

**Mission Statement**

*Freedom to Discover*

**Strategic Priorities**

*A Community Beacon      Relevant and Responsive  
A Creative and Changing Organization*

**HAMILTON PUBLIC LIBRARY BOARD**

**Regular Board Meeting  
Wednesday, December 17, 2014  
Central Library, Board Room**

5:00 p.m. Dinner  
6:00 p.m. Meeting

**AGENDA**

**1. Discussion Period**

- 1.1 Local History & Archives Calendars
- 1.2 Signage at Central
- 1.3 Partnerships Update
- 1.4 SOLS Report

**2. Acceptance of the Agenda**

**3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, November 19, 2014**

Attachment #3

**4. Presentations**

- 4.1 New Library Cards – MS
- 4.2 BIBFrame, Open and Linked Data - PT
- 4.3 Update on Digital Collections – MC

**5. Consent Items**

**6. Business Arising**

- 6.1 Update on the Junos and HPL – MS

Attachment 6.1  
**Suggested Action: Receive**

**7. Correspondence**  
Movable Cultural Property Directorate (MCP) Attachment 7.1  
**Suggested Action: Receive**

**8. Reports**

8.1 Chief Librarian's Report Attachment #8.1  
**Suggested Action: Receive**

**9. New Business**

9.1 eBook Supplementary Purchase – MC Attachment #9.1  
**Suggested Action: Recommendation**

9.2 Waterdown Hours – KA Attachment #9.2  
**Suggested Action: Recommendation**

9.3 Turner Park Hours – KA/PT Attachment #9.3  
**Suggested Action: Recommendation**

9.4 Local History & Archives – City Directories - MC Attachment #9.4  
**Suggested Action: Recommendation**

**10. Private and Confidential**

**11. Date of Next Meeting**

Wednesday, January 21, 2015  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**12. Adjournment**

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**HAMILTON PUBLIC LIBRARY BOARD**

Regular Board Meeting  
Wednesday, November 19, 2014  
Central Library, Board Room  
5:30 p.m. Dinner  
6:00 p.m. Meeting

**MINUTES**

- PRESENT:** Suzan Fawcett, David Simpson, Nicolas van Velzen, Richard Bagdonas, Wenda Tulloch, George Geczy, Clare Wagner, Jennifer Gautrey, Councillor Jackson, Councillor Pearson, Mary Ann Leach
- STAFF:** Paul Takala, Lisa DuPelle, Julianna McCormick, Lita Barrie, Michael Ciccone, Karen Anderson, Melanie Southern, Karen Hartog
- REGRETS:** Wenda Tulloch

Ms Fawcett called the meeting to order at 6:01 p.m.

**1. Discussion Period**

1.1. Branch Tour

Board members reported on the branch tour held on November 15th. Locations visited included Millgrove, Dundas, Carlisle, new Waterdown site, Lynden and Freelton.

1.2. Hamilton Gallery of Distinction

Board members reported on the Hamilton Gallery of Distinction induction dinner held on November 18th and the induction of staff member, Margaret Houghton.

1.3. Blackie and the Rodeo Kings

It was reported that this was a very successful event. The fourth floor space looked great. The concert was recorded.

**2. Acceptance of the Agenda**

**MOVED** by Ms Leach, seconded by Ms Gautrey,

**THAT THE AGENDA BE ACCEPTED AS PRESENTED.**

**MOTION CARRIED.**

**3. Minutes of the Hamilton Public Library Board Meeting of Wednesday, October 15, 2014**

Record Richard Bagdonas and Mary Ann Leach as present and remove Suzan Fawcett as present.

**MOVED** by Mr. van Velzen, seconded by Mr. Bagdonas,

**THAT THE MINUTES OF THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF WEDNESDAY, OCTOBER 15, 2014 BE ACCEPTED AS AMENDED.**

**MOTION CARRIED.**

**4. Presentations**

4.1 Power of the Pen

Ms Barrie provided a presentation on the Power of the Pen contest that has been going on for the last 20 years. A special gala event will be held on January 16, 2015.

4.2 Cost Recovery and Revenue Generation

Mr. Takala provided a presentation on cost recovery and revenue generation.

**5. Consent Items**

Board members requested that item 5.3 2014 Budget Variance Report be removed from the consent items and added as 6.4 under business arising.

**MOVED** by Ms Gautrey, seconded by Mr. van Velzen,

**THAT CONSENT ITEM 5.1, 5.2 AND 5.4 BE APPROVED AS PRESENTED.**

**MOTION CARRIED.**

5.1 Family Day

That the Hamilton Public Library Board authorize the opening of the Turner Park Branch and the Red Hill Branch on Monday, February 16, 2015.

5.2 2015 Meeting Dates

That the Hamilton Public Library schedule its 2015 Board meetings on the following dates:

- January 21<sup>st</sup>
- February 18<sup>th</sup>
- March 18<sup>th</sup>
- April 15<sup>th</sup>
- May 20<sup>th</sup>
- June 17<sup>th</sup>
- September 16<sup>th</sup>
- October 21<sup>st</sup>
- November 18<sup>th</sup>
- December 16<sup>th</sup>

5.4 MK Solutions – Change in Name

The Hamilton Public Library Board approves MK Solutions Incorporated as an authorized vendor to provide materials handling systems (sorters).

**6. Business Arising**

6.1 Advocacy and Political Participation Policy

Board members suggested a couple of edits and typos to the document.

**MOVED** by Ms Leach, seconded by Mr. Simpson,

**THAT THE ADVOCACY AND POLITICAL PARTICIPATION POLICY BE APPROVED.**

**MOTION CARRIED.**

6.2 Update on Website Renewal Project

**MOVED** by Ms Wagner, seconded by Ms Leach,

**THAT THIS REPORT ON THE WEBSITE RENEWAL PROJECT BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

6.3 Update on Waterdown Construction

Ms Anderson reported that an on-site meeting was held today. It was reported that the project has now been delayed until March 27, 2015.

**MOVED** by Councillor Pearson, seconded by Ms Gautrey,

**THAT THIS REPORT ON THE WATERDOWN PROJECT BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

6.4 2014 Budget Variance Report

Board members requested that they would like to see the materials and supplies line further separated into specific materials items like computer hardware.

**MOVED** by Ms Gautrey, seconded by Ms Wagner,

**THAT THE BUDGET VARIANCE REPORT AS AT SEPTEMBER 30, 2014 AND ESTIMATE TO DECEMBER 31, 2014 BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

**7. Correspondence**

No board correspondence.

**8. Reports**

8.1 Chief Librarian's Report

**MOVED** by Ms Wagner, seconded by Mr. van Velzen,

**THAT THE CHIEF LIBRARIAN'S REPORT BE RECEIVED FOR INFORMATION.**

**MOTION CARRIED.**

**9. New Business**

9.1 2015 Operating Budget

**MOVED** by Ms Leach, seconded by Ms Gautrey,

**THAT THE 2015 OPERATING BUDGET, AT AN INCREASE OF \$431,290 OR 1.5%, BE APPROVED FOR SUBMISSION TO THE CITY OF HAMILTON.**

**MOTION CARRIED.**

9.2 Capital Variance Report

**MOVED** by Mr. Geczy, seconded by Ms Wagner,

**THAT THE CAPITAL VARIANCE REPORT AS AT SEPTEMBER 30TH, 2014 BE APPROVED.**

**MOTION CARRIED.**

9.3 3<sup>rd</sup> Quarter Statistics

**MOVED** by Mr. van Velzen, seconded by Mr. Geczy,

**THAT THE LIBRARY BOARD RECEIVE THE 3<sup>RD</sup> QUARTER STATISTICAL REPORT UPDATE FOR INFORMATION.**

**MOTION CARRIED.**

**10. Private and Confidential**

No private and confidential items.

**11. Date of Next Meeting**

Wednesday, December 18, 2014  
**Central Library, Board Room, 5<sup>th</sup> Floor**  
5:00 p.m. Dinner  
6:00 p.m. Meeting

**12. Adjournment**

**MOVED** by Mr. Bagdonas, seconded by Ms Gautrey ,

**THAT THE HAMILTON PUBLIC LIBRARY BOARD MEETING OF  
WEDNESDAY, NOVEMBER 19, 2014 BE ADJOURNED.**

**MOTION CARRIED.**

The meeting was adjourned at 8:15 p.m.

Minutes recorded by Karen Hartog



**Date:** December 12, 2014  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Melanie Southern, Director Public Service, Partnerships & Communication  
**Subject:** **Update on the Junos and HPL**

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**Recommendation:**

That the Hamilton Public Library Board receives the report for information.

**Background**

As reported last month in the Chief Librarian's Report, HPL will be hosting the *2015 JUNO Awards Children's Album of the Year* nominee showcase in the Hamilton Wentworth Room, Central Library. The event takes place on Saturday, March 14 from 9:30 – noon, and will feature the top acts of the year in concert.

HPL is happy to report that it will be hosting another JUNO Week event on Friday, March 13. This event will celebrate Hamilton's rich song history, and will feature such Canadian greats as Gord Downie, Sarah Harmer, Leslie Feist, Colin James (artist still to be confirmed). The stellar line-up will be singing songs written by Hamilton song writers and highlight Hamilton's rich, musical history. Like the recent concert, *Blackie and the Rodeo Kings*, it will be "in the round" on Central Library's fourth floor. During this week, Juno winner Stephen Fearing will have his photography featured on the first floor gallery.

On Sunday, Central Library's fourth floor will be closed to the public in preparation for Sunday evening's media interviews. Major media including CBC, CTV, ET Canada, will be stationed inside the Library to report upon the evening and interview artists after they receive their awards.

JUNO Week 2015 is coming to Hamilton through the combined efforts of the Province of Ontario and the City of Hamilton. This celebration attracts thousands of music fans from across the country and abroad. HPL is pleased to be supporting the City's JUNO week initiative, as it continues to be a community beacon.

**From:** Lorraine.Tremblay@pch.gc.ca [mailto:Lorraine.Tremblay@pch.gc.ca] **On Behalf Of** bcm-mcp@pch.gc.ca  
**Sent:** November-28-14 2:25 PM  
**To:** Takala, Paul  
**Cc:** Milligan-Thurston, Karen  
**Subject:** Mandatory Review of Category A Designated Organizations - Hamilton Public Library - Review Concluded

Dear Mr. Takala,

Thank you for participating in the Movable Cultural Property Directorate (MCP) mandatory review of organizations that have been designated Category A under the *Cultural Property Export and Import Act* and for promptly providing us with the data. Your valuable contribution enables MCP and the department of Canadian Heritage to fulfill its commitment to due diligence and gather current basic information about your organization.

I am pleased to inform you that MCP is satisfied that the [Hamilton Public Library](#) appear to meet the requirements for designation and to have the capacity to preserve certified cultural property and make it available to the public.

MCP plans to conduct periodic reviews of the Category A designated organizations and survey them every five to seven years. In the meantime, I would like to remind you that your organization is responsible to keep MCP up to date on its status. Consequently, please inform MCP of any significant changes that take place to the legal, financial and human resources, collections management, physical location, facility and/or environmental conditions to assist MCP in keeping up to date data about your organizations.

This concludes our review of the Category A designation of your organization. Should you have any questions or concerns do not hesitate to contact me.

Sincerely,

Lorraine Tremblay

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Program Officer, Designation of Institutions and Public Authorities  
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## **Chief Librarian's Report – December 2014**

### **News about the Centre for Equitable Library Access (CELA)**

Michael Ciccone, Director of Collections, will become the Executive Director of CELA effective January 1, 2015. This is a great opportunity for Michael and we are pleased that Michael will be dedicating his considerable talents to an organization that is critical to HPL's success at providing library materials to our customers in accessible formats. Michael will be on a one year secondment to CELA as it expands service and builds its collection.

In November the CNIB awarded the Dr. Dayton M. Forman Memorial Award for 2014 to the Canadian Urban Libraries Council (CULC) for its work in removing barriers for people with print disabilities. The award was established by the CNIB Library Board in 1996 and recognizes outstanding leadership in the advancement of library and information services for Canadians living with vision loss or print disabilities. The Canadian Urban Libraries Council received the award based on its creation of the Centre for Equitable Library Access (CELA). "CELA works for the more than three million Canadians with print disabilities, providing equitable access to library materials through their public libraries," said John M. Rafferty, President and CEO, CNIB. "No one should have to rely on a charity for library access – CULC's determination and hard work in the launch of CELA is helping make this a reality."

We are pleased to report that the Government of Ontario has been very supportive of CELA. They are now fully funding the public library contribution to CELA. Earlier this year, HPL paid \$19,000 as our annual subscription to CELA. We recently learned that the Ontario Government will be refunding the contribution of public libraries including HPL.

### **Management Update – Congratulations Darcy Glidden**

Darcy Glidden, Branch Manager of Red Hill, will be working with Burlington Public Library for approximately three months starting in January. Darcy will be on leave from HPL so he can serve as the Director of Content, Spaces and Technology position with the BPL. We are pleased to loan Darcy to our neighbouring library system to serve in this capacity. Please join me in congratulating Darcy on his new appointment.

### **Research Supporting our Digital Story Telling Project**

As was previously reported, this year HPL received support from the Hamilton Future Fund to support our Digital Story Telling Project. We are partnering with McMaster University Library and the City of Hamilton to support the city's culture plan with this project. To help ensure this work is both effective and the lessons learned can be shared with other communities we have partnered with Brian Detlor, the McMaster University Library's first ever Faculty-Member-in-Residence.

Here is some coverage on the project from the November 19<sup>th</sup> edition of McMaster Daily News:

Detlor's research focuses on "Love Your City, Share Your Stories," a digital storytelling initiative spearheaded by The Hamilton Public Library and the City of Hamilton's Tourism and Culture Division. "The idea of researching the impact of digital storytelling resonated with me," says Detlor, also an associate professor in the DeGroot School of Business. "Hamilton has very rich origins. People don't always know its history and how it's changed; telling these stories can help raise that awareness and convey a positive message about Hamilton."

Detlor hopes the findings of this research will inform policy-makers and cultural institutions, providing them with insights on how to best use digital storytelling techniques to promote a city or region. "Promotion of a city is important," says Detlor. "You don't just want to send people to a fact sheet; you want something that has emotional resonance that draws people in to learn more. Many of these stories are intrinsic to Hamilton's identity. We want to flesh them out and help people to better understand the city and the potential impact those stories have in terms of promoting Hamilton."

We have worked with Brian Detlor before and are excited about this partnership. In addition to conducting his research, he has brought his considerable project management skills to help assist with the project's overall success.

### **Facilities Master Plan Update, Metrics**

Staff are continuing to gather and update information to support the upcoming Facilities Master Plan review in 2015. We will be bringing a draft to the Library Board in January that will provide updated information on the status of all our facilities and some updates to the big picture trends we face. The information that will come in January will not include recommendations on next steps; those will be developed by the Library Board in the following months. In 2014 we have been receiving customer feedback from Counting Opinions and have developed more comprehensive quarterly statistical reports to the Library Board. We will ensure a full picture of usage patterns and metrics are available to help inform the Board discussion.

### **Telling Tales Festival**

On December 9, the Telling Tales Committee presented \$11,000 to local literacy organizations in the Children's Department of the Central Library. Recipients of this year's literacy funding are the Hamilton Literacy Council, Early Literacy Hamilton's Read to the Your Baby program and the Rotary Summer Literacy program. Since 2009, the Telling Tales Festival has raised over \$85,000 for literacy projects in the community. Plans are already well underway for the 7<sup>th</sup> Annual Telling Tales Festival that will take place on Sunday, September 20, 2015.

### **Library Day at Queen's Park**

On November 26<sup>th</sup>, Lita Barrie was part of an Ontario Library Association and Federation of Ontario Public Libraries delegation to Queen's Park. Librarians representing all library sectors had meetings throughout the day with Members of Parliament and their staff. Several members of Parliament who weren't available on the 26<sup>th</sup> arranged for meetings on other dates and Paul Takala was able to meet with Hamilton East-Stoney Creek MPP Paul Miller on December 4<sup>th</sup>. At a future Board meeting, we will provide a presentation about the key messages and outcomes from the day as well as an update on OLA's next steps for this initiative.

### **Canadian Library Association (CLA) Update**

Dr. Freda Waldon, a past Chief Librarian of the Hamilton Public Library, helped found CLA in 1947. The first conference was held in Hamilton and Dr. Waldon served as the first president.

In recent years it has become apparent that the structure of CLA in its current form is not sustainable. The Royal Society of Canada's report, **The Future Now**, makes several recommendations about CLA. One of the recommendations states that: "CLA reconceive itself as a federation of national provincial/territorial and other national association". On November 26, CLA released a statement that included the following:

Today, CLA's Executive Council enacted plans to restructure the Association for long term sustainability and to better meet the needs of its members. After an extensive strategic review, CLA will be re-focused on leadership in library values, research and advocacy.

In order to accomplish these objectives, CLA made a number of changes to our business operations and two mandate changes to streamline association services. CLA will now focus on publishing reports, research papers, white papers and policy documents related to its mandate with the exception of those publications and monographs currently in progress as of May 28, 2014.

Further, CLA will focus on the national conference as the association's exclusive professional development offering and support the Education Institute for other professional opportunities. ([www.cla.ca](http://www.cla.ca))

It appears that 2015 will be a critical year for CLA and we look forward to working with others in the library community to help revitalize our national association and put it on a more sustainable footing.

Paul Takala  
Chief Librarian

**Date:** December 12, 2014  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Michael Ciccone, Director of Collections  
**Subject:** **eBook Supplementary Purchase**

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**Recommendation:**

That the Hamilton Public Library Board approves the allocation of \$50,000 from the Collections Reserve Funds to support eBook purchases.

That the Hamilton Public Library Board approves the expenditure of up to \$50,000 for a supplementary purchase of eBooks from Overdrive, Inc. to add depth and breadth to our current collection.

**Financial**

For several years the Collection Reserve has not been used.

**Background**

Recently, Simon & Schuster (S&S) became the last of the big 5 publishers to allow libraries to purchase their titles in eBook (the others being Penguin-Random House, Hachette, Harpercollins and MacMillan). They have made 15,000 titles available for purchase.

The addition of S&S means that most titles from most popular fiction authors are now available for purchase. For the first time, we are in a position to truly develop and curate a collection.

We seek funding support to a) perform a one-time retroactive purchase of key S&S titles and b) perform a major backlist purchase of fiction and non-fiction titles by popular authors.

Please note that S&S is offering the same terms as Penguin at this time: a one year renewable license for each copy purchased. We will allocate funds in next year's collections budget to cover the cost of renewal.

**Date:** December 12, 2014  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Karen Anderson, Director of Public Service  
**Subject:** **Waterdown service hours**

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**Recommendation:**

That the Hamilton Public Library Board approve the addition of four hours to the operating hours of the Waterdown Branch when the new facility opens. This will extend service to 9 pm on four evenings, Monday through Thursday.

**Financial/Staffing/Legal Implications:**

This change will be accomplished within the budget and the planned staff compliment for the new branch. The staff schedules will be adjusted to provide service to 9pm.

**Background:**

The additional hours will increase Waterdown operating hours from 47 to 51 hours per week. The new operating hours will be Monday through Thursday 10-9, Friday closed, Saturday 10-5, Sunday closed.

The Waterdown branch will relocate to a new multiuse facility in May 2015. An overall increase in usage is expected as the new facility will offer a greater range of services and programs including added public computers and computer training, extensive study and meeting spaces, and children's and adult programs. Extending evening hours to 9pm recognizes that many Flamborough residents are commuters and the option of later hours and evening programs will better meet customer needs.

Consideration of additional changes to Waterdown service hours will be part of a system review of service hours in 2015.

**Date:** December 12, 2014  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Karen Anderson, Director Public Service  
**Subject:** **Turner Park Service Hours**

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**Recommendation:**

That the Hamilton Public Library Board approve the addition of eight hours to the operating hours of the Turner Park branch. This will extend service to include Fridays from 10-6 (currently a closed day) effective March 2015.

**Financial/Staffing/Legal Implications:**

This change will be accomplished within the current staff compliment and operating budget. Staff schedules will be adjusted to provide service on Fridays. This change is possible because of our use of technology to improve efficiencies, and a growing preference for eBooks and other digital materials by some customers.

The Board has discussed the need to review library hours system-wide. In 2015 that review will take place. Having new data from an open location and experience with adjusting staffing patterns to accommodate increased hours will be helpful in determining the likely impact of changing hours.

**Background:**

Currently, Central is the only location without a closed day. The additional hours will increase Turner Park operating hours from 51 to 59 hours per week. The new operating hours will be Monday through Thursday 10-9, Fridays 10-6, Saturday 10-5, Sunday 1-5 (Sept – Apr).

In response to decades of population growth on the central south mountain, the Turner Park branch opened in 2009 and immediately became the second busiest branch in the system. For the first four years the Turner Park branch was open three evenings per week from Monday to Wednesday. In late 2011 Turner Park service hours were increased to include Thursday evening.

Co-locating with the YMCA in a multi-use facility has proved to be a significant factor in creating a community destination. Many residents visit both sites and support the success of each partner. Currently, with the exception of Fridays, the library hours generally match the core hours of the Y although the Y opens earlier (5:30am) and closes later (10pm). On Fridays, when the library is closed, the Y welcomes approximately 1000 visitors. This is on par with typical



visitor counts for Turner Park on other days of the week so there is an expectation that the branch, if open, will be busy.

Since the introduction of the library's online Customer Satisfaction Survey in early 2014, many comments regarding library service hours have been received. Questions about the closed day schedule and requests for more service hours are common feedback themes.

On Fridays the Concession branch is the only location providing library service on the mountain. Service to customers is excellent but limited by available space and parking. Establishing Turner Park as a six (seven) day location like Central is required to better meet customer needs, particularly on the mountain.

Opening Turner Park on Friday is an initial step to improving service. With improved metrics for wireless use and visitor counts becoming available in 2015 and continuing feedback through the online survey and other channels, a review of additional service hour changes will be undertaken in 2015.

When closed days were implemented to accommodate budget cuts in 1980s the assumption was circulation of library materials would shift to the open days. While circulating books and other materials is still an important part of what we do, increasingly our libraries are important community hubs. People come to libraries not just to take out books, but to stay socially connected, study, access our free high speed wireless and use our computers. Opening Turner Park on Fridays will provide the Board with useful and current data to support future decisions about library hours.

**Date:** December 12, 2014  
**To:** Chair and Members of the Board  
**c.c.** Paul Takala, Chief Librarian  
**From:** Michael Ciccone, Director of Collections  
**Subject:** **Digitization of Hamilton City Directories – Additional Funding**

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**Recommendation:**

That the Hamilton Public Library Board approves the expenditure of up to an additional \$15,000 from the Library Collections reserve (106006) for the digitization of the Hamilton City Directories.

That the Board approved the use of Microimage Technologies Ltd. for the additional digitization services.

**Financial**

At the October 16, 2013 Board meeting, the Board approved the allocation of \$100,000 from the General Reserve Funds in support of efforts to digitize collections and improve online access to the resources held in our Local History & Archives Department (LHA). At that same meeting, the Board approved the expenditure of up to \$13,000 from the Digitization reserves for the digitization of the Hamilton City Directories.

**Background**

As reported at the October 16, 2013 Board Meeting, the City Directories are one of the most sought after collections in LHA, often used by prospective house buyers wanting to research the history of a property, and that exposing the directories online would further enhance our digital reputation and lend support to the growth of the City of Hamilton and reduce the need for staff to assist customers with searches. Most of the directories have been scanned, and as the files began to arrive, we were disappointed to find that they had a very low rate of return when searched.

In discussions with the Microimage Technologies Ltd., the vendor that performed the scanning, it was discovered that there was a misunderstanding in terms of the Optical Character Recognition (OCR) scanning that was offered in the quote, and that it was far below the standard that we desired. They informed us that a higher quality OCR scan would be more costly. We also made an assumption that a naming convention would be applied to the files as part of the original quote, and that was also not included in the quote.

#### Attachment #9.4

The vendor has offered to perform the higher quality scan and apply the naming convention at the additional cost referenced in the recommendation.

It should be noted that we do not feel that the shortcoming of the services provided can be attributed to the practices of the vendor. This is our first outsourced digitization project and there was a misunderstanding of the services being offered.