

**PEABODY INSTITUTE LIBRARY
BOARD OF TRUSTEES**

**Minutes of Meeting
March 6, 2017**

The meeting was called to order by President Richard Shruhan at 7:00pm. President Shruhan noted the meeting was being recorded stenographically by Recording Secretary Allison Lytle

As there was a quorum present, the roll call was taken:

<u>Present</u>	<u>Absent</u>
Richard Shruhan	Margaret Tierney
Anne Quinn	Stephanie Najjar
Don McAllister	
Dianne Caputo	
Wes Merrill	
Linda Quigley	
Martha Cavanaugh	
Jean Ahearn	
Tracy Valletti	

Approval of minutes from previous meeting

A **MOTION** was made by Linda Quigley to approve the minutes of the February 6, 2017 meeting as presented. The motion was seconded by Don McAllister. A vote was taken.
All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

Receipt of Communications

President Shruhan reported the Trustees had received an invitation from the Veterans inviting the Board to march in the Memorial Day Parade.

Report of Library Director

Secretary Linda Quigley read the following report submitted for the record by Acting Library Director Gerri Guyote.

Staffing: HR completed the job descriptions and salary review for the Interim Director and Interim Assistant Director positions. Offers were prepared and presented to Gerri Guyote and Melissa Robinson respectively. Both Gerri and Melissa have each formally accepted the respective interim position.

The Search Committee for the Library Director position met with HR Director Beth O'Donnell on Tuesday, February 28 to review the final language in the posting and the job description. Discussion also included procedures for posting and receiving applications. Copies of the posting and description will be distributed to the full Board for discussion and motion to approve for public posting.

Four senior librarians have registered for an ALA Webinar on Content Marketing, scheduled for next week. The topic is very timely given our efforts to increase the use of social media outlets for Readers Advisor and other library services. The one-time cost for the webinar is \$110 for ALA members. With your approval, I recommend we set aside \$500 from the unrestricted Vrettos account to cover this webinar and various other miscellaneous professional development opportunities that arise.

Buildings & Grounds: We have been working with Trustees Rick Shruhan and Wes Merrill on several building issues, including the following:

- Elevator issues. Associated Elevator replaced the oil in the elevator on Thursday, February 16. The job was completed the same day. Associated returned for maintenance visit on Tuesday, February 22. No reports of problems or issues. Associated will install the emergency recall switch at the Main Floor as soon as can be scheduled.
- The dispute with Huntington Controls over outstanding balance due is not yet resolved, with the judgment of the committee being to turn the matter to City's legal department. Legal has asked that the RFP for the new BMS system be held temporarily. I recommend that the Buildings & Grounds Committee contact Legal (Mike S.) to set a course of action for timely resolution.
- Closeout of the HVAC Project. Additional language will be added to RFP as needed to establish dedicated internet connection for BMS system. Schedule is to award and complete the necessary upgrades and interface accessibility improvements by the end of July, assuming the Huntington Controls dispute is resolved soon.

Budget: Available for review. Office supplies orders are frozen except for essential supply expenditures. Staff are being asked to review department needs for printing to reduce costs for toner cartridges. Processing costs for cataloging and managing library materials will also be reviewed and updated to reduce expenditures.

FY18 Budget worksheet is due March 10, and will be submitted on time.

Tim Healy scheduled the replacement of the Men's Room floor (1st floor of the Main Library) on Friday, March 3, 2017. Portions of the vinyl flooring were cracked and split, exposing the subfloor. The contractor will install a new subfloor to level it and new vinyl tiles throughout. The cost is expected to come in well under \$1,000 but I am requesting that the Board consider and approve up to \$1,000 from the Construction and Emergency Repairs Trust Fund to cover the work.

Grants: Staff will apply for the following grants:

Melissa Robinson submitted a draft LSTA grant application for the Mind in the Making program. Feedback is due soon, with the final application due April 7.

Cate Merlin received but declined a Dollar General grant, which was intended to support PVTO tutoring during summer months. The PVTO has opted to move the program to the Higgins Middle School this summer, and the grant funds were designed specifically for it. Cate intends to keep Dollar General on her list of potential funders for future programs.

On Saturday, May 6th, the Teen Department, Creativity Lab, Children's Department and Adult Services Department will be co-hosting the library's first mini Comic Book Convention, PILCON, from 10am-4pm. In the style of other library's Comic Cons, we have invited over 15 local artists and vendors to participate in panel discussions, question & answer forums, drawing and creation workshops to attendees (free of charge). Free comic books will be distributed courtesy of Diamond Book Distributor's national Free Comic Book Day. Food trucks will be invited to set up in the Mill Street lot for the duration of the program. Cate is working with Century Bank to secure a \$1,000 community grant that will support supplies needed for PILCON.

We request the Trustee's approval to allow the local artists to sell their creations (pieces of art, drawings, etc.) to patrons who wish to support their work. These artists are volunteering their entire day to work with our patrons (we expect 200-300 people), and it's customary at events such as these at other libraries that they be allowed to sell their work to interested patrons in craft fair-style event. Each artist will come with their own payment system in place (i.e. cash, Paypal, etc.). All events at PILCON are of course free to the public, from children's crafts to board game tournaments to drawing workshops to Creativity Lab workshops, but adding this opportunity for the public to support these generous and creative artists will enhance the event for all.

Cate received a grant for Great Stories Club, which is an ALA and National Endowment for the Humanities-funded program that works with teens in at-risk populations & schools. The theme is the origins of teen violence and suicide. Grant funds 30 books to be given to students at the Simon Foundation's Peabody Learning Academy, coordinated with multiple book group discussions and PLA teachers throughout the spring. Cate attended Lahey Health's Youth Mental Health First Aid training today (3/6) and she hopes to partner with Lahey to work with the teens during the program, as well. In addition to the books the grant pays for airfare and accommodations for a 2-day training conference (March 9-10) in Chicago that Cate will attend with representatives from 75 other libraries from around the country who are participating.

Programs: Among the February programs were: Acoustic Archives Concert Series, MEE's Musicians Journey, Pokemon Scavenger hunt, and a visit from Lydia the

Comfort Dog during school vacation week at the West Branch. At the West and South Branches the AARP tax assistance program has started. As in the past it is still very popular. It is running smoothly at the West; the South has seen some long wait times for patrons and the staff there is addressing it directly with the AARP volunteer coordinator.

Policies: At last month's meeting the draft versions of the Photography/Videography Policy and the Social Media Policy were submitted to the Board for review. Trustee Ahearn will present the policies for discussion and approval this evening.

Miscellaneous: Main Children's Room hours of operation will be extended by 4 hours per week effective April 3. The Room will be stay open until 9pm Monday-Thursday for ADA access and compliance. Staffing schedules will be adjusted to accommodate the later closing.

Current fees for copying/printing are \$.10/copy for black & white and \$.25 for color copies. Beginning May 1, we would like to increase the copier/printer fees to \$.15/copy for a black & white and \$.30 for color copies. Children's homework would be free for B&W and \$.25 for color. This proposed increase is an attempt to keep pace with rising cost of toner and paper, and lease costs. Fees at area public libraries are:

Library	B&W	Color
Beverly	\$0.15	\$0.75
Danvers	\$0.15	N/A
Lynn	\$0.15	N/A
Lynnfield	\$0.15	\$0.25
Salem	\$0.10	N/A

We propose a May implementation to facilitate the needs of people who are making copies in anticipation of April tax filings.

2017 Window Sponsor Event: The reception was held Friday, March 3 for this year's sponsors. All sponsors received a laser-cut bookmark created in the Creativity Lab along with their certificate of appreciation. Several Audubon prints and the updated "wall of fame" posters were displayed during the event.

As there were no additional questions from the Board, a **MOTION** was made by Don McAllister to accept the Director's Report as presented. The motion was seconded by Tracy Valletti. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

Reports of the Committees

BUILDINGS & GROUNDS: Committee Chair Wes Merrill stated there was no new report from the committee in addition to the report provided by the Acting Library Director.

AUDUBON PRINTS: Committee Chair Don McAllister stated there was no new report from the Committee.

PERSONNEL: President Shruhan explained that Committee Chair Don McAllister would provide the Board with an overview of the search for a new Library Director and more specific questions and any discussion on the job posting would be held during the New Business of the Board.

Committee Chair Don McAllister reported the Library Director Search Committee met on February 28th to finalize their recommended job posting and job description for the position. Trustee Don McAllister reported the Human Resources Director for the City was also present and approved the draft of the posting. As long as there were no revisions or changes to the posting, they hoped to post the position on Tuesday, March 7th and planned to keep the job posting up for 30 days. Trustee McAllister stated that while they hoped to post the position the following day, they did not anticipate hiring anyone immediately as they would be thorough and deliberate throughout the hiring process and anticipated not having a replacement hired until September at the earliest.

The Search Committee would post the position with the following organizations:

- NOBLE Directors
- MLS (Massachusetts Library Systems)
- MBLC (Massachusetts Board of Library Commissioners)
- All three branches of the Peabody Institute Library
- City of Peabody website and employment locations
- Massachusetts Municipal website
- Simmons College Job Bank
- URI website

Trustee McAllister reported they were looking for a candidate with a public library background as it was highly recommended to them by both the former Library Director and Acting Library Director that a public library background was essential and was quite different than someone with a background in an academic library setting. The salary for the position was non-negotiable except within the parameters the City provided. Human resources would discuss appropriate raises in the future.

Trustee Martha Cavanaugh who also served on the Library Director Search Committee stated that while they hoped to post the position for 30 days (ideally from March 7 – April 7), they would repost the position and extend the deadline should they not receive enough and/or suitable candidates.

POLICIES AND PROCEDURES: Committee Chair Jean Ahearn stated everyone should have received the copies of the proposed *Photography and Videography Policy* and *Social Media Policy*. Trustee Ahearn stated the policies were pretty standard for those types of issues and were mainly drafted to protect the Library.

Trustee Martha Cavanaugh inquired as to whether or not consent as described in the *Photography and Videography Policy* had to be in writing and how that policy would be enforced. Trustee Ahearn clarified that consent must be in writing and was the responsibility of the person shooting the photo or video. Trustee Ahearn stated the policy would protect the Library as it could not be held liable if someone films someone and doesn't get consent and the subject (or a member) of the photo or video is unhappy. The Library has a policy in place in the event of that situation.

LIAISON TO THE FRIENDS OF THE PEABODY INSTITUTE LIBRARY: Liaison Dianne Caputo reported the Friends last met on March 1st. The Friends discussed the following issues-

- The wishes totaled \$3,000 that quarter.
- Tote bags were supplied by the Friends to the Library to give away to the patrons.
- There was \$1,000 available for page scholarships and the Friends anticipated about four seniors would apply.
- The flower sale would be run by the Friends collectively.
- Their current available balance was \$8,886.30.

In response to a question from the Board, Trustee Caputo explained the Friends would donate a certain amount of money each quarter to the Library (for the "wishes") and the Library then disbursed the money as necessary. Trustee Valletti inquired as to whether or not the Friends received any reports on what their donated money was used towards each quarter. Trustee Caputo reported the Friends did not receive such a report but could discuss it at the next meeting. The Board discussed the issue and agreed that it was important for the Library to provide such a report to the Friends in order to provide some accountability with regards to the donated funds. The Board agreed to make the request to the Library on behalf of the Friends.

LIAISON TO THE PEABODY HISTORICAL SOCIETY: Liaison Anne Quinn stated there was no new report.

LIAISON TO THE PEABODY INSTITUTE LIBRARY FOUNDATION BOARD OF DIRECTORS: As liaison Stephanie Najjar was not present, there was no new report.

A **MOTION** was made by Don McAllister to accept the committee reports as presented. The motion was seconded by Linda Quigley. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

Old Business

President Shruhan reported he had forwarded to the Board an email sent by Library Trustee Anne Quinn on March 4, 2017 to the Library Director Search Committee and the Human Resources Director for the City. President Shruhan reported the email proposed a number of questions and stated concerns Trustee Quinn had with regards to the job posting and position description proposed by the Search Committee. President Shruhan stated the Board would review the email and discuss the job posting

that evening. President Shruhan reported he discussed the email with Acting Director Gerri Guyote prior to the meeting in order to get her insight on some of the questions as she was not able to attend that evening. President Shruhan would read her responses to provide clarification as the Board addressed the questions that evening.

President Shruhan provided the Recording Secretary with a copy of the email which was entered into the record and attached to the minutes. See Appendix pages 1-3

The Board reviewed and discussed the following specific items as written in the email:

From email (Appendix page 1)

- *What is the difference between the Position Description and the Job Posting? Most of the language is the same but each is a little different. Do they serve the same or different purposes? I'd just like to know.*

President Shruhan stated he received clarification from Library Director Guyote who stated the position description was the document that guided the posting while the posting was the document that announced the position. Every position in the Library had a job description.

From email (Appendix page 1)

- *RE: The Budget. As I read the By-Laws, the Finance Committee of the Trustees, in conjunction with the LD, prepares the Library's annual budget for presentation to the City Council. Doesn't the Board of Trustees have to review and approve the budget before the LD presents it to City Council? Does that need to be clarified?*

Referenced bullet point from Job Posting:

- Prepares the annual budget; presents and defends budget requests before the Peabody City Council.

President Shruhan confirmed the procedure with Director Guyote: The Library Director (LD) submitted the proposed budget in March, then met with the Mayor to discuss the proposal. The final budget was then reviewed by the Trustees in June for their approval.

From email (Appendix page 1)

- *As the representative of the Library to outside groups, doesn't the LD "promote" the Library's programs and services vs. implement them. Isn't that the role of the Library Staff? This may be just a choice of words.*

Referenced bullet point from Job Posting:

- Represents library with municipal government, outside agencies and community organizations to implement library services; speaks before groups and boards as required.

Trustee Quinn stated she felt it was important to put in the job posting that one of the duties of the Library Director was to *promote* the Library's programs rather than to just use the word *implement* as she thought the promotion of the Library and its programs was a very important function of the job. Trustee Quinn stated that there could be potential candidates who would not be comfortable with the public promotion of the Library and it was an important distinction to make.

The Board discussed the addition of the word *promote* to the job description and agreed they should make that addition to the job posting in order to more fully emphasize the importance of this part of the position to potential candidates.

The Board proposed changing the bullet point on the Job Posting from the above **TO**:

- Represents library with municipal government, outside agencies and community organizations to implement and promote library services; speaks before groups and boards as required.

President Shruhan stated the Trustees would vote on any changes to the Job Posting under the New Business of the Board. Trustee Shruhan reminded the Board that should Human Resources reject any changes that were approved that evening, the Job Posting would have to be reviewed again by the Board and would need to be approved by a vote.

From email (Appendix page 1)

- *RE: Library Programs and Services. Perhaps the word “schedule” isn’t quite right. Isn’t the LD responsible for (working with Staff) conceiving, designing, and implementing (meaning securing funding for) and scheduling .programs (sic) and services? Not just scheduling them?*

Referenced bullet point from Job Posting:

- Develops a schedule of library programs and services that are both progressive and inclusive.

The Board discussed the use of the word “scheduling” versus using a more detailed description and/or changing the word. The Board agreed not to change the bullet point.

From email (Appendix page 1)

- *“What do you mean by “Performs other duties as prioritized” especially the prioritized part? Most job descriptions do contain similar language, but in this case, who establishes the priorities for the other duties?”*

Referenced bullet point from Job Posting:

- Performs other duties as prioritized.

President Shruhan stated that while that word wasn't necessarily a word choice the Search Committee would favor, that bullet point and that word in particular was

recommended during their consultation with the Human Resources officer with whom they were working. The City preferred its use in the Job Posting.

From email (Appendix page 1)

- *I don't see anything here about staff growth and development. Grooming Staff is certainly in important (sic) component of the LD's responsibilities.*

The Board discussed the issue and agreed that staff development was important and felt that the responsibility was sufficiently described for the purpose of the Job Posting in the bullet point which read:

- Selects, trains, supervises and evaluates employees and volunteers.

From email (Appendix page 1-2)

- *In terms of posting this opportunity: Is there some reason for limiting the placement of the opening to Massachusetts sources? Perhaps there's some really innovative LD beyond state boundaries who would make an interesting candidate. Of course that could mean the Search Committee would be swamped with resumes, but the requirement for MBLC certification would cut that number.*

President Shruhan stated that they gave careful consideration with regards to the best places to post the position and they received input from both former Director Martha Holden and Acting Director Gerri Guyote. Both former Director Holden and Acting Director Guyote felt that the position was most likely not the type of position someone would move across the country for; however, posting the position on the MBLC site would draw national attention and was most likely the best resource for outsourcing.

From email (Appendix page 2)

- *Also, why limit the candidates to those with public library experience? Many LDs from larger academic institutions deal with the same sort of issues as a public LD, e.g. preparing budgets and fighting for funding, overseeing grant writing proposals, staff and program development, handling the politics of the organization, etc.*

President Shruhan reported that they discussed this issue with both Former Director Holden and Acting Director Guyote who both emphasized there were both sweeping and subtle differences between public and private academic libraries. Both stated there were huge differences which were very important when considering the best candidate for the position. President Shruhan stated they were very emphatic that the training and experience at an academic institution was very different than at a public library and they highly recommended the Board strongly consider only candidates with public library experience.

The Board discussed the concerns written in Trustee Quinn's email with regards to the relationship between the LD and the PIL Foundation (*please refer to page 2 of the Appendix*)

Referenced bullet point from Job Posting:

- Serves as administrator of Library Foundation; facilitates Foundation initiatives and activities; attends Foundation meetings, provides expertise and guidance to Foundation Board members on pertinent issues and library matters.

As stated in the email, Trustee Quinn explained that the by-laws of the Foundation did not establish the Library Director as the administrator of the Library Foundation.

Trustee Quinn stated that while Former Director Holden acted in that role for the most part, it was owing more to the fact that she was part of the establishment of the Foundation, not because it was an officially defined role. Trustee Quinn stated she felt that the description of the LD as the “administrator” of the Foundation in the Job Posting was inaccurate.

The Board discussed the issue of the role of the Library Director with regards to the PIL Foundation. The Board agreed to discuss the issue in more detail at a later date but did agree the sentence in the job description which stated the Library Director served as the administrator of the Library Foundation should be removed from the Job Posting.

The Board proposed changing the bullet point on the Job Posting from the above TO:

- Facilitates Library Foundation initiatives and activities; attends Foundation meetings, provides expertise and guidance to Foundation Board members on pertinent issues and library matters.

New Business

A **MOTION** was made by Don McAllister to accept the Social Media Policy as presented by the Policies & Procedures Committee. The motion was seconded by Martha Cavanaugh. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Don McAllister to accept the Photography & Videography Policy as presented by the Policies & Procedures Committee. The motion was seconded by Martha Cavanaugh. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Don McAllister to approve the expenditure of up to \$1,000 for the replacement of the Men’s Room floor at the Main Branch of the Library. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Martha Cavanaugh to approve the expenditure of up to \$500 from the unrestricted Vrettos account to cover the ALA Webinar on Content Marketing and additional staff development opportunities that might arise. The motion was seconded by Tracy Valletti. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Jean Ahearn to allow the artists at PILCON to sell their creations during the event. The motion was seconded by Linda Quigley. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Martha Cavanaugh to increase the copying fees according to the schedule outlined by the Library Director in her written report. The motion was seconded by Tracy Valletti. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Don McAllister requesting the Library Director provide a list to the Board of the disbursement of the funds granted to them from the Friends of the Peabody Institute Library each quarter. The motion was seconded by Linda Quigley. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

A **MOTION** was made by Don McAllister to approve the changes to the Library Director Job Posting as proposed:

- Represents library with municipal government, outside agencies and community organizations to implement and promote library services; speaks before groups and boards as required.
- Facilitates Library Foundation initiatives and activities; attends Foundation meetings, provides expertise and guidance to Foundation Board members on pertinent issues and library matters.

The motion was seconded by Tracy Valletti. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

As there was no additional business to come before the Board, a **MOTION** to adjourn was made by Tracy Valletti. The motion was seconded by Linda Quigley. A vote was taken.

All in Favor: Yes. Any Opposed: No. The motion was unanimously approved.

The meeting was adjourned at 8:45pm.

Submitted by,



Allison M. Lytle
Recording Secretary

March 4, 2017

TO: Richard Shuhan, Don McAllister, Linda QuigleyMarthaCavanaugh, Gerri Guyote, Beth Brennan O'Donnell

cc: Diane Caputo, Wes Merrill, Stephanie Najjar, Margaret Tierney, Jean Ahearn,
Tracy Valletti

FROM: Anne Quinn – via e-mail

RE: Library Director ("LD")

The Position Description you have drafted seems thorough and well thought out. However am not prepared to approve "without editing" what you have written because I do have some questions and comments as follows.

- What is the difference between the Position Description and the Job Posting? Most of the language is the same but each is a little different. Do they serve the same or different purposes? I'd just like to know.
- RE: The Budget. As I read the By-Laws, the Finance Committee of the Trustees, in conjunction with the LD, prepares the Library's annual budget for presentation to the City Council. Doesn't the Board of Trustees have to review and approve the budget before the LD presents it to City Council? Does that need to be clarified?
- As the representative of the Library to outside groups, doesn't the LD "promote" the Library's programs and services vs. implement them. Isn't that the role of the Library Staff? This may be just a choice of words.
- RE: Library Programs and Services. Perhaps the word "schedule" isn't quite right. Isn't the LD responsible for (working with Staff) conceiving, designing, and implementing (meaning securing funding for) and scheduling .programs and services? Not just scheduling them?
- "What do you mean by "Performs other duties as prioritized" especially the prioritized part? Most job descriptions do contain similar language, but in this case, who establishes the priorities for the other duties?"
- I don't see anything here about staff growth and development. Grooming Staff is certainly in important (sic) component of the LD's responsibilities.
- In terms of posting this opportunity: Is there some reason for limiting the placement of the opening to Massachusetts sources? Perhaps there's some really innovative LD

beyond state boundaries who would make an interesting candidate. Of course that could mean the Search Committee would be swamped with resumes, but the requirement for MBLC certification would cut that number.

- Also, why limit the candidates to those with public library experience? Many LDs from larger academic institutions deal with the same sort of issues as a public LD, e.g. preparing budgets and fighting for funding, overseeing grant writing proposals, staff and program development, handling the politics of the organization, etc.

My main concern is with the relationship between the LD and the PIL Foundation.

The Foundation, established during Martha's tenure, is its own legal entity entirely separate from the Library and its governance except as provided in the Foundation By-Laws. There is no mention in the By-Laws of the LD except in Article VIII, Section 3 wherein the Board of Directors is charged with reviewing periodic reports from the LD explaining the use of funds received from the Foundation. The LD as an advisor to the Foundation Board, keeps the Directors apprised of Library activities and needs, and presents funding requests to the Board, but is not necessarily a member. The LD has no defined administrative role, and certainly does not serve (officially) as the Board administrator. I believe that Martha took on much of the administrative work of the Foundation because of her involvement at its birth and infancy because she is so good at it that it became too easy for the Directors to simply let her continue in that role.

I believe we now have an opportunity to clearly articulate the relationship between the Foundation and the Library, and to establish roles and responsibilities for the Foundation Directors. (But that's a matter for another day.)

Lastly, I am concerned about the timetable for the process as you have set it.

The Director and CEO of the Metropolitan Museum in New York recently announced his resignation effective June 30th. With an interim CEO in place, the Chairman of the Board announced that they were "not looking to appoint a new director immediately but will

take some time to consider the leadership needs of the museum in a thoughtful and deliberative way." (Wall St. J. 3/1/17)

The Library is in good hands with Gerri as interim director, and programs and grant proposals are in the works under Staff management. I do not see the need to rush to appoint a new permanent LD. Rather we should take the time to reflect on how we go forward without necessarily looking to clone Martha Holden. Unless all the other Trustees are in accord with your materials and timetable, I ask that you entertain an open discussion on this important matter at the Trustees' meeting on Monday and accept comments and revisions to your documents and schedule that may come from such a discussion.

Respectfully,

AVQ