



atlanta-fulton public library system

Take your dreams off the shelf.™

BOARD OF TRUSTEES

MEETING INFORMATION PACKET

JANUARY 27, 2016



atlanta-fulton public library system

Take your dreams off the shelf.™

TABLE OF CONTENTS

TOPIC	PAGE #
BOT MEETING AGENDA	3
SUMMARY MINUTES	4-6
VERBATIM MINUTES	7-136
DIRECTOR'S REPORT	137-149
MONTHLY FINANCIAL REPORT – TOTAL LIBRARY	150
MONTHLY FINANCIAL REPORT – BY ORG TYPE	151-152
MONTHLY USAGE SUMMARY	153-155
PROGRAM REPORT	156
CIRCULATION REPORT	157
CIRCULATION GRAPH	158
SYSTEM STATS AT-A-GLANCE	159
CUSTOMER SERVICE COMMENTS	160
CUSTOMER SERVICE SNAPSHOT	161

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
BOARD OF TRUSTEES REGULAR MEETING
JANUARY 27, 2016



atlanta-fulton public library system

Take your dreams off the shelf.™

Revised

**Atlanta-Fulton Public Library System
Board of Trustees Meeting
Central Library, 6th Floor
January 27, 2016 – 4:00 p.m.**

AGENDA

- I. Adoption of Agenda* Doc. #16-02 Tab #1
- II. Approval of Summary Minutes from Regular Meeting of December 16, 2015* Doc. #16-01 Tab #2
Approval of Minutes from Regular Meeting of December 16, 2015*
- III. Chairman's Report
- IV. Director's Reports Doc. #16-06 Tab #3
 - A. Monthly Financial Report Doc. #16-04
 - B. Monthly Usage Summary Doc. #16-05
 - C. Customer Service Report Doc. #16-03
 - D. Library Closure Report
- V. Public Comments
- VI. Foundation Report - Update
- VII. Old Business
 - A. Library Bond Program – Update
 - B. Facilities – Update
 - C. Fiscal Year 2016 Budget – Update
 - D. Court Reporter Contract – Discussion
- VIII. New Business
 - A. Library Strategic Plan
- IX. Adjournment
- X. Executive Session

*Action is anticipated on this item.



atlanta-fulton public library system

Take your dreams off the shelf.™

Doc. #16-01

FULTON COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES

MINUTES FOR December 16, 2015 MEETING – 4:00 PM CENTRAL LIBRARY

Members Present:

Bailey, Phyllis D.
Burke, Jamilica
Joyner, D. Chip
Kaplan, Paul
Moody, Stephanie - Chairman
Taylor, Josh
Thomas, John R.

Also In Attendance

Claxton, Zenobia - Assistant to Director's Office
Collins, Al - Fulton County Assistant Director of Building Engineering.
Holloman, Gayle H. - Interim Director, Libraries Arts & Culture
Robinson, Ed – Financial Systems Manager

Visitors Present

White, Daniel – Assistant to Commission Vice Chairman Liz Hausmann

- A. Preliminary Business: Motion made by Paul Kaplan and seconded by John Thomas to amend the agenda as presented.
- B. Approval of Minutes: Motion made by Josh Taylor and seconded by John R. Thomas, to approve the October 28, 2015 summary minutes in place of the verbatim transcript with amendments by Josh Taylor. Motion made by Josh Taylor and seconded by John R. Thomas to approve the November 18, 2015 summary minutes in place of the verbatim transcript.
- C. Presentation of a Library Capital Improvement Program Update by Al Collins. Mr. Collins presented an update.

Ms. Moody commented “ As a Board, we could justify roughly half of the [new bond] money for Central, because we need a branch in Central, and the other half for refurbishing the existing libraries on the condition that, that other 23 million that is set aside for refurbishing the libraries also go to refurbishing libraries, which gives the branches about 60 million. According to my original numbers when we did the Facility Master Plan that's what they said they needed to refurbish the branches. We didn't get it, but 60 million is what they estimated.

Mr. Collins stated that it would be a 3 to 6 month process after we get assessment of buildings in late February to develop more detailed program and design plans by branch with the assistance of an outside consultant.

- D. Chairman's Report: Ms. Moody provided information about the Facility Master Plan and the \$85 Million for Central. Mr. Taylor suggested that Ms. Moody draft a letter to the Board of Commissioner and have it approved at the January Board of Trustees meeting regarding the decision on the Central Library.

Ms. Moody spoke briefly about the Library Director search and that the Waters & Company wants to keep the application process open through January.

E. Director's Reports:

1. 2016 Budget: Interim Director, Gayle Holloman and Financial Systems Manager, Ed Robinson provided an in-depth presentation on the 2016 Library budget. The final budget will be approved at the January 20, 2016 Board of Commissioners meeting.

Ms. Holloman stated that the reduction in funding will result in:

- 16 fewer positions (now vacant) being filled and some loss of service at branches
- A cut of about \$ 400,000 in the materials budget .

We have about 12 branches without a Children's Librarian

Several board members expressed their concern that we have added greatly to the total square footage since 2008, but are cutting staffing and budgets back to 2008 levels.

2. Gayle Holloman provided a synopsis of the Director's report with November activities and events. Gayle also provided an update on the libraries WiFi issues.

Mr. Kaplan observed that in talking to the Friends group WI FI access in the new libraries is the single largest complaint. "People are not going to even bother coming in. They're going to go to Starbucks. They're going to go a lot of other places. They can't believe a brand new library, a beautiful place, walk in, and can't get on the Internet, and they walk out, and that's the end of it. You don't see them.

Other Customer Service concerns discussed included:

- Color printing, just printing in general,
- The grounds,
- The cleanliness of the buildings
- Safety issues due to lack of parking lot lights at some branches
- Inside lights needing replacement in branches
- Library closures due to no heat (HVAC failures) and roof leaks

3. Books for Babies at Adamsville Health Center, staff will be on site beginning January, 2016.

F. Circulation Policy: Motion made by Josh Taylor and seconded by John R. Thomas, to approve the Circulation Policy. It covers

1. Updated ADA requirements
2. "Patrons may now opt into the library system, keeping a charge history for them, so that they have a history of materials checked out. This information can also be viewed by library staff."

G. Actions:

Following the meeting, we requested that Gayle and her staff provide and complete the additional information on

1. Hoopla statistics.
2. List of work order pending with locations listed.
3. Provide the number of branches without Children's Librarian.
4. Add Court Reporter Contract to the January 27, 2016 BOT agenda.
5. Provide a copy of the Best Buy Teen Center Grant.
6. Send an email copy of the Library Closure report to the BOT.
7. List of budget enhancements needed and brief outline of value or need you see.
8. Key services provided by each branch and an estimate of % of staff time or staff hours per week required for each service. Is there a measure for each service in monthly stats?

The meeting was adjourned at 6:22 p.m.

Executive Session: This meeting was held before the regular BOT meeting for the purpose of Personnel Matters.

Doc. # 16-01



FULTON COUNTY LIBRARY SYSTEM

*******BOARD OF TRUSTEES MEETING**

DECEMBER 16, 2015 – 4:00 P.M.

CENTRAL DISTRICT



**1170 Peachtree Street
Suite 1200
Atlanta, Georgia 30309
Tel: 404-885-6607
www.speakdepo.com**



atlanta-fulton public library system

Take your dreams off the shelf.™

Members Present Bailey, Phyllis D.
Burke, Jamilica
Joyner, D. Chip
Kaplan, Paul
Moody, Stephanie – Chairman
Taylor, Josh
Thomas, John R.

Members Absent None

Also In Attendance Claxton, Zenobia – Assistant to Director’s Office
Collins, Al – Assistant Director, Building Engineering/Library Projects
Holloman, Gayle H. – Interim Library Director
Robinson, Ed – Financial Systems Manager

Visitors Present White, Daniel – Assistant to Commission Vice Chairman Liz Hausmann

Ms. Stephanie Moody called the meeting to order at 4:26 p.m. at the Central Library.

Transcript Legend

— — Break in speech continuity or interruption

(sic) Exactly as said

(phonetic) Exact spelling unknown

Quoted material is typed as spoken.

** Inaudible

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

TABLE OF CONTENTS

15-73 ADOPTION OF THE AGENDA 4
MOTION 4
15-66 APPROVAL OF SUMMARY MINUTES 5
FROM MEETING OF 10/28/2015
15-72 APPROVAL OF SUMMARY MINUTES 5
FROM MEETING OF 11/18/15
LIBRARY BOND PROGRAM - UPDATE 6
CHAIRMAN'S REPORT 34
2016 BUDGET - DISCUSSION 41
15-74 MONTHLY FINANCIAL REPORT 74
15-77 DIRECTOR'S REPORT 74
15-75 MONTHLY USAGE REPORT 84
15-74 MONTHLY FINANCIAL REPOR 90
15-76 CUSTOMER SERVICE COMMENTS 90
LIBRARY CLOSURE REPORT 96
OLD BUSINESS 100
15-78 CIRCULATION POLICY - UPDATE 102
MOTION 108
COURT REPORTER CONTRACT - DISCUSSION 108
MOTION TO ADJOURN 111

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

(BEGAN AT 4:26 PM)

MS. STEPHANIE MOODY: I'm going to call to order the Fulton County Library System Board of Trustees Meeting for December 16th. It's a little after 4:00 p.m., and the first order of business is the Adoption of the Agenda.

15-73 ADOPTION OF THE AGENDA

MOTION

May I have a motion to Adopt the Agenda?

MR. PAUL KAPLAN: So moved.

MR. JOHN R. THOMAS: Second.

MS. STEPHANIE MOODY: Are there any additions or changes?

We have two guests with us that are --

MR. JOSH TAYLOR: Shall we go ahead and pass that motion?

MS. STEPHANIE MOODY: Well, we had to amend it to have Al Collins make a presentation, because he's not on the Agenda.

MR. JOSH TAYLOR: Okay.

MS. STEPHANIE MOODY: So I'd like to move that after the Approval of the Summary Minutes, that Mr. Collins be allowed to go ahead and give his report to us, and then we can follow the Agenda as it's shown. Is that change agreeable?

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MR. JOSH TAYLOR: Yes.

MS. STEPHANIE MOODY: Okay. All in favor?

(Whereupon, all said "Aye.")

Any opposed?

15-66 APPROVAL OF SUMMARY MINUTES FROM MEETING OF

10/28/2015

MOTION

Okay. Our first order of business -- or the second is the Approval of the Summary Minutes from the regular meeting of October 28th.

15-72 APPROVAL OF SUMMARY MINUTES FROM MEETING OF

11/18/15

MOTION

MR. JOSH TAYLOR: So I'll make a motion that the summary minutes be approved for the meeting of October 28th and for November 18th in place of the verbatim transcript.

MR. JOHN R. THOMAS: Second.

MS. STEPHANIE MOODY: Okay. I'd like to point out that my comment about a new Central Library would be between 25 and 45,000 square feet, not just 25,000 square feet. There was a range. Other than that ...

MR. JOSH TAYLOR: Okay.

MRS. PHYLLIS D. BAILEY: I had one thing,

1 too, also. The nomination is not a motion, so it
2 does not need to be carried. The nomination was
3 made from the floor, and it says, "The motion was
4 not carried." A nomination is not a motion.

5 **MR. JOSH TAYLOR:** Okay. So you want to
6 strike that?

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

8 **MR. JOSH TAYLOR:** Okay.

9 **MS. STEPHANIE MOODY:** Okay. We have two
10 changes, and a motion on the floor. Any other
11 discussion? All those in favor?

12 (Whereupon, all said "Aye.")

13 Any opposed?

14 Okay. We'll move next to a presentation by
15 Al Collins.

16 **LIBRARY BOND PROGRAM - UPDATE**

17 **MR. AL COLLINS:** Thank you. It's good to see
18 everyone, and it's not a presentation per se that
19 I'd like to discuss with you today, but rather an
20 update and hopefully, making sure we're on the
21 same page as we move forward, so I'm going to pass
22 out a couple of handouts, if you don't mind taking
23 one and passing the others down. It's just two
24 sheets that we'll be talking from. This is the
25 second sheet.

1 But I think it's important for us to review
2 each of these, and make sure that it's capturing
3 the essence of what it is that we would like to do
4 regarding the libraries going forward. If you
5 look at the first sheet, and it's entitled at the
6 very top left: Probable Construction Cost. Do
7 you see that one?

8 Three columns, and what it does is we looked
9 at -- remember the presentation that I gave. We
10 looked at what it meant to build a 100,000
11 square-foot library and what the cost might be
12 associated with that with underground parking,
13 three levels, and aboveground parking, and we sort
14 of looked at those options, and looked at the
15 bottom line to see what could be built for the
16 \$85 million that we believe to have been set
17 aside.

18 What I've done is I've gone back based on
19 some of the feedback that I heard during the last
20 meeting where Ms. Moody, you talked about building
21 a smaller Central or a smaller downtown branch,
22 and you gave sort of a range, and I wanted to look
23 at that range or look at the square footage of the
24 library to see what it would look like as far as
25 the budget was concerned, and I did a couple, but

1 the 50,000 seemed to be a number that was nice and
2 round, and it also -- well -- and I say that --
3 round in that it's 50,000, but what you have to do
4 with a library as you do with any building is you
5 have to think about it as being 70 percent
6 efficient, efficiency being the actual space
7 that's programmed to contain a function, and then
8 you have to add to it toilets, mechanical rooms,
9 elevators, all that circulation, wall thicknesses,
10 and so you begin to increase it a little bit, so
11 if it's a 45,000 and it's a 70 percent efficient
12 building, you're going to add square footage to
13 it, so if the 50,000 said that it's going to be a
14 smaller actual programmed library, but by the time
15 you upsize it just to get the efficiency correct,
16 you're at about a 50,000 square-foot library, and
17 so I wanted to then see what the cost of that
18 would be as round numbers.

19 And interestingly enough, when you look at
20 the library itself, and when you consider -- I
21 didn't change the parking. I kept the parking at
22 300 cars, and we can certainly look at that, but
23 it came in at about \$41 million, and interestingly
24 enough, when you take the 100 and -- if you go
25 back to the original budget where we said

1 85 million, which included the 35 originally set
2 out, plus the 50,000 that the Board added to it,
3 if you took the 50,000 away, you're left with the
4 35.

5 I did speak with finance, and you might
6 recall that we had TAD money that was set aside
7 that was earmarked specifically for the library
8 project, and to date -- and by the way, that TAD
9 money is spread out over a long period of
10 time -- but to date, we have about 5 million in
11 TAD money that's sitting aside that we can put
12 towards the Central Library, so when I look at
13 that, and I'm estimating here a little bit, but we
14 also have some bond funds from Phase 1 that have
15 been earned as interest on the money that we might
16 well be able to use for Phase 2, so when I look at
17 those numbers, 35 million that was originally set
18 aside, the 5 million in TAD money, and the
19 interest earned on the Phase 1 money that will
20 carry forth, that comes to about \$41 million, so
21 what I'm suggesting here is it appears that there
22 is something of a match between the monies that we
23 have set aside specifically for the Central
24 Library, a 50,000 or so square-foot library, gross
25 square footage, there's a match there, so that

1 might be the size that we want to move forward
2 with, and this being kind of the budget, we can
3 say that seems reasonable; let's work at that, and
4 let's continue that as our numbers that we work
5 towards, but I wanted to share --

6 **MS. STEPHANIE MOODY:** Does this include some
7 of the more current bells and whistles like the
8 automatic book return machine and things like
9 that?

10 **MR. AL COLLINS:** Well, again, we're setting
11 the boundaries, and so what we'll have to do is go
12 back and look specifically at all of that, and say
13 then if we include this one, what can we include
14 to get more refined in our takeoffs and inclusions
15 and things of that nature, you know, furniture and
16 all of that.

17 I'm simply giving you at this time, big block
18 numbers that says here is what we think we
19 ought -- we can do for this budget, you can expect
20 a library of this magnitude, this size, this
21 number of floors, parking of this gross quantity,
22 and that's going to equal the budget.

23 **MS. STEPHANIE MOODY:** Can we cap it at this?

24 **MR. AL COLLINS:** Yeah, absolutely.

25 **MS. STEPHANIE MOODY:** Because the Friends are

1 already calling me. They are not prepared to bond
2 or accept the bonding of 85 million when all the
3 money goes downtown, because their libraries are
4 in need of repair.

5 **MR. AL COLLINS:** Absolutely.

6 **MS. STEPHANIE MOODY:** And I think we, as a
7 Board, could justify and sell half, which 41 is
8 roughly half of the money for Central, because we
9 need a branch in Central, and the other half are
10 refurbishing the existing libraries on the
11 condition that that other 23 million that is set
12 aside for refurbishing the libraries also go to
13 refurbishing libraries, which gives the branches
14 about 60 million, which according to my original
15 numbers, way back when we did the Facility Master
16 Plan when they went through all the branches,
17 that's what they said they needed to refurbish the
18 branch. We didn't get it, but 60 million is what
19 they estimated.

20 **MR. AL COLLINS:** Well, and that's what this
21 other sheet suggests as well, is what is the
22 monies that we will have available to do the other
23 23 libraries, and at our last meeting, you might
24 recall the presentation that we looked at.

25 I did a summary sheet to begin with that

1 spoke of the 167 that was for the Phase 1, and the
2 102 that was for Phase 2, and I broke that up into
3 the 85 leaving about 17 million for the
4 renovations. You remember that?

5 **MS. STEPHANIE MOODY:** Right.

6 **MR. AL COLLINS:** Okay, and so I start then
7 with that discussion --

8 **MR. JOSH TAYLOR:** But then you plused it up
9 with --

10 **MR. AL COLLINS:** Well, and I will share that
11 with you here today.

12 **MR. JOSH TAYLOR:** Okay. Yeah.

13 **MR. JOHN R. THOMAS:** And Al, I'm glad you
14 brought that up, because I had a question then.
15 Wouldn't it be 108? The total bond referendum was
16 275. We spent -- the Phase 1 was 167, and then
17 108 would bring it up to -- not 102.

18 **MR. AL COLLINS:** Well, the 102 is a net
19 number, and what it takes off -- you might
20 remember we talked about expenses being arbitrage,
21 being one, and there was about a \$3 million --

22 **MR. JOHN R. THOMAS:** I do recall that. Okay.

23 **MR. AL COLLINS:** -- when you take that.

24 **MR. JOHN R. THOMAS:** Is that how you get
25 that?

1 **MR. AL COLLINS:** Yeah. And so when you take
2 that off of the 108, and then there was
3 also -- the Board, this past fall, I think,
4 allocated about \$3 million for mechanical repair
5 work on the libraries, and basically said the bond
6 would have to repay that money whenever those
7 bonds were sold, but they wanted to get started on
8 that so that the libraries would not be without
9 proper heating, proper cooling.

10 **MS. STEPHANIE MOODY:** Right. You took about
11 6 million; didn't you?

12 **MR. AL COLLINS:** So that's how you get to the
13 net 102.

14 **MR. JOHN R. THOMAS:** Okay. Good. I'm with
15 you now.

16 **MR. AL COLLINS:** So that leaves about
17 17 million for the renovations, and at that time,
18 I was making the assumption of 85 for Central.

19 And what I've done is said okay, let's start
20 in the very left column of that second sheet, just
21 the branch library master plan budgets, starting
22 with the 17 million, looking at the spread that
23 the master plan provided as far as all of the
24 libraries were consigned, adding the \$50 million
25 in the center column, I wanted to look at that

1 distribution of money using that same percentage
2 spread that was given to each library from the
3 master plan, and then finally, what is that
4 revised budget for each of the libraries, so you
5 can see then, we've gone from -- as far as Ocee is
6 concerned -- a 200,650 budget to now a \$782,966
7 budget, so each of these have increased, and
8 they've increased proportionate to the original
9 budget that was set out for it, but I wanted to
10 show you that, and that the budget then has gone
11 from 17 million to 67, which I think is consistent
12 with what your thoughts were as far as the --

13 **MS. STEPHANIE MOODY:** And I think this is
14 something the public would support.

15 **MR. JOHN R. THOMAS:** Oh, absolutely. Yeah.

16 **MR. JOSH TAYLOR:** Al, I appreciate your
17 showing us this, and but by branch, isn't there a
18 step to really assess the needs for each branch,
19 and come up with a design, so that -- we're not
20 trying to lock in these numbers.

21 **MR. AL COLLINS:** No. I think what we're
22 saying is this, again, is a starting point. At
23 least we know that these monies for these
24 branches -- and I think -- I'd like to think that
25 we're going to have ultimate flexibility in terms

1 of being able to shift dollars to where they're
2 truly needed in some of these branches versus
3 other branches, but the assessments will not be
4 ready for us until, I believe, it's late February,
5 like February 25th or something along those
6 lines, and only then can we be able to look at
7 those assessments and really develop a cost model
8 for doing the work that's necessary for that
9 particular branch.

10 **MR. JOSH TAYLOR:** But is that going to just
11 deal with essentially the bolts and the mechanical
12 aspect, or is it going to include the enhancements
13 needed to bring each branch up to the standard of
14 the new branches?

15 **MR. AL COLLINS:** That's a tricky question,
16 tricky in that I think what it will certainly do
17 is give us an opportunity to -- with the new
18 monies added in -- give us an opportunity to do
19 more than just paint and brush up, and new carpet.

20 I think we will have an opportunity to look
21 at maybe some greater exterior work. We'll just
22 have to look at what's required at the libraries,
23 and see then how we move forward. Some of the
24 libraries might indeed need a -- and please do
25 chime in, Gayle -- might indeed need a book

1 handling system, or something of that nature, and
2 we'll just have to look at that on a
3 branch-by-branch basis, and see where we sort of
4 go from that.

5 **MS. GAYLE HOLLOMAN:** Right. Because things
6 like the AMHS, Automatic Materials Handling
7 System, those types of things require a lot of
8 space, so it would mean that only the six or seven
9 larger libraries that aren't already new ones,
10 would probably be able to be retrofitted to do
11 that. You wouldn't be able to do it at a Ponce,
12 but you might be able to do it at Ocee or
13 Northeast or a Roswell, so that is how we would
14 have to look at that, and see where it all would
15 fit. The technology is going to be a big part of
16 it, but right now, as Al said, this is kind of the
17 bare bones type of thing, sort of the frame.

18 **MR. AL COLLINS:** The broad brush.

19 **MS. STEPHANIE MOODY:** What we do know is
20 275 million is all the money we have.

21 **MR. AL COLLINS:** Oh, absolutely.

22 **MS. STEPHANIE MOODY:** So my concern is I want
23 to lock in this kind of relationship where the
24 branches are getting a good run, and I don't want
25 to see money getting sucked away from the

1 branches.

2 **MR. AL COLLINS:** I think this approach will
3 certainly put as much money back towards that as
4 possible. There's one other bit of money that I
5 did not figure into this yet, and I just wanted to
6 share some thoughts with you about that.

7 You might recall that we talked about
8 4 million savings from Phase 1, and I have not
9 included that yet. If we include that in the
10 branches, that's going to bring it up to about
11 71 million available. One of the things we really
12 haven't done yet is we really haven't set out some
13 contingencies for these projects, and here's an
14 opportunity for us, I think, using the 4 million
15 that we might -- without affecting the
16 budget -- might be able to have that.

17 I think there's a lot of unknowns that we
18 just need to be prepared for, and that 4 million
19 might be the -- our cushion as we move into this
20 phase.

21 **MS. STEPHANIE MOODY:** Is that for the land
22 purchase were you saying?

23 **MR. AL COLLINS:** No. The \$4 million, we
24 might be able to set aside for contingencies.

25 **MS. STEPHANIE MOODY:** But we still need to

1 buy the land.

2 **MR. AL COLLINS:** Well, not for these
3 23 libraries.

4 **MS. STEPHANIE MOODY:** Right.

5 **MS. GAYLE HOLLOMAN:** But for Central, we may
6 well have to do that, and the 41 million that we
7 talked about earlier does not include land
8 purchase, so this might also be the vehicle for
9 that as well.

10 **MS. STEPHANIE MOODY:** Right. And I have no
11 idea what land goes for, but I read in the paper,
12 some building around the corner is 100 million.

13 **MR. JOHN R. THOMAS:** Oh, my ...

14 **MR. AL COLLINS:** I think that it would be
15 wise for us at this time, because -- until we
16 resolve some of the unknowns -- to keep that in as
17 a way of covering some of those unknown expenses.

18 **MS. STEPHANIE MOODY:** Can the Board, if they
19 like this -- and they might want to do more
20 discussion -- but if they like this, could
21 this -- the County Commission has charged us with
22 sending a recommendation over to them about how we
23 would like the money spent, including the future
24 of Central. Is this a plan, for instance, that we
25 could send over and say the Board endorses this

1 sort of plan that includes the future of Central?

2 **MR. AL COLLINS:** I'd like to say that
3 this -- yes, but what I would like to suggest is
4 rather than doing it now, give us a little more
5 time, you know, in January to make a few more
6 studies and thoughts, and then I think we'll be
7 prepared to do that in February as we mentioned.

8 **MS. STEPHANIE MOODY:** Okay. I believe we had
9 to have our recommendation to them before their
10 February meeting.

11 **MR. AL COLLINS:** And I think we'll be able to
12 certainly do that.

13 **MS. STEPHANIE MOODY:** Okay. Because that's
14 the deadline I'm working with.

15 **MR. AL COLLINS:** But it would give us just a
16 little bit more of an opportunity to give it
17 further thought to -- if there's some things that
18 we haven't looked at carefully yet, let's do that,
19 but I think our recommendations along this line,
20 using this as the basis --

21 **MS. STEPHANIE MOODY:** Can you look at cost of
22 land to inform us on that a little?

23 **MR. AL COLLINS:** I can certainly talk with
24 our real estate group and get some input from them
25 as far as what we think, and give us a little bit

1 better idea about what that \$4 million might help
2 us with as far as some of the expenses without
3 necessarily taxing the budgets of either the
4 renovations or the Central Library.

5 **MR. JOSH TAYLOR:** Al, if I could ask, what
6 process needs to happen in order to have a true
7 budget by branch and for a new Central? In other
8 words, is this a six-month process or is this a
9 year process?

10 **MR. AL COLLINS:** It's a little longer process
11 where we actually just need to -- remember we
12 talked about having a programmer to help us
13 with -- once we set the parameters, help us with
14 deciding what exactly are the spaces, and
15 rightsizing those spaces for this.

16 **MS. GAYLE HOLLOMAN:** But the assessment first
17 of older buildings.

18 **MR. AL COLLINS:** Yeah. We need the
19 assessments of all the buildings.

20 **MR. JOSH TAYLOR:** Yeah. We need the
21 assessments, but then -- you know, let's say the
22 assessment comes in the end of February, and in
23 March we have some numbers that we're dealing
24 with, and let's say we agree conceptually with
25 this broad allocation, but at what point do we get

1 a more detailed budget of the programs and the
2 hours and the staffing that that would support?

3 **MR. AL COLLINS:** I think that probably won't
4 come for -- you know, once we get the assessments,
5 we're going to need to take those assessments and
6 try to match up what needs to happen, and then get
7 a cost for what it takes to do those things, and I
8 think realistically, we're going to need to have
9 the CM on board, and architect. We're going to
10 need to have some consultants on board, so we're
11 going to need a January/February time frame to get
12 some RFPs out, and we're working on an RFP now to
13 get those consultants on board who will give us
14 the assistance that we need to price each and
15 every one of these items for each and every one of
16 these projects.

17 **MR. JOSH TAYLOR:** And my question is -- it's
18 kind of lengthy -- is this a three, six or
19 12-month process?

20 **MR. AL COLLINS:** It's probably a three to
21 six-month process, and then we'll be prepared to
22 move forward with the actual plans and all of
23 that. I think probably in three to four months,
24 we'll get all of our pricing correct, and then
25 they'll just have to follow through with, okay,

1 this is your marching order; now let's get the
2 drawings and plans done, so we can approve that
3 and move forward.

4 **MS. JAMILICA BURKE:** And does that clock
5 start after the assessments are completed in
6 February?

7 **MR. AL COLLINS:** Yes, absolutely. That's the
8 key to it all. We just have to understand and
9 know what -- where we are with the building.

10 **MR. CHIP JOYNER:** What about the selling of
11 this property? Would these funds be used for us?

12 **MR. AL COLLINS:** Again, because
13 it's -- that's an unknown. I haven't included
14 those funds, whether it's a \$10 million sale or a
15 \$15 million sale, I can't know that.

16 **MR. JOSH TAYLOR:** So that's another cushion.

17 **MR. AL COLLINS:** You know, it's hard to rely
18 on the unknowns like that, so I haven't included
19 those funds in this.

20 **MR. JOSH TAYLOR:** That's fine.

21 **MR. PAUL KAPLAN:** Selling this building
22 doesn't necessarily mean we're going to have the
23 money, because the County does own the building.

24 **MS. STEPHANIE MOODY:** That's exactly true.
25 That is outside the scope of the Facility Master

1 Plan, but it would be a boon in the taxpayers'
2 pockets if that money -- sold it, and then they
3 didn't have to -- the bonds were paid back much
4 more quickly, because that money could just be
5 used to pay back the bonds before the sunset, not
6 that that will happen, but it could.

7 **MR. PAUL KAPLAN:** So let me understand,
8 Stephanie. We have to have this presentation in
9 front of the Commissioners in February.

10 **MS. STEPHANIE MOODY:** February meeting is my
11 understanding, yes.

12 **MR. PAUL KAPLAN:** And did they say the first
13 or the second?

14 **MS. STEPHANIE MOODY:** I thought it was the
15 first meeting, because you see, they want to bond
16 the money, and I hope you agree, want conditions
17 on the bonding of that money, because any time we
18 change the bond referendum, we are breaking our
19 promise to the voter who voted for it as it was,
20 not as maybe somebody wants it to be, and the
21 original conditions said there had to be a
22 50-million-dollar match, and we don't have that,
23 so if we're going to bond that 85 million anyway,
24 then I think the entire system should benefit, and
25 your plan seems to be making it so the entire

1 system will benefit from that money, and I think
2 the Friends and the patrons -- I mean, speak out
3 if you disagree -- but I think that they will
4 agree that -- of course, they probably don't even
5 look at their tax bill to see they're being taxed
6 for libraries.

7 **MR. PAUL KAPLAN:** So the 85 -- let me get
8 this straight -- so the \$85 million, as far as the
9 voters are concerned, the \$85 million was going to
10 be for the Central, nothing to do with renovations
11 of the branches, just so I have this straight.

12 **MS. STEPHANIE MOODY:** If 50 million were
13 raised, that's correct, but it was --

14 **MR. PAUL KAPLAN:** We don't have the
15 50 million.

16 **MS. STEPHANIE MOODY:** It was sort of a
17 backdoor slip-in at the last minute.

18 **MR. PAUL KAPLAN:** Oh, a back door ...

19 **MS. STEPHANIE MOODY:** Well, the thing is what
20 we promoted initially was --

21 **MR. JOHN R. THOMAS:** It was a last-minute
22 deal.

23 **MS. STEPHANIE MOODY:** Yeah.

24 **MR. PAUL KAPLAN:** It was a last-minute deal.

25 **MR. JOSH TAYLOR:** It was a last-minute

1 deal without any input from the citizens.

2 **MS. STEPHANIE MOODY:** Yeah.

3 **MR. PAUL KAPLAN:** Oh, okay.

4 **MR. JOHN R. THOMAS:** That's key.

5 **MRS. PHYLLIS D. BAILEY:** Okay.

6 **MR. PAUL KAPLAN:** So now what you want to do
7 is go back and tell the Commissioners we want to
8 have that money, and we want to -- because we want
9 to renovate the branches -- build a Central, not
10 what they're looking for -- well, whoever was
11 looking for it -- and have that money then come
12 back into the branches, so we can have some decent
13 libraries.

14 **MS. STEPHANIE MOODY:** Right. And you have to
15 realize that the -- there was 35, just like Al
16 says, 35 for Central, and the Board of
17 Commissioners decided they'd kick in another 50 if
18 50 were matched from the public sector. That was
19 roughly my math. It might be off, but
20 \$120 million to build an iconic Central Library.

21 Well, it soon became very clear that you
22 can't really build an iconic Central Library for
23 120 million, so even the Mayor said he wanted a
24 \$220 million library. Well, we couldn't come up
25 with the 50. We certainly weren't going to come

1 up with an extra 100 million, so I think the
2 thought is that at some future time, if Atlanta
3 wants an iconic Central Library, they can do a new
4 bond referendum, and support it that way, and
5 maybe that day will come, but now is not the time.

6 **MR. PAUL KAPLAN:** But the change in direction
7 of the \$85 million, that takes a vote of the
8 Commissioners.

9 **MS. STEPHANIE MOODY:** Two thirds.

10 **MR. PAUL KAPLAN:** Two thirds of the
11 Commissioners have to agree to do it.

12 **MS. STEPHANIE MOODY:** Have to agree on it.

13 **MR. PAUL KAPLAN:** If they don't do it, then
14 the 85 million disappears.

15 **MS. STEPHANIE MOODY:** It's gone, and you
16 can't get the 35 out of it. You can't say, oh,
17 but we were going to take 35 to refurbish Central
18 anyway. You can't do it. It's just not there.

19 **MR. PAUL KAPLAN:** So it's critical that --

20 **MS. JAMILICA BURKE:** It's 85 or nothing.

21 **MR. PAUL KAPLAN:** It's critical. This is
22 very critical.

23 **MS. STEPHANIE MOODY:** If you want the 85.
24 Now, you can still bond the 23, or I guess the 17.
25 That's still out there. They can always bond

1 that, because that's with the Facility Master
2 Plan, but they cannot bond the 85 without amending
3 the referendum, and that's a two-thirds vote.
4 It's also public meetings.

5 **MR. JOHN R. THOMAS:** Stephanie, I want to
6 compliment you on your efforts of coming back. I
7 find it refreshing, if not comforting, given what
8 the citizens were telling the Board, back seven or
9 eight years ago, and a large Central Library was
10 not on their mind. As we've beat to death
11 already, it was an add-on, but what was on their
12 mind was the renovation of their libraries, and
13 that's what we're going to do here, so I
14 appreciate it.

15 Second question: I don't think I've ever
16 heard that 70/30 -- 70 percent, 30 percent for
17 space. You may have mentioned it a few years
18 back, but the question is: This is going to be a
19 large, so-called larger branch with administration
20 offices. What do you see in terms of
21 administration on something like this in terms of
22 the square footage?

23 **MR. AL COLLINS:** I don't have any
24 preconceptions at this point that I can share with
25 you, whether it's 25 percent or 20 percent of the

1 building needs to be set out for administrative
2 functions and things of that nature, but what I do
3 want you to understand about buildings is what I
4 was talking about was kind of grossing a building
5 up.

6 If you said you needed a conference room to
7 seat 20 people, and we looked at an appropriate
8 conference table with 20 chairs around it, what we
9 would find is that you would need also a space to
10 circulate in the conference room. You would need
11 a this and a that to serve the conference room,
12 maybe it's a kitchenette, or maybe it's a serving
13 table, so once you get all of those things
14 included, you've grossed up what you really need
15 and what it's going to require to function, and
16 the same thing with -- so when you look at, I need
17 a 200-square-foot conference room, I need space
18 for the teens; I need all of that, and then you
19 say, okay, this building has to serve 200 people
20 or 300 people, then you have to decide, well, I
21 need so many plumbing fixtures by code; I need
22 stairs by code; I need elevators in order to
23 serve, and so those are the things that add to the
24 gross, to the net number to get you to the gross
25 square footage, and so what you're doing is you're

1 grossing up the building.

2 It's gone from -- so when you're done with
3 that, then you say, okay, what do I have as far as
4 net square footage, and you find that it's
5 probably 70 or 75 percent of the building's square
6 footage, and there's a grossing factor there.
7 There's a 25 percent adage that's corridors and
8 stairs and elevators and escalators and wall
9 thicknesses and all of those things that's
10 required to make that building function.

11 **MR. JOHN R. THOMAS:** And Al, I'm not trying
12 to pin you to anything, but if we're talking about
13 a 50,000 -- is that GS, gross square footage?

14 **MR. AL COLLINS:** It's gross square footage,
15 yes.

16 **MR. JOHN R. THOMAS:** That would mean a 35,000
17 square footage -- could we be talking maybe 25,000
18 for the branch, and about 10,000 for
19 administration, round numbers?

20 **MS. GAYLE HOLLOMAN:** We don't need 10,000
21 square feet for administration. I don't think
22 it's quite that much.

23 **MR. JOHN R. THOMAS:** You don't think 10,000
24 --

25 **MS. GAYLE HOLLOMAN:** The top floor. I mean,

1 it might be. I don't know, the top floor. I'm
2 not sure we need the whole top floor.

3 **MR. JOHN R. THOMAS:** And that's probably --
4 that's a discussion way down the road.

5 **MS. GAYLE HOLLOMAN:** Right.

6 **MR. JOHN R. THOMAS:** But I was just trying to
7 get some more of the magnitude.

8 **MS. STEPHANIE MOODY:** And there will be some
9 administrative offices in Auburn Avenue; aren't
10 there?

11 **MS. GAYLE HOLLOMAN:** Yes, but they're already
12 spoken for and already outlined.

13 **MR. AL COLLINS:** You know, I think what in
14 the end we'll probably end up with is a building
15 that's going to be in the 35 to 40,000 square foot
16 range in terms of net. I don't know how much it's
17 going to be administrative at this point.

18 **MR. JOHN R. THOMAS:** Sure. That's
19 understandable.

20 **MR. AL COLLINS:** Because I don't know how
21 many staff members and things of that nature that
22 we actually need to go to carry a facility.

23 **MR. JOSH TAYLOR:** But that level of detail
24 would be in this three to six-month process to
25 come up with a design.

1 **MR. AL COLLINS:** Yeah, exactly. Again, I
2 wanted to share some thoughts with you, some
3 further refinements of how we might be able to
4 better utilize the monies that's available, and
5 see if we can get your consent to move forward
6 along this track if you think this is reasonable.

7 **MR. JOHN R. THOMAS:** Good job.

8 **MS. STEPHANIE MOODY:** Well, thank you for
9 hearing us.

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

11 **MR. PAUL KAPLAN:** As far as the facility
12 assessment, so everybody knows, that the contract
13 was let out. The contract was signed. They have
14 five teams working, and they will have the report
15 in their hands February 26, and that's 66
16 buildings, but out of the 66, that includes all of
17 the libraries, but that's the number one priority
18 right now is getting this library -- they want
19 these branches -- they want to get this stuff
20 done.

21 **MR. JOHN R. THOMAS:** But what job, huh?

22 **MR. PAUL KAPLAN:** Well, I've done jobs like
23 this, and that's a very tall order in a short
24 time. It's a local company, and they said they're
25 very well equipped to do it, so ...

1 **MR. JOHN R. THOMAS:** Good.

2 **MS. STEPHANIE MOODY:** Are we getting an
3 assessment of what this building might be worth as
4 a part of that?

5 **MR. PAUL KAPLAN:** No. They do not. All
6 they're doing is the mechanical portions, the
7 HVAC, electrical, elevator, all --

8 **MS. STEPHANIE MOODY:** Are they doing it for
9 this building as well?

10 **MR. PAUL KAPLAN:** Yes. This is included.

11 **MR. JOHN R. THOMAS:** Roof? Would a roof --

12 **MR. PAUL KAPLAN:** Yes, everything. Roofs,
13 well, I can tell you, there's enough buckets in
14 this place to catch the rain as it comes down.

15 **MS. STEPHANIE MOODY:** Is there any way we can
16 get an assessment of what this building might be
17 worth?

18 **MR. AL COLLINS:** You mean you want to --

19 **MS. STEPHANIE MOODY:** Just out of curiosity,
20 because we're talking about building a new
21 Central. We're not going to need two, so ...

22 **MR. JOSH TAYLOR:** I think that's a future
23 negotiation.

24 **MR. JOHN R. THOMAS:** It's a cushion.

25 **MRS. PHYLLIS D. BAILEY:** But it would be

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 something to hold onto, too. You're right.

2 **MR. AL COLLINS:** Well, I think that -- I
3 mean, we can certainly get this building evaluated
4 in terms of what its net worth is and sale might
5 be. You can certainly do that, and I guess that's
6 also a question, do we want to do a similar thing
7 on some of the properties that we're thinking
8 about? Without naming it, do we want to start
9 just -- get a feel, a more definite feel about
10 what we think -- what that might be worth?

11 **MR. JOSH TAYLOR:** I think that would be very
12 useful --

13 **MRS. PHYLLIS D. BAILEY:** I think so, too.

14 **MR. JOSH TAYLOR:** -- because you can't build
15 a building if you don't have the land.

16 **MS. STEPHANIE MOODY:** Yeah. We can't --
17 we're using up almost all of our money right here,
18 so we need to have some money for land, unless the
19 County will buy it for us.

20 **MR. AL COLLINS:** Well, again, we're talking
21 about -- remember the cushion of that 4 million
22 that we might be able to use for that, so we can
23 begin to determine if that's reasonable, and what
24 are the things we might need to cover, and those
25 are some of the additional thoughts that I'd like

1 to bring to this, and thoughts of others, just to
2 make sure that we have ourselves covered without
3 too much exposure.

4 **MR. JOSH TAYLOR:** Okay.

5 **MS. STEPHANIE MOODY:** Are we ready to move
6 on?

7 **MR. PAUL KAPLAN:** Thank you.

8 **MR. JOSH TAYLOR:** Thanks, Al.

9 **MR. JOHN R. THOMAS:** Thanks, Al.

10 **MR. AL COLLINS:** You're welcome.

11 **CHAIRMAN'S REPORT**

12 **MS. STEPHANIE MOODY:** So the next order of
13 business is the Chairman's Report, and Al, maybe
14 you could hang on for just one second, because I
15 -- you took most of my thunder away, because I was
16 going to make that recommendation that our
17 conclusion would be that the money be divided
18 quite like you have suggested here, and many of
19 the reasons are is because that was the promise we
20 made to the voters when we did the Facility Master
21 Plan.

22 **MR. JOHN R. THOMAS:** That was a nice
23 Christmas present to the Board, Al, so thank you.

24 **MS. STEPHANIE MOODY:** I have all my arguments
25 laid out, so we can skip that part of my report.

1 The other thing I wanted to ask you about is
2 the Chamber of Commerce had an article in the
3 paper that they are selling their building, and
4 they are -- to Centennial Olympic Park, and they
5 are going to be looking for a new downtown home,
6 and I wondered if anyone had approached them
7 perhaps about this building?

8 **MR. AL COLLINS:** No. We have not, but that's
9 very interesting.

10 **MS. STEPHANIE MOODY:** They said they wanted a
11 place that was on MARTA that was centrally located
12 in the heart of downtown. I don't see how we
13 couldn't be better; although, we might be big.

14 **MR. AL COLLINS:** Well, and it's an iconic
15 building that I think that could serve the Chamber
16 of Commerce very well, so interesting. I think
17 it's worth a conversation with them.

18 **MS. STEPHANIE MOODY:** Okay. I called them,
19 and they did call me back, and they were willing
20 to talk, I think, but I just wanted your take on
21 it.

22 **MR. AL COLLINS:** I think this is a prime
23 location.

24 **MS. STEPHANIE MOODY:** And I think they would
25 appreciate having an iconic building like this in

1 downtown Atlanta on a MARTA stop, and they could
2 maybe consolidate many of the different functions
3 here.

4 **MS. GAYLE HOLLOMAN:** Absolutely.

5 **MRS. PHYLLIS D. BAILEY:** That would give us
6 an additional cushion, also; wouldn't it?

7 **MS. STEPHANIE MOODY:** Right.

8 **MR. JOSH TAYLOR:** If the County wants to sell
9 it.

10 **MS. STEPHANIE MOODY:** Well, my thought was we
11 need to contact them before they start looking and
12 buy something else.

13 **MRS. PHYLLIS D. BAILEY:** That's true.

14 **MS. STEPHANIE MOODY:** Because again, there
15 was another building in the paper --

16 **MR. JOSH TAYLOR:** Their timetable may not
17 coincide with ours.

18 **MS. STEPHANIE MOODY:** Probably not, but who
19 knows?

20 **MR. JOSH TAYLOR:** But we need to have the
21 conversation, yeah.

22 **MS. STEPHANIE MOODY:** Our building is big
23 enough, they could move in, and we would not even
24 know they were here.

25 **MR. JOHN R. THOMAS:** Yeah, for sure.

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 **MS. STEPHANIE MOODY:** So, okay, thank you.
2 That was really all I wanted your opinion on.
3 **MR. AL COLLINS:** Absolutely. Well, thank
4 you, everyone.
5 **MS. STEPHANIE MOODY:** Merry Christmas. This
6 is your -- I'm knocking myself out on
7 Christmas gifts this year.
8 **MR. JOHN R. THOMAS:** Merry Christmas, Al.
9 **MS. GAYLE HOLLOMAN:** Thanks, Al.
10 **MR. AL COLLINS:** Thank you.
11 **MS. STEPHANIE MOODY:** Everyone was here at
12 the special meeting, but I did want to point out
13 for the record that Waters & Company did want us
14 to keep the application process open through
15 January, so that's what we decided would be
16 appropriate; although, we may begin interviews
17 sooner than that, and the other item I wanted to
18 bring to your attention was the Pinnacle News,
19 which did a leadership class, and Pinnacle, they
20 have: Working with the Carl Vinson Institute of
21 Government, another of the University system of
22 Georgia -- GPLS designed and held the first Public
23 Library Institute for new and creative leadership
24 education in 2007, and more than half of their
25 Pinnacle graduates have gone to serve as library

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 directors, and we do have one of our staff who is
2 in the class, so I thought I would bring that to
3 your attention. His name is Oscar Gittemeier, so
4 I thought that was a nice coup for us.

5 **MR. JOHN R. THOMAS:** Where does he work,
6 Gayle?

7 **MS. GAYLE HOLLOMAN:** He is our Children's
8 Librarian at the East Atlanta Library.

9 **MS. STEPHANIE MOODY:** The only other thing is
10 I think we decided we were going to wait for Al to
11 give us a little more information, but we do need
12 to have our decision about the future of Central
13 and the 85 million in letter form to the County
14 Commission by February, so we need to make that a
15 motion in January.

16 **MR. JOHN R. THOMAS:** You don't want to do it
17 now?

18 **MS. STEPHANIE MOODY:** Well, we could make it
19 a motion now, but I got the impression that Al
20 wanted to bring us more --

21 **MR. JOHN R. THOMAS:** Yeah.

22 **MS. STEPHANIE MOODY:** -- detailed
23 information.

24 **MR. JOHN R. THOMAS:** That's right. We might
25 be getting ahead ourselves, but I had in mind that

1 we would make a motion for an official letter to
2 the Board explaining, or --

3 **MS. STEPHANIE MOODY:** I mean, we could go
4 ahead and do it now and send them one, that this
5 is our intent, and then when we receive more
6 information, we could be more explicit.

7 **MR. JOSH TAYLOR:** How about if we decide we
8 want to draft a letter and review it at the
9 January meeting, subject to any information that
10 he provides us, because I think we know the
11 strategic direction we want to go.

12 **MS. STEPHANIE MOODY:** We can do that, too.

13 **MR. JOSH TAYLOR:** Because I don't think we
14 want to draft a motion or a letter in the meeting
15 here.

16 **MS. STEPHANIE MOODY:** No.

17 **MR. JOHN R. THOMAS:** I think you're right,
18 yeah.

19 **MS. STEPHANIE MOODY:** No. All I was looking
20 for is the direction for me to draft a letter to
21 encompass this direction.

22 **MR. JOSH TAYLOR:** I think it would be great
23 for you to draft the letter and submit it to us
24 before the January meeting.

25 **MR. JOHN R. THOMAS:** Yeah, uh-huh.

1 **MS. STEPHANIE MOODY:** Well, I can submit it
2 to you -- oh, you mean not at the January
3 meeting, before the January meeting.

4 **MR. JOSH TAYLOR:** As you know, if you get
5 something ahead of time, you can look at it, and
6 you can provide feedback, and then make the
7 decision for finalizing. That would be my
8 recommendation.

9 **MS. STEPHANIE MOODY:** Okay.

10 **MR. JOHN R. THOMAS:** Just as long as we don't
11 miss that meeting date. Is it the first meeting,
12 or we don't know that; do we?

13 **MS. STEPHANIE MOODY:** I believe it's the
14 first meeting in February, and I believe what is
15 driving them is it takes a while to bond money, so
16 they can't wait till December and say, oh, now,
17 we're going to do it, so I'm quite confident that
18 they want that 85 million, too.

19 **MR. PAUL KAPLAN:** Yes, they do.

20 **MS. STEPHANIE MOODY:** So I'm glad we could
21 reach a compromise, so that's really all I have to
22 report.

23 The next order of business, we were going to
24 discuss the 2016 Budget, and Ed Robinson is here
25 to help us.

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 2016 BUDGET - DISCUSSION

2 **MR. ED ROBINSON:** Good evening, everyone.

3 Let me see if I can get the presentation to work.

4 You should have before you a copy of the
5 presentation, like the --

6 **MS. STEPHANIE MOODY:** No, not yet.

7 **MR. ED ROBINSON:** Oh. I'm sorry. I'll wait
8 until she passes them out, and everyone gets a
9 copy of the presentation before we start
10 discussing it. Does everyone have a copy?

11 The first is just pretty much the table of
12 contents, if you will, just all the things that
13 we're going to discuss in this presentation, so
14 the first item is the Fulton County priority
15 areas, and I think that should be your first
16 sheet, so if you want to flip to your first sheet,
17 and Ms. Holloman, she's going to give you some
18 discussion about the County Managers and the Board
19 of Commissioners' vision for the County as focus
20 areas for the library, so Ms. Holloman.

21 **MS. GAYLE HOLLOMAN:** Good evening, everybody.

22 Fulton County's priorities have been set for the
23 year based around these six focus points or
24 priority areas, and they are that all people are
25 safe, all people in the County of Fulton are safe,

1 are healthy, are self-sufficient, have economic
2 opportunities, are culturally and recreationally
3 enriched, and trust that government is efficient,
4 effective and fiscally sound.

5 We are -- well, the library and arts -- we
6 are under the "Are culturally and recreationally
7 enriched." However, there are aspects of the
8 library as you probably would know, that fall
9 under several of those categories, particularly
10 have economic opportunities, are self-sufficient.
11 When we start thinking about the computer classes
12 that we offer, the resume help that we offer,
13 things of that nature, fall into some of the other
14 categories.

15 So what they had us doing over the last three
16 months or so has been going to different classes
17 and workshops to actually discuss how these
18 priority areas are to exist over the next year or
19 more, and I think it's putting us in an area of
20 unknown for us in the past, but it's really
21 putting us in a position of everybody moving
22 towards the same goals and sort of the same ideas,
23 so it has really been well accepted by the
24 Commission as well as by the Department Managers,
25 so I wanted you to know what we've been working

1 toward and how we've been spending some of our
2 time, and we've had the pleasure of working with
3 Accenture, which is the company that they've done
4 business with in a consulting capacity, where they
5 are advising us during these meetings, and they're
6 facilitating the workshops, so that we're having
7 to talk about all of these opportunity areas, and
8 it has really yielded a lot of -- a great growth
9 and opportunity for us, and I think you'll see
10 more and more of that, and more and more of those
11 discussions as we go forward, so I wanted you to
12 know about it in case you don't know about it and
13 didn't know about it as you hear more and more
14 about it where we go into the new year.

15 So just remember that we are culturally and
16 recreationally enriched. We have some concerns
17 about that, and we asked that we would put some of
18 that in educationally enriched or whatever, but
19 they decided we would leave it as it is, so that
20 may change at some point, but it has really
21 stabilized the direction.

22 **MR. JOSH TAYLOR:** There is an article in the
23 AJC, I think it's today, reporting on this for the
24 County, and it's worth reading.

25 **MS. GAYLE HOLLOMAN:** Good. Thank you. I'll

1 turn it back over to Ed Robinson.

2 **MR. ED ROBINSON:** The next slide, or the next
3 sheet in your presentation talks about the 2016
4 budget reduction, the 2016 budget versus what we
5 have current in the 2015 budget. As you can see,
6 the 2015 budget right now is 29,35,467. To get to
7 the 2015 actual budget, which is the basis for the
8 2016 budget, there are some adjustments that you
9 make. For instance, the adjustment, I have them
10 detailed down here, the first adjustment is the --
11 in the 2015 budget, we did receive a one-time
12 funding for vehicles. We received \$120,000 to
13 purchase two courier vehicles, so when you're
14 looking at the reduction from 2015 to 2016, you
15 can't count those one-time funding for the
16 vehicles, because you don't purchase vehicles
17 every year, so that 120 will come off.

18 The next reduction is we have a lot of
19 employees -- probably tenured employees that left
20 during the year -- their salaries were higher than
21 the minimum starting salary, or the person who
22 filled that position -- it totaled up to 196,465,
23 so that's not going to count against your -- when
24 you're comparing your 2016 budget to your 2015
25 budget, because if a person was making \$75,000 in

1 a position, but then they left during the course
2 of this year, and they filled it with a person at
3 the minimum that was, say, \$60,000, then you've
4 still got the same position, but then that
5 additional 15,000 is not going to be rolled over
6 to your 2016 budget, so collectively, all of that
7 maneuvering, either it was refilled or vacant, it
8 totals up to 196,000, and then the benefits, of
9 course, you have all the benefits that's
10 associated with it.

11 You have people that was in the old pension
12 plan that probably retired during the year. Their
13 benefits was tremendously higher than the new
14 pension plan, so all of those monies, and it comes
15 to a total of \$420,000, so your adjusted 2015
16 budget is 28,614,771, so then you look at what
17 they're giving us in 2016, they're proposing
18 27,612,367, so that's like a difference of
19 \$1 million, roughly a million dollars, so that's a
20 4 percent reduction in last year's -- this year's
21 budget versus what they're going to give us for
22 next year, so that pretty much gives you an
23 overview.

24 Then, if you go to the next page, to achieve
25 our adjustment, we basically -- we were un-funding

1 about 16 or 17 or so positions, and this is
2 basically -- we have some other smaller costs from
3 supplies and other areas, but the bulk of the
4 reduction is going to come from positions, and
5 that's pretty much kind of giving you an overview
6 of those positions. These are all the positions
7 we are unable to fund in 2016, because of the
8 reduction in the budget from our 2015 to 2016, and
9 basically, the next sheet is -- Ms. Holloman, I
10 guess you want to kind of give -- elaborate on the
11 impact of losing those 16 or so positions, and
12 it's pretty much -- as she had it stated out right
13 in the presentation, basically, salaries and
14 benefits is roughly about 90 percent or so of the
15 library's total budget, that's of that 28 million,
16 27 million, and if we lose those 16 positions,
17 obviously, they are in the public area, it's going
18 to be -- you can pretty much read the -- it would
19 be like longer checkout lines, because it would be
20 fewer staff to assist patrons in checking out, and
21 material processing would be delayed, because we
22 do process some materials in-house, and basically,
23 she touched on the weekend staffing, and also, a
24 lot of the positions that we're losing would be
25 people -- once you return a book, you know you

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 have to re-shelve it back on the shelf, so it's
2 going to be longer times for the getting of those
3 books back on the shelves, and that's pretty much
4 a -- kind of like a summary of the impact, so
5 Ms. Holloman, you want to add some more to that?

6 **MS. GAYLE HOLLOMAN:** Well, basically, just as
7 it's stated here, that's what happens to us. The
8 positions that we are losing, primarily -- or
9 having to not fund -- are primarily those
10 functions that are support staff -- that are
11 public service staff, I'm sorry -- and they are
12 the classes that do a lot of that returning out
13 onto the shelf, who work the circulation desk, and
14 who, oftentimes, are the other additional backup
15 on the weekend, so that is going to be affected by
16 the loss of that staff.

17 However, we do have -- and Ed will probably
18 touch on it later -- the extra opportunity to hire
19 additional part-time staff, and that is where we
20 think we will be able to make the difference and
21 bring some of that back, so it's not as much of a
22 burden as it would have been in the past,
23 particularly, in the year that we had to lay off
24 all the part-timers, so we will be fortunate
25 enough to have them.

1 **MR. JOSH TAYLOR:** The 16, these are positions
2 that are filled right now; right?

3 **MR. ED ROBINSON:** No. They're vacant.

4 **MR. JOSH TAYLOR:** Are there other vacant
5 positions that you're still in the process of
6 filling?

7 **MS. GAYLE HOLLOMAN:** Yes. We've just
8 completed interviews. We've just started hiring
9 people. Some of them went to class today.

10 **MR. JOSH TAYLOR:** How many new positions are
11 you filling now?

12 **MS. GAYLE HOLLOMAN:** Thirty full-time and
13 part-time, we still have -- what did we say, Ed?

14 **MR. ED ROBINSON:** It's going to be roughly 18
15 to 20, because the part-time is just one bucket of
16 monies. It is not -- whereas the full-time, you
17 promise 40 hours a week, but part-time, you have
18 some flexibility to work up to 28 hours, so you've
19 got one pot of money. I think it's like
20 1.6 million, so we have some flexibility. Right
21 now, we're looking at 24 hours a week, and it
22 probably would have us with a total staff, once we
23 fully fund it, close to about 80 to 90 part-time,
24 where we were prior to the losing of the part-time
25 funds in 2014.

1 **MR. CHIP JOYNER:** And part-time employees get
2 full-time benefits as well?

3 **MS. GAYLE HOLLOMAN:** No.

4 **MR. ED ROBINSON:** No, sir.

5 **MR. CHIP JOYNER:** They don't. Okay.

6 **MR. JOSH TAYLOR:** So I'm just trying to
7 reconcile the fact that we're going to net-net,
8 have more staffing in 2016 than we have currently;
9 right? We're going to add staffing.

10 **MS. GAYLE HOLLOMAN:** We will add 30 more,
11 yes.

12 **MR. JOSH TAYLOR:** Not more budget, but more
13 actual staff.

14 **MS. GAYLE HOLLOMAN:** More actual staff, yes.

15 **MR. JOSH TAYLOR:** So that should improve
16 service, as opposed to --

17 **MR. JOHN R. THOMAS:** Yeah.

18 **MR. JOSH TAYLOR:** So that's what I'm trying
19 to figure out. Is it because the hours changed or
20 what?

21 **MR. ED ROBINSON:** No. I guess we were kind
22 of in a dead period when the budget -- during the
23 budget process when the County started the budget
24 process in late September, we knew that we were
25 informed of a cut, so my advice to Ms. Holloman,

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 as well as the Finance Director from accounting:
2 Proceed cautiously, optimistically, until you
3 really get a handle on where you're going in 2016.

4 So that's kind of how we got behind in
5 filling the positions, plus the County is just
6 slow about filling positions, so this is not no
7 newfound position. These are people who left
8 during the course of the year.

9 **MS. GAYLE HOLLOMAN:** And their jobs are still
10 open, still vacant.

11 **MR. ED ROBINSON:** Right. So we're not
12 getting any -- we're not adding any additional
13 positions. These are not 30 new positions.

14 **MR. JOSH TAYLOR:** So this is really turnover.

15 **MR. ED ROBINSON:** Right, absolutely.

16 **MR. CHIP JOYNER:** And the net savings is
17 hiring people at a lesser rate than the people
18 who ...

19 **MR. ED ROBINSON:** That's where it -- that's
20 part of it, because when the County gets into the
21 new pay-in-study class, then the salaries -- which
22 I think Ms. Holloman alluded to that in some of
23 her previous discussion with you guys, if I'm not
24 mistaken -- that the salaries is going to be
25 probably 15 to 20 percent lower.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MS. GAYLE HOLLOMAN: Overall.

MR. PAUL KAPLAN: I have a question, and I'm sorry to do this. I need a little history. Before our prior term when I got on the Board, things were so bad that we ended up closing some libraries, no hours on Friday and so on. What was the budget then -- it got to that point. Where were we? What was our budget?

MR. JOHN R. THOMAS: 24 million.

MR. PAUL KAPLAN: So if they continue to keep lowering this every year, we're going to go right back where we were --

MR. ED ROBINSON: Precisely.

MR. JOHN R. THOMAS: Yeah, we could.

MS. GAYLE HOLLOMAN: It could happen.

MR. PAUL KAPLAN: Because there's some branches, maybe -- or should not stay open. There's some branches that have very little circulation, and I'm just thinking this out loud, but if they keep doing this, in another five or six years, we're going to be back where we --

MS. GAYLE HOLLOMAN: Right. Well, we had to lay off 72 part-time people. It was the hardest thing we had ever had to do, and that was just really unfortunate, but now we've been able --

1 we're in a position now that it looks better, but
2 as you say, it could happen again, and that's what
3 we don't want to have happen --

4 **MR. PAUL KAPLAN:** It just sounds like it's
5 heading that way.

6 **MS. GAYLE HOLLOMAN:** -- those hours, cutting
7 those hours, the public, we knew would not like it
8 when we did it, but we had to do it.

9 **MS. STEPHANIE MOODY:** We need a facilities
10 study, too, to optimize our branches where they
11 serve the most people and do the most good.

12 **MR. PAUL KAPLAN:** We were down to
13 \$24 million. That was the total budget.

14 **MR. JOHN R. THOMAS:** It may have been closer
15 to 25. I'm not sure.

16 **MR. ED ROBINSON:** Yeah. It was pretty much
17 25.

18 **MR. JOHN R. THOMAS:** Yeah, 24 or 25,
19 something like that.

20 **MR. PAUL KAPLAN:** Being at 27, we're not that
21 far away from --

22 **MS. GAYLE HOLLOMAN:** Right.

23 **MR. ED ROBINSON:** You have to take into
24 consideration -- I'm sorry. Go ahead.

25 **MR. JOHN R. THOMAS:** Yeah. I was just going

1 to say, take into consideration -- I'm not sure
2 you were going to say this -- eight new libraries.

3 **MR. ED ROBINSON:** Right.

4 **MR. JOHN R. THOMAS:** Back in 2008, the
5 estimated net increase in operating cost as a
6 result of these eight new libraries, \$8 million.

7 **MR. JOSH TAYLOR:** Yeah. We've increased the
8 square footage enormously.

9 **MS. GAYLE HOLLOMAN:** Enormously.

10 **MR. JOHN R. THOMAS:** Yeah. And the library
11 is going the other direction.

12 **MR. CHIP JOYNER:** So staffing for new
13 libraries coming on come out of this, so they
14 don't have a separate line-item for start-up
15 operating for new libraries.

16 **MR. ED ROBINSON:** No, sir. It's only -- the
17 CIP only covers the bricks and mortar and the
18 technology, but no staffing or ongoing operating
19 expenses.

20 **MS. STEPHANIE MOODY:** I don't want to get
21 ahead of you in case you're going through page by
22 page, but what really concerns me is the materials
23 budget. We asked for 100 -- a million -- I lost
24 it -- we asked for -- we've got 2,330,958
25 committed as of 2015, but the 2016 budget is 1.9

1 million.

2 **MR. ED ROBINSON:** Right, and I was going to
3 explain to you --

4 **MS. STEPHANIE MOODY:** Okay.

5 **MR. JOSH TAYLOR:** Yeah. Let's go through it,
6 and then we'll ...

7 **MR. ED ROBINSON:** I won't go through every
8 line, but I can just touch on the detail, 2016
9 budget versus 2015 actual, and this kind of like
10 the line item budget, and I think what Ms. Moody
11 was looking at, and as she stated, with the 2015,
12 the current materials budget, we're at 2.3
13 million. How that came about is during the course
14 of the year, things that we budgeted for, if it
15 don't materialize, then we, as County Department,
16 you're permitted to move things between operating.
17 There's a line between personnel, which is all
18 your salaries, benefits and such, and all the
19 other operating.

20 With the operating, with the exception of
21 those fixed costs where the County controls,
22 you're free to move from one line to the next.
23 Say for instance, with fuel, this year in 2015, we
24 all know the price of gas is like less than \$2.00
25 a gallon, but then we budget it at the beginning

1 of the year, you always budget so just in case gas
2 goes back up to \$3.65 gallon, so we budget it at,
3 say, \$50,000, but then during the course of the
4 year, we find out that we're only using half that
5 amount, so all those funds go into the materials
6 budget, and the same thing with the supplies.

7 All the supplies that we thought we were
8 going to buy for the new library, those things
9 didn't materialize, then that fund, here again,
10 goes into the materials budget, but at the start
11 of the year, we were at 1.9 million, so starting
12 out in 2016, we've got to go back down to the 1.9
13 million, and then as things materialize during the
14 year, then we will be able to increase it, but
15 then, I think, Ms. Holloman is asking from the
16 onset, give us an extra 1.4 million, because we
17 can't depend on fuel prices staying low. We can't
18 depend on certain supplies, not needing those
19 supplies, so we want to start out with --
20 somewhere in the ballpark of \$3 million or \$3.5
21 million, where we used to be some years back for
22 materials.

23 But this spreadsheet here, it pretty much
24 goes through line by line, and you can see where
25 we are, say, with the personnel -- the personnel

1 reduction that we're giving up is -- the salary
2 cost is 566,000,000, and it goes down through the
3 line what all the other things that we're giving
4 up, all the benefits, as you know, once you get a
5 reduction in staffing, the benefits, of course,
6 goes along with all the positions that's going
7 away, the benefits are going away also, and then
8 -- you kind of like -- I guess, looking down
9 through the line, you can see what we're reducing
10 versus where we are right now in 2015, and
11 actually, the overall adjustment is about a
12 million, but then the adjustment -- the reduction
13 without the adjustment is close to 1.3 or
14 1.4 million, but from the County's sight, they're
15 only reducing us by a million, because a lot of
16 the expenditures that we had in 2016 --
17 2015, that we don't -- we won't need --
18 we're not -- we won't need in 2016 with the higher
19 salaries and with the vehicles, et cetera, so our
20 reduction is basically a million dollars, and then
21 again, like I say, I won't try to go through every
22 line, line by line, but these are all the line
23 items, the line-item budget that we are
24 responsible to enter into the County system, as
25 calculated, make sure that we have appropriate

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 funding for them.

2 And the next slide, as we're talking about
3 the enhancements, this is kind of an overview of
4 all the enhancements that Ms. Holloman requested,
5 and I think it listed out all of them. From the
6 County's standpoint, unfortunately, you're not
7 able to prioritize when you put it into the
8 system, but then, I think, you asked Ms. Holloman
9 to prioritize, but those are our top five
10 priorities, then usually, when they start out with
11 monies, they give you a sum of money, then we'll
12 know where we're going, because all of
13 these -- with the exception of the positions, the
14 enhancements we're asking for are all operating
15 expenditures from a County standpoint, and once
16 you turn to the next page, I think she has them
17 prioritized. Those are the top five priorities.
18 Ms. Holloman, you want to speak on your top five
19 priorities?

20 **MS. GAYLE HOLLOMAN:** Yes. We have to attend
21 the "budget hearing" is what they call it, and so
22 they ask you to give them your top priorities out
23 of the enhancements that you requested, so out of
24 the requests made earlier on the original
25 document, I asked for these five that you see

1 listed here, and the total comes to 2.6 million,
2 and of course, you can see why we would need
3 those.

4 Our Children's Librarians, and all of them
5 got promoted last year, and some even now. We
6 have some attrition that we know is about
7 that -- will happen very quickly or very soon
8 towards the end of this year and into March,
9 rumblings of that. So we're looking toward that
10 end.

11 We're also looking at the fact that Southeast
12 Atlanta is to open, and we are not exactly sure
13 what's going to happen with the three libraries
14 that are supposed to close. If they don't close
15 and we have to keep them open for labs and
16 computer labs, and they make that a part of our
17 responsibility, then that's going to mean that we
18 will need other staff.

19 The South Fulton Library will reopen, we
20 know, at the end of the year towards the third
21 quarter at least, and those staff currently are
22 working elsewhere. Well, once those nine
23 employees are returned to South Fulton, the space
24 they left will be a gap, and we're going to need
25 to replace that staffing, and that's where some of

1 this is going.

2 We know we need more couriers. We have the
3 e-rate, which is matching funds in order to keep
4 our Internet services going based on the CIPA
5 laws, and that's the Children's Internet
6 Protection Act.

7 And we have found that we need more security
8 guards. It's the times in which we live, we are
9 finding more locations where cars are being broken
10 into. We just had an incident at the Peachtree
11 Library the other day where a staff member was
12 accosted. The staff member was going out the door
13 and bumped into another person, a patron. The
14 patron got real angry, like zero to sixty in no
15 time, and actually punched the staff person in the
16 eye, and the person's face is now all red and
17 messed up, and he's been to workers' comp and all
18 that type of thing, so we're having more and more
19 incidents, and so that's why we feel that we need
20 to have more security guards.

21 **MR. JOHN R. THOMAS:** Where did that happen,
22 Gayle?

23 **MS. GAYLE HOLLOMAN:** At the Peachtree
24 Library, just about two days ago.

25 **MR. JOHN R. THOMAS:** Oh, boy, that's

1 terrible.

2 **MR. PAUL KAPLAN:** I was just there, too.

3 **MS. STEPHANIE MOODY:** How many branches are
4 without a Children's Librarian?

5 **MS. GAYLE HOLLOMAN:** Probably -- I'd have to
6 just look at it, quickly, but probably at least
7 12. Yeah, that's why we asked for that. A lot of
8 them -- the manager is still doing it, or the
9 Children's Librarian has been promoted and that
10 type of thing, or we need to have more than one at
11 some of the larger libraries. There was a time
12 when we had a manager at, say, Northeast Spruill
13 Oaks, and then we had an assistant manager, and we
14 also had a Children's Librarian in the children's
15 department, and a Reference Librarian in the
16 reference department. That's no longer. So we
17 need to have either a Children's Librarian or a
18 Reference Librarian at a lot of locations,
19 especially the larger ones, and that's what we're
20 not having, so that brings us to a concern.

21 And then of course, the library materials, we
22 are really wanting to increase that. There are a
23 lot of people coming to town who have been in
24 other states and other locations, and they're
25 familiar with things like Zinio, which is a

1 magazine subscription service. It's kind of
2 costly, but those are the types of activities that
3 they would like to see, or the types of things
4 offered in our databases, and then we need to have
5 a review of our databases, because a lot of them
6 are not being well used, and we're paying good
7 money for that, so that's what would be, also, a
8 part of our materials budget.

9 **MS. STEPHANIE MOODY:** Are these in order of
10 priority, one through five?

11 **MS. GAYLE HOLLOMAN:** Yes.

12 **MR. ED ROBINSON:** The last couple of slides
13 is really an appendix-type material, where we were
14 trying to go through, and I would have to send you
15 the actual spreadsheets, but sometimes, when you
16 put a spreadsheet onto a PowerPoint presentation,
17 sometimes when the numbers are -- and I notice a
18 couple of the numbers kind of ran together, so I
19 would have to send you the actual spreadsheet, but
20 what we were trying to do is give you an idea of
21 the number of -- the cost of full-time staff and
22 the part-time staff, total staff, the idea of how
23 much the materials would be per branch and the
24 supply budget per branch, and all the branches,
25 the County requires all Fulton County departments

1 to use leased copier machines, and as you can see,
2 it's quite expensive, and the price is kind of
3 fluctuating.

4 Once you look at the total cost of the leased
5 equipment versus what we have in the leased
6 budget, it's a lot different, because we're kind
7 of treading into new territory where we really
8 don't -- we opened up so many new branches, and
9 there's a usage factor, so this is just a base
10 cost right here. There's a usage factor, so that
11 cost will fluctuate for the copier machine, and
12 the supply budget is pretty much based on the
13 number of staff they have, their population that
14 they serve, and their circulation, et cetera.
15 They're either 3,000 or 7,500 or 10,000 in
16 supplies, and of course, with the materials
17 budget, this is just kind of a guideline of where
18 -- how we would spend that 1.9 million.

19 If we don't get the additional funds for
20 materials as an enhancement in 2016, as you can
21 see, it is going to be not a lot of purchasing
22 power for each one of the branches when you figure
23 some of the branches have only got 33,000 when
24 they have, like, a subscription to the AJC, it's
25 probably a couple hundred, and all your magazines

1 that -- all your subscription materials is
2 probably close to -- for the smaller branches,
3 eight or \$900, for the larger branches, \$1,500,
4 and then you just go down the line what all of
5 those -- things that's not even checked out,
6 because it would all be on like, your travel
7 books, et cetera.

8 Everything is coming out of that small amount
9 of money. In addition to just the circulating
10 books, all the books that they buy from their
11 major vendors, and all of the DVDs, et cetera, so
12 once you look in -- and I'm sorry. It kind of ran
13 together towards the end because the numbers were
14 so large -- but if you look down at the very end
15 of it, we kind of got a -- we got a grand total of
16 how much branch materials can spend on materials
17 would be 1.247 for all the branches, but then you
18 have to keep in mind, all of the new branches,
19 their materials -- they have -- still have money
20 in their CIP budget, but that's not a lot of
21 money.

22 You're figuring 1.2 million for roughly 23
23 branches, and then you have to figure Central.
24 Central has a lot of non-circulating items that
25 they purchased. As a matter of fact, they have,

1 probably, in AJC subscriptions, they have like,
2 probably, six or seven subscriptions, so you
3 figure 200 bucks a subscription, so that's \$1,000
4 just for the AJC, and then when you go on down the
5 line for all the other magazines and periodicals,
6 et cetera, that they have to purchase, and all of
7 this is coming from that \$205,000, and the same
8 thing with Auburn.

9 Auburn is reopening next year, and I think
10 that will be a priority for the County, that we
11 have to have more than just \$150,000 to buy all
12 the things that they need for their collection,
13 and then once you make all those deductions,
14 you've only got roughly about 400,000 for
15 electronic resources, which is systemwide, and
16 that's kind of an overview of the total branches
17 for all services, and I can send you -- I can get
18 with Ms. Holloman. I will e-mail you out the
19 actual spreadsheet, so it's better delineated,
20 because it's --

21 **MR. JOSH TAYLOR:** What does the electronic
22 resources cover?

23 **MR. ED ROBINSON:** Electronic resources, those
24 are all the databases that we purchase, and all of
25 the -- like the, I guess, ReferenceUSA and all the

1 things you get from Gale group, and the NewsBank,
2 et cetera, all of those things that they purchase
3 that's electronic, where it's for every branch
4 once we buy -- you don't buy a subscription for
5 electronic by branch. You buy it for the system.

6 **MR. JOSH TAYLOR:** Okay.

7 **MR. ED ROBINSON:** And the next to the last
8 one is really an appendix. It's breaking down how
9 many part-time staff and how many full-time staff
10 per location, and you just kind of look over that,
11 and I can -- look over that information, because I
12 won't attempt to try to discuss it all in this
13 form right here, but it just kind of gives you an
14 idea of how many full-time and how many part-time
15 positions that's going to be per branch.

16 **MR. JOSH TAYLOR:** What about the branches
17 that are scheduled to close? For example, I
18 guess, Thomasville Heights is one that's been
19 discussed. You've got a budget there for that.
20 Is that just for a part-year budget, or is that
21 for a full-year budget?

22 **MR. ED ROBINSON:** Well, at this point in time
23 now, we don't really know when they're going to
24 close, so once they close, then whatever funding
25 they have, of course, it will be rolled over into

1 Southeast, so it's technically for a part year,
2 because we're hopeful that Southeast will open in
3 the spring.

4 **MR. JOSH TAYLOR:** Okay. So you don't have
5 Southeast in here.

6 **MR. ED ROBINSON:** Southeast is just a
7 footnote. It should have been a footnote at the
8 bottom of it, but --

9 **MR. JOSH TAYLOR:** Yeah. I see it. Okay.

10 **MR. ED ROBINSON:** Right. So whatever
11 funding -- and keep in mind, we have a lot of
12 flexibility with operating expenditures, and there
13 is other monies that by the time they open later
14 into the year, then all the money -- say for
15 instance, we don't -- if fuel prices stay
16 stagnant -- if the cost -- because we buy paper in
17 bulk. If all those things stay stagnant, then
18 we'll have that -- that will be additional funding
19 we can put towards Southeast, but as far as from
20 the County's standpoint, the 27 million has got to
21 open up Southeast, and reopen South Fulton. We've
22 got to reopen AARL also, and that's pretty much
23 just an overview of the budget.

24 **MS. GAYLE HOLLOMAN:** And speaking of Auburn,
25 we had some staff members to resign, and they were

1 at the librarian level, so we're having to rehire
2 to replace them. It's not a problem now because
3 they were in this building, but once they open in
4 April, then we've got a staffing -- again, the two
5 or three additional librarians, so that's the
6 other reason for the 12.

7 **MS. STEPHANIE MOODY:** Well, it's very
8 thorough. I think this is a lot of the information
9 people were interested in to find out how much
10 each branch is costing to operate, and as
11 important, how many employees it took, especially
12 in some of the little branches. It takes almost
13 as many in the little as it does in some of the
14 bigger branches.

15 **MR. JOSH TAYLOR:** I think it would be great
16 to send out your spreadsheet, so we'll have a
17 little bit more time to look at some of this.

18 **MR. ED ROBINSON:** Oh, absolutely.

19 **MR. JOSH TAYLOR:** This is a good detailed
20 presentation. Thank you.

21 **MR. ED ROBINSON:** Thanks.

22 **MS. STEPHANIE MOODY:** Are there any questions
23 regarding the report?

24 **MR. JOSH TAYLOR:** I think my main question
25 is -- maybe it's two questions. One is priority

1 for Children's Librarians versus materials. It
2 seems like the system is starved for materials.
3 That benefits everybody; whereas, Children's
4 Librarians, you know -- I guess the question I
5 have is where do we get the most bang for the
6 buck, and what's the rationale in putting
7 Children's Librarians as number one versus
8 materials down at number five?

9 **MS. GAYLE HOLLOMAN:** I think a month or so
10 ago, I gave you all a listing, and I don't have it
11 with me, just how the branches are being used, and
12 we find that more children's books are being
13 circulated out of our materials.

14 Children are coming in for their homework.
15 They're coming in to programs. That's who really
16 are being brought to our programs. That's who
17 attend them, and the Children's Librarians are the
18 ones who perform those programs, or set those
19 things up, so that's the rationale behind it.

20 Of course, the adults are going to say that
21 we need more money to buy bestsellers. There's
22 just a bit of debate about that. When I brought
23 that up to the Commission, the Budget Commission,
24 the thought was, well, they can go wait until the
25 paperback -- until the item is in paperback, but

1 if you need Children's Librarians, we can
2 understand that, because that's giving children
3 services. That's supporting the schools, and
4 that's supporting lifelong learning, we hope.

5 **MR. JOSH TAYLOR:** And I think that's a good
6 explanation. Thank you.

7 The second part of my question is we've
8 talked about maybe we need to close some branches.
9 Have you done any analysis in terms of if we close
10 some branches, would that -- if the County doesn't
11 give you the funding, could we close some branches
12 and do some more funding of Children's Librarians?

13
14 **MS. GAYLE HOLLOMAN:** Well, of course, we
15 could if -- we have three slated to close now,
16 and I am very much of the opinion that we need to
17 wait until we get these building assessments, as
18 Mr. Kaplan has pointed out, and then once that's
19 done, we can make some really hard decisions,
20 perhaps, that you all can offer up to the
21 Commission as to how you feel we should move
22 forward at that point.

23 **MR. JOSH TAYLOR:** That's a good answer.
24 Thank you.

25 **MS. STEPHANIE MOODY:** Well, we need to get

1 out from underneath the leases if we possibly can.

2 **MS. GAYLE HOLLOMAN:** Exactly. That's really
3 important, such as ML King.

4 **MS. STEPHANIE MOODY:** The leases are really
5 hitting us. We need to find a way to not lease
6 buildings, but again, this is a lot of good
7 information. As far as books go, I heard a new
8 trend is they're taking, I'll call it an "iPad,"
9 for lack of a better word, but Kindle-type books,
10 and some library systems are loading them up with
11 10 or 15 books, and then you come and check out
12 the Kindle, and then you've got 10 or 15 books
13 right there on your iPad, so that's another
14 direction we might want to ...

15 **MR. PAUL KAPLAN:** When I left Chicago and I
16 left my Board, we started that. We had ten of
17 them in circulation. We bought ten -- actually,
18 we didn't buy it; the Friends group did. They
19 donated many. We bought ten of them, loaded them
20 up, and they're circulating in the system. They
21 can't even -- they need more. They can't keep up
22 with it.

23 **MS. STEPHANIE MOODY:** Right. And it is an
24 idea I was going to bring to the Foundation about
25 maybe doing some sort of --

1 **MR. PAUL KAPLAN:** Yeah. Something like that
2 would be great.

3 **MS. STEPHANIE MOODY:** -- and just see how it
4 goes.

5 **MR. JOHN R. THOMAS:** Sure.

6 **MS. STEPHANIE MOODY:** Because we can't --
7 it's easier to replace a book than it is a Kindle,
8 but ...

9 **MR. JOSH TAYLOR:** Well, and there are
10 probably some wealthy electronics companies that
11 would love to sponsor that, too.

12 **MR. JOHN R. THOMAS:** We can't agree more,
13 Josh.

14 **MS. STEPHANIE MOODY:** All right. Are we
15 ready to move on? Thank you.

16 **MR. JOSH TAYLOR:** The last question is when
17 does the budget get finally approved?

18 **MS. GAYLE HOLLOMAN:** January 20th, at the
19 final meeting in January.

20 **MR. PAUL KAPLAN:** They had their public
21 meetings. They had their public hearings.

22 **MS. GAYLE HOLLOMAN:** They've had public
23 hearings, and people can still make comments at
24 the next meeting, I guess. They could have made
25 comments today, and of course, during those budget

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 meetings, and then they'll finalize it.

2 **MR. JOHN R. THOMAS:** But this is likely to be
3 the budget.

4 **MS. GAYLE HOLLOMAN:** More than likely.

5 **MS. STEPHANIE MOODY:** And you're likely not
6 to get the enhancements.

7 **MS. GAYLE HOLLOMAN:** More than likely not.
8 Rarely do we get them. It's been a while since
9 we've received enhancements.

10 **MS. STEPHANIE MOODY:** Honestly, the materials
11 budget is not enough if we want to run 34
12 branches.

13 **MR. JOSH TAYLOR:** Well, and we've greatly
14 increased the square footage, and we really need
15 to have a rationalization of facilities, and maybe
16 that will free up some money, but that's -- we
17 need more information before we can do it.

18 **MR. JOHN R. THOMAS:** Just one more comment.
19 We were talking earlier about the \$8 million of
20 net increase in operating for the eight new
21 libraries. That was back then when the budget
22 was \$32 million, so we're talking about a
23 \$40 million budget right now.

24 **MS. STEPHANIE MOODY:** Right.

25 **MS. GAYLE HOLLOMAN:** Right. Exactly right.

1 **MR. JOHN R. THOMAS:** I was chairman, and I
2 was wondering how are we going to do that. Well,
3 we didn't do it.

4 **MS. STEPHANIE MOODY:** And there are systems
5 that are smaller than ours by maybe ten branches
6 that have the \$40 million --

7 **MR. JOHN R. THOMAS:** That's right, yeah, \$40
8 million. Now, we're looking at 26, so ...

9 **MR. PAUL KAPLAN:** And as it keeps going down,
10 it's harder and harder to run what we have.

11 **MR. JOHN R. THOMAS:** So I think we need to be
12 looking at some libraries that don't have the
13 circulation, but yet are very costly as you
14 pointed out, Stephanie. If we brought in a
15 consultant, that's the first thing they would do
16 is say you've got to close some libraries.

17 **MS. STEPHANIE MOODY:** Well, we're not the
18 only system who's been faced with this, because
19 reading things, there are lots of people that have
20 said the budget was cut, we had to make hard
21 choices, we had to close some branches, but then
22 of course, the goal over time is then we build
23 back up, but we keep a robust system, instead of a
24 struggling system that can't even have a good
25 materials budget.

1 Okay. We need to move on. We don't want to
2 be here all night. Thank you, Ed.

3 **MR. ED ROBINSON:** You're welcome.

4 **15-74 MONTHLY FINANCIAL REPORT**

5 **MS. STEPHANIE MOODY:** The next item is the
6 Monthly Financial Report, and are there any -- no,
7 we haven't even put your report on here, Gayle.

8 **15-77 DIRECTOR'S REPORT**

9 **MS. GAYLE HOLLOMAN:** I'll do the highlights
10 first like we normally would do.

11 **MS. STEPHANIE MOODY:** Okay.

12 **MS. GAYLE HOLLOMAN:** Just wanted to point out
13 to you all a couple of things. We celebrated a
14 lot of things during the month of November,
15 Veterans Day, Thanksgiving, Native American
16 Heritage Month. We also were very, very fortunate
17 to have great participation this year in the
18 Milner Award Program.

19 We had 1,800 children who attended the
20 program at the Symphony Hall. In the past years,
21 we've had the ability to do it -- the opportunity
22 to have it at the Rialto Theater. This time, we
23 had so many children that we had to go to Symphony
24 Hall. It was wonderful.

25 The favorite living author was selected by

1 the children of Atlanta Public Schools and Fulton
2 County Schools, and that author is Mo Willems, and
3 his work is also featured at the High Museum, or
4 was during November, and he was just delightful.
5 The children loved him. He's the one who wrote:
6 "Don't Let the Pigeon Drive the Bus," and other
7 stories, so he was just like a child himself.
8 He's just delightful, and it was a wonderful
9 experience, so that was wonderful.

10 **MR. JOSH TAYLOR:** Where was that at?

11 **MS. GAYLE HOLLOMAN:** At Symphony Hall, so it
12 was great. The Best Buy Teen Tech Center grant,
13 we mentioned it briefly. We did get awarded it,
14 and we'll tell you more about it. We'll get that
15 letter of award to you, so that you'll know more
16 about it, and we're starting to make plans as we
17 go forward, so we'll be bringing a presentation,
18 actually, to you all, hopefully, in the next month
19 at one of those two weeks, so that you'll be
20 really up to speed on where we are with that.

21 Moving forward, we have the -- the Milton
22 Library, there was a literary festival that was
23 held there on November 14th called "A Moveable
24 Feast," and they had lots of bestselling authors,
25 some of them local, who were able to have author

1 talks and other things there. The library system
2 had a table, and next year, we'll have more of a
3 part in the program.

4 We know about Roswell Reads, and they've
5 selected the most recent book, I understand, and
6 so they're very noted for that, and I think Milton
7 is now going to be on the map for having their own
8 literary festival.

9 Special guest, Camla Persad, a member of the
10 Cleveland Avenue Library community, came and
11 talked to people about Diwali, which is the
12 festival of lights, celebrated by persons of Hindu
13 faith and people from India, and it is a five-day
14 celebration of food and candles and lights, and
15 it's just a delight, so that was a highlighted
16 feature. It's on page 5 of your notes if you're
17 following through it.

18 And then I wanted to also mention that we had
19 again, which this is about the fourth year now,
20 the mobile dairy classroom that came here to the
21 Central Library, and the children got to see an
22 actual cow. They bring the cow down to
23 the -- we clear out the loading dock. We put
24 chairs all down there, and then they roll up the
25 big truck with the cow in it, and they have the

1 cow attached to the hookups, so that -- the cow,
2 as she's being milked, and the children get to see
3 it. It's so delightful to watch their expressions
4 and what have you. If you're ever here on that
5 day, we'll try to make sure you know when that's
6 happening next time, but it's a wonderful and
7 delightful program.

8 You all do have, also in your packets, you
9 should have those items that were featured by the
10 AJC and other -- the packet of programs that were
11 featured, and I wanted to make mention to you of a
12 couple of ones that have been featured in the
13 newspapers: The Black Vietnam Vets Focus of
14 Recognition was observed due to the Auburn Avenue
15 Research Library, and the African-American
16 Historical and Genealogical Society. They had a
17 program and it was wonderful. It was held at the
18 Georgia Archives in Morrow.

19 The AJC featured an article about Ms. Alice
20 Washington, who's a former member of the Board of
21 Trustees that passed away at the age of 96, so
22 they featured her, and I just wanted to bring that
23 to your attention.

24 And then one last thing that I'll mention to
25 you, if you get a chance to come, please do,

1 because it's a wonderful opportunity, a wonderful
2 experience: Giwayen Mata will be featured here at
3 the Central Library on December 30th in the
4 auditorium at 3:00 p.m. The last few years, the
5 auditorium was closed, and they had to go to the
6 Rialto and other places to try and hold it, even
7 though it gets tight downstairs with a lot of
8 people because it's so well attended, it's a
9 wonderful, wonderful program. It's high-energy,
10 dance, and it's all focused on Kwanzaa,
11 celebrating the fifth principle of Kwanzaa called
12 "Nia," so please do come if you can at 3:00 p.m.,
13 on that Wednesday the 30th, so that's all I wanted
14 to say about those, and there are others in your
15 packet.

16 You also may have received a copy of the work
17 orders for the month. I apologize for the fact
18 that we've tried for a week now to get the actual
19 locations put on the form, and they tell me they
20 may be able to get that done before the week is
21 over. We'll send that to you electronically. It
22 doesn't really do us a whole lot of good just to
23 see -- I mean, it's nice to know what happened,
24 but to not know where it happened doesn't make a
25 lot of sense, but anyway, we couldn't get them to

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 get it right this time.

2 Moving to the other sheets that talk about
3 the different reports that we have here about our
4 activity, I didn't know if you had any questions
5 about any of the activities, but we do have
6 English as a Second Language classes that are down
7 right now, and we're trying to beef that back up.
8 We have some interest and some groups that want to
9 come in and do ESL classes. Because the staff
10 does not offer it, we have outside groups that we
11 can partner with to do that.

12 We are also having concerns again with our
13 wireless, our computers. Our computer classes are
14 greatly affected by that in this particular
15 building and all over, and then our virtual
16 reference desk in this building is still affected
17 by that. The phones and all are just having a
18 problem. We had a meeting two days ago with the
19 head of IT, Sally -- I can't remember her name --
20 but anyway, we had a meeting with her -- Sally
21 Wright, I'm sorry -- we had a meeting with her and
22 other staff, along with Google Fiber staff members
23 who came to talk to us. I'm not sure what that's
24 going to lead to with Google Fiber, but they are
25 coming to talk to us about the fact that they want

1 to lay more fiber, and we're not sure if we'll be
2 able to go from Palmetto to Milton, and Milton to
3 Palmetto, but hopefully, it will make some
4 difference in just how much bandwidth we might be
5 able to get, but right now, our overall --
6 overriding concern remains our Wi-Fi, and the
7 problems that we're having with the computers with
8 printing --

9 **MR. JOHN R. THOMAS:** But Gayle, that is a
10 function of inadequate bandwidth? Is that what
11 they're saying?

12 **MS. GAYLE HOLLOMAN:** Some of it is now. We
13 found out this week -- well, not just this week,
14 it was about a month -- that we're not able to get
15 into Google. It's just been a problem. They've
16 resolved it, we think at most places now, but that
17 there was a patch or something, I'm told, that
18 Microsoft had a problem with, and for some reason,
19 we ended up being the recipient of not being able
20 to use it or get into it.

21 **MR. JOHN R. THOMAS:** Not able to get to
22 Google?

23 **MS. GAYLE HOLLOMAN:** Yeah. On Internet
24 Explorer, we couldn't use it. Now, we could get
25 in if we went into Firefox, or if we used some

1 other browser, but that was the problem, so we
2 think we've worked through that, but we still have
3 printing issues, and that's the migration to
4 Comprise software, and so we met with IT the other
5 day. They think they've got a handle on it. More
6 and more locations seem to be responding well to
7 it now, and there are a few that are up and down,
8 up and down, so we're trying to get that
9 straightened out.

10 **MR. PAUL KAPLAN:** How's the cooperation with
11 that division, the IT division for Fulton County?

12 **MS. GAYLE HOLLOMAN:** I think it's getting
13 better. I think that since Ms. Wright has been
14 there, I think she's got a lot of great ideas.
15 She's got a new person on board as her assistant
16 director, and they are looking at assessments.
17 They're looking at all throughout the county,
18 making IT assessments, and I think we have to
19 really get the benefit of that, and really look at
20 that, and I think that we also need to come up
21 with a technology plan as I've been talking about
22 for the last few years.

23 We have a lot of failing computers. We have
24 a lot of computers that need more memory. Right
25 now, they have two gigabytes, and we need at least

1 four, but the PC order has been placed that the
2 Board of Commissioners gave the okay to IT to go
3 ahead and work with a vendor, so that was our
4 holdup with ordering new PCs, but almost all of
5 ours need to be changed out, but we're going to do
6 it based on a case-by-case basis, and who's got
7 the most failed set of computers, and then we'll
8 try and make the difference, and we're going to be
9 ordering about -- a little over 120 computers, but
10 that's still not nearly enough for all those that
11 are failing.

12 **MR. JOSH TAYLOR:** So how many do you have
13 now?

14 **MS. GAYLE HOLLOMAN:** All total, we have over
15 800 computers throughout the system, but we have
16 -- most of those -- probably 85 percent, if not
17 more, those are just almost on their last legs.

18 **MR. JOSH TAYLOR:** So 120 doesn't really do
19 the job.

20 **MS. GAYLE HOLLOMAN:** That's not going to
21 really do it, but we're going to try to get those
22 that need it the most.

23 **MR. JOSH TAYLOR:** Where does that fall in the
24 budget? Is that the County budget or your budget?

25 **MS. GAYLE HOLLOMAN:** Actually, that's some

1 money that came from another department that they
2 gave us, and it was a wonderful thing, so that's
3 how we got the funding for that.

4 **MRS. PHYLLIS D. BAILEY:** And you have used it
5 already.

6 **MS. GAYLE HOLLOMAN:** We've already encumbered
7 it.

8 **MRS. PHYLLIS D. BAILEY:** Good, because they
9 might take it back.

10 **MS. GAYLE HOLLOMAN:** No. It's being
11 encumbered. We were waiting for the okay for the
12 IT to order the PCs. We don't order them
13 ourselves.

14 **MR. JOSH TAYLOR:** So that is on your budget
15 line item then.

16 **MS. GAYLE HOLLOMAN:** Well, they put the money
17 in our budget, so yes.

18 Looking at Books for Babies, we're still down
19 by 11 percent, but I want to give you some good
20 news, and that is that we have made some new
21 plans, and we've got staffing set up now to start
22 again at the Adamsville Health Center, and the
23 North Fulton Service Center, where we actually go
24 there and we provide story time. We provide
25 different programs during the week. We're going

1 to be there every single day of the week at those
2 two locations, and when mothers come in with their
3 children to get WIC or to get other services that
4 are offered in those centers, we will have staff
5 there to offer books for babies, to offer all
6 kinds of other opportunities for children as well
7 as for parents, so we're beefing that up.

8 Youth Services, under the leadership of
9 Cheryl Small, have really put together, I think,
10 what is going to be a great schedule starting in
11 January, so we should see an increase in Books for
12 Babies.

13 And please stop me at any time for any
14 questions you might have. Moving now to the
15 Circulation Report.

16 **15-75 MONTHLY USAGE REPORT**

17 **MR. JOSH TAYLOR:** Where are we on Bookmobile?

18 **MS. GAYLE HOLLOMAN:** The Bookmobile, the
19 schedule has gone out. The Bookmobile is back up.
20 The schedule is supposed to go out, and they're
21 going to be in a couple of places next week, and
22 then after that, it won't start in earnest again
23 until January, and we are still very much excited
24 about the Foundation's possibilities that they've
25 offered, and that is to get a new Bookmobile

1 and/or vans, or however they can do it. We're
2 excited about that.

3 **MS. STEPHANIE MOODY:** I'm confused how our
4 general use visits can be down 11 percent when we
5 opened seven new branches. That just seems like
6 -- you would think usage would be up.

7 **MS. GAYLE HOLLOMAN:** Well, you would think
8 usage would be up, but part of our usage problem
9 has to do with the computer problems. They come
10 in. They're very -- the problem is not just our
11 computers. It's when they come in with their
12 devices. They're getting very much upset that we
13 are not able -- they're not able to authenticate
14 when they come in with various devices. I come in
15 this week, I've got my laptop. I come in next
16 week, and I bring my cell phone and I want to use
17 it. There's a long list of things you have to go
18 through, instructions, that we've put out, IT has
19 given us to give to the public, so you do this if
20 you've got this device; you do this if you've got
21 that device, and then you finally get to accept.

22 Well, people are frustrated by that, because
23 they can go into other locations -- they can go
24 into Starbucks, walk right in, and every one of
25 their devices works, so the problem is in some

1 places, we don't have enough access points, so
2 we've talked to IT about that. That's going to be
3 out of our budget. We have to buy those
4 additional access point items that make it work,
5 so they're frustrated with that.

6 They're also frustrated with the fact that we
7 don't have the bestsellers all the time, or so
8 many long numbers for holds. You've got a
9 Patterson book on hold, and it's 120 holds on one
10 book, so that's a factor, and how do you reduce
11 that? You have to buy more books, but then you
12 end up with all these books, and then it's no
13 longer a bestseller.

14 **MS. STEPHANIE MOODY:** How is Hoopla fairing?

15 **MS. GAYLE HOLLOMAN:** Hoopla is doing fairly
16 well. I don't have the statistics on it, but we
17 could get that for you.

18 **MR. JOHN R. THOMAS:** Stephanie, did you say
19 circulation was down 11?

20 **MS. STEPHANIE MOODY:** No. I said, "Visits."

21 **MR. JOHN R. THOMAS:** Circulation is up 8
22 percent, okay, good.

23 **MS. STEPHANIE MOODY:** I would just think more
24 people would go to the library.

25 **MR. JOHN R. THOMAS:** Right. Well, I'm happy

1 to see the circulation up, though.

2 **MS. GAYLE HOLLOMAN:** It is going up.

3 **MR. PAUL KAPLAN:** I will tell you about the
4 computers. The new libraries, that is a single
5 complaint, and what's happening is, in talking to
6 the Friends group and talking to some of the
7 people, they're not going to even bother coming
8 in. They're going to go to Starbucks. They're
9 going to go a lot of other places. They can't
10 believe a brand-new library, a beautiful place,
11 walk in, and can't get on the damned Internet, and
12 they walk out, and that's the end of it. You
13 don't see them.

14 **MS. GAYLE HOLLOMAN:** And they don't come
15 back.

16 **MS. STEPHANIE MOODY:** The computer classes
17 are down 34 percent, so obviously, they're not
18 coming in to use the computers.

19 All right, so we talked about the Bookmobile.
20 The Bookmobile is still registering numbers, which
21 has me confused.

22 **MS. GAYLE HOLLOMAN:** Sometimes there will be
23 books that used to be on the Bookmobile -- we had
24 a collection that was just earmarked for the
25 Bookmobile, and they trickled back in. People

1 leave town and they mail them back to us, and all
2 kinds of interesting things like that, so that's
3 why you'll see that. You'll see something in for
4 Stewart-Lakewood. You'll see something for South
5 Fulton, even though they're closed. That's what's
6 happening.

7 **MS. STEPHANIE MOODY:** Yeah, and that was my
8 other question. Why are we still tracking
9 Stewart-Lakewood? I mean, it's got a graph, and
10 it's got a circulation number.

11 **MS. GAYLE HOLLOMAN:** Because that's what
12 happening. The items are showing back up.

13 **MS. STEPHANIE MOODY:** Two thousand books?

14 **MS. GAYLE HOLLOMAN:** They'll show back up,
15 yeah.

16 **MS. STEPHANIE MOODY:** Really?

17 **MS. GAYLE HOLLOMAN:** People had them out, and
18 they return them.

19 **MS. STEPHANIE MOODY:** So when do we drop
20 Stewart-Lakewood as -- I mean, because that's not
21 a real circulation figure. It's a return figure.

22 **MS. GAYLE HOLLOMAN:** No. It's a return
23 figure. They go back to the Metropolitan Library,
24 and then they make decisions about the book about,
25 you know, what we're going to do, and put it back

1 on their shelves and get it out of
2 Stewart-Lakewood. See, if it's been out, then we
3 had no way of doing RFID tagging. We had no way
4 of taking them out of the system or doing
5 anything, because we didn't see them until they
6 show up, so that's the problem.

7 **MS. STEPHANIE MOODY:** So that's why
8 Stewart-Lakewood is still tracking.

9 **MS. GAYLE HOLLOMAN:** Exactly, and South
10 Fulton as well.

11 **MR. JOSH TAYLOR:** So once you put the new
12 RFID, it will show up.

13 **MS. GAYLE HOLLOMAN:** Right. First, we take
14 them out of the system, and we redo it with RFID
15 tagging, and it becomes the Metropolitan Library's
16 book.

17 **MS. STEPHANIE MOODY:** Oh, okay.

18 **MR. JOSH TAYLOR:** Right. So these are books
19 that simply go back on the shelves and are still
20 -- they think they're at Lakewood, but they're
21 actually at Metropolitan.

22 **MS. GAYLE HOLLOMAN:** They're at Metropolitan.
23 They have to be reprocessed and everything for
24 Metropolitan. Everything stamped
25 Stewart-Lakewood, but someone had it and held out

1 somewhere, and then, oh, I've got these books, and
2 they take them back in, and so now we have -- but
3 the system is still registering it at
4 Stewart-Lakewood.

5 **MS. STEPHANIE MOODY:** Okay. That makes
6 sense, I guess.

7 Any other questions about circulation,
8 finance, programming? Then let's go ahead and
9 move to Customer Service Comments.

10 **15-74 MONTHLY FINANCIAL REPORT**

11 **15-76 CUSTOMER SERVICE COMMENTS**

12 **MS. GAYLE HOLLOMAN:** Well, the Financial
13 Report, I don't know if you have any questions on
14 that, and then the customer service reports, as
15 you can see, improve the Wi-Fi, color printing,
16 they really want that, and just printing in
17 general, the grounds, the cleanliness of the
18 buildings. It's just a real problem for us.

19 **MS. STEPHANIE MOODY:** I was reading in the
20 paper about -- and I can't remember which
21 system -- but they're now doing the 3D printing,
22 and I saw our printers can cost as much as
23 \$10,000.

24 **MS. GAYLE HOLLOMAN:** Oh, 3D printers are very
25 expensive, but through the Best Buy grant, we're

1 hoping that we will be able to have at least one
2 of those on the first floor here at Central for
3 the teens, and this summer, we had some
4 presentations using 3D printers, and that was free
5 to us, but it's very costly.

6 **MS. STEPHANIE MOODY:** Do we have someone who
7 could write a grant for a 3D printer?

8 **MS. GAYLE HOLLOMAN:** Yes, and through this
9 grant with the Best Buy program, we should be able
10 to get a 3D printer or two in here, and maybe
11 throughout, but we can write grants and try to get
12 them as well, but that's the whole Makerspace
13 movement. That's what it's based on.

14 **MS. STEPHANIE MOODY:** Why do we just lease
15 printers? Is it because they break down so much?

16 **MS. GAYLE HOLLOMAN:** Because they break down
17 so much, but they do cost an awful lot to lease.

18 **MS. STEPHANIE MOODY:** Yes, they do.

19 **MS. GAYLE HOLLOMAN:** We have three and four
20 and five at some of the newer libraries.

21 **MS. STEPHANIE MOODY:** Really?

22 **MR. JOSH TAYLOR:** Who has the responsibility
23 for that? Is that part of the IT budget?

24 **MS. GAYLE HOLLOMAN:** That's our budget, but
25 we get them through IT.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MR. JOSH TAYLOR: So IT is doing the contracting for it.

MS. GAYLE HOLLOMAN: Uh-huh, and some of the other comments on the customer service snapshot, again, you see what they're saying about how the library looks shabby at East Point, and Southwest, they're saying the Wi-Fi is horrible, all these notes that you see here.

We know about some of the issues. The parking lot lights, the requests have been put in. The work requests have been put in. I understand that they're working toward it in a lot of the places. The Alpharetta Library, I think I was told the other day that the lighting over the adult book collection is -- the lights are being replaced, so we're just hoping it will get done.

MR. PAUL KAPLAN: Well, they ordered the lights, and they spent \$10,000. They finally bought some lights, but there are so many different types of lights. It's not just one bulb. There are 20, 30, 40 different ones. Some are not even used. You can't get them anymore, so they have to change the fixture out, so it goes on and on, and it's always something else in front of it, so ...

1 **MS. GAYLE HOLLOMAN:** It's a real problem.

2 **MS. STEPHANIE MOODY:** Yeah. It's really a
3 shame when our new branches are getting --

4 **MR. PAUL KAPLAN:** And the parking lot, which
5 I've been pushing them -- as far as I'm concerned,
6 it's life safety, because when the librarians are
7 closing up at night, they go out to their car, and
8 they're usually in the corner lot and it's pitch
9 black, you can get yourself into some trouble, so
10 now, they have to have two of them go out. That's
11 what they're doing right now. They're having two
12 go out. You have to do it.

13 **MR. JOHN R. THOMAS:** What library are you
14 talking about?

15 **MR. PAUL KAPLAN:** There's a whole bunch, a
16 ton of them.

17 **MRS. PHYLLIS D. BAILEY:** Southwest in
18 particular.

19 **MR. PAUL KAPLAN:** They only have one lift,
20 but the lift can't be used, because it's at Wolf
21 --

22 **MS. GAYLE HOLLOMAN:** It's at Wolf Creek, and
23 we don't have a truck to transport it.

24 **MR. PAUL KAPLAN:** We have no truck in the
25 system to transport it. Can you imagine?

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MRS. PHYLLIS D. BAILEY: You have to wonder how did they get it down there in the first place?

MS. GAYLE HOLLOMAN: Well, they delivered it when the branch opened. It was the only branch that had the space for it, but the idea was that the County would be able to move it around, and be able to change bulbs and do all kinds of things, but it hasn't happened, because you've got to have a truck to transport it. The thing is humongous, and it's very heavy, so ...

MS. STEPHANIE MOODY: I talked to the people at Northeast Spruill Oaks, and they said if you called the electric company, depending on who your electric company is, that sometimes they'll come out and change the bulbs for you. Has anybody tried that?

MS. GAYLE HOLLOMAN: I've never heard that.

MR. PAUL KAPLAN: No. They won't do it, because it's private. They'll do it in some instances, but they won't do it there. Listen, we can get everything done going through an outside contractor, but Fulton County says they don't have the money for an outside contractor to come in.

An outside contractor can come in, and I'm

1 telling you, in a very short period of time, all
2 these things can get fixed, but it's money -- is
3 the biggest problem, and then the outside
4 contractor has to be verified. They go through a
5 procedure to become a vendor at Fulton County.

6 **MR. JOHN R. THOMAS:** Oh, that's sacred.

7 **MR. PAUL KAPLAN:** It is a lot.

8 **MS. STEPHANIE MOODY:** So we couldn't call,
9 say, Suwanee EMC --

10 **MR. PAUL KAPLAN:** No.

11 **MS. STEPHANIE MOODY:** And they will not come
12 out and change the bulbs.

13 **MR. PAUL KAPLAN:** Suwanee will come out at my
14 complex where I live, because that's who put the
15 poles in, but if the poles are put in from an
16 outside contractor and it belongs to them, they
17 won't come out.

18 **MS. STEPHANIE MOODY:** Well, you know, they're
19 shooting themselves in the foot in a way, because
20 that's money in their pocket if the light turns
21 on. If the light doesn't turn on, they're not
22 getting that revenue. Maybe we should talk to
23 them from that point of view.

24 **MR. PAUL KAPLAN:** Mr. Collins would be the
25 person to talk to, because he knows all the

1 contracts.

2 **MS. STEPHANIE MOODY:** All right, so we're
3 ready to move on, I believe, with the Library
4 Closure Report.

5 **LIBRARY CLOSURE REPORT**

6 **MS. GAYLE HOLLOMAN:** Yes, the Library Closure
7 Report. In November, we were closed 87 total
8 hours. The Adams Park Library is a big part of
9 that. The HVAC has been a problem there,
10 summertime, wintertime, for the last two years or
11 more. I'm told now that they installed a
12 thermostat as of yesterday that should make it
13 better.

14 **MR. PAUL KAPLAN:** Which one is this?

15 **MS. GAYLE HOLLOMAN:** Adams Park. There's
16 something on top of the roof.

17 **MR. PAUL KAPLAN:** Well, Adams Park, the
18 problem they had in there, yes, there's a
19 thermostat, but they had a problem with the
20 controller. The controller costs thousands of
21 dollars. They found the funding for it. It
22 should have been done today. It should have been
23 completed today, and they have it up and running.

24 Sandy Springs was shut down because of no
25 heat, and that was a very big mix-up, because I

1 got on their case. They couldn't find the record.
2 They found the record, and found out it was
3 completed. The technician never noted that it was
4 completed, because they don't like to do
5 paperwork, so I jumped on Fulton County, and they
6 came back at me, so it's been -- I said, "You
7 know, we've got a communication problem."

8 I said, "If the technician is not going to do
9 the paperwork, how are we supposed to know?"

10 So I said, "From here on in, when I look at
11 these reports, rather than running out there
12 myself, and finding out if it's done, I'm calling
13 the branches and finding out if it's not."

14 If it's not completed, then we'll go back to
15 Fulton County and jump on their case, how come
16 that's not done?

17 There's a disconnection in communications.

18 **MS. GAYLE HOLLOMAN:** There is.

19 **MR. PAUL KAPLAN:** Meanwhile, the branch sits
20 there with no heat and they have to shut it down.

21 **MS. GAYLE HOLLOMAN:** Yeah. We have closed
22 that branch so much over the last few weeks, that
23 Adams Park Library. It did get to open yesterday
24 and today, because the outside temperature is so
25 much better.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MR. PAUL KAPLAN: Correct.

MS. GAYLE HOLLOMAN: But once we get down really low, we're going to have to keep closing it.

MS. STEPHANIE MOODY: Eighty-seven hours is the most I've ever heard in my entire time on the Library Board.

MS. GAYLE HOLLOMAN: Southwest had to be closed because of roof leaks due to the rain. We had roof leaks, also, at Kirkwood, which is kind of new for them, but it was being repaired and replaced. There was just a one-hour outage at College Park, because of a power outage in the city, so that wasn't as detrimental.

MR. PAUL KAPLAN: The Southwest, a portion of that roof was repaired.

MS. GAYLE HOLLOMAN: A portion.

MR. PAUL KAPLAN: When I was out there, part of that roof was being repaired, so the roof leak is not from the one they just did, right?

MS. GAYLE HOLLOMAN: No, from the rest of it that still needs to be done. That library is in bad shape, really bad shape.

MR. PAUL KAPLAN: All of this, by the way, will be in the assessment that's coming out.

1 **MS. STEPHANIE MOODY:** Yeah, well, if you look
2 on which one of these reports we were looking at,
3 Southwest has got a huge budget for --

4 **MS. GAYLE HOLLOMAN:** That's because it's in
5 such awful shape.

6 **MRS. PHYLLIS D. BAILEY:** It really is. I've
7 been out there.

8 **MR. PAUL KAPLAN:** It's in terrible --

9 **MS. GAYLE HOLLOMAN:** It's in terrible shape.

10 **MR. PAUL KAPLAN:** Phyllis has been out there,
11 and it's pretty bad.

12 **MS. GAYLE HOLLOMAN:** The next one that's not
13 on here is any kind of outage -- but the Hapeville
14 Library is in very bad shape. The Hapeville
15 Library's exterior, their wood is so badly messed
16 up and rotted and about to cave in, that the other
17 day, somebody came out there to do something on
18 the roof, and was afraid to put the ladder against
19 the building, because he thought it was going to
20 push it in.

21 **MRS. PHYLLIS D. BAILEY:** Oh, my word ...

22 **MS. GAYLE HOLLOMAN:** That's just how bad it
23 is. I have pictures of it, and that wood is
24 rotted like you wouldn't believe, so we've got
25 some major issues with that, but a total of 87

1 hours, and all of it is being addressed. Any
2 additional questions?

3 **MS. STEPHANIE MOODY:** How big is Hapeville?

4 **MS. GAYLE HOLLOMAN:** Hapeville is only --
5 probably less than 5,000 square feet.

6 **MS. STEPHANIE MOODY:** Its circulation is very
7 low.

8 **MS. GAYLE HOLLOMAN:** Hapeville is 5,000
9 square feet. Yes, the circulation is very low if
10 you're looking only at circulation.

11 **OLD BUSINESS**

12 **MS. STEPHANIE MOODY:** All right. Are there
13 any questions for Gayle on any reports? We'll
14 move into Old Business, the Library Bond Program
15 Update.

16 **MS. GAYLE HOLLOMAN:** Well, Al just did it,
17 basically.

18 **MS. STEPHANIE MOODY:** He pretty much covered
19 that, right, so -- and of course, talking about
20 the Closure Report, we sort of did a facilities
21 update on that. Are there any branches that we
22 need to bring to the attention of the County
23 Commission that are in such bad shape that now
24 they're --

25 **MRS. PHYLLIS D. BAILEY:** Hapeville --

1 **MS. GAYLE HOLLOMAN:** Hapeville, Southwest ...
2 **MRS. PHYLLIS D. BAILEY:** -- they need to
3 tighten the budget.
4 **MS. GAYLE HOLLOMAN:** -- are in really bad
5 condition. I would say out of all of them, those
6 are the worst.
7 **MR. JOSH TAYLOR:** Is the Closure Report in
8 the package?
9 **MS. GAYLE HOLLOMAN:** No, it is not.
10 **MS. STEPHANIE MOODY:** It's never in the
11 package.
12 **MR. JOSH TAYLOR:** Why?
13 **MS. STEPHANIE MOODY:** Because usually, they
14 don't know the final statistics until closer till
15 when we're having our meeting. I mean, they
16 probably could give you a -- you could do some
17 sort of Closure Report, but ...
18 **MS. GAYLE HOLLOMAN:** How much would we have?
19 **MR. JOSH TAYLOR:** Well, just maybe e-mail to
20 us, and I'll ...
21 **MS. GAYLE HOLLOMAN:** Okay. We'll see what we
22 can work out.
23 **MS. STEPHANIE MOODY:** What is it you want?
24 Do you want the branch and the hours it was
25 closed?

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 **MR. JOSH TAYLOR:** Yeah. I mean, I would like
2 to look at kind of some trends and things, so if
3 we had the last three months in closures ...

4 **MS. GAYLE HOLLOMAN:** Okay.

5 **MR. JOSH TAYLOR:** And plan to include that in
6 the electronic package at least.

7 **15-78 CIRCULATION POLICY - UPDATE**

8 **MS. STEPHANIE MOODY:** All right. Circulation
9 Policy Update. I'm not sure what that's about.

10 **MR. JOSH TAYLOR:** There was something in the
11 back of our binders.

12 **MS. GAYLE HOLLOMAN:** It's in the back of the
13 binder here. The Circulation Policy needs to have
14 wording that has to do with ADA compliance, and
15 that's the real reason that we're discussing it
16 today. It's on page 5, and it's reasonable
17 modifications: "Individuals with a disability
18 may ..." so forth and so on, "request reasonable
19 modifications." They are requiring that we put
20 that wording in, and so we needed to make sure
21 that you all are aware of it, and that you would
22 discuss it, and hopefully vote to allow it to take
23 place.

24 **MR. JOSH TAYLOR:** What is an example of that?

25 **MS. GAYLE HOLLOMAN:** Well, that's the whole

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

ADA --

MR. JOSH TAYLOR: I understand the language. What does "reasonable modification" mean to you? What do we need to do that we're not doing now?

MS. GAYLE HOLLOMAN: Well, it's not that we're not doing it. It's just that we want to make sure that people know that we're saying we do it.

MR. JOSH TAYLOR: Okay.

MS. GAYLE HOLLOMAN: They can ask for accommodations for being not cited for hearing, for mobility issues, things of that nature.

MRS. PHYLLIS D. BAILEY: So we're doing that already.

MS. GAYLE HOLLOMAN: And we're doing it, but they want to make sure we put it in as part of all of our policies now in the County.

MR. PAUL KAPLAN: And that's being done, by the way. Just so everybody knows, that's being done as far as the assessment is going on. Part of their things is the ADA requirements, do we meet it, and I will tell you that probably most of the libraries, with the change in the ADA law now, there's things that have not been done, and some of that can be considerable, construction-wise.

1 **MS. GAYLE HOLLOMAN:** Right, and there are a
2 couple of other things in green on page 2, that
3 have been requested to be added, so we just need
4 your consent to do so. The first one: "Patrons
5 may now opt into the library system, keeping a
6 charge history for them, so that they have a
7 history of materials checked out. This
8 information can also be viewed by library staff."

9 Traditionally, with libraries, and because of
10 confidentiality of borrower records, once you
11 check something out, it does not stay. The only
12 thing that stays is if you have a fine for
13 something, but it does not stay in the record, so
14 I can't give you a history. I can't go to the
15 screen and give you a history of everything you
16 had on your card.

17 **MR. JOSH TAYLOR:** I think this is a great
18 addition.

19 **MS. GAYLE HOLLOMAN:** And that's because it's
20 been considered to be against the law. We can't
21 do that.

22 **MR. JOSH TAYLOR:** So I don't check the same
23 thing out twice.

24 **MS. GAYLE HOLLOMAN:** But a lot of people have
25 wanted to be able to opt in to be able to have a

1 history kept, so they can come back and say, oh,
2 did I ever read this, or whatever.

3 **MR. JOSH TAYLOR:** Yeah, exactly. Well, it's
4 good.

5 **MS. STEPHANIE MOODY:** But they have to opt
6 in. They aren't automatically, because some
7 people might not want their records --

8 **MS. GAYLE HOLLOMAN:** Right. It's not going
9 to be automatic, and the second phase has to do
10 with: "At times, information may also be shared
11 with the vendor of record in order to collect
12 overdue fines that have gone into collection
13 status."

14 This is because sometimes people come in
15 wanting to know information off of a child's
16 account, and so that has become problematic. We
17 had a situation where a divorced set of parents,
18 the father came in wanting to know what was on the
19 child's card -- weren't even sure that the child
20 should have been with the father, and the mother
21 said the child shouldn't have been with the
22 father, so we don't want to get into the middle of
23 all of that, so in the case of fines and fees,
24 that might happen.

25 **MS. STEPHANIE MOODY:** What's the vendor of

1 record, the branch?

2 **MS. GAYLE HOLLOMAN:** The vendor of record
3 could be if we had -- remember when we had the
4 company that was collecting fines and fees for
5 us -- what was it called? It was a national
6 collection firm?

7 **MS. STEPHANIE MOODY:** Did we give that up?

8 **MS. GAYLE HOLLOMAN:** We gave it up. It was
9 getting expensive, but when we had a company like
10 that, so that's in case we ever do that again,
11 then that collection status could be reported to
12 that entity, because we're trying to collect
13 fines.

14 **MS. STEPHANIE MOODY:** Okay, but we don't do
15 that right now.

16 **MS. GAYLE HOLLOMAN:** But we're not doing it
17 right now, because we don't have that contract
18 anymore.

19 **MS. STEPHANIE MOODY:** And you took out the
20 33, since you don't want to tie it down to how
21 many branches you have, and the fact that 75 items
22 can be checked out at one time.

23 **MS. GAYLE HOLLOMAN:** Right. That's been
24 happening now for a while, but we had forgotten to
25 change it, so it's been 75 for several years now.

1 **MS. STEPHANIE MOODY:** Is that any teacher who
2 teaches at any school, private or public?

3 **MS. GAYLE HOLLOMAN:** Fulton County and
4 Atlanta in DeKalb. They can come in, and show
5 their ID, and that is up-to-date ID, and then they
6 can check out 75 items.

7 **MS. STEPHANIE MOODY:** And they can have
8 access to -- what's that other system on that,
9 where you have to go on the library site? It's
10 not Pines.

11 **MS. GAYLE HOLLOMAN:** Galileo?

12 **MS. STEPHANIE MOODY:** Yes, so they can get
13 the password for Galileo?

14 **MS. GAYLE HOLLOMAN:** Oh, yes.

15 **MS. STEPHANIE MOODY:** Okay. I tried to get
16 in there and get the password the other day. I
17 couldn't do it.

18 **MS. GAYLE HOLLOMAN:** Oh, just call us. We'll
19 give it to you. I forgot what it is. They just
20 changed that thing, or it's about to change, but
21 yeah, we can always give it to you.

22 **MS. STEPHANIE MOODY:** Okay. I wanted to do
23 it online, but I couldn't figure it out.

24 **MS. GAYLE HOLLOMAN:** Oh, okay, but anyway,
25 yeah, they can get that information if they've got

1 a library card.

2 **MS. STEPHANIE MOODY:** All right, and your
3 non-resident fees -- it's not in green, but you're
4 changing them from \$25 to \$40?

5 Board, do you want to study this any further,
6 or do you think you would be ready to accept these
7 modifications?

8 **MR. PAUL KAPLAN:** I would accept it. I don't
9 see why we shouldn't.

10 **MOTION**

11 **MR. JOSH TAYLOR:** Yeah. I'll make a motion
12 we accept it.

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

14 **MS. STEPHANIE MOODY:** Anymore discussion?
15 All in favor? Any opposed? The motion passes.

16 That is the Circulation Policy Update.

17 **COURT REPORTER CONTRACT - DISCUSSION**

18 The next item is the Court Reporter Contract
19 discussion, and our court reporter has graciously
20 said if for some reason we did not want her here
21 for this discussion, she would understand, but I
22 don't think it has anything really to do with her
23 service, or ...

24 **MR. JOSH TAYLOR:** Yeah. Since the hour is
25 late, and the contract, apparently, doesn't expire

1 until March, can we defer this to a later meeting?

2 **MS. STEPHANIE MOODY:** Sure.

3 **MS. GAYLE HOLLOMAN:** Certainly.

4 **MR. JOHN R. THOMAS:** Great idea.

5 **MRS. PHYLLIS D. BAILEY:** Just want to make
6 sure it is discussed, though, before it gets to
7 the last minute.

8 **MS. STEPHANIE MOODY:** We'll table this until
9 January.

10 **MR. JOSH TAYLOR:** Yeah.

11 **MRS. PHYLLIS D. BAILEY:** Okay, as long as it
12 isn't the last minute.

13 **MS. STEPHANIE MOODY:** And there is Item 567
14 for an executive session. Is there a need for
15 executive session at this time?

16 **MR. JOSH TAYLOR:** No.

17 **MS. STEPHANIE MOODY:** Okay. Then we will not
18 have an executive session. Is there any other
19 business?

20 **MR. PAUL KAPLAN:** There is only one thing I
21 want to ask Gayle. Something to think about ...

22 **MS. GAYLE HOLLOMAN:** Yes.

23 **MR. PAUL KAPLAN:** If we go through with all
24 the things you're talking about with the Central
25 Library, if this building so happens to be closed

**LIBRARY BOARD OF TRUSTEES MEETING
DECEMBER 16, 2015**

1 prior to the time when a new building is put in,
2 just think about how much that impacts the things
3 that happen here, the things that go on. If they
4 close this building, how does that impact
5 everything?

6 **MS. GAYLE HOLLOMAN:** Well, a couple of things
7 are going to happen. First of all, the staff
8 would be redeployed to other locations, which we
9 could greatly use, and I think for the Central
10 staff, it would be a good learning experience for
11 them. We have some staff here, who, their whole
12 careers, they worked in this building, and they
13 don't have a full systemwide appreciation in some
14 respect. I think it would be very helpful that
15 way. However, people who come here every day,
16 particularly those who use the fourth floor
17 computers, are going to be greatly impacted,
18 because they come here, some of them, legitimately
19 working on resumes and all sorts of things, but a
20 lot of them, to spend the day, because otherwise,
21 they'd been let out of a shelter or whatever, and
22 they find their way here, and some of them do come
23 into classes and stuff as we're able to offer
24 them.

25 I think it would be impacted, but I think it

1 would be something that we just have to make sure
2 we start early enough to make the public aware of
3 what's about to take place. I think public
4 knowledge and information always seems to work
5 very well if they can get it well enough in
6 advance.

7 **MR. PAUL KAPLAN:** I'm not saying it's going
8 to happen. It was just something I wanted to put
9 out, because I always get feelings about things
10 that could happen in the future.

11 **MS. GAYLE HOLLOMAN:** Right.

12 **MR. PAUL KAPLAN:** And that's one of the
13 things, because this building does cost a lot to
14 operate, and Fulton County is looking to --

15 **MR. JOSH TAYLOR:** Well, once we do the
16 facility review, February or March, you know --

17 **MS. STEPHANIE MOODY:** And we'll see how much
18 this building is costing to --

19 **MR. PAUL KAPLAN:** I just brought that up,
20 just something to think about. Okay.

21 **MS. STEPHANIE MOODY:** Interesting point of
22 view. Any others? All right. May I have a
23 motion to adjourn?

24 **MOTION TO ADJOURN**

25 **MR. PAUL KAPLAN:** So moved.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MR. JOHN R. THOMAS: Second.

MS. STEPHANIE MOODY: All in favor?

(Whereupon, all said "Aye.")

Merry Christmas.

(ADJOURNED AT 6:22 PM)

\$	A			
		96:8,15,17;97:23	76:19;79:12;83:22;	27:2
		Adamsville (1)	84:22;92:5;106:10	American (1)
		83:22	against (3)	74:15
\$1 (1)	AARL (1)	add (6)	44:23;99:18;104:20	AMHS (1)
45:19	66:22	8:8,12;28:23;47:5;	age (1)	16:6
\$1,000 (1)	ability (1)	49:9,10	AGENDA (6)	amount (2)
64:3	74:21	added (3)	3:3;4:6,7,9,19,25	55:5;63:8
\$1,500 (1)	able (31)	9:2;15:18;104:3	ago (4)	analysis (1)
63:3	9:16;15:1,6;16:10,	adding (2)	27:9;59:24;68:10;	69:9
\$10 (1)	11,12;17:16,24;19:11;	13:24;50:12	79:18	and/or (1)
22:14	31:3;33:22;47:20;	addition (2)	agree (6)	85:1
\$10,000 (2)	51:25;55:14;57:7;	63:9;104:18	20:24;23:16;24:4;	angry (1)
90:23;92:18	75:25;78:20;80:2,5,14,	additional (11)	26:11,12;71:12	59:14
\$120 (1)	19,21;85:13,13;91:1,9;	33:25;36:6;45:5;	agreeable (1)	anymore (3)
25:20	94:7,8;104:25,25;	47:14,19;50:12;62:19;	4:25	92:22;106:18;108:14
\$120,000 (1)	110:23	66:18;67:5;86:4;100:2	ahead (9)	apologize (1)
44:12	aboveground (1)	additions (1)	4:15,23;38:25;39:4;	78:17
\$15 (1)	7:13	4:12	40:5;52:24;53:21;82:3;	apparently (1)
22:15	absolutely (9)	add-on (1)	90:8	108:25
\$150,000 (1)	10:24;11:5;14:15;	27:11	AJC (6)	appears (1)
64:11	16:21;22:7;36:4;37:3;	addressed (1)	43:23;62:24;64:1,4;	9:21
\$2.00 (1)	50:15;67:18	100:1	77:10,19	appendix (1)
54:24	Accenture (1)	ADJOURN (3)	AI (62)	65:8
\$205,000 (1)	43:3	3:21;111:23,24	4:18;6:15,17;10:10,	appendix-type (1)
64:7	accept (5)	ADJOURNED (1)	24:11:5,20;12:6,10,13,	61:13
\$220 (1)	11:2;85:21;108:6,8,	112:5	18,23;13:1,12,16;	application (1)
25:24	12	adjusted (1)	14:16,21;15:15;16:16,	37:14
\$24 (1)	accepted (1)	45:15	18,21;17:2,23;18:2,14;	appreciate (3)
52:13	42:23	adjustment (6)	19:2,11,15,23;20:5,10,	14:16;27:14;35:25
\$25 (1)	access (3)	44:9,10;45:25;56:11,	18;21:3,20;22:7,12,17;	appreciation (1)
108:4	86:1,4;107:8	12,13	25:15;27:23;29:11,14;	110:13
\$3 (3)	accommodations (1)	adjustments (1)	30:13,20;31:1;32:18;	approach (1)
12:21;13:4;55:20	103:11	44:8	33:2,20;34:8,9,10,13,	17:2
\$3.5 (1)	according (1)	administration (4)	23;35:8,14,22;37:3,8,9,	approached (1)
55:20	11:14	27:19,21;29:19,21	10;38:10,19;100:16	35:6
\$3.65 (1)	accosted (1)	administrative (3)	Alice (1)	appropriate (3)
55:2	59:12	28:1;30:9,17	77:19	28:7;37:16;56:25
\$32 (1)	account (1)	Adopt (1)	allocated (1)	APPROVAL (5)
72:22	105:16	4:9	13:4	3:5;4:22;5:5,9,11
\$4 (2)	accounting (1)	ADOPTION (3)	allocation (1)	approve (1)
17:23;20:1	50:1	3:3;4:6,7	20:25	22:2
\$40 (4)	achieve (1)	adult (1)	allow (1)	approved (2)
72:23;73:6,7;108:4	45:24	92:15	102:22	5:15;71:17
\$41 (2)	Act (1)	adults (1)	allowed (1)	April (1)
8:23;9:20	59:6	68:20	4:23	67:4
\$420,000 (1)	activities (2)	advance (1)	alluded (1)	arbitrage (1)
45:15	61:2;79:5	111:6	50:22	12:20
\$50 (1)	activity (1)	advice (1)	almost (4)	architect (1)
13:24	79:4	49:25	33:17;67:12;82:4,17	21:9
\$50,000 (1)	actual (12)	advising (1)	along (5)	Archives (1)
55:3	8:6,14;21:22;44:7;	43:5	15:5;19:19;31:6;	77:18
\$60,000 (1)	49:13,14;54:9;61:15,	affected (3)	56:6;79:22	area (2)
45:3	19;64:19;76:22;78:18	47:15;79:14,16	Alpharetta (1)	42:19;46:17
\$75,000 (1)	actually (10)	affecting (1)	92:13	areas (6)
44:25	20:11;30:22;42:17;	17:15	although (2)	41:15,20,24;42:18;
\$782,966 (1)	56:11;59:15;70:17;	afraid (1)	35:13;37:16	43:7;46:3
14:6	75:18;82:25;83:23;	99:18	always (6)	arguments (1)
\$8 (2)	89:21	African-American (1)	26:25;55:1;92:24;	34:24
53:6;72:19	ADA (4)	77:15	107:21;111:4,9	around (4)
\$85 (4)	102:14;103:1,21,23	again (17)	amend (1)	18:12;28:8;41:23;
7:16;24:8,9;26:7	adage (1)	10:10;14:22;22:12;	4:17	94:7
\$900 (1)	29:7	31:1;33:20;36:14;52:2;	amending (1)	article (3)
63:3	Adams (4)	55:9;56:21;67:4;70:6;		35:2;43:22;77:19

arts (1) 42:5	Award (2) 74:18;75:15	82:6	Black (2) 77:13;93:9	24:11;25:9,12;31:19; 51:17,18;52:10;60:3; 61:24;62:8,22,23;63:2, 3,17,18,23;64:16; 65:16;67:12,14;68:11; 69:8,10,11;72:12;73:5, 21;85:5;93:3;97:13; 100:21;106:21
aside (7) 7:17;9:6,11,18,23; 11:12;17:24	awarded (1) 75:13	beat (1) 27:10	block (1) 10:17	brand-new (1) 87:10
aspect (1) 15:12	aware (2) 102:21;111:2	beautiful (1) 87:10	Board (21) 4:3;9:2;11:7;13:3; 18:18,25;21:9,10,13; 25:16;27:8;34:23;39:2; 41:18;51:4;70:16; 77:20;81:15;82:2;98:7; 108:5	break (2) 91:15,16
aspects (1) 42:7	away (7) 9:3;16:25;34:15; 52:21;56:7,7;77:21	became (1) 25:21	bolts (1) 15:11	breaking (2) 23:18;65:8
assess (1) 14:18	awful (2) 91:17;99:5	become (2) 95:5;105:16	BOND (15) 3:8;6:16;9:14;11:1; 12:15;13:5;23:15,18, 23;26:4,24,25;27:2; 40:15;100:14	bricks (1) 53:17
assessment (7) 20:16,22;31:12;32:3, 16;98:25;103:20	Aye (3) 5:3;6:12;112:3	becomes (1) 89:15	boning (2) 11:2;23:17	briefly (1) 75:13
assessments (10) 15:3,7;20:19,21; 21:4,5;22:5;69:17; 81:16,18	B	beef (1) 79:7	bonds (3) 13:7;23:3,5	bring (13) 12:17;15:13;17:10; 34:1;37:18;38:2,20; 47:21;70:24;76:22; 77:22;85:16;100:22
assist (1) 46:20	Babies (3) 83:18;84:5,12	beefing (1) 84:7	bones (1) 16:17	bringing (1) 75:17
assistance (1) 21:14	back (43) 7:18;8:25;10:12; 11:15;17:3;23:3,5; 24:18;25:7,12;27:6,8, 18;35:19;44:1;47:1,3, 21;51:12,21;53:4;55:2, 12,21;72:21;73:23; 79:7;83:9;84:19;87:15, 25;88:1,12,14,23,25; 89:19;90:2;97:6,14; 102:11,12;105:1	BEGAN (1) 4:1	book (10) 10:8;15:25;46:25; 71:7;76:5;86:9,10; 88:24;89:16;92:15	brings (1) 60:20
assistant (2) 60:13;81:15	backdoor (1) 24:17	begin (4) 8:10;11:25;33:23; 37:16	Bookmobile (8) 84:17,18,19,25; 87:19,20,23,25	broad (2) 16:18;20:25
associated (2) 7:12;45:10	backup (1) 47:14	beginning (1) 54:25	books (18) 47:3;63:7,10,10; 68:12;70:7,9,11,12; 83:18;84:5,11;86:11, 12;87:23;88:13;89:18; 90:1	broke (1) 12:2
assumption (1) 13:18	bad (8) 51:5;98:23,23;99:11, 14,22;100:23;101:4	behind (2) 50:4;68:19	boon (1) 23:1	broken (1) 59:9
Atlanta (6) 26:2;36:1;38:8; 58:12;75:1;107:4	badly (1) 99:15	bells (1) 10:7	borrower (1) 104:10	brought (5) 12:14;68:16,22; 73:14;111:19
attached (1) 77:1	BAILEY (18) 5:25;6:7;25:5;32:25; 33:13;36:5,13;83:4,8; 93:17;94:1;99:6,21; 100:25;101:2;103:13; 109:5,11	belongs (1) 95:16	bother (1) 87:7	browser (1) 81:1
attempt (1) 65:12	ballpark (1) 55:20	benefit (3) 23:24;24:1;81:19	bottom (2) 7:15;66:8	brush (2) 15:19;16:18
attend (2) 57:20;68:17	bandwidth (2) 80:4,10	benefits (10) 45:8,9,13;46:14; 49:2;54:18;56:4,5,7; 68:3	bought (3) 70:17,19;92:19	buck (1) 68:6
attended (2) 74:19;78:8	bang (1) 68:5	Best (3) 75:12;90:25;91:9	boundaries (1) 10:11	bucket (1) 48:15
attention (4) 37:18;38:3;77:23; 100:22	bare (1) 16:17	bestseller (1) 86:13	boy (1) 59:25	buckets (1) 32:13
attrition (1) 58:6	base (1) 62:9	bestsellers (2) 68:21;86:7	branch (24) 7:21;11:9,18;13:21; 14:17,18;15:9,13;20:7; 27:19;29:18;61:23,24; 63:16;65:3,5,15;67:10; 94:5,5;97:19,22; 101:24;106:1	bucks (1) 64:3
Auburn (5) 30:9;64:8,9;66:24; 77:14	based (6) 7:18;41:23;59:4; 62:12;82:6;91:13	better (9) 20:1;31:4;35:13; 52:1;64:19;70:9;81:13; 96:13;97:25	branch-by-branch (1) 16:3	BUDGET (78) 3:10;7:25;8:25;10:2, 19,22;14:4,6,7,9,10; 17:16;20:7;21:1;40:24; 41:1;44:4,4,5,6,7,8,11, 24,25;45:6,16,21;46:8, 15;49:12,22,23,23; 51:7,8;52:13;53:23,25; 54:9,10,12,25;55:1,2,6, 10;56:23;57:21;61:8, 24;62:6,12,17;63:20; 65:19,20,21;66:23; 68:23;71:17,25;72:3, 11,21,23;73:20,25; 82:24,24,24;83:14,17;
auditorium (2) 78:4,5	basically (9) 13:5;45:25;46:2,9, 13,22;47:6;56:20; 100:17	big (8) 10:17;16:15;35:13; 36:22;76:25;96:8,25; 100:3	branches (42) 11:13,16;14:24;15:2, 3,14;16:24;17:1,10;	
authenticate (1) 85:13	basic (1) 62:9	biggest (1) 95:3		
author (3) 74:25;75:2,25	based (6) 7:18;41:23;59:4; 62:12;82:6;91:13	bill (1) 24:5		
authors (1) 75:24	basically (9) 13:5;45:25;46:2,9, 13,22;47:6;56:20; 100:17	binder (1) 102:13		
automatic (3) 10:8;16:6;105:9	basis (4) 16:3;19:20;44:7;	binders (1) 102:11		
automatically (1) 105:6		bit (7) 8:10;9:13;17:4; 19:16,25;67:17;68:22		
available (3) 11:22;17:11;31:4				
Avenue (3) 30:9;76:10;77:14				

<p>86:3;91:23,24;99:3; 101:3 budgeted (1) 54:14 budgets (2) 13:21;20:3 build (6) 7:10;25:9,20,22; 33:14;73:22 building (36) 7:20;8:4,12;18:12; 22:9,21,23;28:1,4,19; 29:1,10;30:14;32:3,9, 16,20;33:3,15;35:3,7, 15,25;36:15,22;67:3; 69:17;79:15,16;99:19; 109:25;110:1,4,12; 111:13,18 buildings (6) 20:17,19;28:3;31:16; 70:6;90:18 building's (1) 29:5 built (1) 7:15 bulb (1) 92:21 bulbs (3) 94:8,16;95:12 bulk (2) 46:3;66:17 bumped (1) 59:13 bunch (1) 93:15 burden (1) 47:22 BURKE (2) 22:4;26:20 Bus (1) 75:6 BUSINESS (9) 3:17;4:5;5:8;34:13; 40:23;43:4;100:11,14; 109:19 buy (17) 18:1;33:19;36:12; 55:8;63:10;64:11;65:4, 4,5;66:16;68:21;70:18; 75:12;86:3,11;90:25; 91:9</p>	<p>11:1;97:12 came (9) 8:23;54:13;76:10,20; 79:23;83:1;97:6;99:17; 105:18 Camla (1) 76:9 can (79) 4:24;8:22;9:11;10:2, 13,19,19,23;14:5;15:6; 18:18;19:21,23;22:2; 25:12;26:3,24,25; 27:24;31:5;32:13,15; 33:3,5,22;34:25;39:12; 40:1,5,6;41:3;44:5; 46:18;54:8;55:24;56:9; 58:2;62:1,20;63:16; 64:17,17;65:11;66:19; 68:24;69:1,19,20;70:1; 71:23;72:17;78:12; 79:11;85:1,4,23,23; 90:15,22;91:11;93:9, 25;94:22,25;95:2; 101:22;103:10,25; 104:8;105:1;106:22; 107:4,6,7,12,21,25; 109:1;111:5 candles (1) 76:14 cap (1) 10:23 capacity (1) 43:4 capturing (1) 7:2 car (1) 93:7 card (3) 104:16;105:19;108:1 careers (1) 110:12 carefully (1) 19:18 Carl (1) 37:20 carpet (1) 15:19 carried (2) 6:2,4 carry (2) 9:20;30:22 cars (2) 8:22;59:9 case (7) 43:12;53:21;55:1; 97:1,15;105:23;106:10 case-by-case (1) 82:6 catch (1) 32:14 categories (2) 42:9,14 cautiously (1)</p>	<p>50:2 cave (1) 99:16 celebrated (2) 74:13;76:12 celebrating (1) 78:11 celebration (1) 76:14 cell (1) 85:16 Centennial (1) 35:4 center (4) 13:25;75:12;83:22, 23 centers (1) 84:4 Central (29) 5:20;7:21;9:12,23; 11:8,9;13:18;18:5,24; 19:1;20:4,7;24:10; 25:9,16,20,22;26:3,17; 27:9;32:21;38:12; 63:23,24;76:21;78:3; 91:2;109:24;110:9 centrally (1) 35:11 certain (1) 55:18 certainly (9) 8:22;15:16;17:3; 19:12,23;25:25;33:3,5; 109:3 cetera (6) 56:19;62:14;63:7,11; 64:6;65:2 chairman (1) 73:1 CHAIRMAN'S (3) 3:9;34:11,13 chairs (2) 28:8;76:24 Chamber (2) 35:2,15 chance (1) 77:25 change (12) 4:25;8:21;23:18; 26:6;43:20;92:23;94:8, 16;95:12;103:23; 106:25;107:20 changed (3) 49:19;82:5;107:20 changes (2) 4:13;6:10 changing (1) 108:4 charge (1) 104:6 charged (1) 18:21 check (4)</p>	<p>70:11;104:11,22; 107:6 checked (3) 63:5;104:7;106:22 checking (1) 46:20 checkout (1) 46:19 Cheryl (1) 84:9 Chicago (1) 70:15 child (3) 75:7;105:19,21 Children (10) 68:14;69:2;74:19,23; 75:1,5;76:21;77:2; 84:3,6 Children's (15) 38:7;58:4;59:5;60:4, 9,14,14,17;68:1,3,7,12, 17;69:1,12 child's (2) 105:15,19 chime (1) 15:25 CHIP (5) 22:10;49:1,5;50:16; 53:12 choices (1) 73:21 Christmas (5) 34:23;37:5,7,8;112:4 CIP (2) 53:17;63:20 CIPA (1) 59:4 circulate (1) 28:10 circulated (1) 68:13 circulating (2) 63:9;70:20 CIRCULATION (21) 3:18;8:9;47:13; 51:19;62:14;70:17; 73:13;84:15;86:19,21; 87:1;88:10,21;90:7; 100:6,9,10;102:7,8,13; 108:16 cited (1) 103:11 citizens (2) 25:1;27:8 city (1) 98:14 class (4) 37:19;38:2;48:9; 50:21 classes (8) 42:11,16;47:12;79:6, 9,13;87:16;110:23 classroom (1)</p>	<p>76:20 cleanliness (1) 90:17 clear (2) 25:21;76:23 Cleveland (1) 76:10 clock (1) 22:4 close (15) 48:23;56:13;58:14, 14;63:2;65:17,24,24; 69:8,9,11,15;73:16,21; 110:4 closed (7) 78:5;88:5;96:7; 97:21;98:9;101:25; 109:25 closer (2) 52:14;101:14 closing (3) 51:5;93:7;98:3 CLOSURE (7) 3:16;96:4,5,6; 100:20;101:7,17 closures (1) 102:3 CM (1) 21:9 code (2) 28:21,22 coincide (1) 36:17 collect (2) 105:11;106:12 collecting (1) 106:4 collection (6) 64:12;87:24;92:15; 105:12;106:6,11 collectively (1) 45:6 College (1) 98:13 Collins (49) 4:18,23;6:15,17; 10:10,24;11:5,20;12:6, 10,18,23;13:1,12,16; 14:21;15:15;16:18,21; 17:2,23;18:2,14;19:2, 11,15,23;20:10,18; 21:3,20;22:7,12,17; 27:23;29:14;30:13,20; 31:1;32:18;33:2,20; 34:10;35:8,14,22;37:3, 10;95:24 color (1) 90:15 column (2) 13:20,25 columns (1) 7:8 comforting (1)</p>
C				
<p>calculated (1) 56:25 call (6) 4:2;35:19;57:21; 70:8;95:8;107:18 called (5) 35:18;75:23;78:11; 94:14;106:5 calling (2)</p>				

27:7	concerned (4) 7:25;14:6;24:9;93:5	controller (2) 96:20,20	3:20;108:17,18,19	27:10
coming (11) 27:6;53:13;60:23; 63:8;64:7;68:14,15; 79:25;87:7,18;98:25	concerns (3) 43:16;53:22;79:12	controls (1) 54:21	cover (2) 33:24;64:22	debate (1) 68:22
comment (2) 5:20;72:18	conclusion (1) 34:17	conversation (2) 35:17;36:21	covered (2) 34:2;100:18	December (3) 4:4;40:16;78:3
COMMENTS (6) 3:14;71:23,25;90:9, 11;92:4	condition (2) 11:11;101:5	cooling (1) 13:9	covering (1) 18:17	decent (1) 25:12
Commerce (2) 35:2,16	conditions (2) 23:16,21	cooperation (1) 81:10	covers (1) 53:17	decide (2) 28:20;39:7
Commission (7) 18:21;38:14;42:24; 68:23,23;69:21;100:23	conference (5) 28:6,8,10,11,17	copier (2) 62:1,11	cow (5) 76:22,22,25;77:1,1	decided (4) 25:17;37:15;38:10; 43:19
Commissioners (6) 23:9;25:7,17;26:8, 11;82:2	confident (1) 40:17	copy (4) 41:4,9,10;78:16	creative (1) 37:23	deciding (1) 20:14
Commissioners' (1) 41:19	confidentiality (1) 104:10	corner (2) 18:12;93:8	Creek (1) 93:22	decision (2) 38:12;40:7
committed (1) 53:25	confused (2) 85:3;87:21	corridors (1) 29:7	critical (3) 26:19,21,22	decisions (2) 69:19;88:24
communication (1) 97:7	consent (2) 31:5;104:4	Cost (16) 7:6,11;8:17;15:7; 19:21;21:7;53:5;56:2; 61:21;62:4,10,11; 66:16;90:22;91:17; 111:13	culturally (3) 42:2,6;43:15	deductions (1) 64:13
communications (1) 97:17	consider (1) 8:20	costing (2) 67:10;111:18	curiosity (1) 32:19	defer (1) 109:1
community (1) 76:10	considerable (1) 103:25	costly (3) 61:2;73:13;91:5	current (3) 10:7;44:5;54:12	definite (1) 33:9
comp (1) 59:17	consideration (2) 52:24;53:1	costs (3) 46:2;54:21;96:20	currently (2) 49:8;58:21	DeKalb (1) 107:4
companies (1) 71:10	considered (1) 104:20	count (2) 44:15,23	cushion (5) 17:19;22:16;32:24; 33:21;36:6	delayed (1) 46:21
company (7) 31:24;37:13;43:3; 94:14,15;106:4,9	consigned (1) 13:24	County (35) 4:3;18:21;22:23; 33:19;36:8;38:13; 41:14,18,19,25;43:24; 49:23;50:5,20;54:15, 21;56:24;57:15;61:25, 25;64:10;69:10;75:2; 81:11,17;82:24;94:7, 23;95:5;97:5,15; 100:22;103:17;107:3; 111:14	CUSTOMER (5) 3:14;90:9,11,14;92:4	delight (1) 76:15
comparing (1) 44:24	consistent (1) 14:11	County's (4) 41:22;56:14;57:6; 66:20	cut (2) 49:25;73:20	delightful (4) 75:4,8;77:3,7
complaint (1) 87:5	consolidate (1) 36:2	coup (1) 38:4	cutting (1) 52:6	delineated (1) 64:19
completed (6) 22:5;48:8;96:23; 97:3,4,14	Construction (1) 7:6	couple (10) 6:22;7:25;61:12,18; 62:25;74:13;77:12; 84:21;104:2;110:6	D	delivered (1) 94:4
complex (1) 95:14	construction-wise (1) 103:25	courier (1) 44:13	dairy (1) 76:20	Department (5) 42:24;54:15;60:15, 16;83:1
compliance (1) 102:14	consultant (1) 73:15	couriers (1) 59:2	damned (1) 87:11	departments (1) 61:25
compliment (1) 27:6	consultants (2) 21:10,13	course (16) 24:4;45:1,9;50:8; 54:13;55:3;56:5;58:2; 60:21;62:16;65:25; 68:20;69:14;71:25; 73:22;100:19	dance (1) 78:10	depend (2) 55:17,18
Comprise (1) 81:4	consulting (1) 43:4	COURT (4)	databases (3) 61:4,5;64:24	depending (1) 94:14
compromise (1) 40:21	contact (1) 36:11		date (3) 9:8,10;40:11	design (2) 14:19;30:25
computer (5) 42:11;58:16;79:13; 85:9;87:16	contain (1) 8:7		day (11) 26:5;59:11;74:15; 77:5;81:5;84:1;92:14; 99:17;107:16;110:15, 20	designed (1) 37:22
computers (11) 79:13;80:7;81:23,24; 82:7,9,15;85:11;87:4, 18;110:17	CONTENTS (2) 3:1;41:12		days (2) 59:24;79:18	desk (2) 47:13;79:16
conceptually (1) 20:24	contingencies (2) 17:13,24		dead (1) 49:22	detail (2) 30:23;54:8
concern (3) 16:22;60:20;80:6	continue (2) 10:4;51:10		deadline (1) 19:14	detailed (4) 21:1;38:22;44:10; 67:19

<p>85:20,21 devices (3) 85:12,14,25 difference (4) 45:18;47:20;80:4; 82:8 different (7) 36:2;42:16;62:6; 79:3;83:25;92:20,21 direction (7) 26:6;39:11,20,21; 43:21;53:11;70:14 Director (2) 50:1;81:16 directors (1) 38:1 DIRECTOR'S (2) 3:12;74:8 disability (1) 102:17 disagree (1) 24:3 disappears (1) 26:14 disconnection (1) 97:17 discuss (6) 6:19;40:24;41:13; 42:17;65:12;102:22 discussed (2) 65:19;109:6 discussing (2) 41:10;102:15 DISCUSSION (13) 3:10,20;6:11;12:7; 18:20;30:4;41:1,18; 50:23;108:14,17,19,21 discussions (1) 43:11 distribution (1) 14:1 divided (1) 34:17 division (2) 81:11,11 divorced (1) 105:17 Diwali (1) 76:11 dock (1) 76:23 document (1) 57:25 dollars (4) 15:1;45:19;56:20; 96:21 donated (1) 70:19 done (20) 7:18;13:19;17:12; 22:2;29:2;31:20,22; 43:3;69:9,19;78:20; 92:16;94:22;96:22;</p>	<p>97:12,16;98:22; 103:18,20,24 door (2) 24:18;59:12 down (30) 6:23;30:4;32:14; 44:10;52:12;55:12; 56:2,8;63:4,14;64:4; 65:8;68:8;73:9;76:22, 24;79:6;81:7,8;83:18; 85:4;86:19;87:17; 91:15,16;94:2;96:24; 97:20;98:2;106:20 downstairs (1) 78:7 downtown (5) 7:21;11:3;35:5,12; 36:1 draft (4) 39:8,14,20,23 drawings (1) 22:2 Drive (1) 75:6 driving (1) 40:15 drop (1) 88:19 due (2) 77:14;98:9 during (14) 7:19;43:5;44:20; 45:1,12;49:22;50:8; 54:13;55:3,13;71:25; 74:14;75:4;83:25 DVDs (1) 63:11</p>	<p>3 education (1) 37:24 educationally (1) 43:18 effective (1) 42:4 efficiency (2) 8:6,15 efficient (3) 8:6,11;42:3 efforts (1) 27:6 eight (5) 27:9;53:2,6;63:3; 72:20 Eighty-seven (1) 98:5 either (4) 20:3;45:7;60:17; 62:15 elaborate (1) 46:10 electric (2) 94:14,15 electrical (1) 32:7 electronic (6) 64:15,21,23;65:3,5; 102:6 electronically (1) 78:21 electronics (1) 71:10 elevator (1) 32:7 elevators (3) 8:9;28:22;29:8 else (2) 36:12;92:24 elsewhere (1) 58:22 e-mail (2) 64:18;101:19 EMC (1) 95:9 employees (5) 44:19,19;49:1;58:23; 67:11 encompass (1) 39:21 encumbered (2) 83:6,11 end (10) 20:22;30:14,14;58:8, 10,20;63:13,14;86:12; 87:12 ended (2) 51:5;80:19 endorses (1) 18:25 English (1) 79:6</p>	<p>enhancement (1) 62:20 enhancements (7) 15:12;57:3,4,14,23; 72:6,9 enormously (2) 53:8,9 enough (10) 8:19,24;32:13;36:23; 47:25;72:11;82:10; 86:1;111:2,5 enriched (4) 42:3,7;43:16,18 enter (1) 56:24 entire (3) 23:24,25;98:6 entitled (1) 7:5 entity (1) 106:12 equal (1) 10:22 equipment (1) 62:5 equipped (1) 31:25 e-rate (1) 59:3 escalators (1) 29:8 ESL (1) 79:9 especially (2) 60:19;67:11 essence (1) 7:3 essentially (1) 15:11 estate (1) 19:24 estimated (2) 11:19;53:5 estimating (1) 9:13 et (6) 56:19;62:14;63:7,11; 64:6;65:2 evaluated (1) 33:3 even (13) 24:4;25:23;36:23; 58:5;63:5;70:21;73:24; 74:7;78:6;87:7;88:5; 92:22;105:19 evening (2) 41:2,21 everybody (5) 31:12;41:21;42:21; 68:3;103:19 everyone (6) 6:18;37:4,11;41:2,8, 10</p>	<p>exactly (8) 20:14;22:24;31:1; 58:12;70:2;72:25;89:9; 105:3 example (2) 65:17;102:24 exception (2) 54:20;57:13 excited (2) 84:23;85:2 executive (3) 109:14,15,18 exist (1) 42:18 existing (1) 11:10 expect (1) 10:19 expenditures (3) 56:16;57:15;66:12 expenses (4) 12:20;18:17;20:2; 53:19 expensive (3) 62:2;90:25;106:9 experience (3) 75:9;78:2;110:10 expire (1) 108:25 explain (1) 54:3 explaining (1) 39:2 explanation (1) 69:6 explicit (1) 39:6 Explorer (1) 80:24 exposure (1) 34:3 expressions (1) 77:3 exterior (2) 15:21;99:15 extra (3) 26:1;47:18;55:16 eye (1) 59:16</p>
E				
	<p>earlier (3) 18:7;57:24;72:19 early (1) 111:2 earmarked (2) 9:7;87:24 earned (2) 9:15,19 earnest (1) 84:22 easier (1) 71:7 East (2) 38:8;92:6 economic (2) 42:1,10 Ed (31) 40:24;41:2,7;44:1,2; 47:17;48:3,13,14;49:4, 21;50:11,15,19;51:13; 52:16,23;53:3,16;54:2, 7;61:12;64:23;65:7,22; 66:6,10;67:18,21;74:2,</p>			
	F			
			<p>face (1) 59:16 faced (1) 73:18 facilitating (1) 43:6 facilities (3) 52:9;72:15;100:20 Facility (7) 11:15;22:25;27:1; 30:22;31:11;34:20;</p>	

111:16 fact (7) 49:7;58:11;63:25; 78:17;79:25;86:6; 106:21 factor (4) 29:6;62:9,10;86:10 failed (1) 82:7 failing (2) 81:23;82:11 fairing (1) 86:14 fairly (1) 86:15 faith (1) 76:13 fall (4) 13:3;42:8,13;82:23 familiar (1) 60:25 far (14) 7:24;13:23;14:5,12; 19:25;20:2;24:8;29:3; 31:11;52:21;66:19; 70:7;93:5;103:20 father (3) 105:18,20,22 favor (4) 5:2;6:11;108:15; 112:2 favorite (1) 74:25 Feast (1) 75:24 feature (1) 76:16 featured (7) 75:3;77:9,11,12,19, 22;78:2 February (12) 15:4,5;19:7,10; 20:22;22:6;23:9,10; 31:15;38:14;40:14; 111:16 feedback (2) 7:19;40:6 feel (4) 33:9,9;59:19;69:21 feelings (1) 111:9 fees (3) 105:23;106:4;108:3 feet (5) 5:22,22;29:21;100:5, 9 festival (3) 75:22;76:8,12 few (6) 19:5;27:17;78:4; 81:7,22;97:22 fewer (1) 46:20	Fiber (3) 79:22,24;80:1 fifth (1) 78:11 figure (9) 17:5;49:19;62:22; 63:23;64:3;88:21,21, 23;107:23 figuring (1) 63:22 filled (3) 44:22;45:2;48:2 filling (4) 48:6,11;50:5,6 final (2) 71:19;101:14 finalize (1) 72:1 finalizing (1) 40:7 finally (4) 14:3;71:17;85:21; 92:18 finance (3) 9:5;50:1;90:8 FINANCIAL (6) 3:11,15;74:4,6; 90:10,12 find (9) 27:7;28:9;29:4;55:4; 67:9;68:12;70:5;97:1; 110:22 finding (3) 59:9;97:12,13 fine (2) 22:20;104:12 finer (4) 105:12,23;106:4,13 Firefox (1) 80:25 firm (1) 106:6 first (21) 4:5;5:8;7:5;20:16; 23:12,15;37:22;40:11, 14;41:11,14,15,16; 44:10;73:15;74:10; 89:13;91:2;94:2;104:4; 110:7 fiscally (1) 42:4 fit (1) 16:15 five (9) 31:14;51:20;57:9,17, 18,25;61:10;68:8; 91:20 five-day (1) 76:13 fixed (2) 54:21;95:2 fixture (1) 92:23	fixtures (1) 28:21 flexibility (4) 14:25;48:18,20; 66:12 flip (1) 41:16 floor (7) 6:3,10;29:25;30:1,2; 91:2;110:16 floors (1) 10:21 fluctuate (1) 62:11 fluctuating (1) 62:3 focus (3) 41:19,23;77:13 focused (1) 78:10 follow (2) 4:24;21:25 following (1) 76:17 food (1) 76:14 foot (2) 30:15;95:19 footage (12) 7:23;8:12;9:25; 27:22;28:25;29:4,6,13, 14,17;53:8;72:14 footnote (2) 66:7,7 forgot (1) 107:19 forgotten (1) 106:24 form (3) 38:13;65:13;78:19 former (1) 77:20 forth (2) 9:20;102:18 fortunate (2) 47:24;74:16 forward (11) 6:21;7:4;10:1;15:23; 21:22;22:3;31:5;43:11; 69:22;75:17,21 found (5) 59:7;80:13;96:21; 97:2,2 Foundation (1) 70:24 Foundation's (1) 84:24 four (3) 21:23;82:1;91:19 fourth (2) 76:19;110:16 frame (2) 16:17;21:11	free (3) 54:22;72:16;91:4 Friday (1) 51:6 Friends (4) 10:25;24:2;70:18; 87:6 front (2) 23:9;92:24 frustrated (3) 85:22;86:5,6 fuel (3) 54:23;55:17;66:15 full (1) 110:13 full-time (6) 48:12,16;49:2;61:21; 65:9,14 fully (1) 48:23 full-year (1) 65:21 Fulton (19) 4:3;41:14,22,25; 58:19,23;61:25;66:21; 75:1;81:11;83:23;88:5; 89:10;94:23;95:5;97:5, 15;107:3;111:14 function (4) 8:7;28:15;29:10; 80:10 functions (3) 28:2;36:2;47:10 fund (4) 46:7;47:9;48:23; 55:9 funding (10) 44:12,15;57:1;65:24; 66:11,18;69:11,12; 83:3;96:21 funds (8) 9:14;22:11,14,19; 48:25;55:5;59:3;62:19 furniture (1) 10:15 further (3) 19:17;31:3;108:5 future (6) 18:23;19:1;26:2; 32:22;38:12;111:10	gave (6) 7:9,22;68:10;82:2; 83:2;106:8 Gayle (124) 15:25;16:5;18:5; 20:16;29:20,25;30:5, 11;36:4;37:9;38:6,7; 41:21;43:25;47:6;48:7, 12;49:3,10,14;50:9; 51:1,15,22;52:6,22; 53:9;57:20;59:22,23; 60:5;61:11;66:24;68:9; 69:14;70:2;71:18,22; 72:4,7,25;74:7,9,12; 75:11;80:9,12,23; 81:12;82:14,20,25; 83:6,10,16;84:18;85:7; 86:15;87:2,14,22; 88:11,14,17,22;89:9, 13,22;90:12,24;91:8, 16,19,24;92:3;93:1,22; 94:4,18;96:6,15;97:18, 21;98:2,8,17,21;99:4,9, 12,22;100:4,8,13,16; 101:1,4,9,18,21;102:4, 12,25;103:5,10,15; 104:1,19,24;105:8; 106:2,8,16,23;107:3, 11,14,18,24;109:3,21, 22;110:6;111:11 Genealogical (1) 77:16 general (2) 85:4;90:17 Georgia (2) 37:22;77:18 gets (4) 41:8;50:20;78:7; 109:6 gifts (1) 37:7 gigabytes (1) 81:25 Gittemeier (1) 38:3 given (3) 14:2;27:7;85:19 gives (3) 11:13;45:22;65:13 giving (6) 10:17;45:17;46:5; 56:1,3;69:2 Giwayen (1) 78:2 glad (2) 12:13;40:20 goal (1) 73:22 goals (1) 42:22 goes (9) 11:3;18:11;55:2,10, 24;56:2,6;71:4;92:23
G				
		Gale (1) 65:1 Galileo (2) 107:11,13 gallon (2) 54:25;55:2 gap (1) 58:24 gas (2) 54:24;55:1		

good (21) 6:17;13:14;16:24; 31:7;32:1;41:2,21; 43:25;52:11;61:6; 67:19;69:5,23;70:6; 73:24;78:22;83:8,19; 86:22;105:4;110:10	guests (1) 4:14 guideline (1) 62:17 guys (1) 50:23	heart (1) 35:12 heat (2) 96:25;97:20 heating (1) 13:9 heavy (1) 94:11 Heights (1) 65:18 held (4) 37:22;75:23;77:17; 89:25 help (5) 20:1,12,13;40:25; 42:12 helpful (1) 110:14 here's (1) 17:13 Heritage (1) 74:16 High (1) 75:3 high-energy (1) 78:9 higher (3) 44:20;45:13;56:18 highlighted (1) 76:15 highlights (1) 74:9 himself (1) 75:7 Hindu (1) 76:12 hire (1) 47:18 hiring (2) 48:8;50:17 Historical (1) 77:16 history (6) 51:3;104:6,7,14,15; 105:1 hitting (1) 70:5 hold (3) 33:1;78:6;86:9 holds (2) 86:8,9 holdup (1) 82:4 HOLLOMAN (128) 16:5;18:5;20:16; 29:20,25;30:5,11;36:4; 37:9;38:7;41:17,20,21; 43:25;46:9;47:5,6; 48:7,12;49:3,10,14,25; 50:9,22;51:1,15,22; 52:6,22;53:9;55:15; 57:4,8,18,20;59:23; 60:5;61:11;64:18;	66:24;68:9;69:14;70:2; 71:18,22;72:4,7,25; 74:9,12;75:11;80:12, 23;81:12;82:14,20,25; 83:6,10,16;84:18;85:7; 86:15;87:2,14,22; 88:11,14,17,22;89:9, 13,22;90:12,24;91:8, 16,19,24;92:3;93:1,22; 94:4,18;96:6,15;97:18, 21;98:2,8,17,21;99:4,9, 12,22;100:4,8,16; 101:1,4,9,18,21;102:4, 12,25;103:5,10,15; 104:1,19,24;105:8; 106:2,8,16,23;107:3, 11,14,18,24;109:3,22; 110:6;111:11 home (1) 35:5 homework (1) 68:14 Honestly (1) 72:10 hookups (1) 77:1 Hoopla (2) 86:14,15 hope (2) 23:16;69:4 hopeful (1) 66:2 hopefully (4) 6:20;75:18;80:3; 102:22 hoping (2) 91:1;92:16 horrible (1) 92:7 hour (1) 108:24 hours (12) 21:2;48:17,18,21; 49:19;51:6;52:6,7; 96:8;98:5;100:1; 101:24 How's (1) 81:10 huge (1) 99:3 huh (1) 31:21 humongous (1) 94:10 hundred (1) 62:25 HVAC (2) 32:7;96:9	25 ID (2) 107:5,5 idea (8) 18:11;20:1;61:20,22; 65:14;70:24;94:6; 109:4 ideas (2) 42:22;81:14 imagine (1) 93:25 impact (3) 46:11;47:4;110:4 impacted (2) 110:17,25 impacts (1) 110:2 important (3) 7:1;67:11;70:3 impression (1) 38:19 improve (2) 49:15;90:15 inadequate (1) 80:10 incident (1) 59:10 incidents (1) 59:19 include (7) 10:6,13,13;15:12; 17:9;18:7;102:5 included (6) 9:1;17:9;22:13,18; 28:14;32:10 includes (2) 19:1;31:16 including (1) 18:23 inclusions (1) 10:14 increase (6) 8:10;53:5;55:14; 60:22;72:20;84:11 increased (4) 14:7,8;53:7;72:14 indeed (2) 15:24,25 India (1) 76:13 Individuals (1) 102:17 inform (1) 19:22 information (13) 38:11,23;39:6,9; 65:11;67:8;70:7;72:17; 104:8;105:10,15; 107:25;111:4 informed (1) 49:25 in-house (1) 46:22
Google (4) 79:22,24;80:15,22 Government (2) 37:21;42:3 GPLS (1) 37:22 graciously (1) 108:19 graduates (1) 37:25 grand (1) 63:15 grant (4) 75:12;90:25;91:7,9 grants (1) 91:11 graph (1) 88:9 great (10) 39:22;43:8;67:15; 71:2;74:17;75:12; 81:14;84:10;104:17; 109:4 greater (1) 15:21 greatly (4) 72:13;79:14;110:9, 17 green (2) 104:2;108:3 gross (6) 9:24;10:21;28:24,24; 29:13,14 grossed (1) 28:14 grossing (3) 28:4;29:1,6 grounds (1) 90:17 group (4) 19:24;65:1;70:18; 87:6 groups (2) 79:8,10 growth (1) 43:8 GS (1) 29:13 guards (2) 59:8,20 guess (10) 26:24;33:5;46:10; 49:21;56:8;64:25; 65:18;68:4;71:24;90:6 guest (1) 76:9	H half (5) 11:7,8,9;37:24;55:4 Hall (3) 74:20,24;75:11 handle (2) 50:3;81:5 handling (2) 16:1,6 handouts (1) 6:22 hands (1) 31:15 hang (1) 34:14 Hapeville (7) 99:13,14;100:3,4,8, 25;101:1 happen (14) 20:6;21:6;23:6; 51:15;52:2,3;58:7,13; 59:21;105:24;110:3,7; 111:8,10 happened (3) 78:23,24;94:9 happening (5) 77:6;87:5;88:6,12; 106:24 happens (2) 47:7;109:25 happy (1) 86:25 hard (3) 22:17;69:19;73:20 harder (2) 73:10,10 hardest (1) 51:23 head (1) 79:19 heading (1) 52:5 Health (1) 83:22 healthy (1) 42:1 hear (1) 43:13 heard (5) 7:19;27:16;70:7; 94:18;98:6 hearing (3) 31:9;57:21;103:11 hearings (2) 71:21,23	I iconic (5) 25:20,22;26:3;35:14,		

<p>initially (1) 24:20</p> <p>input (2) 19:24;25:1</p> <p>installed (1) 96:11</p> <p>instance (4) 18:24;44:9;54:23; 66:15</p> <p>instances (1) 94:21</p> <p>instead (1) 73:23</p> <p>Institute (2) 37:20,23</p> <p>instructions (1) 85:18</p> <p>intent (1) 39:5</p> <p>interest (3) 9:15,19;79:8</p> <p>interested (1) 67:9</p> <p>interesting (4) 35:9,16;88:2;111:21</p> <p>interestingly (2) 8:19,23</p> <p>Internet (4) 59:4,5;80:23;87:11</p> <p>interviews (2) 37:16;48:8</p> <p>into (30) 12:2;17:5,19;25:12; 42:13;43:14;50:20; 52:23;53:1;55:5,10; 56:24;57:7;58:8;59:10, 13;62:7;65:25;66:14; 80:15,20,25;85:23,24; 93:9;100:14;104:5; 105:12,22;110:23</p> <p>iPad (2) 70:8,13</p> <p>issues (4) 81:3;92:9;99:25; 103:12</p> <p>item (8) 37:17;41:14;54:10; 68:25;74:5;83:15; 108:18;109:13</p> <p>items (8) 21:15;56:23;63:24; 77:9;86:4;88:12; 106:21;107:6</p>	<p>21:11</p> <p>job (3) 31:7,21;82:19</p> <p>jobs (2) 31:22;50:9</p> <p>JOHN (61) 4:11;5:18;12:13,22, 24;13:14;14:15;18:13; 24:21;25:4;27:5; 29:11,16,23;30:3,6,18; 31:7,21;32:1,11,24; 34:9,22;36:25;37:8; 38:5,16,21,24;39:17, 25;40:10;49:17;51:9, 14;52:14,18,25;53:4, 10;59:21,25;71:5,12; 72:2,18;73:1,7,11;80:9, 21;86:18,21,25;93:13; 95:6;108:13;109:4; 112:1</p> <p>JOSH (82) 4:15,20;5:1,14,24; 6:5,8;12:8,12;14:16; 15:10;20:5,20;21:17; 22:16,20;30:23;31:10; 32:22;33:11,14;34:4,8; 36:8,16,20;39:7,13,22; 40:4;43:22;48:1,4,10; 49:6,12,15,18;50:14; 53:7;54:5;64:21;65:6, 16;66:4,9;67:15,19,24; 69:5,23;71:9,13,16; 72:13;75:10;82:12,18, 23;83:14;84:17;89:11, 18;91:22;92:1;101:7, 12,19;102:1,5,10,24; 103:2,9;104:17,22; 105:3;108:11,24; 109:10,16;111:15</p> <p>JOYNER (5) 22:10;49:1,5;50:16; 53:12</p> <p>jump (1) 97:15</p> <p>jumped (1) 97:5</p> <p>justify (1) 11:7</p>	<p>99:8,10;103:18;108:8; 109:20,23;111:7,12,19, 25</p> <p>keep (11) 18:16;37:14;51:10, 20;58:15;59:3;63:18; 66:11;70:21;73:23; 98:3</p> <p>keeping (1) 104:5</p> <p>keeps (1) 73:9</p> <p>kept (2) 8:21;105:1</p> <p>key (2) 22:8;25:4</p> <p>kick (1) 25:17</p> <p>kind (26) 10:2;16:16,23;21:18; 28:4;46:5,10;47:4; 49:21;50:4;54:9;56:8; 57:3;61:1,18;62:2,6, 17;63:12,15;64:16; 65:10,13;98:10;99:13; 102:2</p> <p>Kindle (2) 70:12;71:7</p> <p>Kindle-type (1) 70:9</p> <p>kinds (3) 84:6;88:2;94:8</p> <p>King (1) 70:3</p> <p>Kirkwood (1) 98:10</p> <p>kitchenette (1) 28:12</p> <p>knew (2) 49:24;52:7</p> <p>knocking (1) 37:6</p> <p>knowledge (1) 111:4</p> <p>knows (4) 31:12;36:19;95:25; 103:19</p> <p>Kwanzaa (2) 78:10,11</p>	<p>17:21;18:1,7,11; 19:22;33:15,18</p> <p>Language (2) 79:6;103:2</p> <p>laptop (1) 85:15</p> <p>large (3) 27:9,19;63:14</p> <p>larger (5) 16:9;27:19;60:11,19; 63:3</p> <p>last (18) 7:19;11:23;24:17; 42:15;45:20;58:5; 61:12;65:7;71:16; 77:24;78:4;81:22; 82:17;96:10;97:22; 102:3;109:7,12</p> <p>last-minute (3) 24:21,24,25</p> <p>late (3) 15:4;49:24;108:25</p> <p>later (3) 47:18;66:13;109:1</p> <p>law (2) 103:23;104:20</p> <p>laws (1) 59:5</p> <p>lay (3) 47:23;51:23;80:1</p> <p>lead (1) 79:24</p> <p>leadership (3) 37:19,23;84:8</p> <p>leak (1) 98:19</p> <p>leaks (2) 98:9,10</p> <p>learning (2) 69:4;110:10</p> <p>lease (3) 70:5;91:14,17</p> <p>leased (3) 62:1,4,5</p> <p>leases (2) 70:1,4</p> <p>least (6) 14:23;58:21;60:6; 81:25;91:1;102:6</p> <p>leave (2) 43:19;88:1</p> <p>leaves (1) 13:16</p> <p>leaving (1) 12:3</p> <p>left (9) 7:6;9:3;13:20;44:19; 45:1;50:7;58:24;70:15, 16</p> <p>legitimately (1) 110:18</p> <p>legs (1) 82:17</p>	<p>lengthy (1) 21:18</p> <p>less (2) 54:24;100:5</p> <p>lesser (1) 50:17</p> <p>letter (7) 38:13;39:1,8,14,20, 23;75:15</p> <p>level (2) 30:23;67:1</p> <p>levels (1) 7:13</p> <p>Librarian (8) 38:8;60:4,9,14,15,17, 18;67:1</p> <p>Librarians (9) 58:4;67:5;68:1,4,7, 17;69:1,12;93:6</p> <p>libraries (32) 7:4;11:3,10,12,13, 23;13:5,8,24;14:4; 15:22,24;16:9;18:3; 24:6;25:13;27:12; 31:17;51:6;53:2,6,13, 15;58:13;60:11;72:21; 73:12,16;87:4;91:20; 103:23;104:9</p> <p>LIBRARY (64) 3:8,16;4:3;5:21; 6:16;7:11,24;8:4,14,16, 20;9:7,12,24,24;10:20; 13:21;14:2;20:4;25:20, 22,24;26:3;27:9;31:18; 37:23,25;38:8;41:20; 42:5,8;53:10;55:8; 58:19;59:11,24;60:21; 70:10;75:22;76:1,10, 21;77:15;78:3;86:24; 87:10;88:23;92:6,13; 93:13;96:3,5,6,8; 97:23;98:7,22;99:14; 100:14;104:5,8;107:9; 108:1;109:25</p> <p>library's (3) 46:15;89:15;99:15</p> <p>life (1) 93:6</p> <p>lifelong (1) 69:4</p> <p>lift (2) 93:19,20</p> <p>light (2) 95:20,21</p> <p>lighting (1) 92:14</p> <p>lights (7) 76:12,14;92:10,15, 18,19,20</p> <p>likely (4) 72:2,4,5,7</p> <p>line (17) 7:15;19:19;54:8,10,</p>
<p>J</p>	<p>K</p>	<p>L</p>		
<p>JAMILICA (2) 22:4;26:20</p> <p>January (12) 19:5;37:15;38:15; 39:9,24;40:2,3;71:18, 19;84:11,23;109:9</p> <p>January/February (1)</p>	<p>KAPLAN (63) 4:10;22:21;23:7,12; 24:7,14,18,24;25:3,6; 26:6,10,13,19,21; 31:11,22;32:5,10,12; 34:7;40:19;51:2,10,16; 52:4,12,20;60:2;69:18; 70:15;71:1,20;73:9; 81:10;87:3;92:17;93:4, 15,19,24;94:19;95:7, 10,13,24;96:14,17; 97:19;98:1,15,18,24;</p>	<p>labs (2) 58:15,16</p> <p>lack (1) 70:9</p> <p>ladder (1) 99:18</p> <p>laid (1) 34:25</p> <p>Lakewood (1) 89:20</p> <p>land (7)</p>		

17,22;55:24,24;56:3,9; 22,22,22,22;63:4;64:5; 83:15	11;73:8,12;81:16,17; 83:18;99:2;100:10; 111:14	manager (3) 60:8,12,13	29:16,25;32:18;33:3; 39:3;40:2;58:17;78:23; 88:9,20;101:15;102:1; 103:3	11,14,18,23;18:6,12; 20:1;22:14,15;23:23; 24:8,9,12,15;25:20,23, 24;26:1,7,14;33:21; 38:13;40:18;45:19,19; 46:15,16;48:20;51:9; 52:13;53:6,23;54:1,13; 55:11,13,16,20,21; 56:12,14,15,20;58:1; 62:18;63:22;66:20; 72:19,22,23;73:6,8
line-item (2) 53:14;56:23	looks (2) 52:1;92:6	Managers (2) 41:18;42:24	meant (1) 7:10	Milner (1) 74:18
lines (2) 15:6;46:19	lose (1) 46:16	maneuvering (1) 45:7	Meanwhile (1) 97:19	Milton (4) 75:21;76:6;80:2,2
list (1) 85:17	losing (4) 46:11,24;47:8;48:24	many (19) 28:21;30:21;34:18; 36:2;48:10;60:3;62:8; 65:9,9,14,14;67:11,13; 70:19;74:23;82:12; 86:8;92:19;106:21	mechanical (4) 8:8;13:4;15:11;32:6	mind (6) 6:22;27:10,12;38:25; 63:18;66:11
listed (2) 57:5;58:1	loss (1) 47:16	map (1) 76:7	meet (1) 103:22	minimum (2) 44:21;45:3
Listen (1) 94:21	lost (1) 53:23	March (4) 20:23;58:8;109:1; 111:16	MEETING (27) 3:7;4:4;5:5,10,11,15; 7:20;11:23;19:10; 23:10,15;37:12;39:9; 14,24;40:3,3,11,11,14; 71:19,24;79:18,20,21; 101:15;109:1	minute (3) 24:17;109:7,12
listing (1) 68:10	lot (35) 16:7;17:17;43:8; 44:18;46:24;47:12; 56:15;60:7,18,23;61:5; 62:6,21;63:20,24; 66:11;67:8;70:6;74:14; 78:7,22,25;81:14,23, 24;87:9;91:17;92:10, 12;93:4,8;95:7;104:24; 110:20;111:13	marching (1) 22:1	meetings (4) 27:4;43:5;71:21; 72:1	MINUTES (6) 3:5;4:22;5:5,9,11,15
literary (2) 75:22;76:8	lots (2) 73:19;75:24	MARTA (2) 35:11;36:1	member (4) 59:11,12;76:9;77:20	miss (1) 40:11
little (15) 4:4;8:10;9:13;19:4, 16,22,25;20:10;38:11; 51:3,18;67:12,13,17; 82:9	loud (1) 51:19	Master (7) 11:15;13:21,23;14:3; 22:25;27:1;34:20	members (3) 30:21;66:25;79:22	mistaken (1) 50:24
live (2) 59:8;95:14	love (1) 71:11	Mata (1) 78:2	memory (1) 81:24	mix-up (1) 96:25
living (1) 74:25	loved (1) 75:5	match (4) 9:22,25;21:6;23:22	mention (3) 76:18;77:11,24	ML (1) 70:3
loaded (1) 70:19	low (4) 55:17;98:3;100:7,9	matched (1) 25:18	mentioned (3) 19:7;27:17;75:13	Mo (1) 75:2
loading (2) 70:10;76:23	lower (1) 50:25	material (2) 46:21;61:13	Merry (3) 37:5,8;112:4	mobile (1) 76:20
local (2) 31:24;75:25	lowering (1) 51:11	materialize (3) 54:15;55:9,13	messed (2) 59:17;99:15	mobility (1) 103:12
located (1) 35:11		Materials (23) 16:6;46:22;53:22; 54:12;55:5,10,22; 60:21;61:8,23;62:16, 20;63:1,16,16,19;68:1, 2,8,13;72:10;73:25; 104:7	met (1) 81:4	model (1) 15:7
location (2) 35:23;65:10	M	Materialize (3) 54:15;55:9,13	Metropolitan (5) 88:23;89:15,21,22, 24	modification (1) 103:3
locations (8) 59:9;60:18,24;78:19; 81:6;84:2;85:23;110:8		math (1) 25:19	Merry (3) 37:5,8;112:4	modifications (3) 102:17,19;108:7
lock (2) 14:20;16:23	machine (2) 10:8;62:11	matter (1) 63:25	messed (2) 59:17;99:15	money (41) 9:6,9,11,15,18,19; 11:3,8;13:6;14:1; 16:20,25;17:3,4;18:23; 22:23;23:2,4,16,17; 24:1;25:8,11;33:17,18; 34:17;40:15;48:19; 57:11;61:7;63:9,19,21; 66:14;68:21;72:16; 83:1,16;94:24;95:2,20
lock (2) 14:20;16:23	machines (1) 62:1	May (13) 4:9;18:5;27:17; 36:16;37:16;43:20; 52:14;78:16,20; 102:18;104:5;105:10; 111:22	met (1) 81:4	monies (9) 9:22;11:22;14:23; 15:18;31:4;45:14; 48:16;57:11;66:13
long (5) 9:9;40:10;85:17; 86:8;109:11	magazine (1) 61:1	maybe (17) 15:21;23:20;26:5; 28:12,12;29:17;34:13; 36:2;51:17;67:25;69:8; 70:25;72:15;73:5; 91:10;95:22;101:19	met (1) 81:4	month (6) 68:9;74:14,16;75:18; 78:17;80:14
longer (5) 20:10;46:19;47:2; 60:16;86:13	magazines (2) 62:25;64:5	Mayor (1) 25:23	met (1) 81:4	MONTHLY (7) 3:11,13,15;74:4,6;
look (31) 7:5,22,23,24;8:19, 22;9:12,16;10:12; 13:25;15:6,20,22;16:2, 14;19:21;24:5;28:16; 40:5,45:16;60:6;62:4; 63:12,14;65:10,11; 67:17;81:19;97:10; 99:1;102:2	magnitude (2) 10:20;30:7	mean (16) 16:8;22:22;24:2;	met (1) 81:4	
looked (7) 7:8,10,14,14;11:24; 19:18;28:7	mail (1) 88:1		met (1) 81:4	
looking (20) 13:22;25:10,11;35:5; 36:11;39:19;44:14; 48:21;54:11;56:8;58:9,	main (1) 67:24		met (1) 81:4	
	major (2) 63:11;99:25		met (1) 81:4	
	Makerspace (1) 91:12		met (1) 81:4	
	makes (1) 90:5		met (1) 81:4	
	making (5) 6:20;13:18;23:25; 44:25;81:18		met (1) 81:4	

<p>84:16;90:10 months (3) 21:23;42:16;102:3 MOODY (144) 4:2,12,17,21;5:2,19; 6:9;7:20;10:6,23,25; 11:6;12:5;13:10;14:13; 16:19,22;17:21,25; 18:4,10,18;19:8,13,21; 22:24;23:10,14;24:12, 16,19,23;25:2,14;26:9, 12,15,23;30:8;31:8; 32:2,8,15,19;33:16; 34:5,12,24;35:10,18, 24;36:7,10,14,18,22; 37:1,5,11;38:9,18,22; 39:3,12,16,19;40:1,9, 13,20;41:6;52:9;53:20; 54:4,10;60:3;61:9; 67:7,22;69:25;70:4,23; 71:3,6,14;72:5,10,24; 73:4,17;74:5,11;85:3; 86:14,20,23;87:16; 88:7,13,16,19;89:7,17; 90:5,19;91:6,14,18,21; 93:2;94:12;95:8,11,18; 96:2;98:5;99:1;100:3, 6,12,18;101:10,13,23; 102:8;105:5,25;106:7, 14,19;107:1,7,12,15, 22;108:2,14;109:2,8, 13,17;111:17,21;112:2 more (58) 10:7,14;15:19;18:19; 19:4,5,16;21:1;23:4; 30:7;33:9;37:24;38:11, 20;39:5,6,42;19;43:10, 10,10,10,13,13;47:5; 49:8,10,12,12,14;59:2, 7,9,18,18,20;60:10; 64:11;67:17;68:12,21; 69:12;70:21;71:12; 72:4,7,17,18;75:14,15; 76:2;80:1;81:5,6,24; 82:17;86:11,23;96:11 Morrow (1) 77:18 mortar (1) 53:17 most (11) 34:15;52:11,11;68:5; 76:5;80:16;82:7,16,22; 98:6;103:22 mother (1) 105:20 mothers (1) 84:2 MOTION (22) 3:4,19,21;4:8,9,16; 5:7,13,14;6:1,3,4,10; 38:15,19;39:1,14; 108:10,11,15;111:23, 24</p>	<p>move (20) 4:21;6:14,21;10:1; 15:23;17:19;21:22; 22:3;31:5;34:5;36:23; 54:16,22;69:21;71:15; 74:1;90:9;94:7;96:3; 100:14 Moveable (1) 75:23 moved (2) 4:10;111:25 movement (1) 91:13 moving (4) 42:21;75:21;79:2; 84:14 MRS (18) 5:25;6:7;25:5;32:25; 33:13;36:5,13;83:4,8; 93:17;94:1;99:6,21; 100:25;101:2;103:13; 109:5,11 much (32) 17:3;23:3;29:22; 30:16;34:3;41:11; 45:22;46:5,12,18;47:3, 21;52:16;55:23;61:23; 62:12;63:16;66:22; 67:9;69:16;80:4;84:23; 85:12;90:22;91:15,17; 97:22,25;100:18; 101:18;110:2;111:17 Museum (1) 75:3 myself (2) 37:6;97:12</p>	<p>20;38;11,14;51:3;52:9; 56:17,18;58:2,18,24; 59:2,7,19;60:10,17; 61:4;64:12;68:21;69:1, 8,16,25;70:5,21;72:14, 17;73:11;74:1;81:20, 24,25;82:5,22;100:22; 101:2;103:4;104:3; 109:14 needed (5) 11:17;15:2,13;28:6; 102:20 needing (1) 55:18 needs (6) 14:18;20:6;21:6; 28:1;98:22;102:13 negotiation (1) 32:23 net (9) 12:18;13:13;28:24; 29:4;30:16;33:4;50:16; 53:5;72:20 net-net (1) 49:7 new (35) 5:20;15:14,17,19; 16:9;20:7;26:3;32:20; 35:5;37:23;43:14; 45:13;48:10;50:13,21; 53:2,6,12,15;55:8;62:7, 8;63:18;70:7;72:20; 81:15;82:4;83:20; 84:25;85:5;87:4;89:11; 93:3;98:11;110:1 newer (1) 91:20 newfound (1) 50:7 News (2) 37:18;83:20 NewsBank (1) 65:1 newspapers (1) 77:13 next (24) 6:14;34:12;40:23; 42:18;44:2,2,18;45:22, 24;46:9;54:22;57:2,16; 64:9;65:7;71:24;74:5; 75:18;76:2;77:6;84:21; 85:15;99:12;108:18 Nia (1) 78:12 nice (4) 8:1;34:22;38:4; 78:23 night (2) 74:2;93:7 nine (1) 58:22 nomination (3) 6:1,2,4</p>	<p>non-circulating (1) 63:24 non-resident (1) 108:3 normally (1) 74:10 North (1) 83:23 Northeast (3) 16:13;60:12;94:13 noted (2) 76:6;97:3 notes (2) 76:16;92:8 notice (1) 61:17 November (5) 5:16;74:14;75:4,23; 96:7 number (10) 8:1;10:21;12:19; 28:24;31:17;61:21; 62:13;68:7,8;88:10 numbers (13) 8:18;9:17;10:4,18; 11:15;14:20;20:23; 29:19;61:17,18;63:13; 86:8;87:20</p>	<p>Olympic (1) 35:4 once (19) 20:13;21:4;28:13; 46:25;48:22;56:4; 57:15;58:22;62:4; 63:12;64:13;65:4,24; 67:3;69:18;89:11;98:2; 104:10;111:15 one (40) 5:25;6:23;7:7;10:13; 12:21;17:4,11;21:15, 15;31:17;34:14;38:1; 39:4;48:15,19;54:22; 60:10;61:10;62:22; 65:8,18;67:25;68:7; 72:18;75:5,19;77:24; 85:24;86:9;91:1;92:20; 93:19;96:14;98:20; 99:2,12;104:4;106:22; 109:20;111:12 one-hour (1) 98:12 ones (5) 16:9;60:19;68:18; 77:12;92:21 one-time (2) 44:11,15 ongoing (1) 53:18 online (1) 107:23 only (16) 15:6;16:8;38:9; 53:16,17;55:4;56:15; 62:23;64:14;73:18; 93:19;94:5;100:4,10; 104:11;109:20 onset (1) 55:16 onto (3) 33:1;47:13;61:16 open (10) 37:14;50:10;51:17; 58:12,15;66:2,13,21; 67:3;97:23 opened (3) 62:8;85:5;94:5 operate (2) 67:10;111:14 operating (9) 53:5,15,18;54:16,19, 20;57:14;66:12;72:20 opinion (2) 37:2;69:16 opportunities (3) 42:2,10;84:6 opportunity (10) 15:17,18,20;17:14; 19:16;43:7,9;47:18; 74:21;78:1 opposed (4) 5:4;6:13;49:16;</p>
N		O		

108:15 opt (3) 104:5,25;105:5 optimistically (1) 50:2 optimize (1) 52:10 options (1) 7:14 order (15) 4:3,5;5:8;20:6;22:1; 28:22;31:23;34:12; 40:23;59:3;61:9;82:1; 83:12,12;105:11 ordered (1) 92:17 ordering (2) 82:4,9 orders (1) 78:17 original (5) 8:25;11:14;14:8; 23:21;57:24 originally (2) 9:1,17 Oscar (1) 38:3 others (4) 6:23;34:1;78:14; 111:22 otherwise (1) 110:20 ought (1) 10:19 ours (3) 36:17;73:5;82:5 ourselves (3) 34:2;38:25;83:13 out (86) 5:20;6:22;9:2,9; 14:9;17:12;21:12;24:2; 26:16,25;28:1;31:13, 16;32:19;34:25;37:6, 12;41:8;46:12,20; 47:12;49:19;51:19; 53:13;55:4,12,19;57:5, 10,22,23;59:12;63:5,8; 64:18;67:9,16;68:13; 69:18;70:1,11;73:14; 74:12;76:23;80:13; 81:9;82:5;84:19,20; 85:18;86:3;87:12; 88:17;89:1,2,4,14,25; 92:23;93:7,10,12; 94:16;95:12,13,17; 97:2,11,12,13;98:18, 25;99:7,10,17;101:5, 22;104:7,11,23;106:19, 22;107:6,23;110:21; 111:9 outage (3) 98:12,13;99:13 outlined (1)	30:12 outside (8) 22:25;79:10;94:22, 24,25;95:3,16;97:24 over (17) 9:9;18:22,25;42:15, 18;44:1;45:5;65:10,11, 25;73:22;78:21;79:15; 82:9,14;92:14;97:22 Overall (3) 51:1;56:11;80:5 overdue (1) 105:12 overriding (1) 80:6 overview (5) 45:23;46:5;57:3; 64:16;66:23 own (2) 22:23;76:7	particular (3) 15:9;79:14;93:18 particularly (3) 42:9;47:23;110:16 partner (1) 79:11 part-time (11) 47:19;48:13,15,17, 23,24;49:1;51:23; 61:22;65:9,14 part-timers (1) 47:24 part-year (1) 65:20 pass (2) 4:15;6:21 passed (1) 77:21 passes (2) 41:8;108:15 passing (1) 6:23 password (2) 107:13,16 past (4) 13:3;42:20;47:22; 74:20 patch (1) 80:17 patron (2) 59:13,14 patrons (3) 24:2;46:20;104:4 Patterson (1) 86:9 PAUL (62) 4:10;22:21;23:7,12; 24:7,14,18,24;25:3,6; 26:6,10,13,19,21; 31:11,22;32:5,10,12; 34:7;40:19;51:2,10,16; 52:4,12,20;60:2;70:15; 71:1,20;73:9;81:10; 87:3;92:17;93:4,15,19, 24;94:19;95:7,10,13, 24;96:14,17;97:19; 98:1,15,18,24;99:8,10; 103:18;108:8;109:20, 23;111:7,12,19,25 pay (1) 23:5 paying (1) 61:6 pay-in-study (1) 50:21 PC (1) 82:1 PCs (2) 82:4;83:12 Peachtree (2) 59:10,23 pension (2) 45:11,14	people (31) 28:7,19,20;41:24,25; 45:11;46:25;48:9;50:7, 17,17;51:23;52:11; 60:23;67:9;71:23; 73:19;76:11,13;78:8; 85:22;86:24;87:7,25; 88:17;94:12;103:7; 104:24;105:7,14; 110:15 per (5) 6:18;61:23,24;65:10, 15 percent (16) 8:5,11;27:16,16,25, 25;29:5,7;45:20;46:14; 50:25;82:16;83:19; 85:4;86:22;87:17 percentage (1) 14:1 perform (1) 68:18 perhaps (2) 35:7;69:20 period (3) 9:9;49:22;95:1 periodicals (1) 64:5 permitted (1) 54:16 Persad (1) 76:9 person (7) 44:21,25;45:2;59:13, 15;81:15;95:25 personnel (3) 54:17;55:25,25 persons (1) 76:12 person's (1) 59:16 Phase (9) 9:14,16,19;12:1,2, 16;17:8,20;105:9 phone (1) 85:16 phones (1) 79:17 PHYLLIS (19) 5:25;6:7;25:5;32:25; 33:13;36:5,13;83:4,8; 93:17;94:1;99:6,10,21; 100:25;101:2;103:13; 109:5,11 pictures (1) 99:23 Pigeon (1) 75:6 pin (1) 29:12 Pines (1) 107:10 Pinnacle (3)	37:18,19,25 pitch (1) 93:8 place (7) 5:16;32:14;35:11; 87:10;94:2;102:23; 111:3 placed (1) 82:1 places (6) 78:6;80:16;84:21; 86:1;87:9;92:13 Plan (14) 11:16;13:21,23;14:3; 18:24;19:1;23:1,25; 27:2;34:21;45:12,14; 81:21;102:5 plans (4) 21:22;22:2;75:16; 83:21 please (4) 15:24;77:25;78:12; 84:13 pleasure (1) 43:2 plumbing (1) 28:21 plus (2) 9:2;50:5 plused (1) 12:8 PM (5) 4:1,5;78:4,12;112:5 pocket (1) 95:20 pockets (1) 23:2 point (15) 5:20;14:22;20:25; 27:24;30:17;37:12; 43:20;51:7;65:22; 69:22;74:12;86:4;92:6; 95:23;111:21 pointed (2) 69:18;73:14 points (2) 41:23;86:1 poles (2) 95:15,15 policies (1) 103:17 POLICY (5) 3:18;102:7,9,13; 108:16 Ponce (1) 16:11 population (1) 62:13 portion (2) 98:15,17 portions (1) 32:6 position (6)
P				

<p>42:21;44:22;45:1,4; 50:7;52:1 positions (18) 46:1,4,6,6,11,16,24; 47:8;48:1,5,10;50:5,6, 13,13;56:6;57:13; 65:15 possibilities (1) 84:24 possible (1) 17:4 possibly (1) 70:1 pot (1) 48:19 power (2) 62:22;98:13 PowerPoint (1) 61:16 Precisely (1) 51:13 preconceptions (1) 27:24 prepared (4) 11:1;17:18;19:7; 21:21 present (1) 34:23 presentation (15) 4:18;6:14,18;7:9; 11:24;23:8;41:3,5,9, 13;44:3;46:13;61:16; 67:20;75:17 presentations (1) 91:4 pretty (12) 41:11;45:22;46:5,12, 18;47:3;52:16;55:23; 62:12;66:22;99:11; 100:18 previous (1) 50:23 price (3) 21:14;54:24;62:2 prices (2) 55:17;66:15 pricing (1) 21:24 primarily (2) 47:8,9 prime (1) 35:22 principle (1) 78:11 printer (2) 91:7,10 printers (4) 90:22,24;91:4,15 printing (5) 80:8;81:3;90:15,16, 21 prior (3) 48:24;51:4;110:1</p>	<p>priorities (5) 41:22;57:10,17,19, 22 prioritize (2) 57:7,9 prioritized (1) 57:17 priority (7) 31:17;41:14,24; 42:18;61:10;64:10; 67:25 private (2) 94:20;107:2 Probable (1) 7:6 probably (26) 16:10;21:3,20,23; 24:4;29:5;30:3,14; 36:18;42:8;44:19; 45:12;47:17;48:22; 50:25;60:5,6;62:25; 63:2;64:1,2;71:10; 82:16;100:5;101:16; 103:22 problem (16) 67:2;79:18;80:15,18; 81:1;85:8,10,25;89:6; 90:18;93:1;95:3;96:9, 18,19;97:7 problematic (1) 105:16 problems (2) 80:7;85:9 procedure (1) 95:5 Proceed (1) 50:2 process (12) 20:6,8,9,10;21:19, 21;30:24;37:14;46:22; 48:5;49:23,24 processing (1) 46:21 PROGRAM (10) 3:8;6:16;74:18,20; 76:3;77:7,17;78:9; 91:9;100:14 programmed (2) 8:7,14 programmer (1) 20:12 programming (1) 90:8 programs (6) 21:1;68:15,16,18; 77:10;83:25 project (1) 9:8 projects (2) 17:13;21:16 promise (3) 23:19;34:19;48:17 promoted (3)</p>	<p>24:20;58:5;60:9 proper (2) 13:9,9 properties (1) 33:7 property (1) 22:11 proportionate (1) 14:8 proposing (1) 45:17 Protection (1) 59:6 provide (3) 40:6;83:24,24 provided (1) 13:23 provides (1) 39:10 public (15) 14:14;25:18;27:4; 37:22;46:17;47:11; 52:7;71:20,21,22;75:1; 85:19;107:2;111:2,3 punched (1) 59:15 purchase (7) 17:22;18:8;44:13,16; 64:6,24;65:2 purchased (1) 63:25 purchasing (1) 62:21 push (1) 99:20 pushing (1) 93:5 put (23) 9:11;17:3;43:17; 57:7;61:16;66:19;74:7; 76:23;78:19;83:16; 84:9;85:18;88:25; 89:11;92:10,11;95:14, 15;99:18;102:19; 103:16;110:1;111:8 putting (3) 42:19,21;68:6</p>	<p>32:14;98:9 raised (1) 24:13 ran (2) 61:18;63:12 range (4) 5:23;7:22,23;30:16 Rarely (1) 72:8 rate (1) 50:17 rather (3) 6:19;19:4;97:11 rationale (2) 68:6,19 rationalization (1) 72:15 reach (1) 40:21 read (3) 18:11;46:18;105:2 reading (3) 43:24;73:19;90:19 Reads (1) 76:4 ready (5) 15:4;34:5;71:15; 96:3;108:6 real (6) 19:24;59:14;88:21; 90:18;93:1;102:15 realistically (1) 21:8 realize (1) 25:15 really (42) 14:18;15:7;17:11,12; 25:22;28:14;37:2; 40:21;42:20,23;43:8, 20;50:3,14;51:25; 53:22;60:22;61:13; 62:7;65:8,23;68:15; 69:19;70:2,4;72:14; 75:20;78:22;81:19,19; 82:18,21;84:9;88:16; 90:16;91:21;93:2;98:3, 23;99:6;101:4;108:22 reason (4) 67:6;80:18;102:15; 108:20 reasonable (6) 10:3;31:6;33:23; 102:16,18;103:3 reasons (1) 34:19 recall (4) 9:6;11:24;12:22; 17:7 receive (2) 39:5;44:11 received (3) 44:12;72:9;78:16 recent (1)</p>	<p>76:5 recipient (1) 80:19 Recognition (1) 77:14 recommendation (4) 18:22;19:9;34:16; 40:8 recommendations (1) 19:19 reconcile (1) 49:7 record (7) 37:13;97:1,2;104:13; 105:11;106:1,2 records (2) 104:10;105:7 recreationally (3) 42:2,6;43:16 red (1) 59:16 redeployed (1) 110:8 redo (1) 89:14 reduce (1) 86:10 reducing (2) 56:9,15 reduction (10) 44:4,14,18;45:20; 46:4,8;56:1,5,12,20 Reference (4) 60:15,16,18;79:16 ReferenceUSA (1) 64:25 referendum (4) 12:15;23:18;26:4; 27:3 refilled (1) 45:7 refined (1) 10:14 refinements (1) 31:3 refreshing (1) 27:7 refurbish (2) 11:17;26:17 refurbishing (3) 11:10,12,13 regarding (2) 7:4;67:23 registering (2) 87:20;90:3 regular (1) 5:10 rehire (1) 67:1 relationship (1) 16:23 rely (1) 22:17</p>
		Q		
		<p>quantity (1) 10:21 quarter (1) 58:21 quickly (3) 23:4;58:7;60:6 quite (4) 29:22;34:18;40:17; 62:2</p>		
		R		
		<p>rain (2)</p>		

remains (1) 80:6	re-shelve (1) 47:1	80:5;81:24;85:24; 86:25;87:19;89:13,18; 93:11;96:2;98:20; 100:12,19;102:8; 104:1;105:8;106:15, 17,23;108:2;111:11,22	22:14,15;33:4	separate (1) 53:14
remember (9) 7:9;12:4,20;20:11; 33:21;43:15;79:19; 90:20;106:3	resign (1) 66:25	rightsizing (1) 20:15	Sally (2) 79:19,20	September (1) 49:24
renovate (1) 25:9	resolve (1) 18:16	road (1) 30:4	same (9) 6:21;14:1;28:16; 42:22,22;45:4;55:6; 64:7;104:22	serve (7) 28:11,19,23;35:15; 37:25;52:11;62:14
renovation (1) 27:12	resolved (1) 80:16	Robinson (28) 40:24;41:2,7;44:1,2; 48:3,14;49:4,21;50:11, 15,19;51:13;52:16,23; 53:3,16;54:2,7;61:12; 64:23;65:7,22;66:6,10; 67:18,21;74:3	Sandy (1) 96:24	SERVICE (10) 3:14;47:11;49:16; 61:1;83:23;90:9,11,14; 92:4;108:23
renovations (4) 12:4;13:17;20:4; 24:10	resources (3) 64:15,22,23	roll (1) 76:24	savings (2) 17:8;50:16	services (5) 59:4;64:17;69:3; 84:3,8
reopen (3) 58:19;66:21,22	respect (1) 110:14	rolled (2) 45:5;65:25	saw (1) 90:22	servicing (1) 28:12
reopening (1) 64:9	responding (1) 81:6	roof (9) 32:11,11;96:16;98:9, 10,16,19,19;99:18	saying (7) 14:22;17:22;80:11; 92:5,7;103:7;111:7	session (3) 109:14,15,18
repair (2) 11:4;13:4	responsibility (2) 58:17;91:22	Roofs (1) 32:12	schedule (3) 84:10,19,20	set (16) 7:16;9:1,6,17,23; 11:11;14:9;17:12,24; 20:13;28:1;41:22; 68:18;82:7;83:21; 105:17
repaired (3) 98:11,16,19	responsible (1) 56:24	room (4) 28:6,10,11,17	scheduled (1) 65:17	setting (1) 10:10
repay (1) 13:6	rest (1) 98:21	rooms (1) 8:8	school (1) 107:2	seven (4) 16:8;27:8;64:2;85:5
replace (3) 58:25;67:2;71:7	result (1) 53:6	Roswell (2) 16:13;76:4	schools (3) 69:3;75:1,2	several (2) 42:9;106:25
replaced (2) 92:16;98:12	resume (1) 42:12	rotted (2) 99:16,24	scope (1) 22:25	shabby (1) 92:6
REPORT (27) 3:9,11,12,13,15,16; 4:24;31:14;34:11,13, 25;40:22;67:23;74:4,6, 7,8;84:15,16;90:10,13; 96:4,5,7;100:20;101:7, 17	resumes (1) 110:19	roughly (7) 11:8;25:19;45:19; 46:14;48:14;63:22; 64:14	screen (1) 104:15	shape (6) 98:23,23;99:5,9,14; 100:23
reported (1) 106:11	retired (1) 45:12	round (4) 8:2,3,18;29:19	se (1) 6:18	share (5) 10:5;12:10;17:6; 27:24;31:2
REPORTER (4) 3:20;108:17,18,19	retrofitted (1) 16:10	rumblings (1) 58:9	seat (1) 28:7	shared (1) 105:10
reporting (1) 43:23	return (5) 10:8;46:25;88:18,21, 22	run (3) 16:24;72:11;73:10	Second (13) 4:11;5:9,18;6:25; 13:20;23:13;27:15; 34:14;69:7;79:6;105:9; 108:13;112:1	sheet (9) 6:25;7:5;11:21,25; 13:20;41:16,16;44:3; 46:9
reports (5) 79:3;90:14;97:11; 99:2;100:13	returned (1) 58:23	running (2) 96:23;97:11	sector (1) 25:18	sheets (2) 6:24;79:2
reprocessed (1) 89:23	returning (1) 47:12		security (2) 59:7,20	shelf (2) 47:1,13
request (1) 102:18	revenue (1) 95:22	S	seem (1) 81:6	shelter (1) 110:21
requested (3) 57:4,23;104:3	review (4) 7:1;39:8;61:5; 111:16	sacred (1) 95:6	seemed (1) 8:1	shelves (3) 47:3;89:1,19
requests (3) 57:24;92:10,11	RFID (3) 89:3,12,14	safe (2) 41:25,25	seems (5) 10:3;23:25;68:2; 85:5;111:4	shift (1) 15:1
require (2) 16:7;28:15	RFP (1) 21:12	safety (1) 93:6	selected (2) 74:25;76:5	shooting (1) 95:19
required (2) 15:22;29:10	RFPs (1) 21:12	salaries (6) 44:20;46:13;50:21, 24;54:18;56:19	self-sufficient (2) 42:1,10	short (2) 31:23;95:1
requirements (1) 103:21	Rialto (2) 74:22;78:6	salary (2) 44:21;56:1	selling (3) 22:10,21;35:3	show (5)
requires (1) 61:25	Right (62) 12:5;13:10;16:5,16; 18:4,10;25:14;30:5; 31:18;33:1,17;36:7; 38:24;39:17;44:6; 46:12;48:2,2,20;49:9; 50:11,15;51:11,22; 52:22;53:3;54:2;56:10; 62:10;65:13;66:10; 70:13,23;71:14;72:23, 24,25,25;73:7;79:1,7;	sale (3)	send (7) 18:25;39:4;61:14,19; 64:17;67:16;78:21	
requiring (1) 102:19			sending (1) 18:22	
Research (1) 77:15			sense (2) 78:25;90:6	

14:10;88:14;89:6,12; 107:4 showing (2) 14:17;88:12 shown (1) 4:25 shut (2) 96:24;97:20 sight (1) 56:14 signed (1) 31:13 similar (1) 33:6 simply (2) 10:17;89:19 single (2) 84:1;87:4 site (1) 107:9 sits (1) 97:19 sitting (1) 9:11 situation (1) 105:17 six (5) 16:8;21:18;41:23; 51:21;64:2 six-month (3) 20:8;21:21;30:24 sixty (1) 59:14 size (2) 10:1,20 skip (1) 34:25 slated (1) 69:15 slide (2) 44:2;57:2 slides (1) 61:12 slip-in (1) 24:17 slow (1) 50:6 small (2) 63:8;84:9 smaller (6) 7:21,21;8:14;46:2; 63:2;73:5 snapshot (1) 92:4 so-called (1) 27:19 Society (1) 77:16 software (1) 81:4 sold (2) 13:7;23:2 somebody (2)	23:20;99:17 someone (2) 89:25;91:6 sometimes (5) 61:15,17;87:22; 94:15;105:14 somewhere (2) 55:20;90:1 soon (2) 25:21;58:7 sooner (1) 37:17 sorry (6) 41:7;47:11;51:3; 52:24;63:12;79:21 sort (10) 7:13,22;16:3,17; 19:1;24:16;42:22; 70:25;100:20;101:17 sorts (1) 110:19 sound (1) 42:4 sounds (1) 52:4 South (5) 58:19,23;66:21;88:4; 89:9 Southeast (7) 58:11;66:1,2,5,6,19, 21 Southwest (6) 92:6;93:17;98:8,15; 99:3;101:1 space (7) 8:6;16:8;27:17;28:9, 17;58:23;94:6 spaces (2) 20:14,15 speak (3) 9:5;24:2;57:18 speaking (1) 66:24 special (2) 37:12;76:9 specifically (3) 9:7,23;10:12 speed (1) 75:20 spend (3) 62:18;63:16;110:20 spending (1) 43:1 spent (3) 12:16;18:23;92:18 spoke (1) 12:1 spoken (1) 30:12 sponsor (1) 71:11 spread (3) 9:9;13:22;14:2	spreadsheet (5) 55:23;61:16,19; 64:19;67:16 spreadsheets (1) 61:15 spring (1) 66:3 Springs (1) 96:24 Spruill (2) 60:12;94:13 square (18) 5:21,22;7:23;8:12; 9:25;27:22;28:25;29:4, 5,13,14,17,21;30:15; 53:8;72:14;100:5,9 square-foot (3) 7:11;8:16;9:24 stabilized (1) 43:21 staff (30) 30:21;38:1;46:20; 47:10,11,16,19;48:22; 49:13,14;58:18,21; 59:11,12,15;61:21,22, 22;62:13;65:9,9;66:25; 79:9,22,22;84:4;104:8; 110:7,10,11 staffing (10) 21:2;46:23;49:8,9; 53:12,18;56:5;58:25; 67:4;83:21 stagnant (2) 66:16,17 stairs (2) 28:22;29:8 stamped (1) 89:24 standard (1) 15:13 standpoint (3) 57:6,15;66:20 Starbucks (2) 85:24;87:8 start (13) 12:6;13:19;22:5; 33:8;36:11;41:9;42:11; 55:10,19;57:10;83:21; 84:22;111:2 started (4) 13:7;48:8;49:23; 70:16 starting (6) 13:21;14:22;44:21; 55:11;75:16;84:10 start-up (1) 53:14 starved (1) 68:2 stated (3) 46:12;47:7;54:11 states (1) 60:24	statistics (2) 86:16;101:14 status (2) 105:13;106:11 stay (5) 51:17;66:15,17; 104:11,13 staying (1) 55:17 stays (1) 104:12 step (1) 14:18 STEPHANIE (146) 4:2,12,17,21;5:2,19; 6:9;10:6,23,25;11:6; 12:5;13:10;14:13; 16:19,22;17:21,25; 18:4,10,18;19:8,13,21; 22:24;23:8,10,14; 24:12,16,19,23;25:2, 14;26:9,12,15,23;27:5; 30:8;31:8;32:2,8,15, 19;33:16;34:5,12,24; 35:10,18,24;36:7,10, 14,18,22;37:1,5,11; 38:9,18,22;39:3,12,16, 19;40:1,9,13,20;41:6; 52:9;53:20;54:4;60:3; 61:9;67:7,22;69:25; 70:4,23;71:3,6,14;72:5, 10,24;73:4,14,17;74:5, 11;85:3;86:14,18,20, 23;87:16;88:7,13,16, 19;89:7,17;90:5,19; 91:6,14,18,21;93:2; 94:12;95:8,11,18;96:2; 98:5;99:1;100:3,6,12, 18;101:10,13,23; 102:8;105:5,25;106:7, 14,19;107:1,7,12,15, 22;108:2,14;109:2,8, 13,17;111:17,21;112:2 Stewart-Lakewood (7) 88:4,9,20;89:2,8,25; 90:4 still (22) 17:25;26:24,25;45:4; 48:5,13;50:9,10;60:8; 63:19;71:23;79:16; 81:2;82:10;83:18; 84:23;87:20;88:8;89:8, 19;90:3;98:22 stop (2) 36:1;84:13 stories (1) 75:7 story (1) 83:24 straight (2) 24:8,11 straightened (1) 81:9	strategic (1) 39:11 strike (1) 6:6 struggling (1) 73:24 studies (1) 19:6 study (2) 52:10;108:5 stuff (2) 31:19;110:23 subject (1) 39:9 submit (2) 39:23;40:1 subscription (5) 61:1;62:24;63:1; 64:3;65:4 subscriptions (2) 64:1,2 sucked (1) 16:25 suggest (1) 19:3 suggested (1) 34:18 suggesting (1) 9:21 suggests (1) 11:21 sum (1) 57:11 SUMMARY (8) 3:5;4:22;5:5,9,11,15; 11:25;47:4 summer (1) 91:3 summertime (1) 96:10 sunset (1) 23:5 supplies (6) 46:3;55:6,7,18,19; 62:16 supply (2) 61:24;62:12 support (4) 14:14;21:2;26:4; 47:10 supporting (2) 69:3,4 supposed (3) 58:14;84:20;97:9 sure (22) 6:20;7:2;30:2,18; 34:2;36:25;52:15;53:1; 56:25;58:12;71:5;77:5; 79:23;80:1;102:9,20; 103:7,16;105:19; 109:2,6;111:1 Suwanee (2) 95:9,13
---	--	--	---	---

Symphony (3) 74:20,23;75:11	91:22;92:1;101:7,12, 19;102:1,5,10,24; 103:2,9;104:17,22; 105:3;108:11,24; 109:10,16;111:15	31:7,21;32:1,11,24; 34:9,22;36:25;37:8; 38:5,16,21,24;39:17, 25;40:10;49:17;51:9, 14;52:14,18,25;53:4, 10;59:21,25;71:5,12; 72:2,18;73:1,7,11;80:9, 21;86:18,21,25;93:13; 95:6;108:13;109:4; 112:1	67:11;106:19 top (9) 7:6;29:25;30:1,2; 57:9,17,18,22;96:16 total (13) 12:15;45:15;46:15; 48:22;52:13;58:1; 61:22;62:4;63:15; 64:16;82:14;96:7; 99:25	Trustees (2) 4:4;77:21 try (8) 21:6;56:21;65:12; 77:5;78:6;82:8,21; 91:11 trying (10) 14:20;29:11;30:6; 49:6,18;61:14,20;79:7; 81:8;106:12
System (23) 4:3;16:1,7;23:24; 24:1;37:21;56:24;57:8; 65:5;68:2;70:20;73:18, 23,24;76:1;82:15;89:4, 14;90:3,21;93:25; 104:5;107:8	teacher (1) 107:1 teaches (1) 107:2 teams (1) 31:14 Tech (1) 75:12 technically (1) 66:1 technician (2) 97:3,8 technology (3) 16:15;53:18;81:21 Teen (1) 75:12 teens (2) 28:18;91:3 telling (2) 27:8;95:1 temperature (1) 97:24 ten (4) 70:16,17,19;73:5 tenured (1) 44:19 term (1) 51:4 terms (6) 14:25;27:20,21; 30:16;33:4;69:9 terrible (3) 60:1;99:8,9 territory (1) 62:7 Thanks (4) 34:8,9;37:9;67:21 Thanksgiving (1) 74:15 Theater (1) 74:22 thermostat (2) 96:12,19 thicknesses (2) 8:9;29:9 thinking (3) 33:7;42:11;51:19 third (1) 58:20 thirds (2) 26:9,10 Thirty (1) 48:12 THOMAS (61) 4:11;5:18;12:13,22, 24;13:14;14:15;18:13; 24:21,25;25:4;27:5; 29:11,16,23;30:3,6,18;	Thomasville (1) 65:18 thorough (1) 67:8 though (4) 78:7;87:1;88:5; 109:6 thought (9) 19:17;23:14;26:2; 36:10;38:2,4;55:7; 68:24;99:19 thoughts (6) 14:12;17:6;19:6; 31:2;33:25;34:1 thousand (1) 88:13 thousands (1) 96:20 Three (12) 7:8,13;21:18,20,23; 30:24;42:15;58:13; 67:5;69:15;91:19; 102:3 throughout (3) 81:17;82:15;91:11 thunder (1) 34:15 tie (1) 106:20 tight (1) 78:7 tighten (1) 101:3 till (2) 40:16;101:14 times (3) 47:2;59:8;105:10 timetable (1) 36:16 today (9) 6:19;12:11;43:23; 48:9;71:25;96:22,23; 97:24;102:16 together (3) 61:18;63:13;84:9 toilets (1) 8:8 told (3) 80:17;92:14;96:11 ton (1) 93:16 took (5) 9:3;13:10;34:15;	totaled (1) 44:22 totals (1) 45:8 touch (2) 47:18;54:8 touched (1) 46:23 toward (3) 43:1;58:9;92:12 towards (8) 9:12;10:5;17:3; 42:22;58:8,20;63:13; 66:19 town (2) 60:23;88:1 track (1) 31:6 tracking (2) 88:8;89:8 Traditionally (1) 104:9 transcript (1) 5:17 transport (3) 93:23,25;94:10 travel (1) 63:6 treading (1) 62:7 tremendously (1) 45:13 trend (1) 70:8 trends (1) 102:2 trickled (1) 87:25 tricky (2) 15:15,16 tried (3) 78:18;94:17;107:15 trouble (1) 93:9 truck (4) 76:25;93:23,24; 94:10 true (3) 20:6;22:24;36:13 truly (1) 15:2 trust (1) 42:3	turn (3) 44:1;57:16;95:21 turnover (1) 50:14 turns (1) 95:20 twice (1) 104:23 two (19) 4:14;6:9,23;26:9,10; 32:21;44:13;59:24; 67:4,25;75:19;79:18; 81:25;84:2;88:13; 91:10;93:10,11;96:10 two-thirds (1) 27:3 type (3) 16:17;59:18;60:10 types (4) 16:7;61:2,3;92:20
T				U
TABLE (6) 3:1;28:8,13;41:11; 76:2;109:8				ultimate (1) 14:25 unable (1) 46:7 under (3) 42:6,9;84:8 underground (1) 7:12 underneath (1) 70:1 understandable (1) 30:19 unfortunate (1) 51:25 unfortunately (1) 57:6 un-funding (1) 45:25 University (1) 37:21 unknown (3) 18:17;22:13;42:20 unknowns (3) 17:17;18:16;22:18 unless (1) 33:18 up (61) 12:2,8,14,17;14:19; 15:13,19;17:10;21:6; 25:24;26:1;28:5,14;
TAD (4) 9:6,8,11,18				
tagging (2) 89:3,15				
takeoffs (1) 10:14				
talk (8) 19:23;35:20;43:7; 79:2,23,25;95:22,25				
talked (10) 7:20;12:20;17:7; 18:7;20:12;69:8;76:11; 86:2;87:19;94:12				
talking (15) 6:24;28:4;29:12,17; 32:20;33:20;57:2; 72:19,22;81:21;87:5,6; 93:14;100:19;109:24				
talks (2) 44:3;76:1				
tall (1) 31:23				
tax (1) 24:5				
taxed (1) 24:5				
taxing (1) 20:3				
taxpayers' (1) 23:1				
TAYLOR (81) 4:15,20;5:1,14,24; 6:5,8;12:8,12;14:16; 15:10;20:5,20;21:17; 22:16,20;30:23;31:10; 32:22;33:11,14;34:4,8; 36:8,16,20;39:7,13,22; 40:4;43:22;48:1,4,10; 49:6,12,15,18;50:14; 53:7;54:5;64:21;65:6, 16;66:4,9;67:15,19,24; 69:5,23;71:9,16;72:13; 75:10;82:12,18,23; 83:14;84:17;89:11,18;				

29:1;30:14,25;33:17; 44:22;45:8;48:18;51:5; 55:2;56:1,4;59:17; 62:8;66:21;68:19,23; 69:20;70:10,20,21; 72:16;73:23;75:20; 76:24;79:7;80:19;81:7, 8,20;83:21;84:7,19; 85:6,8;86:12,21;87:1, 2;88:12,14;89:6,12; 93:7;96:23;99:16; 106:7,8;111:19	verified (1) 95:4 versus (8) 15:2;44:4;45:21; 54:9;56:10;62:5;68:1,7 Veterans (1) 74:15 Vets (1) 77:13 Vietnam (1) 77:13 view (2) 95:23;111:22 viewed (1) 104:8 Vinson (1) 37:20 virtual (1) 79:15 vision (1) 41:19 visits (2) 85:4;86:20 vote (3) 26:7;27:3;102:22 voted (1) 23:19 voter (1) 23:19 voters (2) 24:9;34:20	80:13,13;83:25;84:1, 21;85:15,16 weekend (2) 46:23;47:15 weeks (2) 75:19;97:22 welcome (2) 34:10;74:3 weren't (2) 25:25;105:19 what's (8) 15:22;58:13;68:6; 87:5;88:5;105:25; 107:8;111:3 whenever (1) 13:6 whereas (2) 48:16;68:3 Whereupon (3) 5:3;6:12;112:3 whistles (1) 10:7 whole (6) 30:2;78:22;91:12; 93:15;102:25;110:11 who's (3) 73:18;77:20;82:6 WIC (1) 84:3 Wi-Fi (3) 80:6;90:15;92:7 Willems (1) 75:2 willing (1) 35:19 wintertime (1) 96:10 wireless (1) 79:13 wise (1) 18:15 without (9) 13:8;17:15;20:2; 25:1;27:2;33:8;34:2; 56:13;60:4 Wolf (2) 93:20,22 wonder (1) 94:1 wondered (1) 35:6 wonderful (10) 74:24;75:8,9;77:6, 17;78:1,1,9,9;83:2 wondering (1) 73:2 wood (2) 99:15,23 word (2) 70:9;99:21 wording (2) 102:14,20 words (1)	20:8 work (16) 10:3,4;13:5;15:8,21; 38:5;41:3;47:13;48:18; 75:3;78:16;82:3;86:4; 92:11;101:22;111:4 worked (2) 81:2;110:12 workers' (1) 59:17 working (9) 19:14;21:12;31:14; 37:20;42:25;43:2; 58:22;92:12;110:19 works (1) 85:25 workshops (2) 42:17;43:6 worst (1) 101:6 worth (6) 32:3,17;33:4,10; 35:17;43:24 Wright (2) 79:21;81:13 write (2) 91:7,11 wrote (1) 75:5	1,800 (1) 74:19 1.2 (1) 63:22 1.247 (1) 63:17 1.3 (1) 56:13 1.4 (2) 55:16;56:14 1.6 (1) 48:20 1.9 (4) 53:25;55:11,12; 62:18 10 (2) 70:11,12 10,000 (4) 29:18,20,23;62:15 10/28/2015 (1) 5:6 100 (5) 3:17;8:24;18:12; 26:1;53:23 100,000 (1) 7:10 102 (5) 3:18;12:2,17,18; 13:13 108 (5) 3:19,20;12:15,17; 13:2 11 (3) 83:19;85:4;86:19 11/18/15 (2) 3:7;5:12 111 (1) 3:21 12 (2) 60:7;67:6 120 (5) 25:23;44:17;82:9,18; 86:9 12-month (1) 21:19 14th (1) 75:23 15 (3) 50:25;70:11,12 15,000 (1) 45:5 15-66 (2) 3:5;5:5 15-72 (1) 5:11 15-73 (2) 3:3;4:7 15-74 (4) 3:11,15;74:4;90:10 15-75 (2) 3:13;84:16 15-76 (2) 3:14;90:11	
UPDATE (9) 3:8,18;6:16,20; 100:15,21;102:7,9; 108:16 upset (1) 85:12 upsized (1) 8:15 up-to-date (1) 107:5 USAGE (7) 3:13;62:9,10;84:16; 85:6,8,8 use (10) 9:16;33:22;62:1; 80:20,24;85:4,16; 87:18;110:9,16 used (10) 22:11;23:5;55:21; 61:6;68:11;80:25;83:4; 87:23;92:22;93:20 useful (1) 33:12 using (6) 14:1;17:14;19:20; 33:17;55:4;91:4 usually (3) 57:10;93:8;101:13 utilize (1) 31:4	W	wait (5) 38:10;40:16;41:7; 68:24;69:17 waiting (1) 83:11 walk (3) 85:24;87:11,12 wall (2) 8:9;29:8 wants (3) 23:20;26:3;36:8 Washington (1) 77:20 watch (1) 77:3 Waters (1) 37:13 way (15) 9:8;11:15;18:17; 26:4;30:4;32:15;52:5; 70:5;89:3,3;95:19; 98:24;103:19;110:15, 22 wealthy (1) 71:10 Wednesday (1) 78:13 week (11) 48:17,21;78:18,20;	Y	year (28) 20:9;37:7;41:23; 42:18;43:14;44:17,20; 45:2,12,22;47:23;50:8; 51:11;54:14,23;55:1,4, 11,14;58:5,8,20;64:9; 66:1,14;74:17;76:2,19 years (9) 27:9,17;51:21;55:21; 74:20;78:4;81:22; 96:10;106:25 year's (2) 45:20,20 yesterday (2) 96:12;97:23 yielded (1) 43:8 Youth (1) 84:8	Z
V	vacant (4) 45:7;48:3,4;50:10 vans (1) 85:1 various (1) 85:14 vehicle (1) 18:8 vehicles (5) 44:12,13,16,16; 56:19 vendor (5) 82:3;95:5;105:11,25; 106:2 vendors (1) 63:11 verbatim (1) 5:17	W	1	zero (1) 59:14 Zinio (1) 60:25	1 (5) 9:14,19;12:1,16;17:8

<p>15-77 (2) 3:12;74:8</p> <p>15-78 (2) 3:18;102:7</p> <p>16 (4) 46:1,11,16;48:1</p> <p>167 (2) 12:1,16</p> <p>16th (1) 4:4</p> <p>17 (6) 12:3;13:17,22;14:11; 26:24;46:1</p> <p>18 (1) 48:14</p> <p>18th (1) 5:16</p> <p>196,000 (1) 45:8</p> <p>196,465 (1) 44:22</p>	<p>48:21;51:9;52:18</p> <p>25 (6) 5:21;27:25;29:7; 52:15,17,18</p> <p>25,000 (2) 5:22;29:17</p> <p>25th (1) 15:5</p> <p>26 (2) 31:15;73:8</p> <p>27 (3) 46:16;52:20;66:20</p> <p>27,612,367 (1) 45:18</p> <p>275 (2) 12:16;16:20</p> <p>28 (2) 46:15;48:18</p> <p>28,614,771 (1) 45:16</p> <p>28th (2) 5:10,16</p> <p>29,35,467 (1) 44:6</p>	<p>40,000 (1) 30:15</p> <p>400,000 (1) 64:14</p> <p>41 (3) 3:10;11:7;18:6</p> <p>45,000 (2) 5:21;8:11</p>	<p>86:21</p> <p>80 (1) 48:23</p> <p>800 (1) 82:15</p> <p>84 (1) 3:13</p> <p>85 (13) 9:1;11:2;12:3;13:18; 23:23;24:7;26:14,20, 23;27:2;38:13;40:18; 82:16</p> <p>87 (2) 96:7;99:25</p>
2			9
<p>2 (3) 9:16;12:2;104:2</p> <p>2,330,958 (1) 53:24</p> <p>2.3 (1) 54:12</p> <p>2.6 (1) 58:1</p> <p>20 (6) 27:25;28:7,8;48:15; 50:25;92:21</p> <p>200 (2) 28:19;64:3</p> <p>200,650 (1) 14:6</p> <p>2007 (1) 37:24</p> <p>2008 (1) 53:4</p> <p>200-square-foot (1) 28:17</p> <p>2014 (1) 48:25</p> <p>2015 (14) 44:5,6,7,11,14,24; 45:15;46:8;53:25;54:9, 11,23;56:10,17</p> <p>2016 (20) 3:10;40:24;41:1; 44:3,4,8,14,24;45:6,17; 46:7,8;49:8;50:3; 53:25;54:8;55:12; 56:16,18;62:20</p> <p>20th (1) 71:18</p> <p>23 (5) 11:11,23;18:3;26:24; 63:22</p> <p>24 (3)</p>	<p style="text-align: center;">3</p> <p>3,000 (1) 62:15</p> <p>3:00 (2) 78:4,12</p> <p>30 (4) 27:16;49:10;50:13; 92:21</p> <p>300 (2) 8:22;28:20</p> <p>30th (2) 78:3,13</p> <p>33 (1) 106:20</p> <p>33,000 (1) 62:23</p> <p>34 (3) 3:9;72:11;87:17</p> <p>35 (8) 9:1,4,17;25:15,16; 26:16,17;30:15</p> <p>35,000 (1) 29:16</p> <p>3D (5) 90:21,24;91:4,7,10</p>	<p>566,000,000 (1) 56:2</p> <p>567 (1) 109:13</p>	<p>90 (4) 3:14,15;46:14;48:23</p> <p>96 (2) 3:16;77:21</p>
	4		
	<p>4 (7) 3:3,4;17:8,14,18; 33:21;45:20</p> <p>4:00 (1) 4:5</p> <p>4:26 (1) 4:1</p> <p>40 (2) 48:17;92:21</p>	<p style="text-align: center;">5</p> <p>5 (5) 3:5;9:10,18;76:16; 102:16</p> <p>5,000 (2) 100:5,8</p> <p>50 (5) 24:12,15;25:17,18, 25</p> <p>50,000 (8) 8:1,3,13,16;9:2,3,24; 29:13</p> <p>50-million-dollar (1) 23:22</p> <p>6 (2) 3:8;13:11</p> <p>6:22 (1) 112:5</p> <p>60 (2) 11:14,18</p> <p>66 (2) 31:15,16</p> <p>67 (1) 14:11</p>	
		6	
			7
		<p>7,500 (1) 62:15</p> <p>70 (4) 8:5,11;27:16;29:5</p> <p>70/30 (1) 27:16</p> <p>71 (1) 17:11</p> <p>72 (1) 51:23</p> <p>74 (2) 3:11,12</p> <p>75 (4) 29:5;106:21,25; 107:6</p>	
		8	
			8 (1)

Fulton County Library System

Director's Report

Gayle H. Holloman, Interim Library Director

January 21, 2016

Summary of December Activities

December was a busy month. The Branch Group Managers and other managers worked diligently to fill 36 vacant positions (4 Librarian Senior, 14 Librarian I and 18 Library Associate positions). Twenty six of them were promotions for Library System staff. Staff members all around the System observed and celebrated Hanukkah, Christmas and Kwanzaa with programs, events and displays.

Auburn Avenue Research Library (AARL)

During the month of December the Auburn Avenue Research Library (AARL) staff members were engaged in a variety of activities including providing public service to patrons in-house, by telephone and via email. Staff members and volunteers were also engaged in various collection processing and maintenance activities including processing and cataloging of new materials, shelf reading and inventory; shelving book and non-book materials into the research collections, and facilitating a diverse mix of programs and events that promoted the AARL's mission, including the Research Library's annual Kwanzaa observance program held each year on December 30th.

AARL Renovation and Expansion Project:

AARL administrative and managerial staff attended scheduled AV Technology (12/7) and Transition meetings (12/4 and 12/11) with Project Team Manager, Evan Jahn, held at the Central Library. Topics of discussion included project timeline dates for the AARL's content for storyboards, content development and network infrastructure, furniture, shelving, security, staff training and division move-in schedules and activities.

On Monday, December 7th, the AARL staff members were provided a tour of the, still under construction/renovation, facility. Facilitated by Project Manager, Evan Jahn, the staff walked through all floors of the facility and received an overview of the changes and enhancements on each floor.

On December 11th, AARL staff members, along with the Director of Libraries, Arts & Culture, met with Community advocates and members of the AARL Friends Group to discuss and recommend various "naming" spaces within the library. A naming committee was formed and convened to discuss the proposed interior locations that might be dedicated in honor of former AARL Administrator, Francine I. Henderson. Recommendations were voted upon and forwarded to Gayle H. Holloman, Director of Libraries, Arts & Culture, for review and consideration.

Staffing

On December 16, 2015, the AARL welcomed two new staff members, Ms. Laura E. Adams and Mr. Frederick C. Cox, Ms. Adams will serve as the new Cataloger/Librarian and Mr. Cox will serve as the Reference/Outreach Librarian. An archivist has been hired and will start work in January 2016.

Staff Accomplishments/Training

On December 30th, Interim Research Library Administrator, Sharon E. Robinson received a Certificate of Gratitude from Alvin Ailey Ambassadors of Atlanta, Mr. Keith Hill and Ms. Tonya Cook, recognizing Ms. Robinson's leadership and support for the Alvin Ailey American Dance Theater.

Programs / Events

The Auburn Avenue Research Library and Central Library, in partnership with the Office of Atlanta City Councilmember Kwanza Hall, presented its annual Kwanzaa observance program on December 30th. The program featured the All Sistah Dance, Percussion and Vocal Ensemble, GIWAYEN MATA. Celebrating Nia, the 5th principle, the event included a communal libation and candle-lighting ceremony facilitated by educator and community activist, Mr. Chike Akua. The event was viewed by nearly 650 people in the auditorium and in the overflow space located on the first floor of the Central Library.

Public Service / Service Enhancement

A researcher visiting from Washington, DC spent the afternoon in the Archives Division researching Larry Neal, an associate of Amiri Baraka (Komozo Woodard/Amiri Baraka Collection). [December 8, 2015]

A researcher visiting from Northumbria University, United Kingdom visited the Archives Division researching President Jimmy Carter Administration (Andrew Young Papers). [December 10, 2015]

Researchers visiting from the Department of Sociology, College of Charleston, Charleston, South Carolina, visited the Archives Division. Their research focused on the 1969 Charleston Hospital Workers Strike (Andrew Young Papers). [December 16, 2015]

The Reference and Research Division received a telephone call from a researcher requesting the availability of a specific book within the collection. The researcher later arrived stating that, as a librarian at the Richard B. Russell Federal Building, Harriette Pipes McAdoo's book, *Black Families*. 2d ed. Newbury Park, California: Sage Publications, c1988 (Call Number: WR 305.896 BLACK), is being referenced in a court case. The requested pages photocopied included the title and verso pages, the contents page, and the first page of the preface. [December 23, 2015]

A few news articles were emailed to a caller interested in Joseph Deighton Gibson, Jr. (1920-2000). One of the articles was written by Mrs. Alice H. Washington, former member of the Library Board of Trustees, "Jockey Jack Returns to Local Scene," *Atlanta Daily World* (July 16, 1954): 1. The researcher was preparing for a Dr. Martin Luther King, Jr. holiday celebration to

honor radio personality, Tom Joyner. The obituary, (“Radio Pioneer DJ ‘Jack the Rapper Dies,” *Pittsburgh Courier* (Feb. 19, 2000): 1) was also included. The researcher wrote back, “This information will definitely be used.” Because one of the queries was about interviews with Dr. King, referral was made to the King Center Library and Archives. Mr. Gibson’s tenure at WERD Radio predates the Archival collections.

For a researcher helping someone else, calling about a remarkable performer (who lived 1864-1927), journal and news articles were provided in person, including an image of a sculpture by Ai Qiu Hopen in Blind Boone Park, Warrensburg, Missouri. Melissa Fuell, *Blind Boone: His Early Life and His Achievements . . .* (1915, Archives B BOONE) and Ann Sears, “John William “Blind” Boone, Pianist-Composer: ‘Merit, Not Sympathy Wins,’” *Black Music Research Journal* v. 9, no.2 (Autumn 1989): 225-247 (JSTOR) were also offered.

A caller inquired about Dr. Martin Luther King, Jr.’s travels to Texas. Articles were provided regarding his presence in Houston in 1963 and in Dallas in 1966. Encouragement was given to inquire of in-state libraries about their holdings since the Texas black press would have the best reports. (Also, *The Forward Times*, Houston, 1960-1968 will be searched for relevant headlines this month.) Due to her additional interest in Dr. King and the White Citizen’s Council, the caller was given the contact information for the King Center Library and Archives and the Atlanta University Centers’ Woodruff Library Archives for the Morehouse College Martin Luther King, Jr. Collection.

Data and Statistics

Patron/Visitor Count – Month of November - 687

Archives Division - 3

Program Division - 650

Reference & Research Division - 34

Volunteer Hours

- Number of Volunteers –11
- Total Hours Worked – 106 hours 6 minutes

AARL Website Statistics Report (AARL Google Analytics account maintained by Fulton County IT)

- The AARL homepage was viewed 1,095 times

Branch Services

Along with system wide programming focusing on job readiness, chess, yoga, Tai Chi, ESL, sewing, chess, quilting and scrapbooking, many of the libraries offered special holiday programs.

Numerous patrons left positive feedback about their experiences at our libraries. Some examples are listed below:

- Bianca M.: “The library has made my life better because I am in recovery. Downtime can be dangerous. The library gives me a positive outlet vs. a negative one.” Peachtree

Library

- Susie Z.: “I learn English by reading books from the library. I learned about American culture in books. I have taken chess classes. I took part in the hero stories series. Thank you for letting me spend much happy time here.” Sandy Springs Library
- C. Lindsay: “If I don’t have an unread library book, I develop a deep sense of insecurity. Thanks for providing the books to make me feel secure.” Alpharetta Library
- Marion B.: “The new libraries are phenomenal. So far I have visited the Wolf Creek, Palmetto, Metropolitan, and Alpharetta libraries and I hope to visit them all. Thank you for these beautiful new facilities!” Wolf Creek Library

Branch Services focused on filling vacancies so that our branches can be better staffed and improve customer service for our patrons. We will continue to focus on this in January.

The Milton Library now has an Astronomy Club with 35 adult participants. This month they discussed the birth of a star and they also are working to set up an Astronomy Club for children.

The Metropolitan Library’s staff focused on signing up participants for their upcoming StoryCorps Atlanta recording sessions where they will record community members’ historical accounts. Recently, a couple, who were married in the Capitol View Baptist Church, visited the library, which now stands in the same spot as the former church. They viewed the Virtual Book and were asked to participate in the StoryCorps project.

The Palmetto Library patrons and staff enjoyed its one year anniversary celebration. The Friends of the Palmetto Library handed out treat bags and Palmetto Mayor J. Clark Boddie read *The Night before Christmas* to children from local daycare centers as part of the celebration. A great time was had by all who attended.

The Friends of the Northwest Library held their first book sale in December along with a silent auction. On the same day, True Colors Theatre Company held its 1st annual Holiday Helpers event where kids of all ages participated in holiday singalongs and storytelling.

The Mechanicsville Library staff hosted a toy giveaway in partnership with Flame, Inc., a nonprofit organization for disadvantaged children and families.

The Branch Services administrators are focusing on the hiring of additional staff and also on the planning for the opening of the Best Buy Teen Tech Center.

Building Program

We are anxiously awaiting the completion of the new Southeast Library and planning for the closing of the Carver, Georgia-Hill and Thomasville libraries in preparation for their move to that new library. The AARL is on pace to open in late first quarter or early second quarter. The South Fulton Library’s renovation project is underway with a planned fall opening.

Plans are being formulated with regard to Phase II of the building program. The older library buildings are under assessment with regard to their renovation needs. A report is expected

within the next month or so about the study, along with other county buildings under review and inspection.

Central Library

Adult Programming

On December 17th Ms. Monica Foderingham, Interim Librarian Senior (Metropolitan Library), hosted the Atlanta Homeward Choir, a group of homeless men from the Central Night Shelter, for a holiday concert at the Central Library. Donal Noonan, the Choir Director, said, “There is a great deal of buzz surrounding this event because this was to be their last performance before their highly anticipated invitation to perform at the White House.” There were 75 library patrons in attendance and the inspirational group treated them to a lively performance. Among the attendees was a group of students from Coastal Carolina University who were spending the week at the shelter, and they cheered loudly for the men. In Donal Noonan’s introduction to the audience, he mentioned the importance of the Central Library to the choir members. He mentioned one man who is always seen with a library book in hand, and said, “That these were some of the most educated homeless men around, thanks to the library.”

Central Steppers Walking Club, which is co-sponsored by WalkGeorgia.org and the library, will begin in January. The program will offer the community healthy life choices that focus on both physical and educational resources. Many books, videos, and on-line tools will also be discussed at each event.

Now that the auditorium will be open for the 2016 year, there will be Friday movies shown to get more local participation from the visitors that come to the library. In January the theme will be Football in celebration of the upcoming 50th Super Bowl. After each program, books that feature football or the theme of the movie series will be ready for check out on a special cart for the program.

Central will also provide “Get out of Debt in Nine Years or Less” workshops to show every day tools to participants that will help all financial situations. This will be presented by CoffeUSA. Books related to debt relief, will be available after the program is completed.

Outreach

This month the Outreach Department along with staff members from Central and the branches participated in the 335th Signal Command Holiday celebration held at Atlanta Metropolitan College on December 6th. There were more than 200 military service personnel and their families in attendance from all over the metro Atlanta area.

On December 11th Heather Staniszewski, Manager of Volunteer Services and Evette Bridges, Circulation and Outreach Manager, participated in a library card drive and information session that was held at the Babies Can’t Wait holiday celebration which helps families that have developmentally delayed children in the Atlanta area.

One December 8th Ms. Bridges went to Atlanta Technical College for a GED student and teacher library card drive. At this event, more than 30 new cards and card renewals took place along with

information about the Central Library's GED program and eCampus tools for students and educators.

Youth Services

The Youth Services Department Manager, Michelle Bennett, was invited to the Atlanta Citizens Review Board's "Holiday and Recognition Ceremony." A certificate was presented to the Youth Services Manager at the ceremony to recognize the Atlanta-Fulton Public Library System as a community partner. The honor was presented for several programs that were organized and implemented by the Library and the Atlanta Citizens Review Board. The ceremony was held at Atlanta's City Hall.

The Library System will once again participate with the *Reading with Ringling Brothers'* reading incentive program. Preparation of materials was made for branch distribution of promotional materials. In addition, arrangements were made for clown visits to some branches.

Children's Services

Children participated in storytime with McGruff the Crime Dog. While the Children's Librarian read stories about staying safe, McGruff, the Crime Dog, showed up and talked to children about stranger danger, bullying, emergencies and calling 911.

Children participated in a jewelry making workshop where they learned about tools needed, where to purchase materials, how to design a piece of jewelry and how to find inspiration. Participants made earrings. A Georgia State University student volunteer also assisted with this program.

A family holiday dance performance was held in the auditorium to kick-off the holiday season in the department. The dancers performed to holiday music and showcased a variety of dance moves.

Children attended a department program where they listened to stories about snow and participated in a snowman craft. Children from Northwest Learning Center in Decatur and the Atlanta Federal Center in Atlanta attended the program.

Teen Services

Teens participated in self-guided and face to face programming. The two most interesting programs were "Real Talk with a Cop," and "A Mind Craft: Creating a Vision Board for Teens."

A group from CHRIS Kids participated in the "I Want My License" program at the library. In that program teens learned about the Georgia Driver's Test resource available through eCampus.

Fulton County's Officer Pittman presented President Obama's "My Brother's Keeper Initiative." Teens had the opportunity to learn about their rights as citizens and were able to ask the police officer questions they always wanted to know the answer to, in an intimate setting.

A group of ten exceptional needs children from TriCities High School visited the Teen Center for independent reading time and computer usage.

Learning and Career Center

GED

GED classes continued unabated during the month of December. There were 46 unduplicated students who attended 28 class sessions with 210 visits. It must be noted that the class sessions are conducted by teachers from the Atlanta Public Schools' Adult Education Program in partnership with the Library System.

Relative to GED testing, 31 test-takers tested in December, 2015. Eight testing sessions were conducted with a total of 45 individual tests administered. Though only three students passed the test, the new test designed by the American Council of Education stresses critical thinking skills. In today's complex job market, businesses require entry-level workers who possess greater knowledge and skills than in previous times. Overall, the low passing rate is a national issue and not a departmental issue.

Training, Computer Usage & Literacy

After losing her job two years ago, a patron needed a resume for her impending interview. Unfortunately, she did not know how to create one. The Learning & Career Center's ongoing one-on-one computer assistance came to her rescue. In about forty minutes, staff assisted her to prepare her resume, tailor-made to her profession. She called later in the evening to thank staff for the assistance and confirmed that she had been hired.

With the surge of hiring all over the city due to the holiday shopping season, patrons were coming into the Learning & Career Center daily to seek one-on-one help in preparing various kinds of resumes and filling out job applications online. Despite the staff shortage, staff members have been assisting patrons more than ever in computer assisted instruction including reading and writing.

Interlibrary Loan (ILL)

Interlibrary Loan staff handled 304 items in December 2015. They loaned 114 of Library materials to other lending institutions. They received 119 items requested by library patrons and requested 71 items for new ILL requests by library patrons.

Reference, Virtual Reference and Special Collections

A railroad enthusiast in New York City asked Reference Line to find the date that the Brookwood Station (then known as Peachtree Station) opened in 1918. A librarian found the document below that gave the exact date and time of the opening.

"Placed into service at one minute after midnight on March 17, 1918, the Brookwood Station was designed to complement the beautiful suburban residential section in which it was originally built." <http://focus.nps.gov/pdfhost/docs/NRHP/Text/76000628.pdf>

A patron came to the desk to get help with acquiring certified copies of a birth certificate from the Virginia Department of Health. He needed to get the document as soon as possible in order to secure important benefits, so a librarian helped him complete the transaction and expedite

delivery. He was very happy and grateful to get that done and thanked the librarian heartily, which was gratifying to the librarian.

Ms. Kathy Piselli, the Reference Department's Government Documents Librarian, added government website updates on the Ivan Allen, Jr. Reference Department's page. New documents profiled included were: a history of The Civil War on the Atlantic Coast; the role played by emancipated slaves; the artwork of Mars photography; a guide to iconic Route 66; best practices for those who provide shelter to their communities during disasters; and a handbook for long-distance caregivers.

Special Collections staff will join in a partnership with both Emory University and Georgia State University's Special Collections to digitize the city directories. They will loan several missing volumes of their city directories to Emory's Special Collections for scanning. The end result will be: a) all city directories will be available online and b) those directories will also be geo-mapped so patrons and researchers can see actual locations.

The Manager of Special Collections was introduced via one of the Friends of the Library to an Atlanta lady who knew Margaret Mitchell. The lady was unable to stay at the moment but plans to come back to see the display and talk more about the author.

The following programs were held this month by the Special Collections staff: *Gone with the Wind* (GWTW) tour for six people and the GWTW premiere anniversary movie showing was held for the 2nd annual time on December 14th with seven people in attendance.

Exhibits and Displays

The *Sacrifice and Service: Military History Quilt Exhibition*, curated by Ms. Teresa R. Kemp, stayed up through December 11th, in the Lower Level Gallery. A fairly large number of people visited this exhibit, as 143 people signed the gallery's guest book.

The current art exhibit, entitled *King-Rogers, Mixed Media Experience*, was installed on December 12th, and will stay up through January 29th, 2016. In the exhibit, artists Gerry King and Maceo Rogers collaborated on a series of mixed media works of art featuring watercolor, pastel, dirt, acrylic and charcoal. The artists depict an array of subject matters that capture past experiences of growing up in small southern town USA. Many of the art works exhibited by artist, Gerry King can be seen in his celebrated book, *The Paper Route*. In the book, Mr. King "beautifully illustrates his memories in paintings of his native New Bern, North Carolina in the 1970's era that he recalled as a teen paperboy."

The opening reception for the exhibit took place on Thursday, December 20th from 5:00-7:00 p.m. and was attended by 21 people. Artists, Gerry King and Maceo Rogers met with guests and discussed their techniques and art practices represented in their art works on display. Guests enjoyed an array of light refreshments provided by the General Collections staff and the artists. Volunteer, Shirley Favors, acted as co-hostess, coordinating and setting up the refreshment table.

The art exhibit wall in the Ivan Allen Jr. Department featured artist, Vanessa Lopez Pavonini in honor of Hispanic Heritage Month was taken down in mid-December. On December 17th Ms.

Chera Baugh, Library Associate, installed a new acrylic and watercolor exhibit by a graphic artist named Allen London. He has been a patron at the Central Library for a number of years.

Mr. Arthur Ratliff, a State Farm Insurance Agent who owns an agency in Decatur, Georgia, has become a supporter/donor for the Central Library's Art Gallery exhibition programs. Mr. Ratliff is a photographer who has exhibited in the gallery program's Atlanta Celebrates Photography Exhibits in the past. Three times Mr. Ratliff has purchased replacement track light bulbs for the gallery that are used when track lights are burned out and work requests to replace the bulbs have not been completed in time for art receptions.

Recently, Mr. Ratliff also graciously agreed to purchase art supplies to be given to the school students entered in Congressman John Lewis's Annual Fifth Congressional District Art Competition and Exhibition to be held in the Central Library Art Gallery in May 2016.

Poetic Voices - Poetry of the Muslim World: The Poetic Voices of the Muslim World exhibit was taken down on December 30th. The final report for the Poetic Voices grant is in progress.

Native Voices - Native Peoples' Concepts of Health and Illness: In October Special Collections staff began working on an application to the American Library Association to host a travelling exhibit, *Native Voices - Native Peoples' Concepts of Health and Illness*. The exhibit was developed by the National Library of Medicine and will be touring from the spring of 2016 thru the summer of 2020. The Native Voices application was submitted on December 5th with a proposal to present five programs in conjunction with the exhibit. On December 15th, 2015, notification was received that AFPLS had been selected to host the Native Voices exhibit. The exhibit will arrive at Central from the Trinity College of Nursing, Rock, Island, Illinois by August 16th, 2017 and will be picked up for delivery to Troy University, in Alabama, on September 27th. AFPLS is the only location in Georgia to be selected to host the exhibit.

Projects

On December 14th 30 assistive technology keyboards (Keys U See Large Print Keyboard) were distributed to branch locations. The State of Georgia's Atlanta Metropolitan Library for Accessible Services, (AMLAS) gifted the keyboards to the Library System. Ms. Linda Jordan, the Library's Disability Compliance Liaison, coordinated with Ms. Quanda Pye, in the Finance Department, to have the keyboards inventoried and to have the keyboards delivered to branches.

Preparation was made in the adult learning collection with high interest and low vocabulary books in special areas for their use. Materials in both print and non-print are also available in a wide range of subjects: spelling, reading comprehension, coping skills and phonics, just to name a few. All of these materials are intended to enhance the learner's ability to perform better in their daily lives. Additionally, staff created a shelf area specially assigned for Spanish-Language materials. The quest for Spanish-Language resources continues to grow and this was another way of making finding Spanish items easier for patrons.

Facility Concerns

The Adams Park Library was briefly closed due to problems with the HVAC. We are happy to report that both the Adams Park and Northeast libraries now have spot heat pumps which are helping to keep the interior temperatures at comfortable levels.

Upcoming Events

We are jumping into 2016 with the arrival of the VITA and AARP tax volunteers. They provide a wonderful service for our patrons. Schedules will soon be out so patrons will be able to plan their visits to get assistance with their tax form preparations.

Public Relations & Marketing

The Library Building Program continued to garner excellent publicity in many of the publications' end-of-year "round ups" including the December 29 issue of the *North Fulton Neighbor* newspaper in "2015 Was a Year of Fresh Starts in North Fulton"; a cover article featuring a photograph of the new East Roswell Library in the December 31 issue of the *Alpharetta-Roswell Herald* and related article; and the January 4 issue of the *North Fulton Neighbor* went against trend and instead of naming a person as "Newsmaker of the Year" they named the North Fulton region of the Atlanta-Fulton Public Library System for this prestigious honor: "Newsmaker of the Year: Library System Adds Three New Branches in North Fulton."

The December 9 issue of the *Atlanta Journal-Constitution* ran in its "County By County" section a photo blurb about the Milner Award for Children's Literature, "Children Pick Favorite Author." Coverage of the Milner Award also ran in the December 16 issue of the *South Fulton Neighbor* and in the January 6 issue of the *Northside Neighbor* newspapers.

The December 21 issue of *Library Hotline* newsletter ran, in its "Branching Out" section, information about the Atlanta-Fulton Public Library System's opening of the new Northwest Library at Scotts Crossing and the Metropolitan Library. A photo ran of the new Metropolitan Library in the article, as well as information about the LEED certifications that the Library System is seeking for each new building.

WABE FM 90.1 asked Atlanta-Fulton Public Library System to select a children's librarian to name his or her book recommendation for its Page-Turner's series. East Atlanta Librarian, Oscar Gittemeier was chosen and selected Walter Dean Meyer's *Monster*. The segment aired on December 22.

The December 24 issue of the *North Fulton Neighbor* newspaper ran the article, "Branch Out with North Fulton Library Programs in the New Year," with a round-up of some of the great programs and events in the North Fulton locations.

The December 24 issue of the *Dunwoody Reporter* newspaper ran an article and photograph of artist Marti Griffin in its "Out and About" section, "Griffin's Animal Portraits Showcased in Sandy Springs," featured information about the Sandy Springs Library's exhibition of her work.

The obituary for Joseph Ledlie ran in the December 29 issue of the *Atlanta Journal-Constitution*. Ledlie was a past member of the Atlanta-Fulton Public Library Foundation.

The January issue of *North Fulton Family Life* featured a full page of events at the Alpharetta, Milton, Northeast/Spruill Oaks, Ocee, Roswell and East Roswell Branches.

The January issue of *Atlanta Parent* featured a round-up of Dr. Martin Luther King Jr. Day events, and included programs at four of our branches.

Atlanta Journal-Constitution's Metro Section continued to feature a variety of programs and events at many of our library locations. Highlights during the month include:

- "Kwanzaa Celebration: Musical Performance with Giwayen Mata," Central Library, December 29.
- "Surviving on a Limited Budget," East Point Branch, December 31.
- "English Conversation Class for All Levels," Alpharetta Branch, January 5.
- "Ringling Brothers Clown Performance," Northeast/Spruill Oaks Branch, January 6.

SOCIAL MEDIA STATS – DECEMBER 2015

FACEBOOK:	Total Posts	39
	Post Likes	76
	Comments	5
	Post Shares	6
	Total Fans	3236
TWITTER:	Total Posts	28
	Mentions	97
	Retweets	29
	Favorites	23
	Followers	530
BLOG:	New Posts	1
	Post Views	28
	YTD posts	19
	YTD post views	2750

Technology Concerns

Library patrons continued to complain about Wi-Fi access. Library administration staff members continue to hold regular meetings with Fulton County IT staff. Fulton County IT staff has almost finished the migration of the branches from the PC Reservation to the Comprise software. It seems that most of the glitches have been ironed out. We have also experienced problems with accessing Google, Gmail and Google Drive.

We are anxiously awaiting the arrival of our replacement computers which are on order.

Volunteer Services

General Overview: The Office of Volunteer Services recorded 5,671 hours performed at 33 locations, including six departments at Central, by 509 volunteers; and 71 were new volunteers to the System. Sixteen branches and 12 Friends' groups increased the number of hours served

since the previous month. This year's totals were a record breaking 2,387 volunteers who served 68,868 hours.

Our top three volunteers included our long term volunteer at Dogwood, the Friends of the Alpharetta Library's president and a new volunteer at Northside. Our top three new volunteers served between 39-81 hours each at Northside and Sandy Springs. Several branches supported orientations and trainings for new volunteers even with the holiday closures, including Ocee with 15, Alpharetta with seven and both Auburn Avenue Research Library and Buckhead with six. The Alvin Ailey Ambassadors, the Friends of the Auburn Avenue Research Library and volunteer services staff members assisted with the annual Kwanzaa event by directing guests and creating and distributing food and refreshment bags.

The Friends of the Ponce Library held a successful book sale raising \$900 and 15 new memberships. The Friends of the Auburn Avenue Research Library held a successful two day sale at Central and worked on weeding their collection to prepare for moving. The Friends of the Alpharetta Library have seen a dramatic decrease in sales, so for their December sale on the porch they creatively set up banned books, coffee table books, holiday books and calendars. The Friends of the East Atlanta Library also separated out holiday books for their sale and included baked goods. The Friends of the Northside Library and the Friends of the Northwest Branch at Scotts Crossing also held book sales at the end of the month to help with gift buying while making room for new books. The Friends of the Northeast/Spruill Oaks Library closed out the year by sponsoring a mini Comic-Con/DragonCon costume party.

Our final Friends Council Meeting for the year brought together 16 members from Alpharetta, Auburn Avenue Research Library, Central, Dogwood, East Roswell, Milton, Northeast/Spruill Oaks, Northside, Ponce, Roswell, South Fulton and Southwest, including three members joining us by conference call. Members from the Board of Trustees and the Library Foundation presented updates and information about the strategic plan. Several Friends groups agreed to collaborate with the Foundation to share a donation request. The new Friends of the Southwest Library were grateful to learn best practices and ideas, so they can increase their membership and impact. Book sale signage and school partnerships were discussed as solutions to decreased book sales. The Friends of the Roswell Library spoke at their local budget meeting and were grateful for all of the updates made to the grounds around their library.

We secured individual applications for members of groups, such as the Junior League of Atlanta, who have been serving at multiple locations, but were not being tracked. New volunteer sign in sheets and fax cover sheets were mailed to all branches to ensure paperwork consistency and letters were sent to volunteers with incorrect email and phone numbers on file. The volunteer services manager met with the Friends of the Alpharetta Library to review their book store concerns, the Friends of the Ponce Library at their sale and the Friends of the South Fulton Library for their annual meeting to share updates about the Library System. Meetings were also held with the Kirkwood branch manager regarding Friends donations and volunteer policies were shared with new volunteer liaisons at Peachtree and Roswell. The volunteer services manager presented and networked with area library administrators and MLIS students at the Atlanta Emerging Librarians meeting and represented the Library System at the annual Council of

Volunteer Administrators' service project with Clark Howard in collaboration with five area nonprofits. Staff also attended training for Spelman College's volunteer software program.

Books for Babies program materials were distributed to 118 families this month through our outreach events, youth services librarians and a social worker at Grady Hospital. Our administrative assistant assisted with Books for Babies distribution at the 335th Signal Command Army Reserves' holiday party and shared volunteer information with hundreds of military families and personnel. Friends groups from six branches donated over 150 children's books to be distributed to children of all ages at the Books for Babies outreach event with Fulton County's Babies Can't Wait program. Volunteer services staff screened and placed 27 teenagers, 18 adults and 13 court-required volunteers. Staff also assisted 1 group, completed 15 volunteer letters to verify service hours and assisted 8 community members with finding alternative community service locations.

Youth Services (Systemwide)

The libraries started the holiday season with an array of programs for Hanukkah, Christmas and Kwanzaa. The programs included seasonal readings, displays, toy drives, book sales and crafts.

Staff also continued with regular efforts to provide opportunities for self-help and life-long learning with classes on resume writing, GED, healthy eating and book club meetings.

Branch Services also recognizes and supports literature through the Georgia Peach Book Awards for Teen Readers and the Helen Ruffin Reading Bowl, as we encourage reading throughout the Library System.

DEPARTMENT OF LIBRARY ARTS AND CULTURE
MONTHLY FINANCIAL REPORT - TOTAL LIBRARY

AS OF DECEMBER 31, 2015

Doc. #16-04

SERVICE	2015 BUDGET	2015 DECEMBER	2015 YTD	2015 YTD	2015 YTD	BUDGET
DESCRIPTION	AMOUNT	EXPENDITURES	EXPENDITURES	COMMITTED	% COMMITTED	BALANCE
REG SALARY	14,975,101	927,342	11,860,127	11,860,127	79%	3,114,974
PART TIME SALARY	1,614,473	89,598	894,241	894,241	55%	720,232
BENEFITS	7,481,455	860,571	6,416,489	6,416,489	86%	1,064,966
BOOKS	2,383,128	679,171	2,349,355	2,349,355	99%	33,773
OFFICE EQUIP. REPAIR	59,587	335	59,527	59,527	100%	60
EQUIPMENT	2,977	1,136	2,976	2,976	100%	1
OFFICE FURNITURE	75,593	12,876	75,202	75,202	99%	391
PROFESSIONAL SERV	46,116	6,098	45,282	45,282	98%	834
COPIER MACHINE LEASE	197,076	19,241	197,074	197,074	100%	2
COPIER PAPER	21,183	413	19,680	19,680	93%	1,503
SUPPLIES	189,246	58,028	187,938	187,938	99%	1,308
SOFTWARE MAINTENANCE	194,232	42,753	193,899	193,899	100%	333
BUILDING RENT	394,556	78,806	387,823	387,823	98%	6,733
OTHER SERVICES	221,543	74,093	214,133	214,133	97%	7,410
SECURITY SERVICES	258,256	53,522	243,375	243,375	94%	14,881
TRANSFER OUT CAPITAL PROJ	126,460	6,460	126,460	126,460	100%	-
TRAVEL	975	-	975	975	100%	-
TRAINING	241	-	-	-	0%	241
VEHICLE MAINTENANCE	12,567	396	993	993	8%	11,574
GENERAL INSURANCE	759,530	-	759,530	759,530	100%	-
TOTAL	29,014,295	2,910,838	24,035,079	24,035,079	83%	4,979,216

DEPARTMENT OF LIBRARY ARTS AND CULTURE
MONTHLY FINANCIAL REPORT - BY ORG TYPE

AS OF DECEMBER 31, 2015

ORGANIZATION	SERVICE	2015 BUDGET	2015 DECEMBER	2015 YTD	2015 YTD	2015 YTD	BUDGET
TYPE	DESCRIPTION	AMOUNT	EXPENDITURES	EXPENDITURES	COMMITTED	% COMMITTED	BALANCE
PUBLIC SERVICE OPERATIONS	REG SALARY	12,816,496	785,954	10,002,619	10,002,619	78%	2,813,877
	PART TIME SALARY	1,614,473	89,598	894,241	894,241	55%	720,232
	BENEFITS	6,390,166	733,388	5,446,677	5,446,677	85%	943,489
	BOOKS	2,383,128	679,171	2,349,355	2,349,355	99%	33,773
	OFFICE EQUIP. REPAIR	57,502	-	57,501	57,501	100%	1
	OFFICE FURNITURE	72,997	12,876	72,607	72,607	99%	391
	PROFESSIONAL SERV	34,860	4,924	34,026	34,026	98%	834
	COPIER MACHINE LEASE	170,862	17,724	170,861	170,861	100%	1
	COPIER PAPER	21,120	413	19,680	19,680	93%	1,440
	SUPPLIES	111,494	42,707	111,430	111,430	100%	64
	BUILDING RENT	394,556	78,806	387,823	387,823	98%	6,733
	OTHER SERVICES	125,858	55,285	122,413	122,413	97%	3,445
	SECURITY SERVICES	258,256	53,522	243,375	243,375	94%	14,881
	TRANSFER OUT CAPITAL PROJ	120,000	-	120,000	120,000	100%	-
	TRAINING	91	-	-	-	0%	91
	GENERAL INSURANCE	575,035	-	575,035	575,035	100%	-
Total		25,146,894	2,554,367	20,607,642	20,607,642	82%	4,539,252

DEPARTMENT OF LIBRARY ARTS AND CULTURE
MONTHLY FINANCIAL REPORT - BY ORG TYPE

AS OF DECEMBER 31, 2015

ORGANIZATION	SERVICE	2015 BUDGET	2015 DECEMBER	2015 YTD	2015 YTD	2015 YTD	BUDGET
TYPE	DESCRIPTION	AMOUNT	EXPENDITURES	EXPENDITURES	COMMITTED	% COMMITTED	BALANCE
SUPPORT SERVICES	REG SALARY	2,158,605	141,388	1,857,508	1,857,508	86%	301,097
	BENEFITS	1,091,289	127,183	969,812	969,812	89%	121,477
	OFFICE EQUIP. REPAIR	2,085	335	2,026	2,026	97%	59
	EQUIPMENT	2,977	1,136	2,976	2,976	100%	1
	OFFICE FURNITURE	2,596	-	2,596	2,596	100%	0
	PROFESSIONAL SERV	11,256	1,174	11,256	11,256	100%	0
	COPIER MACHINE LEASE	26,214	1,517	26,213	26,213	100%	1
	COPIER PAPER	63	-	-	-	0%	63
	SUPPLIES	77,752	15,321	76,508	76,508	98%	1,244
	SOFTWARE MAINTENANCE	194,232	42,753	193,899	193,899	100%	333
	OTHER SERVICES	95,685	18,808	91,720	91,720	96%	3,965
	TRANSFER OUT CAPITAL PROJ	6,460	6,460	6,460	6,460	100%	-
	TRAVEL	975	-	975	975	100%	-
	TRAINING	150	-	-	-	0%	150
	VEHICLE MAINTENANCE	12,567	396	993	993	8%	11,574
	GENERAL INSURANCE	184,495	-	184,495	184,495	100%	-
Total		3,867,401	356,471	3,427,436	3,427,436	89%	439,965

Atlanta-Fulton Public Library System - December 2015

Activity and Description		2015		2014		% Difference	
		December	YTD	December	YTD	Monthly	YTD
System Overview	Collection Size						
	Items the library owns	2,501,349		2,356,802		6%	
	Total Cardholders						
	Library accounts registered in our system	542,387		484,147		12%	
	New Cardholders						
	First time registration of a patron	3,411	55,058	2,776	43,382	23%	27%
	Renewing Cardholders						
	Current patrons renewing a card	6,340	98,555	5,078	79,071	25%	25%
General Use	Circulation						
	Total number of items checked out of the library	245,651	3,002,518	197,415	2,758,653	24%	9%
	Hold						
	Number of requests by patrons for staff to locate and make available materials throughout the system	42,259	541,539	36,352	559,192	16%	-3%
	Inter-Library Loans						
	Number of items lent to or borrowed from another library system	185	2,839	232	2,864	-20%	-1%
	Visits						
	Number of people entering a library for any reason	248,322	3,084,194	290,156	3,473,533	-14%	-11%
GED	GED Testing & Training						
	Number of programs offered (counseling, training, testing)	36	499	32	505	13%	-1%
	Number of unduplicated participants served	77	*	57	*	35%	*
	Number of tests administered	45	491	22	125	105%	293%
	Number of graduates	3	33	0	3	0%	1000%
ESL	English as a Second Language Classes						
	Number of programs	22	245	23	234	-4%	5%
	Number of people attending programs	180	1,959	161	1,708	12%	15%

Atlanta-Fulton Public Library System - December 2015							
Activity and Description	2015		2014		% Difference		
	December	YTD	December	YTD	Monthly	YTD	
Special Materials and Collections	Auburn Avenue Research Library						
	Number of research items requested by patrons	280	4,599	311	14,497	-10%	-68%
	Number of finding aids accessed (on site as well as online sources)	7	470	20	1,003	-65%	-53%
	Number of linear feet of archival material processed	17	151	7	477	143%	-68%
	Patrons served	704	4,865	703	14,492	0%	-66%
	Special Collections (Genealogy, Margaret Mitchell, GLBT)						
	Requests for materials	2,195	32,894	2,585	26,643	-15%	23%
	Partnership Programs						
	Items circulated from programs created by partnering with other organizations (Zoo Pass: pass for up to 4 people; Parks Pass: free parking at parks or entrance to historic sites; Kill-A-Watt Meter: measures electricity use in the home)	223	3,951	207	3,493	8%	13%
	Computers and Internet	Computer/Internet Usage					
Number of computer sessions (Internet access and office software)		76,601	840,633	50,606	735,681	51%	14%
Number of hours of computer use		42,190	495,921	29,934	431,579	41%	15%
Wireless Sessions							
Number of times the library's wireless network is accessed		32,321	473,949	44,013	730,383	-27%	-35%
Webhits							
Number of times people have visited the library's website		613,445	8,178,590	551,786	7,900,738	11%	4%
Online Resources							
Number of times a resource is logged into or a searched performed other than library catalog		46,496	722,482	60,581	1,016,484	-23%	-29%
Computer Classes							
Number of classes	15	217	15	321	0%	-32%	
Number of attendees	112	1,556	122	2,316	-8%	-33%	
Virtual Circulation							
Number of e-books and e-audiobooks checked out	15,549	154,068	11,212	135,516	39%	14%	
Virtual Reference Desk							
Information requests via telephone, online chat and email	1,473	23,570	1,963	25,954	-25%	-9%	

Atlanta-Fulton Public Library System - December 2015							
Activity and Description		2015		2014		% Difference	
		December	YTD	December	YTD	Monthly	YTD
Youth Services	Books for Babies						
	Number of mothers who were made aware of the program, given a free book and applied for a card	119	415	52	584	129%	-29%
	Children's programs						
	Library sponsored programs offered for children (birth - 12)	212	3,025	162	2,667	31%	13%
	Number of people attending programs	6,297	103,252	5,849	108,757	8%	-5%
Teen Programs	Library sponsored programs offered for teens (13 - 17)	19	539	16	913	19%	-41%
	Number of people attending programs	327	13,217	903	18,482	-64%	-28%
Programs and Meetings	Adult Programs						
	Library sponsored programs offered for adults (18 +)	219	3,195	191	2,960	15%	8%
	Number of people attending programs	3,278	46,888	3,309	42,553	-1%	10%
	Programs - Total						
	Library sponsored programs offered - total of all programs	450	6,759	369	6,540	22%	3%
Number of people attending programs	9,902	163,357	10,061	169,792	-2%	-4%	
Meeting Rooms	Non-library sponsored meetings or activites scheduled	348	4,352	278	3,420	25%	27%
	Number of people attending meetings or activities	4,652	61,747	4,388	67,961	6%	-9%
Volunteers	Volunteers						
	Volunteer hours contributed to the library system	5,671	68,868	6,399	64,962	-11%	6%
	Number of volunteers contributing time	509	*	406	*	25%	*
Voter Registration	Voter Registration						
	The number of people registering to vote at the library	245	2,675	130	2,939	88%	-9%
Book Mobile	Bookmobile						
	Number of patrons served	0	0	0	0	0%	0%

*No cumulative total is shown as many of the same people participate from month to month.

**ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
PROGRAM REPORT
DECEMBER 2015**

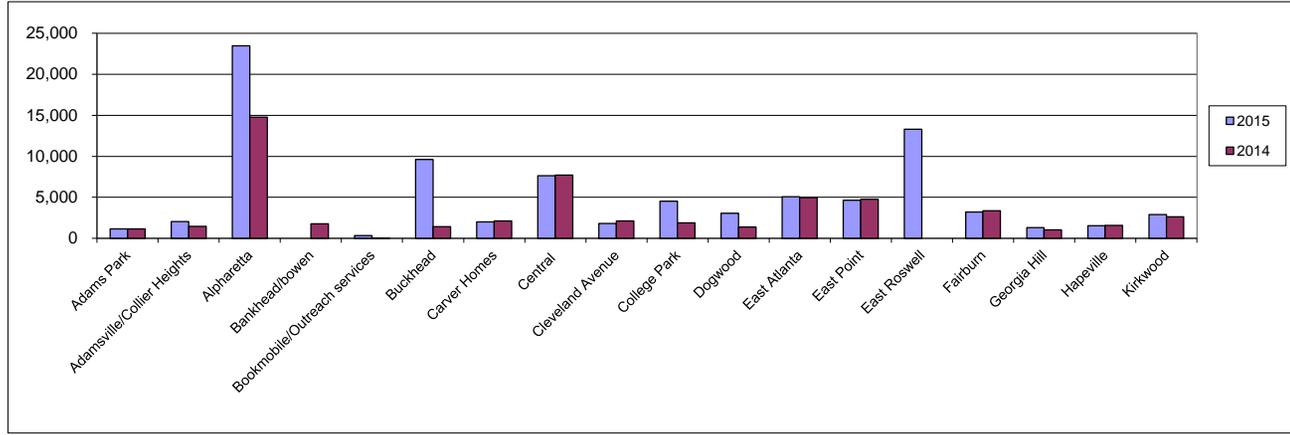
	DEC 2015	DEC 2014			DEC 2015	DEC 2014			Y-T-D	Y-T-D
AGENCY NAME	NUMBER OF PROGRAMS	NUMBER OF PROGRAMS	INCREASE/DECREASE	PERCENT CHANGE	PROGRAM ATTENDANCE	PROGRAM ATTENDANCE	INCREASE/DECREASE	PERCENT CHANGE	NUMBER OF PROGRAMS	PROGRAM ATTENDANCE
ADAMS PARK	1	3	(2)	0%	50	27	23	100%	109	4,133
ADAMSVILLE/COLLIER HEIGHTS	5	7	(2)	-29%	77	609	(532)	-87%	75	1,667
ALPHARETTA	32	9	23	256%	375	52	323	621%	304	6,004
BANKHEAD/BOWEN	0	6	(6)	-100%	0	73	(73)	-100%	28	1,004
BUCKHEAD	2	10	(8)	-80%	25	400	(375)	-94%	102	1,579
CARVER HOMES	5	7	(2)	-29%	341	624	(283)	-45%	77	5,634
CLEVELAND AVENUE	7	5	2	40%	44	82	(38)	-46%	96	2,629
COLLEGE PARK	11	9	2	22%	174	90	84	93%	185	3,720
DOGWOOD	2	8	(6)	-75%	21	815	(794)	-97%	118	4,522
EAST ATLANTA	14	10	4	40%	501	671	(170)	-25%	267	12,549
EAST POINT	8	1	7	700%	133	13	120	923%	98	2,579
EAST ROSWELL	28		28	100%	558		558	100%	302	6,378
FAIRBURN	4	11	(7)	-64%	29	162	(133)	-82%	117	1,877
GEORGIA HILL	3	4	(1)	-25%	52	177	(125)	-71%	68	1,740
HAPEVILLE	5	9	(4)	-44%	156	105	51	49%	81	2,501
KIRKWOOD	10	5	5	100%	150	56	94	168%	114	1,639
MARTIN LUTHER KING, JR	13	1	12	1200%	501	5	496	9920%	131	3,525
MECHANICSVILLE	11	11	0	0%	210	318	(108)	-34%	126	2,812
METROPOLITAN	15	0	15	100%	317		317	100%	42	599
MILTON	19	0	19	100%	229		229	100%	80	1,391
NORTHEAST/SPRUILL OAKS	10	5	5	100%	239	65	174	268%	158	5,398
NORTHSIDE	7	6	1	17%	216	223	(7)	-3%	119	3,630
NORTHWEST	9	0	9	100%	211		211	100%	42	1,773
OCEE	22	33	(11)	-33%	353	644	(291)	-45%	453	8,523
PALMETTO	5	3	2	100%	233	22	211	100%	176	3,741
PERRY	0	10	(10)	0%	0	249	(249)	0%	198	3,768
PEACHTREE	21	5	16	0%	369	37	332	0%	10	1,050
PONCE DE LEON	5	17	(12)	-71%	47	314	(267)	-85%	125	1,660
ROSWELL	19	26	(7)	-27%	252	435	(183)	-42%	350	6,201
SANDY SPRINGS	22	21	1	5%	214	148	66	45%	521	13,070
SOUTHFULTON	0	0	0	0%	0	-	0	0%	0	0
SOUTHWEST	17	7	10	143%	344	189	155	82%	217	4,766
STEWART LAKEWOOD	0	4	(4)	-100%	0	57	(57)	-100%	87	1,864
THOMASVILLE HEIGHTS	7	9	(2)	-22%	760	464	296	64%	153	3,801
WASHINGTON PARK	11	6	5	83%	208	105	103	98%	128	3,341
WEST END	11	8	3	38%	163	156	7	4%	130	2,432
WOLFCREEK	13	13	0	100%	208	373	(165)	100%	259	4,891
BRANCHES TOTAL	374	289	85	29%	7,760	7,760	0	0%	5,646	138,391
CENTRAL TOTAL	72	75	(3)	-4%	1,156	1,692	(536)	-32%	1,020	19,491
BOOKMOBILE/	3	1	2	200%	336	41	295	720%	27	2,763
AUBURN AVENUE RESEARCH	1	4	(3)	100%	650	568	82	100%	66	2,712
SYSTEM TOTAL	450	369	81	22%	9,902	10,061	(159)	-2%	6,759	163,357

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
CIRCULATION REPORT
DECEMBER 2015

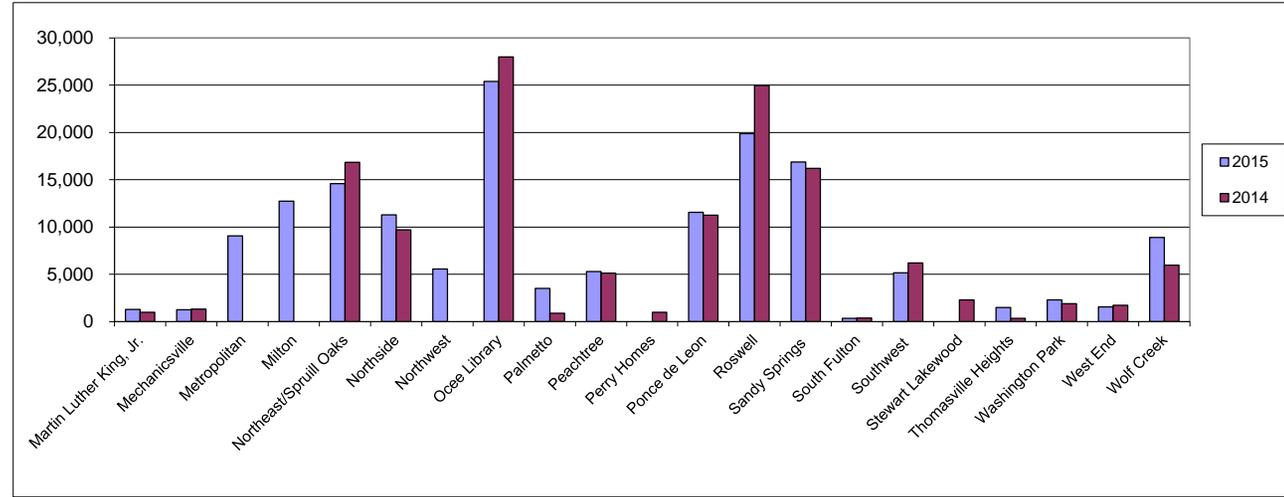
ORGANIZATION NAME	ADULT	JUVENILE	Y/A	DEC 2015 DATA	DEC 2014 DATA	INCREASE/ DECREASE	PERCENT CHANGE	YTD 2015 CIRC	YTD 2014 CIRC	INCREASE/ DECREASE	PERCENT CHANGE
ADAMS PARK	848	290	26	1,164	1,145	19	2%	17,970	15,008	2,962	20%
ADAMSVILLE/COLLIER HEIGHTS	1,339	612	98	2,050	1,466	584	40%	20,028	18,983	1,045	6%
ALPHARETTA	8,858	13,889	721	23,468	14,784	8,684	59%	202,563	204,570	(2,007)	-1%
BANKHEAD/BOWEN	0	0	0	0	1,756	(1,756)	-100%	10,101	28,179	(18,078)	-64%
BUCKHEAD	6,073	3,256	289	9,618	10,236	(618)	-6%	136,909	157,830	(20,921)	-13%
CARVER HOMES	687	1,120	196	2,002	1,432	570	40%	19,191	18,287	904	5%
CLEVELAND AVENUE	1,091	702	29	1,822	2,107	(285)	-14%	25,178	23,335	1,843	8%
COLLEGE PARK	2,292	1,805	434	4,531	1,887	2,644	140%	38,278	21,505	16,773	78%
DOGWOOD	1,710	1,151	202	3,062	1,397	1,665	119%	34,716	17,333	17,383	100%
EAST ATLANTA	2,090	2,706	264	5,060	4,944	116	2%	65,292	61,781	3,511	6%
EAST POINT	3,345	1,150	137	4,633	4,754	(121)	-3%	61,702	64,680	(2,978)	-5%
EAST ROSWELL	6,686	6,268	347	13,301	0	13,301	100%	178,445	0	178,445	100%
FAIRBURN	1,931	1,128	139	3,198	3,347	(149)	-4%	42,352	40,989	1,363	3%
GEORGIA HILL	732	551	14	1,297	1,030	267	26%	16,286	15,496	790	5%
HAPEVILLE	1,078	393	66	1,537	1,592	(55)	-3%	19,147	17,863	1,284	7%
KIRKWOOD	1,159	1,637	90	2,885	2,634	251	10%	34,618	32,900	1,718	5%
MARTIN LUTHER KING, JR	875	370	47	1,293	989	304	31%	14,628	22,126	(7,498)	-34%
MECHANICSVILLE	634	573	46	1,253	1,330	(77)	-6%	19,119	14,376	4,743	33%
METROPOLITIAN	5,498	3,320	265	9,083	0	9,083	100%	26,826	0	26,826	100%
MILTON	4,903	7,413	428	12,743	0	12,743	100%	102,469	0	102,469	100%
NORTHEAST/SPRUILL OAKS	5,180	8,831	597	14,608	16,859	(2,251)	-13%	214,852	250,342	(35,490)	-14%
NORTHSIDE	5,602	5,306	376	11,284	9,700	1,584	16%	140,749	143,833	(3,084)	-2%
NORTHWEST***	2,992	2,299	262	5,553	0	5,553	100%	40,207	0	40,207	100%
OCEE	7,635	16,590	1,170	25,395	27,991	(2,596)	-9%	371,082	394,383	(23,301)	-6%
PALMETTO	1,778	1,694	31	3,503	896	2,607	100%	47,015	896	46,119	100%
PEACHTREE	2,851	2,248	183	5,282	5,114	168	3%	68,696	67,875	821	1%
PERRY HOMES	0	0	0	0	994	(994)	-100%	4,426	15,718	(11,292)	100%
PONCE DE LEON	7,154	4,072	336	11,562	11,252	310	3%	151,682	153,538	(1,856)	-1%
ROSWELL	10,297	8,819	761	19,877	24,974	(5,097)	-20%	307,288	355,443	(48,155)	-14%
SANDY SPRINGS	9,834	6,464	594	16,892	16,216	676	4%	225,930	226,410	(480)	0%
SOUTH FULTON	286	44	4	334	367	(33)	-9%	4,113	75,876	(71,763)	-95%
SOUTHWEST	3,088	1,879	198	5,166	6,219	(1,053)	-17%	71,784	92,140	(20,356)	-22%
STEWART LAKEWOOD	0	0	0	0	2,310	(2,310)	-100%	16,844	34,771	(17,927)	-52%
THOMASVILLE HEIGHTS	347	1,076	55	1,478	337	1,141	339%	14,682	5,486	9,196	168%
WASHINGTON PARK	1,533	649	100	2,282	1,909	373	20%	26,671	21,596	5,075	23%
WEST END	941	580	46	1,567	1,728	(161)	-9%	22,394	23,621	(1,227)	-5%
WOLF CREEK	4,606	3,839	453	8,898	5,957	2,941	100%	98,959	27,730	71,229	100%
BRANCHES TOTAL	115,950	112,725	9,005	237,681	189,653	48,028	25%	2,913,192	2,664,899	248,293	9%
CENTRAL	5,788	1,545	300	7,632	7,731	(99)	-1%	88,298	93,494	(5,196)	-6%
BOOKMOBILE/Outreach Services	336	0	2	338	29	309	1066%	561	257	304	118%
AUBURN AVENUE RESEARCH											
SYSTEM TOTAL	122,074	114,270	9,307	245,651	197,413	48,238	24%	3,002,051	2,758,650	243,401	9%

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
 DECEMBER
 CIRCULATION
 2015 - 2014

BRANCHES	2015	2014
Adams Park	1,164	1,145
Adamsville/Collier Heights	2,050	1,466
Alpharetta	23,468	14,784
Bankhead/bowen	-	1,756
Bookmobile/Outreach services	338	29
Buckhead	9,618	1,432
Carver Homes	2,002	2,107
Central	7,632	7,731
Cleveland Avenue	1,822	2,107
College Park	4,531	1,887
Dogwood	3,062	1,397
East Atlanta	5,060	4,944
East Point	4,633	4,754
East Roswell	13,301	-
Fairburn	3,198	3,347
Georgia Hill	1,297	1,030
Hapeville	1,537	1,592
Kirkwood	2,885	2,634



BRANCHES	2015	2014
Martin Luther King, Jr.	1,293	989
Mechanicsville	1,253	1,330
Metropolitan	9,083	-
Milton	12,743	-
Northeast/Spruill Oaks	14,608	16,859
Northside	11,284	9,700
Northwest	5,553	-
Ocee Library	25,395	27,991
Palmetto	3,503	896
Peachtree	5,282	5,114
Perry Homes	-	994
Ponce de Leon	11,562	11,252
Roswell	19,877	24,974
Sandy Springs	16,892	16,216
South Fulton	334	367
Southwest	5,166	6,219
Stewart Lakewood	-	2,310
Thomasville Heights	1,478	337
Washington Park	2,282	1,909
West End	1,567	1,728
Wolf Creek	8,898	5,957



ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
SYSTEM STATS AT A GLANCE
DECEMBER 2015

AGENCY NAME	DECEMBER CIRCULATION	TOTAL REGISTRATIONS	INTRA-LIBRARY LOANS	COMPUTER USAGE	LIBRARY VISITS	NUMBER OF PROGRAMS	PROGRAM ATTENDANCE	NUMBER OF MEETINGS	MEETING ATTENDANCE	VOTER REGISTRATIONS
ADAMS PARK	1,164	192	159	1154	3,800	1	50	6	111	10
ADAMSVILLE/COLLIER HEIGHTS	2,050	147	363	1,764	4,102	5	77	5	98	0
ALPHARETTA	23,468	685	3,917	2,781	15,822	32	375	20	241	5
BUCKHEAD	9,618	329	1,281	2,045	9,784	2	25	41	301	9
CARVER HOMES	2,002	38	12	287	1,310	5	341	0	0	0
CLEVELAND AVE	1,822	197	444	1,323	3,287	7	44	13	114	0
COLLEGE PARK	4,531	337	294	3,020	3,272	11	174	2	4	0
DOGWOOD	3,062	86	301	1,399	5,621	2	21	6	28	6
EAST ATLANTA	5,060	267	594	2,110	5,695	14	501	13	132	10
EAST POINT	4,633	364	441	3,366	7,684	8	133	25	291	2
EAST ROSWELL	13,301	331	1,649	1,883	4,187	28	558	14	119	9
FAIRBURN	3,198	210	340	1,738	3,444	4	29	5	51	11
GEORGIA HILL	1,297	57	192	686	1,617	3	52	0	0	2
HAPEVILLE	1,537	68	375	1,191	3,412	5	156	8	78	0
KIRKWOOD	2,885	123	377	849	1,768	10	150	9	162	5
MARTIN LUTHER KING, JR	1,293	59	323	2,144	3,895	13	501	0	0	6
MECHANICSVILLE	1,253	68	282	1,222	3,670	11	210	5	63	1
METROPOLITAN	9,083	525	1,601	5,849	9,884	15	317	38	478	1
MILTON	12,743	435	3,383	786	8,140	19	229	5	62	20
NORTHEAST/SPRUILL OAKS	14,608	310	1,751	784	17,571	10	239	2	40	6
NORTHSIDE	11,284	219	993	121	1,050	7	216	2	19	0
NORTHWEST	5,553	229	1,527	2,604	9,150	9	211	4	238	4
OCEE	25,395	453	906	376	18,358	22	353	0	0	7
PALMETTO	3,503	168	953	2,027	3,763	5	233	0	0	7
PEACHTREE	5,282	256	947	1,477	3,527	21	369	12	66	5
PONCE DE LEON	11,562	369	1,566	2,620	16,950	5	47	15	149	13
ROSWELL	19,877	502	1,886	2,442	20,190	19	252	5	79	15
SANDY SPRINGS	16,892	594	1,776	2,447	18,767	22	214	11	199	6
SOUTH FULTON	334	97	0	0	0	0	0	0	0	0
SOUTHWEST	5,166	371	896	5,048	13,000	17	344	23	318	0
THOMASVILLE HEIGHTS	1,478	31	79	491	2,003	7	760	0	0	0
WASHINGTON PARK	2,282	139	403	2,151	9,231	11	208	1	8	27
WEST END	1,567	155	232	734	3,610	11	163	0	0	25
WOLFCREEK	8,898	480	798	2,531	0	13	208	15	468	0
BRANCHES TOTAL	237,681	8,891	31,041	61,450	237,564	374	7,760	305	3,917	212
CENTRAL	7,632	846	5,418	15,151	10,071	72	1,156	40	725	33
BOOKMOBILE/OUTREACH SERVICES	338	13	0	0	0	3	336	3	10	0
AUBURN AVENUE RESEARCH			2	0	687	1	650	0	0	0
SYSTEM TOTAL	245,651	9,750	36,461	76,601	248,322	450	9,902	348	4,652	245

ATLANTA-FULTON PUBLIC LIBRARY SYSTEM
Customer Service Comments
December 2015

Doc. #16-03

	December 2015	November 2015	Year to Date
• Total Customer Comments Received:	118	127	1,651
• Types of Comments:			
▪ Compliment	36	43	549
▪ Suggestion	18	9	97
▪ Complaint	43	52	639
▪ Inquiry	21	23	366
• Ranking for Types of Comments:			
▪ Most frequent compliments received		- New libraries - Customer service	
▪ Most frequent suggestions received		- Improve Wi-Fi - Color printing	
▪ Most frequent complaints received		- Printing, Wi-Fi and Facility/HVAC, grounds, cleanliness	
▪ Most frequent inquiries received		- Inquiries/Patron assistance (login) /PIN Resets, Wi-Fi Issues	
• Format of Comments:			
▪ Emails		63	
▪ Postcards		47	
▪ Direct Contact		8	

ATLANTA-FULTON COUNTY LIBRARY SYSTEM

Customer Service Snapshot December 2015

- **43 compliments** were received during December. Almost all compliments received were related to our new bond libraries opened since 2014.
- A sampling of complimentary quotes received include:
 1. Washington Park: “Children’s programs are wonderful!”
 2. Palmetto: “This library is an asset to our community.”
 3. Roswell: “Love getting my holds.”
 4. Adams Park: “So glad our library has reopened.”
 5. Northwest: “Love the look and the service.”
 6. Central: “It is always a delight to visit the 5th floor.”
 7. Milton: “The natural light and interior are amazing.”

- Managers receive a monthly compilation of the feedback received from patrons visiting their libraries as well as specific card/email/phone calls. Managers use this input to acknowledge employee’s success in a peer setting as evidence of the public’s appreciation for library services in their community or for instructional and coaching sessions as needed.

- **43 disappointments and suggestions for improvement** were received during December indicating patrons felt the service they received that time was worse than what they had experienced in the recent past. The greatest source of disappointment from patrons throughout our system was related to grounds maintenance, IT and building maintenance issues.

- A sampling of quotes received appears below:
 1. Southwest: “What has happened to our library? It looks horrible!”
 2. Alpharetta: “The Wi-Fi is awful.”
 3. Sandy Springs: “Please renovate our building. We are thankful for the recent improvements, but our library needs attention.”
 4. Hapeville: “Building is in sad shape.”
 5. College Park: “Wi-Fi needs help ASAP.”
 6. Ponce: “Wi-Fi is awful and we need new carpet.”
 7. East Roswell: “Beautiful library and love the woodwork!”