



BOARD OF TRUSTEES

MEETING INFORMATION PACKET

DECEMBER 15, 2021



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REVISED

**FULTON COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES MEETING
DECEMBER 15, 2021 – 4:00 P.M.
AGENDA**

- I. Call to Order
- II. Public Comments
- III. Adoption of Agenda* Doc. #21-64
- IV. Approval of Minutes – November 17, 2021* Doc. #21-65
- V. Code of Conduct Policy – Update* Doc. #21-50
- VI. Library Marketing Presentation 2022 – Claudia Strange, PR & Marketing Manager
- VII. Chairman's Report
- VIII. Work Orders Report – Paul Kaplan
- IX. Director's Reports Doc. #21-68
 - Monthly Financial Report Doc. #21-66
 - Monthly Usage Summary Doc. #21-67
- X. Unfinished Business
 - A. Central Library – Update
 - B. Impact Initiatives for the Unhoused
- XI. New Business
- XII. Adjournment

*Action is anticipated on this item

Doc. #21-65



**FULTON COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES VIRTUAL MEETING
NOVEMBER 17, 2021 – 4:00 P.M.**

Alexander Solutions, LLC
College Park, Georgia 30337



Members Present: Borders, Priscilla, Vice Chair
Jordan, Linda
Joyner, D. Chip, Chairman
Kaplan, Paul
Kimbrough, Marjorie L.
Radakovich, Nina

Members Absent: Denson, Damian J.
Piontek, Joe

Also In Attendance: Holloman, Gayle H. - Executive Director
Claxton, Zenobia - Assistant to the Director's Office
Martinez, Dominique, County Attorney

Visitors: 3 Virtual Participants

Chairman D. Chip Joyner called the meeting to order at 4:00 p.m.

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(VIRTUAL MEETING BEGAN AT 4:00 P.M.)

CALL TO ORDER

CHAIRMAN D. CHIP JOYNER: Okay, good afternoon. It is now 4:00 p.m. November 17th, we'd like to call to order, the Library Board of Trustees Meeting for Fulton County System. Welcome. Did every member of the board get a chance to review the minutes from our last meeting dated, October 27, 2021?

TRUSTEES: Yes.

21-59 ADOPTION OF AGENDA

CHAIRMAN D. CHIP JOYNER: Okay. All right. Well, we'll first move to the adoption of the agenda. Mrs. Claxton, we'd like to make a motion to change the agenda to remove the Executive Session. There was some -- there was information that we thought we would have by this time. But it's not necessary to go into Executive Session today. So we can have that removed from the agenda.

MRS. ZENOBIA CLAXTON: Done.

CHAIRMAN D. CHIP JOYNER: Okay. Do we need a motion for that or is that just administrative?

MRS. ZENOBIA CLAXTON: I believe you need a motion.

MOTION

CHAIRMAN D. CHIP JOYNER: Okay. Is there is a motion to remove Executive Session from today's meeting?

MR. PAUL KAPLAN: I so move.

CHAIRMAN D. CHIP JOYNER: Okay. Hearing a motion by Mr. Kaplan, is there a second?

MRS. MARJORIE KIMBROUGH: Second.

CHAIRMAN D. CHIP JOYNER: Okay. Second by Mrs. Kimbrough. Alright. For all those in favor of removing the Executive Session for today's meeting, all say, aye.

TRUSTEES: Aye.

CHAIRMAN D. CHIP JOYNER: Any opposed? Hearing none, it is removed. Thank you.

21-60 APPROVAL OF THE MINUTES FROM OCTOBER 27, 2021 MEETING

Alright, have all members had a chance to review the minutes from October 27th and are there any edits or modifications or adjustments or comments? Okay. I have one question. When we review the minutes, sometimes there are typos or things that are written grammatically incorrect. Is that something that can be automated to correct, where perhaps it didn't come across in the recording, but was stated? Sometimes there's fragments in the minutes. Is that something that could be automated to correct?

MRS. ZENOBIA CLAXTON: Okay.

CHAIRMAN D. CHIP JOYNER: Is this something we could talk to the court reporter for?

MRS. GAYLE H. HOLLOMAN: She's on here.

MRS. ZENOBIA CLAXTON: Karen?

CHAIRMAN D. CHIP JOYNER: Can we do like a grammar check or something that just smooth's out some of the language? Because sometimes it seems that there might be skips in the recording and it just doesn't read as clearly.

COURT REPORTER: Yes.

CHAIRMAN D. CHIP JOYNER: Then instead of us going through and trying to get into detail on some of these things, is that something you can do and we can just approve the minutes, having had that done in advance?

COURT REPORTER: If that is the way you all order it, yes, that is something that can be done.

CHAIRMAN D. CHIP JOYNER: Okay. Is the Board, okay, with that?

TRUSTEES: Yes.

CHAIRMAN D. CHIP JOYNER: Okay. Because as long as it doesn't change, materially, what we're saying, it would be welcome to have grammar check done in advance. So let's make a motion for that. All those in favor of having the court reporter do a basic grammar check, spelling/grammar check on behalf of what's discussed or recorded in the minutes. Is there a motion for that, we'd welcome that.

MOTION

MR. PAUL KAPLAN: I so move.

MRS. MARJORIE KIMBROUGH: Second.

CHAIRMAN D. CHIP JOYNER: Okay. Hearing a motion by Mr. Kaplan and a second by Mrs. Kimbrough. All those in favor, say, aye.

TRUSTEES: Aye.

CHAIRMAN D. CHIP JOYNER: Any opposed? It passes. Thank you so much. I think that'll be helpful for recording these minutes. That's what my seventh grader does. So - - but thank you so much everyone. Okay. Alright. Okay. Ms. Claxton, are there any public comments? I'm sorry, I missed that.

MRS. ZENOBIA CLAXTON: There are no public comments at this time.

CHAIRMAN'S REPORT

CHAIRMAN D. CHIP JOYNER: Okay, thank you. In the Chairman's report, I don't really have a Chairman's report. This next year, I'm going to try to come up with a way of reporting some updates or kind of summarizing what we're trying to accomplish as a Board, with everyone's input. We haven't refined that yet. But we've keep this as a placeholder in case anything comes up and we really need to discuss it in the beginning of the meeting. So I haven't used it as often as I'd like but I'd welcome feedback from everyone this next year on the best use of that time slot. So thank you everyone. All right. We're going to move on to the Work Orders Report, Mr. Kaplan.

WORK ORDERS REPORT

MR. PAUL KAPLAN: Okay. So Work Orders Report from October 1st to the end of the month, October 31st, we had a total of only 198 work orders. But the good thing about this -- and I'll tell you what the breakdown is shortly. Out of these 198 work orders, 146

were completed. Just to tell you that the DREAM team is really working well, getting these things done. There might be a few work orders that has followed up from previous months. A lot of times that's waiting for material. And some things they don't deem as really, very critical at this point. But it's a good progress. But out of those 198 work orders, believe it or not, the number one thing, problem that we have is electrical. I'm not talking about anything major. I'm talking about small items, a plug, this -- but the major part is bulbs, bulbs and some fixtures where they don't make the light bulbs anymore. And I think we talked about this before. The only thing I'm concerned with is what do we do with the fixtures that no longer have light bulbs to replace it? And my question is, do we replace the fixtures? And I know that Mr. Al Collins, and also Joe Davis -- when I talked to Mr. Davis about this, that's something that's going to come up pretty quick, because it's going to cost some money to get these things replaced. And where does the money come from? Does it come from the bond issue if we have any left over? Or is it something where we're going to have to get additional funding? (Audio disturbance). So the question is -- and I don't want to continue every month with this because pretty soon it's going to be forgotten and we're going to find out that we have bulbs with no lights in them. With things dark, and we're going to have some patrons saying something. So I think it has to be addressed pretty quickly. In the next -- at least the next month or so. I don't want it to drag on, it'll never get done. And Director Holloman, if you have, in some of your meetings, have they ever brought this discussion up about some of the light fixtures that we don't -- go ahead.

MRS. GAYLE H. HOLLOMAN: I'm sorry. In the past, what -- good afternoon, everybody. In the past, what's happened -- it wasn't the recent past, when we had phase 1, things were purchased. As an example, there was one location that had bulbs that cost \$240 each, astronomical. So what they ended up doing was changing the fixture. And so we have not had to do -- we've not actually done that since then. I think that might be the best way to go though, because in the long run, that's going to better serve us. So that's just something I've got to get and follow up with Joe Davis about, if that's a possibility. Because there are some that it's my understanding, the bulbs are no longer being made.

MR. PAUL KAPLAN: Right.

MRS. GAYLE H. HOLLOMAN: So you're forced into having to change the light fixture. So I'll -- unfortunately, I don't why these things were not, you know, looked into a little bit closer before they were actually installed. But that's going to be a problem. In fact, all the things that have to do with maintenance and warranties ending are going to really hit us in 2022. So we're really aware of all of that and how we've tried to adapt the budget to try and cover some of that. Some of it like the bulbs switches and all that and fixtures, we don't -- we couldn't really prepare for it because we don't know what we're going to switch with. So therefore, we don't know the cost.

MR. PAUL KAPLAN: It's really unfortunate that, I know we've got certification in all libraries. We've done real well, but standardizing things would be a lot more helpful. I

know every library and every branch kind of -- I don't know how to describe it. It's designed towards the neighborhood. You know, it was the best thing to do. It was fancy, it was a nice fixture. But then everybody leaves, and guess what, we have to replace the bulbs and they're no longer made. And here we are stuck again. And some of those bulbs and some of those lights are way up high. We talked about this last month. We have to get a lift there, and there's only one lift far as I know in the entire county. And it has to be towed with a truck to get over there. So it's something that I think needs to be addressed. I really think now that we're going to be opening libraries shortly, I think this is something that needs to be taken care of or somehow talk or have the meeting. And I'd be happy to sit down and talk to anybody about it.

CHAIRMAN D. CHIP JOYNER: Okay. Mr. Kaplan?

MR. PAUL KAPLAN: Yeah.

CHAIRMAN D. CHIP JOYNER: Who's saying that these bulbs are unavailable and discontinued?

MR. PAUL KAPLAN: Well, you can hear it from a lot of people because -- you can talk to Mr. Davis. He knows some of the bulbs are not -- some are no longer made. We don't have lights in some of the libraries. They're no longer -- they're no longer made. They're not made. These were real -- some of these fixtures were not made here in the United States. I don't know where they came from. But they just -- really fancy looking, but we don't have anything to replace the bulbs with.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: It's not every library. I'd just like to get it done and get it corrected because warranties are almost up in almost all of them. Guess who's going to be stuck with it? We are, we're going to be stuck.

CHAIRMAN D. CHIP JOYNER: So if this were one of your projects in your previous life, you know --

MR. PAUL KAPLAN: Previous life.

CHAIRMAN D. CHIP JOYNER: Who would you put that back on? Would you go back to the designer and say, you put this in, you sourced these bulbs, find it for us because it's an expectation for a project of the scale.

MR. PAUL KAPLAN: No. I'd go after whoever design -- well, you can't go after the designer if he does -- if you have a set of specifications in front of you and the specifications were approved for the fixtures to go in there, guess what, it's going to fall on us because we approved it.

CHAIRMAN D. CHIP JOYNER: Got it.

MR. PAUL KAPLAN: All those specifications goes to our engineering, our engineering company. But to -- what's the name of the company? I can't think -- go ahead Gayle, I can't think of the name.

MRS. GAYLE H. HOLLOMAN: Is it GC&E?

MR. PAUL KAPLAN: Yeah, I think so, might be them.

MRS. GAYLE H. HOLLOMAN: I think so.

MR. PAUL KAPLAN: But the problem is, our warranty is coming up. And some of these are out of warranty. I don't know what the entire assessment is. I think that Mr. Al Collins probably knows where they are and where the problems are. I know he's tied up right now recovering. So it's just something we need to address in the next couple of months.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: You know what happens is it will fall on -- it won't fall on our budget. It'll probably fall on the DREAM's budget. But for me, we're all together in this thing. And this is just something we need to address. That's my concern.

MRS. GAYLE H. HOLLOMAN: Mr. Davis and I have discussed it, but not at length. And so I just need to follow back up. But a decision does need to be made because after a while, it's going to get dark in certain places. And even now as we changed -- the time has changed, and you've got bulbs out. That causes a further problem because the sun doesn't stay up as long. So then you've got some dark spaces within libraries at times. We have experienced some of that too. And that's a problem, because sometimes you get people in -- that will sit in those spaces and you can't tell who's doing what and all that. So we really want to make sure that we can provide as much light as possible. Particularly, since the intent was to make sure we had better lighting by using the LED lighting. So we just need to stay on top of it and get it taken care of.

CHAIRMAN D. CHIP JOYNER: Okay. Contemplating the challenge with getting the scissor lift, should we schedule getting the lift, say, maybe February 1, in advance, and then just deal with what fixture is going to go in in advance of that?

MRS. GAYLE H. HOLLOMAN: Well, we have to -- I'm not sure how, exactly how they schedule the lift. But there is a lift. It's down south. You have to have a truck to transport it, like Mr. Kaplan said earlier. That's a major -- that is a major endeavor. So we -- all of that has to go through DREAM and Joe Davis and his staff. So that's how they would get it down. The problem becomes identifying the funds, purchasing the items, and then getting them installed. So it's kind of three phased.

CHAIRMAN D. CHIP JOYNER: Okay. All right. Well --

MR. PAUL KAPLAN: What I can do, I'll push it along. I'll make phone calls. I got -- I'll just make a couple comments to a couple of people and see what we can do to get it pushed through. At least start it on what we're going to do and where we're going to go with it.

CHAIRMAN D. CHIP JOYNER: That'll be great. Thank you. I think light bulbs are important in libraries.

MRS. GAYLE H. HOLLOMAN: I think so.

MR. PAUL KAPLAN: Okay. Well, then let's jump to plumbing. That's pretty important too.

MRS. MARJORIE KIMBROUGH: That's right.

MR. PAUL KAPLAN: So we get important, I'll get into plumbing next. What's happening in the plumbing, I believe that believe that East Point Library -- did they finish the plumbing that was --

MRS. GAYLE H. HOLLOMAN: They finished. It's reopened. Everything got cleaned -- cleared up and cleaned up.

MR. PAUL KAPLAN: Okay. That was a major undertaking. And we will continue to have plumbing problems as time goes on. It's just the way the toilets are and we were -- not we -- but the DREAM team is hiring an engineering company. I don't know if it's been approved or out yet to make an assessment of all the plumbing in all the libraries and what should be done. So at this time, we're living with what we have and go from there. And I don't know what the assessment could be. It could be a lot of money and maybe they'll never do it. I don't know.

CHAIRMAN D. CHIP JOYNER: Can we take any -- can we accrue it now? Can we take any kind of natural hits now before the end of year so doesn't affect next year's budget?

MRS. GAYLE H. HOLLOMAN: Well, we kind of do it when things happen. Right now, East Point is the one that got resolved. And to my knowledge, nothing else has a problem right now.

MR. PAUL KAPLAN: At this point that was it. That's the only one we had.

CHAIRMAN D. CHIP JOYNER: Okay. But if we sign a PO now, can they book it to this year versus first next year? Is that how it works?

MRS. GAYLE H. HOLLOMAN: That's usually -- they close out in the end of October. That's usually not the way it works. They close out all the purchase orders and what have you.

CHAIRMAN D. CHIP JOYNER: Okay.

MRS. GAYLE H. HOLLOMAN: You are allowed to continue with those things you've already encumbered. But we've not -- we don't have anything encumbered in that category right now.

CHAIRMAN D. CHIP JOYNER: Okay. Okay.

MR. PAUL KAPLAN: And unless it's emergency, life safety, or something like that, they will act on it. But other than that, they hold everything off in that.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: The other thing we have is grounds. We all know grounds are short-handed in the landscaping. The company that they have that handles all the county facilities are just short-handed. They don't have enough people. And believe it or not, patrons who walk in the library, they see the outside looking lousy, I'll tell you right now, the first thing they do is call the Commissioner. The next thing you know, the phone call comes to -- come back to us wondering what's happening. So that's, believe it or not, that's something that's visual, people walk in and see it. And if they don't like it, we hear about it. So they're trying to do what they can. That's about all I can tell you. I don't know about --

CHAIRMAN D. CHIP JOYNER: I know this has come up in the past, where the Friend's Groups have offered to do landscaping, and it's been shut down all the time. But I just have to ask again, is it any way possible that volunteers can assist with maintaining? Not using heavy equipment, but planting flowers or pruning or anything of that sort at the libraries?

MRS. GAYLE H. HOLLOMAN: Well, what we -- I'm sorry --

MR. PAUL KAPLAN: Go ahead, Gayle, you can answer that one because I know what the answer is. Go ahead.

MRS. GAYLE H. HOLLOMAN: Normally, we do not. But we have a few that have just recently gone to the Board of Commissioners to see if they will approve the assistance because legal has prescribed what we need to do before we say so. And as you said a moment ago, Mr. Joyner, we don't want them doing the heavy stuff or using equipment that's going to put them at harm. And that's the fear that always is there because of the fact that there's such a liability in it. We do have a group right now, a friend's group, that's really wanting to do some work at one of our libraries because it's in such poor condition as far as the landscaping goes. So Joe Davis has put together about four libraries that he's looking real intently at as of this week to try and see if we can at least get people out there to take care of those. I saw an email on it, I think it was yesterday. So the problem continues. There just are not enough people. There just are not enough staff to go around to take care of the grounds at all of these locations.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: They're looking to do some changes when the proposals go back out for another year with the landscaping company. They're going to do some changes on it.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: Hopefully that will help out. As far as all the rest of the things are concerned, we have a lot of miscellaneous things that have to be done. And just something that we need almost, like, a handyman or somebody who could just go to these libraries and take care of it. There's about 55 work orders for that. The only other thing is, the grounds, Central's elevators. That's another story.

CHAIRMAN D. CHIP JOYNER: So the keycards can't correct that?

MR. PAUL KAPLAN: Well, I -- they had some problems with some of the libraries -- some of the elevators. I'm not sure all of the problems.

MRS. GAYLE H. HOLLOMAN: Yes. Right now this week, we've been in good shape so far.

MR. PAUL KAPLAN: This week?

MRS. GAYLE H. HOLLOMAN: But it's just an interesting, an interesting situation. The keycards sometimes are the problem. But most of the time, it's the elevators themselves. They're saying that they get off track and various things happen. You know, the three public elevators were refurbished. And only the freight elevator is actually brand new.

But, that one gives us sometimes more trouble than the rest of them. But they're working out here almost every day. They're very dedicated. We had a meeting last year with the COO of the company, Mowrey Elevators, and he's very determined to get it right. And so we're, you know, Evan was there and others were there. Cheryl and I were in the meeting. So I think they're on the right track. And as I say, since the early part of last week, things have been doing well with the elevators. So we're just hoping that continues.

CHAIRMAN D. CHIP JOYNER: Okay. Okay. So in the future once everything's working, as far as programming the keycards, is that something we could do in house or does someone do that remotely or they have to come out and do that?

MRS. GAYLE H. HOLLOMAN: IT can do it remotely in most cases.

CHAIRMAN D. CHIP JOYNER: Okay.

MR. PAUL KAPLAN: The other one is HVAC. But that's on and off and it pretty much gets corrected at Central. You know, if there's a problem, they could do things remotely now. So that's becoming less and less of a problem.

MRS. GAYLE H. HOLLOMAN: Right. That is less of --

MR. PAUL KAPLAN: And -- go ahead.

MRS. GAYLE H. HOLLOMAN: That is less and less a problem.

CHAIRMAN D. CHIP JOYNER: Good. Because of the weather, or because of better repair or newer equipment or just the weather?

MR. PAUL KAPLAN: It's the equipment. But it's also -- it's all -- there's a board. And as soon as there is a problem, it'll show up on the main board. And they can usually correct it there without even going to the library.

CHAIRMAN D. CHIP JOYNER: Oh, good.

MR. PAUL KAPLAN: So it has become a very sophisticated system.

CHAIRMAN D. CHIP JOYNER: This is at all libraries or just Central?

MR. PAUL KAPLAN: I believe now, they're all online.

CHAIRMAN D. CHIP JOYNER: Excellent.

MRS. GAYLE H. HOLLOMAN: That's been a real plus.

CHAIRMAN D. CHIP JOYNER: Oh, great.

MR. PAUL KAPLAN: Absolutely. I wish we could do that with plumbing. We can't do it with plumbing, we can do it with HVAC. So there you are.

CHAIRMAN D. CHIP JOYNER: Okay. All right. Any questions for Mr. Kaplan? Okay. Again, Mr. Kaplan, thank you so much for that update. We love to see that the team is doing well, the DREAM team is doing well. The city is --

MR. PAUL KAPLAN: Right.

CHAIRMAN D. CHIP JOYNER: -- supporting the libraries, supporting everything we're trying to do and you're keeping track of it. This is -- I wish the late C.T. Martin could see the progress we've made, you know. Thanks to you and thanks to everybody, Ms. Holloman, the DREAM team, everyone, thank you.

MRS. GAYLE H. HOLLOMAN: You're welcome.

CHAIRMAN D. CHIP JOYNER: Thank you. This is good stuff, okay.

MRS. GAYLE H. HOLLOMAN: You're welcome.

CHAIRMAN D. CHIP JOYNER: Alright.

MRS. GAYLE H. HOLLOMAN: They do improve over time, but sometimes it takes a while.

CHAIRMAN D. CHIP JOYNER: I think it helps when they know somebody's looking, you know, and somebody that knows what they're doing, and knows the questions to ask and knows that they're shooting straight. So, you know, Mr. Kaplan adds a lot of value to this Board and our efforts.

MR. PAUL KAPLAN: It's being a pest.

MRS. GAYLE H. HOLLOMAN: He knows what to ask. He can tell me what to ask. So I've learned so much, you know. So that's a good -- that is a plus, it really is.

CHAIRMAN D. CHIP JOYNER: That's great.

MRS. GAYLE H. HOLLOMAN: Because prior to that, we just didn't even know what to - - we didn't know what to ask. When you don't know what to ask, then you're really lost.

CHAIRMAN D. CHIP JOYNER: Right, right. Okay. The -- let's see, moving on to the Director's Report, Mrs. Holloman.

21-63 DIRECTOR'S REPORT

21-61 MONTHLY FINANCIAL REPORT

21-62 MONTHLY USAGE SUMMARY

MRS. GAYLE H. HOLLOMAN: Okay. Just want to report that we are at 70 percent encumbered or expended with our budget overall. You're going to see a space on there where it shows, under books, under public service operation that we have a remainder of \$760,000, a little over \$760,000. However, there's another \$650,000 to come off of that, which did not make this report, which means we're really down to about \$110,000 as a balance. We expect that most of that will actually get used too. So I just wanted you to know that it sounded like a lot, but there's much more expended already or encumbered. Any questions about any aspect of the budget or financial report?

CHAIRMAN D. CHIP JOYNER: Hearing none.

MRS. GAYLE H. HOLLOMAN: Okay. I'm glad to report also that we've been doing well with our usage summary. In some cases, we expect it's going to go up even more. But we do know that people are not quite going on to our virtual programs like they were earlier. So I talked with the administrative team just this week. And we are looking at quality now more over quantity. And we think that's going to make a huge difference. And so we're making some changes there. And you'll see them and hear about them as we go forward. So that should really pep up the number of people responding to our programs and all. But the good news is that as of today, and I sent you an email earlier, as of today, the Board of Commissioners voted to remove the -- some of the things that they had in place with regards to social distancing and with the mask requirement. Now it's going to be suggested or preferred or encouraged that you wear a mask for staff and

patrons, and the public in general, who come into the facilities owned and operated by the county. Also, the -- they are saying social distancing is something that is encouraged. And then as of December 1st, we're going to have our study rooms reopened to more than two people, our meeting rooms will be available as applicable and conference rooms will be available. So that's going to be a plus and bring more people in and allow us to have programs internally, which is what we had stopped. So it won't be just programs that could be outside, and especially with the weather changing. We'll be able to go back to internal story times and other programming for all ages, as well as our offsite programming, which we had sort of ceased because of the mandate. The Friends Groups will be able to go back to their bookstores. We had reduced their hours to four hours a day. Now they can go back to whatever the hours were previously, as well as the operating hours. All of that would be available to them to do. And all of that's effective December 1st with regard to the library's changes. But the mask wearing and the social distancing changes are effective now. They voted unanimously on -- I think it was unanimously -- at their meeting this morning.

CHAIRMAN D. CHIP JOYNER: Is that for the public and employees or just the public?

MRS. GAYLE H. HOLLOMAN: For the public, the public and employees. We're encouraging --

CHAIRMAN D. CHIP JOYNER: So employees don't have to wear mask?

MRS. GAYLE H. HOLLOMAN: We're encouraged to it, it's not a mandate now. We're about 80 percent vaccinated, is what the rate is for staff. And with the overall for Fulton County, it's -- you never know, it seems to be kind of sliding up and down. And depending upon, they say, who you talk to, you know, we're, okay, and then we could always slip and slide. But for right now, they think that the numbers are looking good enough that they can make that decision. So that's where we're falling. And I was asked to come up with a date to make this effective and just what else we could do to enhance what we were offering. And so that's why we're not going back to rolling back those mandates we had against the use of our meeting rooms and study rooms and what have you.

CHAIRMAN D. CHIP JOYNER: Okay. The email that you sent to us, really informative, thank you.

MRS. GAYLE H. HOLLOMAN: You're welcome.

CHAIRMAN D. CHIP JOYNER: Did every Board member get a chance to review the email sent out this afternoon. Okay, great. Now, those same details will be updated to the website at some point?

MRS. GAYLE H. HOLLOMAN: Yes. That information I shared with staff today, we'll get that on the website. And everything is effective December 1st with regard to the actual library changes.

CHAIRMAN D. CHIP JOYNER: Okay. Great, thank you.

MRS. GAYLE H. HOLLOMAN: So that's a real plus. We think that's going to really help us a lot to get back in -- to get back in gear and start doing those things that we're known

for. So I'm excited about it. Staff seem to be very -- they've been asking, and I think they're ready for it. The staff has just pivoted, like, you never would believe. It's just been an awesome thing over this last almost two years or so. It's just been phenomenal. So I just wanted to point that out. Also, we're continuing to partner with the Library Foundation working with the strategic plan with Martha Greenway and her strategic -- her strategy planning consulting firm. And they are now contacting and doing community meetings virtually. I think at some point, now that we've lifted all this other, they'll start meeting in some of the meeting rooms at the various library branches. We are also in the midst of meeting on a continuing basis regarding the One Book One Read Program that will start in January and go through March 27th at 3:00 p.m. meeting for our visit by author, Isabel Wilkerson, who wrote, *Caste the Origins of Our Discontents*, that's the book that we're reading. And we're very excited about that. She will be at the Auburn Avenue Research Library on March the 27th at 3:00 p.m. So a lot of activity will be surrounding that book. There's going to be a lot of marketing and all that. We appreciate so much, Mrs. Borders serving on the committee. So I don't know if you want to say something about that at some point. But it's been -- it's going to be a phenomenal undertaking, I think. It's something we've never done, but always wanted to do.

MRS. PRISCILLA BORDERS: I would just like to say that the plan that the committee are discussing are wonderful. I mean, more than one event involving most of the libraries in the system. I think it's an opportunity to highlight several aspects and several libraries. It's going to be interesting. I did put out there, again that last Board meeting, we talked about us, as Trustees, reading the book. I did acknowledge, I have my own copy. So I will be reading that. So thank you, Nina for that guidance. So just wanted to share that we did discuss last time that we possibly would get together and read the book.

MRS. GAYLE H. HOLLOMAN: Right. It's quite to me, as they say. And it's very involved, it's very heavy and it's not one that's easy to just, you know, it's not a beach read. But I do think it'll bring a lot of discussion. And I think that we're making contacts with a lot of people from different groups of -- and walks of life that I think would bring a lot to the discussion. So it's going to be really great, I think, for the county as a whole.

CHAIRMAN D. CHIP JOYNER: Great, thank you.

MRS. GAYLE H. HOLLOMAN: I do want to report that we do not have, at this time, any COVID cases that have been reported. And we have not had to close any of our facilities for cleaning because of COVID situations. So I just want you to know that, that's been real positive.

CHAIRMAN D. CHIP JOYNER: That's great.

MRS. GAYLE H. HOLLOMAN: We're appreciative of that fact. Any questions about any of those things?

CHAIRMAN D. CHIP JOYNER: Hearing none. One thing, is there anything Mrs. Radakovich would like to share about the Foundation that may be related to any of the events?

MRS. NINA RADAKOVICH: I would like to emphasize what we mentioned at the last meeting which is, we would -- I would love to see this Board have some discussions of this book. So do we have anybody besides Priscilla who's reading it or has read it at this time?

CHAIRMAN D. CHIP JOYNER: I have the book. I have not read it yet. But I do have it now.

MRS. NINA RADAKOVICH: Okay. Well, I think -- I just think, we would all like it and benefit from it and get different things from them. And that's what's wonderful about book discussion that you get different people who've gotten different things out of the book. And when we share them, we all get more out of the book. So I just I want to keep bringing that up until everybody agrees that we have a discussion of the book. And if, you know, if don't have time or it's too hard, you can start with the first chapter and maybe, you know, skip some of it and read more of it. But I guarantee that it's just thought-provoking. So that's all I want to say. This One Book One Read thing, it's going to be fantastic. And I think that we should be an integral part of it as the Governing Board of the Library System.

CHAIRMAN D. CHIP JOYNER: Well, thank you.

MRS. GAYLE H. HOLLOMAN: We may be able to have someone assigned. I know they talked this week at the meeting about having different people lead the discussions and bring the discussion question out. There's actually going to be a class given to those persons who might want to be the designated leaders. And so we may be able to have someone come and lead the discussion. In fact, I might offer to lead the discussion with this group. But it's a big -- that's a big ask -- well, a big promise. But I think I can do it. So, you know, if we don't maintain or find ourselves with someone else then I will appoint myself, if you all don't mind, to lead you all in the discussion. But I think it's going to be great for us.

CHAIRMAN D. CHIP JOYNER: That'll be great. That'll be great.

MRS. NINA RADAKOVICH: Thank you, Gayle. That is a very big thing.

MRS. GAYLE H. HOLLOMAN: It's a huge book.

MRS. NINA RADAKOVICH: I think that the work that's being done though for the training is extensive, and it's going to make it a toolkit, not just a list of questions, but a lot more than that. And will allow us to go into much more depth than we could reading as individuals alone.

MRS. GAYLE H. HOLLOMAN: Right.

MRS. NINA RADAKOVICH: So please keep that in mind. And in January, you know, there's no excuse not to read. It's the time to read because the holidays will be over and it's cold out and it's a great time for reading.

MRS. GAYLE H. HOLLOMAN: I think so. I think so. Well, I'm going to attend the training. So we'll see how it all goes.

CHAIRMAN D. CHIP JOYNER: And Judge --

MRS. PRISCILLA BORDERS: Chairman Joyner? Oh, I apologize. I just wanted to let you know, I'll volunteer and reach out to the Board Members to connect with them to see whether or not they're interested in participating and reading the book. So at least we'll have a basis for reaching out.

CHAIRMAN D. CHIP JOYNER: Oh, great.

MRS. GAYLE H. HOLLOMAN: That's great.

CHAIRMAN D. CHIP JOYNER: Vice Chair, thank you. Thank you.

MRS. MARJORIE KIMBROUGH: Both my husband and I have read the book. Those kinds of books just make me angry. So I don't know how well I would do leading the discussion. But I am very familiar with it. We each have our own copies. And he is very excited about the presentation at Auburn. So we'll just see. But I'll be glad to help.

CHAIRMAN D. CHIP JOYNER: Thank you.

MRS. NINA RADAKOVICH: You're being a very active participant, that's wonderful. That's just what we need.

CHAIRMAN D. CHIP JOYNER: Excellent. Excellent. Okay. Judge, is there anything else on the Foundation that you'd like to share? Any updates from the foundation?

MRS. NINA RADAKOVICH: The Foundation has turned into a new animal in the last couple years. It's accomplishing so much. It's fantastic. Between the strategic planning and the One Book and some grants that we're applying for now, and some grants that we've received, it's just beyond the hopes that I had or what I could visualize. And our new Executive Director is really on the ball, working hard, knows how to do what you need to do to fund raise. And it's just, all I can say is, the Foundation is doing well, which bodes very well for the library.

CHAIRMAN D. CHIP JOYNER: Outstanding. Oh, that's great to hear. That's great. Thank you. Maybe we can invite them back again in January and talk about how we want to start the new year and just maybe have some shared calendar items that we could put on the schedule early in the year as they progress.

MRS. NINA RADAKOVICH: I'm going to make a note of that. That sounds wonderful, thank you.

CHAIRMAN D. CHIP JOYNER: Thank you. All right. Ms. Holloman, does that wrap up the Director's Report?

MRS. GAYLE H. HOLLOMAN: Well, yes, for right now. We're going to unfinished business, I guess.

UNFINISHED BUSINESS

CENTRAL LIBRARY UPDATE

CHAIRMAN D. CHIP JOYNER: Okay. Central Library update, please.

MRS. GAYLE H. HOLLOMAN: Okay. The Central Library is -- we're raring to go. Our clientele, our patrons have started to return a lot more often than they were in the -- when we first reopened on October 4th. We're getting them back in, I think with the programming that we'll be able to start again that's going to be a great achievement for us and help us

to really make that happen again. We did have some meetings with some people, members of -- well, we met with Central Atlanta Progress. They came in for a tour of the building. I was very surprised that one of them was really paying a lot of attention to the collections on the third floor and looked around and came up to Cheryl, to Cheryl Small and me and said, "Your collections are so diverse, and I appreciate that." And I was just really surprised because I didn't even know that he was paying that much attention as we walked through. It's amazing what people will gravitate towards on those tours. So that was a real positive for us because we were closed for so long and we had items in storage. We bought some new collections to try to add to what we have and we're going to do some more of that in the New Year. It was just really nice to have someone stating and some of the thoughts we had about it. So I was really excited about that. We are still, as I said though, we're needing to put in place some of the other things we have been working on. We're working with the Department of Arts and Culture. They're going to provide more exhibits coming up. We're also working with a couple of universities that will allow us to have some of their exhibits on -- around the system, around the library from the basement level all the way up through at least the first floor, and perhaps on some others. So that's going to be exciting for us, that's why we have the art hanging systems in our libraries. Right now, we have an exhibit on the basement level. So and I think that that's going to be something that's -- maybe a three-month exhibit. It could be as much as a six-month exhibit, and that's going to be a real plus for us. We're also getting more and more people come in at lunchtime, who are in the community. They work around in the various buildings and businesses and so that's a real plus. We're beginning to work with some of the organizations that we wanted to partner with over the years. They've actually come for tours and so that's exciting for us too. I think it's really looking up. Right now, we'd like to continue to explore those people who have expressed an interest in some of our lease possibilities, especially that first floor space. If we could get a coffee shop or something like that, we're still very much interested in that happening. So we'll be working with DREAM's Real Estate Department continually with regard to that. We wanted to mention the -- well, next after the code of conduct. But that's basically what's happening at the Central Library. We did have a situation with a water tower kind of running out or doing something on two days ago, with regard to the eighth floor. What do you call that thing, chiller, but they got it under control and it did not leak to cause any major damage. We had slight leaks onto the seventh and sixth floors. But other than that, that's been fine. As I mentioned earlier, the elevators seem to be doing fine. So the air has been working well, the heat, on the days that we need it. So we're real happy about those things because they can be major issues for us. Our security team have been just phenomenal, working with us throughout the whole Library System. But particularly here at Central, they increased the number of guards that we have and that's been a real positive for us too. So I think that we got a lot of good things in place that we

didn't have previously that this building has required and it is already responding to, the building itself and the patrons.

CHAIRMAN D. CHIP JOYNER: Okay. It's interesting you said no real alarm. But the leak was on the eighth and it got down to the sixth floor?

MRS. GAYLE H. HOLLOMAN: Just bare -- a little bit of water --

CHAIRMAN D. CHIP JOYNER: It's hard to say, that's not an alarm. You sure it wasn't -

MRS. GAYLE H. HOLLOMAN: Well, it was interesting. Mr. Kaplan might be able to put a little bit more thought into explaining how it works. But it didn't do a lot -- it didn't do damage as I would have thought. When I heard about it, I went upstairs to see it. It was like it was raining on the eighth floor. I was just like, what is going on? It's outside on the roof, is where the chiller is. So, all this water was coming down like it was a rainy day or something, and so we were freaking out because we thought, you know, it was going to really get down into the -- all the other floors, but it didn't. So Joe Davis' team, again, came to the rescue. They have just been phenomenal, you all, I mean seriously. Whenever we call, they really come out. It doesn't matter what time of day or night. They'll say, a team is on the way and if someone can just stay there and wait, you know, to keep the door open. So they will come in and do whatever they can to at least turn something off. Or if they have to wait until the next day to get back into it, they will. But they have been extremely responsive to all these things that have been happening lately.

CHAIRMAN D. CHIP JOYNER: Okay. Good, good. Thank you. Thank you. Any other questions about Central?

MR. PAUL KAPLAN: I got a real quick question over to our Director. Since there's going to be a changeover with the -- as far as the restrictions, mask or no mask, you think that's going to relieve some of the pressure off of the problems that we have with some patrons that come in and cause some problems with our employees? You think that should relieve a lot of that off of them?

MRS. GAYLE H. HOLLOMAN: I think it will. I think that's going to make a huge difference. Because, you know, everyone was trained to just not get into any major discourse or argument. But, you know, people will push you to a point. The thing is, I think we just have to be respectful. Those people who will wear them, will wear them, and those who won't, we just have to allow that. I think it's going to make a difference. I think people will come back now with a different, hopefully, with a different determination and a different approach to things. But staff has been very great. I mean, they have not, in any way, gotten out of line. They've just been -- they just dealt with things as they presented themselves. If someone got too far out of alignment, and I guess, the code of conduct, then of course, we have to, you know, bring in our guards or bring in the police. But that's not happening all over and it's not happening every single moment or every single day. So that's been a positive.

CHAIRMAN D. CHIP JOYNER: Good.

MR. PAUL KAPLAN: Okay.

CHAIRMAN D. CHIP JOYNER: Thank you. All right. Code of Conduct Policy. I'm going to hand it over to Vice Chair Borders just to facilitate any conversation that we may have regarding progress or any updates.

21-50 CODE OF CONDUCT POLICY - UPDATE

MRS. PRISCILLA BORDERS: Thank you. I'm going to have to leave this off to Nina Radakovich because she's been taking the lead and making sure that all the parties are aware of the conduct, the latest iteration of that and I know she's been working closely with the County Attorney.

MRS. NINA RADAKOVICH: I sent the latest version to everyone less than an hour ago. I mean, we had already started the meeting, so I apologize for that. There was a lot of back and forth because there is a lot of substance in this legislation. But the County Attorney really honed in on what was lacking, as far as clarity and authority to do what. You know, who does what role in the process of imposing discipline on patrons who violate the rules and making sure that we had all of the behavior that's causing problems listed in this piece of policy. It felt like a law or an ordinance. But it's really just a policy and who do we have with us today? Dominique really, I think, was leading this work. But she had a couple people with her. Who do we have with us today from the County Attorney's Office?

DOMINIQUE MARTINEZ: Can you all hear? It's Dominique.

MRS. NINA RADAKOVICH: Oh, it is Dominique. Oh, okay. Well, that's the best possible thing. I don't have to explain what you told us. But I think what you did with this was wonderful. She also turned it around, every time; she turned around in less than 24 hours. I have never had that kind of customer service from anyone and everything that she did was accurate and specific and she found many mistakes that we didn't find. Just did a terrific job. So if she tells us, we'll understand everything.

CHAIRMAN D. CHIP JOYNER: Great, great. Thank you so much. Any comments from the County Attorney?

DOMINIQUE MARTINEZ: I didn't have any. I don't know if you all had any particular questions about the appeals process. That was sort of, I think, the biggest component that we were commenting on. Some of the other changes were just a little bit more minor, just to tweak and tighten up language. But the appeals process, the changes that we had recommended was to eliminate the possibility of every time you all make a decision about an appeal, or about a ban appeal that the person could then appeal to the Superior Court, then they possibly the Court of Appeals, and then possibly if the Supreme Court wanted to hear the case. I figured you didn't want to take -- turn it into that kind of process. So we changed it to mirror a process that we found in a case involving a professor at, I believe, UGA. In that case, the way the process worked out was that, it wasn't a decision that could be appealed that far, because it allowed for the executive decision maker to retain the ultimate authority. An executive decision or the administrative decision generally cannot be appealed. But because you all would be acting sort of in a quasi-

judicial capacity, if you all make the final decision from a quasi-judicial sort of proceeding, then it would be subject to further appeal. That means, you know, we have lawsuits basically, which is what we see all the time with our classified employees. They do that and the Magistrate Judges get sued all the time because their terminations in eviction cases get appealed up to Superior Court. So it would just turn to that and create additional litigation.

CHAIRMAN D. CHIP JOYNER: Okay. Okay, alright. Okay. So the process -- I haven't read the latest email. But the spirit of process is, if someone violates the Code of Conduct, there are certain steps that they can go through from how they're disciplined or how the library responds to that conduct and it's step by step until it's final. It's not something that can reoccur over and over like we've experienced before? A decision can be made and can be enforced and backed up by the county; is that correct?

DOMINIQUE MARTINEZ: Right. So if a decision is made, the ultimate -- the final decision maker is always going to be the Executive Director in the current version. Now, it may go to you all depending on how far the person appeals. But then you all would then send your recommendation to the Executive Director. That's the way it's written now and after that, there is no further appeal. Once your recommendation has been sent to the Executive Director and the Executive Director has chosen to implement it, or chosen to reject it, they cannot appeal any further beyond that.

CHAIRMAN D. CHIP JOYNER: Okay. Okay. Asking the Board, once we, once everyone gets a chance to review it, is this something we think that we're ready to vote on in December? Or do you think we should review it, go over it one more time in December, and then make a vote in January for the New Year? Any thoughts?

MRS. NINA RADAKOVICH: I think we need to move as quickly as possible because Central is now open fully and the problems are going to manifest.

CHAIRMAN D. CHIP JOYNER: Okay. Point taken. We will -- I'm sorry?

MRS. PRISCILLA BORDERS: No. I would have to agree. I think, you know, we've had several iterations of this for months now and I know Nina has been working on this diligently during that time and now we have input from the County Attorney and she -- that input is very much aligned with the intent that we had. We wanted a process that we could implement that everybody had notice of and that it's something that we can work with. We did not have something like this before that was, you know, in line with everything that we wanted. So I think that December would be a good target date for us.

CHAIRMAN D. CHIP JOYNER: Okay. Director Holloman, you agree with that as well?

MRS. GAYLE H. HOLLOMAN: Yes, I agree with it and I want to thank Ms. Martinez for all the hard work she's done. Francesca, I don't know Francesca. But I want to thank her as well for her input. We really appreciate it. It was very much needed and Adebola helped, worked on some of it, I think, when she was here. So it's really going to make a difference, I think, for us because all of my team, everybody, has talked about it for so long about the changes that we needed to make and particularly with regard to the whole

banning policy that was always a little bit tricky and a little bit up in the air. Nobody really felt comfortable with it. So really, you all have made a huge difference. Thank you Vice Chair Borders and Judge Nina. It's been fantastic.

CHAIRMAN D. CHIP JOYNER: Great, great. Okay. So we'll be sure to put that on the agenda for a vote in December. If you, in advance of that vote, if you can kind of give us your thoughts, Director Holloman, on how we would market that. You know, whether -- how we'd post it and just whatever is going to look best and fit within the design of the library, where the patrons understand it, it's visible, but is not overwhelming.

MRS. GAYLE H. HOLLOMAN: Okay, certainly.

CHAIRMAN D. CHIP JOYNER: Okay. All right. Thank you for that, Judge Nina and Vice Chair Borders, thank you again. We can't thank you enough. We've seen the emails going back and forth and we know it's a lot of work and it's really, really appreciated. Okay, all right. Impact Initiatives for the Unhoused, any updates there?

IMPACT INITIATIVES FOR THE UNHOUSED

MRS. GAYLE H. HOLLOMAN: Yes. I have been working very closely with Central Atlanta Progress and some others in the area, who have a real vested interest in the whole idea of what's happening with the unhoused. At one point, we weren't seeing quite as many people coming -- seeing or sleeping around the building and all that until a few days ago. It kind of started back actually around the actual perimeter of the Central Library. Auburn Avenue, I'm told, is not having any visitors of that type right now and they used to be quite -- a location that had quite a few more visitors who were experiencing that difficulty. Our other libraries that have -- there are a few of them that still have quite a bit of concern about it. But what we're doing is, I passed -- sent out to everybody the 311 information and that has been a real help. So I just wanted to let you know that we've had people who have been able to be helped by them calling, it's a referral line. They can call it and they will actually come out. It takes them 30 minutes to an hour usually to get to a location, to one of our libraries. What they do is, they'll actually talk with the individual. They let the person know, the person is coming, then they talk to them with regard to the housing need, their shelter need for that night or whatever. They talk to them about food needs and money and mental health and substance abuse, whatever they seem to have a need, a basic need. We've had a few that they -- a couple of libraries, I received a report that it was very successful on -- with two of them, where the people actually were able to be helped. A third one decided, after the person had talked with them, they did not want to participate. They just opted out and of course, that's their right. They can do that. But it is making some differences. They're able to call and make some arrangements to help people. So that's a real plus, it's something we didn't have. Our staff appreciates it. They're able -- they're also were the same group that, I think I mentioned to you last month, actually came out and did two classes for our managers a few months back. I think it was August and September when that took place. So we're working hard on doing that and I want -- this Impact Initiative, to be staffed by some of

our staff from the locations that have the most concerns about this situation; and make it sort of -- not a focus group, but a group that would just initiate some activities. We can sit around and brainstorm and all that type thing, so that we can come up with some of the parts of this initiative that can make it work. We've got other groups that -- have expressed concern and want to help us. So I think that's a real plus. We know that everyone is welcome. So that's always the point. It's just trying to make sure that we can assist people as we see the need.

CHAIRMAN D. CHIP JOYNER: Oh, that's outstanding. That's outstanding. Alright. Well, great. Thank you. Thank you for that update. Alright, New Business. Anyone have anything to add?

NEW BUSINESS

MR. PAUL KAPLAN: So if everything is lifted for the libraries, are we going to have our regular meeting at Central next month?

MRS. GAYLE H. HOLLOMAN: We can.

CHAIRMAN D. CHIP JOYNER: Good question. Yes? So we're back in person in December? Is that the mandate?

MRS. GAYLE H. HOLLOMAN: If you want to. I know that since they made the decision today and voted the way they did, that's probably going to be the best thing to do.

CHAIRMAN D. CHIP JOYNER: Okay. Is any objection by any board member to meeting in person for our final meeting of the year? Okay. All right. We'll plan our meeting in person in December.

MRS. GAYLE H. HOLLOMAN: Okay.

CHAIRMAN D. CHIP JOYNER: That's the third week, correct?

MR. PAUL KAPLAN: Third week.

CHAIRMAN D. CHIP JOYNER: Mrs. Claxton, if you can give us the directions of where to show up at Central. Is Central, okay, for everyone? In our new digs?

MR. PAUL KAPLAN: Sure.

MRS. ZENOBIA CLAXTON: Okay.

CHAIRMAN D. CHIP JOYNER: Okay. Outstanding. Thank you, Mrs. Claxton.

MS. LINDA JORDAN: I'll be traveling that week, Chip. Linda Jordan, I'll be out of town.

CHAIRMAN D. CHIP JOYNER: Okay. To makes things easier for all members, is there a way for members that can't make it, can they dial in? Do we have that kind of technology available?

MRS. GAYLE H. HOLLOMAN: That kind of technology is available in the boardroom.

CHAIRMAN D. CHIP JOYNER: Outstanding, okay. So maybe you can be on a beach in Saint Martin, Ms. Jordan, and you can dial and that way we can get your vote, okay?

MS. LINDA JORDAN: Okay. I'll call in.

CHAIRMAN D. CHIP JOYNER: Alright, great. Thank you.

MRS. GAYLE H. HOLLOMAN: Zenobia will get that information out to you and all the particulars about parking.

CHAIRMAN D. CHIP JOYNER: Okay. Oh, that's nice. That's great. We're catching up with technology. We're catching up with the world. Palo Alto, here we come.

MRS. GAYLE H. HOLLOMAN: That's right. That's the plan?

CHAIRMAN D. CHIP JOYNER: Right. Okay. Just a couple of quick things. Mrs. Holloman, for either the first or second meeting in the New Year, I'd like to get a visitor from the Marketing Department at Central. I'd like to understand how we're going to schedule events and market the library and understand how we're going to -- what the rental rates are going to be.

MRS. GAYLE H. HOLLOMAN: Okay. Now, the rental rate, that's a policy that the county is working on.

CHAIRMAN D. CHIP JOYNER: Okay.

MRS. GAYLE H. HOLLOMAN: We have a -- I and Dr. Cheryl Small have been on a committee for two years. So they tabled the discussion at the last meeting and I don't think they talked about it today. Some I'm trying to find out where we are with that.

CHAIRMAN D. CHIP JOYNER: Okay.

MRS. GAYLE H. HOLLOMAN: Hopefully, we'll have something to talk about at that point.

CHAIRMAN D. CHIP JOYNER: Okay. They need to give us an answer since we're going to be open.

MRS. GAYLE H. HOLLOMAN: I know.

CHAIRMAN D. CHIP JOYNER: Okay, or people could just bid on one, I guess. All right. But we'd love to have a visit from someone from Marketing, a visit from someone from IT. You know, and I'm glad to hear Central Atlanta Progress came by, because I was going to say, maybe we can have -- we could have a short meeting one time and afterwards, visit with people from Central Atlanta Progress, Chamber of Commerce, Metro Chamber of Commerce, and Georgia Chamber. Just bring some people the Board can meet, the Foundation can meet and maybe we can just have a coffee, tea, or whatever the appropriate mixer to show off the new digs. We really want to blow this up this year. I think you're doing a great job in the leadership and we have great facilities. Mr. Kaplan is making sure that we have everything in order and working. Mrs. Borders and Nina is making sure that people are acting right with Code of Conduct. Mrs. Kimbrough, she's overseeing all of us and keeping us together. So let's get some calendar things and let's get something where we can really get the word out and some visibility with some of our key community leaders and organizations. If -- I'll leave that kind of calendar up to you, Mrs. Claxton, but let us know what we can do in the first two meetings and they can have five or ten minutes of our time. They could either dial in or come in person, but then let's get something pretty sizable in person.

MRS. GAYLE H. HOLLOMAN: Okay. I'll reach out to them, and then we'll get that information through Zenobia to you. I do want to let you all know that we have been in the midst of interviews. So we were filling our vacancies.

CHAIRMAN D. CHIP JOYNER: Okay, cool.

MRS. GAYLE H. HOLLOMAN: So I just want you to know that's going to go into the New Year. But we've got quite a few that we're filling and so that's a real plus. We finally got all of that through HR.

CHAIRMAN D. CHIP JOYNER: Well, good.

MRS. GAYLE H. HOLLOMAN: We're excited about that.

CHAIRMAN D. CHIP JOYNER: Okay and are we going to be fully staffed this year?

MRS. GAYLE H. HOLLOMAN: That's the goal.

CHAIRMAN D. CHIP JOYNER: Okay. Okay.

MRS. GAYLE H. HOLLOMAN: The New Year.

CHAIRMAN D. CHIP JOYNER: We're back to full hours?

MRS. GAYLE H. HOLLOMAN: Well, full -- we don't have Sundays yet. We're waiting until we do get the new staff; the additional staff, because right now, we are not able to do what we would normally do on Sundays. Because, you know, if you work Sundays, Saturdays and Sundays, you have to have a day off -- days off, time off during the week. So that was prohibitive with regard to Sundays in particular. So we expect that will start up again in the New Year.

CHAIRMAN D. CHIP JOYNER: Okay.

MRS. GAYLE H. HOLLOMAN: But right now, we're Monday through Saturday.

CHAIRMAN D. CHIP JOYNER: Okay. Okay. All right, very good.

MRS. GAYLE H. HOLLOMAN: That has worked well. Actually, we've not had a lot of concern about that. Some people do ask, but it has not been a major issue. I think that once we get all these facilities back where people can really come in to programs and things, I'm not so sure that Sundays will be, you know, as they once were. But we'll just have to see.

CHAIRMAN D. CHIP JOYNER: Okay.

MRS. GAYLE H. HOLLOMAN: But it allows us to do --

CHAIRMAN D. CHIP JOYNER: Okay. All right. Keep us posted. All right. Well, thank you, everyone. Are there any additional comments or new business or any closing remarks? Alright. Again, let's all take a look at the email from Judge Nina and make your comments, send them over. I think we've had plenty of time to make comments. But if you have any questions, please share those. Let's be ready to take some action this next meeting. All right. Also, just for me, if anyone wants to change the format of anything for this next year, or any feedback on ideas you have on how we can do things better, please share those with me and we'll get them implemented right away, okay. So send me anything. Judge Nina, were you about to say something?

MRS. NINA RADAKOVICH: Something occurred to me today. It tends to be a conflict when the Commission is meeting the same day we do. I know we've met on Wednesdays at 4:00 p.m. at the end of the month for years. But we might want to change that. I don't know if -- and Gayle, what you think about that? I know it's hard for you to be in two places at one time.

MRS. GAYLE H. HOLLOMAN: Well, it really would -- like, today was kind of an interesting situation. But we always make it work. Things happen in between when you're trying to have the BOC meeting and then the -- your meeting is in the afternoon. But it works out. It would -- and then I think the Foundation tends to meet on Tuesdays when they meet, right? But it's only so many times a year? Isn't it Tuesday?

MRS. NINA RADAKOVICH: Quarterly. Yes, on Tuesdays.

MRS. GAYLE H. HOLLOMAN: So if we had that one set for Tuesdays when they meet and then the BOC on every other Wednesday, perhaps if you all could go to Thursday afternoons, that could be a really good thing, I think. Even Monday afternoons if we wanted to do that, but it's just a thought. But there again, we made do with it all of it through the years and we've adjusted it. It doesn't happen that often that you're meeting on the same day. But sometimes it does happen. So, Zenobia, you had something to say?

MRS. ZENOBIA CLAXTON: Yes. If you do change your meeting, you have to change your bylaws.

MRS. GAYLE H. HOLLOMAN: Oh, yeah.

CHAIRMAN D. CHIP JOYNER: Okay, good point. Thank you for that.

MRS. GAYLE H. HOLLOMAN: That's true, thank you. But anyway, those are just my suggestions if you tend to want another day.

CHAIRMAN D. CHIP JOYNER: Okay. Well, let's discuss it in next month's meeting. So and we'll try to make sure that everyone is present so everyone gets -- I'm sure their comments and their availability moving forward. We'll do whatever we can to do what's best for everyone and for the county, okay. So is there any further business? If not, is there is motion to adjourn?

ADJOURNMENT

MOTION

MR. PAUL KAPLAN: So moved.

CHAIRMAN D. CHIP JOYNER: Okay. There's a motion by Mr. Kaplan to adjourn. Is there a second?

MRS. MARJORIE KIMBROUGH: Second.

CHAIRMAN D. CHIP JOYNER: Seeing the lips move of Mrs. Kimbrough, I recognize a second. All right. So, all those in favor of adjourning? Say aye.

TRUSTEES: Aye.

CHAIRMAN D. CHIP JOYNER: Hearing any, nays? Hearing none, the meeting is adjourned. Thank you, everyone. Thank you, County Attorney, really appreciate you being there. Thank you, Mrs. Claxton. So everyone have a great and safe holiday.

(Whereupon, the Virtual Board of Trustees Meeting concluded at 5:06 p.m.)

Director's Report

Doc. #21-68

December 9, 2021

**Gayle H. Holloman, Executive Director
Fulton County Library System (FCLS)**

November 2021

The month of November had many observances featured in displays, book talks; craft programs, and make and take items. The observances included: National Diabetes Month; Thanksgiving; Veterans' Day; World Vegan Day; Native American Heritage Month; and National Sleep Comfort Month.

DIY seasonal wreath projects were a popular craft at many libraries. Some outdoor programs were held for children and their parents. They included a Shadow Puppet Theatre complete with free apple cider to drink.

Staff worked the polls during the November 30th Runoff Special Election to elect the next mayor of the City of Atlanta. Most libraries were voting sites.

Workforce Tuesdays' Mobile Career Center visited many of the libraries to train interested patrons on resume writing; job skills; digital literacy; and job searching.

Managers received training on facilitating the upcoming Community Conversations that will be a focus of the Library System's strategic planning process. Members of the public are invited to join the conversations virtually and to provide their thoughts about library service.

Staff began preparations in partnership with the Library Foundation Board for the presentation of the FCLS's first ever One Book, One Read program which will culminate with an author visit to the Auburn Avenue Research Library in March 2022. The selected title is *Caste, the Origins of Our Discontents*, by Isabel Wilkerson. She is a New York Times Bestselling author, and winner of the Pulitzer Prize.

FULTON COUNTY LIBRARY SYSTEM

MONTHLY FINANCIAL REPORT - TOTAL LIBRARY

AS OF NOVEMBER 30, 2021

Doc #21-66

SERVICE	2021 BUDGET	NOVEMBER	2021 YTD	2021 YTD	2021 YTD	2021 YTD	BUDGET
DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURE	ECNUMBRANCES	COMMITTED	% COMMITTED	BALANCE
REG SALARY	14,591,857	901,843	10,834,085	-	10,834,085	74%	3,757,772
PART TIME SALARY	484,240	18,044	278,979	-	278,979	58%	205,261
BENEFITS	7,904,148	476,952	5,633,675	-	5,633,675	71%	2,270,473
BOOKS	3,875,699	71,944	2,954,241	898,623	3,852,864	99%	22,835
OFFICE EQUIP. REPAIR	6,610	-	1,610	5,000	6,610	100%	-
EQUIPMENT	20,604	2,079	4,281	11,527	15,808	77%	4,796
PROFESSIONAL SERV	20,237	6,750	15,614	440	16,054	79%	4,183
COPIER MACHINE	206,865	19,850	206,767	-	206,767	100%	98
SUPPLIES	91,200	26,312	65,082	14,344	79,427	87%	11,773
COMPUTER HARDWARE	382,000	-	381,934	-	381,934	100%	66
RENT	231,147	11,179	179,372	42,787	222,159	96%	8,988
OTHER SERVICES	543,876	39,294	452,897	26,561	479,458	88%	64,418
TRAVEL	600	-	555	-	555	93%	45
HOPITALITY	2,000	1,992	1,992	-	1,992	100%	8
VEHICLE MAINTENANCE	10,850	367	9,412	-	9,412	87%	1,438
GENERAL INSURANCE	622,596	51,883	570,713	-	570,713	92%	51,883
CONTINGENCY	16,775	-	-	-	-	0%	16,775
TOTAL	29,011,304	1,628,488	21,591,209	999,283	22,590,491	78%	6,420,813

FULTON COUNTY LIBRARY SYSTEM
MONTHLY FINANCIAL REPORT - BY ORG TYPE

AS OF NOVEMBER 30, 2021

ORGANIZAION	SERVICE	2021 BUDGET	NOVEMBER	2021 YTD	2021 YTD	2021 YTD	2021 YTD	BUDGET
TYPE	DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ECNUMBRANCES	COMMITTED	% COMMITTED	BALANCE
PUBLIC SERVICE	REG SALARY	11,510,333	703,930	8,511,923	-	8,511,923	74%	2,998,410
	PART TIME SALARY	484,240	18,044	278,979	-	278,979	58%	205,261
	BENEFITS	6,278,575	378,406	4,491,221	-	4,491,221	72%	1,787,354
	BOOKS	3,375,699	71,944	2,454,241	898,623	3,352,864	99%	22,835
	OFFICE EQUIP. REPAIR	6,610	-	1,610	5,000	6,610	100%	-
	EQUIPMENT	17,000	2,079	2,223	11,217	13,440	79%	3,560
	PROFESSIONAL SERV	15,987	6,600	15,464	440	15,904	99%	83
	COPIER MACHINE	206,865	19,850	206,767	-	206,767	100%	98
	SUPPLIES	23,200	5,284	18,836	-	18,836	81%	4,364
	RENT	231,147	11,179	179,372	42,787	222,159	96%	8,988
	OTHER SERVICES	324,233	14,872	285,864	19,291	305,155	94%	19,078
	VEHICLE MAINTENANCE	1,000	-	23	-	23	2%	977
	GENERAL INSURANCE	404,826	33,736	371,091	-	371,091	92%	33,736
		16,775	-	-	-	-	0%	16,775
Total		22,896,490	1,265,922	16,817,613	977,358	17,794,971	78%	5,101,519

FULTON COUNTY LIBRARY SYSTEM
MONTHLY FINANCIAL REPORT - BY ORG TYPE

AS OF NOVEMBER 30, 2021

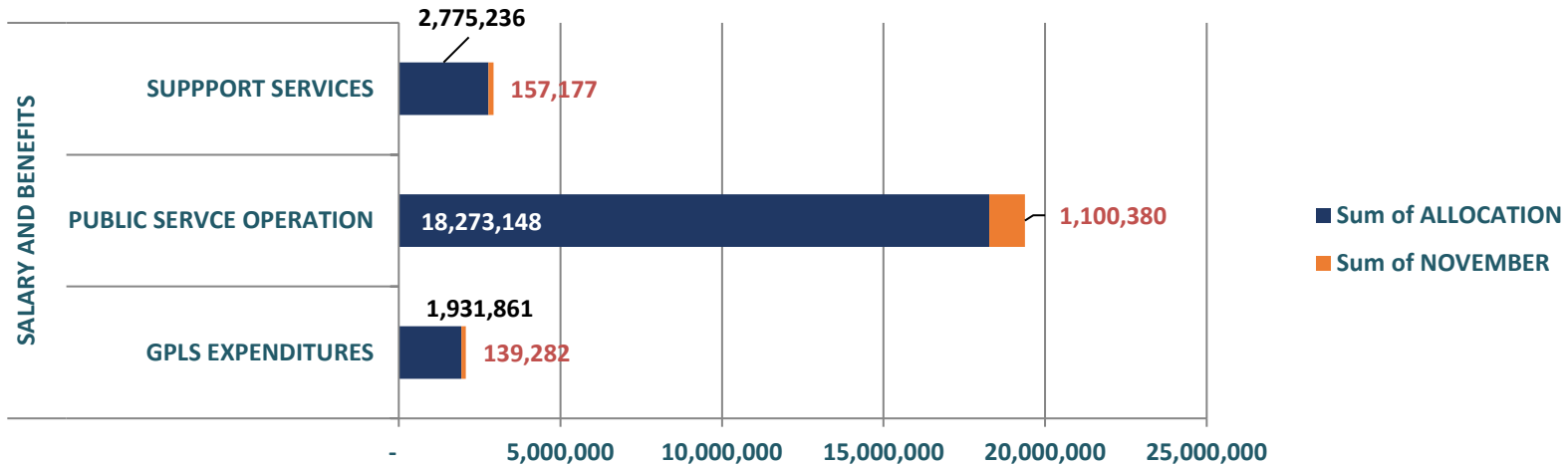
ORGANIZAION	SERVICE	2021 BUDGET	NOVEMBER	2021 YTD	2021 YTD	2021 YTD	2021 YTD	BUDGET
TYPE	DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ECNUMBRANCES	COMMITTED	% COMMITTED	BALANCE
SUPPPORT SERVICES	REG SALARY	1,770,026	102,638	1,225,761	-	1,225,761	69%	544,265
	BENEFITS	1,005,210	54,539	637,058	-	637,058	63%	368,152
	EQUIPMENT	3,604	-	2,058	311	2,368	66%	1,236
	PROFESSIONAL SERV	4,250	150	150	-	150	4%	4,100
	SUPPLIES	68,000	21,028	46,246	14,344	60,591	89%	7,409
	COMPUTER HARDWARE	382,000	-	381,934	-	381,934	100%	66
	OTHER SERVICES	167,817	24,422	115,208	7,270	122,477	73%	45,340
	TRAVEL	600	-	555	-	555	93%	45
	HOPITALITY	2,000	1,992	1,992	-	1,992	100%	8
	VEHICLE MAINTENANCE	9,850	367	9,389	-	9,389	95%	461
	GENERAL INSURANCE	217,770	18,148	199,623	-	199,623	92%	18,148
Total		3,631,127	223,284	2,619,974	21,925	2,641,898	73%	989,229

FULTON COUNTY LIBRARY SYSTEM
MONTHLY FINANCIAL REPORT - BY ORG TYPE

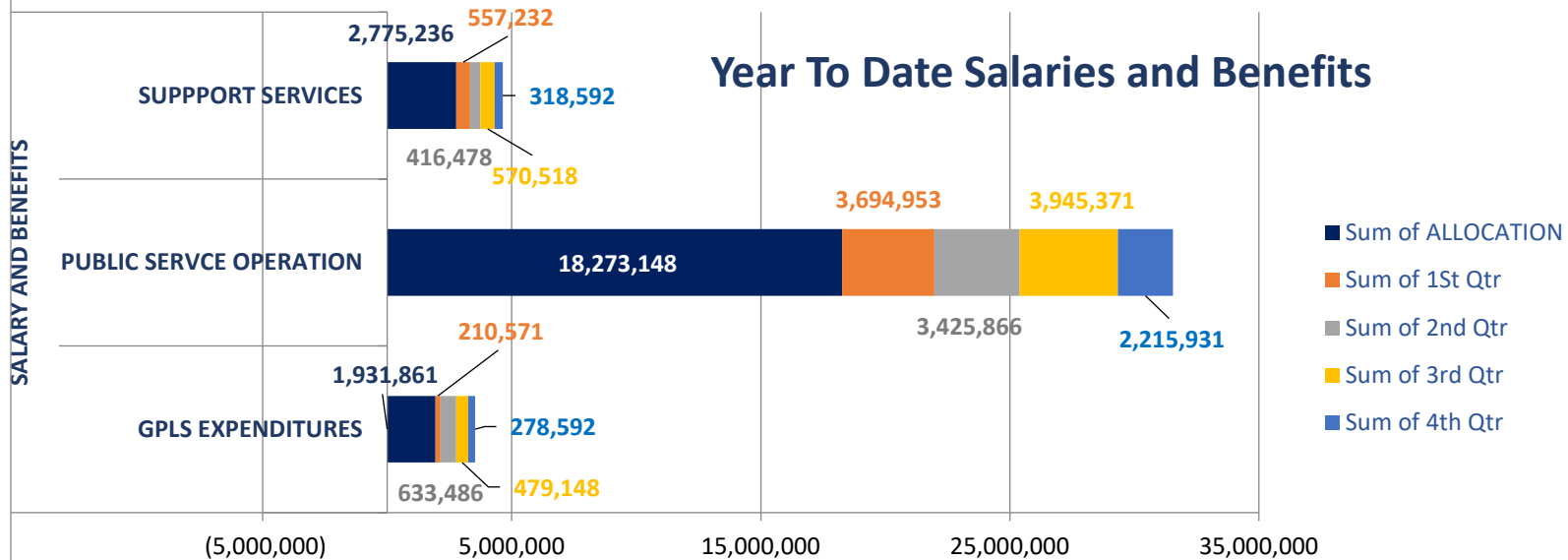
AS OF NOVEMBER 30, 2021

ORGANIZAION	SERVICE	2021 BUDGET	NOVEMBER	2021 YTD	2021 YTD	2021 YTD	2021 YTD	BUDGET
TYPE	DESCRIPTION	ALLOCATION	EXPENDITURES	EXPENDITURES	ECNUMBRANCES	COMMITTED	% COMMITTED	BALANCE
GPLS EXPENDITURES	REG SALARY	1,311,498	95,276	1,096,401	-	1,096,401	84%	215,097
	BENEFITS	620,363	44,006	505,396	-	505,396	81%	114,967
	BOOKS	500,000	-	500,000	-	500,000	100%	-
	OTHER SERVICES	51,826	-	51,825	-	51,825	100%	1
Total		2,483,687	139,282	2,153,622	-	2,153,622	87%	330,065

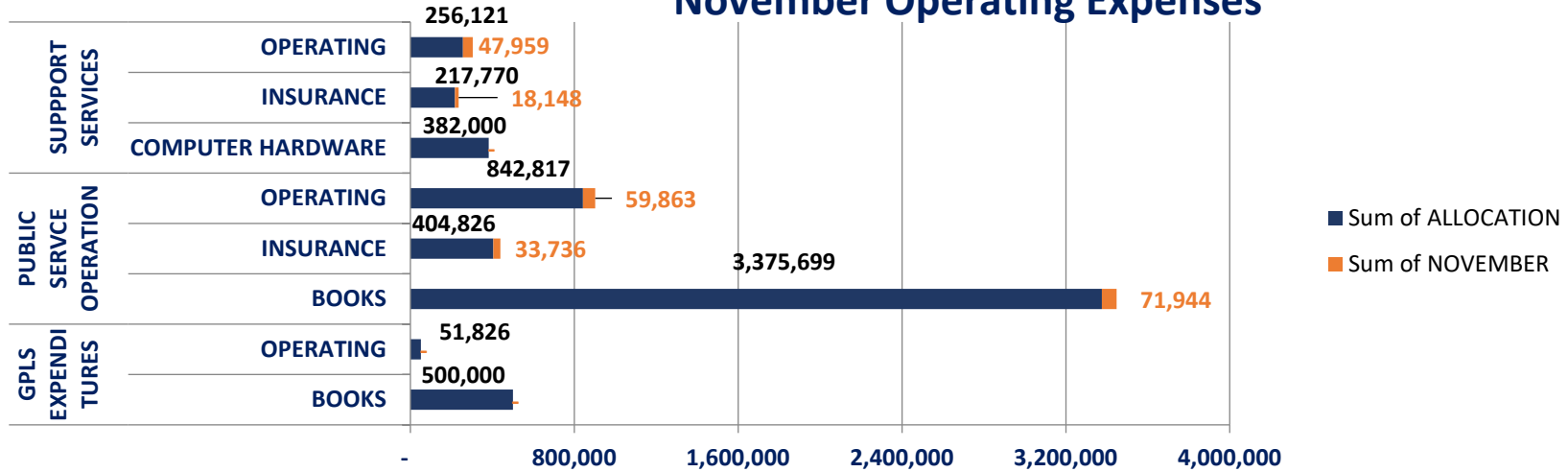
November Salaries and Benefits



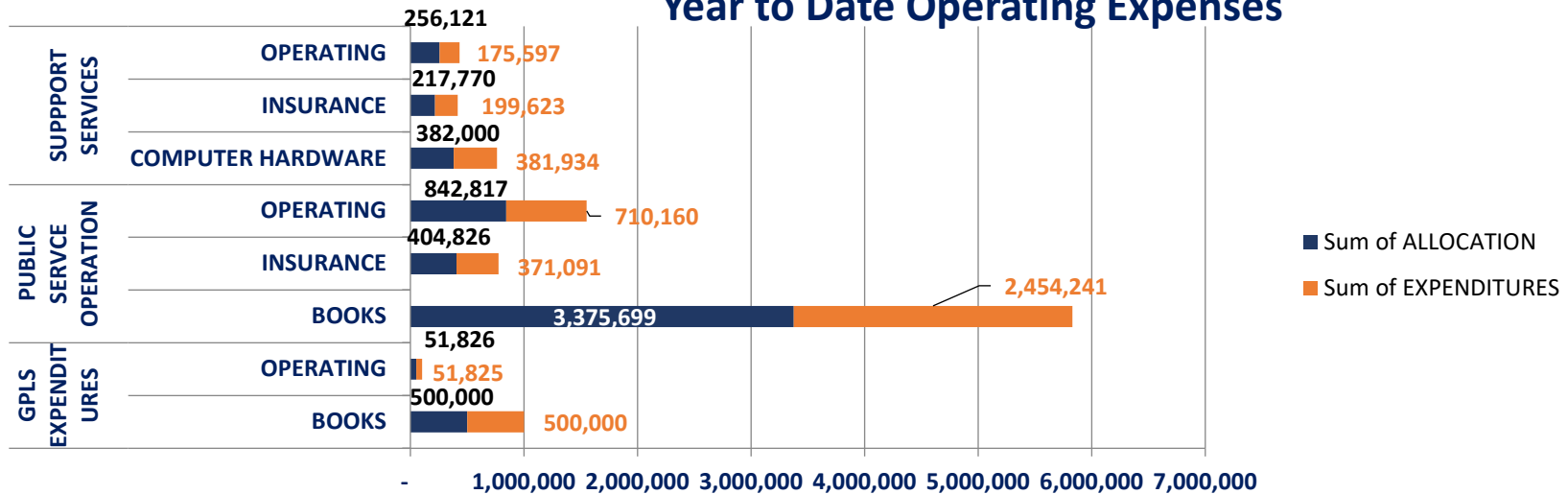
Year To Date Salaries and Benefits



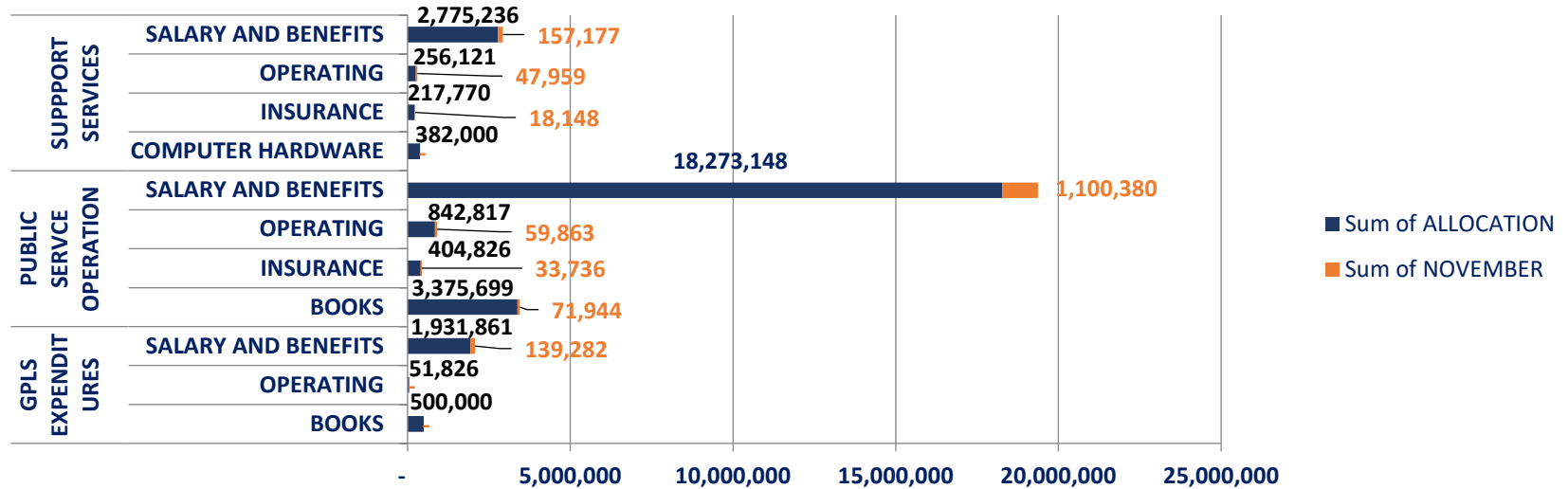
November Operating Expenses



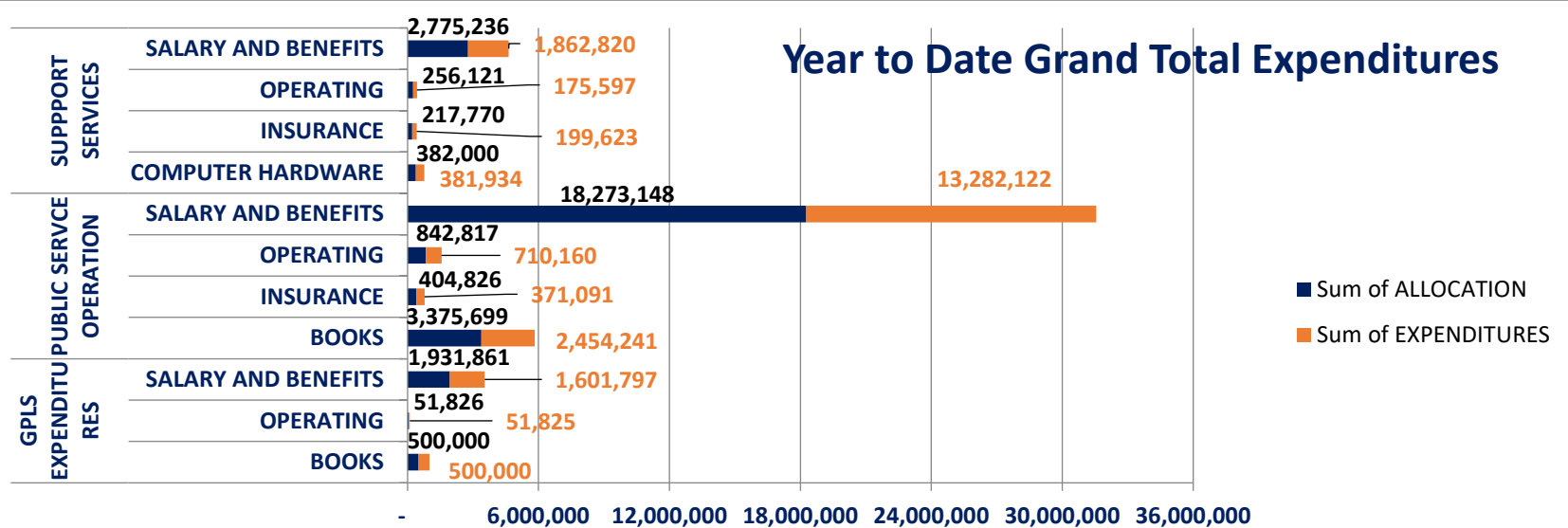
Year to Date Operating Expenses



November Total Expenses



Year to Date Grand Total Expenditures



Monthly Usage Summary - November 2021					Doc. #21-67
Activity and Description	2021		2020		YTD % +/-
	October	YTD	October	YTD	
Circulation					
Total number of items checked out of the library	173,443	1,580,856	76,240	898,753	76%
Holds					
Number of requests by patrons	40,670	561,146	54,080	391,399	43%
Visits					
Number of people entering a library for any reason	105,619	850,340	0	539,692	58%
Computer/Internet Usage					
Number of computer sessions (Internet access and office software)	24,136	133,011	0	145,866	-9%
Number of hours of computer use	11,975	64,607	0	47,621	36%
Web Page Visits					
Number of times people have visited the library's websites	756,085	8,354,418	714,676	5,824,930	43%
Web Visitors					
Number of people who visited the library's websites	111,708	1,255,919	105,359	1,108,187	13%
Virtual Circulation					
Number of materials downloaded or streamed	98,836	1,162,782	109,597	1,195,373	-3%
Virtual Circulation Users					
Number of people who downloaded or streamed	21,050	253,432	23,068	243,076	4%
Children's programs					
Library sponsored programs offered for children (birth - 12)	110	1689	156	1038	63%
Number of people attending programs	1320	27386	1705	47257	-42%
Teen Programs					
Library sponsored programs offered for teens (13 - 17)	6	281	17	217	29%
Number of people attending programs	89	3865	421	6709	-42%
Adult Programs					
Library sponsored programs offered for adults (18 +)	69	749	31	1336	-44%
Number of people attending programs	773	16,735	583	131637	-87%
Programs - Total					
Library sponsored programs offered (includes all-ages not counted above)	206	3202	221	2667	20%
Number of people attending programs	2,551	55,537	2,890	190826	-71%
Meeting Rooms					
Non-library sponsored meetings or activities scheduled	0	83	0	781	-89%
Number of people attending meetings or activities	0	1,660	0	15503	-89%

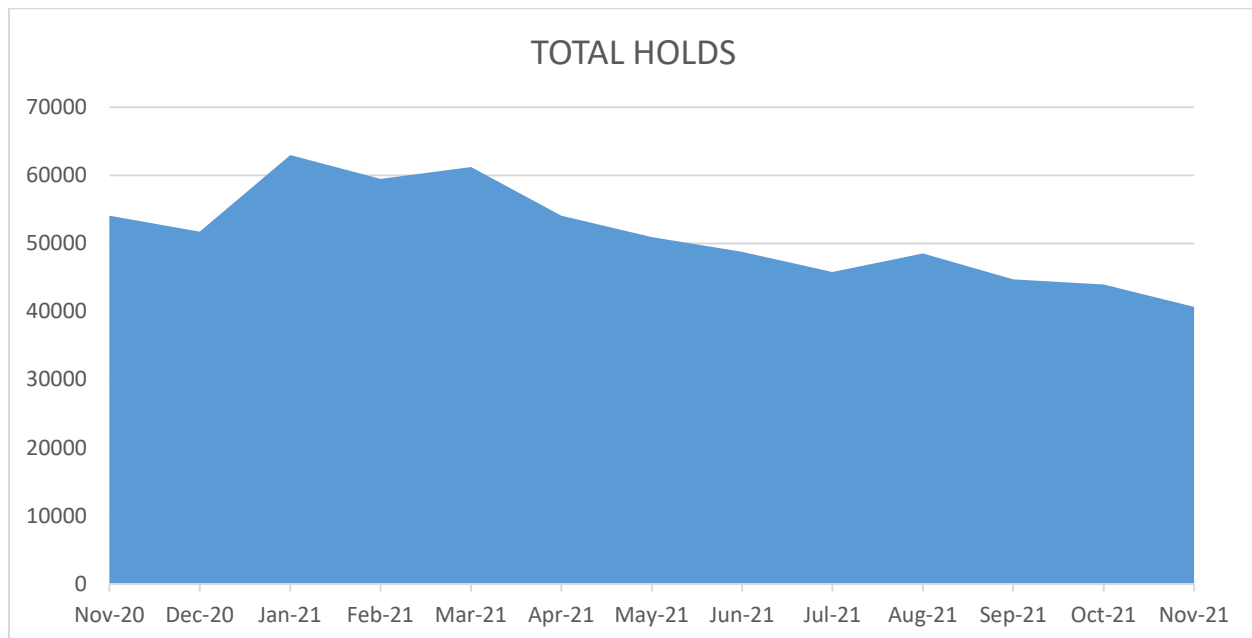
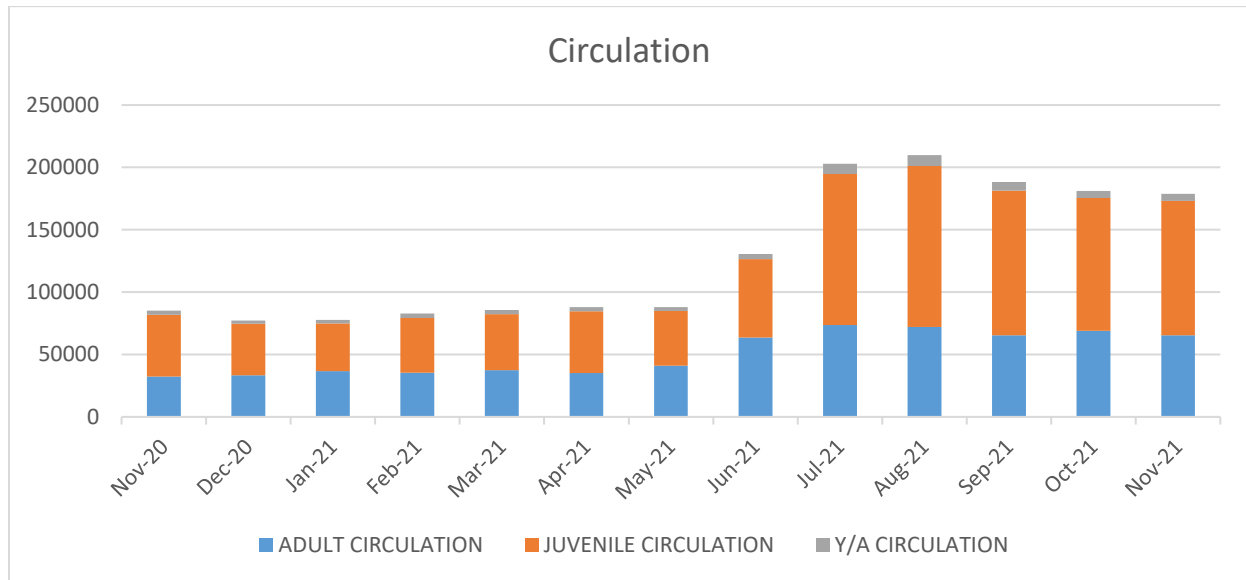
Fulton Library System Circulation Stats - November 2021

AGENCY NAME	ADULT	JUVENILE	Y/A	OTHER	Month-2021 TOTAL	Month-2020 TOTAL	INCREASE/ DECREASE	PERCENT CHANGE	YTD 2021 CIRC	YTD 2020 CIRC	INCREASE/ DECREASE	PERCENT CHANGE
ADAMS PARK	527	518	26		1,071	363	708	195.04%	7,789	4,815	2,974	61.77%
ADAMSVILLE/COLLIER HEIGHTS	473	411	53		937	642	295	45.95%	8,402	2,838	5,564	196.05%
ALPHARETTA	5,817	12,904	597	11	19,329	8,428	10,901	129.34%	178,169	138,905	39,264	28.27%
BUCKHEAD	3,623	4,072	194	2	7,891	3,404	4,487	131.82%	70,200	12,795	57,405	448.65%
CLEVELAND AVE	449	279	64		792	408	384	94.12%	11,260	1,695	9,565	564.31%
COLLEGE PARK	650	675	34		1,359	464	895	192.89%	10,004	7,594	2,410	31.74%
DOGWOOD	425	560	113		1,098	351	747	212.82%	6,671	7,503	-832	-11.09%
EAST ATLANTA	1,696	3,535	138	3	5,372	2,033	3,339	164.24%	45,408	9,355	36,053	385.39%
EAST POINT	614	166	37	2	819	711	108	15.19%	10,645	11,941	-1,296	-10.85%
EAST ROSWELL	4,474	6,414	220	16	11,124	6,230	4,894	78.56%	108,367	79,683	28,684	36.00%
EVELYN G. LOWERY @ CASCADE	754	714	67		1,535	603	932	154.56%	13,303	15,411	-2,108	-13.68%
FAIRBURN	608	570	37		1,215	421	794	188.60%	9,835	7,143	2,692	37.69%
GLADYS S. DENNARD @ SOUTH FULTON	1,000	1,659	123		2,782	980	1,802	183.88%	19,215	21,469	-2,254	-10.50%
HAPEVILLE	388	402	32		822	2	820	41000.00%	7,263	151	7,112	4709.93%
JOAN P. GARNER @ PONCE DE LEON	4,102	4,884	243	4	9,233	4,025	5,208	129.39%	82,407	15,207	67,200	441.90%
KIRKWOOD	1,215	3,613	94	2	4,924	2,033	2,891	142.20%	41,493	31,027	10,466	33.73%
LOUISE WATLEY @ SOUTHEAST ATLANTA	463	1,267	45		1,775	1,182	593	50.17%	19,790	15,987	3,803	23.79%
MARTIN LUTHER KING, JR	554	362	54		970	738	232	31.44%	10,351	12,072	-1,721	-14.26%
MECHANICSVILLE	229	312	24		565	292	273	93.49%	4,643	1,381	3,262	236.21%
METROPOLITAN	1,476	2,665	97		4,238	1,705	2,533	148.56%	31,899	28,162	3,737	13.27%
MILTON	4,092	8,833	410	6	13,341	6,588	6,753	102.50%	135,760	83,105	52,655	63.36%
NORTHEAST/SPRUILL OAKS	2,222	6,134	335	1	8,692	3,318	5,374	161.97%	87,649	15,431	72,218	468.01%
NORTHSIDE	2,642	4,605	251	2	7,500	2,808	4,692	167.09%	65,501	11,184	54,317	485.67%
NORTHWEST @ SCOTTS CROSSING	1,123	2,329	140	1	3,593	1,424	2,169	152.32%	28,879	31,454	-2,575	-8.19%
OCEE	3,895	9,984	682	6	14,567	5,989	8,578	143.23%	140,244	30,517	109,727	359.56%
PALMETTO	542	766	38		1,346	391	955	244.25%	9,540	6,651	2,889	43.44%
PEACHTREE	2,722	2,408	147	11	5,288	3,841	1,447	37.67%	48,217	59,117	-10,900	-18.44%
ROSWELL	5,748	6,796	404	9	12,957	6,075	6,882	113.28%	127,343	72,337	55,006	76.04%
SANDY SPRINGS	6,413	10,042	383	7	16,845	7,263	9,582	131.93%	161,018	98,365	62,653	63.69%
WASHINGTON PARK	463	997	113		1,573	520	1,053	202.50%	11,554	9,671	1,883	19.47%
WEST END	575	564	52		1,191	769	422	54.88%	11,994	9,017	2,977	33.02%
WOLFCREEK	1,075	1,506	195	3	2,779	1,879	900	47.90%	25,973	30,823	-4,850	-15.74%
BRANCHES TOTAL	61,049	100,946	5,442	86	167,523	75,880	91,643	120.77%	1,550,786	882,806	667,980	75.67%
CENTRAL	1,530	1,245	288	4	3,067	302	2,765	915.56%	10,658	6,534	4,124	63.12%
OUTREACH SERVICES	3				3	58	-55	-94.83%	66	740	-674	-91.08%
AUBURN AVENUE RESEARCH	2,850				2,850	0	2,850	n/a	19,346	8,673	10,673	123.06%
SYSTEM TOTAL	65,432	102,191	5,730	90	173,443	76,240	97,203	127.50%	1,580,856	898,753	682,103	75.89%

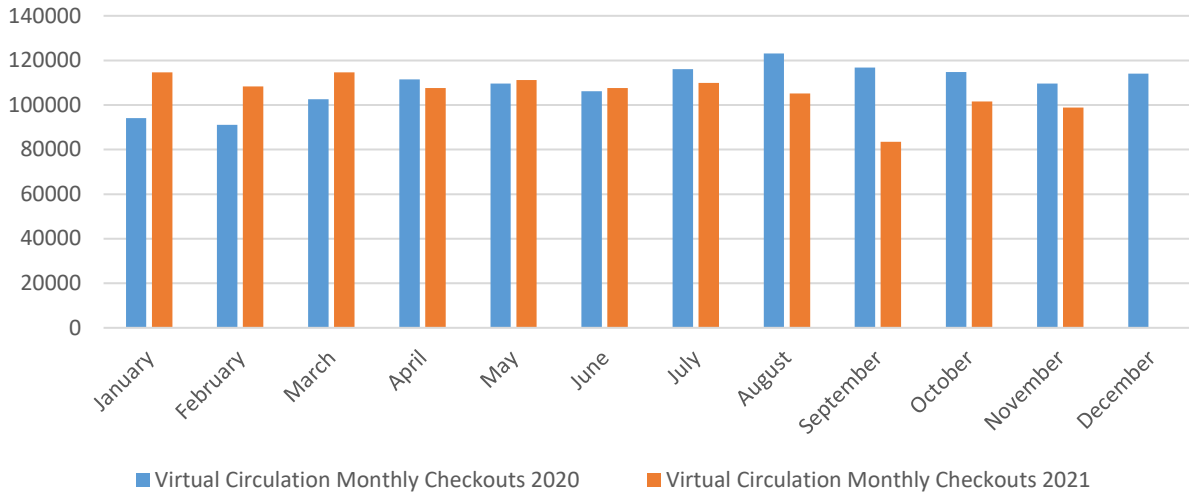
FULTON COUNTY SYSTEM STATS AT A GLANCE - November 2021

AGENCY NAME	TOTAL CIRCULATION	TOTAL REGISTRATIONS	COMPUTER USAGE	LIBRARY VISITS	NUMBER OF PROGRAMS	PROGRAM ATTENDANCE	NUMBER OF MEETINGS	MEETING ATTENDANCE	VOTER REGISTRATION
ADAMS PARK	1,071	78	569	1,677	0	0			
ADAMSVILLE/COLLIER HEIGHTS	937	80	951	1,893	7	20			2
ALPHARETTA	19,329	534	890	8,836	1	16			25
BUCKHEAD	7,891	452	947	5,150	4	20			2
CLEVELAND AVE	792	43	473	1,011	0	0			
COLLEGE PARK	1,359	103	931	2,592	2	0			
DOGWOOD	1,098	28	267	1,229	19	24			2
EAST ATLANTA	5,372	249	601	6,504	3	106			
EAST POINT	819	118	1,083	1,606	0	0			
EAST ROSWELL	11,124	329	399	4,048	5	119			
EVELYN G. LOWERY @ CASCADE	1,535	151	1,041	2,787	10	56			
FAIRBURN	1,215	95	380	1,411	1	8			
GLADYS S. DENNARD LIBRARY @ SOUTH FULTON	2,782	185	968	1,646	11	35			
HAPEVILLE	822	41	432	1,338	2	0			
JOAN P. GARNER @ PONCE DE LEON	9,233	436	1,124	6,426	0	0			
KIRKWOOD	4,924	145	219	0	4	86			
LOUISE WATLEY LIBRARY @ SOUTHEAST ATLANTA	1,775	47	865	2,505	0	0			
MARTIN LUTHER KING, JR	970	46	267	1,267	1	6			
MECHANICSVILLE	565	35	293	1,018	0	0			7
METROPOLITAN	4,238	182	879	4,020	8	364			
MILTON	13,341	294	218	3,928	7	45			
NORTHEAST/SPRUILL OAKS	8,692	158	209	1,862	13	274			
NORTHSIDE	7,500	168	209	1,199	8	0			
NORTHWEST @ SCOTTS CROSSING	3,593	140	512	6,993	4	60			3
OCEE	14,567	286	261	4,070	6	86			1
PALMETTO	1,346	56	253	461	2	28			
PEACHTREE	5,288	255	1,048	583	0	0			
ROSWELL	12,957	428	644	4,341	13	284			5
SANDY SPRINGS	16,845	537	1,127	13,258	17	292			
WASHINGTON PARK	1,573	43	495	1,597	4	86			4
WEST END	1,191	83	819	3,428	4	33			
WOLFCREEK	2,779	165	440	2,239	1	21			
BRANCHES TOTAL	167,523	5,990	19,814	100,923	157	2,069	0	0	51
CENTRAL	3,067	413	4,257	3,831	16	32			
VIRTUAL PROGRAMS					24	242			
OUTREACH VIRTUAL PROGRAMS	3	1			0	0			
AUBURN AVENUE RESEARCH	2,850	4	65	865	9	208			
SYSTEM TOTAL	173,443	6,408	24,136	105,619	206	2,551	0	0	51

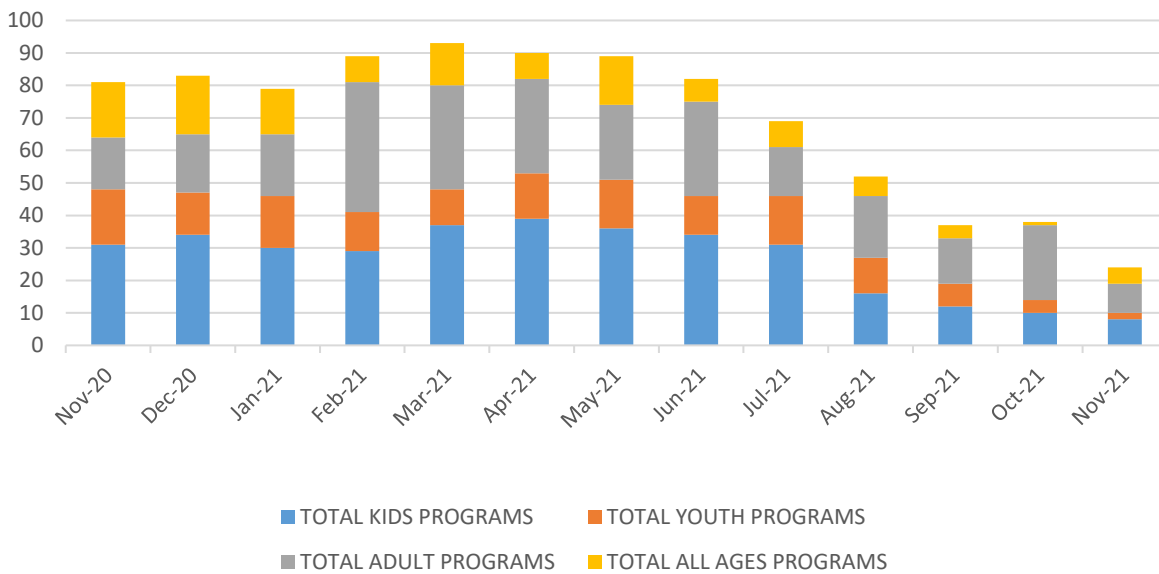
November 2021 Executive Summary – Charts



Virtual Circulation 2020 vs 2021



Virtual Programs



Virtual Program Attendance

