

TRUSTEES OF THE PUBLIC LIBRARY OF THE CITY OF BOSTON

Meeting of the Trustees Governance and Development Committee

Monday, April 3, 2017 / 9:00 a.m.

Orientation Room, Central Library

700 Boylston Street, Boston, MA 02116

MINUTES

A meeting of the Boston Public Library Trustees Governance and Development Committee was held on Monday, April 3, 2017, 9:00 a.m. at Boston Public Library (“BPL”), Central Library in Copley Square.

Present at the meeting were Governance and Development Committee (“Committee”) Chair John Hailer and Committee members: Representative Byron Rushing, Cheryl Cronin, Paul LaCamera, and President, David Leonard. The Chairman of the Board of Trustees, Robert Gallery was also present. Committee member Ben Bradlee was not present.

Also present were Boston Public Library staff including Chief Financial Officer Ellen Donaghey, Director of Neighborhood Services and Clerk of the Board Pamela Carver. Senior Assistant Corporation Counsel Caroline Driscoll from the City of Boston along with members of the public also attended.

Chair John Hailer presiding, called the meeting to order at 9:02 a.m. He welcomed and thanked everyone for attending. He explained the importance of this committee in part due to the Mayor’s new home rule petition which will potentially increase the Board from nine to fifteen Trustees. He expressed the need for having a more formal process for nominations and governance of the Trustees. Mr. Hailer asked the city’s attorney, Caroline Driscoll for an update on the Home Rule Petition. Ms. Driscoll stated it was still in committee in the City Council and will update the Committee at their next meeting.

Mr. Hailer expressed that expanding the Board will allow it to be more dynamic. Mr. Leonard expressed that the intent from Mayor Walsh’s office was to increase the number of trustees to potentially represent the community more broadly, the philanthropic community, and have affiliate representation, if appropriate.

Mr. Gallery stated that it dovetails with the conversations on the work they are trying to do towards future fundraising. Bringing in a broader more diverse group of people will help fit with these objectives and allow a little more latitude to help with quorum requirements and having more representation from various areas of expertise as well. Mr. Hailer added that the Mayor’s home rule petition is important going forward with the BPL and Mayor’s vision on the future of the Library.

Representative Rushing added that another benefit of adding more trustees will strengthen the overall Trustees committee structure.

Mr. Hailer agreed and went on to say that risk, technology, digitization, and figuring out how best to handle outreach and programing at the branches is getting more complicated and he feels

this is the right next step. With that in mind, he introduced David Leonard to discuss the report from the Kubler Wirka consultants which is an assessment of conditions of the BPL's fundraising strategy and structure, a review.

David Leonard reviewed the final draft on assessing the current landscape of fundraising strategies. This project was funded directly by the BARR foundation and he thanked them for making it possible.

Mr. Leonard explained the main focus of the report was to look at the major affiliates (which include the BPL Foundation, the Associates, Map Center, and the Friends groups) He pointed out that although the Friends are mentioned, they were not a major contributor to this report. The consultants conducted 19 background interviews across the stakeholders of all those organizations. It is noted that Philanthropy should help augment but not take place of public funding which is a particularly -important caveat to keep in mind. He highlighted a few key areas of support need, highlighted in no particular order:

1. Programing and outreach
2. Digital and technical innovation
3. Collections stewardship and development and;
4. Preservation/restoration of our historic buildings (with a nod to the unfinished renovation of the McKim Building)

The report also noted the interesting phrase, that the BPL should be a "North Star" of the Boston philanthropic universe. The mission of the BPL is unique but that the Library should be thought of on the same plane as the Museum of Fine Arts, Boston Symphony Orchestra, and other long established cultural institutions.

Mr. Leonard explained, in brief, the current structure and some strengths that need to be considered, such as independence and flexibility, while noting challenges such as implicit or explicit competition and the resulting lack of coordination. The BPL itself has the overriding imperative to broaden and deepen philanthropic support for its mission and programs and that the existing structure is not sufficient to achieve that.

There are two particular sets of actions regarding how to move forward. The first articulates work that needs to be done in conjunction with a variety of stake-holders, around vision, priorities, our strategic operating plan, a funding plan/fundraising model to support that, and articulating a clear set of priorities for philanthropic support. The second action is focused on the messaging and communication tools to make that a reality.

Mr. Leonard explained that the report broadly articulates five different ultimate approaches in regards to options for proceeding structurally. He said they should be viewed as not mutually exclusive.

- A. This option looks to a more coordinated function leaving current structure intact.
- B. The second option looks at the BPL having a division of external relations,
- C. The third offers a specific endowment campaign as the focus
- D. The fourth options articulates structuring a new foundation but one more tightly integrated with BPL than in the past.
- E. The last option is a version of option D, but with a specific institute presented for conservation and collections worked solely as its own 501c3.

Mr. Leonard explained that with the specific considerations listed *and* depending on what direction is ultimately taken, a further obligation exists to take a look at the role of the BPL Trustees and President in light of current statutory obligations, with respect to fundraising, -as well as also, -the Friends groups, *and* understanding donor perspectives.

There was some discussion and questions regarding the current donor perspective and the confusion it may cause due to the lack of coordination among the fundraising entities. Mr. Gallery stated that the fact that Kubler Wirka along with the Barr Foundation have done this report is really positive, and that the BPL has not had an outsider look at this topic. He expressed how appreciative the Board was for all the affiliates do, but that the amount of money raised in the aggregate is relatively small in comparison to other philanthropic endeavors in the City and doesn't maximize the BPL's potential.

Representative Rushing expressed some concerns that the Friends Groups was not involved enough. He went on to express the importance of a more community based fundraising effort. He suggested the Board start with clear goals of what they want and structure the fundraising efforts after. Ms. Cronin agreed and stated she hoped to see more grassroots efforts in addition to conventional fundraising. She explained she felt the report was not helpful in terms of what it covers and needed an addendum to include these efforts.

Mr. Hailer explained the goal of increasing the Board of Trustees is to have that balance of good judicious trusteeship of the Library itself, and figure out a way to get a better formulation to raise funds. He looks at this report as the structure more than the technique of raising money.

Mr. Leonard stated that this report was preliminary there will be a follow up plan on how to develop the strategic plan.

Representative Rushing expressed that he doesn't want any decisions made regarding the structure of fundraising until they do that.

Mr. Leonard explained the idea is to craft a Request for Proposals, specifically relating to the strategic planning work that is necessary for the library to have a more robust and comprehensive development strategy. Mr. Leonard stated that they will also be briefing the full board of Trustees along with the other affiliates.

Mr. Hailer moved onto the next item on the agenda which was discussing the committee schedule of meetings. He explained that they will determine the schedule as needed and they will add some special meetings accordingly.

Mr. Hailer moved onto the next item on the agenda of the Nomination Committee. Mr. Gallery acknowledged and thanked Paul LaCamera for his years of service as Chair of the committee. The members discussed the role of the Governance and Development Committee which traditionally handles these matters and therefore would be transferring the role and responsibilities of the Nominating Committee to the Governance Committee.

Mr. Leonard stated as procedural process, the Nominating Committee has the role of nominating the officers of the board at the annual trustees meeting in May. It was decided that Mr. LaCamera remain in his role until then and they would discuss the matter at the annual meeting.

There was no new business so Mr. Hailer opened the meeting up for public comment.

Bob Smith, member of the Hyde Park Friends stated that he wanted to go on record in strong objection to the word “stakeholder”. He said that patrons are stakeholders as well and it is not reflected by that word.

With no further business the meeting was adjourned.

Adjourned at 9:37am

Respectfully submitted,

Pamela Carver, Clerk of the Board of Trustees