

NASHVILLE PUBLIC LIBRARY
A City with a Great Library is a Great City®

LIBRARY BOARD MINUTES

January 15, 2019

12:00 p.m.

Main Library, 615 Church Street, Nashville TN 37219

Members Present: Keith Simmons, Robert Oermann, Lucy Haynes, Adriana Bialostozky, Joyce Searcy, Katy Varney

Members Absent: Sepi Khansari

Library Staff: Kent Oliver, Elyse Adler, Susan Drye, Jena Schmid, Felicia Wilson, Liz Atack, Megan Godbey, Andrea Fanta, Kate Rose

Also Present: Alex Dickerson, Assistant Metropolitan Attorney at Metropolitan Government of Nashville and Davidson County, Jim Harbison, Executive Director at Metropolitan Development and Housing Agency, Kim Karesh, Executive Director at Nashville Adult Literacy Council (NALC)

I. Call to Order / Roll Call

Lucy Haynes called the meeting to order at 12:06 p.m.

II. Metro Ordinance required to be announced at all Board Meetings

“Pursuant to the provisions of § 2.68.030 of the Metropolitan Code of Laws, please take notice that decisions of the Nashville Public Library Board may be appealed to the Chancery Court of Davidson County for review under a common law writ of certiorari. Any appeal must be filed within sixty days after entry of a final decision by the Board. Any person or other entity considering an appeal should consult with an attorney to ensure that time and procedural requirements are met.”

III. Introduce Visitors

- a. Jim Harbison, Executive Director at Metropolitan Development and Housing Agency (MDHA)
- b. Kim Karesh, Executive Director at Nashville Adult Literacy Council (NALC)

IV. Approval of Minutes: December 11, 2018

Mr. Simmons moved for approval of the minutes from the December meeting; the motion was seconded by Katy Varney and passed unanimously.

V. Library Director Report—Kent Oliver, Library Director

- a. Mr. Oliver reported that NPL has started to fill vacancies. On page 17 of the Board packet, positions highlighted in pink are in the process of being filled.

- b. Donna Nicely sent a letter addressed to Mr. Simmons and the Board regarding the Nashville Business Journal news story about the Church Street Park and Resolution 2018-12.2. Copies of this letter were shared.
- c. NPL is piloting unisex single-stall bathrooms at some branches, including Old Hickory and Richland Park. Joyce Searcy mentioned that staff would need to monitor these closely.
- d. Beth Odle and Andrea Blackman from Special Collections contributed to choosing many photos from our collections and information for the Frist Art Museum’s exhibit “We Shall Overcome” in 2018. *The New York Times* recently named the book about the exhibit as one of the best art books of 2018. [See photo of cover under “Main Report” on page 23 of the Board packet.]

VI. New Business

- a. Envision Cayce & Cayce Branch Library Resolution—*Kent Oliver, Susan Drye, MDHA Executive Director Jim Harbison*

The floor was opened to Jim Harbison, who stated that MDHA’s mission is “To create quality affordable housing opportunities, support neighborhoods, strengthen communities and help build a greater Nashville.” One of his hopes with the Cayce Project is to improve community assets through “mixed income housing.” This will be the first attempt in America to include this many units, and Nashville would exceed Atlanta’s numbers with 2,700 units planned. See MDHA handout for examples of success.

The Cayce Project, including a proposed Cayce Branch Library of 20,000 square feet would be built as part of the commercial space to lease/share with businesses. Ideas include: a grocery store, health clinic, training space for restaurant food prep, a dentist and possibly a micro-dialysis site, commissary, and a cosmetic dentist.

Approximate project total is \$50M. New market tax credits valued at \$25M will be sold and cash will go to MDHA for funding. (MDHA will pay for tax credits.) MDHA also has interested investors. \$8.2M has been received in federal funding, and MDHA owns 780 acres in Nashville that they’d use to secure more funding.

MDHA is seeking stated intent from NPL. This project would be a lease to purchase model: NPL/Metro would enter a lease for 7 years, and then a buyout option would be ready for Metro. It could be an annual appropriation lease. It is not yet been determined who will maintain the building (and at what point during the lease) and if it will be the entire building or only the part that NPL occupies.

Kent reminded the Board that MDHA owns the Main Library building and that Digital Inclusion for Seniors (Connect Home through which 400 laptops were given to seniors) is an MDHA collaboration. At this point, we are just formalizing NPL’s endorsement intent. It will need to go before Metro Council for approval and MDHA’s investors will need to formally commit.

Passing the resolution would authorize NPL to develop a formal agreement with MDHA in regard to the library moving forward with a Cayce Branch Library. Passing would also allow Kent to communicate to the Mayor’s Office that the Library Board supports the Cayce Branch Library initiative in collaboration with MDHA and requests that the Nashville Metropolitan Government develop a means of funding in order to make it a reality.

Mr. Simmons opened the floor to discuss; Robert Oermann approved. Questions, comments, and concerns included:

- What would NPL have say over, and what would NPL be responsible for? (The Provence site was a failed endeavor. It was leased to NPLF by MDHA and it was never brought up to market value, and it now sits empty and money continues to be lost.
- What if we don't get funding? *MDHA is taking this risk.*
- Is the Library the only Metro department that works with MDHA? *No, the Parks Department does as well.*
- The East Branch is currently 5,200 square feet so this 19,000 square foot building would be a huge improvement, and serve more community members with the school and the library.
- Joyce Searcy wanted to be sure that the Mayor's Office is aware of the new staffing implications and that Kent has been keeping Emily Passini [Chief of Staff, Office of Mayor David Briley] aware of the progress.

Mr. Simmons moved for approval of Resolution 2019-01.01 on page 25; Ms. Varney seconded the motion and it passed unanimously.

Nashville Public Library
Board
January 15, 2019

Resolution Title: Cayce Branch Library

History/Background/Discussion:

Since 2015, Nashville Public Library (NPL) has been in discussions with MDHA to include a 20,000 square foot branch in the new Cayce development. This new branch is included in the NPL Facilities Master Plan, approved by the Library Board in December 2016.

East Nashville has a population in excess of 85,000. It is growing and becoming more population dense. NPL currently serves this entire area with only two branches, totaling 10,760 square feet. With a combined facilities age of nearly 150 years, these outdated buildings are no longer practical for contemporary library service.

A modern 20,000 square foot branch in the new Cayce neighborhood is a service amenity already cited by residents as a priority. Future plans for a 25,000 square foot replacement Inglewood Branch Library will result in a quintupling of service space for East Nashville. The plan calls for the iconic Carnegie East Branch, near the Five Points gateway to East Nashville, to be repurposed by NPL for ongoing library-related services to Nashville including homework help centers and entrepreneurship opportunities.

NPL representatives have regularly attended Envision Cayce meetings and have been part of the discussion through the early phase of Cayce redevelopment-construction. We firmly believe in this vision for mixed-use development. We are confident that by working with MDHA we will be able

to design and build a quality library facility for the community while at the same time reducing construction costs. Anchoring an area of Cayce with a branch library will be a positive step for Nashville.

Over the last few months the timeline for Envision Cayce has accelerated and positive funding opportunities have developed. MDHA has applied to JPMorgan Chase's grant process for \$3 million to support the construction of a new library. Also, MDHA has explored the possibility for New Market Tax Credits (NMTC) and other discount funding options. NPL has provided a letter of support for this application and this opportunity may become a reality in the first half of 2019.

New Market Tax Credits pursued by MDHA would save approximately 25% of the capital costs of \$12 million associated with the construction of the new Cayce Library and renovation of the East Branch Library. This will also create a funding model where MDHA provides the initial cost of construction and the East Branch renovation and requires future repayment by Metro Government in an agreement yet to be negotiated.

If a financial agreement is arrived at between MDHA and Metro government, the Cayce Library could be ready to break ground in December 2019.

Recommendation: That the Board authorize the Library Director to move forward with the project including discounted funding options through MDHA, develop a letter of intent, and work with the Metropolitan Government of Nashville & Davidson County on a funding plan.

Drafter(s): Kent Oliver, Library Director

Person(s) Responsible for Implementation: Kent Oliver, Susan Drye

RESOLUTION 2019-01.01
Cayce Branch Library

WHEREAS, a Cayce Branch Library is necessary to serve Nashvillians in the East Nashville area, and

WHEREAS, the Nashville Public Library and the Metropolitan Development and Housing Agency (MDHA) have developed a plan for Envision Cayce that includes a public library branch as part of a commissary facility, and

WHEREAS, NPL's Facilities Master Plan 2015 – 2040 calls for a new Cayce Branch Library as well as a renovation and repurposing of the East Branch Library, and

WHEREAS, MDHA is positioned to obtain significant funding discounts towards construction of a new Cayce Branch Library and renovating the East Branch Library:

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Nashville Public Library Board of Trustees that the Library Director is authorized to develop a formal agreement with MDHA in regard to the library moving forward with a Cayce Branch Library, and

BE IT FURTHER RESOLVED that the Library Director communicates to the Mayor's Office that the Library Board supports the Cayce Branch Library initiative in collaboration with MDHA and requests that the Nashville Metropolitan Government develop a means of funding in order to make it a reality.

- b. Adult Education Backbone—*Elyse Adler, Megan Godbey, Nashville Adult Literacy Council (NALC) CEO Kim Karesh*

Elyse Adler opened to say that over the last 5½ years that Megan Godbey has been with NPL, the Adult Literacy landscape has changed significantly and now it's time to take a collaborative approach – between NPL and the NALC – to form a co-backbone organization that will meet the challenges of adult illiteracy in Nashville.

NPL collaborated with NALC to determine if Collective Impact was the right tool to use. Collective Impact is a framework for cross-sector collaboration which is used to solve adaptive, or complex, social problems.

Adult Literacy affects poverty, education, etc. One-eighth of Nashville's citizens cannot read. Neither NPL nor NALC can serve alone, so a shared backbone is proposed. Page 28 of the Board packet outlines next steps in priority order, expected to happen over the next 12–18 months. After the resolution is approved, NPL and NALC will start assigning tasks.

All other 12 organizations (in the Adult Education Collective Impact (AECI) group) are supportive of NPL and NALC sharing the backbone.

For now, it is unsure where the funding for this will come from. It will be work-driven, and then they will look for investors. There is a potential United Way grant for Collective Impact in the workforce that they will apply for.

This could be a national model and it was agreed that this work would be “fundamental to our mission.”

Mr. Oermann moved for approval of Resolution 2019-01.02 on page 29; Ms. Varney seconded the motion and it passed unanimously.

Nashville Public Library
Board
January 15, 2019

Resolution Title: Adult Education Backbone

History/Background/Discussion:

The Nashville Public Library has been working with the Adult Education Collective Impact (AECI) group for a full year. Over this time AECI has established a common agenda with a trusted learning community. These twelve agencies dedicated to addressing adult literacy issues are committed to continuing our work for the 2018/2019 program year. Three working committees (Research, Referral, and Data) are established with designated working group chairs who serve as the AECI Steering Committee.

AECI has been client-focused and solution-oriented. It has completed a shared data pilot and technology assessment. The work of the committee has been presented to 100+ members of Nashville’s adult education community.

With this foundation of trust and this momentum toward solutions, it has become evident that the next step for the AECI Steering Committee is to create a backbone structure to move the work forward. With the help of Center for Nonprofit Management Consultant David Moore, the committee worked through the following considerations:

- Driving Question: Who can everyone trust to move the work forward?
- Timeline: Backbone decisions are not permanent. The committee chose to consider the next 12–18 months.
- Functions: There are six primary functions of a backbone. The committee chose four priorities for the next 12–18 months. (See below.)
- Types: Multiple types of backbones were considered, including Funder-Based, New Nonprofit, Existing Nonprofit, Government, Shared, and Backbone of Backbones.
- Criteria: The committee agreed on backbone criteria, including mission alignment, capacity, trust, leadership priorities, and funding priorities (which are most successful when the collective work is already what the agency does).

The committee took an anonymous vote on November 6, 2018, and achieved consensus for NPL and NALC to share backbone responsibilities, pending their agencies’ leadership approval. The next steps will be 1) presentation to the learning community, 2) agency leadership approval, 3) confirm responsibilities (draft below), which will be completed as part of AECI’s work with the CNM Catalyst.

Six Roles of Backbone (in order of importance, as stated by steering committee 11/6/18)

	Suggested Lead Agency	
	NPL	NALC
Supporting aligned activities	<ul style="list-style-type: none">• Coordinate and facilitate partners’ continuous communication• Seek out opportunities for alignment with other	<ul style="list-style-type: none">• Recruit and convene partners and key external stakeholders• Ensure taskforces are being data driven

	efforts	
Shared measurement		<ul style="list-style-type: none"> ● Collect, analyze, interpret, and report data ● Catalyze or develop shared measurement systems ● Provide technical assistance for building partners' data capacity
Guide vision	<ul style="list-style-type: none"> ● Build a common understanding of the problem ● Serve as a thought leader/standard bearer for the initiative ● Ensure common agenda is updated as strategy unfolds 	
Mobilize resources		<ul style="list-style-type: none"> ● Mobilize and align public and private resources to support initiatives goals (and the backbone itself)
Advance policy	<ul style="list-style-type: none"> ● Stay on top of policy developments that impact the effort 	<ul style="list-style-type: none"> ● Advocate for an aligned policy agenda
Build community engagement	<ul style="list-style-type: none"> ● Support community member engagement activities ● Produce and manage communications (news release, reports, etc.) 	<ul style="list-style-type: none"> ● Create a sense of urgency and articulate a call to action

Recommendation: That the Nashville Public Library agree to participate in the co-backbone model proposed by the Adult Education Collective Impact (AECI) Steering Committee along with the Nashville Adult Literacy Council (NALC).

Drafter(s): Kent Oliver, Megan Godbey

Person(s) Responsible for Implementation: Megan Godbey, Liz Atack, Elyse Adler

RESOLUTION 2019-01.02
Adult Education Backbone

WHEREAS, the Nashville Public Library is committed to working with providers of the adult literacy community as part of its mission to Inspire Reading, Advance Learning and Connect Our Community and,

WHEREAS, NPL's programs such as Pathway for New Americans, Nashville Helps and Pathways for Adult Learners are dynamic examples of this commitment and,

WHEREAS, NPL has participated in the Adult Education Collective Impact (AECI) group for over one year and,

WHEREAS, The AECI endorses the creation of a joint adult literacy backbone between NPL and the Nashville Adult Literacy Council (NALC);

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Nashville Public Library Board of Trustees that the Library Director is authorized to develop and enter into an agreement between NPL and NALC to form a co-backbone organization that will meet the challenges of adult illiteracy in Nashville.

VII. Adjournment

The meeting adjourned at 1:33 p.m.

Next Board Meeting:

12:00 p.m., February 19, 2019

Green Hills Branch Library – Meeting Room

3701 Benham Avenue

Respectfully submitted by Kate Rose