

Nashville Public Library Board of Trustees
Special Called Meeting Agenda
April 11, 2023
North Branch
1001 Monroe Street
Nashville, TN 37208
12:00 PM

- I. Call to Order / Roll Call
- II. Metro Ordinance required to be announced at all Board Meetings – *Chair, Joyce Searcy*
 - a. “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. Board Chair Comments, *Joyce Searcy*
- IV. Approval of Minutes: March 21, 2023
- V. New Business
 - a. Recruiting Firm Introduction (via Zoom), *Joyce Searcy and Karen Miller*
- VI. Interim Library Director Report, *Terri Luke*
- VII. Foundation Report, *Shawn Bakker*
- VIII. Staff Report
 - a. North Branch Overview, *Cloreace Eppenger*
 - b. Summer Challenge, *Nikki Glassley*
- IX. Adjournment

Next Scheduled Board of Trustees Meeting

May 16, 2023
615 Church Street
Nashville, TN 37211
12:00 PM

Nashville Public Library Board of Trustees
Special Called Meeting Minutes
April 11, 2023
North Branch
1001 Monroe Street
Nashville, TN 37208
12:00 PM

Members Present: Joyce Searcy, Robert Oermann, Nadine De La Rosa, Keith Simmons, Charvis Rand, Kate Ezell, and Katy Varney

Library Staff: Terri Luke, Jena Schmid, Linda Harrison, Susan Drye, Shawn Bakker, Sherry Adams, Nikki Glassley, Heidi Berg, Cloreace Eppenger, Andrea Fanta

Others: Derrick Smith, Assistant Metropolitan Attorney at Metropolitan Government of Nashville and Davidson County, Willie James Sims Jr, NECAT Board Member

X. Call to Order / Roll Call

- a. Ms. Joyce Searcy called the meeting to order at 12:03 PM.

XI. Metro Ordinance required to be announced at all Board Meetings – *Chair, Joyce Searcy*

- b. “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.”

XII. Board Chair Comments, *Joyce Searcy*

- a. Ms. Searcy acknowledged the Covenant School shooting and the continued tragedies that have occurred in the country. Ms. Searcy expressed the need to review the library’s active shooter procedures.
- b. Ms. Searcy congratulated Ms. Katy Varney on her retirement. Ms. Varney thanked the library for allowing her to use the library as the venue for her retirement party.

- c. Ms. Searcy announced the members of the search committee:
 - Ms. Suad Abdulla, English Language Learning, MNPS
 - Ms. Elyse Adler, Director of Events, Parnassus Books
 - Mr. Harry Allen, Chief Relationship Officer, Studio Bank & member, Federal Reserve Bank of Atlanta
 - Mr. Hal Cato, Chief Executive Officer, Community Foundation of Middle Tennessee
 - Mr. David Esquivel, Bass, Berry & Sims & Former board chair, NPLF
 - Mr. Razel Jones, Metro Human Resources, Workforce Diversity Manager
 - Ms. Dee Patel, Managing Director, The Hermitage Hotel
 - Ms. Gini Pupo-Walker, Executive Director, Education Trust of TN

Ms. Searcy stated that she would also be serving on the search committee.

Ms. Searcy emphasized that finding search committee members that were diverse in ethnicity, background, and skill was paramount, and the members listed have already agreed to serve the Nashville Public Library in its search for excellent candidates. Ms. Searcy added that there would be an advisory group formed to provide an “aerial view” of the city of Nashville and provide feedback on future needs for the Library; consequently, the advisory committee would consist of former Mayors Megan Barry, Phil Bredesen, David Briley, Karl Dean, Bill Purcell, current Mayor John Cooper, Ms. Tari Hughes, Ms. Adrienne Battle, Judge Sheila Calloway, Mr. Don Holmes, Ms. Renata Soto, and Mr. Marcus Whitney. Ms. Searcy clarified that these individuals would not be meeting as a group but have agreed to lend their advice to the search committee and the search firm.

XIII. Approval of Minutes: March 21, 2023

- a. Mr. Charvis Rand made a motion to approve. Mr. Robert Oermann seconded. The motion passed unanimously.

XIV. New Business

- a. Recruiting Firm Introduction (via Zoom), *Joyce Searcy* and *Karen Miller*
 - i. Ms. Searcy introduced Ms. Karen Miller and Mr. Brian Hare, members of the Bradbury-Miller Associates team. Ms. Miller introduced herself to the Library Board, stating first that Bradbury-Miller Associates is a firm of

four people. Ms. Miller took over the company in January 2020, and she had previous experience working with smaller libraries in executive search work for over 20 years. Mr. Hare also introduced himself, stating he had acquired 15 years of experience in various leadership positions throughout the public library system, and had been with Bradbury-Miller Associates for two years. Ms. Hare stated he, Ms. Miller and the Bradbury-Miller team consider themselves librarians and information professionals first, and consultants second.

- ii. Ms. Miller named the other two members on their team: Beth Barker, Director of Finance and Communication, and Briana Trudell, Associate Consultant.
- iii. Ms. Miller explained that the Bradbury-Miller team would like to first learn as much about the Library Board, the library itself, and the staff and community partners. Ms. Miller stated that the Bradbury-Miller team would acquire information by sending surveys to those parties involved and ask questions about what skills and leadership the client is looking for. Ms. Miller further explained that the Bradbury-Miller team would use the information collected to draft an announcement that would hopefully reflect the Nashville Public Library community's desires for leadership. Ms. Miller continued, stating the Search Committee has the final say in approving the announcement draft, and once approved, Bradbury-Miller Associates would post the announcement across various mediums throughout the country (approximately 55 mediums to start). Ms. Miller added that the Bradbury-Miller team would also distribute the announcement to individual recruiters and utilize their own contacts for library leaders across the country. Ms. Miller suggested the Bradbury-Miller team was looking for applicants who have a Metropolitan library background and multi-branch experience, or even a suburban library background, assuming other leadership requirements are met. Ms. Miller acknowledged the Nashville Public Library as a very large library system

and iterated the necessity for candidates who have vast leadership experience.

- iv. Ms. Miller stated the recruiting process typically takes six weeks or so to complete.
- v. Ms. Miller stated once the Bradbury-Miller team has applicants, they will ask said applicants for their cover letters, resumes, and complete a questionnaire tailored to the library's job requirements. Ms. Miller continued, stating the Bradbury-Miller team would then compile all applicant information and organize it for the search committee to review.
- vi. Ms. Miller explained that once the position is closed, the Bradbury-Miller team tends to move quickly, assisting the search committee in selecting 6-9 semi-finalists to undergo interviews no longer than 30 minutes each. After the first round of interviews, Ms. Miller stated that the search committee would be tasked with selecting finalists to go through final interviews.
- vii. Ms. Miller added that any finalists that live outside of Nashville would have to cover their own travel costs to interview in person, as the Bradbury-Miller fee only covers the search firm associates' travel costs.
- viii. Mr. Keith Simmons asked how long the process would take to make an offer to a final candidate. Ms. Miller answered, stating that the tentative timeline would be as follows: an initial review of candidates in mid-July, semi-final interviews in early August, and final interviews around August 22nd - 23rd. Ms. Miller iterated that the search committee would have to review and approve this timeline to ensure they would be available during these dates.
- ix. Ms. Varney asked when the job position would be closed. Ms. Miller stated July 2nd was the tentative date for closing the position.
- x. Mr. Rand asked if the questions asked during interviews would be the same for every candidate. Ms. Miller confirmed that the questions would be uniform for each interviewee. Ms. Nadine De La Rosa followed up Mr. Rand's question, asking what the structure of the interview would be

regarding the framework of the type of questioning. Ms. Miller answered that the questions would be structured around experiential rather than behavioral (i.e., “How have you done...” rather than “How would you do...”). Ms. Miller added that the Bradbury-Miller team would be open to other structuring suggestions as the process continues.

- xi. Mr. Rand asked if the Bradbury-Miller team planned to utilize any personality assessments— such as Myers-Briggs— in their search for candidates. Ms. Miller stated that there was an optional service that she and her team had used in the past called The Hogan Assessment, and Ms. Miller offered to send an option proposal to the Library Board members if they felt a personality evaluation would be helpful in weeding out viable interviewees.
- xii. Ms. Kate Ezell asked how many people Ms. Miller and her team projected to reach after posting the position. Ms. Miller suggested posting a hard close date and a hiring range— motivating people to apply— and through this method, Ms. Miller and her team experienced receiving 10-15 candidates; however, Ms. Miller expressed an expectation of a higher number of applicants, since Nashville has a larger library system and has become an increasingly popular city. Ms. Miller shared that she had already received inquiries about this position and added that Nashville is loved by many.
- xiii. Ms. De La Rosa asked who would oversee structuring interview questions and how the Bradbury-Miller team would ensure that these questions are behavioral and experiential-based. Ms. Miller stated that the Library Board can send suggestions for different kinds of questions, and any suggestions are welcome at any point, but the Search Committee would most likely lead in determining the interview questions and their structuring. Mr. Hare clarified that in the initial phase, there can be conversation between the Library Board and the Search Committee (via Bradbury-Miller Associates) about drafting questions prior to the position posting.

- xiv. Mr. Oermann asked how many people would be considered finalists. Ms. Miller suggested selecting three finalists to avoid binary discussion and promote nuanced discussion.
- xv. Ms. Searcy thanked Ms. Miller and Mr. Hare for answering their questions. Ms. Searcy stated that the first meeting would be with the Search Committee and Bradbury-Miller Associates via Zoom.

XV. Interim Library Director Report, *Terri Luke*

- a. Ms. Terri Luke informed everyone that the Main Branch parking garage was closed due to a cautionary structural inspection in the newest part of the garage. Ms. Varney asked how long the garage would be closed. Ms. Luke stated that she did not know yet. Ms. Ezell asked what caused the issue. Ms. Susan Drye answered that at 6 AM on April 11th, there was a call reporting structural damage, but the cause of said damage had not been disclosed.
- b. Ms. Luke informed the Library Board that she spoke with Mr. Mark Crowder about safety training with staff. Ms. Luke stated that at each branch, all staff should know where their safe space is located, but Ms. Luke acknowledged that there were safety upgrades that needed be added to ensure additional protections. Ms. Drye added that there are plans to have keycards installed at all branches for staff only access, as well as exploration of installing bullet proof laminate on glass windows and doors at each branch location. Ms. Searcy asked if there should be a third-party consultant to come to the branches and assess whether the safety plans and training needed to be revamped. Ms. Drye stated that there is yearly safety training for staff in place that Mr. Crowder updates regularly, and there are more security guards employed throughout the library system. Mr. Simmons asked how many security guards were currently employed and how they were positioned throughout the system. Ms. Drye stated there were eight budgeted positions, and six security guards are currently employed. Ms. Drye explained that the security team is currently stationed at the Main branch, but once they are fully staffed, she and Mr. Crowder plan to have each guard on a rotating schedule throughout the library system. Ms. Drye added that any branch can be monitored from the Main branch, and select branches have contracts through Allied Universal Security

Services. Ms. De la Rosa asked what the hours were for the Allied security team at each branch. Ms. Drye offered to obtain that information and have it sent to the Library Board members, but in the moment, she could not recall. Ms. Searcy suggested having this item added to the next board meeting's agenda, and recommended Ms. Luke have Mr. Crowder update the Library Board on the safety and security measures throughout the library system.

- c. Ms. Ezell asked what kind of arms the security guards were outfitted with. Ms. Drye answered that the Metro guards are armed with pepper spray, and she would like to investigate arming the guards with tasers.

XVI. Foundation Report, *Shawn Bakker*

- a. Ms. Shawn Bakker stated the advocacy efforts for the foundation are in full swing right now. Ms. Bakker thanked Ms. Andrea Fanta for compiling talking points to easily explain a complex budget request. The advocacy statement was sent from Ms. Bakker via email and stated as follows:

“Our new strategy is to expand our network of advocacy volunteers through the creation of an NPL Ambassador subgroup. Up until now, we have relied on a small volunteer network of board members and other engaged NPLF constituents to reach out to specific Councilmembers.

NPL Ambassadors are library patrons and community members (who may not have a relationship with NPLF) who express interest in sharing their NPL story with elected officials to increase funding for the library. Ambassadors will receive email updates, invitations to attend Metro Council meetings and other task force events and talking points to share with CMs and their networks.

Here's how you can support advocacy efforts:

Sign up to be an ambassador if you aren't already a volunteer assigned to a council member.

Share the ambassador invitation with anyone in your network who might be interested in advocating for NPL.

Attend the Metro Council Meeting on 5/18 at 4:30 p.m. when Terri and Susan Drye deliver their budget presentation.

RSVP to attend the Advocacy Kickoff Meeting on Take Action for Libraries Day- Thursday, April 27 at Main Library, 11:30 a.m. to Noon – Optional Special Tour of NPL Archives (3rd floor).”

- b. Ms. Bakker shared the following NPLF events via email correspondence to be placed in the minutes:

“Invitations to the Carnegie Society Book Club on Sunday, April 23 went in the mail this week. We are reading Hamnet by Maggie O’Farrell. We are looking to diversify our Carnegie Society membership. If you have someone who you’d like to invite to the book club as our guest, please send their name to me.”

“Picnic with the Library – Sunday, April 30th – We are in the home stretch of planning for Picnic with the Library!”

- c. Ms. Searcy asked if there was a virtual package option for patrons who did not live in Nashville to attend the picnic. Ms. Bakker stated that there was no virtual package this year, but there would be a special package for grandparents.

XVII. Staff Report

- a. North Branch Overview, *Cloreace Eppenger*

- i. Ms. Luke introduced Ms. Cloreace Eppenger, manager of the North Branch.
- ii. Ms. Eppenger shared the rich history held within the North branch building, stating it was the second smallest branch in the library system and was one of two libraries funded by Andrew Carnegie in 1912, at the request of then Library Director Mary Hannah Johnson. The Nashville City Council approved the acceptance of the \$50,000 gift by Mr. Carnegie, and the building opened on February 11th, 1915, making it the oldest library branch in Nashville.
- iii. Ms. Eppenger stated that the North branch was gifted original railroad tracks from Andrew Carnegie’s railroad by the Metro Arts Commission, and the display has been used as a bike rack for visitors.
- iv. Ms. Eppenger explained that many regular patrons had been displaced due to increased gentrification in the North Nashville area, as well as the effects

of the 2020 Tornado that ripped through the area three years ago. Ms. Eppenger continued, stating many patrons travel great distances to come to the North branch, as it is a familiar place of refuge for many who grew up in the surrounding area.

- v. Ms. Eppenger explained that programming has changed as the neighborhood has evolved and reported a high volume of visits from summer camp and daycare attendees between the months of June and July.
- vi. Ms. Eppenger explained that because the North branch is small and easily accessible, many patrons prefer to sign up for library cards and pickup book holds at their location. Ms. Eppenger reported that the North branch receives daily requests for computer help, one-on-one tech assistance, job application and resume building, housing applications, and many other needs from patrons who struggle using computer technology.
- vii. Ms. Eppenger reported that she will soon be able to fill two vacancies at the North branch, which will allow the branch to open on Fridays with full staff and provide new opportunities for more outreach programming to the surrounding community.

b. Summer Challenge, *Nikki Glassley*

- i. Ms. Luke introduced Ms. Nikki Glassley, the leader of the Summer Challenge Committee.
- ii. Ms. Glassley stated participating in the summer reading challenge helps children and adults develop and maintain reading stamina.
- iii. Ms. Glassley stated this year's theme is "Nashville Works Together" and the format for the reading challenge will be days based instead of minutes based, due to children struggling in the past to read for a set number of minutes. Ms. Glassley shared that the program would extend from June 1st – July 31st
- iv. Ms. Glassley stated the program was changed from "Summer Reading" to "Summer Giving," and instead of general prizes, participants' reading milestones would translate to votes for community giving towards NPL partners Oasis Center, Nashville Humane Association, or Book'em.

- v. Ms. Glassley informed the Library Board that these changes were put in place due to summer reading programs reporting a downward trend since 2020, and surprisingly, those numbers did not rebound as pandemic concerns lessened. Last year, the summer reading program saw a 60% completion rate, but partnering with the three aforementioned organizations would give the library the opportunity to draw from the pool of these organizations' dedicated usership and support system, as well as teach their users about the library services and summer reading program at those locations and encourage them to participate in future library programs.
- vi. Ms. Glassley added that research shows incentivizing a child to read through physical prizes decreases their internal motivation. Fellow committee members recommended the summer reading program be more sustainable by offering children real-world opportunities to give back and providing physical prizes that are more cost-effective and useful.
- vii. Ms. Glassley stated participants will receive reusable NPL bags, readers would be rewarded based on 15-day intervals, and rewards would include coupons to local shops and restaurants, an opportunity to participate in community giving, and additional entries into the grand prize drawing. Ms. Glassley added that the grand prize would be a \$150 gift card to the bookstore of your choosing, and grand prize drawings would be held at every branch this year.
- viii. Ms. Glassley ensured the reading logs would continue to be printed in English, Spanish, Arabic, and Kurdish, and all marketing would be printed in English and Spanish, system wide.
- ix. Ms. Glassley thanked the members of the summer reading committee for all their hard work.
- x. Ms. Ezell asked if there would be space to target those participants who were not avid readers. Ms. Glassley answered that changing the challenge from minutes-based to days-based would help make space for those readers who struggle with reading stamina, allowing them to make time in

their day to read, instead of pressuring them to read for long amounts of time.

XVIII. Adjournment

- a. The meeting was adjourned at 1:31 PM.

Next Scheduled Board of Trustees Meeting

May 16, 2023

615 Church Street

Nashville, TN 37211

12:00 PM

Respectfully submitted by Lana Boleyjack.