. GABRIEL MORLEY:** Yes. We revised the Director's Report this time. You remember last time we talked about adding things to the report instead of talking about them so long at the meeting. So if you noticed the report this time had some of those updates at the beginning where we sort of delineated Personnel, Bond Update, and then we went in to some of the other branch issues. So I hope that works out a little bit better for you. So I guess I'll just answer any questions you may have about what I put in there. I don't want to read everything that I put in there. That was the point of adding it.

**CHAIRMAN PAUL KAPLAN:** One thing is you're going to ask the BOT, us, about the closing of the Central Library earlier than what -- earlier than -- or is that something we need to discuss today or is it something to do --

**DR. GABRIEL MORLEY:** No. I mean, you can informally, you know, whatever your thoughts are we can consider that. But Heery/Russell has also gone back to the drawing board. You know, Gayle and I were both very disappointed with the timeline

that they proposed. And we've continually asked them to back these things up because we don't want to be stuck at the last minute and try to force all these things through. So Heery/Russell's gone back to see where they can take out a week; where we can take out two weeks and sort of back up some of these deadlines. We've also -- and I think I sent you all his email -- I was under the impression that once one firm produced the bridging documents we would give them to another firm and the other firm would start work. We discovered that we would give the bridging documents to the other firm then the other firm would take three or four months and draw up their own documents based on the bridging documents. So that added three or four months that we didn't anticipate at all.

And so what we've asked is if Purchasing will go ahead and put out the RFP for Central design build before those bridging documents are complete so we can take care of all the nuts and bolts, Fulton County stuff, get that other company ready to go to cut down on some of the time.

So then the issue is we can't issue the RFP for design build until we have at least fifty or sixty percent design documents from the first one. So, unfortunately, no matter how quickly we want to make this happen and push it through, we're just beholden to the system that's in place. And we asked today, for example, remember the designer who's doing the design documents has seven months. And every one of them we met with today said that's an aggressive schedule, like it was going to be tough to do in seven months.

So, you know, I'm not an architect. I don't understand the difficulties. I'm not in private business where they should work twenty-four hours a day if they have to in my opinion, you know. We're the client. Do your job. Get it done by 'x' date. But contractually we've given them that time in the bid, so they have two hundred and ten days to produce. We can put some pressure on them. We've already told them. Just like with Hogan, we've been ready to go. We've met with Hogan. We've told them the things we need to tell them. They didn't need to spend months and months going through this elaborate process. So we hope that will work again. But we're still only talking about one, two months, maybe three. And one thing could derail us. You know, if we're waiting on glass for two weeks and then the installer can't show up for another week, we've just killed three weeks on a project for glass.

So I expect that it's going to be very, very tight to get all this done. And, I think, most of the people I've talked to have said it's going to be a very tight deadline to meet that January

2020 or December 2019 construction deadline.

But maybe we'll get lucky. Maybe they'll come in here, they'll push down some things and see that it's not nearly as bad as they thought, you know. They may have all the workers they need. They can come in, knock some things out. And then, actually, I think one today even sort of intoned that they believed it was going to be a phased project.

**MRS. GAYLE H. HOLLOMAN:** Yes. Someone did say that.

**DR. GABRIEL MORLEY:** So that could affect a little bit of timeline, because they maybe are thinking they'll have to go slowly doing one floor at a time while we move. But we'll totally be moved out of the building.

**MR. JOSH TAYLOR:** So your primary concern on the schedule is related to Central because of the...

**DR. GABRIEL MORLEY:** Oh, yeah. The other ones are right on top of us. I mean, because once we have these meetings for the first seven, we'll flow right into the next four or next five, whatever's in that second group.

**MR. JOSH TAYLOR:** So when do you think the timing of meetings for that will be?

**DR. GABRIEL MORLEY:** Possibly in four to five to six weeks. I mean, because we picked the person. We just have to get it on the agenda, get the sign, have that initial meeting, and set it up.

And like Paula said, I mean, some of this is delayed by the County's process of you got to get on the agenda by today to be on the agenda in July or August. There's one July meeting. Like you said, now we're down to five Commissioners. In August, John will step down and so... But I think in some ways behind the scenes Dick and John are both working to take care of some things before that happens, you know, to go ahead and try and get as many things on the agenda and passed through as quickly as possible.

So if we get to a place where Purchasing is satisfied with the next two groupings, because we did two at once -

**MR. JOSH TAYLOR:** So you're saying Group Two and Group Three?

**DR. GABRIEL MORLEY:** Yes. I don't think that's their real numbers --

**MR. JOSH TAYLOR:** Yes.

**DR. GABRIEL MORLEY:** -- but yes. The East Point, Fairburn group and the second five group, those are both approved. We just need purchasing to say, yes, and put them on the agenda. And I think if Purchasing says, yes, and we talk to Dick, he'll put it on there and just bypass his long route, you know. So I -- it's just a matter of getting it through Purchasing and having

everything where it needs to be, and then I think we can work with the agenda schedule. But as soon as we have that, just like with Hogan, we'll be ready to go. So they can come in, we'll have our initial meeting, and then we'll say, hey, go ahead and schedule the branch visits and then schedule the Public Meetings. And they know this, too. We've talked to all of them, everyone that comes in. They know we're trying to do these urgently.

And the only caveat there -- and Gayle and I have talked about this and relaxed a little bit -- about the overlap. I mean, in some cases we just know that two can't be closed at the same time. There's just no way. But in some other cases, if there's going to be some overlap of closure, I think it's worth it to go ahead and knock it out and get the project done rather than try and delay and sit around and rework all these other things. And they all know that. They're all aware of that. That's in the RFP. We've verbalized it to them. So everybody should be -- everybody should understand where we are and the pace at which we want to go.

And I think Hogan has really picked up on it. I mean, the first couple, you know, it was stretched out. We took a lot of time. But then as we got into a rhythm, it started to go a little more quickly. And they could see that we're doing the same things over and over, you know. They -- from an outsider's perspective, it may seem like we're doing twenty-two renovations. Really, we're doing one renovation to twenty-two different places. We're putting the same kind of technology. We're just putting study rooms in different places, you know, different color furniture, you know, in different parts. So it's not as bad as it seems. But we're not to the construction phase yet, so...

**CHAIRMAN PAUL KAPLAN:** They also went around, prior to the public, they went around to all the libraries and talked to staff and what they're looking for, what they're -- what they -- see what they want in their library. So it's just taking a lot of time. And Group Three has not gone out for bid. Am I right Group Three hasn't? Not until Group Two has been awarded.

**DR. GABRIEL MORLEY:** Correct.

**CHAIRMAN PAUL KAPLAN:** Then Group Three will go out.

**DR. GABRIEL MORLEY:** Because that way, the two people who didn't get --

**CHAIRMAN PAUL KAPLAN:** Will have an opportunity to do --

**DR. GABRIEL MORLEY:** That group can bid again. And we suspect they will.

**CHAIRMAN PAUL KAPLAN:** And then the two by themselves, which is

East Point, and --

**MRS. GAYLE H. HOLLOMAN:** Fairburn.

**CHAIRMAN PAUL KAPLAN:** --Fairburn, are we going with that one contractor or are you going to take that and roll it into another group?

**DR. GABRIEL MORLEY:** No. We --

**CHAIRMAN PAUL KAPLAN:** What have you decided to do on that?

**DR. GABRIEL MORLEY:** The other bidders said they just weren't interested in the project -- it was too small -- so there was nothing ontoward. The bidder was qualified. The bidder is also doing some other work for Fulton County, so we have some concrete experience with them. And they came in. We interviewed them. We talked to them. They don't have a ton of library experience. But we believe they can do what we're asking them to do -- on the record.

**CHAIRMAN PAUL KAPLAN:** Well, I've done a lot of buildings in my life, and I don't necessarily -- you know, a building's a building; HVAC, plumbing, heating. It's still a building. It's still a building. You're putting stuff in there. Somebody directs you where it goes. That's it. They don't really have to know the operation of the library. So I don't think it'd be a problem. And then Hapeville, is that going to be at the end? Budget, do we wait until the very end to see how much we have left?

**MRS. GAYLE H. HOLLOMAN:** I truly hope not.

**CHAIRMAN PAUL KAPLAN:** I was going to say, I --

**DR. GABRIEL MORLEY:** No. We were just trying to get these others out of the way.

**CHAIRMAN PAUL KAPLAN:** Out of the way, right.

**DR. GABRIEL MORLEY:** Yes. Because we know they're going to be lengthy process. And because it's by itself, we don't have to worry about any kind of coordination.

**CHAIRMAN PAUL KAPLAN:** Okay. All right. Moving forward. Any other questions that you have on the Director's Report? Anything else you see on the -- it's very concise and it's nice to read that way.

#### **17-25 MONTHLY FINANCIAL REPORT**

**CHAIRMAN PAUL KAPLAN:** How about the Monthly Financial Report?

**DR. GABRIEL MORLEY:** The Financial Report should be great. We're saving a ton of money with all our open positions. But we -- you know, later on in the agenda when we talk about Salary Savings we'll try to spend some of that money. And, otherwise, we're on track for where we want to be, you know. We don't have very many ancillary expenses. We buy books; we buy Materials. We bought a few office supplies, but we haven't bought a lot of

other things because half the branches are new and the other half are about to be renovated. So we're just not spending a lot of money on those kinds of things.

**CHAIRMAN PAUL KAPLAN:** And where you're going to put it? Any questions on the Monthly Financial? If not, the Monthly Usage Summary.

**17-26 MONTHLY USAGE SUMMARY**

**CHAIRMAN PAUL KAPLAN:** See anything on there? Circulation's down a little bit. But we talked about that at the last library...

**MR. JOHN R. THOMAS:** Why is that, Gabe? Circulation, seven percent?

**DR. GABRIEL MORLEY:** It was at seven percent down for this year. I don't know. If you -- it's hard to say. If you look at our e-Circ and see how that's rising, it's difficult to know if people are making a transition. I suspect, though, it's just a continuation of this gradual decline. I mean, you can -- I think you still get the branch... If look at the Branch by Branch Report, you'll see that those branches that have been struggling continue to struggle with Circulation. But the branches that have been thriving with Circulation continue to thrive. And in some instances, they offset each other. So System-wide, you're down a little bit. On branch-to-branch, I don't know that you're any worse off. Some of those branches you know are making a transition from Circulation to Computer Usage. And some of them are just lackluster. I mean, that's the truth, you know. That's part of what we're trying to fix by adding the technology, by upscaling some of the managers we have and some of the other issues that we have and...

You know, I mean, seven percent's easy to overcome. If you look at the real numbers, you're talking about thirty thousand Materials maybe. So over thirty branches a thousand items, you know, per branch. I'm not that worried about it. But also, truly, if you look at the trend, a lot of libraries lose that Circ in their physical Collection because you're offering other alternatives. You have your eResources. And there's just other sources out there. I mean, that's one of the reasons that we're invested in this Outreach Program and another reason that we're invested in some of these --

**MR. JOHN R. THOMAS:** I thought Circulation did include all the alternatives. It's not just books.

**MR. JOSH TAYLOR:** It includes Virtual, doesn't it?

**DR. GABRIEL MORLEY:** Yes. You've got it in there. But that's what I'm saying. If you take that out, then you have a big decline, right. If you take away --

**MR. JOSH TAYLOR:** So you're saying the book portion is declining --

**DR. GABRIEL MORLEY:** Correct.

**MR. JOSH TAYLOR:** -- even though the Virtual is up?

**DR. GABRIEL MORLEY:** Yes. And that's what you can see if you look at your regular because this doesn't include any of the eCirc. So you can see that the hard Material, the print Materials continue to drop at some branches and continue to be okay at some others.

**MR. JOHN R. THOMAS:** Is this consistent with a national -- national numbers, national statistics, Gabe?

**DR. GABRIEL MORLEY:** Maybe. I mean, some places are much worse off; and some places are not as bad off, you know. But I think a lot of that also has to do with the area. You know Connecticut historically has a high Circ. Some of the south, historically, low Circ; Seattle, historically, high Circ; Chicago, high Circ.

**MR. JOHN R. THOMAS:** All right.

**DR. GABRIEL MORLEY:** And I don't know that these numbers are out of line with what's happened here historically; do you?

**MRS. GAYLE H. HOLLOMAN:** Well, there were many years in the past when we did really well with our Circulation. We were able to buy more. We had a little bit more money in the budget, you know. We were in the thirty thousands at one point on our -- or thirty million on our overall budget.

**MR. JOHN R. THOMAS:** Right.

**MRS. GAYLE H. HOLLOMAN:** But now we're not. And so -- and then we're spending it on some many more things than we used to in some ways. Like a lot of the eBooks, we weren't doing that ten years ago as much as we are now. So everything kind of balances itself out, I think, over time.

**MR. JOHN R. THOMAS:** So the fact that we can't buy as many Best Sellers, that's going to impact?

**MRS. GAYLE H. HOLLOMAN:** It does impact.

**MR. JOHN R. THOMAS:** It does.

**MRS. GAYLE H. HOLLOMAN:** And when --

**MR. JOHN R. THOMAS:** That's -- that's --

**MRS. GAYLE H. HOLLOMAN:** -- you're waiting so long a Hold.

**MR. JOHN R. THOMAS:** Pardon me?

**MRS. GAYLE H. HOLLOMAN:** When you're waiting so long for a Hold. You know, you got three hundred items on Hold or three hundred people on Hold for one item. So, you know, that becomes a problem for us. And then we're all wrestling with do you go and buy fifty more copies of something and then you get stuck with it --

**MR. JOHN R. THOMAS:** Right.

**MRS. GAYLE H. HOLLOMAN:** -- and the book is no longer popular. So that is always the thing that we're weighing.

**MR. JOHN R. THOMAS:** Yes. And that always -- that has always been a problem for sure, Gayle.

**DR. GABRIEL MORLEY:** But we're about to make it go away. And I'm glad you brought it up, because one of the things that we're about to do is pilot a new program that Collection HQ is offering. Because, remember, we got Collection HQ so it could help us determine what Material we needed to weed. So now the next iteration is for somebody to take a chance on allowing Collection HQ to predict what kinds of things people might want to read based on what they've been reading in the past. So we met with them last week. James and I had a -- probably a half-day long meeting with them to figure out how we could do it; what it would look like. And they're putting together the cost proposal now. It wouldn't start until 2018. But essentially what it'll do is it'll take -- just like Gayle's saying -- we've got fifty thousand Holds a month, right. So that's a bad customer experience.

**MR. JOSH TAYLOR:** Is that a real number that we have that much?

**DR. GABRIEL MORLEY:** Yes. It's right here.

**MR. JOSH TAYLOR:** Oh, okay.

**DR. GABRIEL MORLEY:** We had six hundred thousand last year. So six hundred thousand people who wanted to read a book came in last year and we didn't have the book and they got on Hold for it. And a lot of those are Best Sellers. So part of what want to do is use Collection HQ to reduce that number significantly and get those books into the building so that those people then will check out that book and probably continue. But just like she said, I mean, if you're -- even if you're number ten on the list and somebody keeps it the entire time they can check it out, those nine people in front of you, you're looking at months and months and months and months long wait. You're just going to go to Barnes and Noble and buy it, you know. And so it's a -- it's not a good practice for us to have so many Holds. And we've said before -- and, unfortunately, we don't want to broadcast this everywhere -- but the -- a lot of what we're buying is not worth it. And now we have the data that shows us that. So we can stop doing that and start focusing on buying the things that people want.

**MR. JOSH TAYLOR:** Why do we need to wait until 2018?

**DR. GABRIEL MORLEY:** Because we have to first find funding. Number two, we have to wait for Collection HQ to build these profiles, because what we're going to do is be very specific to

the branch level. So we'll have these profiles where we can go through and we'll say, 'x' branch typically reads 'x' percent of 'x' percent kind of books. And so we'll be able to pinpoint the kinds of Materials. And in order to avoid any kind of error that we anticipate, what we're thinking of is creating some pockets, too, of Materials that we believe would be popular somewhere if they were on the shelf, you know.

So let's say you come to Alpharetta and you really would like to check out a book, but you don't see one you like, but we do have the book you like; it's at Roswell. But you don't know because it's not on the shelf in Alpharetta. So part of what we're going to do is use a little bit of that Collection HQ data to predict what people might want to read at certain branches.

**MR. JOSH TAYLOR:** I think that's a wonderful idea; particularly, if it means that you expand the space available to display, you know, current and new purchases, which is very limited. I mean, when I go to the library, I always look at that. I don't wander the stacks because I know I can go online and find out something.

**DR. GABRIEL MORLEY:** Yes. That's one of Gayle's main targets, you know, as we renovate to have that face out. Everywhere we've gone, you know, we're very honest that we want to reduce the height of the shelving and make it face-out shelving where we can promote those things through displays and... We know those things work. We're just not doing them as a System. We're just not together where we need to be. And this will help certainly. It also, though -- the good thing about it for all of the people that are going to read these minutes and complain is it doesn't take away our professional judgment because we're only allotting a certain period or a certain percentage of our Book Budget for this mechanism.

The remaining portion of that Book Budget still comes back to local control where we decide, the Branch Managers decide. And so people can say, these books always circulate well in my branch. Even though the data doesn't show that, I'm still going to keep buying them. So we still have that money available for them to make those purchases. So it should be a seamless transition. We will be one of the first people to try and do this.

Phoenix has been doing it for a long time in a different way. And so I'm anxious to see how it goes.

**MR. JOHN R. THOMAS:** And, Gabe, specifically, the goal is -- I think you've said it -- get books into the building. Reduce that Hold. And that's the idea which you just described. Okay.

**DR. GABRIEL MORLEY:** And in connection with that, what's

happening in the library world like much of the country is one company is buying another company. So you're ending up with these conglomerates.

**MR. JOHN R. THOMAS:** Right.

**DR. GABRIEL MORLEY:** So Baker and Taylor has bought Collection HQ. So Baker and Taylor's the biggest jobber in the country. So now what's happening is Baker and Taylor, since they own Collection HQ have this seamless line of connection. So you make the deal with Collection HQ and say, hey, we want to do this. Baker and Taylor can provide this seamless. And we can also portion that money how we want. So just like Gayle said, we don't want to buy three hundred copies of James Patterson's book and then six months from now throw away two hundred and fifty of them. So we can push more money into our lease program and lease those three hundred copies of James Patterson then send them back when we're done. And it all gets wrapped up in one thing, which is good, and potentially bad, because you're creating these giant systems. But we've insisted with Collection HQ that it's not a long-term contract. So if it doesn't work out after the first year, you know, we can --

**MR. JOSH TAYLOR:** Get out.

**DR. GABRIEL MORLEY:** -- right -- we can retract and go back to the way we were.

And, holistically, if you want to know the whole truth, remember, we're also adding to catalogers to Collection Development. So they will also be able to participate in this and really focus the Collection where it needs to be for the amount of money we have. And we won't be wasteful. And I think what you'll see is that more people will become regular users, which is what we've tried to articulate to a lot of people who come in and want us to go after people who are not using the library. But at the very same time, we're neglecting people who are using the library. They're just not using it to its full capacity. And so I want to milk that sweet spot and get that person who checks out two or three books a year to check out five or six books a year rather than to spend all my time and effort to try and get Paul to check out one. And so we'll see how it goes. I mean, I'm excited about it. They are very excited about it. It's a -- it's a product that I think in five years everybody ought to have, you know. They ought to have the data, be able to see what people are checking out real time and have somebody suggest here's what you ought to purchase.

**MR. JOSH TAYLOR:** Go on Amazon.

**DR. GABRIEL MORLEY:** Exactly. And I told the guy that. I said, why don't you just see, you know, if Amazon will allow you to piggyback on their infrastructure? And the history is that at some point they were at odds with each other. Baker and Taylor and Amazon did not get along because Bezos was originally using Baker and Taylor's data when he started Amazon. So they had to have a little settlement worked out. But it's the exact same principle.

**CHAIRMAN PAUL KAPLAN:** That sounds good.

**DR. GABRIEL MORLEY:** Yes. I'm excited about it. James is excited about it. You know, that's important. I think some of the staff will be excited about it and some of the staff will be miffed that that decision is being taken away from them. But it's not really being taken away because there's still that pot of money for them to order those things that they believe are important.

**MR. JOSH TAYLOR:** Your catalogers, are they onboard or are they...

**DR. GABRIEL MORLEY:** No. We're still going round and round with Fulton County. And today, if you want to know a funny story, they advertised for the position with the right title, but it was the wrong job description. So Gayle sent somebody an email while we were in the middle of another meeting. And I don't know the outcome. But, you know, it's the same issue that we typically have. It's just these lull delays, and we just can't get things done as quickly as we would like to. You see. I mean, we wanted to do this in January, now it's May.

**MR. JOSH TAYLOR:** I know. So are there any key positions that are held up this way?

**DR. GABRIEL MORLEY:** I think so. One, they told us we could potentially do, but they have to have something in writing from another department. And then one, they told us verbally we can't do. And then I don't know that -- did the two Librarian Senior jobs ever get re-advertised?

**MRS. GAYLE H. HOLLOMAN:** They did. And we have -- we're waiting for the registered now. I was supposed to receive it today, but so far it has not come --

**DR. GABRIEL MORLEY:** Okay. So those two may be --

**MRS. GAYLE H. HOLLOMAN:** so we can start the interviews.

**DR. GABRIEL MORLEY:** -- so those two may be our --

**MR. JOSH TAYLOR:** The ones that they had basically said you can't do, can we know the name of the position and the rationale so we can talk to our Commissioners?

**DR. GABRIEL MORLEY:** Yes. They don't want us to have the Library Tech Services Manager. I.T. says that they do not want

us to have that. They want to be in control of all that. So I suggested to personnel that we just hire someone and then make them do all that stuff, which scares them because then technically we're working somebody out of the class, right? So it creates a risk for Fulton County, but it accomplishes our objective. And the other one was the trainer. Fulton County said, you know, you can't have this because we have a training department.

**MR. JOSH TAYLOR:** Right. That's the discussion we had last month.

**DR. GABRIEL MORLEY:** Right. We potentially will have it again next month. Until, you know, they release it, we're stuck. But that one they acted like they would release. They just needed -

**CHAIRMAN PAUL KAPLAN:** Explanation for it.

**DR. GABRIEL MORLEY:** -- the training department guy to put in writing that we could do whatever we needed to do. But you see that's been a month for a one sentence email. And, you know, when I'm president, all of this will be... It's just a bureaucracy. And I think they want to fix it. I think they're genuinely interested in making it more streamlined. It's just incredibly difficult to get everybody onboard with where they need to be and where we need them to be.

And in some cases, I mean, Gayle may know more. But in some cases, we're sort of the outlier. Everybody else is wrapped up in that Fulton County envelope, so they don't have an alternative. It's not as big an issue to them. But from our perspective...

**CHAIRMAN PAUL KAPLAN:** All right. I found out after being around here for two years and I was trying to push some things through and I met some of the directors, I found out exactly that I can't do it. Everybody I went to, I went against the law. And every time that I wanted to push something through, no, we can't do it this way. This is the way it has to be. I said, but I don't have the time. Well, that's the way it is. That's the way it's been all the years, and that's the way they're going to keep it. I even tried to go to the Commissioner and asked about it. They don't want to get involved in it either.

So if I can't get my Commissioner involved in it, I can't make any changes. Because it's not only one Commissioner, it'd be all the Commissioners would have to say, hey, we need to do a change. That's almost impossible to happen. It's very difficult. And you try to work out and do what you can; that's all. But --

**MRS. GAYLE H. HOLLOMAN:** It's real frustrating because that's how we end up with --

**CHAIRMAN PAUL KAPLAN:** Well, you know --

**MRS. GAYLE H. HOLLOMAN:** -- all the --

**CHAIRMAN PAUL KAPLAN:** -- it is -- it is very frustrating. I talked to Paula about something, but I found out that, well, I guess I can't do it. Do something different. Anyway. Well, they can't fire me, so what can I tell you.

**DR. GABRIEL MORLEY:** Well, I want you to know, too, I mean, we're going to make it work. You know, we're going to figure out a way to get the things done we need to do, just like these other things that we pushed through. You know, we will find a way to get the organization where we need it to be.

**CHAIRMAN PAUL KAPLAN:** It just takes time.

**DR. GABRIEL MORLEY:** And in some cases, by the time Fulton County figures out what we've done, you know, we'll be too far invested in it for them to have any say so.

#### **OLD BUSINESS**

##### **LIBRARY BOND PROGRAM - UPDATE**

**CHAIRMAN PAUL KAPLAN:** Okay. Can we go on? Old Business. Library Bond Update.

**DR. GABRIEL MORLEY:** Well, we did -- we just met today. We spent all day today with the four finalists for Central Library Design Documents. Remember, we started with eleven. I was disappointed with all eleven. Gayle was mostly disappointed.

**MRS. GAYLE H. HOLLOMAN:** Mostly disappointed.

**DR. GABRIEL MORLEY:** But we narrowed it to four. And we agreed with Purchasing that we would interview those four. And if we weren't satisfied with those four, we would put the RFP out again, change some of the language. The reason I think we were mostly disappointed was there was no creativity. There was no wow factor. There was nothing interesting. It was a very conservative group of proposals. And that could be because people just didn't want to take a risk in making a proposal and being excluded. But what it did was sour my opinion on a lot of them for proposing things that seemed very dull and ordinary. And -- but we interviewed four of them today. We had to leave. It ended up 3:51 or 3:52, so we didn't get to have any kind of wrap-up conversation. We left to come right back over here.

I suspect we will probably pick one of those four though. All four of them -- no, three of them have done projects for us previously; one has not. And I would say even today in the actual oral interviews where we specifically asked them to talk about creativity, in my opinion, they were all still very

mediocre. So, you know, I was focused a lot on the flexibility. Who was going to be malleable enough for us to say these are the things we want, draw it and do this. And who was going to be more obstructionist and say, whoa, no, we can't do that. This is what we were thinking. So that was my perspective. I can tell you, Al is looking out for the building, the historical value, you know, of this building. Ellis is looking at the long-term maintenance of the facility. You know, what's going to be good for us to maintain? What can we realistically do? And I think Gayle from a good perspective of having been here has the actual practical experience to say what's going to work and what isn't going to work based on their preliminary idea.

**MR. JOHN R. THOMAS:** Gabe, are there two or three ideas that seemed to be emerging from the eleven? I mean, is there any consistency of --

**DR. GABRIEL MORLEY:** I think they all recognize probably what we all recognize, that the building has to have some light.

**MR. JOHN R. THOMAS:** Window -- windows.

**DR. GABRIEL MORLEY:** That the light will help bring some life.

**MR. JOHN R. THOMAS:** Is it light lighting or more through windows?

**DR. GABRIEL MORLEY:** Natural light.

**MR. JOHN R. THOMAS:** Natural light, right.

**DR. GABRIEL MORLEY:** So, you know, different proposals are to pull off a few panels here and there --

**MR. JOHN R. THOMAS:** Right.

**DR. GABRIEL MORLEY:** -- but not to disturb the integrity of the building. They're architects. They're all enamored with the guy that built this building. And I've told all of them, I don't really care about the building. We care about what's happening in the building. And so, you know, they -- they're looking at it from a perspective that's probably different than ours, which is a workflow library use type perspective. And some of them proposed a few more skylights. I think the first group wanted to have some more holes cut in and have the light go down. But mostly I think the consensus was if they can cut some holes in the floor or what they call perforate the floor, which I thought was pretty cool. You know, we can perforate the floor. For example, if they cut out this floor, then the light from here would not only fill this space but also down. And because we have some big windows, which you may not have ever even seen, they could cut some holes in the floor in some strategic places and that light would flow down.

So I think that was probably the biggest theme. And I think the rest of it was a lot of pandering to us. And, actually, what we

talked about at lunch, a lot of it was waste. They were telling us things, you know, the modern library has a lot more technology. Really? You're wasting your time here when you could be telling us about what you plan to do, what your ideas are. But instead you're telling us things we already know. So, you know, I'm hypercritical though of some of these things. But I think --

**MR. JOSH TAYLOR:** We're glad to hear that.

**DR. GABRIEL MORLEY:** I think we'll get a group --

**MR. JOSH TAYLOR:** It won't hurt.

**DR. GABRIEL MORLEY:** Because we, I mean, we have a good sense -- and if you want to know the truth, the top four firms we all independently rated as the top four firms. And so each of us had a different perspective, but we still all came to those same top four. And I suspect when we meet and have our wrap-up discussion we'll have the same top one or two between the four of us.

And the other good news in this case is Felicia told me it does not come down to strictly money. So there is some variation in their prices. But even if one was more expensive, if that's the one we wanted, in this case we could argue that we want their skills and expertise and it's worth the extra money. So we should be able to get the group that we want. And I suspect that it will be the group that we feel like we can work with the best.

**MR. JOSH TAYLOR:** Is this on the bridging document or --

**DR. GABRIEL MORLEY:** Yes.

**MR. JOSH TAYLOR:** So there's a whole another process to go through for the final --

**DR. GABRIEL MORLEY:** For the building, we'll have to do all this again, except Ellis acted like a contractor would bid for the second one and just bring in an architect.

**MR. JOSH TAYLOR:** Got it.

**DR. GABRIEL MORLEY:** This time the architect's bidding and brings in the subs. So next time it'll flip flop. So next time we'll be looking for what kind of company has the capacity to do this project, who has enough workers; you know, who can order steel?

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** You know, all those kinds of things. And they -- I mean, I think we have some ideas. I don't think we've finalized, but one of the things that we've discussed is limiting who can bid on those projects based on their capacity. So, you know, if you can't bond yourself for 'x' million dollars, we don't even want to waste our time because it's too

big of a risk. So we -- that process may be a little quicker because we may be able to eliminate a level of people that just wouldn't have the ability to pull off what we're asking. And apparently that's okay. You know, there's nothing ontoward about it.

**CHAIRMAN PAUL KAPLAN:** Do you have any company from out of state bid?

**DR. GABRIEL MORLEY:** No.

**MRS. GAYLE H. HOLLOMAN:** No.

**DR. GABRIEL MORLEY:** And not --

**CHAIRMAN PAUL KAPLAN:** Did you advertise out of state?

**DR. GABRIEL MORLEY:** They advertise everywhere, I mean.

**CHAIRMAN PAUL KAPLAN:** And none from out of state?

**DR. GABRIEL MORLEY:** Uh-uh (negative). I was very surprised by that. And we asked Felicia even. I mean, sixty million seems like a lot of money. But maybe if you're out of state, it isn't. But then again this wasn't a sixty million dollar bid. Remember, this as design documents. So this was only like a two or three million dollar bid. So for the next step, potentially some people may say, hey, you know, I'm from St. Louis. I'll go there for sixty million.

But I was surprised. I thought -- I thought we would have some more firms. I thought we would have some younger people trying to make a name for themselves. I thought we would have some people that proposed some very radical ideas, but...

**CHAIRMAN PAUL KAPLAN:** It didn't happen.

**DR. GABRIEL MORLEY:** No.

**MRS. GAYLE H. HOLLOMAN:** I think that they're still hung up on the integrity of the building --

**CHAIRMAN PAUL KAPLAN:** Right.

**MRS. GAYLE H. HOLLOMAN:** -- because they're architects.

**MR. JOHN R. THOMAS:** Yes.

**MRS. GAYLE H. HOLLOMAN:** And that gets in the way. That really gets in the way of their thinking. They just feel this calling that they've got to, you know, put Marcel Breuer on their shoulder. You know, he's always watching them.

**MR. JOHN R. THOMAS:** They don't want to incur the wrath of the architecturally community for undoing this beautiful edifice.

**CHAIRMAN PAUL KAPLAN:** Is this considered a historic building in Atlanta?

**DR. GABRIEL MORLEY:** It's not registered.

**MRS. GAYLE H. HOLLOMAN:** I mean, it's not a historical record.

**CHAIRMAN PAUL KAPLAN:** It's not on historical record?

**MRS. GAYLE H. HOLLOMAN:** No, it's not.

**CHAIRMAN PAUL KAPLAN:** Well --

**MRS. PAULA RAFFERTY:** Well, when you think about the number of people who came in here and spoke to the historical value of the building -- and, I mean, one of the reasons why we're renovating it as opposed to, you know, raising it and building a new building is because of its historical value. That was one of the things that people took into account. So if you got people who had that level of interest, then you're going to have a lot of pushback if what you're doing is changing the façade of the building to a point where it's not recognizable anymore.

**DR. GABRIEL MORLEY:** That's what I'm hoping for. I want that pushback.

**BOARD OF TRUSTEES BYLAWS - UPDATE**

**CHAIRMAN PAUL KAPLAN:** Okay. Everybody -- we worked on the bylaws and constitution. I think Phyllis and Priscilla, helping out, and Paula Rafferty did a lot of work on this. And it went through. It took a little while to get this not done necessarily but going through the different process. It went to her superiors. They had to look at it legally. And so on and so forth. But has everybody had a chance to read this? I'm not necessarily going to take a vote on it today because I'm supposed to give you at least two weeks. I didn't really do that.

**MR. JOSH TAYLOR:** I have not read it.

**CHAIRMAN PAUL KAPLAN:** Okay.

**MR. JOSH TAYLOR:** I was waiting for the hard document.

**CHAIRMAN PAUL KAPLAN:** So -- so -- you got the copy, right?

**MR. JOSH TAYLOR:** Yes.

**CHAIRMAN PAUL KAPLAN:** So read it over. I did not highlight anything in there of the changes we made because we pretty much changed a lot of the wording. We made it so it pretty much follows Fulton County law and also, of course, Georgia Public Library laws.

There is some specific thing -- one main thing we changed is the Office of Secretary. And over the years, Zenobia, who we didn't really realize -- I think Paula and I had a conference call once I had -- and at the end of our meeting she always sends along to the BOC a copy of what happened at the -- you know, what motions were taken, the attendance there, and everything that you need to legally -- to the BOC. And she's been doing this for years. So as far as I'm concerned -- we'll have to read it over -- Zenobia can be the Secretary of the Board because she's been doing this. This is what she's been doing. The only time that things will change that if our court reporter is not here for some reason, then the Secretary of the Board will be taking the minutes. More of a not generic but pretty much what we've

talked about and so on and so forth. And that -- that's pretty much what we've changed. That part's changed, but a lot of our wording has been changed in other things. I did try to -- I approached the thing about excused absences. You know, being -- if you got something going on, you're out of town, business meetings, you're sick, something happens, it falls on deaf ears, guys. They -- they are very much adamant that if you miss four meetings during the year or three consecutively, then you have to be removed off the Board. And -

**MRS. PAULA RAFFERTY:** With the sole exception that you're allowed to do two meetings -- participate by telephone.

**CHAIRMAN PAUL KAPLAN:** Right. That we added. That's right, Paula. That's right, Paula. That's right. We added for -- by telephone. In other words, if you can't make it, you can do it on the telephone. And that would be allowed. That would be legal to do.

**MRS. PAULA RAFFERTY:** But you can't -- but you can't be completely absent without doing it by telephone for three consecutive meetings. That's an automatic you're off the Board. There's no way to get around it. The law is very clear. And there's no mechanism built in. Because the way I read the law is that it's automatic. It's by operation of the law. You know, it doesn't take anybody's permission. It takes an appointment to get on the Board, but, you know, if you fail to come to the Board meetings in every conceivable way that they've talked about the Board in the library section of the law, where they talk about it in the Fulton County -- the local laws for Fulton County, it is really clear that you are not eligible to be on the Board anymore. And eligibility is, you know, the sole source of being able to be on the Board. If you aren't eligible anymore, then you can't be on the Board.

And I think that the sanity behind that has more to do with being able to preserve the quorum. The integrity of the Board cannot move forward without a quorum always being present. You have a very small Board. And you have people who are variously not attending. I have a -- I'm on a small board of directors, and it's -- and we don't have an automatic you're off if you don't show up. So we have people who are consistently not there. And sometimes we struggle to have a quorum.

If it were the same thing here, you got to have four people to have a quorum. And if you have people who are consistently not here and not participating, then you can have situations where you don't have a quorum. And your -- and the intent of having

people present and participating in all of the districts to be able to, you know, let that information be known from the district and come back to your Commissioner, it is simply not going to happen. So how this has been written is to make it clear that the law says three times in a row, you're not on the Board. Four times in a calendar year, you're not on the Board. There is one exception of the law and that is that twice during a year you can participate by telephone if you're sick or out of the jurisdiction.

And I think between -- you know, that basically gives you, you know, six times out of twelve months where you don't have to physically be present at a Board meeting. And in fairness, that ain't bad. So that's...

**CHAIRMAN PAUL KAPLAN:** We discussed this, too. There's some things I didn't agree with; however, I'm not going to go against the law, but I had my own opinion on certain things. But, anyway, you'll see that in there. That's -- everything's written out on here. Was there anything else on there that we -- we changed the constitution, a couple of things in there, to pretty much back up what we have in our bylaws. So --

**MRS. PAULA RAFFERTY:** And I can tell you that what I did was I sat down with the Open Meetings Act and with the Open Records Act and with the library section of the Georgia Code, that's a general law, with all of the -- with every iteration of local law and with the Constitution, the State of Georgia, and just lined them up to see, you know, what needs to be in there. And as it turned out, Zenobia was actually without us ever thinking about it, complying with the Open Meetings Law. There's actually a provision in there that required her to do that, or required somebody to do that. And, magically, it was happening and we didn't even know it. So by providing that to the Board of Commissioners, that was a task of the Board of Trustees that we had not been even cognizant of.

So what I tried to do was put in your -- the places where there's a statutory requirement and the specificity of what it is that we're supposed to be doing. And that's how you ended up with a whole bunch of stuff that your secretary really can be responsible for doing. And the fact that the -- and also there's a handbook that is -- book -- referred to in the general laws that says that you're supposed to use it when you're writing your bylaws and your constitution. So flipped to the page and it says that you can actually use either the Executive Director or an employee of the library to be your secretary and then that person doesn't vote, sits ex-officio. So they don't vote, but they take care of all duties. So that takes care of

your position as secretary, as one way of resolving it instead of having somebody actually being on the Board.

I made it clear in here that you can -- and this is nowhere in any law that says that you can't do it this way -- to have your minutes, your official minutes be the verbatim transcript that's created by a court reporter.

Lo-and-behold, there will come a day when your court reporter will not be here. I mean, we can't imagine what that would be. But if you have a Special Called meeting, it may be that you can't get a court reporter in that twenty-four hour period of time that you're allowed. So, you know, the only thing that needs to be in the minutes legally is: Who's present, who's absent, you know, what motion was made, who seconded it, whether it carried, if there was a vote against it -- that can be, you know, clearly stated -- and that's it.

If there was a discussion, you can say the topic of discussion. But no other discussion needs to be made about the goings on at the meeting in order to be compliant with the law about meeting minutes. And so I've made that really clear as I've broke it down in the bylaws so that nobody ever had to be confused about what actually would comply with the meeting minutes in the absence of what comes out is verbatim.

And that's basically what needs to be created and has been being created in order to meet the Open Meetings requirement. Within just a couple of days after the meeting, that specific information has to be provided to the public and it's been given to the Board of Commissioners. But it's actually something that should be going up on our website to make it more accessible to people.

**CHAIRMAN PAUL KAPLAN:** So we did a few things. Go ahead.

**MR. D. CHIP JOYNER:** When you call in, are you allowed to vote as well?

**MRS. PAULA RAFFERTY:** If you call in? That was unclear, but, yes, you -- if you can't -- you can't make the quorum. You know, you can't be the fourth person to make the quorum, but you can vote, if that makes sense. Because, otherwise, we'll have people call in and you won't -- you'll have a telephone conference for a quorum. And that won't do. But I wrote it so that you got your quorum and then other people can call in and participate for those two meeting a year that you're allowed to do that because you're sick or out of the jurisdiction. It's not just a matter of convenience.

**CHAIRMAN PAUL KAPLAN:** So we tried to cover everything. We tried to clear up a lot of things. A lot of -- there was a lot of things in there that didn't need to be in there. We took

those things out, and we just kind of cleared up the language. But read it over. We'll vote on it at the next month's meeting. However, if you want some changes, let me know, because it takes time. Because then we'll have to go back, we'll have to look at it. It's going to go up the chain. So just to bear in mind, that whenever we make a change now, we certainly won't vote on it next month. It'll have to continue up until we get it -- until we get it all approved. So that's where we are.

**CHAIRMAN PAUL KAPLAN:** Okay. Josh had me print an update. You want to talk about that, having an update?

**MR. JOSH TAYLOR:** Well, there were a number of very interesting points in last month's meeting. And I figured it would good just, Gabe if you could give us an update on some things. One would be status of the vans.

**DR. GABRIEL MORLEY:** We could not get them with Salary Savings. We called and talked to the company, and the guy said that anybody who tells you they could do it in three months would be telling you a lie. And so we knew that we would never be able to do that and wrap it up before Fulton County closed the year. So we'll just revert back to our original plan, which was to use the TAD money.

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** They did talk to the guy that worked up the specs. So we'll be ready to put out those RFPs for each of the two -- we'll just call them Bookmobiles. The other one, the smaller Outreach vehicle, we have included in the Salary Savings. We can do that one quickly enough, no problem.

**MR. JOSH TAYLOR:** Okay. Good.

At the last meeting we also talked about the desirability of, I'll call it a Communications Plan, to talk about what the library does for you. And you had said that's on your agenda to address. Have you moved forward on that?

**DR. GABRIEL MORLEY:** The PowerPoint for you all?

**MR. JOSH TAYLOR:** Well, no, two things: One is a PowerPoint for us. The other is, you know, something that says -- and maybe it got blended together -- but, you know, something that communicates to the public about what our libraries are about.

**DR. GABRIEL MORLEY:** Separate from the renovations?

**MR. JOSH TAYLOR:** Yes, apart from the renovations, Program Services.

**DR. GABRIEL MORLEY:** Yes. I think I blended those together. I think that was what I was working on, but it would say these are our Programs and Services. It would be the PowerPoint.

**MR. JOSH TAYLOR:** I think that's fine. Obviously, beyond the PowerPoint and our ability to use that, you know, there needs to

be some kinds of Communications Plan to the community, you know, looking at signage, looking at -- if you go back to last month's minutes, we discussed it. You know, there's just not a very clear picture of the variety of services that we offer to the community.

**DR. GABRIEL MORLEY:** Oh, you mean for internal marketing, right?

**MR. JOSH TAYLOR:** I'm talking about external marketing to the public. Meaning, you know: We do books; we do eBooks; we do Programs, we do Computer Labs. We have all these things that you can check out; electronic media.

**DR. GABRIEL MORLEY:** Yes. I think that's wrapped up in our advertising.

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** I mean, I -- I --

**MR. JOSH TAYLOR:** Yes. I agree.

**DR. GABRIEL MORLEY:** Yes. If you pull it out into two separate things, yes. I mean, I think that's part of what we got planned here for -- in our Salary Savings for our advertising costs that Claudia's got for her package. I think I'm with you.

**MR. JOSH TAYLOR:** Okay. So we'll cover that under Salary Savings. You know, you -- that's on our agenda to talk about.

**DR. GABRIEL MORLEY:** Yes. I mean, she has a budget to do some of that already.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** And then this will supplement in some other ways. We have some radio things that we want to do; some billboard things that we want to do. And those were sort of supplemental, because we had talked about all these last year. We included them in her budget this year. We've just been waiting, I think, for this renovation to really take hold. And we can ramp it up a little bit.

**MR. JOSH TAYLOR:** Okay. We also talked about the desirability of looking at maybe last year's Customer Service versus this year, maybe a three-month period. It looked to us as though services informally looks to be better, but it'd be good to get some statistics on that. You said we can go back and look at the year ago's reports.

**DR. GABRIEL MORLEY:** I know. But we sort of curtailed that about midway through last year. I'll look at it again. See if there's some --

**MR. JOSH TAYLOR:** I think quarterly is fine. I mean, I don't know think we have to do this, you know, every month. It's just to -- it just puts perspective when we do talk about Customer Service if we have some benchmarks to look at.

**DR. GABRIEL MORLEY:** Yes. I think I got into it and then

decided to wait and use the survey.

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** There was a reason that I stopped. Because I had the old data, but I couldn't find any new data. You know, because at some point we switched and went to a different report. I'll look and see what we have because I think we're still keeping the information. We're just not reporting it until quarterly. But, remember, that's another one of the things we wanted the Training Manager to do was to shore up all these stats. Because we found out a couple of weeks ago the Branch Managers are steadily sending information into this program that no one's ever looked at statistically. And it was some previous County Manager wanted these things.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** And so it had just been going and going, but none of us ever looked at it. So we're not where we need to be on the stat. That's just an honest admission. We're trying to get a better hold on it. We just have too many stats in too many places from too many different people.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** And I don't think -- I almost never look at anything except what's in your -- your thing. I don't know if Gayle sees any. But I know the Group Administrators don't see any of them. So, you know, that's one of the things that we're working on --

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** -- as we try to move to a more analytical data driven model.

**MR. JOSH TAYLOR:** Well, maybe we could put that on a future agenda which is that, here's what we are now doing stat-wise; here's what we're going to kill; here's what we're going to continue with or add to. I think that's a great idea. Customer Service Survey, how is that going?

**DR. GABRIEL MORLEY:** I think it's going pretty good. So far we're at fourteen thousand responses.

**MR. JOSH TAYLOR:** All right.

**CHAIRMAN PAUL KAPLAN:** That's good.

**DR. GABRIEL MORLEY:** I know. That's what I thought.

**CHAIRMAN PAUL KAPLAN:** That's great.

**DR. GABRIEL MORLEY:** And so we have one more week. And so Claudia's going to do another big push and send out some more email blasts and all and say, hey, if you haven't done it, you know, time's about to run out. We got a month to get to fifteen thousand. I mean, that will give us some good, concrete data even with the small margin of error we may have from, you know,

somebody saying, well, I already did this and just clicking through to get past it, so...

**MR. JOSH TAYLOR:** Well, I only sent it out to the Friends Group that I'm most directly involved in, the three, today. And they are asking their Friends to participate. So I would invite each of you to communicate with your Friends Groups and make sure they participate.

**DR. GABRIEL MORLEY:** Yes. If people haven't done it, we want them to do it. And I can tell you, at one point, she sent out forty thousand emails in one email blast. We're trying to use some of our new tools we have where we can capture some data. And some came back, you know. The email addresses were no good or out of date or whatever. But still, it was a way for us to directly touch 'x' thousands of people that we may not see or who may not use the library computer.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** And so it was a good effort. Then the staff has complied. You know, they really helped. They helped with Milner voting. You know, they really stepped up to push some of the things that we've been trying to steer them in the direction of over the last couple of months, so... Because we had seven thousand Milner votes, too. And last year we were in the five thousand range. So that was good. Belle was happy about that.

**MR. JOSH TAYLOR:** What kind of votes?

**DR. GABRIEL MORLEY:** Every year the Milner Award --

**MR. JOSH TAYLOR:** Oh.

**DR. GABRIEL MORLEY:** -- brings in the most popular children's author to Atlanta and school groups get to come. And the idea is the kid's vote on who their favorite author is.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** So, typically, it's been around five thousand or so. And this year we bumped up to over seven thousand. But we also asked for a little more participation. You know, we set a goal for each Youth Services Librarian and said, hey, can you get two hundred votes from the schools in your area?

**MR. JOSH TAYLOR:** Good.

**DR. GABRIEL MORLEY:** And I think they enjoy participating. In some ways, I'm sure it's a pain. But it also helps remind them that we're part of something larger than just the day-to-day activity at their branch.

**MR. JOSH TAYLOR:** Okay. And earlier this week, I asked you about the update on the profiles and you responded that you hoped to --

**DR. GABRIEL MORLEY:** Yes. Gayle and I talked about it again. I mean, we're getting closer to where we want to be. I think we're a little skittish because we don't want some of the information to be used against us.

**MR. JOSH TAYLOR:** I understand.

**DR. GABRIEL MORLEY:** So we're trying to be careful about how we couch some of these things. And so what we'll probably do is email you a draft. And then we can sort of massage it and get it the way we want it before we, you know, before we put it out. And then that way, we'll have some consistency without some people getting their hands on it and trying to turn it around against us and making noise for no reason.

**MR. JOSH TAYLOR:** Okay. Good.

**CHAIRMAN PAUL KAPLAN:** There was one other thing, I think, I saw. Josh, I saw an email that I think went to Gayle. I'm not sure. Or it may have went to -- the next year's budget.

**MR. JOSH TAYLOR:** Yes. Thank you.

**CHAIRMAN PAUL KAPLAN:** Is it too early to start?

**DR. GABRIEL MORLEY:** No. We -- the County -- Gayle and I were in training all day Monday and Tuesday. But the County on Monday announced when the budget training sessions were for this year. And I think they're in the middle of June, so if we meet maybe the third week of June... But I think what I'm going to do -- because you know how it's going to be. They're just going to tell us, hey, here's your rollover budget. Give us a scenario. Five percent under; five percent over. So I think what I'll do is I'll go through and make some notations that I think are important with the things that I think we ought to do. I can send it to all of you. And then we can start a discussion before so that when we actually get whatever numbers we get from Fulton County we'll be able to have a strategy that we can try and deploy --

**MR. JOSH TAYLOR:** Right. I think that's great.

**DR. GABRIEL MORLEY:** -- as soon after. Because you know there's some pushback. And you know they're going to say, no, we told you, you know, you can't go over five percent. And we know we're going to have to go over five percent. I mean, we just can't keep operating at a bare bones level.

For example, one of the part-timers is going to be gone from Adams Park, so they can't cover any weekends, which means they can't help cover anybody else's weekend. So for the entire summer they will be in a bind. And our other alternative, I think Gayle and I's favorite alternative, is just tell people you can't leave. You can't go on vacation. You can't be sick. That doesn't really work. But, you know -- and I know Dick is

not going to want to hear that. The County's not going to want to hear that. But we have thirty-four locations. And even though some are going to be renovated and the staff redistributed, it's still a huge operation seven days a week, morning into the night. And we're continually stressed by not having enough people to get where we --

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** -- we can just provide a basic level.

**MR. JOSH TAYLOR:** So when do you think you'll have an updated staffing model that we can talk about?

**DR. GABRIEL MORLEY:** We talked about that this week or last week, too. And, you know, Gayle has some preliminary ideas. And I think probably what we'll do is just figure out what we believe will be ideal and then what the County may reasonably end up allowing us to do, because it's going to be two different scenarios.

You know, if we had our druthers, we would just add the people and go on. But if their response is going to be add the people but within the same amount of money you have, then we have to cut something. And I don't know that we want to do that. So I think we want to position ourselves so that when we have those conversations they're more meaningful. And I'll tell you why. Because remember last year we asked for a hundred thousand dollars in Programming money so we could do Programs. And the County said no. If you watched the last Board meeting, they've allotted five hundred thousand to Frankie's shop to come up with Youth Programs for the County.

So I think that -- that my message got lost somewhere in there. You know, when we had our budget hearing, somehow it didn't translate that we were asking --

**MR. JOSH TAYLOR:** That's why we need to start early with the message before the numbers so that they understand, you know, here are the things we're trying to accomplish.

**DR. GABRIEL MORLEY:** I hope they will. I mean, I think this is low on their list of priorities, you know. But I -- I've --

**MR. JOSH TAYLOR:** It is. But we --

**DR. GABRIEL MORLEY:** -- talked to Dick a couple of times, and I --

**MR. JOSH TAYLOR:** -- but we each have a relationship with a Commissioner. And the sooner that you can arm us, at least we can be advocates.

**DR. GABRIEL MORLEY:** Well, I think we'll definitely be sooner.

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** You know, I mean, I've already got a list of things. Ed and I have just been waiting for the County to

say here's your baseline so we'd know what we were dealing with. Because remember last year in some cases just to get back to even we had to sacrifice.

**MR. JOSH TAYLOR:** Oh, yes.

**DR. GABRIEL MORLEY:** And so if we got to do that again, it makes it even harder to add, you know --

**MR. JOSH TAYLOR:** Okay.

**DR. GABRIEL MORLEY:** -- the money from earlier.

#### **NEW BUSINESS**

##### **SALARY SAVINGS - UPDATE**

**CHAIRMAN PAUL KAPLAN:** The Salary Savings Update.

**DR. GABRIEL MORLEY:** Yes. I got this I'm going to pass out. Because remember last year Ed and I just moved the money, which I think is okay with the County, but then retroactively we realized we should probably really ask you to look at it. So the deal is we have around seven hundred thousand in Salary Savings. And if you remember, we have to spend it because it goes away at the end of the year. And the County does not want us to hold on to this money because then they get aggravated. So if you look, it shouldn't be a surprise. I mean, we want to put money into Materials. So we have the majority of it going into three different categories in the books line item. The eBooks, obviously, we know that's growing. We know we need significantly more eMaterials. That should be an easy sell for anybody who questions us in Finance.

New Materials Phase II locations. The Phase Two bond money does not include money for new Materials like the Phase One bond money did. Remember, you build a new library you start with a whole new Collection.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** The Phase II money is for the building, the facilities, the technology but not necessarily for books. So what we proposed -- and James think it's doable -- that we can order a hundred thousand dollars worth of new Materials before the end of this year and then just hold them until these first seven are renovated and then put them on the shelf in those branches.

So what we'll do is we will assess the Collection at those seven places and see where -- not necessarily where they're weak, but what's in poor shape. You know, if they're low on kid's books then we can supplement kid's books. So we don't necessarily have to know tip for tap, one for one, what we're ordering. We can order in a range. But it won't be best sellers or anything that's going to be outdated, because Sandy Springs or Roswell could potentially be closed six or seven months. So by the time

those hit the shelf, they'd be no good. But it'll do two things: It'll help refresh the Collection in reality. But more importantly, it will refresh the Collection when people walk in and see a brand new building and they won't see all ugly old books. Because we'll be able to thread some of these new Materials in so it won't look like we did a half job. And we may end up spending more than a hundred.

**MR. JOSH TAYLOR:** I was going to say that looks fairly thin to me for books.

**DR. GABRIEL MORLEY:** Well, the issue is can we order them and get them invoiced and paid for before October.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** And so in some cases it doesn't look like a lot, but when you're ordering, there's only so much available to buy. And so that -- we ran into that last year. You know, you get to a point where you don't just want to buy twenty copies of the same thing and that's all that's available. And we don't want to buy back order. Whatever we get has to come in; has to be invoiced and paid this year.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** But I think that's flexible. Because you see it's all going into books.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** I mean, we're just arbitrarily separating it. So if we wanted to spend another fifty thousand out of eBooks and the new Materials, we just do it. The Early Literacy Workstations, we have some flexibility there, too. But it's the same scenario. We can order those. Hold onto them, and then put them into those renovated branches.

**MR. JOSH TAYLOR:** What is an Early Literacy Workstation?

**DR. GABRIEL MORLEY:** It's essentially just a computer that's got all of the programs and everything built into the computer. And so it's not connected to the Internet. It's its own --

**CHAIRMAN PAUL KAPLAN:** It's all by itself.

**DR. GABRIEL MORLEY:** Yes. It's not -- isolated is not the right word.

**MRS. PHYLLIS D. BAILEY:** So it stands alone?

**DR. GABRIEL MORLEY:** Standalone, right. So it's a kid's computer. It's got all sorts of different kid's activities related to literacy, different kinds of games, songs. And it's -- you can sit down and work on it and it's an educational product. And it's in English and Spanish.

**MR. JOSH TAYLOR:** And how many -- how many workstations does that amount to?

**DR. GABRIEL MORLEY:** I don't remember. Fifty, maybe. I don't -

- I don't remember. Ed totaled them up.

**MR. JOSH TAYLOR:** That's expensive.

**DR. GABRIEL MORLEY:** Yes. They're -- well, maybe it's more than that. Maybe it's a hundred. I don't know. We looked at it last year though. It was on our list year for Salary Savings, and remember we couldn't do it. We ran out of time. I don't remember them. I can look it up and email you.

**MR. JOSH TAYLOR:** Yes. I think it'd be good to know that.

**DR. GABRIEL MORLEY:** But for the new branches, for anything still opened, it can go right in. It can also go -- one of the things we did in Calcasieu was distribute these to places where kids congregated in the community, too. So we just branded it with the library brand and then we would take it to the Health Unit. We would take it to doctor's offices. So places where there were going to be a lot of kids we could put it there and then just keep those stats, and say, hey, as part of the library's mission, you know, this is going to be in your rec center, or this is going to be in your whatever. And so it was a good project for us to get into the community and places where there's not a lot of other need for us.

Some of the other things, I mean, they're all pretty self-explanatory. Alex's car about to fall apart, so the County just has to surplus it and he'll be able to roll that up.

We were going to order this Mondo board for us. Because we realize when we move from this location temporarily, we will need some kind of way to still have meetings and display things. So we'll be able to use this for multiple different things, because Claudia will be able to use it for her signage and other things.

The Google Grant, remember I told you last time we got a grant for seventy-five thousand dollars from Google to create the mobile hotspot program. So when I talked to AT&T, they said it was thirty dollars a month for the hot-spots; onetime fee; no ongoing monthly costs.

When Gayle and I talked to I.T. on the phone a couple of weeks ago, they said, no, it's thirty dollars a month. So if it is thirty dollars a month, then we will need to supplement some of those costs. And so we have the Salary Savings, if we spend three thousand bucks to get the carrying cases, then that'll offset and save some of that money.

And the rest of it, I think is Outreach Start-up. We just delineated some it, so the County would have an easier time if you look at the accounting. Some's in different object codes. But you can see all of these things are things that Christina and Oscar have identified as things they want to have either in

their Bookmobile or things they're going to use for Programs. And you can see. I mean, it's a lot of regular things. It's a lot of things that other libraries have that we just haven't had, a lot of technology.

**MR. JOSH TAYLOR:** So is there going to be a budget item next year beyond the startup for ongoing expenses in this category?

**DR. GABRIEL MORLEY:** Maybe if we need it. But, generally, each branch gets some money allotted to it for Programming Materials. And what we did this year is we gave them a little bit as if they were a branch. But that little bit doesn't go far when you're -- you have nothing. And so this will get them -- and plus they've been talking up all these things, you know. As they go around say, hey, you know, we're going to have this; we're going to have this. And people keep saying, well, when you going to have it? And so now that we have the money available and we won't have to take it out of our operating money, this is a prime opportunity to get some of these things.

**CHAIRMAN PAUL KAPLAN:** The amount at the bottom here, the seven hundred twenty-four thousand, does that take all of the TAD? Was that -- how much is that?

**DR. GABRIEL MORLEY:** Yes. That's where the Salary Savings is now. But, you know, it's going to continue.

**MR. JOSH TAYLOR:** So there's probably several hundred thousand more that's going to occur.

**DR. GABRIEL MORLEY:** Yes. I mean, until we hire these people. I mean, we have the interview set up for Librarian Principal. So if we hire those two people. And if they're internal, though, then we open up their slot. So it continues. And that's what Gayle was saying. The delay in trying to fill these things inevitably creates this gap that we can never manage. But this will eat up a big chunk. But we will be strained in two or three months when we come back and we've got another two or three hundred thousand. We're going to be looking at each other saying what can we spend this on?

**MR. JOSH TAYLOR:** Well, a good time to start planning that. It's going to be there. It's just the nature of the way this business operates.

**CHAIRMAN PAUL KAPLAN:** The only problem is if we have any money then we're asking for an increase, well, we didn't spend all the money. I could see what -- how they're going to think about this.

**DR. GABRIEL MORLEY:** And it's a good news, bad news. I mean, in reality if we weren't renovating, we could spend it easily. But because we know we're renovating, we don't need to spend this money because we know Al's money is going to pay for things.

And, remember, even last year we asked the County if we could spend some Salary Savings and buy some of those things ahead, and they said no. The bond money is to buy those things for the bond project. This is different money.

**MR. JOSH TAYLOR:** Well, you know, our book Circulation is down because our budget really doesn't cover what we need. Now, I think you're going to address with your Program. But, obviously, any additional savings, if you don't have a place to put it on, I'd put it in books.

**DR. GABRIEL MORLEY:** Oh, yes. We'll have to. And -- but remember the other thing is we have to do it strategically, because the money has to be spent --

**MR. JOSH TAYLOR:** I understand.

**DR. GABRIEL MORLEY:** -- before October. So it has to rollout quickly. And that's why we're trying to jump on this large portion now --

**MR. JOSH TAYLOR:** Good.

**DR. GABRIEL MORLEY:** -- because we'll be June, July, August, September, we'll be down to four months.

**MR. JOSH TAYLOR:** Yes.

**DR. GABRIEL MORLEY:** And --

**MR. JOSH TAYLOR:** So do we need a motion to...

**DR. GABRIEL MORLEY:** Yes. I mean, technically, I don't think so. But, technically, I do think so.

#### **MOTION**

**MR. JOSH TAYLOR:** It would be good to have a motion in support of this.

So I make a motion that we support to propose purchase request is Salary Savings.

**MR. JOHN R. THOMAS:** Second it.

**CHAIRMAN PAUL KAPLAN:** It's been moved and second. Any other additional questions? All those in favor say aye.  
(Whereupon, all said aye.)

**CHAIRMAN PAUL KAPLAN:** Opposed? None.

**MRS. PHYLLIS D. BAILEY:** One question.

**CHAIRMAN PAUL KAPLAN:** Sure.

**MRS. PHYLLIS D. BAILEY:** Would it be to your advantage to prepare a wish list, sort of have in your pocket just in case.

**DR. GABRIEL MORLEY:** That's exactly what we've been working on, especially because the Foundation has a new Executive Director, and that's essentially what this is. Oscar and Christina went through and started making that list. And I had my own list. And we just combined them into the Salary Savings pool, which depleted our Foundation wish list. So ultimately what we'd like to do is get to a point where the Foundation wish list is a lot

more programmatic, you know. And it's -- say, hey, we want Michelle Obama to come talk. She wants a hundred thousand dollars, you know, can we do it? And not be for nickel and dime type things. Because just like Josh said, we know every year we're going to have Salary Savings of fifty, a hundred, two hundred thousand. So we could pick up those -- those things later in the year.

**MRS. PHYLLIS D. BAILEY:** Yes.

**DR. GABRIEL MORLEY:** It's cumbersome, but we know we can do it. But we're definitely working on that wish list, especially because we're hopeful that when we get to the end or toward the end of Phase II there will still be some money. Because, remember, Phase I was twenty million under budget. So even if we were five million under budget -- five millions a lot of money that's got to go somewhere -- and so we want to be prepared for that, too. And I think I told you all -- I know I told the Group Administrators -- and Gayle and I met with them at one point and told them even the buildings we just built, you know, if there are issues at Milton, if there's issues at Palmetto, issues at Alpharetta, that would be the time to go back and correct those issues too. For example, we know the study rooms at Alpharetta are always booked. They could use two, three, four more study rooms. So we take leftover money from Phase II and add more study rooms. If we can, I think we ought to while the demand is there, while we have the money. Al may feel differently and may say we don't want to fool with the integrity of the building. But, you know, from a usage standpoint, you know, how often are the computers used at Milton? Maybe that space is better utilized for something else and we pull those computers out and take them to East Point or something. So we want to be aware of any of those challenges, too, as they come up.

**CHAIRMAN PAUL KAPLAN:** Like I was telling you, in Illinois -- I just talked to my local library that I had on -- that I was trustee there -- they took out the shelving, all the area shelving, put all study rooms. And they put six study rooms in. They're all demanding study rooms. That's what the kids want. And that's -- that's what's happening. That's what they're -- they're doing some changes. They're not keeping all the shelving. Most of them are going on the computer, you know, and other things. So you got to be able to change. You have to change when you can.

**MR. JOSH TAYLOR:** You know, I mentioned before we recruited my grandson to help move some books -- this is for the Buckhead sale coming up -- he's been in Buckhead. It doesn't have study

rooms. It has one. But he uses it as a study place and also Northside. So I found out he's used two libraries even though they don't have study rooms.

**DR. GABRIEL MORLEY:** Northside's scrunched.

**MR. JOSH TAYLOR:** Yes.

**DR. GABRIEL MORLEY:** It's very, very tight.

**MR. JOSH TAYLOR:** Right.

**DR. GABRIEL MORLEY:** But that's what I mean, we'll make it work. We'll figure out -- I mean, even the small ones we went to: Washington Park, West End, Dogwood, super, super tiny.

**MRS. GAYLE H. HOLLOMAN:** Yes, it is. Yes, very tiny, but they need study rooms.

**DR. GABRIEL MORLEY:** And that's just what we told them. Our priority is space. So if we have to sacrifice something, we're willing to sacrifice.

**CHAIRMAN PAUL KAPLAN:** Okay. Anything else the Board wants to bring up? I'm looking around the table. Anybody at all? If not -- go ahead.

**MR. D. CHIP JOYNER:** In the next meeting, if we can kind of circle back and talk about our messaging -- kind of what you were talking about -- about messaging that when we visit our libraries that as a Board we are all speaking to the same talking points.

These are three items that came up. These are three things that we're working on, which might be trying to get the money for study rooms or something where we appear responsive or are being responsive.

**MR. JOSH TAYLOR:** You're going to have a PowerPoint.

**DR. GABRIEL MORLEY:** Yes. That's on our list. I mean, that was rolled up as part of that package.

**MR. D. CHIP JOYNER:** Very good.

**MR. JOSH TAYLOR:** Good.

**MR. D. CHIP JOYNER:** Thank you.

#### **ADJOURNMENT**

**CHAIRMAN PAUL KAPLAN:** If there's none, make a motion for adjournment? Somebody make a motion?

#### **MOTION**

**MR. D. CHIP JOYNER:** So moved.

**MS. JAMILICA BURKE:** Second.

**CHAIRMAN PAUL KAPLAN:** Somebody must have seconded it, right?

**MR. JOSH TAYLOR:** She did. Jamilica did.

**CHAIRMAN PAUL KAPLAN:** I'm sorry. All those in favor say aye.  
(Whereupon, all said aye.)

**CHAIRMAN PAUL KAPLAN:** Opposed? None.

Thank you, everybody.

*(Whereupon, the Board of Trustees Meeting  
concluded at 5:31 p.m.)*

Fulton County Library System

Director's Report

Dr. Gabriel Morley, Executive Director

June 28, 2017

### **Summary of May 2017 Activities**

#### **Personnel**

- All of our new positions have now been advertised by the county (trainer, catalogers).
- We hired two individuals to become branch managers at Alpharetta and Milton. (Vacancies were created due to promotion.)
  - Todd Williamson was named branch manager at Milton. Todd was formerly the assistant branch manager at Roswell. He has also been a school librarian, and was a branch manager in Virginia for 10 years.
  - Ashley Dupuy was named branch manager at Alpharetta. Ashley has been a supervising librarian at Kennesaw State University for more than eight years.
- We are advertising to fill seven associate level positions and six part time positions.

#### **Bond Update**

- The BOC approved Group 2 contractor on June 21. (Ocee, NESO, Northside, Mechanicsville, Buckhead)
- The BOC approved Group 4 (East Point and Fairburn) contractor on June 21.
- The BOC approved Central Library Programming/Bridge Document firm on June 21. Cooper Carry, a local firm, was selected based on the idea that Central Library needs to become more focused on space planning, programming, and engage with the downtown area in a more proactive and persistent manner. AFPLS must look outward and the Cooper Carry designs supported the library's vision.
- Group 3 advertisements are being finalized and could be made public next week. (Adams Park, Adamsville-Collier Heights, Cleveland Avenue, Ponce de Leon, College Park, and East Atlanta)
- The Hapeville advertisement is also slated to be made public next week.
- Public input sessions have been held at all seven Group 1 libraries. Most sessions revealed the public is interested in the same things we have been discussing – study rooms, better technology, and modern facilities.

#### **Survey Results**

- We had almost 16,000 responses to our customer service questionnaire. Overall, our new approach of embedding the survey on our computers worked well. We did have some duplication, but we can assign that to a specific margin of error. We also have to consider the majority of respondents were existing library computer users, which means the results are not perfect, but will give us some good baseline data. I am still analyzing the data.

## **2018 Budget Ideas**

- We are beginning the 2018 budgeting process now. With that in mind, I am proposing a few enhancements. As you may recall, the county's budgeting process is fairly rigid so we will need to figure out how to best "sell" these enhancements. (All figures are estimates)
  - collectionHQ add-on for book selection (pricing next week)
  - Mosaic user data program (pricing next week)
  - Advertising budget (\$50,000)
    - If the ad budget is approved a graphics person (\$50,000) would be a complementary addition to the marketing staff
  - Six additional library associates (\$300,000)

## **VOLUNTEER SERVICES**

- The Office of Volunteer Services recorded 4,054 hours performed at 29 locations, including 7 departments at Central, by 523 volunteers, 57 of which were new to the system. Branches with the top hours included Sandy Springs, Milton and Roswell and branches with the top number of volunteers included Ocee, NESO and Milton. Roswell, Alpharetta and Sandy Springs had the top number of Friends' hours with 463, 449 and 288 hours respectively.

## **CENTRAL LIBRARY**

- As the school year ends, preparations for the library's summer reading program begin. Programs were created and scheduled for summer campers and routine library users. Programs created are educational and fun, and intended to prevent a summer slump of learning and literacy. Research shows it's usually the students who can least afford to lose ground as readers who are most likely to suffer from summer reading loss and fall far behind their peers. Therefore, all of the programs offered are engaging and is aimed to include activities for all ages and learning abilities.

Summer Reading Materials were received, sorted, and distributed to all branches. Meetings were arranged and held with GEEARS (Georgia Early Alliance for Ready Students, PBS (Public Broadcasting System), Alliance Theater, and the High Museum of Art, Public Relations, and Branch Services. Relations with those organizations have been withstanding for the past 4 years with Central Library's Children's Department, which allowed them to eagerly agree to be part of the library's summer reading program kick-off. PBS contacted me regarding programing for our library system; I contacted public relations and branch services, to form another collaboration and partnership with an organization with almost the same mission and goals. PBS agreed to participate with the kick-off and a special appearance by Word Girl.

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
MONTHLY FINANCIAL REPORT - BY TOTAL LIBRARY

AS OF MAY 31, 2017

Doc. #17-32

SERVICE	2017 BUDGET	2017 MAY	2017 YTD	2017 YTD	2017 YTD	2017 YTD	BUDGET
DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ENCUMBRANCES	COMMITTED	% COMMITTED	BALANCE
REG SALARY	14,648,364	1,033,762	5,597,228	-	5,597,228	38%	9,051,136
PART TIME SALARY	771,759	45,071	259,057	-	259,057	34%	512,702
BENEFITS	7,617,085	489,518	2,762,365	-	2,762,365	36%	4,854,720
BOOKS	2,114,549	71,938	101,996	1,055,898	1,157,894	55%	956,655
OFFICE EQUIP. REPAIR	43,456	-	-	3,828	3,828	9%	39,628
EQUIPMENT	5,320	-	-	1,094	1,094	21%	4,226
OFFICE FURNITURE	2,082	-	-	-	-	0%	2,082
PROFESSIONAL SERV	90,337	3,000	13,215	16,741	29,956	33%	60,381
COPIER MACHINE LEASE	286,535	30,250	107,970	-	107,970	38%	178,565
COPIER PAPER	16,760	-	-	-	-	0%	16,760
SUPPLIES	149,952	4,616	9,348	-	9,348	6%	140,604
SOFTWARE MAINTENANCE	241,193	2,970	203,687	9,354	213,041	88%	28,152
BUILDING RENT	203,641	11,312	73,612	31,462	105,074	52%	98,567
LYRASIS CHARGES	1,000	-	-	-	-	0%	1,000
OTHER SERVICES	179,261	6,640	56,721	1,613	58,334	33%	120,927
SECURITY SERVICES	437,614	57,291	225,687	211,927	437,614	100%	-
TRAVEL	38,176	-	10,436	-	10,436	27%	27,740
VEHICLE MAINTENANCE	8,750	521	3,808	-	3,808	44%	4,942
GENERAL INSURANCE	759,530	54,644	307,821	-	307,821	41%	451,709
<b>TOTAL</b>	<b>27,615,364</b>	<b>1,811,534</b>	<b>9,732,951</b>	<b>1,331,918</b>	<b>11,064,868</b>	<b>40%</b>	<b>16,550,496</b>

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
MONTHLY FINANCIAL REPORT BY ORG TYPE

AS OF MAY 31, 2017

ORGANIZATION	SERVICE	2017 BUDGET	2017 MAY	2017 YTD	2017 YTD	2017 YTD	2017 YTD	BUDGET
TYPE	DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ENCUMBRANCES	COMMITTED	% COMMITTED	BALANCE
PUBLIC SERVICE OPERATIONS	REG SALARY	12,534,540	877,515	4,725,370	-	4,725,370	38%	7,809,170
	PART TIME SALARY	771,759	45,071	259,057	-	259,057	34%	512,702
	BENEFITS	6,566,069	416,490	2,351,441	-	2,351,441	36%	4,214,628
	BOOKS	2,114,549	71,938	101,996	1,055,898	1,157,894	55%	956,655
	OFFICE EQUIP. REPAIR	43,456	-	-	3,828	3,828	9%	39,628
	OFFICE FURNITURE	1,785	-	-	-	-	0%	1,785
	PROFESSIONAL SERV	49,595	2,424	9,547	4,947	14,493	29%	35,102
	COPIER MACHINE LEASE	271,235	28,260	97,888	-	97,888	36%	173,347
	SUPPLIES	98,607	154	154	-	154	0%	98,453
	BUILDING RENT	203,641	11,312	73,612	31,462	105,074	52%	98,567
	OTHER SERVICES	40,098	215	4,773	750	5,523	14%	34,575
	SECURITY SERVICES	437,614	57,291	225,687	211,927	437,614	100%	-
	GENERAL INSURANCE	575,035	39,320	230,998	-	230,998	40%	344,037
<b>Total</b>		<b>23,707,983</b>	<b>1,549,991</b>	<b>8,080,522</b>	<b>1,308,812</b>	<b>9,389,334</b>	<b>40%</b>	<b>14,318,649</b>

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
MONTHLY FINANCIAL REPORT BY ORG TYPE

AS OF MAY 31, 2017

ORGANIZATION	SERVICE	2017 BUDGET	2017 MAY	2017 YTD	2017 YTD	2017 YTD	2017 YTD	BUDGET
TYPE	DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ENCUMBRANCES	COMMITTED	% COMMITTED	BALANCE
SUPPORT SERVICES	REG SALARY	2,113,824	156,248	871,858	-	871,858	41%	1,241,966
	BENEFITS	1,051,016	73,027	410,924	-	410,924	39%	640,092
	EQUIPMENT	5,320	-	-	1,094	1,094	21%	4,226
	OFFICE FURNITURE	297	-	-	-	-	0%	297
	PROFESSIONAL SERV	40,742	576	3,668	11,795	15,463	38%	25,279
	COPIER MACHINE LEASE	15,300	1,990	10,083	-	10,083	66%	5,217
	COPIER PAPER	16,760	-	-	-	-	0%	16,760
	SUPPLIES	51,345	4,462	9,194	-	9,194	18%	42,151
	SOFTWARE MAINTENANCE	241,193	2,970	203,687	9,354	213,041	88%	28,152
	LYRASIS CHARGES	1,000	-	-	-	-	0%	1,000
	OTHER SERVICES	139,163	6,425	51,948	863	52,811	38%	86,352
	TRAVEL	38,176	-	10,436	-	10,436	27%	27,740
	VEHICLE MAINTENANCE	8,750	521	3,808	-	3,808	44%	4,942
	GENERAL INSURANCE	184,495	15,325	76,823	-	76,823	42%	107,672
<b>Total</b>		<b>3,907,381</b>	<b>261,543</b>	<b>1,652,428</b>	<b>23,106</b>	<b>1,675,534</b>	<b>43%</b>	<b>2,231,847</b>

## Atlanta-Fulton Public Library System - May 2017

Activity and Description	2017		2016		YTD
	May	YTD	May	YTD	
<b>Circulation</b>					
Total number of items checked out of the library	244,394	1,211,237	249,011	1,288,070	-6%
<b>Holds</b>					
Number of requests by patrons	56,727	261,592	53,207	259,190	1%
<b>Inter-Library Loans</b>					
Number of items lent to or borrowed from another library system	453	2,027	284	1,138	78%
<b>Visits</b>					
Number of people entering a library for any reason	373,045	1,581,158	293,064	1,433,299	10%
<b>Computer/Internet Usage</b>					
Number of computer sessions (Internet access and office software)	135,439	478,571	121,238	468,781	2%
Number of hours of computer use	76,810	257,483	42,515	228,478	13%
<b>Wireless Sessions</b>					
Number of times the library's wireless network is accessed	43,829	170,320	37,705	190,285	-10%
<b>Webhits</b>					
Number of times people have visited the library's website	697,044	3,510,471	715,916	3,541,493	-0.9%
<b>Online Resources</b>					
Number of times a resource is logged into or a searched performed	143,532	746,821	115,771	443,066	69%
<b>Computer Classes</b>					
Number of classes	21	123	18	103	19%
Number of attendees	141	775	144	641	21%
<b>Virtual Circulation</b>					
Number of e-books and e-audiobooks checked out	34,123	147,225	18,884	80,858	82%
<b>Children's programs</b>					
Library sponsored programs offered for children (birth - 12)	294	1,561	269	1,562	0%
Number of people attending programs	16,606	54,003	17,133	52,535	3%
<b>Teen Programs</b>					
Library sponsored programs offered for teens (13 - 17)	47	245	36	222	10%
Number of people attending programs	878	3,767	3,267	7,623	-51%
<b>Adult Programs</b>					
Library sponsored programs offered for adults (18 + )	419	2,116	331	1,799	18%
Number of people attending programs	5,260	29,112	4,116	23,685	23%
<b>Programs - Total</b>					
Library sponsored programs offered - total of all programs	760	3,922	636	3,583	9%
Number of people attending programs	22,744	85,882	24,516	83,843	2%
<b>Meeting Rooms</b>					
Non-library sponsored meetings or activities scheduled	763	3,470	460	2,517	38%
Number of people attending meetings or activities	7,724	40,311	11,123	48,809	-17%

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
CIRCULATION REPORT  
MAY 2017

ORGANIZATION NAME	ADULT	JUVENILE	Y/A	MAY 2017 DATA	MAY 2016 DATA	INCREASE/ DECREASE	PERCENT CHANGE	YTD 2017 CIRC	YTD 2016 CIRC	INCREASE/ DECREASE	PERCENT CHANGE
ADAMS PARK	868	409	32	1,309	1,540	(231)	-15%	7,408	8,828	(1,420)	-16%
ADAMSVILLE/COLLIER HEIGHTS	920	477	37	1,434	1,460	(26)	-2%	8,568	9,414	(846)	-9%
ALPHARETTA	9,850	16,505	621	26,977	28,140	(1,163)	-4%	131,574	132,405	(831)	-1%
BUCKHEAD	6,000	4,449	320	10,768	11,531	(763)	-7%	51,392	56,567	(5,175)	-9%
CLEVELAND AVENUE	1,140	641	64	1,846	1,653	193	12%	8,931	9,629	(698)	-7%
COLLEGE PARK	1,031	441	49	1,521	4,436	(2,915)	-66%	8,513	22,451	(13,938)	-62%
DOGWOOD	1,168	636	128	1,933	2,148	(215)	-10%	10,607	12,774	(2,167)	-17%
EAST ATLANTA	2,283	2,994	202	5,479	5,667	(188)	-3%	27,423	26,726	697	3%
EAST POINT	2,415	968	112	3,495	4,390	(895)	-20%	19,095	24,174	(5,079)	-21%
EAST ROSWELL	6,514	7,562	398	14,474	14,508	(34)	0%	70,103	74,905	(4,802)	-6%
FAIRBURN	1,346	695	76	2,117	2,861	(744)	-26%	10,615	16,526	(5,911)	-36%
HAPEVILLE	788	471	47	1,307	1,359	(52)	-4%	6,970	7,171	(201)	-3%
KIRKWOOD	1,293	1,703	100	3,096	2,720	376	14%	15,315	14,266	1,049	7%
MARTIN LUTHER KING, JR	584	427	33	1,044	1,253	(209)	-17%	5,234	6,162	(928)	-15%
MECHANICSVILLE	642	575	228	1,445	1,602	(157)	-10%	7,625	8,483	(858)	-10%
METROPOLITAN	3,134	2,371	158	5,663	7,149	(1,486)	-21%	30,622	40,044	(9,422)	-24%
MILTON	5,676	10,115	668	16,459	15,181	1,278	8%	79,598	77,022	2,576	3%
NORTHEAST/SPRUILL OAKS	4,974	10,680	647	16,300	15,714	586	4%	80,517	80,941	(424)	-1%
NORTHSIDE	6,422	7,617	579	14,618	12,906	1,712	13%	62,913	62,918	(5)	0%
NORTHWEST	2,058	2,858	205	5,121	5,995	(874)	-15%	25,585	29,538	(3,953)	-13%
OCEE	7,970	14,948	1,125	24,043	26,304	(2,261)	-9%	120,408	137,334	(16,926)	-12%
PALMETTO	810	1,054	49	1,913	2,622	(709)	-27%	11,170	16,038	(4,868)	-30%
PEACHTREE	2,920	2,584	128	5,631	5,388	243	5%	28,055	27,470	585	2%
PONCE DE LEON	6,276	4,315	354	10,946	11,855	(909)	-8%	55,464	59,992	(4,528)	-8%
ROSWELL	9,795	8,533	671	18,999	20,823	(1,824)	-9%	95,034	107,833	(12,799)	-12%
SANDY SPRINGS	8,522	7,188	666	16,375	17,042	(667)	-4%	80,300	75,049	5,251	7%
SOUTHEAST	1,244	1,697	86	3,027	0	3,027	100%	16,228	0	16,228	100%
SOUTH FULTON	3,372	3,196	231	6,800	294	6,506	2213%	32,999	18,682	14,317	77%
SOUTHWEST	2,360	1,274	147	3,782	5,082	(1,300)	-26%	19,804	21,355	(1,551)	-7%
WASHINGTON PARK	964	578	30	1,572	1,614	(42)	-3%	8,174	9,404	(1,230)	-13%
WEST END	920	512	42	1,474	1,833	(359)	-20%	7,387	8,634	(1,247)	-14%
WOLFCREEK	2,772	4,418	249	7,439	6,451	988	15%	40,497	36,422	4,075	11%
<b>BRANCHES TOTAL</b>	<b>107,032</b>	<b>122,892</b>	<b>8,483</b>	<b>238,407</b>	<b>241,521</b>	<b>(3,114)</b>	<b>-1%</b>	<b>1,184,128</b>	<b>1,239,157</b>	<b>(55,029)</b>	<b>-4%</b>
CENTRAL	3,880	1,829	189	5,897	5,637	260	5%	26,939	32,127	(5,188)	-16%
Outreach Services	53	34	3	90	164	(74)	-45%	170	737	(567)	-77%
AUBURN AVENUE RESEARCH	Non-circulating library - please refer to other usage reports.										
<b>SYSTEM TOTAL</b>	<b>110,964</b>	<b>124,755</b>	<b>8,675</b>	<b>244,394</b>	<b>247,322</b>	<b>-2,928</b>	<b>-1%</b>	<b>1,211,237</b>	<b>1,272,021</b>	<b>-60,784</b>	<b>-5%</b>

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM  
SYSTEM STATS AT A GLANCE  
MAY 2017

AGENCY NAME	MAY CIRCULATION	TOTAL REGISTRATIONS	INTRA-LIBRARY LOANS	COMPUTER USAGE	LIBRARY VISITS	NUMBER OF PROGRAMS	PROGRAM ATTENDANCE	NUMBER OF MEETINGS	MEETING ATTENDANCE	VOTER REGISTRATIONS
ADAMS PARK	1,309	168	73	3,194	13,525	8	127	11	204	1
HEIGHTS	1,434	253	428	2,121	3,341	11	677	6	77	3
ALPHARETTA	26,977	649	2,510	4,027	88,992	37	1,396	24	547	7
BUCKHEAD	10,768	445	957	2,040	13,525	22	554	42	779	5
CLEVELAND AVE	1,846	117	477	1,838	3,702	10	107	11	135	0
COLLEGE PARK	1,521	236	290	2,917	3,477	25	336	0	0	0
DOGWOOD	1,933	140	265	1,037	5,175	17	293	8	50	2
EAST ATLANTA	5,479	311	575	2,051	5,862	15	229	12	71	6
EAST POINT	3,495	344	492	4,674	5,602	8	184	27	286	
EAST ROSWELL	14,474	491	1,729	2,128	6,460	31	1,644	13	107	15
FAIRBURN	2,117	277	402	680	3,111	9	771	26	191	5
HAPEVILLE	1,307	92	331	1,183	3,320	15	368	10	79	0
KIRKWOOD	3,096	129	376	970	2,120	16	340	5	84	3
MARTIN LUTHER KING, JR	1,044	55	243	1,134	3,175	24	673	0	0	10
MECHANICSVILLE	1,445	109	299	1,388	4,164	11	320	5	117	4
METROPOLITAN	5,663	294	4,033	5,289	9,720	13	389	222	1,198	0
MILTON	16,459	344	3,563	862	4,251	30	415	10	92	5
NORTHEAST/SPRUILL OAKS	16,300	295	1,875	1,185	20,002	32	1,398	20	107	0
NORTHSIDE	14,618	329	881	658	8,360	6	214	11	88	
NORTHWEST	5,121	314	3,099	2,767	6,462	20	2,124	23	514	16
OCEE	24,043	572	1,470	1,349	20,770	21	294	2	34	7
PALMETTO	1,913	70	951	1,897	3,805	4	289	2	26	
PEACHTREE	5,631	285	938	1,640	5,574	34	617	8	85	2
PONCE DE LEON	10,946	417	1,466	2,480	20,183	20	296	10	73	7
ROSWELL	18,999	750	2,328	2,520	20,570	41	480	11	233	20
SANDY SPRINGS	16,375	768	1,833	2,784	18,396	40	2,113	17	239	7
SOUTHEAST	3,027	211	1,005	2,128	9,412	28	1,254	19	364	0
SOUTH FULTON	6,800	648	3,647	6,107	2,598	26	1,289	102	340	0
SOUTH WEST	3,782	376	554	4,885	16,000	22	537	48	445	4
WASHINGTON PARK	1,572	112	439	1,850	8,425	5	233	2	72	29
WEST END	1,474	179	217	2,042	2,977	16	213	7	28	19
WOLFCREEK	7,439	132	2,895	2,595	9,765	25	424	27	662	10
<b>BRANCHES TOTAL</b>	<b>238,407</b>	<b>9,912</b>	<b>40,641</b>	<b>74,420</b>	<b>352,821</b>	<b>642</b>	<b>20,598</b>	<b>741</b>	<b>7,327</b>	<b>187</b>
CENTRAL	5,897	823	6,053	2,012	18,931	79	993	17	249	18
OUTREACH SERVICES	90	132	0	0	0	33	919	0	0	0
AUBURN AVENUE RESEARCH	0	0	0	378	1,293	6	234	5	148	0
<b>SYSTEM TOTAL</b>	<b>244,394</b>	<b>10,867</b>	<b>46,694</b>	<b>76,810</b>	<b>373,045</b>	<b>760</b>	<b>22,744</b>	<b>763</b>	<b>7,724</b>	<b>205</b>