

Executive Board Meeting

February 9th, 2011

Present: Myron Schirer-Suter; Martha Holden; Doug Rendell; Brian Courtemanche; Ron Gagnon; Pat Cirone; Karen Pangallo; Dennis Kelley; Linda Hummel-Shea

Call to Order –

Meeting was called to order at 2:14 p.m. by President Martha Holden.

Approval of Minutes –

Minutes of the 11.10.10 Executive Board meeting were reviewed.

Motion to approve: Karen Pangallo.

Seconded: Dennis Kelley.

All approved.

Treasurer's Report – Doug Rendell

The budget expenditure spreadsheet as of 1.31.11 was reviewed.

Motion to Approve: Dennis Kelley.

Seconded: Karen Pangallo.

All approved.

Ron – CD rates are presently poor. Our 12-month CD at Danversbank is due for renewal this week. Balance is \$578,877. Danversbank offering .75% (3/4ths of a percent) for a year; our Danversbank money market account is paying .9%,

Danversbank – which holds NOBLE's accounts -- is being bought out by a Connecticut-based bank. Ron recommends moving Danversbank CD to Salem Five Bank, in light of a 1.35% rate on a 14-month CD.

E-Board recommends some diversification of funds, such as an additional mutual fund in bond or small-cap fund to balance our large-cap Fairholme Fund investment. Ron will do more research and report back at the next meeting.

Doug advises that we watch the Danversbank transition carefully as we are not sure how the Connecticut buyout will affect our local relationship with the bank.

Martha's recommendation – decide on an amount we are comfortable with. Decided:

\$525,000 into Salem Five, with the remainder funds apportioned according to what is decided after Ron's report at the next Executive Board meeting.

Motion to approve: Doug Rendell.

Seconded: Myron Schirer-Suter.

All approved.

Executive Director's Report – February 2011 – Ron Gagnon (see Handout B)

Conferences – Elizabeth Thomsen attended ALA Midwinter in San Diego. She was part of a panel discussion organized by the ASCLA/ICAN Interlibrary Cooperation Discussion Group on “Library Consortia/Systems/Networks investigation and potential implementation of Open Source ILS systems.”

Elizabeth Thomsen and Michele Morgan will be attending the Evergreen users conference in late April in Decatur, Georgia. While they are in Georgia, Ron will be attending the Massachusetts Library Association annual conference in Danvers, Massachusetts. Beth Willis and Ron Gagnon will be conducting a program on the Omeka open source historical collections software which is used for the NOBLE Digital Heritage site.

Lease – Lease business has been concluded and NOBLE will be in its current location through May, 2016. However, a lingering murky issue is the security deposit: we appear to have signed away our rights to the \$3,350 in the lease renewal process. NOBLE's attorney, Rod Hoffman, advised that though NOBLE was never credited the sum in our 1999 lease renewal, the statute of limitations had run out since we had no follow-up paperwork on file. Auditor Bob Guimond has been carrying that sum as an asset on the financial statements. When Ron followed up on attorney Hoffman's advice with Bob Guimond to eliminate the \$3,350 from NOBLE's stated assets, Guimond found an estoppel agreement from the Brookwood purchase in which NOBLE was asserted that NOBLE was still owed the security deposit. Unfortunately, this estoppel agreement was located after NOBLE signed the lease renewal. Attorney Hoffman suggested following up to see what the landlord's reaction would be to these developments; the landlord's reaction has been no reaction. In summary, the \$3,350 security deposit appears to be gone due to the lease renewal language acknowledging no outstanding debts owed to NOBLE by the landlord. This issue may come up again in the audit process. Executive Board advocates that attorney Hoffman send a letter to the landlord and receive a response from the landlord, if only to satisfy the audit process.

E-rate – Form 470 was filed in early December 2010. NOBLE is now in the contract phase for data connectivity, cell phones and land lines. NOBLE is changing its cell phone provider from AT&T to Verizon under state contract for better coverage. NOBLE has until March 24th 2011 to sign contracts and file Form 471.

MBLC Funding – Half of the current year's funding due to NOBLE has been received. For next year, a 7.5% cut was requested by the Governor's Office, then largely level-funded in Governor Patrick's House 1 Budget. It is now up to the State Legislature to determine.

OverDrive – January 2011 was the busiest usage month to date on NOBLE’s OverDrive account, up 25% over December 2010, which had previously been the most active usage month. The surge in activity is likely due to a wave of ebook readers given as holiday gifts. The heavy usage leaves few titles available for browsing and there is a consistent call for more titles, yet NOBLE’s FY11 OverDrive title acquisitions allotment is mostly spent out, and there is not an increase in that funding line planned for FY12.

Elizabeth Thomsen has supplied details: January 2011 saw 2,438 checkouts, compared to 1,956 in December 2010. The numbers increased for both ebooks (from 740 to 962) and audiobooks (from 1,216 to 1,476). There were also increases in the number of new patrons (from 367 to 479) and the number of unique patrons who checked out items (from 799 to 981).

Project Gutenberg – ERDWG approved adding records to the catalog linking Project Gutenberg public domain ebooks. These classics will appear in the catalog but not in OverDrive. OverDrive also has a collection of public domain classic titles which NOBLE is waiting on OverDrive to activate. These OverDrive public domain titles are unfortunately a separate collection not found in a search of the regular OverDrive collection. The Project Gutenberg titles will help with ebook availability. No statistics will be available for the Project Gutenberg titles – simply a link to an external website.

Intern – Preston Holden from North Shore Community College was a success last semester. NOBLE administration has been in contact with Jennifer Rich – Holden’s academic supervisor at North Shore – to express additional interest in hosting interns at NOBLE. NOBLE has also filed with the University of Rhode Island for interns to work on local history/Digital Heritage project as well as for documentation/training assistance for the Evergreen project. NOBLE is presently considering a resume from a North Shore Community College student – a computer networking major – that was received at NOBLE. For all internship hosting, there is a definite investment of NOBLE staff time, mostly Martha Driscoll’s time, in setting up and supervising projects, mentoring the interns, etc. and deciding the cost vs. benefit in this time of getting ready for the Evergreen changeover.

Sick Days – Three NOBLE employees took no sick leave in 2010: Paula Acquaviva, Elizabeth Thomsen and Ron Gagnon. These employees are eligible to convert three sick days into three day’s worth of pay or three additional vacation days. All three employees have chosen three day’s pay.

Unfortunately, Elizabeth Thomsen has been largely out sick, with occasional good days, since the ALA conference, due to persistent and recurring bronchitis. For the purpose of establishing good precedent, Ron has asked Elizabeth for a doctor’s certification.

Spring Meetings – NOBLE is gearing up to share and discuss more about the Evergreen project while contrasting with Millennium and encouraging effective Millennium use for a smooth transition to Evergreen:

March 2nd – Get Them What They Want – Holds, Network Transfers, and Interlibrary Loan. Originally scheduled for Feb. 2011 but rescheduled due to bad weather. This March 2nd meeting has a March 3rd snow date if needed.

March 9th – Circulation Session. Snow date of March 10th.

March 15th – Technical Services Session. Snow date of March 16th.

March 30th – Acquisitions Session. Snow date of March 31st.

April 12th – Serials Session.

May 25th – Public Libraries Circulation Session.

June 2nd – Academic Libraries Circulation Session.

June 7th – NOBLE Tech Expo.

Foundation Grants – NOBLE has been considering projects for another try at foundation grants. Under present consideration are Digital Heritage work or funding for additional OverDrive titles. Regarding OverDrive, a specific collection would likely need to be specified. Ron and Elizabeth are looking for a project that would not take attention away from main projects – Evergreen and telecomm – but also need to advance on these other issues. There may be opportunity with the bank changeover, as most of the local banks have foundations.

MLS and Training Room – The Massachusetts Library System will be using NOBLE's training room at no charge periodically for regional training. The first session – Windows Live Essentials training – is scheduled for April 21st. MLS is using the NOBLE training room on Feb. 10th (snow date from Feb. 8th) for training MLS staff, which will also be free of charge.

Massachusetts Snapshot Day – Elizabeth Thomsen is serving on the Committee for Massachusetts Snapshot Day, scheduled for April 13th. Elizabeth provided much of the technical expertise, such as setting up Flickr and Twitter accounts for the statewide PR project.

Teleconference Meetings – Ron Gagnon has attended two statewide meetings that switched to conference calls due to the weather.

The first meeting was the Autosort group. Ron sent out a message updating our libraries on that process. It is also on Ron's blog and detailed below. In short, while the delivery vendor will change on July 1st, the process will not change for our libraries for about a year and a half until we are well established with the Evergreen system. Greg Pronevitz is interested in meeting with network groups; Ron has e-mailed Greg the NOBLE Members Meeting dates. There are questions in NOBLE libraries about duplicating barcodes for the front of items, but this may not be as big an issue as was originally conceived.

The second meeting was a Network Administrators meeting held on Feb. 8th. In addition to discussion of the state budget situation and the coming rebidding of the statewide database contract, and the heavy use of OverDrive across the state. Most of the discussion centered around state funding of networks and the distribution model that is probably changing in light of the changes in network data networks.

Delivery, MLS, NOBLE and Evergreen

The Mass. Library System (MLS) is changing their delivery vendor on July 1, and subsequently the sorting method, the culmination of a years-long statewide process. The MLS will be telling you more about the changes and improvements over the next few months.

The focus of the process has been getting to a statewide vendor, and to then automate the sorting process so that libraries won't have to put a slip on each item. Rather, the sorting process will read a barcode on the front of the item and query the library automation system at the time of sorting to determine destination, to save libraries the labor of printing and attaching slips.

NOBLE and our libraries will be later in the conversion process to automated sorting due to our coming changeover to Evergreen in about a year. Our current Millennium system does not have the software, SIP2, needed for the querying (it's an extra cost option). Evergreen does have it, but we will wait several months to assure that the new system is functioning as desired before adding this new functionality and system load. So, we will not be part of automated sorting for at least 18 months from now, and we will have a way to continue printing slips on the new Evergreen system.

Networks won't be able to switch to automated sorting until a majority of their collections in transit have barcodes on the front cover. Front-cover barcodes have been a statewide delivery guideline for a few years now, both to standardize barcode location on items shared among libraries and in anticipation of automated sorting.

MLS is investigating barcode duplicating machines. The machines cost about \$700-\$900 to purchase, plus supplies, but MLS is looking at ways of lending or renting the machines for libraries needing them. However, it is not expected that all items in a library need to be retrospectively front-barcode, and a mix in the delivery stream of labels and barcodes is allowed. Sorting in the statewide system will be done by network, since most resources are shared within the network, and the sort site can compile statistics on the percentage of front-barcode items in transit in a given network.

If libraries have followed the front-cover guidelines for a few years, and NOBLE libraries have another year and a half to continue front cover barcodes, then a high percentage of items likely to be requested will already have front barcodes and a significant retrospective project will not be needed. But MLS and their vendor will be the final arbiter on that as time progresses.

We will work with MLS to provide you opportunities to discuss the project, and MLS will be providing more information in preparation for July 1 and beyond.

Telecomm Project Contracts and Concepts – Ron Gagnon

In July 2010, NOBLE was awarded an LSTA grant from the MBLC for \$40,958 for equipment and software to convert NOBLE's network from dedicated private lines to commodity Internet lines for public library members and convert to using the institutional Internet connection for our academic and special libraries.

To do so requires new routers at the public libraries to provide encryption of data going out over the open Internet and VPN encryption clients on staff workstations at the academic and special libraries. NOBLE's current library routers are old and will soon no longer be supported.

NOBLE issued an RFP for telecomm upgrades on October 15th, 2010. Overall, 65% of costs are being paid by the MBLC LSTA grant – 75% of equipment costs and 50% of installation costs.

NOBLE has received two proposals, from Atrion and FTG (a smaller outfit that has serviced SAILS, including SAILS' conversion to the Internet). Atrion has also done Comcast Internet conversions, including for CLAMS and C/W MARS.

In five judging criteria, Atrion comes out ahead in four areas and tied in one. Atrion was significantly ahead in complying with the RFP, demonstrated previous experience and expertise, library network experience and cost/value. Both companies came in close to the bottom line and within range of the grant estimate of \$63,100 (Atrion \$3,500 cheaper than FTG at \$61,900 and FTG at \$65,400). Atrion is providing higher-end equipment at the libraries. The solution provided by each company would probably work out fine (the fifth judged area – "tie score").

Ron Gagnon has confirmed that ongoing costs, which will cut NOBLE equipment maintenance costs by about a third, will save over \$20,000 compared to current costs. NOBLE will notify the bidders and contract with Atrion. NOBLE will also need to file a grant budget revision with the MBLC as costs have decreased slightly. NOBLE has filed a request for the grant funds, \$40,958, with the MBLC.

NOBLE's three-year contract for private dedicated lines plus Internet with Paetec expires at the end of June 2011. NOBLE will be eliminating the costly and limited bandwidth private network in favor of upgrading existing Comcast Internet for public libraries, institutional Internet for academics and Comcast Ethernet Internet at NOBLE's central site.

Comcast has been stringing Ethernet cable in Cherry Hill Park recently, and Ron has signed a contract for 20 mbps service, or double NOBLE's current bandwidth. Switching to Comcast, with a three-year commitment, will save NOBLE about \$30,000 per year. NOBLE has signed a contract to get installation moving since underground utilities at NOBLE's central site building could entail some excavation if an existing conduit is not available. There does appear to be a conduit available; Comcast is following up with the landlord.

NOBLE is investigating backup connectivity and equipment for public libraries should the Comcast Internet connection fail. Wireless 4G connectivity is available from Verizon Wireless through state contract for \$40 per month and connect into a secondary router with automatic failover for a startup cost of about \$300 per site. There will be a need to test capacity. The system would lack the encryption being built into the wired network so it would be most suitable for the Evergreen schedule since the Evergreen client does have built-in encryption. If this shows promise, NOBLE will propose to purchase these units with residual grant funds. The grant would pay for almost seven start-up costs, with NOBLE paying for the remaining 14 start-ups.

A single wired connection will serve each library. This will simplify the network set-ups in libraries. While the concept of public workstations using Comcast and staff workstations using NOBLE/Paetec seems very straightforward, interconnections are necessary for PC reservation and print management stations, shared printers, staff wireless, etc., making for some very complicated networking arrangements to protect the security of the NOBLE network and staff workstations while sharing equipment across the divide.

The Comcast connection will now be monitored by Atrion, just as the Paetec staff network is currently monitored. Atrion will have responsibility for contacting Comcast, escalating issues, etc., which is lacking presently and can cause confusion. Academic Internet connectivity will not be monitored – that is the responsibility of campus IT. The move will get NOBLE equipment out of the campus IT webs, which also causes occasional confusion.

E-rate Impact of New Network

On January 19th, Ron Gagnon distributed a report on NOBLE's new network and e-rate.

As the accompanying e-mail stated: briefly, NOBLE should not be applying for e-rate subsidy for its library connections in FY12 since NOBLE will be using Internet connections. The rationale of claiming e-rate funds for private telecommunications over Internet connections is deemed risky and – due to the sharp decrease in costs – not worth the risk.

NOBLE was hoping to be able to collect e-rate funding on a portion of its Comcast Internet lines dedicated to central site server traffic. C/W MARS, not SAILS, is presently doing this.

Paul Kissman of the MBLC was strongly advised by an e-rate expert for the Gates Foundation that this was not a good idea, and that doing this would expose us to future rescission of the e-rate funds.

Some networks – SAILS and CLAMS – do not provide Internet access to their libraries; the libraries must contract for it themselves. In these cases, the network's Comcast line is dedicated solely to central site server traffic and is e-rate eligible as the cheapest telecommunications between two points – but no Internet traffic is carried.

Based on discussions at the Network Administrators teleconference meeting on Feb. 8th 2011, it will cost NOBLE slightly more to forego e-rate than originally conceived. The discussion is still ongoing, but the current thought is that networks are doing what NOBLE is doing. NOBLE, C/W MARS, Minuteman and Old Colony networks would not be eligible for an MBLC subsidy on the e-rate differential, only on the after e-rate costs, whether they are collected or not.

This change would increase the projected differential from not collecting e-rate to close to \$7,000, keeping other assumptions intact. This is apt to be a one-year situation, as the MBLC is looking at different ways to distribute network funding for FY13 due to the sharp decreases and differing technologies used in network telecomm, compounded by the coming publicly supported Internet networks, particularly in western Massachusetts.

Even though NOBLE would not be eligible for anywhere near the \$77,000 in e-rate funds NOBLE should get this fiscal year with the change to an Internet network (which does not cost anywhere near \$77,000), NOBLE should have the Executive Board minutes show that in light of the change in technology and sharply reduced cost of the network, that NOBLE will not be filing for the e-rate subsidy for its data network in FY12. Accordingly:

Motion proposed by Linda Hummel-Shea: do not apply for the e-rate subsidy FY12.

Seconded: Dennis Kelley.

All approved.

Bridge Staffing and Budget Revision, FY11 and FY12 – Ron Gagnon

NOBLE has seen a need for bridge and ongoing staffing to take optimal advantage of all the Evergreen system can offer to NOBLE libraries and their users, and to provide an effective transition to the new system. Given the fiscal situations faced by all NOBLE libraries, the need for all member libraries to learn the new system, and the level of activity attendant upon the transition, NOBLE has not been able to quantify its needs and identify funding until the present time.

Now that the support costs for Evergreen are known, plus the ongoing costs for NOBLE's new telecommunications network and related maintenance costs are known, it is clear that ongoing funding can be available from the savings in the system maintenance and telecommunications line items.

Accordingly, Ron proposes a revision to the FY12 budget that would recognize the real costs of the new systems, with a margin, and that a good part of the savings be devoted to additional system and database staffing.

The proposed staffing falls into three areas: system support, database cleanup and training program support.

For system support, a starter position is envisioned that would take incoming calls, provide some technical support, run reports and notices, and triage more serious cases

for other staff. The goal is to reduce interruptions and distractions for existing NOBLE staff as they learn Evergreen, plan for implementation, data migration and training while maintaining customer service response. Looking ahead, additional staff time will be needed to maintain and enhance the software and hardware. NOBLE proposes a new staff category exactly half-way between the old part-time System Operator pay grade and the Technical Assistant pay grade. The position would be 30 hours per week, either four full days or five six-hour days.

For database clean-up, some additional part-time cataloger hours are envisioned.

For training, NOBLE is also hoping to get some support for design and testing of a Moodle-type of testing/qualification system to facilitate remote self-training for the new system. NOBLE sees qualifying staff for more distinctive levels in the new system, particularly as the system has greater capabilities.

Both the cataloger hours and training hours would be under the existing professional librarian pay scale.

Projected savings (conservative) in FY12: \$85,624.

Proposed move to personnel: \$65,000.

New position:

Technical Support

Thirty hours per week at new grade, starting at \$18 per hour. Midway between system operators and Technical Assistant.

\$28,080 plus approximately \$3,000 in employer's taxes in FY12.

No health or insurance benefits. Would be eligible for vacation, holidays, sick days, etc.

Starter position: cover phone, run reports and notices, follow up with Atrion on telecommunications issues, provide basic support and refer more serious cases to appropriate staff.

Goal: to reduce interruptions for current staff as they plan and implement Evergreen, conduct training on the new system, build system elements, compile documentation, etc. while maintaining customer service response. Position is needed for projected increased call volume when NOBLE goes live with Evergreen. More expert staff time will be needed for support and enhancements to the Evergreen system once it is online.

This position reports to the Systems Manager.

Executive Board expressed some concerns about recent health insurance changes and the impact of a thirty-hour position, as well as the structure of an almost-full-time position philosophically. Ron will research and consider these issues and report back in March.

Increased Cataloger hours:

Part-time catalogers.

23 hours more per week at professional cataloger hourly rate, starting at \$24.49.

Split between at least two people, none working more than 19 hours per week. No benefits.

\$29,290 plus approximately \$3,000 in employer's taxes.

Goal: database clean-up, preparation for migration to Evergreen and a catalog more exacting in use of data.

Also training support, and design & testing of a Moodle-type of training and testing module to facilitate self-training on the new system and qualifying staff for different authorization levels.

Reports to Member Services Manager.

FY11 Funding:

Requesting up to \$20,000 from capital funds in order to expedite potential starting date to March 1st, 2011.

Motion by Martha Holden to transfer \$20,000 from capital into operating budget for staffing FY2011 – Martha

Seconded: Dennis Kelley

All approved.

Legislative Breakfast Update – Doug Rendell

A couple of weeks ago, Ron and Doug went to the Legislative Breakfast Planning meeting in Reading. Ron and Doug agreed to be greeters at the Breakfast. Breakfast will be held at Reading on March 11th. Rob Maier from MBLC will be in attendance.

Evergreen Update – Ron Gagnon

Progress on many fronts.

Evergreen Release 2.0 went into general release at the end of January. There are a great many enhancements from many participants – particularly King County but also some enhancements from MassLNC and patches from MVLC staff. Acquisitions and serials a significant advance.

Contracted software development is progressing. The first wave of custom software – small but important circulation improvements – has been completed, which prevents unintentional closing out of data entry screens without first saving the information.

Significant changes have been ordered to the technical services client to improve workflow and work to better identify volumes, improving batch processing. Expected to be ready in about two to three months. Remaining needs are being prioritized.

Support options are being investigated. Each network will likely contract with Equinox for support for at least the first year. Cost is approximately \$42,000 for NOBLE (compared to \$200,000 for Innovative). Perhaps just consulting needed in future years once NOBLE and MassLNC are more proficient and can support themselves with the help of the Evergreen community.

Currently investigating extending the project coordinator until NOBLE migration to Evergreen is completed, diverting some development funds to enable this option.

Best solutions for course reserves are being worked on in collaboration with CW/MARS. Testing add-on "Syrup" software, open source code developed by the University of Windsor in Ontario, Canada (an Evergreen library). Syrup is not part of the Evergreen system, though it does interface with Evergreen, although there is no real Evergreen community support as yet for Syrup.

NOBLE is planning for data migration – seeing what can be migrated successfully beyond the basics, such as overdues, fines, serials and acquisitions data. Also looking at best ways for getting librarians the reports and data they need from the system. Canned reports are OK, but there will be the need to run specific reports on the fly as well. Martha Driscoll and Michele Morgan attended a Crystal Reports session several weeks ago and feel that the product may have promise. Crystal Reports is general report software that has courses and books available and would interface with Standard Query Language files on the system. The software client is available at low cost through the Tech Soup program.

ERDWG met last week and discussed the state of the Evergreen catalog and an Evergreen mobile catalog. The Evergreen catalog will be having a further rewrite, based on the King County experience of trying to bolt on additional features; this tended to slow catalog response to unsatisfactory levels. The exact date of availability is not yet known. Simpler improvements are still manageable, such as those by Grand Rapids. Much can happen in a year.

While there is a stripped-down mobile catalog interface available for Evergreen, it is not up to current app expectations. The work of keeping a mobile catalog app updated for the latest models of phones and such devices is significant and constant. Likely it will be better to go with a third-party interface, such as Library Anywhere or Boopsie. NOBLE member Endicott College has contracted with Boopsie for a complete mobile website, including the library catalog containing all NOBLE holdings (NOBLE has to cull a file regularly for Boopsie updates). At ALA Midwinter, Elizabeth Thomsen spoke with Boopsie about the potential of NOBLE piggy-backing on the work already done for Endicott College; NOBLE is awaiting an answer from Boopsie. Endicott College's Boopsie content has not yet released.

Equinox has provided a recommended hardware configuration for NOBLE, based on database size, circulation, number of sites, etc. Martha Driscoll is comparing this information to what CW/MARS, MVLC and others are doing and will price out through Dell. NOBLE hopes to have hardware in place by early summer 2011. NOBLE still has grant funds from the Innovative server replacement that never occurred, and those funds need to be spent out soon.

MVLC is still planning to go online with Evergreen around Memorial Day, C/W MARS academic libraries in summer 2011, public libraries in fall 2011. NOBLE is still in line for transfer to Evergreen in eleven months.

More libraries migrated to Evergreen than any other library automation system last year by a good margin. Open source in general was the big story.

Each year, Marshall Breeding, Director for Innovative Technologies and Research at the Jean and Alexander Heard Library at Vanderbilt University, conducts a survey of integrated library system migrations, satisfaction and trends. He is the author of the Library Journal article on library systems published each April. The results of the survey are available on his website.

Over 180 libraries migrated to Evergreen last year. The next closest system was another open source system, Koha, with approximately 140 libraries. The next most popular systems to migrate to were AutoGraphics AgentVerso and Apollo with under 90 libraries and Sirsi/Dynix's Symphony with 60. Millennium had 30 new libraries. Of the libraries coming to Evergreen, about half came from various Sirsi/Dynix products and about 17% from Millennium.

Motion to Adjourn: Martha Holden

Second: Dennis Kelley

All approved.

Adjournment: meeting adjourned at 4:14 p.m.

Brian Courtemanche
Clerk