

**Lynnfield Public Library
Minutes of the Board of Trustees
November 19, 2018**

CALL TO ORDER

- Meeting was called to order by Bob Calamari at 6:00 pm at the Al Merritt Media & Cultural Center at MarketStreet. Roll call was taken. Present were Bob Calamari, Chair, Faith Honer-Coakley, Vice-Chair, Russ Boekenkroeger, Rich Mazzola, Janine Rodrigues-Saldanha, Nancy Ryan, Interim Director, Patty Nutile, Secretary, Jennifer Inglis, Director Candidate and guests Pat Kelly and Jonathan Nichols. Chair informed the attendees that the meeting was being recorded.

INTERVIEW WITH LIBRARY DIRECTOR CANDIDATE JENNIFER INGLIS: Jennifer Inglis interviewed for the Library Director position in 2015, but decided not to leave her colleagues at the Boston Public Library (BPL) as they were in the middle of a construction project. She has almost 20 years of Library work experience, including positions as a Children's Librarian, a Youth Service's Supervisor, and Library Director. She likes the administrative side of being a director and considers herself a good manager. She was Director at the Whitman Public Library and the Nahant Public Library. Whitman is similar in size and demographics to Lynnfield and has a unionized staff. When she took the Nahant position, the library was 99 % books with a few DVDs and no automation. She added computers and other technology and expanded the collections. The public loved the historic building, but were not invested in the library services. She improved public relations. She took a management position at the Boston Public Library (BPL), not realizing she would not be allowed to work with the public or take on library-related tasks. She dealt with drug- related problems and the homeless. Because she was not happy with her duties, combined with a \$30,000 child care expense, she decided to leave the BPL. She is at home with her daughter and working part time, doing research for her husband's competitive intelligence consulting business. She misses her library work. Her construction project experience includes writing a Planning and Design Grant for Nahant and working with the BPL on their \$78 million renovation.

- Question #1: Prior Work and Educational Experiences: In Whitman, Jen dealt with a 10 year-old building with HVAC problems and worked with a friendly staff and their union. The Lynnfield staff is welcoming and Jen wants to be involved with a staff that enjoys their jobs. She knows the municipal budget process and has worked with budget committees.
- Question #2: Management and Leadership Styles and Related Skills: As a manager, Jen likes to oversee and know what is going on. She likes to empower her staff to solve problems on their own and provide feedback. Jen considers herself a goal-oriented manager when working on projects, for example, a grant deadline. She would make strengthening the Library's collaboration with the schools one of her goals. In the day-to-day, goals are not as concrete, for example, as increasing circulation. Jen feels she is a collaborative manager. She considers herself a part of the team, but she is also in charge of the team. At a meeting, she would run the agenda, but topics could be set by staff. At times, she would delegate. As a leader, Jen likes to set a good example and gives credit where it is due. She finds that being polite and courteous, treating staff with respect, listening and being knowledgeable about staff jobs are good motivators. Most of her past staff would say she was a supportive manager. Jen was a union member as a former teacher. She has worked with unions in Whitman and at the BPL. Jen believes unions are in place for a reason. She had to negotiate with two different unions at the BPL, working through their conflicts. Jen is a believer in annual reviews. Following the rules of

the union contract, it took some time to let a BPL staff member go for multiple disciplinary infractions.

- Question #3: Career Accomplishments: Nahant was one of fourteen libraries in Massachusetts that was not automated. They had a small budget of less than \$300,000, most of which was for salaries, so they could not spare \$25,000 to join NOBLE. When Jen became their Director, they joined MassCat, which allowed them to automate. In Whitman, during the economic downturn of 2008, Jen held programs for mock interviews, resume review and cover letter review. She filled a need for the community. The MBLC created the Job Seekers Grant as a result of her work in Whitman. After she left the BPL, a social worker was hired. In Lynnfield, Jen would bring library services to the stores and restaurants at MarketStreet and bring in community members to support the new library building project.

Longevity on Resume: In 2010, Jen's husband was going to take a job in London, but it fell through. She took a position with a pay increase in Dartmouth. She liked the staff and area, was told she would have a contract, but was not given one. Her husband found a job in Vermont. Jen moved there for a year and a half, but could not find a full time job. She moved back to MA and worked in Nahant, which did not pay well. She went on to the BPL in 2014. She could not afford to live in Boston and pay day care, particularly when she was not doing what she was hired for. She decided to leave and stay home with her daughter. At this time, Jen does not have to work, but has chosen to and is only applying to jobs that she is truly interested in: A Director position in a welcoming library, in a smaller community, close to her home and where she can connect with residents.

- Question #4: Community Library Users: In Nahant, there were only 300 visitors per year when Jen started. The town was not investing in the library. She focused on programming to increase attendance. Because someone is not a library user, it does not mean they are not a library supporter. Some of Jen's ideas to bring in more patrons are: reach out to groups and find out why people are not using the library; maximize the experience for those who are users; bundle books on one theme to increase circulation; have good customer service and reach out to groups in town and find something to collaborate on. As a former teacher, Jen understands the challenges of reaching out to the schools. At the BPL, Jen had success with the schools because only their high schools have children's librarians. She would try reaching out to other parents via Facebook.
- Question #5: The Library of the Future; How Things Evolve Over Time: Jen feels that a well-trained and motivated staff who feel supported by their boss is the foundation for everything. She believes it is important to follow the state laws to keep things running smoothly and for libraries to be responsive to their communities. She considers herself a forward thinker and a practical person.
- Question #6: Technology: The BPL had interactive touch screens with digitized items from their collection along with items from the Digital Commonwealth College. One could pull up a map from 1822, put it on their library card and print it out. They were connecting people to precious resources. Lynnfield may be able to do something similar. Jen also suggested being responsive to the community and paying attention to nationwide technology statistics.

- Question #7: Strategic Plans: In Whitman, Jen prepared yearly updates to their Strategic Plans. In Nahant, she completed a Strategic Plan with an outside consultant leading some community group discussions and focus groups. Instead of a survey, they interviewed community members. One question asked was, "What do you do in your spare time?" This answer could lead to creating related displays and programs.
- Question #8: Experience in Working with a Board of Trustees: Jen feels the Trustees are her bosses; the director is in charge of the library and the BOT are in charge of making sure the director is doing her job. She is candid and transparent and expects them to have her back if something came up. Nahant had a three-person board. At times she could not get a quorum. She was hired to move the library forward and when the BOT got calls from unhappy citizens about what she was doing, they supported her. The Lynnfield BOT feels it is crucial for the new director to be collaborative. Jen feels she would prove herself, answer their questions honestly and they would get to know each other over time.
- Question #9: Building Projects: Jen thought choosing a one story building for our new Library was interesting and she loved the idea of having a view of nature with outdoor spaces. She liked the creativity lab along with the flexibility of using it for meeting space if needed in the future. Having a recreation center next door was a good idea. A tax increase will be necessary to move the project forward. Jen thought that fundraising could lessen the amount of taxes levied. She suggested the Foundation help with fundraising. She was told that the Foundation was created for operational and strategic functions not funded by the town in the future. Jen said she and the BOT will need to be ambassadors and convince the public that it will be worth the investment. She also feels she is a good public speaker.
- Question #10: Filling the Assistant Director's Position: Jen would like to see the Assistant Director's job description, find out if the position is in the union, spend some time getting to know the library and talk to the staff. When hiring, it is important to hire both expertise and personality, so the AD will mesh with the staff. She's learned from previous bad hiring decisions that it is not a good idea to hire when you are desperate, as you will compromise what you are looking for. In Whitman, Jen updated an Adult Services Librarian's position description to an Assistant Director's position description. In Nahant, she wrote part time job descriptions. At the BPL, she negotiated with the union over job descriptions.
- Candidate's Questions: Jen wanted to know if the union would allow her to work on the circulation desk. She was also curious what would happen if the BOT received calls about a controversial display. She asked what the biggest non-building related challenge was right now and if the director was in charge of Library public relations. She also wanted to know if there were financial resources for creating professional fliers.

The BOT may reach out to Jen for clarifications.

INTERVIEW CONCLUDED: The interview concluded at 8:09 pm.

CALL TO ORDER

- Meeting was called to order by Bob Calamari at 8:30 pm at the Al Merritt Media & Cultural Center at MarketStreet. Roll call was taken. Present were Bob Calamari, Chair, Faith Honer-Coakley, Vice-Chair, Russ Boekenkroeger, Rich Mazzola, Janine Rodrigues-Saldanha, Nancy Ryan, Interim Director, Patty Nutile, Secretary, Laura Keyes, Director Candidate, via Skype and guests Pat Kelly and Jonathan Nichols. Chair informed the attendees that the meeting was being recorded.

INTERVIEW WITH LIBRARY DIRECTOR CANDIDATE LAURA KEYES: Laura Keyes is searching for an employment opportunity to bring her husband and herself closer to family in Nashua, NH. She believes that a public library exists to serve the community; the community does not exist to serve the library. Her passion is life-long learning and helping others continue to learn. Every position she has held has allowed her to improve impacting her work in her next position. As Director at the Illinois Institute of Art in Schaumburg, she trained student workers at their duties as well as how to be an employee; in many instances it was their first job. Most of them became excellent employees and three of them chose careers in the public library field. As the Limestone Township Library Director, Laura was told by her Board of Trustees to take shifts from one staff member and give them to another. She told them it was unethical, refused to do it and was let go. Laura is excited to be considered for this Director position and would love the opportunity to increase her responsibilities, further her professional growth and add to the accomplishments of the Lynnfield Library.

- Question #1: Prior Work and Educational Experiences: The Freeport Public Library served a population of 26,000 and as Head of Adult Services, Laura worked with all departments and assisted the director in creating reports, writing grants, submitting information to the state and speaking to the BOT about issues. At the Illinois Institute of Art, the entire campus underwent renovations. Laura learnt that communicating with clarity to all parties involved is key, along with keeping the public informed. As the Pecatonica High School Library Director, she learned that one needed to stay connected with the community.
- Question #2: Management and Leadership Styles and Related Skills: Laura believes she leads by example. She works with her employees, showing she understands what they are doing. She makes herself available to her staff so they are comfortable in coming to her with library problems. To motivate she likes to explain the complete project to the employees, so they will see the end product, and how they fit into it. A staff member described Laura's management style as wordy, as Laura liked to provide information about everything going on in the library. Laura became more succinct and related the information to their jobs. Laura worked with union staff at Freeport. She understood the contract and followed it.
- Question #3: Career Accomplishments and Tenure: The job Laura enjoyed the least was working as the Director of the Limestone Township Library. The BOT were incredibly hard to work with and made her job very difficult. Her favorite job was the Head of Adult and Technical Services at the Freeport Public Library working with the community. She enjoyed organizing a community read event, speaking to community groups and strengthening community relationships. Laura left this position due to a family crisis of her husband, as she felt it was the best thing to do. Otherwise, she would have remained there. Laura is looking for a position she can stay in. Leaving her previous positions was due to circumstances beyond her control. The Illinois Institute of Art was a small private college that was starting to fold; she left before it did. In the

interview for Library Director at the Pecatonica High School, she was told Illinois state law required that she had a teaching certificate, even though she had her Master of Library Studies and she would be reimbursed for her classes. After being hired, they would not reimburse her and because she could not afford to take on more student loan debt, she resigned. She assured the BOT that if she is hired for this position, she will stay for a long time.

- Question #4: Community Library Users: Laura would work with our local school districts to see if some reciprocity could be done. In September, National Library Card Month, she would ask area businesses to offer a promotion, for example, a free coffee or 10% off, to citizens that show their library card. This may encourage those without a library card to get one. Setting up a campaign to show citizens how much they save by borrowing two movies a month, is another way of increasing library users. Laura spent two years organizing The Association of Lincoln Presenters Conference in 2018. The second Lincoln-Douglas Debate was held in Freeport in 1858. Laura pitched Freeport, IL to the association members. Her competition was Atlanta, GA, Dayton, OH, and Springfield, IL. One hundred nationwide members attended and it received nationwide media coverage. Laura marketed it through social media, by handing out fliers in person and sending personal messages.
- Question #5: The Library of the Future; How Things Evolve Over Time: Laura feels libraries will always continue to share information with the public, but the distribution format will change. Technology, streaming, eBooks and eAudiobooks will keep growing. The library will always continue to be the bricks and mortar place for the community to gather. In the future, the community may want more individual spaces instead of large meeting spaces. Laura feels story times will not change; it is a physical and social connection. Also, the elderly and people who live alone come in for personal connections and will always do so.
- Question #6: Technology: Laura feels that today a small to mid-sized library needs at least 12 computers for public use and a workstation that allows the patron to do more than just type up a document but also includes scanning and faxing capabilities. She thinks our library does not need to lend out eReaders or tablets, as it would be difficult to keep up with technology, unless the budget allows for it. We should own two or three for the staff to work and train on to help patrons. Community needs should be considered. Circulation statistics can help find the balance between the physical and digital collection management issue. Steady increases and decreases in circulation will be telling and consortium sharing could help. She thought developing a short electronic survey to gather more information during an eBook checkout may be useful.
- Question #7: Strategic Plans: Laura contributed to the library component of the Strategic Plan for the Illinois Institute of Art. She gathered statistics through speaking with students, professors and department heads about what the library was like before she was hired, got their opinions on the improvements she made and found out what they would like to see in the future. She put together recommendations for the committee including: Building up certain subject areas, offering certain services offered in the past, and increasing tutoring, which would require reallocating areas and budgeting money for qualified tutors. Laura does not know about Massachusetts Strategic Plan laws.
- Question #8: Experience in Working with a Board of Trustees: Even though Laura's experience with the Limestone Township BOT was not a positive one, she learned that if she did not agree

with a directive from her Trustees, she would put that politely into writing, and then do what they asked. More recently, at Freeport, she attended monthly board meetings, presented and answered questions. She also worked with board members in other capacities. Laura feels there needs to be crystal clear communication with the board. If any negative situation arises, it should be discussed. The Library Director should grow a relationship with each board member, as the board should do the same with the director. There were 9 board members at Freeport, appointed by the mayor. At Limestone, the board was elected and there were 7 or 9 members. At the Illinois Institute of Art, Laura answered to the Dean of Academic Affairs, but gave monthly reports to the Executive Committee, made up of a number of Deans, the President and the Chief Financial Officer. If there were differing opinions on the board, Laura would ask the Chair to hold a vote or if necessary, have more discussion with additional information on the topic. If the board and she disagreed, Laura would provide more information to support her opinion and stand behind their vote. The Lynnfield BOT are more involved with the strategic decisions and give their Director a tremendous amount of leeway with the day-to-day operations.

- Question #9: Building Projects: Laura is impressed with the transparency of information to its citizens. She would set up a naming/sponsorship opportunities. Both the library and board would work with area businesses and citizens to get their financial support. She suggested looking into additional grants. If the library owned and stored historic documents, there may be grant money for that. Early Childhood Education funds may be available. Laura was told that her ideas were innovative, but we were not planning to fundraise as we would be obligated to raise more money than we could. Laying the groundwork in the community is important and Laura would enjoy taking to the community about the value of a new library.
- Question #10: Filling the Assistant Director's Position: Laura has experience with hiring and has fired an employee. She would want to see the Assistant Director's job description and update it, if necessary, getting the BOT's approval. During the interview process, she likes to bring in another manager or board member. She would not involve the trustees in the process, other than possibly attending an interview if it took place when she was recently hired. She has hired a full-time paraprofessional. At the Illinois Institute of Art, she was on a committee that interviewed and evaluated candidates for the Head of the Mathematics Department. Laura had to terminate a student worker because he was not doing what he was asked, not following the rules, and not being punctual. She documented what he was doing and spoke to him privately.
- Candidate's Questions: Laura wanted to know if there are any detractors of the building project and what kind of projects the Friends of the Lynnfield Library supported.

The BOT may reach out to Laura for clarifications.

ADJOURNMENT

A motion was made and seconded to adjourn the meeting at 10:05 pm. The vote was unanimous. Motion passed. (Russ Boekenkroeger/Faith Honer-Coakley)

NEXT MEETING DATE

Tuesday, December 4, 2018 at 6:30 pm

Respectfully submitted by Patty Nutile, Board Secretary
December 4, 2018

Documents distributed:

- Agenda, November 19, 2018
- BOT Interview Process Open Public Meeting
- Rating Candidates sheets
- Lead Questioners list
- Cover Letter, Jennifer Inglis, September 12, 2018
- Resume, Jennifer Inglis
- Cover Letter, Laura Frances Keyes, August 22, 2018
- Resume, Laura Frances Keyes