



BERKELEY PUBLIC LIBRARY BOARD OF LIBRARY TRUSTEES

REGULAR MEETING
Wednesday, 01/03/2018

AGENDA
6:30 PM

Tarea Hall Pittman South Branch
1901 Russell Street

I. PRELIMINARY MATTERS

- A. Call to Order**
- B. Public Comments** - Speakers are allowed 3 minutes each for up to 10 speakers; if more than 10 individuals have filled out and submitted cards to speak, the time for all speakers will be reduced to 2 minutes per person and if more than 20 individuals have submitted speaker's cards, the time per person will be reduced to one minute each, for a maximum of one hour of public comment.
- C. Comments from Library Unions** - For regular meetings of the BOLT, representatives from the three unions representing Library employees may address BOLT, with a total time limit of 15 minutes. If all three (3) unions have representatives present and wish to speak, each union shall receive 5 minutes to address BOLT. If only two (2) unions have representatives present and wishing to speak, each union shall receive 7.5 minutes to address BOLT, for a total of 15 minutes. If only one (1) union has representatives present and wishing to speak, that union shall receive 15 minutes to address BOLT. The Secretary shall, at the start of the Comment from Library Union item, ask union representatives who wish to speak to identify themselves and which union they represent. The Secretary shall then determine the appropriate allocation of speaking time according to the rules stated herein.
 - i. SEIU, LOCAL 1021 (Community Services and PTRLA Units)
 - ii. Public Employees Union, LOCAL 1
 - iii. SEIU, LOCAL 1021 (Maintenance and Clerical Units)
- D. Comments from Board of Library Trustees**

II. CONSENT CALENDAR

The Board will consider removal and addition of items to the Consent Calendar prior to voting on the Consent Calendar. All items remaining on the Consent Calendar will be approved in one motion.

- A. Approve Minutes of the December 6, 2017 Regular Meeting**
Recommendation: Approve the minutes of the December 6, 2017 Regular Meeting of the Board of Library Trustees.

III. ACTION CALENDAR

- A. Consulting Services for Organizational Evaluation and Review**
Recommendation: Adopt the resolution to direct the Acting Library Director to identify consulting services for three distinct purposes in response to BOLT discussions on interest in organizational evaluation and review.

IV. INFORMATION REPORTS

- A. Bylaws Sub Commission Oral Report** – Sophie Hahn and Judy Hunt
- B. Staff Report on the Urban Libraries Council** – Sarah Dentan, Library Services Manager
- C. Monthly Library Director's Report** – Elliot Warren, Acting Director of Library Services
- D. Library Events:** Calendar of events and press releases for various Library programs are posted at <http://www.berkeleypubliclibrary.org>

V. AGENDA BUILDING

The next meeting will be a Regular Meeting held at 6:30 PM on Wednesday, February 7, 2018 at the **Tarea Hall Pittman South Branch, 1901 Russell Street, Berkeley.**

VI. ADJOURNMENT

Communication Access Information



This meeting is being held in a wheelchair accessible location. To request a disability-related accommodation(s) to participate in the meeting, including auxiliary aids or services, please contact the Disability Services specialist at 510-981-6418 (V) or 510-981-6347 (TDD) at least three business days before the meeting date. Please refrain from wearing scented products to this meeting.

I hereby certify that this amended agenda for the special meeting of the Board of Library Trustees of the City of Berkeley was posted in the display cases located at 2134 Martin Luther King, Jr. Way and in front of the Central Public Library at 2090 Kittredge Street as well as on the Berkeley Public Library's website on December 27, 2017.

//s//

Elliot Warren, Acting Director of Library Services
Serving as Secretary to the Board of Library Trustees

For further information, please call (510) 981-6195.

COMMUNICATIONS

Communications to Berkeley boards, commissions or committees are public record and will become part of the City's records. **Please note: e-mail addresses, names, addresses, and other contact information are not required, but if included in any communication to a City board, commission or committee, will become part of the public record.** If you do not want your e-mail address or any other contact information to be made public, you may deliver communications via U.S. Postal Service or in person to the secretary of the relevant board, commission or committee. If you do not want your contact information included in the public record, please do not include that information in your communication. Please contact the secretary to the relevant board, commission or committee for further information.

Any writings or documents provided to a majority of the Commission regarding any item on this agenda will be made available for public inspection at Berkeley Public Library Administration Office located at 2090 Kittredge Street, 3rd Floor Admin Wing, Berkeley, CA 94704.

Agendas and agenda reports may be accessed via the Internet at www.berkeleypubliclibrary.org/about/board-library-trustees and may be read at reference desks at the following locations:

- Central Library - 2090 Kittredge Street
- Claremont Branch – 2940 Benvenue
- West Branch – 1125 University
- North Branch – 1170 The Alameda
- South Branch – 1901 Russell

1. Andrea Mullarkey 12/8/2017 Comments at Wednesday 12/6 BOLT meeting
2. Joseph Salmon, 12/7/2017 Christmas/January 2018 Hosting Nobel seminars



MINUTES

Berkeley Public Library - Board of Library Trustees Regular Meeting Wednesday, December 6, 2017 6:30 PM

Tarea Hall Pittman South Branch – 1901 Russell Street

Board of Library Trustees:

Diane Davenport, President	Abigail Franklin
John Selawsky, Vice President	Sophie Hahn
	Judy Hunt

I. PRELIMINARY MATTERS

A copy of the agenda packet can be found at <http://www.berkeleypubliclibrary.org/about/board-library-trustees>

1. Call to Order: 6:31 PM

Present: Trustees Davenport, Franklin, Hahn, Hunt, and Selawsky.

Absent: None.

Also Present: Elliot Warren, Acting Director of Library Services; Sarah Dentan, Library Services Manager; Jay Dickinson, Circulation Services Manager; Alicia Abramson, Information Technology Manager;

2. Public Comments: 1 speakers.

3. Comments from Library Unions:

- A. SEIU, LOCAL 1021 (Maintenance and Clerical Units) – 0 speakers
- B. SEIU, LOCAL 1021 (Community Services and PTRLA Units) – 1 speakers.
- C. Public Employees Union, LOCAL 1 – 0 speakers

4. Comments from Board of Library Trustees

- A. Trustee Davenport – Acknowledged Abigail Franklin's last meeting and her service to the Board and the Library. Acting Director Warren presented Abigail Franklin with a personalized trophy in recognition of her years of service.
- B. Trustee Franklin – It has been a real honor to serve the Library and the City of Berkeley.
- C. Trustee Hahn – Thanked Abigail for her service. Reported that the Bylaws Subcommittee has a date for a first meeting on December 12, 2017 at 12:00 noon at the West Branch Community Meeting Room.
- D. Trustee Selawsky thanked Abigail Franklin for her years of service.
- E. Trustee Hunt suggested collaborative partnership with local community resources such as Berkeley Art Museum Pacific Film Archive. November was Native American and Alaskan heritage month, are we observing these things at all locations. Be sure to highlight and acknowledge staff. Staff were very welcoming at the recent Tarea Hall Pittman South Branch Signage Ceremony. Will miss working with Abigail Franklin.

II. CONSENT CALENDAR

Action: M/S/C Trustee Franklin / Trustee Selawsky to adopt resolution # R17-067 to approve the consent calendar.

Vote: Ayes: Trustees Davenport, Franklin, Hahn, Hunt and Selawsky. Noes: None. Absent: None. Abstentions: None.

A. Approve Minutes of the November 8, 2017 Special Meeting

From: Acting Director of Library Services

Recommendation: Adopt a resolution to approve the minutes of the November 8, 2017 Special Meeting of the Board of Library Trustees.

Financial Implications: None.

Contact: Elliot Warren, Deputy Director of Library Services

Action: Adopted resolution # R17-068.

B. License Agreement Between Library and the Friends of the Berkeley Public Library for use of Space in the Central Library

From: Acting Director of Library Services

Recommendation: Adopt a resolution granting a three-year License Agreement with the Friends of the Berkeley Public Library for the use of office space in the Central Library for the period from Wednesday, January 3, 2018 through Saturday, January 2, 2021.

Financial Implications: see report.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution # R17-069.

C. License Agreement Between Library and the Berkeley Public Library Foundation for use of Space in the Central Library

From: Acting Director of Library Services

Recommendation: Adopt a resolution granting a three-year License Agreement with the Berkeley Public Library Foundation for the use of office space in the Central Library for the period from Wednesday, January 3, 2018 through Saturday, January 2, 2021.

Financial Implications: see report.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution # R17-070.

D. Board of Library Trustees Meeting Policy

From: Trustee Hahn

Recommendation: Adopt the resolution to amend the first two sentences of the Board of Library Trustees Meeting Policy Section B, Comment from Library Unions, to read as follows:

“For regular meetings of the BOLT, representatives from the three unions representing Library employees may address BOLT, with a total time limit of 15 minutes. If all three (3) unions have representatives present and wish to speak, each union shall receive 5 minutes to address BOLT. If only two (2) unions have representatives present and wishing to speak, each union shall receive 7.5 minutes to address BOLT, for a total of 15 minutes. If only one (1) union has representatives present and wishing to speak, that union shall receive 15 minutes to address BOLT. The Secretary shall, at the start of the Comment from Library Union item, ask union representatives who wish to speak to identify themselves and which union they represent. The Secretary shall then determine the appropriate allocation of speaking time according to the rules stated herein.”

Financial Implications: None.

Contact: Sophie Hahn, Board of Library Trustees

Action: Adopted resolution # R17-071.

E. Meeting Room Policy

This item was moved from the Action Calendar.

From: Acting Director of Library Services

Recommendation: Adopt the resolution to approving the revised Berkeley Public Library Rules and Regulations for Use of Library Grounds, Buildings, and Equipment for Meetings and Other Events Policy.

Financial Implications: none.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R17-072.

III. ACTION CALENDAR

A. Meeting Room Policy

This item was moved to the Consent Calendar as item E.

B. Discussion of Organizational Review & Evaluation of Library Services

From: Elliot Warren

Recommendation: BOLT members are requested to provide individual recommendations to be considered by the Acting Director in his development of an organizational evaluation plan intended to facilitate and sustain improved operations and services.

Financial Implications: see report.

Contact: Elliot Warren, Acting Director of Library Service

Action: No action taken.

IV. INFORMATION CALENDAR

A. FY 2018 – 1st Quarter Budget Report

From: Dennis Dang, Administrative and Fiscal Services Manager

Contact: Dennis Dang, Administrative and Fiscal Services Manager

Action: Received

B. Monthly Director's Report

From: Acting Director of Library Services

Contact: Elliot Warren, Acting Director of Library Services

Action: Received

C. Library Events

From: Acting Director of Library Services

Contact: Elliot Warren, Acting Director of Library Services

Action: Received

V. AGENDA BUILDING

- Formalizing / Recording Comments in discussion about unions
- Exit Interviews – City Policy and Practice

VI. ADJOURNMENT

Adjourned at 7:42 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special meeting of December 6, 2017 as approved by the Board of Library Trustees

//s// _____

Elliot Warren, Acting Director of Library Services, acting as secretary to BOLT

Attachments: none.



ACTION CALENDAR

January 3, 2018

To: Board of Library Trustees
From: Elliot Warren, Acting Director of Library Services
Subject: Consulting Services for Organizational Evaluation and Review

RECOMMENDATION

That the Acting Library Director identify consulting services for three distinct purposes in response to BOLT discussions on interest in organizational evaluation and review. These distinct consulting services will consist of the following:

- One consultant to provide **dynamic communications trainings** for staff and BOLT for the purpose of organizational development; enactment of the Library's customer service philosophy; and clarification of and support for improved internal and external communication norms.
- One consultant to perform an **organizational review** with the following goals:
 - Support the ability for BOLT to successfully govern Berkeley Public Library;
 - Identify operational and strategic opportunities that will help mitigate risks identified and discussed by board and Acting Library Director;
 - Clarify roles of BOLT, Library Director, and staff at various levels;
 - Improve likelihood of a successful recruitment for and retention of a new Library Director.
- One consultant to provide the Library's Joint Labor Management Committee (JLMC) the opportunity to learn and enact **Interest Based Bargaining (IBB)** methods at JLMC meetings in order to improve labor/management relations; to enable management to better incorporate labor interests into operational practices when possible; and to enable management to clarify the scope of possible management responses to labor's concerns, based upon law, City of Berkeley personnel rules, and the current MOU.

SUMMARY

The Board has discussed its interest in moving forward with an organizational evaluation and has received advisement from the Acting Library Director regarding risks the Library faces (Strategic, Operational, Reputational) and a number of factors for consideration (clarity of roles and responsibilities, policy and procedure clarity and access, management tools for success, organizational culture, communication norms). It has heard from community members and labor at numerous BOLT meetings. On November 8, the Board discussed its interest in providing individual recommendations based upon the range of possible approaches to this general interest. On December 6, BOLT members shared their diverse individual thoughts with the Acting Library Director. The above recommendation is intended to incorporate interests expressed by BOLT members in consideration of mutual goals of organizational improvement and to support BOLT's ability to successfully govern the Library.

FISCAL IMPACTS OF RECOMMENDATION

Unknown consultant fees to be determined. Estimated overall costs of \$50,000 to \$75,000.

CURRENT SITUATION AND ITS EFFECTS

BOLT seeks to enable the Library to improve its services and community outcomes. These three recommended consulting service scopes have been defined in response to BOLT discussions on risks the Library faces and opportunities for improvement (governance, operations, organizational culture, and communications).

BACKGROUND

The Library has not undergone outside review.

As discussed at previous BOLT meetings (October 17, 2017, and November 8, 2017), the goals of an independent review and evaluation would be to:

- Build on the strengths of the Library;
- State the areas of needed improvement;
- Share specific benchmarks for areas needing improvement;
- Share how to achieve the benchmarks;
- Engage community stakeholders with transparency and accountability.

At the December 6 BOLT meeting, board members further clarified their individual goals, which included more explicit interests, including creating conditions that would support a successful recruitment and retention of a new and successful Library Director; developing methods to better fulfill the board's role in performing evaluation of that Director; developing improved communications norms across the organization and between management and labor; and supporting staff's ability to enact the Library's new Customer Service Philosophy.

ENVIRONMENTAL SUSTAINABILITY

No impact

RATIONALE FOR RECOMMENDATION

The primary goal for the range of services recommended is to enable the Library to maintain its role as a premier California public library. To do so it needs the following:

- A board whose members share consensus about the roles of the board and Library Director and who are prepared to recruit and retain a new Library Director who can successfully work with the board to lead the Library.
- A board that is aware of the Library's strategic, operational, and reputational risks and is prepared to enable the Library to successfully address and mitigate those risks.
- Development of clear communication norms to empower the Library to collectively address operational issues, ameliorate internal conflict, and improve services.

ALTERNATIVE ACTIONS CONSIDERED

Not hiring consulting services.

CONTACT PERSON

Elliot Warren, Acting Director of Library Services

Attachments:

1. Audit Plan Risk Assessment Handout

City Auditor's Office: Deciding What to Audit This Year

Step One: Identify Risks (what could go wrong?)

In the context of audit planning, what is a risk?

- ∞ The potential for loss or harm, OR
- ∞ Diminished opportunity for success

TYPES OF RISK

Strategic – a risk that could prevent a department from meeting its goals

- If you don't measure performance, you may not know that you have not met or will not meet your goals until something bad happens
- If you don't use recognized best practices, you may be missing the opportunity to achieve better outcomes

Financial – a risk that could result in negative financial impact

- Inadequate project planning could result in cost overruns (other examples of negative financial impacts include penalties, fines, lawsuit settlements)
- If you don't monitor the financial market, you may miss opportunities to increase the return on investments

Regulatory – a risk that could result in sanctions from a regulatory agency for noncompliance with laws and regulations

- Not taking appropriate action to prevent sewer overflows could result in state or federal sanctions mandating clean-up and compliance with a long-term prevention plan
- Delaying implementation of new regulatory requirements could result in a missed opportunity to achieve better outcomes sooner

Reputational – a risk that could expose the City to negative publicity or loss of credibility

- Not establishing procedures to prevent fraud, waste, or abuse from occurring could result in negative publicity in the media and lost credibility
- Not obtaining sufficient public input on a new project could result in a missed opportunity to assure citizens that you are concerned about serving their interests

Operational – a risk that could prevent a department from operating in the most effective and efficient manner

- Using outdated methods could result in excessive steps and time delays for completing work
- Not using the right eligibility requirements for a grant-funded program could result in a missed opportunity to fully serve the intended populations

HOW TO IDENTIFY RISK FOR AUDIT SELECTION

Consider factors that can increase risk:

- *Have there recently been significant changes or are significant future changes expected in revenues, expenses, programs, systems, or laws and regulations?*
- *Do you have performance measures and do they adequately represent your expected inputs, processes, outputs, and outcomes?*
- *Do you have aging systems or processes?*
- *Is there overlap in program activities among divisions within your department or with other departments?*
- *Is there a segment of the population that you should be serving but aren't?*
- *Is there a regulatory requirement you should be following but aren't?*
- *Are you required to perform activities that no longer meet the needs of your customers?*
- *Do you have written policies and procedures for carrying out your programs? Have they been communicated to responsible staff? Is monitoring performed to ensure procedures are followed?*

- Identify your risks
- Look at what processes are in place to address those risks; for example:
 - ∞ Clearly defined (written) mission, goals and objectives and procedures to accomplish them, including appropriate training
 - ∞ Established priorities with standards for performance
 - ∞ Performance measures that are routinely monitored to ensure you accomplish your mission and achieve your goals and objectives (consider inputs, processes, outputs, and outcomes)
 - ∞ Methods to review performance to ensure management systems function properly and that adjustments are made as needed
- Get input from others – poll stakeholders, survey other cities

Help Us Help You – Step Two: Requests for audits (or consulting services)

- Ask yourself:
 - ∞ How likely is the risk to occur and how bad would it be if it did?
 - ∞ Are there opportunities for improvement? That is, are we doing the right things right?
 - ∞ How likely is it that a performance audit would identify positive change?
 - ∞ What benefit would a performance audit provide, (e.g., identification of potential for increased revenue, cost savings, enhanced efficiency and/or effectiveness)?



INFORMATION REPORTS

January 3, 2018

To: Board of Library Trustees
From: Elliot Warren, Deputy Director of Library Services
Subject: Monthly report from Director of Library Services

Recruitments

The Library has completed two successful recruitments. Each position filled plays a vital role enabling the Library to successfully operate.

The vacant **Library Services Manager** position has been filled by Anna Gonzalez. Anna most recently worked for Alameda County Library as the Age-Level-Services Coordinator. While at Alameda County Library, Anna supported improvements in programming, collections, and marketing practices, and chaired numerous cross-county teams. Anna comes to Berkeley Public Library with a wide range of experiences with public library facilities, teambuilding, and service delivery, having also worked as a regional services manager at Jacksonville Public Libraries, and as a Children's Assistant and Librarian at Harris County Library. Anna will supervise the Central Adult Services, Central Children's Services, Central Support Services, and Collections Services units of BPL. Anna's first day at BPL is January 2.

The **Associate Human Resources Analyst** position has been filled by Danielle McMillian, who joins BPL by way of the City and County of San Francisco (CCSF), where she served as an Equal Employment Opportunity Programs Senior Specialist investigating employees' EEO complaints. Prior to joining CCSF, Danielle was an Associate at Jackson Lewis P.C. in San Francisco where she counselled clients on employment litigation defense and labor law matters. Danielle's role will be manifold, including oversight of recruitment practices; planning and coordination of staff training and development; oversight of the volunteer program; investigation of EEO issues; oversight of and support for supervisors in relation to leaves, discipline, and worker's compensation claims; among other duties.

Due to the importance of the roles each of these staff members will play, significant resources will be expended in orienting each of them to their role, and helping them familiarize themselves with BPL and City of Berkeley practices.

Integrated Library System (ILS)

Perhaps the most important technology used by any public library is the Integrated Library System (ILS) that is comprised of software that includes patron records, circulation data, bibliographic data, acquisitions data, and much else. It is used by patrons to search for materials, to place holds, and to check their record. It is used by staff to make new Library accounts, to take fines and fees, to catalog materials, to track invoices for books and DVD orders, and to help patrons when they perform reference interviews, among much else. The Library currently uses a product named Sierra. On August 2, 2017, BOLT approved moving forward with a Request for Proposal (RFP) process designed to enable the Library to ensure that it is using the optimal technology and is doing so with fair pricing. Since then, a team of staff (the IT Manager, the Supervising Librarian for Technical Services, the Circulation Manager, the Central Library Adult Services Supervisor, and the Library Specialist II for acquisitions) formed an ILS RFP team that has been charged with assessing the proposals received and providing final recommendations to the Library Director. Three finalist companies have been identified and will be providing demonstrations of their ILSs in January, to which available staff will be invited to attend so that they can observe and provide input to the team.

Collections and Programs

The Library held seasonal and secularly-oriented holiday programming designed to accentuate and support the cultural diversity of Berkeley, including a tamale making workshop, an LED ornament crafts program, a snowflake craft program, a North Pole Review puppet show, and a Winter Wonderland storytime at the Claremont Branch; Hannukah storytelling and Holiday Zentangle programs at the North Branch; and a Winter Crafts for Kids: Cookie Decorating program at the Tarea Hall Pitman South Branch.

The Library is putting a coordinated effort into integrated marketing of thematically tied programs held throughout the system. From January through April, we will be holding a series of mind/body programs in the various branches and Central library. This will include meditation programs at Claremont; Chair Yoga programs at Central and North; Family Yoga programs at Tarea Hall Pitman South, Central, West and Claremont; and an Introduction to Yoga program at the West Branch. IT staff has developed a web page that accentuates books and electronic resources that are thematically related to these programs along with a schedule of the programs themselves.

In December, the Tool Lending Library (TLL) staff initiated DIY programming by offering a hands-on tool sharpening clinic. This event brought a diverse spectrum of people such as avid home gardeners, a local trail volunteer who maintains a shared tool shed, and community members who wanted to take advantage of the library's free workshop to grow their occupational skills. Staff designed and distributed a survey to learn what other kinds of programming attendees might want the Library to provide. Attendees expressed unanimous interest in more and similar kinds of programs.

December is the time of year when national media stories focus upon what books people have read over they year. Berkeley Public Library patrons read a wide array of fiction. The following are the top ten most checked out adult fiction books in the month of December, and the number of times each book was checked out during the month:

Author	Title	Circulation
Egan, Jennifer	Manhattan Beach	61
Tallent, Gabriel	My absolute darling	59
Vaughan, Brian K	Saga	59
Strout, Elizabeth	Anything is possible	58
Penny, Louise	Glass houses	57
Smith, Zadie	Swing time	57
Roy, Arundhati	The ministry of utmost happiness	56
Connelly, Michael	The late show	52
Le Carré, John	A legacy of spies	51
Ng, Celeste	Little fires everywhere	50

On the list are books by international authors (A. Roy, Z. Smith, J. Le Carré), mystery novels (L. Penny, M. Connelly), a graphic novel series (B. Vaughan) and a book by a debut novelist (G. Tallent). Many of these titles are part of the Library's Lucky Day collection for which access has been increased double-fold (both in regards to number of items ordered and allowable simultaneous circulations) as a result of policy changes approved by BOLT.

CONTACT PERSON

Elliot Warren, Deputy Director of Library Services, 510-981-6195