BERKELEY PUBLIC LIBRARY
BOARD OF LIBRARY TRUSTEES

REGULAR MEETING
Wednesday, 12/12/2018

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. PRESENTATION

A. Berkeley Public Library Foundation – Kathy Huff

III. 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 November 14, 2018 Regular Meeting
Recommendation: Approve the minutes of the November 14, 2018 Regular Meeting of the Board of Library Trustees.

B. Approve Minutes of the November 17, 2018 Special Meeting
Recommendation: Approve the minutes of the November 17, 2018 Special Meeting of the Board of Library Trustees.

IV. ACTION CALENDAR

A. Review and Possible Action on Budget Priorities for the FY 2020 & FY 2021 Biennial Budget Cycle
Recommendation: Adopt a resolution adopting budget priorities for the Library for the FY 2020 and FY 2021 biennial budget cycle.

B. Acceptance of the Organizational Assessment Report from Moss Adams, LLP.
Recommendation: Adopt the resolution to accept the organizational report provided by Moss Adams LLP. Per the contract signed on June 18, 2018, Moss Adams LLP was expected to "submit a report that will include executive summary, study objectives, scope, and methodology; findings and recommendations; and an implementation plan."

V. INFORMATION REPORTS

A. Information Technology Oral Report – Alicia Abramson

B. Monthly Library Director's Report – Elliot Warren, Acting Director of Library Services

C. Library Events – Calendar of events and press releases for various Library programs are posted at http://www.berkeleypubliclibrary.org

VI. AGENDA BUILDING

The next meeting will be a Regular Meeting held at 6:30 PM on Wednesday, January 2, 2019 at the **Tarea Hall Pittman South Branch, 1901 Russell Street, Berkeley**.

VII. 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 5, 2018.

//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 Avenue
West Branch – 1125 University Avenue
North Branch – 1170 The Alameda
South Branch – 1901 Russell Street

Communications:

1.	11/14/2018	Barbara Sargent	Overdue Fines/fees
2.	11/20/2018	Dewadasen Vyapoory	Consider the purchase of ten of my books published and printed by my own Publishing house
3.	11/24/2018	Ilah Jarvis	Division of the Fiber Arts catalog

MINUTES
Berkeley Public Library - Board off Library Trustees Regular Meeting
Wednesday, November 14, 2018 6:30 PM

Central Library – 2090 Kittredge Street

Board of Library Trustees:
Diane Davenport, President
John Selawsky, Vice President
Sophie Hahn
Judy Hunt
Amy Roth

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, Hahn, Hunt, Roth and Selawsky.

   Absent: None

   Also Present: Elliot Warren, Acting Director of Library Services; Dennis Dang, Admin and Fiscal Services Manager; Jay Dickinson, Circulation Services Manager; Sarah Dentan, Library Services Manager; Anna Gonzalez, Library Services Manager; Alicia Abramson, Information Technology Manager; Danielle McMillian, Assoc. Human Resources Analyst; Eve Franklin, Administrative Secretary.

   Colleen Rozillis, Moss Adams

2. **Public Comments:** 1 speaker.

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 speaker
   C. Public Employees Union, LOCAL 1 – 0 speakers

4. **Comments from Board of Library Trustees**

   A. Trustee Hunt – Thank you to staff for work with the homeless population. Thanked the Foundation for funding the Commons, it's a great space for a variety of events. Requested the Library order more copies of *The Library Book* by Susan Orlean.
   B. Trustee Hahn – Appreciation to Berkeley Public Library Foundation and Friends of the Berkeley Public Library. Gratitude to the people of Berkeley for support of measures O and P.
   C. Trustee Davenport – There is a display case on the second floor at Central Library near the elevator showing Berkeley Public Library History including BOLT minutes from shortly after the earthquake in 1906.

II. CONSENT CALENDAR

Action Items C. Revised Circulation Policy and D. Revised Suspension Policy were moved from Action Calendar to Consent Calendar.

From: Acting Director of Library Services
Action: M/S/C Trustee Selawsky / Trustee Roth to adopt resolution # R18-048 to approve the consent calendar as presented.
Vote: Ayes: Trustees Davenport, Hahn, Hunt, and Roth. Noes: None. Absent: Trustee Selawsky. Abstentions: None.

DRAFT

A. Approve Minutes of the October 3, 2018 Regular Meeting

From: Acting Director of Library Services

Recommendation: Adopt a resolution to approve the minutes of the October 3, 2018 Regular Meeting of the Board of Library Trustees as presented.

Financial Implications: None.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution # R18-049.

B. Contract Amendment: No. 9954A Edgeworth Integration

From: Library Information Systems Administrator

Recommendation: Adopt a resolution authorizing the Director of Library Services to execute a contract amendment with Edgeworth Integration, LLC for building security systems maintenance and support services at all Berkeley Public Library locations, to increase the contracted value up to $50,000.00 to an amount not to exceed $100,000.00.

Financial Implications: See Report.

Contact: Alicia Abramson, Library Information Systems Administrator

Action: Adopted resolution # R18-050.

C. Revised Circulation Policy

From: Circulation Services Manager

Recommendation: Adopt the resolution to update the Library Circulation Policy with the following changes:

1. Under Library Cards:
   Change "Library cards expire after four years and can be renewed for free at any of our libraries with picture identification as explained below." to
   "Library cards expire after 4 years; Easy Access cards expire after 1 year. In order to obtain a full service library card, patrons must provide picture identification and proof of California address."
2. Under East Access Cards. Add "Easy Access Cards expire after 1 year." To the end of the paragraph.

Financial Implications: None.

Contact: Jay Dickinson, Circulation Services Manager

Action: Adopted resolution # R18-053.

D. Revised Suspension Policy

From: Acting Director of Library Services

Recommendation: Adopt the resolution approving dates, times and locations for the 2019 regular meeting schedule for the Board of Library Trustees.

Financial Implications: None.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution # R18-054.

III. ACTION CALENDAR

A. Review and Possible Action on Budget Priorities for the FY 2020 & FY 2021 Biennial Budget Cycle

From: Acting Director of Library Services

Recommendation: Adopt a resolution adopting budget priorities for the Library for the FY 2020 and FY 2021 biennial budget cycle.

Financial Implications: None.

Contact: Elliot Warren, Acting Director of Library Services

Action: No action taken.

DRAFT

B. Discussion and Nominations for the Selection of Board President and Vice-President
A revised resolution was provided by Trustee Hahn. (Attachment #1)

From: Acting Director of Library Services
Recommendation: Adopt the resolution to appoint President and Vice-President, for the term commencing November 15, 2018, for a one-year term.
Financial Implications: None.
Contact: Elliot Warren, Acting Director of Library Services

Action: M/S/C Trustee Selawsky / Trustee Roth to adopt resolution # R18-052a.
Trustee Diane Davenport has been duly elected and shall serve as President commencing on November 15, 2018, until the first meeting of the board in October 2020, and until a successor is elected, unless their term as a member of the Board of Trustees expires sooner.
Vote: Ayes: Trustees Davenport, Hahn, Hunt, Roth and Trustee Selawsky. Noes: None. Absent: None. Abstentions: None.

Action: M/S/C Trustee Hahn / Trustee Davenport to adopt resolution # R18-052b.
Trustee John Selawsky has been duly elected and shall serve as Vice President commencing on November 15, 2018, until the first meeting of the board in October 2020, and until a successor is elected, their term as a member of the Board of Trustees expires sooner.
Vote: Ayes: Trustees Davenport, Hahn, Roth and Trustee Selawsky. Noes: None. Absent: None. Abstentions: Trustee Hunt.

C. Revised Circulation Policy
Moved to the Consent Calendar.

D. Revised Suspension Policy
Moved to the Consent Calendar.

IV. INFORMATION CALENDAR

A. Organization Review Oral Report – Moss Adams
Colleen Rozillis provided a presentation (Attachment 2)
From: Colleen Rozillis, Moss Adams
Contact: Colleen Rozillis, Moss Adams
Action: Received

B. Information Technology Oral Report – Alicia Abramson
From: Contact: Alicia Abramson, Library Information Systems Administrator
Contact: Contact: Alicia Abramson
Action: Postponed to future meeting.

C. Statistical Reporting Report – Elliot Warren, Acting Director of Library Services
From: Acting Director of Library Services
Contact: Elliot Warren, Acting Director of Library Services
Action: Received

D. Monthly Library Director's Report – Elliot Warren, Acting Director of Library Services
From: Acting Director of Library Services
Contact: Elliot Warren, Acting Director of Library Services
Action: Received

E. Bylaws Subcommittee Oral Report
From: Trustees Hahn and Hunt
Contact: Trustees Hahn and Hunt
Action: Received

DRAFT

F. Library Events

From: Acting Director of Library Services
Contact: Elliot Warren, Acting Director of Library Services
Action: Received

V. AGENDA BUILDING

- Organization Review Report
- Budget Priorities for the FY 2020 & FY 2021 Biennial Budget Cycle
- Information Technology Report
- Berkeley History Room Report

VI. ADJOURNMENT

Adjourned at 8:05 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of November 14, 2018 as approved by the Board of Library Trustees

//s// _____

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

Attachments:

1. Revised Resolution for Appointment Of A Trustee To Sit As President And A Trustee To Sit As Vice-President For The Board Of Library Trustees
2. Organization Review Presentation (Moss Adams)

DRAFT

BOARD OF LIBRARY TRUSTEES

RESOLUTION NO: R18-052

APPOINTMENT OF A TRUSTEE TO SIT AS PRESIDENT AND A TRUSTEE TO SIT AS VICE-PRESIDENT FOR THE BOARD OF LIBRARY TRUSTEES

WHEREAS, the Berkeley Municipal Code, Section 3.04.040, Boards, Commissions and Committees - Board of Library Trustees - Organization of Board provides that "The Board of Library Trustees shall organize by electing one of its members president and one of its members vice president, who shall hold office for one year, and until their successors are elected unless their terms as a member of said board expire sooner. The president and vice-president shall be elected at the first meeting of the board in October of each year."

WHEREAS, the Board of Library Trustees has taken up and considered the offices of President and Vice President separately.

WHEREAS, for each office, the Board of Library Trustees has taken all nominations "from the floor," including Trustee nominations of other Trustees or of themselves, and has conducted a public, roll call vote on each nomination for such office, taken up in the order in which such nominations were made, until a majority vote for each office has been achieved.

WHEREAS, the outcome of each roll call vote has been announced publicly.

NOW, THEREFORE, BE IT RESOLVED by the Board of Library Trustees of the City of Berkeley that Trustee Diane Davenport has been duly elected and shall serve as President commencing on November 15, 2018, until the first meeting of the board in October 2020, and until a successor is elected, unless their term as a member of the Board of Trustees expires sooner.

ADOPTED by the Board of Library Trustees of the City of Berkeley at a regular meeting held on November 14, 2018 by the following vote:

AYES: Trustees Davenport, Hahn, Hunt, Roth and Selawsky.
NOES: None.
ABSENT: None.
ABSTENTIONS: None.

NOW, THEREFORE, BE IT RESOLVED by the Board of Library Trustees of the City of Berkeley that Trustee John Selawsky has been duly elected and shall serve as President commencing on November 15, 2018, until the first meeting of the board in October 2020, and until a successor is elected, their term as a member of the Board of Trustees expires sooner.

ADOPTED by the Board of Library Trustees of the City of Berkeley at a regular meeting held on November 14, 2018 by the following vote:

AYES: Trustees Davenport, Hahn, Roth & Selawsky.
NOES: None.
ABSENT: None.
ABSTENTIONS: Trustee Hunt

_____
Diane Davenport, President

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

MOSSADAMS

Berkeley Public Library Organizational Assessment

November 14, 2018

Background and Objective

PURPOSE
Assess the Berkeley Public Library to ensure it is optimally governed and organized to serve the Berkeley community.

BACKGROUND

- The Library has experienced significant turnover in the Director position. Since 2014, the Library has been led by three Directors, one Interim Director, and one Acting Director.
- Turnover in key leadership positions has contributed to organizational instability, impacting the Library's culture and ability to effectively function.
- The BOLT requested that a comprehensive review and evaluation be completed by an independent third party to improve Library operations and services.

Scope of Work

SCOPE OF WORK

This organizational assessment was designed to identify opportunities of improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships.

The assessment was conducted between July and November 2018 and consisted of four major phases: project initiation and management, fact finding, assessment of operational performance, and reporting. The fact finding phase included:

- 26 interviews with BOLT, managers, supervisors, staff, and community partners
- An all-staff survey
- Document review
- BOLT meeting observation
- Best practice research

3

Commendations

- Community Resources
- Collections
- Employee Commitment
- Facilities
- Strong Funding and Support
- Utilization of cross-functional, interdepartmental committees

We would like to thank Library staff, management, and leadership for their participation in this study.

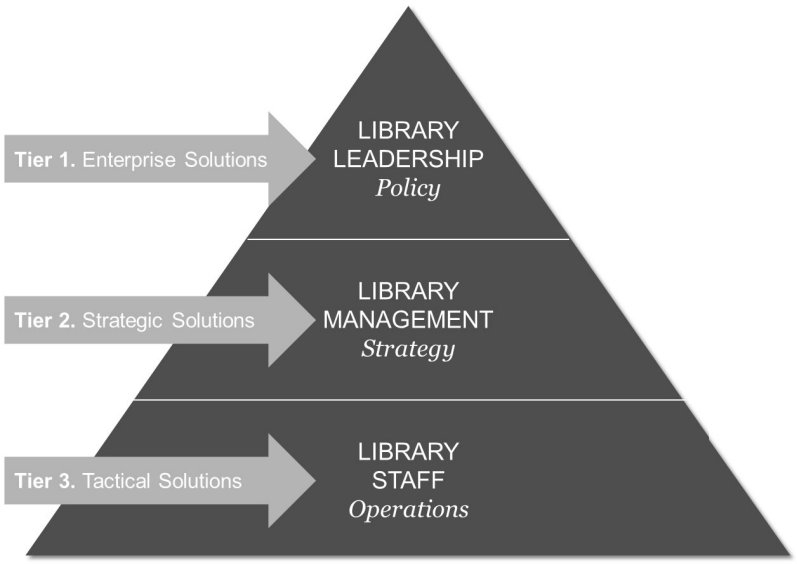
4

Major Themes

- Governance
- Cultural Transformation
- Change Management
- Community-Centered Work

5

Observations & Recommendations



6

Enterprise Solutions: Critical Priority

Governance	
Observation	The Library's governing environment reduces organizational effectiveness and the ability of the Library to deliver services to the broader community.
Recommendation	Adopt a policy governance model to focus the BOLT on policy and strategy with delegation of operations and employee management to the Director.

Culture	
Observation	Lack of leadership alignment, defined priorities, and constructive employee engagement at the Library has contributed to a culture characterized by low levels of trust, collaboration, and cooperation.
Recommendation	Transform the Library's operating culture by taking measures to align leadership, clarify roles and responsibilities, support employee accountability, and facilitate open lines of communication.

Change Management	
Observation	The Library struggles to sustain changes effectively and engage staff to adopt new systems, processes, and programs. In the past, change management has been perceived as top-down and ineffective despite efforts to engage staff.
Recommendation	Create a culture of deliberate change management to ensure new programs and initiatives are effectively developed, communicated, implemented, and adopted.

7

Enterprise Solutions: Other Recommendations

Operational Planning: In alignment with the City of Berkeley's 2018-19 Strategic Plan, develop a five-year outcome-based operating plan and supporting unit work plans to unify and focus Library efforts.

Performance Reporting: Establish a consistent outcome-based performance reporting framework to keep the BOLT and the community informed on progress toward goals.

Bylaws Development: Establish bylaws that are consistent with State law, City policy, BOLT needs, and best practices.

Board Development: Establish consistent Board onboarding, education, and evaluation to ensure new members are properly prepared to serve in an oversight role and continuously improve governance.

Director Recruitment: Conduct and facilitate the Director recruitment process using a third party, incorporating input from management and staff as appropriate, and develop a Director onboarding plan.

8

Strategic Solutions: Critical Priority

Management Development	
Observation	There are opportunities to further develop managers and supervisors to better engage employees and establish a culture of accountability.
Recommendation	Provide ongoing mentorship, training, and institutional support to enable managers and supervisors to consistently apply Library policies and set performance expectations.
Accountability – Performance Evaluations	
Observation	Performance evaluations are inconsistent, cumbersome, and could be better leveraged to develop Library employees.
Recommendation	Ensure performance evaluations are beneficial for both the Library and employees by integrating the review process with a growth and development plan, setting annual goals, and streamlining the evaluation process.
Accountability – Progressive Discipline	
Observation	The progressive disciplinary process could be better leveraged to hold staff accountable to City of Berkeley and Library policies and standards of conduct.
Recommendation	Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.
HR Resources	
Observation	The Library's human resources (HR) function is reliant on manual processes and lacks sufficient staff resources to fulfill operational demands.
Recommendation	Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.

9

Strategic Solutions: Other Recommendations

Communication: Establish formal communication protocols that encourage productive and frequent two-way communication between management and staff**.**

Decision-Making: Develop a decision-making framework that aligns with the operating plan to provide additional transparency in the Library's decision-making processes**.**

Accountability - Exit Interviews: Implement consistent exit interview procedures and conduct a semi-annual analysis to evaluate factors contributing to employee turnover and retention.

Innovation and Risk: Promote a culture of innovation by engaging the community, developing an innovation evaluation framework, and exploring peer exchange opportunities.

10

Tactical Solutions: High Priority

Program Evaluation	
Observation	The Library lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities.
Recommendation	Establish a consistent program evaluation process and reporting system to ensure programs are advancing the Library's mission, respond to community needs, and are delivered equitably.
Safe & Inclusive Space	
Observation	Similar to other urban libraries, the Library faces challenges in creating a safe and welcoming space for all patrons.
Recommendation	Continue developing a safety program in accordance with best practices, including an employee safety committee, developing a comprehensive safety plan, and providing regular staff training.
Community Engagement	
Observation	The Library's community engagement efforts are often reactive, resulting in untapped opportunities to better serve Berkeley's diverse community.
Recommendation	Develop proactive community engagement practices to ensure library services address the needs and priorities of all community members.
Collection Management	
Observation	The Library is in the process of developing a Collection Management Plan.
Recommendation	Utilize best practice research to inform development of the Collection Management Plan.

11

Tactical Solutions: Other Recommendations

Procedure Documentation: Document key policies and procedures to provide consistency to employees and patrons.

Employee Onboarding: Create a systematic onboarding process to increase employee retention, productivity, and morale.

Succession Planning: Develop a strategy to address succession planning for key positions to ensure operational continuity and maintenance of relationships with stakeholders.

12

The material appearing in this presentation is for informational purposes only and should not be construed as advice of any kind, including, without limitation, legal, accounting, or investment advice. This information is not intended to create, and receipt does not constitute, a legal relationship, including, but nor limited to, an accountant-client relationship. Although this information may have been prepared by professionals, it should not be used as a substitute for professional services. If legal, accounting, investment, or other professional advice is required, the services of a professional should be sought.

Assurance, tax, and consulting offered through Moss Adams LLP. Wealth management offered through Moss Adams Wealth Advisors LLC. Investment banking offered through Moss Adams Capital LLC.

THANK YOU

13

MINUTES
Berkeley Public Library - Board off Library Trustees Special Meeting
Wednesday, November 17, 2018 4:00 PM

Central Library – 2090 Kittredge Street

Board of Library Trustees:

Diane Davenport, President	Sophie Hahn
John Selawsky, Vice President	Judy Hunt
	Amy Roth

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:** 4:02 pm.

   Present: Trustees Davenport, Hunt and Roth.

   Absent: Trustees Hahn & Selawsky

   Also Present: Elliot Warren, Acting Director of Library Services; Sarah Dentan, Library Services Manager; Danielle McMillian, Assoc. Human Resources Analyst.

2. **Public Comments:** 0 speaker.

II. ACTION CALENDAR

A. Opening of Tarea Hall Pittman South Branch on Sunday, November 18,2018 as Shelter from Very Unhealthy Air Quality

From: Acting Director of Library Services
Recommendation: Adopt a resolution to approve opening the Tarea Hall Pittman South Branch from 1 to 5 PM on Sunday, November 18.
Financial Implications: See report.
Contact: Elliot Warren, Acting Director of Library Services
Action: M/S/C Trustee Roth / Trustee Hunt to adopt resolution # R18-055.
Vote: Ayes: Trustees Davenport, Hunt and Roth. Noes: None. Absent: Trustees Hahn and Selawsky. Abstentions: None.

III. ADJOURNMENT

Adjourned at 4:17 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special meeting of November 17, 2018 as approved by the Board of Library Trustees

//s// _____

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

Attachments: none.

DRAFT

ACTION CALENDAR
December 12, 2018

To: Board of Library Trustees

From: Elliot Warren, Acting Director of Library Services

Subject: Review and Possible Action on Budget Priorities for the FY 2020 & FY 2021 Biennial Budget Cycle

RECOMMENDATION

Adopt a resolution adopting budget priorities for the Library for the FY 2020 and FY 2021 biennial budget cycle.

INTRODUCTION

The purpose of this report is to provide background relevant to setting the Library's budget priorities for the upcoming 2-year biennial budget cycle – fiscal years 2020 and 2021 – that begins on July 1, 2019. A proposed schedule for the budgetary process is also included.

FISCAL IMPACT

There is no direct fiscal impact from this report; however, adopted priorities will have budget implications.

BACKGROUND

Prior to the development of the budget for a 2-year fiscal cycle, the board establishes budget priorities to serve as the framework with which to achieve the optimum utilization of public and library resources over that biennial budget period.

At the December 14, 2016 regular meeting, the board by passage of BOLT Resolution No.: R16-050 adopted the following budget priorities for fiscal years 2018 and 2019:

1. Better organizational health by cultivating an engaged staff, enhancing operational efficiencies, and building a culture of collaboration, planning, evaluation, and evidence-based decisions
2. Promote innovative and effective use of technology to facilitate access to information and ideas
3. Identify and prioritize strategic capital improvements, including infrastructure and Central Library repairs and improvements for possible action
4. Increase and adapt the Library Tax Fund (301) reserve set-aside to model the City General Fund Reserve Policy
5. Maintain the stability of the operating budget and plan for future operational needs – including establishing/maintaining a balanced budget

These budget priorities were used by the Library Director and Finance Manager to guide the development of the departmental budget recommended by BOLT and approved by City Council.

The City has not yet released budget instructions for the 2020 and 2021 biennial cycle. Instructions are expected to be released shortly. The proposed schedule reflects past practices and may be modified depending upon instructions from the City.

CURRENT SITUATION AND ITS EFFECTS

The board establishes budget priorities to serve as the framework with which to achieve the optimum utilization of public and library resources over a biennial budget period.

Proposed priorities for fiscal years 2020 & 2021:

1. Provide excellent, timely, easily-accessible services and information to the community
2. Champion and demonstrate social and racial equity
3. Provide state-of the-art, well maintained infrastructure, amenities, and facilities
4. Develop and enhance policies, practices, services, and assignments that promote community wellness and the safety and comfort of all library users
5. Harmonize efforts of the board, management, and staff to improve library services by implementing recommendations of the November 2018 Organizational Evaluation report
6. Maintain the stability of the operating budget and plan for future operational needs – including establishing/maintaining a balanced budget

For the past two years, the City of Berkeley has been engaged in a comprehensive strategic planning initiative. On January 16, 2018, City Council adopted a 2018-19 Strategic plan which identified nine long-term goals for the City. Each City department identified projects and developed a work plan designed around those goals. The Library performed similar work. The Library Council, composed of about 25 managers in lead roles, identified three of the citywide long-term goals that most resonate with the Library's mission, and which have been integrated into the proposed 2020-2021 priorities:

1. Provide excellent, timely, easily-accessible services and information to the community
2. Champion and demonstrate social and racial equity
3. Provide state-of the-art, well maintained infrastructure, amenities, and facilities

The Library has developed a fiscal year work plan with over thirty specific projects intended to help meet these long-term goals (see attached); some will be accomplished this year, while others will likely need further development in 2020-2021. Key examples of efforts likely to need further work and/or implementation steps through the 2020-2021 biennial cycle and will require some fiscal support include the following:

- Initiate community and staff input process for update of Central Library children's floor. (Infrastructure)
- Identify opportunities for increased self-service laptop lending options at all facilities (Infrastructure)
- Upgrade Library's high speed internet services to 10 Gigabytes to enable greater access to online resources (Infrastructure)
- Identify methods to encourage MLIS degree program participation among paraprofessional staff; invest in training opportunities at all classification levels, including increased participation in regional conferences (Equity)
- Integrate evaluative framework into public programming practices to enable Library to assess and improve public program offerings to satisfy diverse community needs (Services)

- Initiate Social Media and Public Communications Plan to improve clarity of messaging and provide for increased community awareness (Services)

In addition to the focus upon infrastructure, equity, and service delivery, three additional budgetary priorities are being proposed related: supporting community wellbeing, fulfilling the recommendations of the organizational evaluation report provided by Moss Adams, and ensuring responsible budgetary oversight.

Public libraries serve all members of the community. Due to the ongoing issues of lack of access to adequate mental health services and affordable housing for some community members, public libraries throughout California and the nation find themselves encountering numerous patrons exhibiting social service needs, particularly for housing and mental health assistance. Public libraries have responded to this in a variety of ways. Some have created new units responsible for addressing such patrons or have hired social workers with expertise on assessing and responding to individual needs. Others have contracted with local nonprofit agencies or have developed agreements with governmental agencies to assign a staff-member to be present in the library to ensure adequate response to such patrons. BPL currently collaborates with local social service agencies to ensure access to information about their services through the Berkeley Information Network, and has enabled some organizations to use Library spaces to interact with patrons and provide advisement and referral, through the Community Outreach in the Library (COIL) program. BPL staff also regularly address significant mental health crises by contacting City services, such as the City's Homeless Outreach team (HOT) and/or the Mobile Crisis Team. However, this has not adequately addressed needs and, as a result, the Library should consider a variety of creative methods to develop and enhance policies, practices, services, and assignments that promote community wellness and the safety and comfort of all library users.

The Moss Adams organizational evaluation report provides a set of recommendations intended to better align Board, management and staff efforts and includes a recommended 18 to 24 month implementation plan. Recommendations may impact the staffing levels of some units, particularly to support orientation, training, disciplinary processes, and other human resources efforts. As part of the implementation process, the Library should consider methods to financially support successful implementation of the recommendations.

The Library remains committed to maintaining the stability of the operating budget and planning for future needs such that expenditures are considered and balanced against revenues.

RATIONALE FOR RECOMMENDATION

Biennial budget progress reports and workshops will be conducted with staff and the board as outlined in the attached timetable.

Attachments

1. Resolution
2. Workplan
3. Timetable

BOARD OF LIBRARY TRUSTEES

RESOLUTION NO: R18-___

BIENNIAL BUDGET DEVELOPMENT FY 2020 & FY 2021

WHEREAS, on a biennial basis the Board of Library Trustees reviews and establishes budget priorities for the upcoming biennial budget cycle; and

WHEREAS, at the December 14, 2016 regular meeting, the Board of Library Trustees adopted priorities for FY 2018 and FY 2019 with passage of BOLT Resolution No.: R16-050; and

WHEREAS, with the kick-off of the FY2020 and FY 2021 biennial budget process, a review of priorities is recommended to achieve the optimum utilization of public and library resources throughout the biennial budget period and to ensure proposed budget changes are aligned with the board's priorities.

NOW, THEREFORE, BE IT RESOLVED by the Board of Library Trustees of the City of Berkeley approves the Budget Priorities as follows:

Budget Priorities for FY 2020 and FY 2021:

1. Provide excellent, timely, easily-accessible services and information to the community
2. Champion and demonstrate social and racial equity
3. Provide state-of the-art, well maintained infrastructure, amenities, and facilities
4. Develop and enhance policies, practices, services, and assignments that promote community wellness and the safety and comfort of all library users
5. Harmonize efforts of the board, management, and staff to improve library services by implementing recommendations of the November 2018 Organizational Evaluation report
6. Maintain the stability of the operating budget and plan for future operational needs – including establishing/maintaining a balanced budget

ADOPTED by the Board of Library Trustees of the City of Berkeley during a regular meeting held on December 12, 2018 by the following vote:

AYES:	Trustees Davenport, Hahn, Hunt, Roth & Selawsky
NOES:	None.
ABSENT:	None.
ABSTENTIONS:	None.

_____
Diane Davenport, President

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

BERKELEY PUBLIC LIBRARY: FY 2019 ACTIVITIES TO SUPPORT CITY OF BERKELEY STRATEGIC PLAN

Berkeley Public Library is an integral City of Berkeley service. With over 1 million visitors per year, the Library's facilities and online services are among the most vital public service points for City residents. The City of Berkeley has developed a draft Strategic Plan (the "Plan") with nine (9) long-term strategic goals. The Library Council, a team of roughly 25 Library staff in lead roles (supervisors, senior librarians, and managers), identified three (3) key goals from the Plan that significantly relate to the Library's mission:

- Provide state-of the-art, well maintained infrastructure, amenities, and facilities
- Champion and demonstrate social and racial equity
- Provide excellent, timely, easily-accessible service and information to the community

The Library has identified a number of operational initiatives and activities designed to help meet these goals. Some of these began in 2018 and are nearing completion, while others will require significant effort to initiate.

PROVIDE STATE-OF THE-ART, WELL MAINTAINED INFRASTRUCTURE, AMENITIES, AND FACILITIES:

1) Develop and implement *Facility Maintenance Plan.*
2) Complete project to replace stucco and window systems on Bancroft wing of the Central Library.
3) Break ground on long-deferred Central Library 1st and 2nd floor interior improvements, including creation of a new, dedicated teen space; creation of additional quiet study areas and seating options; and updated service desks, shelving areas, lighting, and flooring.
4) Perform Library-wide signage audit; develop and implement signage plan using User Experience (UX) principles for improved wayfinding; identify opportunities for digital wayfinding.
5) Initiate community and staff input process for update of Central Library children's floor.
6) Replace aging vehicle fleet for improved staff/community safety and to reduce amount of time vehicles are unavailable for use.
7) Update self-service and automated materials handling systems infrastructure and equipment for improved user experience.
8) Improve and streamline user experience of Library's public computers; initiate RFP team to identify solutions.
9) Upgrade Library's high speed internet services to 10 Gigabytes to enable greater access to online resources.
10) Identify and implement methods to support City of Berkeley's initiative to bridge the digital divide, including collaborating with community organizations to hold a Tech Fair.
11) Identify opportunities for increased self-service laptop lending options at all facilities

CHAMPION AND DEMONSTRATE SOCIAL AND RACIAL EQUITY:

1) Implement fine-free practices.
2) Reduce barriers to library card ownership by updating library card access rules.
3) Identify, implement, and sustain monthly public programs that support the learning and cultural interests of a diverse community.
4) Enhance and update bilingual materials collections.
5) Ensure adequate access to all-gender bathrooms at each facility.
6) Maintain and develop the Tarea Hall Pittman South social justice programming series.
7) *Community Outreach in the Library (COIL)* expands to include additional service providers (at least two more regular participants) and opportunities for one-stop-services.
8) Identify methods to encourage MLIS degree program participation among paraprofessional staff; invest in training opportunities at all classification levels, including increased participation in regional conferences.
9) Identify strategies to ensure increased diversity of applicant pool across recruitments for all classifications, and particularly for professional positions.

PROVIDE EXCELLENT, TIMELY, EASILY-ACCESSIBLE SERVICES AND INFORMATION TO THE COMMUNITY:

1) Develop and increase capacity to offer services that support science, technology, engineering, and math (STEM) learning experiences across all age levels; effective STEM programs occur at each site on a monthly basis.
2) Integrate media lending into Library's Link+ service to increase access to quality media collections.
3) Expedite recruitments for currently vacant professional and paraprofessional positions, including for Central Support division, to enable successful implementation of first floor improvements.
4) Initiate *Social Media and Public Communications Plan* to improve clarity of messaging and provide for increased community awareness.
5) Integrate evaluative framework into public programming practices to enable Library to assess and improve public program offerings to satisfy diverse community needs.
6) Convene *Integrated Library System Migration Team* to ensure improved patron experience of online circulation services and catalog; develop effective and efficient operational workflows; and to create and implement training and documentation plans.
7) Perform assessment of the Central Library's History Room collections to identify opportunities for digitization and improved access.
8) Perform annual patron satisfaction survey to help shape future departmental priorities.
9) Enhance Library website with expanded online readers' advisory and reference services.
10) Implement strategies identified in the draft *Collection Management Plan*, including ongoing collection refreshment and identification of new collection areas to satisfy diverse and changing community interests.
11) Deepen collaboration with Berkeley Unified School District (BUSD) towards universal library access for BUSD students.

12) Refine closing and opening procedures to ensure community and staff safety.

The following are departmental priorities related to **Internal Work & Communications:**

1) Develop employee/procedures manual.
2) Increase participation of staff in leadership trainings, professional conferences, and regional meetings.
3) Develop recruitment outreach plan.
4) Department successfully migrates to the City's new Enterprise Management System to improve accountability and payroll practices.

Timetable
FY 2020 and FY 2021 Biennial Budget

Date	Topic
14 NOV 2018	Discussion and Action on Budget Priorities for FY 2020 & FY 2021
DEC 2018	Extended Action on Budget Priorities for FY 2020 & FY 2021 (*if needed*)
FEB 2019	BOLT FY16-2Q (mid-year) Report
TBD MAR 2019	Internal Staff Workshop
MAR 2019	BOLT Budget Workshop
APR 2019	BOLT Recommendations on Draft Budget
TBD MAY/JUN 2019	BOLT Recommendations on Draft Budget, Tentative Adoption
JUN 2019	BOLT Recommendation to City Council, Final Adoption

ACTION CALENDAR
December 12, 2018

To: Board of Library Trustees

From: Elliot Warren, Acting Director of Library Services

Subject: Acceptance of the Organizational Assessment Report from Moss Adams, LLP.

RECOMMENDATION

Adopt a Resolution to formally accept the organizational assessment report developed by Moss Adams LLP. Per the contract with the Library signed on June 18, 2018, Moss Adams LLP was to "submit a report that will include executive summary, study objectives, scope, and methodology; findings and recommendations; and an implementation plan."

FISCAL IMPACTS OF RECOMMENDATION

There is no fiscal impact to formally accepting the report from Moss Adams LLP. Fulfilling some recommendations of the report's implementation plan may have some yet to be determined fiscal impacts.

CURRENT SITUATION AND ITS EFFECTS

To improve library services and the health of the organization, the Board of Library Trustees sought out an organizational evaluation of Berkeley Public Library. At the November 14, 2018 BOLT meeting, Colleen Rozillis, a representative of Moss Adams LLP, provided an oral report that included highlights from the report including recommended actions to improve the organization. On November 15, the report was distributed to the board and posted to the Library's website. It has yet to be formally accepted by the board.

BACKGROUND

The hiring of Moss Adams was set in motion by discussions at BOLT meetings held in early 2018 regarding a number of issues identified by both BOLT members and Library Administration: improving internal communications; preparing for the hiring of a Library Director; clarification of the role of the board, director, managers, and staff in regards to decision making, operations, and policy development; supporting adaptation of the Library's customer service philosophy; and strategizing how to improve library operations, amongst much else. Moss Adams was selected after the Library received three quotes from recommended firms that perform organizational evaluations and was hired in June, 2018. The firm performed observations of BOLT meetings; reviewed internal and external documents; interviewed key stakeholders, including board members, staff, managers, and community partners; and held a staff survey that received input from a majority of staff-members. Based upon that work and their subject expertise, Moss Adams LLP produced a roughly 90-page report that includes all elements expected, including a summary, objectives, scope, methodology, findings, recommendations, examples of work performed by other similar organizations, and an implementation plan.

ENVIRONMENTAL SUSTAINABILITY
N/A

RATIONALE FOR RECOMMENDATION

Formal acceptance of the report will enable the Library and board to consider developing a plan for adoption of the recommendations; will display the BOLT's commitment to meeting its stated goals; will enable the Library to enter into the 2020/2021 budgetary cycle considering how to prioritize those aspects of the report which have fiscal impacts; and will express a commitment to improving the Library.

ALTERNATIVE ACTIONS CONSIDERED
BOLT may choose not to formally accept the report.

CONTACT PERSON
Elliot Warren, Acting Library Director, Library - Administration, 510-981-6195

Attachments:
1: Organizational Assessment Report dated November 7, 2018.

BOARD OF LIBRARY TRUSTEES

RESOLUTION NO: R18-___

WHEREAS, the Library sought out an experienced firm with expertise in organizational improvement to evaluate Berkeley Public Library and BOLT's operations; and

WHEREAS, Moss Adams LLP and the Library signed a contract on June 18, 2018 for the firm to perform an organizational assessment including recommendations and an implementation plan; and

WHEREAS, on November 14, 2018 Moss Adams provided an oral presentation to BOLT that included an executive summary of the firm's recommendations for improving Berkeley Public Library's organizational health and operational efficacy; and

WHEREAS, on November 15, 2018 the Library and BOLT received copies of the final report that included all elements requested in the contract, including executive summary, study objectives, scope, and methodology; findings and recommendations; and an implementation plan ; and

NOW THEREFORE, BE IT RESOLVED by the Board of Library Trustees of the City of Berkeley that the Library formally accept the Organizational Assessment Report from Moss Adams, LLP.

ADOPTED by the Board of Library Trustees of the City of Berkeley at a regular meeting held on December 12, 2018 by the following vote:

AYES:
NOES:
ABSENT:
ABSTENTIONS:

_____
Diane Davenport, President

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

MOSSADAMS

PROPRIETARY AND CONFIDENTIAL

FINAL REPORT

FOR

BERKELEY PUBLIC LIBRARY

Organizational Assessment

November 7, 2018

Moss Adams LLP
999 Third Ave, Suite 2800
Seattle, WA 98104
(206) 302-6500

Table of Contents

I. Executive Summary 1

II. Background, Scope, and Methodology 9

III. Commendations 11

IV. Observations and Recommendations 12

Appendix A: Employee Survey Results 43

Appendix B: Sample Board and Director Roles, Responsibilities, and Operating Protocols 49

Appendix C: Sample Executive Director Performance Evaluation 59

Appendix D: Sample Board Bylaws 62

Appendix E: Sample Board Member Onboarding Template 66

Appendix F: Board Self-Assessment samples 68

Appendix G: Executive Director Success Themes 82

Appendix H: Change Management Planning Template Examples 83

Appendix I: Sample Prioritization Framework 89

Appendix J: Orientation Agenda and Checklist 90

I. EXECUTIVE SUMMARY

A. BACKGROUND, SCOPE, AND METHODOLOGY

The Berkeley Public Library (the Library) operates five library branches throughout the City of Berkeley. A five-member Board of Library Trustees (BOLT) oversees the Library. Due to turnover in leadership positions and organizational instability, the BOLT requested a comprehensive review and evaluation be completed by an independent third party to improve Library operations and services.

This organizational assessment was designed to identify opportunities of improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships. The assessment was conducted between July and November 2018 and consisted of four major phases: 1) project initiation and management, 2) fact finding, 3) assessment of operational performance, and 4) reporting. The fact-finding phase included interviews, document reviews, an all-staff survey (see Appendix A), and research into best practices.

B. THEMES

This study was sponsored by the BOLT, for the purpose of assessing the organization to ensure it is optimally governed and organized to serve the Berkeley community. Four major themes rose to the surface during this assessment—governance, cultural transformation, change management, and community-centered work.

GOVERNANCE

The BOLT is responsible for setting policy direction and delegating the authority to implement policies to the Director of Library Services (Director). However, this policy governance model is not being fully utilized by the BOLT. The BOLT is currently operating at more of an operational level than a strategic level and roles and responsibilities between the BOLT, Director, and management team are often blurred.

To implement a true policy governance model, the BOLT should work to define clearer roles and responsibilities and consistently operate within those boundaries. The development of bylaws and the implementation of consistent board self-assessment and onboarding practices will complement this work. By gaining alignment on roles, responsibilities, and organizational goals, the BOLT can begin creating a shift in organizational culture in preparation for a new Director.

CULTURAL TRANSFORMATION

A healthy working culture relies on clarity, consistency, and accountability. Currently, Library performance management processes, such as performance evaluations and progressive discipline, are not adequately utilized to encourage individual performance. Staff report that some managers and front-line supervisors do not have the resources, support, or incentives they need to effectively manage, resulting in inconsistent application of expectations and compromising organizational culture. Furthermore, fragmented policies and procedures contribute to a lack of clear expectations.

Establishing trust between staff and management can only be successful with stability in the Director position and may take several years to fully achieve. To create a more transparent and trusting culture, the Library should support staff through defined expectations, employee performance management, management development, standardized onboarding, and consistent application of policies and procedures.

CHANGE MANAGEMENT

Change at the Library is continuous and inevitable. However, Library staff and leadership report challenges in effectively managing, encouraging, and adopting change within the organization. Without buy-in, commitment, mitigated resistance, elimination of fear, and consistent adoption across the organization, the Library may not realize the full benefit of changes designed to help the organization better serve its community.

To improve roll out of new systems and processes, the Library should establish a change management process for organizational changes. This work should be complemented by clear and consistent communication practices and the implementation of a mutually understood decision-making framework.

COMMUNITY-CENTERED WORK

The Library is a hub for many vital community resources. However, the Library's operating environment and culture poses barriers to providing resources that are relevant and responsive to community desires and needs. To overcome these challenges, the Library should focus on innovation, community engagement, community service, outcomes-based program evaluation, and build on ongoing work ensuring that Library spaces are safe and inclusive. By placing the primary focus on patron needs, the Library can continue to provide cutting-edge services to the Berkeley community.

C. OBSERVATIONS AND RECOMMENDATIONS

Observations and recommendations were grouped into three tiers: 1) Enterprise Solutions, 2) Strategic Solutions, and 3) Tactical Solutions.

	TIER		DEFINITION	RESPONSIBILITY
1	**Enterprise Solutions**	➤	Policy and structural improvement areas that impact all units and fall under the purview of the Library Board of Trustees and/or Director.	BOLT and Director
2	**Strategic Solutions**	➤	Common improvement areas across all or most the Library units.	Director and Managers
3	**Tactical Solutions**	➤	Specific, day-to-day improvement areas within one or more Library units.	Director, Managers, and Staff

Tier 1, Tier 2, and Tier 3 observations and recommendations are summarized in the following table. Detailed observations and recommendations for all three tiers are provided in Section IV.

OBSERVATIONS AND RECOMMENDATIONS		
TIER 1		
1	**Observation**	The Library's governing environment reduces organizational effectiveness and the ability of the Library to deliver services to the broader community.
	Recommendation	Adopt a policy governance model to focus the BOLT on policy and strategy with delegation of operations and employee management to the Director.
2	**Observation**	Because the Library lacks an active operating plan, challenges exist with evaluating priorities and ensuring programs/services effectively support the Library's mission.
	Recommendation	In alignment with the City of Berkeley's 2018-19 Strategic Plan, develop a five-year outcome-based operating plan and supporting unit work plans to unify and focus Library efforts.
3	**Observation**	The Library lacks a data-driven performance reporting framework to monitor and evaluate programs, services, and operations.
	Recommendations	Establish a consistent outcome-based performance reporting framework to keep the BOLT and the community informed on progress toward goals.
4	**Observation**	Lack of leadership alignment, defined priorities, and constructive employee engagement at the Library has contributed to a culture characterized by low levels of trust, collaboration, and cooperation.
	Recommendation	Transform the Library's operating culture by taking measures to align leadership, clarify roles and responsibilities, support employee accountability, and facilitate open lines of communication.
5	**Observation**	The BOLT has operated without bylaws since its inception, instead relying on the City's Commissioners' Manual, which provides inadequate governance guidance.
	Recommendation	Establish bylaws that are consistent with State law, City policy, BOLT needs, and best practices.

OBSERVATIONS AND RECOMMENDATIONS		
6	**Observation**	BOLT members were provided inconsistent levels of onboarding, resulting in opportunities for enhanced board governance and better understanding of Library operations.
	Recommendations	Establish consistent Board onboarding, education, and evaluation to ensure new members are properly prepared to serve in an oversight role and continuously improve governance.
7	**Observation**	The Library has experienced frequent Director turnover, potentially complicating the upcoming Director recruitment process.
	Recommendation	Conduct and facilitate the Director recruitment process using a third party, incorporating input from management and staff as appropriate, and develop a Director onboarding plan.
8	**Observation**	The Library struggles to sustain changes effectively and engage staff to adopt new systems, processes, and programs. In the past, change management has been perceived as top-down and ineffective despite efforts to engage staff.
	Recommendation	Create a culture of deliberate change management to ensure new programs and initiatives are effectively developed, communicated, implemented, and adopted.
TIER 2		
9	**Observation**	Some employees report dissatisfaction with historical communication practices, contributing to distrust between staff and management.
	Recommendation	Establish formal communication protocols that encourage productive and frequent two-way communication between management and staff.
10	**Observation**	Some staff report a lack of understanding about how, where, or when decisions are made and felt that decisions impacting their work are often made in a unilateral and hierarchical manner.
	Recommendation	Develop a decision-making framework that aligns with the operating plan to provide additional transparency in the Library's decision-making processes.
11	**Observation**	There are opportunities to further develop managers and supervisors to better engage employees and establish a culture of accountability.
	Recommendation	Provide ongoing mentorship, training, and institutional support to enable managers and supervisors to consistently apply Library policies and set performance expectations.
12	**Observation**	Performance evaluations are inconsistent, cumbersome, and could be better leveraged to develop Library employees.
	Recommendation	Ensure performance evaluations are beneficial for both the Library and employees by integrating the review process with a growth and development plan, setting annual goals, and streamlining the evaluation process.
13	**Observation**	The progressive disciplinary process could be better leveraged to hold staff accountable to City of Berkeley and Library policies and standards of conduct.
	Recommendation	Provide staff training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.
14	**Observation**	Exit interviews are not always completed or analyzed to improve employee retention, particularly at the management level.

OBSERVATIONS AND RECOMMENDATIONS		
	Recommendation	Implement consistent exit interview procedures and conduct a semi-annual analysis to evaluate factors contributing to employee turnover and retention.
15	**Observation**	The Library's human resources (HR) function is reliant on manual processes and lacks sufficient staff resources to fulfill operational demands.
	Recommendation	Increase Library HR staffing levels to support cultural transformation initiatives, modernize processes, and perform other vital HR functions.
16	**Observation**	The Library has encountered resistance to moving from a risk-averse and inward-facing culture toward one of innovation.
	Recommendation	Promote a culture of innovation by engaging the community, developing an innovation evaluation framework, and exploring peer exchange opportunities.
TIER 3		
17	**Observation**	Many Library policies and procedures are not current, resulting in potential inconsistent expectations and service delivery.
	Recommendation	Document key policies and procedures to provide consistency to employees and patrons.
18	**Observation**	The Library lacks a consistent method to evaluate public programs and ensure they adequately address community needs and priorities.
	Recommendation	Establish a consistent program evaluation process and reporting system to ensure programs are advancing the Library's mission, respond to community needs, and are delivered equitably.
19	**Observation**	Employee onboarding practices are fragmented and inconsistent, resulting in suboptimal institutional support for new employees.
	Recommendation	Create a systematic onboarding process to increase employee retention, productivity, and morale.
20	**Observation**	Many Library employees are eligible for retirement, which could impact operations and service delivery.
	Recommendation	Develop a strategy to address succession planning for key positions to ensure operational continuity and maintenance of relationships with stakeholders.
21	**Observation**	Similar to other urban libraries, the Library face challenges in creating a safe and welcoming space for all patrons.
	Recommendation	Continue developing a safety program in accordance with best practices, including an employee safety committee, developing a comprehensive safety plan, and providing regular staff training.
22	**Observation**	The Library's community engagement efforts are often reactive, resulting in untapped opportunities to better serve Berkeley's diverse community.
	Recommendation	Develop proactive community engagement practices to ensure library services address the needs and priorities of all community members.
23	**Observation**	The Library is in the process of developing a Collection Management Plan.
	Recommendation	Utilize best practice research to inform the development of the Collection Management Plan.

D. IMPLEMENTATION AND PRIORITIZATION

In order to provide the Library with guidance for implementing the recommendations over the next year, we prepared an implementation plan. This implementation includes:

- Recommendation
- Suggested priority
- Suggested effort level
- Suggested schedule
- Task owner (this is not a comprehensive list of all staff who may be involved, but rather the role(s) that is primarily responsible for accomplishing this task)
- Whether the work can be performed internally or will require external resources

Recommendations have been prioritized to focus on those that most directly support the four primary themes of our findings—governance, cultural transformation, change management, and community-centered work.

The suggested schedule is highly dependent on the Director recruitment process. Some work—especially that around governance, culture, and accountability—should be in progress before a new Director is onboarded. Other work, like creating a full strategic plan, should wait until after the new Director is in place. This schedule should be viewed as a flexible plan that can shift as circumstances change.

The implementation plan is provided below.

Color Key

Critical Priority	High Priority	Medium Priority	Low Priority	Ongoing work	High Intensity Work

#	RECOMMENDATION	PRIORITY	EFFORT LEVEL	TASK OWNER	FY 2018-19		FY 2019-20				FY 2020-21			RESOURCE
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Tier 1: Enterprise Solutions														
1	**Governance:** Adopt a policy governance model to focus the BOLT on policy and strategy with delegation of operations and employee management to the Director.	Critical	High	BOLT members, External facilitator										Internal and External
2	**Operational Planning:** In alignment with the City of Berkeley's 2018-19 Strategic Plan, develop a five-year outcome-based operating plan and supporting unit work plans to unify and focus Library efforts.	Medium	High	BOLT members, Executive Director										Internal
3	**Performance Reporting:** Establish a consistent outcome-based performance reporting framework to keep the BOLT and the community informed on progress toward goals.	High	Medium	BOLT members, Executive Director										Internal
4	**Culture:** Transform the Library's operating culture by taking measures to align leadership, clarify roles and responsibilities, support employee accountability, and facilitate meaningful communication.	Critical	High	BOLT members, Executive Director										Internal
5	**Bylaws Development:** Establish bylaws that are consistent with State law, City policy, BOLT needs, and best practices.	High	Medium	BOLT members										Internal
6	**Board Development:** Establish consistent Board onboarding, education, and evaluation to ensure new members are properly prepared to serve in an oversight role and continuously improve governance.	Medium	Medium	BOLT members										Internal
7	**Director Recruitment:** Conduct and facilitate the Director recruitment process using a third party, incorporating input from management and staff as appropriate, and develop a Director onboarding plan.	High	High	BOLT members, External consultant										Internal and External
8	**Change Management:** Create a culture of deliberate change management to ensure new programs and initiatives are effectively developed, communicated, implemented, and adopted.	Critical	High	BOLT members, Executive Director										Internal
Tier 2: Strategic Solutions														
9	**Communication:** Establish formal communication protocols that encourage productive and frequent two-way communication between management and staff.	High	High	Executive Directors, Library Managers and Supervisors										Internal
10	**Decision-Making:** Develop a decision-making framework that aligns with the operating plan to provide additional transparency in the Library's decision-making processes.	Medium	Medium	Executive Director										Internal
11	**Management Development:** Provide ongoing mentorship, training, and institutional support to enable managers and supervisors to consistently apply Library policies and set performance expectations.	Critical	High	Executive Director, External trainers										Internal and/or External

#	RECOMMENDATION	PRIORITY	EFFORT LEVEL	TASK OWNER	FY 2018-19		FY 2019-20				FY 2020-21			RESOURCE
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
12	**Accountability – Performance Evaluations:** Ensure performance evaluations are beneficial for both the Library and employees by integrating the review process with a growth and development plan, setting annual goals, and streamlining the evaluation process.	**Critical**	High	HR										Internal
13	**Accountability – Progressive Disciplinary Process:** Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.	**Critical**	High	HR										Internal
14	**Accountability - Exit Interviews:** Implement consistent exit interview procedures and conduct a semi-annual analysis to evaluate factors contributing to employee turnover and retention.	**Medium**	Medium	HR										Internal
15	**HR Resources:** Increase Library HR staffing levels to support cultural transformation initiatives, modernize processes, and perform other vital HR functions.	**Critical**	High	Executive Director, HR										Internal
16	**Innovation and Risk:** Promote a culture of innovation by engaging the community, developing an innovation evaluation framework, and exploring peer exchange opportunities.	**Low**	Medium	Executive Director, Library Managers										Internal
Tier 3: Tactical Solutions														
17	**Procedure Documentation:** Document key policies and procedures to provide consistency to employees and patrons.	**Medium**	Medium	Library Managers										Internal
18	**Program Evaluation:** Establish a consistent program evaluation process and reporting system to ensure programs are advancing the Library's mission, respond to community needs, and are delivered equitably.	**High**	Medium	Executive Directors, Library Managers, External facilitator										Internal and/or External
19	**Employee Onboarding:** Create a systematic onboarding process to increase employee retention, productivity, and morale.	**Low**	Medium	HR										Internal
20	**Succession Planning:** Develop a strategy to address succession planning for key positions to ensure operational continuity and maintenance of relationships with stakeholders.	**Low**	Medium	HR										Internal
21	**Safe and Inclusive Space:** Continue developing a safety program in accordance with best practices, including an employee safety committee, developing a comprehensive safety plan, and providing regular staff training.	**High**	Medium	Executive Director, Safety Committee										Internal
22	**Community Engagement:** Develop proactive community engagement practices to ensure library services address the needs and priorities of all community members.	**High**	High	Executive Director, Library Managers										Internal
23	**Collection Management:** Utilize best practice research to inform the development of the Collection Management Plan.	**High**	Medium	Executive Director, Library Managers										Internal

II. BACKGROUND, SCOPE, AND METHODOLOGY

A. BACKGROUND

The Library has served the people of Berkeley since 1893 and strives to foster a spirit of exploration, lifelong learning, the joy of reading, and the pursuit of information and knowledge for all ages and cultures. The Library is one of the most heavily used libraries in California, serving a local population of over 121,000 residents and more from the surrounding area. The Library has five branches: Claremont Branch, North Branch, West Branch, Tarea Hill Pittman South Branch, and the Central Library in downtown Berkeley, which also houses the Library's administrative offices.

The BOLT, a five-member appointed administrative board, administers and oversees the Library. As of January 2018, all BOLT members are serving their first term. Together with the Director, the BOLT sets policy direction and leads the Library. However, the Library has experienced significant turnover in the Director position. Since 2014, the Library has been led by three Directors, one Interim Director, and one Acting Director. Turnover in key leadership positions has contributed to organizational instability, impacting employee morale and the Library's culture.

The BOLT requested that a comprehensive review and evaluation be completed by an independent third party to improve Library operations and services.

B. SCOPE AND METHODOLOGY

This organizational assessment was designed to identify opportunities for improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships. The study was conducted between July 2018 and November 2018. The analysis was informed by interviews, document reviews, an all-staff survey, and research into best practices from similarly situated libraries across the country. Interviews were conducted with the BOLT, Acting Director, union representatives, employees at various levels and branches, and external stakeholders.

The project consisted of four major phases:

1. **Project Initiation and Management:** This phase concentrated on comprehensive project planning and project management, including identifying employees to interview, identifying documents to review, communicating results, and establishing regular reports on project status.
2. **Fact Finding:** This phase included interviews, conducting an all-staff survey, document review, and best practice research. We worked with Library staff to obtain the most currently available information and insights.
    - *Interviews:* We conducted 26 interviews, including five BOLT members, six managers, two supervisors, eight front-line staff, and five community partners.
    - *All-staff survey:* All Library employees were invited to participate in a confidential survey that asked about Library strengths and opportunities for improvement. Of the 134 survey requests sent, we received 80 responses, a 59.7% response rate. Of these 80 respondents, six identified as a manager or supervisor, 12 identified as a first level supervisor, and 62 identified as not a manager

or supervisor (i.e., front-line staff). While this survey is a useful tool to identify staff sentiment, the results are not statistically significant and it is not fully representative since participation was less than 100%.

- *Document review:* We reviewed documents including policies, procedures, planning documents, and others.
- *BOLT meeting observation:* A representative from our team observed a BOLT meeting on September 17, 2018. Additionally, meeting minutes and audio for several prior meetings in 2017 and 2018 were reviewed.
- *Best practice research:* Based on the opportunities for improvement identified, we conducted research to ascertain best practices found in other libraries, local governments, and professional association guidance.

3. **Assess Operational Performance:** Based on information gathered, we evaluated the importance, impact, and scope of our observations in order to develop recommendations designed specifically to improve operations at the Library.
4. **Reporting:** This phase concluded the project by reviewing draft observations and recommendations with the Acting Director to validate facts and confirm the practicality of recommendations, as well as providing a finalized report and presenting results to the BOLT.

III. COMMENDATIONS

Based on the insights gathered through interviews, survey responses, and document review, it is evident that the Library has several commendable organizational attributes. Some examples are provided below.

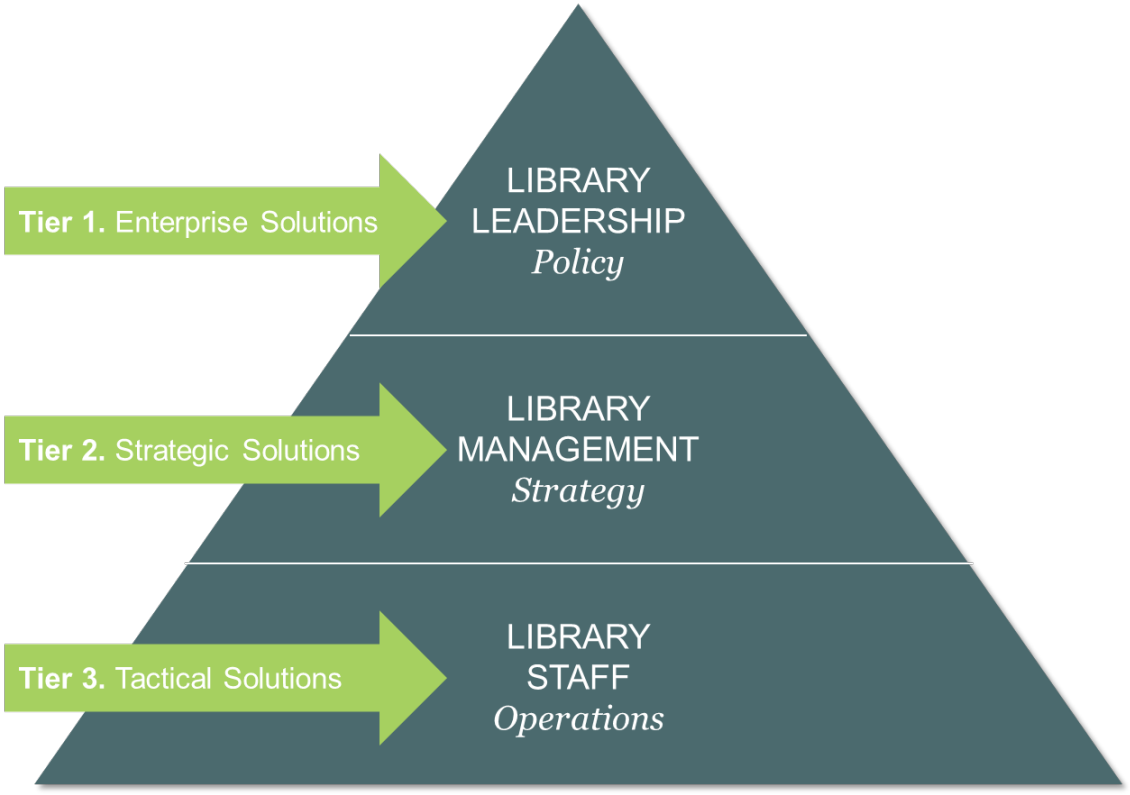
- *Community Resources:* The Library provides access to literature, knowledge, and other educational services and tools to the Berkeley community through its five branch locations, large collection size, and established and experimental programming. The Library serves as a hub for the community, with over one million annual visitors.
- *Collections:* Over the past year, use of the Library's collections increased due the development of strategies based on input from over 4,200 community members. In addition, through a collaboration with the Berkeley Unified School District, students are able to use their school IDs to check out Library eBooks. The Library has also incorporated an inclusive and data-driven process for selecting, deselecting, and refreshing collections by frontline staff.
- *Employee Commitment:* Based on survey results and interviews, many Library employees—from front line staff to supervisors to managers—are dedicated to and take pride in their work. Many employees also have a deep knowledge of the Library's institution and history.
- *Facilities:* To serve its community, the Library provides five physical locations—Central, Claremont Branch, North Branch, West Branch, and Tarea Hill Pittman South Branch. All branch locations have been remodeled in the past six years to ensure modern facilities. The Library also recently updated an area of the Central Library to create a new patron experience.
- *Strong Funding and Support:* Strong public funding is additionally supported by the Library's partnership organizations: The Berkeley Public Library Foundation and the Friends of the Berkeley Public Library. Both organizations lead highly valuable work to engage community, donor, and volunteer support of the Library.
- *Utilization of cross-functional, interdepartmental committees:* The Library operates several cross-functional committees to facilitate communication and attempt to proactively address potential issues, including the Safety Committee, Library Council, Joint Labor-Management Committee, and Labor Relations Review Council. Use of these committees provides significant opportunity to collaborate and communicate across branches and levels of staff in the Library and City of Berkeley.

We would like to thank Library staff, management, and leadership for their participation in this study.

IV. OBSERVATIONS AND RECOMMENDATIONS

Based on the input gathered from interviews, document review, benchmarking, and comparisons to best practices, we prepared a comprehensive three-tiered set of observations and recommendations, including:

1. **Enterprise Solutions:** Observations and recommendations for policy and structural improvement areas that impact all units and are the responsibility of the BOLT and Director (Library leadership).
2. **Strategic Solutions:** Observations and recommendations for common improvement areas across all or most units and are the responsibility of the Director, Deputy Director, and managers (Library management).
3. **Tactical Solutions:** Observations and recommendations for specific, day-to-day issues within one or more units and are the responsibility of managers, supervisors, and front-line staff (Library staff).



The observations and recommendations for each tier are detailed below.

A. TIER 1: ENTERPRISE

Enterprise observations and recommendations are areas of policy and structural improvements that impact all units and are the responsibility of the BOLT and the Director.

GOVERNANCE

1	OBSERVATION	The Library's governing environment reduces organizational effectiveness and the ability of the Library to deliver services to the broader community.
	RECOMMENDATION	Adopt a policy governance model to focus the BOLT on policy and strategy with delegation of operations and employee management to the Director.

The BOLT has the responsibility to set policy direction and delegate the authority to implement adopted policies to the Director. However, this policy governance model is not consistently utilized by the BOLT, which often delves into operational issues such as management decisions and staff complaints. As a result, BOLT members sometimes participate in discussions that should occur between staff and management. Not only is this not the best use of their time, but the insertion of BOLT members in day-to-day issues can perpetuate a sense of illegitimacy among Library management, effectively undermining their role, authority, and expertise. This practice is typical of organizations with high leadership turnover and contributes to a perception of mistrust among the BOLT, management, and staff.

Under a policy governance model, the primary responsibilities of the BOLT include the following:

- *Framework:* Establish the Library's mission, vision, and strategy, thereby defining the library's place in the Berkeley community and ensuring it serves residents' needs.
- *Direction:* Set the direction for the organization by establishing goals and organizational performance measures, monitoring against the operating plan, and developing policies related to BOLT operations.
- *Accountability:* Monitor the behavior and performance of fellow BOLT members and the Director, including hiring and evaluating the Director, monitoring financial and operational performance, and serving as a final court of appeals within the organization when other venues for resolution have been exhausted.
- *Good will and support:* Represent the organization to external parties and provide support and counsel to the Director. A fundamental role of the BOLT members is to position the library within the community to support larger citywide goals related to education, public safety, economic development, diversity, and the environment.

Within the specific context of the Library, there are several key points to consider when implementing the policy governance model, including adhering to redefined roles and responsibilities, establishing clear communication processes, and providing regular evaluations of the Director.

- *Roles and responsibilities definition:* To effectively lead the organization, the BOLT, the Director, management, and staff should respect and advocate for mutual understanding of each other's roles and responsibilities. The BOLT has a duty to balance setting the large-scale direction of the organization with monitoring ongoing Library operations. Therefore, the BOLT should not be focused on day-to-day operations, but should delegate that task to the Director. BOLT members should

recognize and support the Director in managing Library staff and programming. Appendix B provides samples of board and director roles, responsibilities, and operating policies.

- *Communication:* Because the Library operates in the social and political environment of the Berkeley community, BOLT members may have social or professional relationships with Library staff. Given this context, it is especially important to establish and adhere to appropriate channels of communication between staff, management, and leadership, with the Director as the primary conduit for communications related to day-to-day Library operations and issues. For example, a grievance procedure for staff issues is in place via the collective bargaining agreement, and the BOLT should strongly encourage and expect staff to fully utilize due process rather than bringing issues before the BOLT or to individual BOLT members. Within this structure, it is not appropriate for staff who are represented by a union to speak during the public comment section. Fully utilizing the established communication channels will help the BOLT use their time and energy most effectively to support the critical work of the Library in serving the Berkeley community in accordance with its priority purpose. In turn, the BOLT should continue receiving regular operational reports from the Director, consistent with current practices.
- *Director evaluation:* The BOLT should conduct an annual evaluation of the Director based on measurable outcomes that were clearly established at the onset of the evaluation period. The BOLT may wish to explore the option of obtaining input from other Library employees as an additional input to the evaluation, although the primary driver of the evaluation's results should be focused on outcomes. Appendix C includes a sample director evaluation.

To implement a policy governance model, a facilitated series of work sessions with BOLT members and Library administration should be held to define the Library's governance model and clarify roles and responsibilities. Ideally, these work sessions would take place following the appointment of a new Director; however, efforts to focus the BOLT on larger policy decisions will help smooth the new Director's onboarding and therefore should not be delayed.

Adopting a policy governance model has multiple benefits for the Library. By allowing management to focus their efforts on strategies and plans that align with BOLT-established direction, the Library's culture may be improved by unifying the BOLT, management, and staff. The policy governance model can help the BOLT function more effectively and efficiently by giving members the bandwidth required to focus on operating plans and vision. By placing an emphasis on the BOLT as a servant-leader for the residents of Berkeley, this model also centers the organization's focus on community needs. Finally, it promotes a healthy culture of trust and teamwork between the BOLT, management, and Library staff by delegating appropriate tasks and providing sufficient authority to conduct operations.

OPERATIONAL PLANNING

2	OBSERVATION	Because the Library lacks a comprehensive operating plan, challenges exist with evaluating priorities and ensuring programs and services effectively support the Library's mission.
	RECOMMENDATION	In alignment with the City of Berkeley's 2018-19 Strategic Plan, develop a five-year outcome-based operating plan and supporting unit work plans to unify and focus Library efforts.

Currently, the Library does not have a multi-year operating plan in place to define priorities, drive budgets and annual work plans, and guide ongoing strategic decisions and initiatives. The Library's historical planning processes tended to span two to three years, but have not been adhered to due to Director turnover. In 2015, the Library created a strategic plan for the 2016-2018 period; however, due to leadership turnover and lack of staff buy-in, the plan was not effectively adopted or implemented. Starting in 2018, the Library began the process of creating short-term work plans based on three priorities from the City's Strategic Plan. However, many units have not yet developed work plans that align with the Department's work plan. As a result, Library leadership, management, and staff pursue the Library's mission by relying on fragmented approaches based on outdated priorities rather than present-day business needs.

To continue driving the organization forward in serving the diverse and dynamic community of Berkeley, the Library should develop a multi-year operating plan. This plan should align with the City's strategic plan and include clear goals, objectives, performance measures, and staffing plans to ensure the Library has the right people in the right positions to achieve desired goals and objectives. In particular, the City of Berkeley's mission and core values should guide the operating plan development process.

Operating plans should be a practical actionable guide for the next two to five years of Library activities, ultimately setting the direction of the organization and enabling the new Director to implement changes in accordance with BOLT priorities. The plan should include the Library's key strategies, objectives, and priorities; unit goals and work plans; and outcomes-based performance measures to track progress (Recommendation #3). Collaboration across all levels of Library employees, including staff, management, and leadership, can also facilitate alignment around critical work. Therefore, the plan development process may serve as a useful tool to build trust and establish improved working relationships throughout the organization.

The operating plan, in combination with the City's Strategic Plan, should also serve as a high-level decision-making framework that provides a foundation for evaluating new initiatives. For example, will an initiative support the long-term vision for the community? Will it help to achieve the Library's mission? Will it achieve Library-wide goals and objectives? Will it align with the values of the organization? This comprehensive planning framework will help the Library to evaluate and prioritize issues in an evolving political environment.

PERFORMANCE REPORTING

3	OBSERVATION	The Library lacks a data-driven performance reporting framework to monitor and evaluate programs, services, and operations.
	RECOMMENDATION	Establish a consistent outcome-based performance reporting framework to keep the BOLT and the community informed on progress toward goals.

Currently, the Library lacks a data-driven performance reporting framework to monitor and evaluate programs, services, and operations. This can lead to misplaced perceptions of the value derived from certain work and confusion regarding which tasks, programs, and projects are best serving the community. Within this context, it is easy to place high importance on anecdotal and ad-hoc information, resulting in recognition for some work, while other work is disregarded. In addition, it is difficult for the

BOLT, leadership, management, staff, and community members to understand a coherent, comprehensive, and consistent picture of Library performance and track large-scale progress toward mission-critical goals.

As a component of its operating plan, the Library should establish a performance reporting framework consisting of key performance indicators (KPIs) to provide meaningful, balanced information about Library operations to guide management decisions, promote transparency and accountability, complement anecdotal evidence with data, and steer the future direction of the Library.

KPIs should be established using a collaborative, facilitated process to ensure that measures are meaningful, appropriate, and align with the Library's operating plan. Each performance measure should have a clearly documented description (what it is), objective (what it is striving to measure), definition (how it is gathered or calculated), and reporting frequency (quarterly or annually). While KPIs should primarily focus on measuring outcomes (the impact of a program activity), some industry standard output indicators (the results of a program activity) like circulation numbers may also be included.

Typically, organizations establish between two and five performance measures for each critical area included in the operating plan. The Library should establish the following two layers of performance indicators:

1. Library-wide performance indicators tied to strategic goals and focused on patron service. These should be regularly reported to the BOLT.
2. Unit performance measures that cascade from City- and Library-wide goals and reflect key milestones identified in work plans. These should be regularly reported to Library leadership.

This framework will help the Library track and present a coherent picture of organizational performance based on both quantitative and qualitative data. It can also serve as the basis to support management decisions using a data-driven approach.

CULTURE

4	OBSERVATION	Lack of leadership alignment, defined priorities, and constructive employee engagement at the Library has contributed to a culture characterized by low levels of trust, collaboration, and cooperation.
	RECOMMENDATION	Transform the Library's culture by taking measures to align leadership, clarify roles and responsibilities, support employee accountability, and facilitate meaningful communication.

The Library's culture is characterized by high levels of individual engagement, but low levels of trust and accountability. In the all-staff survey, many respondents described the culture of the Library as dedicated, diverse, and accessible; but also dysfunctional, divisive, stagnant, hostile, and opaque.

An especially influential element affecting Library culture has been recent anomalous turnover in the BOLT and Director positions. Turnover has required the organization to continually adapt to a changing and dynamic leadership team with differing priorities and communication styles. Within this type of high stress environment, it is common for individuals to reject any additional changes and place their primary

focus on staff needs, rather than centering the conversation on patron service. It is also typical for leadership to focus on the loudest voices and make decisions based on anecdotal information provided by select individuals, rather than data and input from a larger group of staff. Increasing the effectiveness of the Library's culture is reliant upon clear expectations, aligned efforts, accountability, and transparent communication.

A culture of collaboration requires a clear, mutually understood sense of ownership and accountability. The Library's management and staff report that these traits are often lacking in initiatives and daily work due to fluctuating leadership, priorities, and expectations. While the Library has a detailed progressive discipline policy in place, staff report that it does not appear to be consistently implemented by supervisors and managers. This enables certain employees to operate with a degree of impunity, compromises trust, and impedes staff morale. In addition, past attempts by management at communication, decision-making, and change management have been perceived by some staff as top-down, hierarchical, and ineffective, which has impacted trust within the organization. In this way, the Library's existing culture has negatively affected working relationships and the Library's ability to fulfill on its mission. To transform its operating culture, the Library should consider the following strategies:

- *Unified leadership vision and tone:* To improve collaboration at the Library, leadership should first align to establish a cohesive, unified tone. The BOLT's policy and strategy should be clear and aligned with the Library management. These parties should work to recognize their collective impact on the workforce, operations, and mission. Positive and connected leadership directly impacts culture by creating a shared vision for success, a path for achievement, establishing clear expectations, and working as a united team.
- *Clarify roles and responsibilities:* As detailed in Recommendation #1, setting clear expectations around roles and responsibilities can improve the relationship between leadership, management, and staff. The BOLT should actively strive to foster a culture of mutual respect by carrying out their specific roles and setting appropriate boundaries with operational and personnel management including communications with staff. Furthermore, Library management should make it clear how employees working at each branch and each level fit into the Library's strategic vision. By demonstrating how everyone's collaborative efforts contribute to the Library's success, employees can better understand their role and operate as a team.
- *Define operational policies and procedures:* Poor employee morale is often exacerbated by a lack of consistently applied operating rules and processes. The Library lacks a personnel manual, which has resulted in unclear expectations and tolerance of unacceptable practices. The Library should work with City of Berkeley HR to develop comprehensive personnel policies to define expectations for working at the organization. To be effective, policies must be known to all Library employees, apply uniformly to all employees, and be consistently and appropriately enforced.
- *Develop transparent, two-way communication protocols:* Communication fosters the development of common values and goals, ultimately fostering a sense of teamwork and collaboration. Frequent, transparent communications about decision making will help build trust between employees at all levels of the organization. The BOLT should work with management to implement communication practices (see Recommendation #10). Transparency begets accountability and employees are more likely to be flexible and collaborative if they understand the context for decisions and are brought into the decision-making process at appropriate times. In turn, staff should also understand that their perspective is often more limited to their particular scope of work, and the decision that is ultimately made by management reflects the best interests of the entire Library. Trust on both sides of the employees' relationship will improve the utilization, efficiency, and effectiveness of Library operations. It is imperative that communications include the opportunity to discuss not only the

business case for changes, but also provide a venue for employees to air emotions associated with changes.

- *Invest in employee engagement and development:* Engaged employees feel connected and committed to their workplace, contributing to higher productivity and enhanced customer satisfaction. To develop employee engagement in the Library, leadership should consider investing in various employee team-building activities and opportunities to collaborate on special projects that serve the community and advance the Library's mission. Examples of these activities could be employee book clubs, community service days, and off-site team building activities. Additionally, leadership should consider investing in additional employee development opportunities, such as tailored trainings and career planning (see Recommendation #13 and Recommendation #14).

Cultural transformation requires commitment and consistency, particularly among the BOLT and management. Establishing trust between staff and management can only be successful with stability in the Director position and will likely take several years to fully achieve. Most importantly, all library employees must be willing to let go of past conflicts and agree to move forward in creating and accepting a work environment that values the diverse experiences, perspectives, and expertise of its workforce to best serve Library patrons. Cultural transformation cannot take place without cooperation across all staff levels.

BYLAWS DEVELOPMENT

5	OBSERVATION	The BOLT has operated without bylaws since its inception, instead relying on the City of Berkeley's Commissioners' Manual, which provides inadequate governance guidance.
	RECOMMENDATION	Establish bylaws that are consistent with State law, City policy, BOLT needs, and best practices.

Like all publicly appointed and elected governing entities, library boards should operate in accordance with defined bylaws that establish framework and operations. Typically, bylaws should include information related to:

- Name and location of organization
- Organization purpose
- Election, roles, responsibilities, and terms of board members and officers
- Role and responsibilities of the Director
- Annual Board self-assessment (Recommendation #6)
- Removal or replacement of trustees
- Basic meeting guidelines (frequency, quorum, process for setting agenda, purpose of special meetings, expectations of public comment and union speaking time)
- Board structure (size, committees, if any)
- Compensation and indemnification of board members
- Provision to refer to *Robert's Rules of Order* for procedural matters
- Amendment of bylaws

- Dissolution of the organization

In 2018, the BOLT embarked on an initiative to develop its own bylaws. As the BOLT continues developing draft bylaws, the following guidelines and best practices should be taken into account:

- *Alignment with Commissioners' Manual:* The Berkeley's Commissioners' Manual sets precedent for much of the content that would be present in bylaws, including setting standards for meeting quorums, voting, and appointments. The Library bylaws should reflect and, if necessary, clarify these guidelines.
- *Brevity:* Bylaws should be concise and should not include any elements about BOLT's organization or structure that are likely to change on a regular basis. Overly prescriptive bylaws can ultimately restrict board operations and require significant additional work to properly maintain. Details regarding how the board does its work should be included in the operating policies (see below).
- *Reference to operating policies:* The bylaws should reference stand-alone confidentiality and conflict-of-interest policies. The confidentiality policy should clarify expectations for BOLT members' treatment of information and include a definition of confidential matters. Both policies should be reviewed and signed on an annual basis.
- *Committees:* The bylaws should include a clause granting the BOLT the ability to form committees and task forces as the need arises rather than naming and describing all committees.
- *Support from Berkeley's City Attorney:* Since bylaws are a legal document, the City Attorney should be involved in the development process. Once drafted, the City Attorney should review the bylaws to ensure they meet state and local legal requirements.
- *Focus on Community Voices:* During the comment section of public Board meetings, emphasis should be placed on hearing community voices. Shifting the agenda so public comment is heard prior to Labor comments could reinforce this approach and reflect the Library's patron-centered priorities.
- *Term Limits:* The bylaws should specify term limits. The most common board member term structure is two consecutive three-year terms. Best practice suggests staggering terms to ensure a certain number of new members join each year, while preventing no more than half of the terms to expire at the same time. For board chairs, the most common structure is two consecutive one-year terms.

In general, bylaws should provide a framework for BOLT operations without dictating policies and procedures. Appendix D provides sample board bylaws.

As a complement to adopted bylaws, the BOLT should also develop operating policies that provide additional detail regarding how the board operates. Policies can address BOLT member expectations, code of conduct, communications between the BOLT and staff, meeting and agenda processes, media communications, executive evaluation processes, board self-assessment processes, and regular review of operating procedures. Appendix B provides samples of board and director roles, responsibilities, and operating policies.

BOARD DEVELOPMENT

6	OBSERVATION	BOLT members were provided inconsistent levels of onboarding, resulting in opportunities for enhanced board governance and better understanding of Library operations.
	RECOMMENDATION	Establish consistent Board onboarding, education, and evaluation to ensure new members are properly prepared to serve in an oversight role and continuously improve governance.

Typically, when new board members are appointed, organizations perform standardized onboarding to ensure members understand its history, context, external relationships, direction, and key operational matters. However, due to turnover in the Director position, BOLT members reported inconsistent onboarding to their positions. All of the members currently serving on the BOLT are in their first term and were appointed in 2017 and 2018, a time of significant change and turbulence at the Library. Because members bring a wide range of experiences, knowledge, and capacities to their roles, improving the consistency of the onboarding process will help ensure BOLT members are all properly equipped to fulfill their role.

New BOLT member onboarding should include:

- Library vision, mission, and goals
- BOLT bylaws and operating policies
- Roles and responsibilities of BOLT, the Director, and staff
- Description of the communication processes between the Director and the BOLT
- Description of Library programs and services
- Strategic and operating planning documents
- Financial documents including budgets, recent audited financial statements, and monthly financials
- Library operational information including policy manuals, organization chart, and a history of the Library
- Calendar of BOLT and Library-related community activities
- Names and addresses of BOLT members
- A fundraising one pager
- BOLT meeting minutes from the last three meetings
- A tour of the Library facilities with an emphasis on understanding staff roles
- In-person introduction to leaders of any key stakeholder organizations

Onboarding materials should be thorough, although not prohibitively lengthy or detailed. In addition to providing these materials to new BOLT members, the Director should also deliver an orientation to review high-priority items, conduct site visits, and introduce new members to Library employees. Appendix E presents sample detailed board onboarding content.

The BOLT should also establish an annual self-assessment to help improve and expand governance capacity. Assessments should be designed to solicit members' reflections on their board participation

experience, the effectiveness of meetings and decision-making processes, tolerance for diverse perspectives and opinions, and clarity of expectations. Similar to the Director evaluation process, Boards often establish desired outcomes to monitor themselves against. Collectively, these assessments can help identify potential obstacles and inform changes to continually improve the BOLT's efficacy. The results of the self-evaluation should be prepared in written form and discussed among the BOLT members, with any decisions or action items summarized in BOLT minutes. Appendix F provides self-assessment samples that can assist the BOLT in developing a tool that reflects their priorities and fits their needs.

DIRECTOR RECRUITMENT

7	OBSERVATION	The Library has experienced frequent Director turnover, potentially complicating the upcoming Director recruitment process.
	RECOMMENDATION	Conduct and facilitate the Director recruitment process using a third party, incorporating input from management and staff as appropriate, and develop a Director onboarding plan.

Since October 2014, the Library has employed three Directors, one Interim Director, and two Acting Directors. Turnover in the Director position did not occur quietly in the Berkeley community or the national library community. Due to the circumstances surrounding the termination of several recent directors, qualified candidates may be deterred from applying. To encourage candidates to apply, the BOLT should publicly emphasize its support of the individual filling the role.

Library leadership, management, and staff interviewed as part of this assessment also identified several themes that they believe would contribute to a new Director's long-term success. Specific traits included:

- Effective collaboration and communication
- Ability to balance urgency for positive change with patience to move deliberately
- Capacity to navigate political environments
- A community-centered approach that recognizes the unique environment of Berkeley
- Strong commitment to the Library

Additional information about these themes is included in Appendix G.

As the BOLT defines the Director's roles, responsibilities, and expectations, they should consider soliciting additional input from Library employees related to the Director's characteristics, leadership, and communication style. Given the historical instability of the Library's leadership team, the BOLT should engage a recruiting firm to conduct the search for the next Director to help ensure a good organizational and cultural fit. Successful search processes typically involve five stages once an initial pool of candidates is identified and screened by phone.

- *First Interviews:* The search committee (which may include the recruiting firm only, or a combination of the recruiting firm and BOLT members) interviews five to eight potential candidates, with the goal of choosing the top two or three candidates.
- *Reference Checks:* Reference and background checks are completed for the top candidates. Starting the reference process at this point helps the search committee identify any serious issues and clarify

outstanding questions. In addition, if concerns arise, the candidates have an opportunity to provide further context that may be useful for the search committee's deliberations.

- *Second Interviews:* The full BOLT interviews the top two or three candidates.
- *Meet and Greet:* The top finalists are invited to a meet and greet with management and staff members and partner organizations, such as the Friends of the Library and the Library Foundation. This meeting is not an interview, but rather an opportunity for the candidate to talk with employees and stakeholders, for the organization to promote itself, and for staff to be involved in sharing feedback.
- *Final Decision:* The final hiring decision should be made by a majority vote of the BOLT. If the top choice candidate is not ultimately available, it would be preferable for the BOLT to fully restart the search rather than performing an abbreviated recruitment process.

In order to protect the privacy of potential candidates, BOLT members should be mindful of the confidentiality agreement signed as part of the board bylaws (Recommendation #5) and establish shared expectations that details of the recruitment process will be kept confidential until the meet and greet phase. In addition, at the reference check phase, it is important to obtain written consent from candidates to allow references to be contacted.

In preparation for the new Director, the BOLT should outline a leadership onboarding plan. The plan should address the need for the new Director to develop an understanding of the organizational culture, be patient in building credibility, and focus on creating relationships with staff and community stakeholders. In addition, it should address the standards and goals that the Director will be assessed on during their first annual performance evaluation (Recommendation #1).

CHANGE MANAGEMENT

8	OBSERVATION	The Library struggles to sustain changes effectively and engage staff to adopt new systems, processes, and programs. In the past, change management has been perceived as top-down and ineffective despite efforts to engage staff.
	RECOMMENDATION	Create a culture of deliberate change management to ensure new programs and initiatives are effectively developed, communicated, implemented, and adopted.

Library employees at all levels report challenges in effectively managing, encouraging, and adopting change within the organization. Resistance to change is attributed to several inter-related factors including organizational culture, prior change management which has been perceived by some staff as top-down and ineffective, and persistent leadership turnover that has contributed to an atmosphere of uncertainty and distrust. In addition, employees have not been consistently held accountable to adopt new change, creating a culture that tolerates obstructive and combative behavior.

Change is continuous and inevitable, particularly as libraries nationwide are adjusting to fit the modern age of technology and information. Without staff buy-in, commitment, mitigated resistance, elimination of fear, and consistent adoption across the organization, the Library will not realize the full benefit of changes designed to help the organization better serve the Berkeley community.

To improve implementation, adoption, and buy-in, the Library should establish a change management process for organizational changes. Wherever possible, employees should be engaged prior to announcing new changes to provide input on potential concerns and provide suggestions to improve implementation. Management should actively seek this input, listen to staff concerns, and respond appropriately. Often, employees facing change experience fear; therefore, a robust change management approach should emphasize the human side of change to promote employee adoption. By acknowledging their feelings and concerns, management demonstrates its support of employees, which improves overall change management.

The following are key elements for implementing successful change management. Sample change management templates are provided in Appendix H.

- *Actively align Library leadership:* After the decision to make a change—whether it occurs primarily at an enterprise, strategic, or tactical level—has been made, the BOLT's primary responsibility is to ensure there is alignment between Library leadership and management. These two groups need to share a unified, consistent message with staff and community stakeholders. Once the change has been announced, the BOLT should demonstrate support of the change and assist the transition. This mutual commitment between BOLT and management is essential to ensuring a successful transition efficiently and effectively. Without alignment and commitment, any change management initiative is likely to fail.
- *Communicate the need for change*: Excellent communication is critical to change management. Affected employees should be aware of the organizational need for change and potential solutions. Library management, with support from the BOLT, should build awareness around the organization's needs and the risk in remaining with the status quo. Where appropriate, impacted stakeholders, which can include staff and patrons, should be involved in defining initiative requirements and the design process. Project sponsors should ensure that clear and open lines of communication are maintained throughout the change management process and advocate for two-way dialogue to provide answers and reassure stakeholders.
- *Plan for and understand the ramifications of the change*: Clearly identify what is changing, how it is changing, who will be affected, how stakeholders will be affected, and when the change will occur. Change should occur in a multi-step, well-communicated process that includes ample training and no surprises to staff. Key communication messages should be developed and disseminated to ensure staff are aware of progress towards implementation and are reminded of benefits they can expect to derive from the new system or process.
- *Consider and design a method for staff education*: Throughout implementation, build staff knowledge and abilities through training and education opportunities. Following implementation, provide reinforcement and allow employees to provide feedback on the change and change process, making minor adjustments where necessary. Ensure consolidation by providing policies, procedures, and performance measures that reflect the change and can serve as staff resources.

A. TIER 2: STRATEGIC

Strategic observations and recommendations are common improvement areas across all or most functions within the Library. These recommendations pertain to Library management, including the Director, Deputy Director, managers, and supervisors.

COMMUNICATION

9	OBSERVATION	Some employees report dissatisfaction with historical communication practices, contributing to distrust between staff and management.
	RECOMMENDATION	Establish formal communication protocols that encourage productive and frequent two-way communication between management and staff.

Concerns regarding communication and trust between staff and management were prevalent in interviews and the all-staff survey. Nearly half (43%) of survey respondents reported dissatisfaction with communication from Library management. Approximately the same percentage (46%) of respondents also reported dissatisfaction with Library management in general. Without transparent, productive communication between staff and management, the Library cannot effectively operate or focus on community services and programming.

Library management should establish formal communication practices to ensure that employees across the organization receive consistent, frequent, and transparent communication to remain informed. When communication successfully cascades from Library leadership, to management, to front-line staff, it drives clarity and alignment around the Library's direction and goals. Whenever decisions that impact Library staff and management are made, management should ensure they have a consistent understanding and message to share with employees. The cascading effect requires managers and supervisors at every level of the organization to translate the information in a way that is relevant to their specific team and consistently address potential concerns over issues and changes. When communication patterns are clear and documented, it can remove any question of whether or not information has been shared, freeing up staff and management to deal with more mission-critical community-oriented work and ensuring that all employees receive the same information.

Additionally, communication practices should be designed to send information up through the organization to promote two-way communication that includes front-line staff. Management should relay messages in a timely manner and provide employees an opportunity to ask questions, raise concerns, and provide critical feedback. Front-line supervisors and managers play a critical role in both sharing information from management and serving as the conduit for feedback from staff. Without their leadership, the two-directional flow of information is blocked, creating frustration for both staff and management. As such, staff, supervisors, and managers should all be trained on the communication practices so they can effectively participate.

More consistent use of the Library Council as a means to sharing information may also be key for the communication process. Some staff report that the Library Council has become a useful source of information, which is a positive sign that this model can be effective. However, not all employees receive information from this group in a regular manner. To continue strengthening the potential impact of the

Library Council, supervisors and managers should have clearly outlined expectations about how and when to share information with their staff.

Face-to-face communication should be the primary method of communication, both so that staff can learn important information in a personal way, and so management can listen to any issues brought directly from staff. However, in-person communication should be subsequently documented via a staff newsletter or team email so it can be easily accessible to all employees and provide a shared point of reference.

DECISION MAKING

10	OBSERVATION	Some staff report a lack of understanding about how, where, or when decisions are made and felt that decisions impacting their work are often made in a unilateral and hierarchical manner.
	RECOMMENDATION	Develop a decision-making framework that aligns with the operating plan to provide additional transparency in the Library's decision-making processes.

Decision-making processes, authority, and involvement are often ambiguous in organizations with leadership instability, lack of trust, and low morale. In the all-staff survey, 45% of respondents reported that they lacked the authority needed to effectively perform their job. While this may also be addressed by clearly defining roles and responsibilities, it also suggests that decision-making processes could potentially be improved and more transparent.

Employees report differing levels of involvement in decision-making. Some employees report a lack of understanding about how, where, or when decisions are made. From their perspective, decisions that impact their work have historically been made in a unilateral, top-down, and inconsistent manner. In contrast to this, some employees report high levels of staff involvement in decision-making processes. Based on the differences between staff perspectives, lack of clarity around decision-making is likely a byproduct of resistance to change or inadequate change management.

To enable consistent and clear decision-making, the Library should create a simple decision-making framework that clearly defines the Library's priorities and how decisions advance these priorities. This tool would define criteria and provide a consistent process by which organization-wide decisions should be analyzed. It should be broad, adaptable, and flexible enough to be responsive to almost any situation or unit in the Library. The framework should be implemented in conjunction with the change management steps (see Recommendation #9), the operating plan (Recommendation #2), and should inform program evaluation (Recommendation #19).

A decision-making framework may include both evaluative criteria and logistical questions to make the process as effective and efficient as possible. For example:

Decision Criteria

- Does this decision meaningfully improve service to patrons and the community?

Decision Logistics

- What are we deciding about?
- Who are the decision makers? Who has authority to make this decision?

- Does this decision support the City of Berkeley and Library missions and operating plan?
- Does this decision align with City of Berkeley core values?
- Does this decision have budget implications? If so, is it financially feasible?
- Does this decision increase equity in our community?
- Who will be impacted by this decision?
- Who needs to provide in-put on this decision?
- Who needs to be informed about this decision?
- By when do we need to make this decision?

It may be helpful to use an established matrix to more explicitly clarify decision-making roles. There are several common matrices used in organizations, usually denoted by an acronym that represents the roles individuals hold during the decision-making process, such as RACI:

- *Responsible:* Who is responsible for carrying out the decision once it has been made?
- *Accountable:* Who has the authority to make this decision? If it is more than one person, how will the decision be made (majority vote, consensus, etc.)?
- *Consulted:* Who has important information to inform this decision?
- *Informed:* Whose work will be impacted by this decision? Who needs to be kept in the loop?

When routinely applied, a decision-making framework and clearly defined roles help maintain alignment with the Library's unifying goals, ensure that decisions are made in a consistent manner, and promote employee understanding of decisions.

MANAGEMENT DEVELOPMENT

11	OBSERVATION	There are opportunities to further develop managers and supervisors to better engage employees and establish a culture of accountability.
	RECOMMENDATION	Provide ongoing mentorship, training, and institutional support to enable managers and supervisors to consistently apply Library policies and set performance expectations.

In the all-staff survey, most respondents (74%) reported that supervisors were responsive to their needs and provided satisfactory two-way communication. Additionally, 69% of respondents reported satisfaction with their supervisor and 65% reported satisfaction with their supervisors' management abilities. A smaller percentage of respondents (59%) reported that Library employees are held accountable for providing excellent service to the community. The difference in these responses as well as evidence gathered through interviews, suggests that there are opportunities to further develop managerial support and measures to ensure consistent application of Library policies.

Managers and front-line supervisors are essential to the success of the Library. Research has shown a strong positive correlation between effective leadership behavior and the capacity for change in

organizations.[1] More specifically, front-line supervisors make a considerable contribution to achieving the Library's mission by supporting the employees they supervise, which is closely linked to employee engagement, team performance, and service delivery.[2] Front-line supervisors are responsible for managing the majority of the Library's employees, therefore their perspectives and alignment with management greatly influences the overall culture. When managers and supervisors are aligned and positively engaged, the effects are felt throughout the Library.

Historically, Library managers and front-line supervisors would have benefitted from additional tools, incentives, and institutional support to effectively manage employees across units and branches. Although some Library managers actively coach front-line supervisors, lack of consistency and accountability measures results in mixed success of these efforts. For example, some supervisors refrained from taking action to correct staff behavior or relay messages from Library management accurately and timely, which may have contributed to challenging change management and organizational communication. For the Library to deliver on its mission, managers and supervisors need to be willing and able to supervise employees fairly and effectively, with support from Library leadership.

The Library should focus on clarifying the authority and responsibilities of the front-line supervisor position, and provide additional training and support so they can successfully embrace their role. Depending on specific personnel needs, facilitated trainings may focus on sharing feedback, communication, building teams, navigating difficult situations and conversations, resolving conflicts, and implementing progressive discipline. Skills-based trainings with supervisors, management, and union stewards related to collaboration and joint conflict management could also be helpful to more effectively address issues that arise. In addition, supervisors should be supported through clearly defined expectations around their role, proper authority to carry out their duties, mentorship from management, and accountability metrics as a component of their annual performance review.

The Library should also ensure that managers are receiving encouragement and guidance from leadership on the best ways to support their front-line supervisors. This could take many forms, including training, formal or informal mentorship, and support from leadership and HR when implementing accountability measures. Because of the key role that middle managers play in the organization's culture, it is imperative that they are properly equipped to create respectful and trusting relationships with employees while upholding expectations.

[1] A Framework for Achieving Organizational Culture Change
https://journals.tdl.org/llm/index.php/llm/article/view/7216/6408

[2] The Relationship Between Line Manager Behavior, Perceived HRM Practices, and Individual Performance: Examining the Mediating Role of Engagement
https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.21512

Front-line managers' contribution to mission achievement: A study of how people management affects thoughtful care https://www.tandfonline.com/doi/full/10.1080/23303131.2017.1422067

ACCOUNTABILITY FRAMEWORK

PERFORMANCE EVALUATIONS

12	OBSERVATION	Performance evaluations are inconsistent, cumbersome, and could be better leveraged to develop Library employees.
	RECOMMENDATION	Ensure performance evaluations are beneficial for both the Library and employees by integrating the review process with a growth and development plan, setting annual goals, and streamlining the evaluation process.

The Library's employee performance review process is led by individual supervisors on a hire-date anniversary schedule, monitored manually, and uses a pre-determined evaluation form from the City of Berkeley. However, the process is not consistently followed and managers have received limited training on how to effectively utilize performance evaluations to support employee accountability and development. In the all-staff survey, 63% of employees reported satisfaction with the feedback received by their supervisors and about half (49%) said the feedback they've received on their performance is extremely useful or very useful. In addition, performance evaluations are completed on paper forms, rather than through a secure online system. As such, tracking is difficult, cumbersome, and potentially not confidential, increasing the chances that performance evaluations will not occur on regular intervals to develop and coach staff.

Additionally, performance evaluations are not tied to an employee growth and development plan that would direct beneficial trainings and other leadership opportunities while also aligning with the Library's mission and goals. In the all-staff survey, most respondents (74%) reported that their opportunities for advancement are not well defined and about a quarter (24%) of respondents expressed dissatisfaction with access to trainings that would further develop their career. Therefore, performance evaluations could be more beneficial to employees and administration. In small organizations, career development often includes growth into new roles, responsibilities, and activities within the department rather than traditional promotions and inclusion on the management team.

To increase the effectiveness of the performance evaluation process, the Library should consider the following:

- Consider shifting from the anniversary date approach to an organization-wide approach where set review dates are used for all employees throughout the organization. This change could improve the ease of administration and reporting, help ensure evaluations are completed, provide more consistency for employees, and make it easier to adopt any changes to the process in the future.
- Incorporate HR monitoring of performance evaluations to ensure they are taking place on an annual basis.
- Develop a competency framework for each job classification that includes soft skills required for success in that role.
- Integrate performance review processes with employee growth and development plans.
- Incorporate metrics that support cultural transformation into performance evaluations such as customer service, communication, teamwork, etc.

- Provide any necessary training for supervisors and managers to deliver effective and useful performance appraisals (Recommendation #12).
- Streamline the performance evaluation process and documentation by implementing an automated employee performance management system.
- Revisit, update, and clarify all employee job descriptions to reflect actual duties and expectations. Up-to-date job descriptions can contribute to clear understanding of each employee's role and responsibilities—increasing alignment and accountability for performing essential job functions.

Performance evaluations provide management and staff the opportunity to reflect on areas of strength and opportunities for further development. Through this process, employees receive recognition for their achievements and managers have an opportunity to demonstrate support for their continued growth and development, helping transition organizational culture by holding all employees accountable.

PROGRESSIVE DISCIPLINARY PROCESS

13	OBSERVATION	The progressive disciplinary process could be better leveraged to hold staff accountable to City of Berkeley and Library policies and standards of conduct.
	RECOMMENDATION	Provide staff with training on the progressive disciplinary process and support standard and consistent utilization by front-line supervisors and management.

Effective progressive disciplinary programs significantly contribute to creating a work environment that promotes employee morale.[3] Progressive discipline can provide structure, transparency, and clarity while also being oriented toward due process and growth with a focus on coaching employees to improve performance. Additionally, without a comprehensive personnel manual, progressive discipline for unwarranted or inappropriate behavior cannot be enforced.

While the Library has a detailed progressive discipline policy in place, staff report that some supervisors appropriately utilize this process, while others do not issue progressive discipline. This enables certain employees to operate with some degree of impunity, which compromises trust and results in lowered employee morale throughout the organization.

To improve the effectiveness and fairness of the progressive disciplinary process, the Library should consider the following:

- Provide ongoing training on the progressive discipline process for staff, supervisors, and managers (Recommendation #12).
- Ensure supervisors and managers have support from Library leadership and management. For example, supervisors and managers should be able to rely on Library leadership to communicate the expectation that staff fully utilize internal due processes for reporting issues and grievances, including defined turnaround times, before bringing issues to the BOLT or individual BOLT members.

[3] A positive look at progressive discipline https://www.ncbi.nlm.nih.gov/pubmed/11556549 via Power Sharing in Progressive Discipline
https://pdfs.semanticscholar.org/f3a1/26ccf67e60215e5a4dd6f2aaba39aca885af.pdf

- Use job descriptions and performance evaluations to hold employees accountable.

Applying performance evaluations and progressive discipline simultaneously and uniformly across the Library can help facilitate cultural transformation and improve employee morale. Employees are provided opportunities to change their behavior and teams can operate more productively and collaboratively by knowing that poor behaviors will be addressed.

EXIT INTERVIEWS

14	OBSERVATION	Exit interviews are not always completed or analyzed to improve employee retention, particularly at the management level.
	RECOMMENDATION	Implement consistent exit interview procedures and conduct a semi-annual analysis to evaluate factors contributing to employee turnover and retention.

Exit interviews are an opportunity to hear directly from outgoing employees and gain valuable insights into employee issues. Currently, exit interviews are not always completed by outgoing Library employees. Furthermore, when interviews are conducted, the results are not consistently documented or analyzed.

The exit interview process should be scoped and managed by the HR function, either at the Library or City of Berkeley offices, in consultation with Library management. To provide the most neutral setting and solicit honest feedback, a Library or City HR representative should lead the interviews. HR should be thoughtful about gathering and storing data; summaries of responses should be included with employee personnel file and aggregated for larger analysis.

Exit interviews should offer a combination of standard questions that all departing employees answer in addition to some open-ended questions. This allows the Library to gather parallel data and track trends while also providing the opportunity to solicit unexpected responses. In terms of content, the exit interviews should provide insight into employee motivations, issues within the organization, and information about competing organizations. The Harvard Business Review suggests that organizations should focus on five primary content goals when creating an exit interview strategy:[4]

- *Uncover issues related to HR*: Questions relating to salary and benefits needs, development opportunities, or other HR practices that may influence an employee's decision to stay or leave.
- *Understand employees' perception of their work*: Questions relating to the job itself, organizational culture, and employee relationships.
- *Gain insight into managers' leadership styles and effectiveness*: Questions relating to an employee's relationship with and experience of their direct manager.
- *Learn about HR benchmarks (salary, benefits) at competing organizations*: Questions relating to the salary and benefits of the employee's new position.
- *Foster innovation by soliciting ideas for improving the organization*: Questions relating to opportunities to increase the impact of the organization.

[4] Making Exit Interviews Count. https://hbr.org/2016/04/making-exit-interviews-count

Exit interviews are most useful when the data generated is aggregated and used to inform organizational decisions. The data should be analyzed by HR for common themes or issues to help the Library continuously improve. Results should be anonymized, consolidated, and shared with Library management on a semi-annual basis to identify common themes or issues and determine if any follow-up actions are necessary. While HR may administer the day-to-day operations, management and leadership should be active partners in using and responding to the results.

HR RESOURCES

15	OBSERVATION	The Library's HR function is reliant on manual processes and lacks sufficient staff resources to fulfill operational demands.
	RECOMMENDATION	Increase Library HR staffing levels to support cultural transformation initiatives, modernize processes, and perform other vital HR functions.

The Library currently employs one in-house full time HR Analyst who supports many aspects of employee engagement, labor relations, retention, and recruitment. The City of Berkeley HR Department provides centralized guidance and advice to departmental liaisons. Currently, HR processes, systems, and documentation are decentralized and heavily reliant on hard copy documents. For example, time keeping and requests for time off are both tracked on carbon copy forms. The workload associated with managing these paper records and the intensive HR requirements of the Library cannot be adequately addressed with current staffing levels.

High workloads in an HR function tend to perpetuate a reactive culture, with limited time for planning, prioritization, coaching, and proactive strategy development. Therefore, HR is limited to reacting to the highest-priority personnel matters, recruitment, and managing compliance with regulations.

HR plays an integral role in implementing many of the Tier 2 and Tier 3 recommendations, such as implementing consistent performance evaluations and developing a personnel manual. In addition to this influx of work, the City of Berkeley is also modernizing its finance and human resource systems to automate functions such as payroll, time and attendance, employee records, and employee performance management. This initiative will likely require time and effort on the part of the Library's HR function to properly implement and train users. The financial system component is slated for implementation in October 2018 and implementation of the timekeeping system component is expected to occur January 2018.

Because of the significant impact of technological and cultural transformation on the Library's HR function, the Library should consider adding a full-time HR Analyst position. This employee could augment the existing analyst's workload in:

- Employee recruitment
- Job description updates
- Employee performance management
- Succession planning and knowledge transfer
- Coordination of cross-functional committees between Library staff

- New employee onboarding and orientation
- Process improvement
- Benefits and leave monitoring
- Classification and compensation studies
- Personnel manual development

INNOVATION AND RISK

16	OBSERVATION	The Library has encountered some staff resistance to moving from a risk-averse and inward-facing culture toward one of innovation.
	RECOMMENDATION	Promote a culture of innovation by engaging the community, developing an innovation evaluation framework, and exploring peer exchange opportunities.

Libraries fill a critical role in addressing information challenges and creating opportunities for communities to engage with information, ideas, and each other. As the digital age transforms the information landscape, libraries must be constantly seeking ways to provide information to residents in ways that are equitable, accessible, and relevant to community needs.

The Library needs to prioritize continuous innovation to meet the shifting needs of the dynamic Berkeley community. The Library should continually encourage employees to embrace new ideas and regularly communicate the benefits of innovation.

Currently, staff report that attempts to take risks are often hindered by bureaucratic decision-making processes, some of which may be tied to industry culture. The Library Leadership & Management journal[5] notes that "due to the nature of the work, libraries have for decades demanded perfection and order in all aspects of library work. Therefore, embedded in the fabric of the industry is a resistance to error, failure, and change. Changing this mindset is necessary in order for a library to be innovative, creative, and comfortable with taking risks."

Despite these challenges, the Library successfully introduced some innovations in recent years, such as the elimination of overdue fees. Some strides have also been made to develop programs based on a more forward-looking, participatory model—such as FixIt Clinics, Library on Wheels, and the Cornerstone Initiative to integrate STEM learning into programming, among others. To continue to build the Library's reputation for providing cutting-edge services, the Library should take steps to more deliberately foster a culture of innovation. The Journal of Library Innovation,[6] offers the following framework for how libraries can think about what constitutes an innovative practice:

[5] A Framework for Achieving Organizational Culture Change.
https://journals.tdl.org/llm/index.php/llm/article/view/7216/6408

[6] Just Give 'Em Something New? How We Think About Innovation In Libraries.
https://journals.tdl.org/llm/index.php/llm/article/view/7175/6361

- Discover unmet user needs through community and patron engagement (Recommendation #23)
- Introduce new services or retool traditional services to improve the patron experience.
- Collaborate between libraries and other types of institutions, resulting in demonstrable improvements in service to users.
- Implement new technologies to improve and extend library services to meet user needs.
- Explore the future of libraries.
- Pilot test unconventional ideas and services.
- Redefine the roles of library employees to better serve patrons.
- Develop processes that encourage organizational innovation.
- Reach out to and engaging library users and non-users in new or creative ways.
- Find new ways to make library collections or library facilities more useful to users.

Given the unique needs of the Berkeley community, three of the above practices to increase innovation and encourage risk-taking seem particularly well-suited: focusing on community engagement, establishing an innovation fund, and creating exchange opportunities with peer libraries and institutions.

Focusing on Community Engagement

Recommendation #23 describes community engagement practices.

Ensuring Effective Use of Innovation Funding

Currently, the Berkeley Public Library Foundation financially supports efforts to innovate and improve services. Recent staff-driven initiatives funded by the Foundation include the implementation of a laptop lending operation, the establishment of a dynamic new space (The Commons) at the Central Library, and the incorporation of interactive Prowise screens as a program tool at three of the Library's facilities. Although this model works relatively well, increasing transparency about how proposals are evaluated would be useful. For example, the following elements should be considered when evaluating possible innovative programs and services:

- *Timeframe:* Projects should take place over a set period of time (up to a year).
- *Patron Needs:* The primary evaluative criteria should be placed on supporting patron needs. The value of experimentation is intrinsically tied to serving the Berkeley community, i.e., for something to be innovative, it must be useful and add value.
- *Alignment with operating plan:* The program should support the Library's mission and goals established in its operating plan.
- *Evaluative metrics:* Define how the programs' success and opportunities for improvement will be measured and evaluated.

At the end of the pilot period, the Library should hold a review session that incorporates space to celebrate both successes and failures. Tracking, documentation, and oversight should be sufficiently robust to evaluate outcomes while not overburdening the innovation process in order to maintain an emphasis on moving fast, failing often, and being open to new ideas.

Creating Peer Exchange Opportunities

The Library should also consider facilitating conversations between staff at various peer libraries and institutions to discuss ideas and potentially learn about opportunities to better engage Berkeley residents. This could take a variety of forms, ranging from informal (e.g., an online discussion panel for staff from multiple institutions), to more structured (e.g., a formal peer exchange program) practices.

At all levels of the organization, individuals report frustration with the idea of looking to "best practices" or adopting ideas from libraries that are dissimilar to the Library. As such, it is important to note that useful innovations can be found in libraries of all types, even if they would need to be tailored to each specific local community. While some peer libraries and institutions should be similarly positioned to Berkeley in terms of funding and community characteristics, exchange efforts should not be limited to institutions that closely mirror the Library.

By taking deliberate measures to encourage innovation, the Library can shift toward creating an environment where all employees participate in generating, discussing, evaluating and implementing valuable new ideas or alternative thinking that benefit patron service.

B. TIER 3: TACTICAL

Tactical observations and recommendations apply to specific, day-to-day issues within one or more service areas. These recommendations are directed at specific members of Library management and program staff.

PROCEDURE DOCUMENTATION

17	OBSERVATION	Many Library procedures are not current, resulting in potential inconsistent expectations and service delivery.
	RECOMMENDATION	Document key procedures to provide consistency to employees and patrons.

As noted previously, the Library has experienced high turnover at the leadership and management levels. The loss of institutional knowledge associated with these departures, combined with a lack of documented procedures, has resulted in reduced efficiency and effectiveness. A lack of documentation to guide operations can also contribute to communication challenges due to lack of defined service standards and difficulty in managing customer service expectations. In situations where procedures are documented, there is not sufficient communication, oversight, or training regarding these procedures to ensure consistent application across units and branches.

The Library should create a cross-functional procedure development team to inventory current Library procedures, determine what additional procedures need to be created, and establish a prioritized schedule for developing and updating policies. This team should also ensure that any Library procedures are consistent with City of Berkeley policies. Given the current environment at the Library, priority focus should be given to the development of an employee handbook to outline expectations for staff.

Once procedures are updated, they should be available in a centralized location, such as an intranet, for employees to easily reference. As policies and procedures often live in many dispersed places, the

procedure team will need to get creative in order to develop an organized, easy-to-navigate repository. Additionally, the Library should develop an ongoing governance structure with Library-wide procedures requiring the approval of the Director or Deputy Director, as well as regular reviews by process owners.

While procedures are critical to consistency and effectiveness, the Library should also provide training and hold personnel accountable for implementing them. Due to the historical lack of training and the insufficiency of current guidelines, there is elevated need for training and expectation-setting for the adoption of guidelines. The Library should also consider how procedures are communicated during new employee onboarding (Recommendation #20). As procedures evolve over time, training should be revised and redelivered to ensure consistency across functions and locations.

Well-developed and properly applied procedures will help increase employee accountability, smooth employee transitions, and ultimately improve the Library's ability to serve patrons. At their best, consistently applied procedures convert random work efforts of many individuals into collective, focused results.

PROGRAM EVALUATION

18	OBSERVATION	The Library lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities.
	RECOMMENDATION	Establish a consistent program evaluation process and reporting system to ensure programs are advancing the Library's mission, respond to community needs, and are delivered equitably.

Program evaluation processes provide staff with the information and tools needed to share and demonstrate the value that programs and services provide to the community. They also ensure that Library programs are relevant and responsive to evolving, diverse community needs. Furthermore, evaluations promote a shared understanding of a program's purpose and goals for all stakeholders.

The Library's current program evaluation process is informal and primarily relies on ad hoc community feedback and Library staff judgement to determine a program's success. While librarians' perspectives on programming and patron experience is valuable, it should also be augmented by a robust data-driven program evaluation framework to better communicate programmatic successes and opportunities for improvement. In the last year, the Library began tracking basic program information including the number of attendees, cost per attendee, and responsible staff member. These measures could be strengthened by adding total allocated staff resources, demographic information about the target audience, and subsequent engagement with the Library. Systematic customer engagement feedback (Recommendation #23) could also be included. This information should be tracked in a unified system to ensure that work is not fragmented or siloed.

To support continuous program improvement, the Library should adopt a formal program evaluation process that combines anecdotal and qualitative evidence with data and other quantitative evidence. Program evaluation activities should integrate into the regular workflow for all programs and services by developing an evaluation framework that includes:

- *Program Logic Models:* The Library is currently training staff on the use of logic models. They should continue this work to develop program logic models to clarify goals, resources, activities, outputs, and outcomes.
- *Evaluation Measures:* Identify and collect relevant output and outcome indicators for each program.
- *Related Processes:* Develop processes to support the evaluative work, including how data will be collected, managed, analyzed, shared, and acted upon.
- *Success Standards:* Determine which standards should be adopted to assess program success. For example, does a program need to serve a minimum number of patrons? Does the program need to have a specific cost to participant ratio? Does the program need to actively reduce inequity? A weighted assessment framework that takes multiple dimensions into account may be the most appropriate solution. Appendix I provides sample assessment frameworks.

The integration of program evaluation processes should be thoughtfully initiated and aligned with the operational planning process. Training may also be required to develop manager and staff skills on program evaluation, logic models, and evaluative methods; which may be best facilitated by an outside organization. Throughout the development process, staff should remember that program evaluation processes should be as lean as possible and not generate arduous additional workload for staff, who should be involved in creating the evaluation framework.

EMPLOYEE ONBOARDING

19	OBSERVATION	Employee onboarding practices are fragmented and inconsistent, resulting in suboptimal institutional support for new employees.
	RECOMMENDATION	Create a systematic onboarding process to increase employee retention, productivity, and morale.

New employee onboarding is distinct from orientation, which is often a stand-alone event focused on completing required paperwork and receiving equipment. Instead, onboarding is the entire process by which an employee is introduced to a new job, workplace culture, and operational activities. It is a chance for the organization to make a positive first impression and is the first step toward employee retention.

Currently, new employee onboarding practices are fragmented and inconsistent. In the all-staff survey, only half of employees (53%) were satisfied with their onboarding experience, although many noted that they had been in their role for a significant period of time. Currently, new employees attend a City of Berkeley orientation and may receive some additional orientation at the Library. However, efforts to train and integrate new employees are otherwise left up to independent supervisors. Without consistent onboarding, the Library is missing a key opportunity to positively influence how employees adapt to their position and embrace organizational culture and values.

Many studies have shown that a well-designed orientation program can have huge benefits, including increased employee retention, productivity, morale, confidence, job satisfaction, and achievement for the

organization.[7] Formalized onboarding can be even more impactful for new hires coming from diverse backgrounds, making it especially crucial for any organization focused on engaging a more diverse staff.[8]

The Library should create a systematic onboarding process for all new employees to prepare them for success in their role. This work should be led by HR with strong participation and support from Library supervisors, managers, and leadership. According to best practices, library onboarding programs include the following components[9]:

- *Socialization*: This should include clear communication prior to start date; explanation of position; training or shadowing; introduction to expectations and evaluation criteria; and discussion of the organizational history, culture, language, structure, mission, vision and values, politics, and people.
- *Support programs:* A "buddy" program pairs new hires with veteran employees for a specified period of time ranging between a few weeks to the first year of employment. Buddies can make new hires feel welcome, answer questions, and help the new employee fit in.
- *Checklist:* Information that is specific to the particular position and unit should be guided by supervisors and managers using a comprehensive checklist. The checklist helps ensure that supervisors and managers effectively and efficiently welcome new employees and cover all relevant policy and procedures.
- *Review of policies:* The checklist should include a review and discussion of relevant policies and guidelines.
- *Safety*: Employees should be given the resources they need to feel physically and emotionally safe.
- *Communication processes:* This may include both informal (email or meetings) and formal (reporting, intranet, newsletters) communication processes.
- *Significant program length:* Onboarding is a comprehensive process that is expected to last between one month to the entire first year.
- *Unique activities identified by individual institutions:* Each department is unique and may require additional focused onboarding activities.

Employee onboarding supports strong employee engagement, trust with peers and supervisors, open communication, and support in adapting to a new work environment. Overall, onboarding provides an opportunity to perpetuate cultural transformation. Appendix J includes a sample onboarding program structure, orientation agenda, and onboarding checklist.

[7] Creating an Effective New Employee Orientation Program https://www.researchgate.net/publication/228196502_Creating_an_Effective_New_Employee_Orientation_Program

[8] Organizational Socialization through Employee Orientations at North Carolina State University Libraries https://crl.acrl.org/index.php/crl/article/viewFile/15796/17242

[9] Employee onboarding: identification of best practices in ACRL libraries https://unlcms.unl.edu/university-libraries/libraries/jgraybill3/docs/8_Publications.pdf

SUCCESSION PLANNING

20	OBSERVATION	Many Library employees are eligible for retirement, which could impact operations and service delivery.
	RECOMMENDATION	Develop a strategy to address succession planning for key positions to ensure operational continuity and maintenance of relationships with stakeholders.

Nearly a third of (29.8%) current Library employees are age-eligible to retire. A significant number of employees leaving in a short period of time could have significant negative impacts on operations, especially in specialized disciplines.

The Library should develop a strategy and timeline for developing succession plans for key positions. This kind of initiative is typically led by HR, which prepares a template for succession plans, provides guidance and technical support, and reviews plans to ensure completeness and accountability. An effective succession planning process should contain the following elements:

- Process to identify essential positions and their critical competencies
- Method for identifying and filling gaps in succession (i.e., strengthen internal capabilities and/or recruit from the outside)
- Procedures to identify, promote, and select high-potential staff, along with plans for individual career development
- Procedures to monitor individual development through coaching, mentoring, and performance management
- Active leadership involvement
- Integration with the organization's operating plan
- Regular review of each essential position's plan to ensure its effectiveness

On an ongoing basis, the Library should analyze employee demographics to forecast potential retirements and prioritize the development of succession strategies for those positions most likely to be impacted by retirements. As the City of Berkeley's current Strategic Plan calls for increased development of succession planning capacity, the City HR team may be a good resource for this work.

SAFE AND INCLUSIVE SPACE

21	OBSERVATION	Similar to other urban libraries, the Library faces challenges in creating a safe and welcoming space for all patrons.
	RECOMMENDATION	Continue developing a safety program in accordance with best practices, including an employee safety committee, developing a comprehensive safety plan, and providing regular staff training.

Similar to other libraries in urban areas, the Berkeley Public Library is faced with the challenge of creating a welcoming space that is accessible and safe for all employees and patrons. Over the past three years, the

Library's five locations have documented 581 incidents, which range from reports of graffiti to more significant human safety concerns. In response, a cross-departmental Safety Committee was established earlier this year and initial staff reports of their efforts are positive.

Moss Adams did not perform an assessment of current safety and security practices. However, we have included several best practices that the Library may consider to support safety and inclusiveness in its branches:

- Developing, documenting, and training employees on a comprehensive safety plan that includes a patron conduct policy, employee responsibilities, facility close-out procedures, and emergency/disaster procedures that address building evacuations, active shooter scenarios, and natural disasters, amongst others. Best practice suggests that regular trainings, emergency drills, and compliance checks are important aspects to ensuring that employees are prepared for unexpected situations.
- Offering regular expert-led safety trainings for front-line staff, supervisors, and managers.
- Ensuring front-line staff have access to an on-call manager who can provide back-up for staff facing complicated safety cases.
- Hiring additional staff to support patrons experiencing mental health issues. A growing number of public libraries across the country have hired social workers and/or implemented peer-to-peer counseling. These experts can train employees and offer front-line social service support to patrons that other Library employees are not equipped to provide. The San Francisco Public Library pioneered this approach and could potentially serve as a useful thought partner.
- Organizing an employee safety committee that makes recommendations for improvements by tracking and analyzing safety incidents, developing new guidelines, and managing annual trainings. Safety-related performance measurements should also be incorporated into organizational reporting to Library management and the BOLT. Regularly rotating employees on the committee can increase levels of awareness among staff and management.
- Developing or strengthening partnerships with local law enforcement and anti-violence organizations to provide safety education for both employees and patrons.

Friendly and consistent patron service also helps create a welcoming space. In 2017, the Library's Customer Service Planning Team, Library Council, and Library management developed the Berkley Public Library Customer Service Philosophy. Staff report that the philosophy has been useful to frame expectations around supporting patrons; however, it has not yet been consistently adopted by all employees. To build on the momentum from this work, the Library should implement the philosophy more consistently across all branches by integrating its use into employee onboarding, training, and performance evaluations.

COMMUNITY ENGAGEMENT

22	OBSERVATION	The Library's community engagement efforts are often reactive, resulting in untapped opportunities to better serve Berkeley's diverse community.
	RECOMMENDATION	Develop proactive community engagement practices to ensure library services address the needs and priorities of all community members.

Community engagement encompasses a wide range of approaches to empower citizens to express their views and influence decisions to best meet their needs. Currently, the Library does not proactively solicit input on library services from community members. Instead, input is mainly received through suggestion boxes, public meeting comments, online comments, or in-person conversations with front-line staff. The Library is fortunate to be part of a community with many actively engaged members. However, by relying on reactive efforts, the Library opens itself up to the risk of attending to the needs of those who use the Library most, have the privilege of access, or are the loudest, while neglecting the needs of others, including residents who are not currently engaged in the Library. In the all-staff survey, only 60% of respondents felt that the Library's services equitably serve the diverse interests of Berkeley's community.

The Library should implement a proactive and equitable community engagement approach to ensure the relevance of services and respond to community requests. To begin these efforts, the Library should consider using a framework to assess current engagement activities and identify opportunities for expansion. For example, the Community Engagement in Public Libraries framework[10] suggests six areas of proactive community engagement on which to focus:

- Partnerships in working with voluntary and community sector
- Partnerships in working with other public services towards community engagement
- Involvement of volunteers
- Community involvement in decision making
- Community involvement in relation to projects and programs
- Community involvement in relation to strategic decision making

Once gaps are identified, the Library should take steps to incorporate invitation-based community engagement activities. For instance, these could include:

- *Consistent solicitation of program feedback:* Provide comment cards to all event participants, and actively tracking and analyzing results.
- *Exploration of new methods for community involvement in decision-making:* Collaborate with the City to use Berkeley Considers, the online engagement tool used for the City's latest strategic planning process, to engage patrons in an easy, accessible, and convenient manner.
- *Meeting people where they are:* Utilize current outreach programs like Library on Wheels to solicit, track, and analyze feedback from people in their own neighborhoods.
- *Partner with local organizations serving under-represented populations:* Collaborate with local organizations with access to communities that have historically not been engaged in community discussions.

The American Library Association recommends a "turning outward" approach[11]—a step-by-step process developed by The Harwood Institute for Public Innovation that focuses libraries on better understanding their community, changing processes and attitudes to make conversations more community-focused,

[10] Community Engagement in Public Libraries: A Toolkit for Public Library Staff http://webarchive.nationalarchives.gov.uk/20130104225657/http://www.mla.gov.uk/what/publications/~/media/Files/pdf/2006/community_engagement_toolkit_9659.ashx

[11] Turning Outward Resources for Libraries http://www.ala.org/tools/librariestransform/libraries-transforming-communities/resources-for-library-professionals

adopting a proactive approach to community issues, and putting the aspirations of the community first. The Library should consider aspects of this approach, tailored to the local community, to proactively engage all facets of the Berkeley community. This engagement should result in identification of new, potentially innovative programming that promotes the Library as a cultural hub and inclusive public service.

COLLECTION MANAGEMENT

23	OBSERVATION	The Library is in the process of developing a Collection Management Plan.
	RECOMMENDATION	Utilize best practice research to inform the development of the Collection Management Plan.

The Library revised and adopted the Collection Management Policy in April 2017. Subsequently, Library management has been developing a related Collection Management Plan under the guidance of the Interim Director. The plan will detail the role of management and staff, strategies for collaborative decision-making, selection guidelines, deselection criteria, and other operational elements, procedures, and practices related to collections and policy implementation.

According to the American Library Association[12], a collection management policy should:

- Ensure that the selection of materials reflects the institution's philosophy, mission, guiding principles, or other foundational documents
- Provide a framework for the consistent selection and acquisition of library resources in all formats using a standard set of criteria
- Avoid haphazard patterns of acquisition that will result in waste or overlap of content
- State who is responsible for selection and the parameters under which the individual(s) work, but allows for professional judgment
- Ensure a diversity of viewpoints on all topics, including those that may be considered controversial
- Identify cooperative collection development arrangements such as resource sharing including interlibrary loans, agreements to purchase or lease e-content, and resource retention commitments; for example, archival materials, government documents, local author material
- Provide standards for collection maintenance and the removal of library resources that are out-of-date, inaccurate or no longer reflect the consensus of the field, in poor condition, rarely used, in an obsolete format, no longer fit the needs of library patrons, or have excess copies
- Supply guidelines for consideration of gifts and donations
- Establish a process by which individuals may share their concerns about Library resources in a discussion with a librarian or, if their concerns are unresolved, invoke a formal reconsideration process
- Affirm the importance of intellectual freedom, referencing key documents such as the First Amendment of the U.S. Constitution, the Library Bill of Rights, and the Freedom to Read Statement

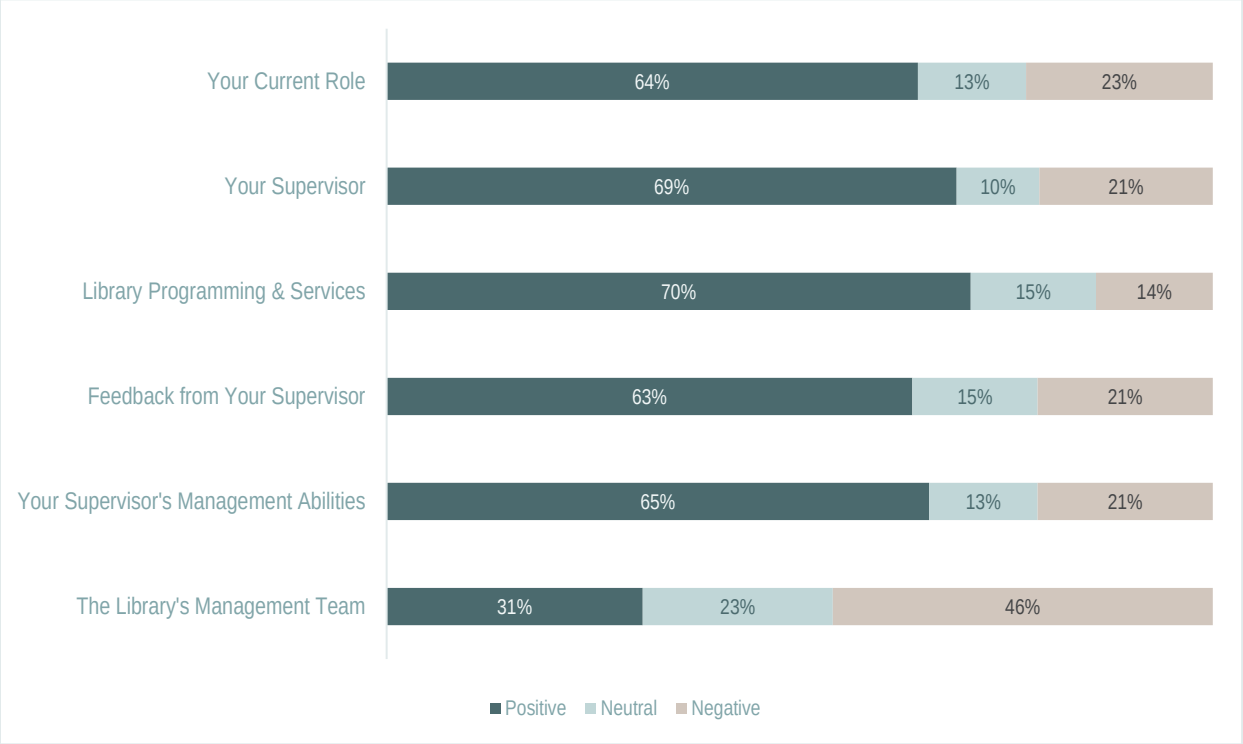
[12] Selection and Reconsideration Policy Toolkit for Public, School, and Academic Libraries. http://www.ala.org/tools/challengesupport/selectionpolicytoolkit/why

The American Library Association also points out that deselection is vital to collection maintenance, noting that an “optimal library collection is one that is reviewed on a consistent basis for accuracy, currency, usage, diversity, and subject area gaps.” Once the Collection Management Policy is established, it is important that Library leadership and the BOLT are aligned with the new policy and publically support this work when engaging with staff and patrons.

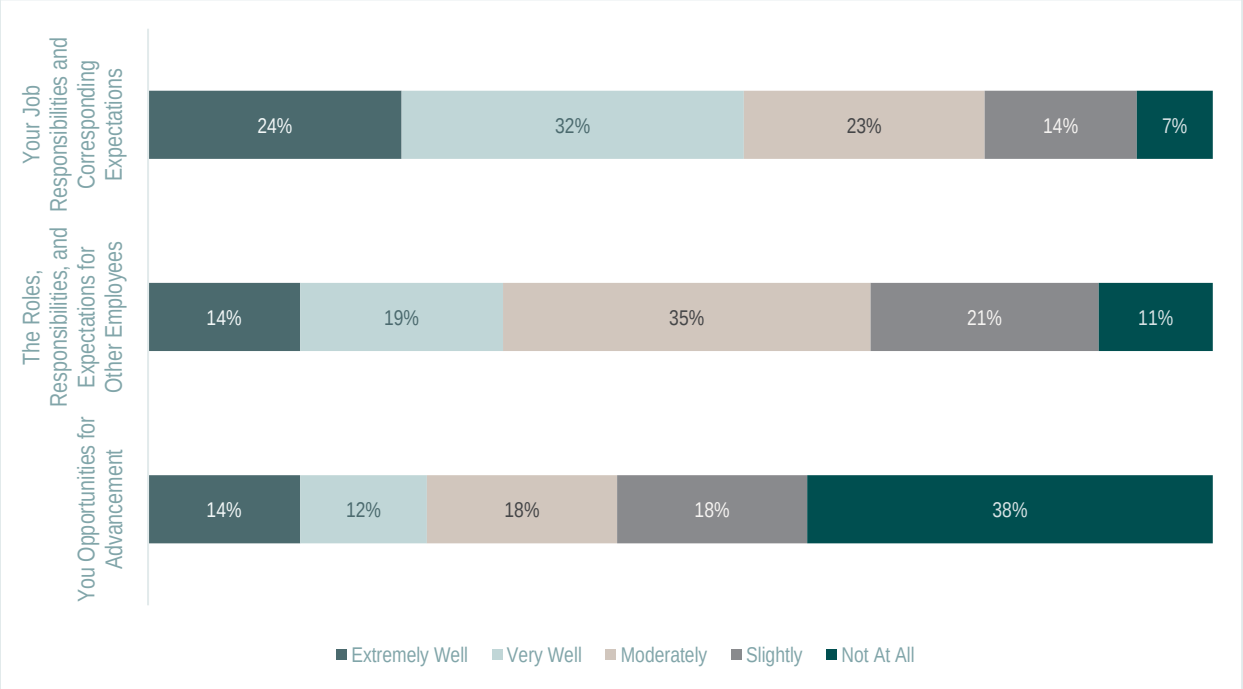
APPENDIX A: EMPLOYEE SURVEY RESULTS

All Library employees were invited to participate in a confidential survey that asked about Library strengths and opportunities for improvement. Of the 134 survey requests sent, we received 80 responses, a 59.7% response rate. Of these 80 respondents, six identified as a manager or supervisor, 12 identified as a first level supervisor, and 62 identified as not a manager or supervisor (i.e., front-line staff). While this survey is a useful tool to identify staff sentiment, the results are not statistically significant and it is not fully representative because participation was less than 100%.

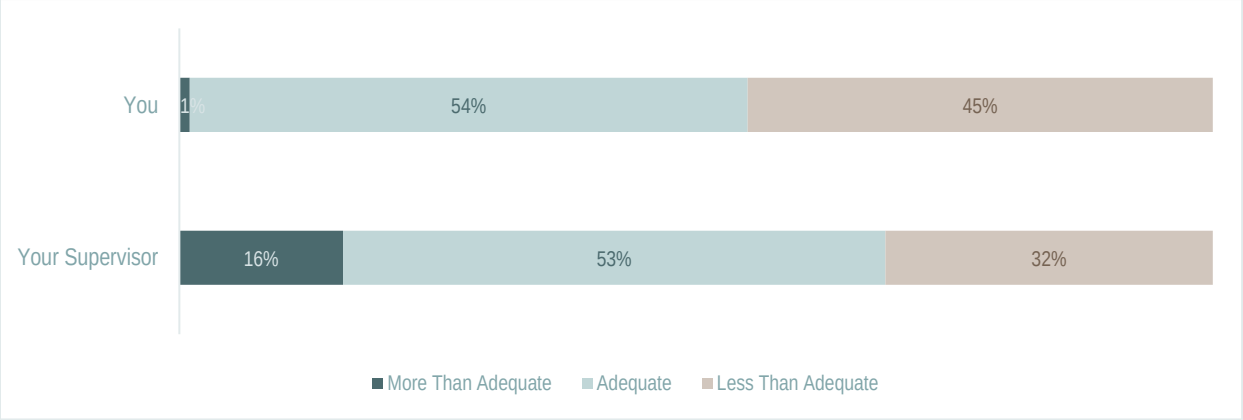
OVERALL, HOW SATISFIED ARE YOU WITH:



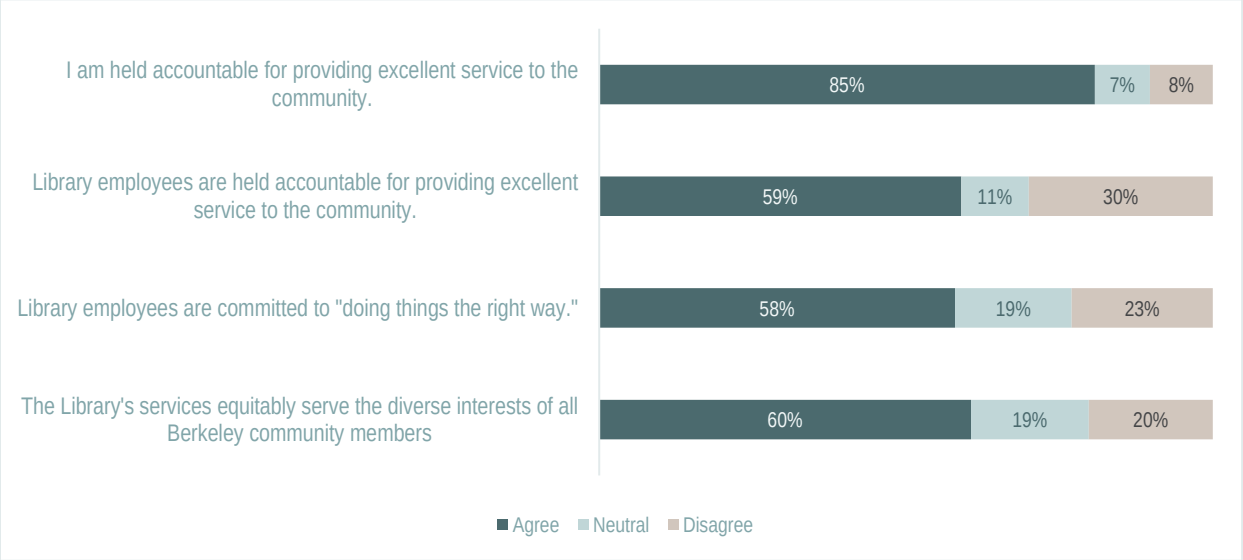
HOW CLEARLY DEFINED ARE:



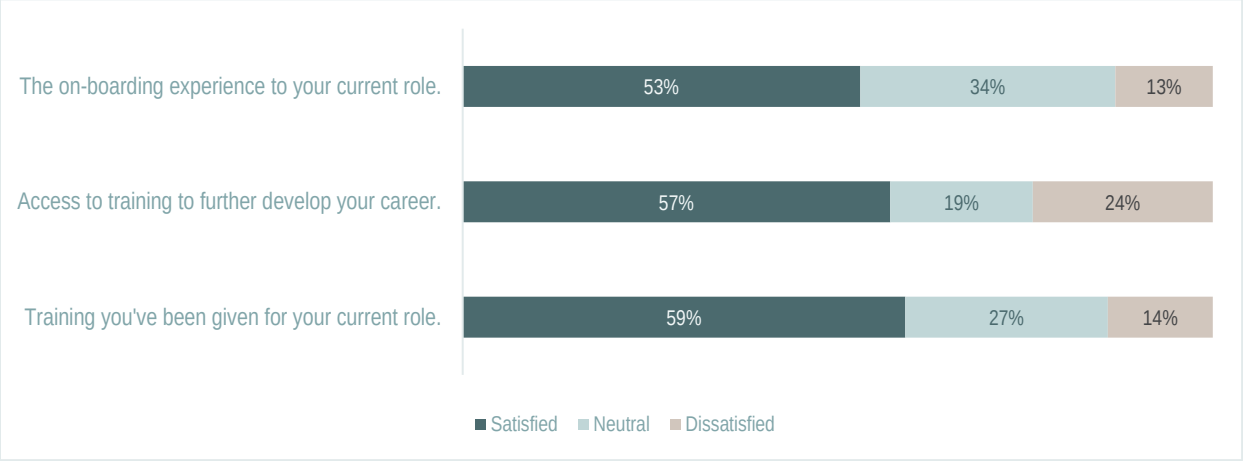
WHAT AMOUNT OF AUTHORITY IS THERE TO MAKE DECISIONS AND ALLOCATE RESOURCES TO SUPPORT GETTING THE JOB DONE?



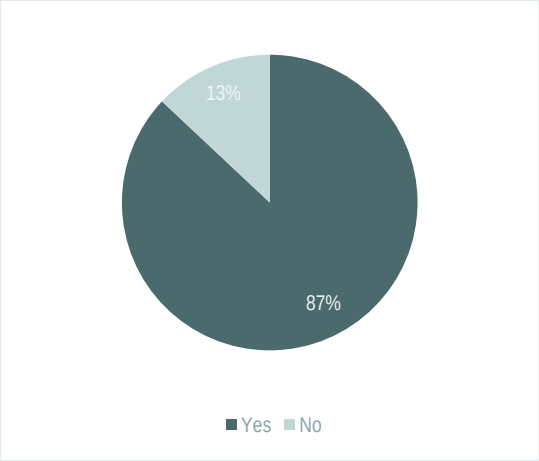
HOW MUCH DO YOU AGREE WITH THE FOLLOWING STATEMENTS?



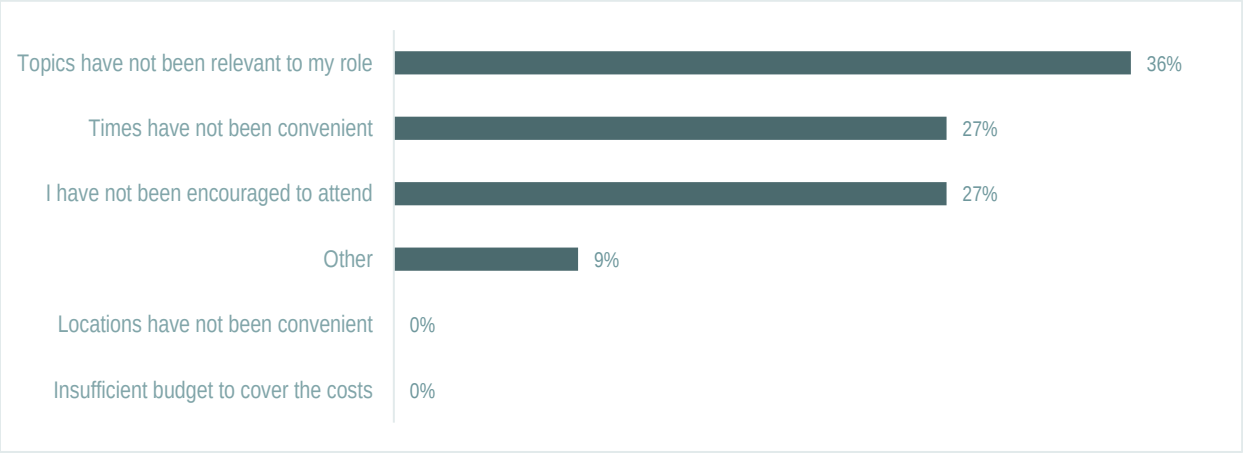
HOW SATISFIED ARE YOU WITH:



HAVE YOU PARTICIPATED IN TRAINING OR A PROFESSIONAL DEVELOPMENT OPPORTUNITY IN THE PAST YEAR?

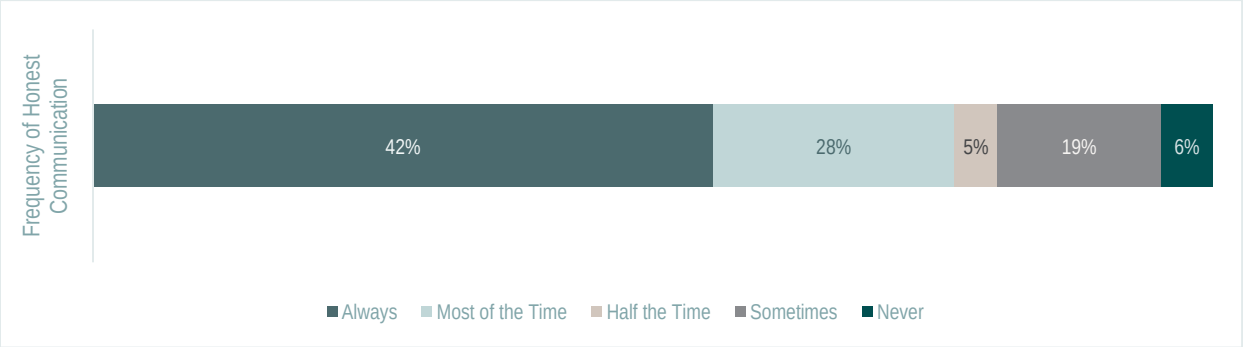


WHAT HAS BEEN YOUR PRIMARY REASON FOR NOT ATTENDING ANY TRAINING PROGRAM?

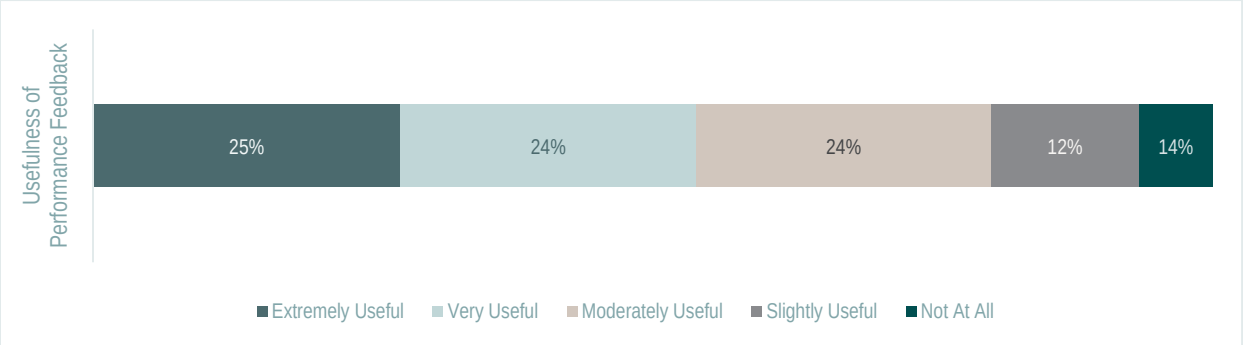


HOW SATISFIED ARE YOU WITH:

HOW OFTEN DO YOU FEEL THAT YOU RECEIVE HONEST COMMUNICATION FROM YOUR SUPERVISOR?



DO YOU RECEIVE MEANINGFUL AND USEFUL FEEDBACK ON YOUR PERFORMANCE?



APPENDIX B: SAMPLE BOARD AND DIRECTOR ROLES, RESPONSIBILITIES, AND OPERATING PROTOCOLS

501 COMMONS SAMPLE BOARD RESPONSIBILITIES AND OPERATING POLICY[13]

PURPOSE

The role of the board is to assure that the organization is accomplishing its mission by developing policies that guide the operation of organization and by monitoring the finances of the organization. Board members also contribute to the organization accomplishing its purpose by being advocates for the organization, including soliciting financial support. A board member may also serve as a volunteer. In this role they report to the staff of the organization.

MEMBERSHIP OF THE BOARD

The purpose of a board member is to serve the board as a voting member. The Board is composed of members who bring diversity of skills and background to the organization, including but not limited to, ability to raise funds, contacts in the community, expertise, and demonstrated leadership in the skills needed to assist the Board in meeting its goals.

ROLE AND AUTHORITY OF BOARD MEMBER AND/OR BOARD OFFICER

The Board focus is on governance of the organization, and it is accomplished through policies. Individual board members are not authorized to make a commitment on behalf of the board or the organization.

THE ROLE OF THE BOARD

- PLAN STRATEGICALLY toward the future
- ESTABLISH POLICY that guides _____ and articulates the values that frame future strategies
- EMPLOY AND SUPPORT a first rate executive
- ADVOCATE for and champion _____'s cause
- FUNDRAISE AND GENERATE REVENUE to ensure that _____ (the organization) is financed properly, now and in the future.

RESPONSIBILITIES OF A BOARD MEMBER

- Determine _____'s Mission and Vision
- Select the executive
- Support the executive and review his or her performance

[13] Potential other source: https://dpi.wi.gov/sites/default/files/imce/pld/pdf/TE02.pdf

- Ensure effective organizational planning
- Track progress toward meeting the results defined by the strategic plan
- Provide for the availability of adequate resources
- Oversee the effective management of resources
- Approve and monitor _____'s programs and services
- Enhance _____'s public image
- Assess its own performance

BOARD MEMBER EXPECTATIONS

- Fulfill the roles and responsibilities of board members described above.
- Attend meetings. Attend at least 75% of all board meetings (in person or by phone.)
- Attend standing committee meeting if a member. Attend board retreats and other board development activities as appropriate.
- Review the agenda and supporting materials prior to board and committee meetings.
- Serve on committees and take on special assignments, as needed.
- Personally contribute to _____ or raise funds, as agreed upon annually by the board.
- Remain informed about _____'s mission, services, and policies.
- Promote _____ within the community.
- Keep up-to-date on issues pertaining to _____.
- Provide support and advice to the executive.
- Suggest nominees for board membership.

BOARD MEMBER CODE OF CONDUCT

- By accepting board membership, a board member is committing to honor the following code of conduct:
- As a board member, I shall do my utmost to ensure that the _____ performs its mission and achieves its goals. As a board member I agree to:
- Act with honesty and integrity
- Support in a positive manner all actions taken by the board of directors even when I am in a minority position on such actions. I recognize that decisions of the board can be made only by a majority vote at a board meeting and respect the majority decisions of the board, while retaining the right to seek changes through ethical and constructive channels;
- Participate in (1) the annual strategic planning retreat, (2) board self-evaluation programs, and (3) board development workshops, seminars, and other educational events that enhance my skills as a board member.
- Keep confidential information confidential.
- Exercise my authority as a board member only when acting in a meeting with the full board or as I am delegated by the board.
- Work with and respect the opinions of my peers who serve this board, and leave my personal prejudices out of all board discussions.
- Always act for the good of the organization and represent the interests of all people served by the organization.

- Represent this organization in a positive and supportive manner at all times.
- Observe the parliamentary procedures and display courteous conduct in all board and committee meetings.
- Refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results of the organization.
- Accept my responsibility for providing oversight of the financial condition of the organization.
- Avoid acting in a way that represents a conflict of interest between my position as a board member and my personal or professional life, even if those actions appear to provide a benefit for the organization. This includes using my position for the advantage of my friends and business associates. If such a conflict does arise, I will declare that conflict before the board and refrain from voting on matters in which I have conflict.
- Abide by these board operating procedures.

PROCESS FOR SEATING NEW BOARD MEMBERS (CHECK YOUR BY-LAWS)

The executive and one or two board members will meet with potential candidates for board membership. If the candidate is interested, they will be asked to fill out the application form and attend the next board meeting as an observer. A vote on membership may be brought up at that meeting, after the candidate has been asked to step out of the room, or may occur at the next board meeting.

PROCESS FOR SELECTING BOARD OFFICERS (CHECK YOUR BYLAWS)

The board shall elect board officers each year at the annual meeting. Candidates for board office shall be proposed at a meeting of the board development committee. The candidates will be asked if they are willing to serve. The proposed slate of officers will be reviewed with all board members prior to the meeting in order to identify any objections to the slate of officers and give a member not nominated the opportunity to put their name forward.

BOARD MEETING AGENDA

The regular meeting agenda is formatted to include a consent agenda, discussion items, action items and information items.

A request for information or questions about any agenda item should be made, if possible, at least one business day prior to the scheduled meeting to the executive.

DEVELOPMENT OF THE AGENDA

The executive shall develop the board agenda. The board president or the vice president, in the president's absence, will review and approve the agenda.

USE OF CONSENT AGENDA

Routine items that require no discussion will be place on the consent agenda. Examples of the items that may be placed on the consent agenda are:

- Routine financial information or updates
- Minutes of regular and special board meetings
- Any member wishing to discuss an item on the consent agenda may ask that that item be pulled from the consent agenda and placed on the regular agenda so that there can be a full discussion of the item.

CONDUCT DURING BOARD MEETINGS

While the board will operate informally, formal action will be taken in accordance with the procedures in Robert's Rules of Order.

A board member may summit a request to the executive or board president that he/she wishes to have an item considered for placement on the agenda. Any such request shall be submitted in writing at least 15 days prior to the board meeting. The president shall ensure that all items requested by board members will be placed on an agenda at the next board meeting or, if this is not possible, within two regular meetings.

DISCUSSION OF MOTIONS

All discussion shall be directed solely to the business under deliberation.

The board president has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to the business before the Board.

VOTING PRACTICES

The voting process will follow Robert's Rules of Order.

A formal vote will be taken on any items identified on the agenda as "for decision" and any other items where the president, the executive, or a board member request a vote be taken.

The board president shall have the right to discuss agenda items, to motions and resolutions, and vote on all matters coming before the Board.

No member should vote on a motion in which he or she has a direct personal or pecuniary interest.

Dissenting and abstaining votes shall be recorded in the minutes of the board meeting.

CLOSED SESSION

The board will act in closed session whenever the subject of the discussion is highly confidential or sensitive. The board shall have the option of asking staff as well as any observers to leave the meeting area during a closed session.

Discussion will be only regarding the items on the closed session agenda

Information discussed in closed session must remain confidential.

REQUEST OR COMPLAINT BY AND EMPLOYEE, VOLUNTEER OR CLIENT

All concerns or complaints made to an individual board member shall be referred to the executive for action. A board member or officer who receives a request or complaint from an employee other than the executive, a volunteer or a client shall follow the following process.

- The board member should hear the request/complaint for general understanding of persons involved, date and place.
- If necessary, repeat problem back to confirm understanding.
- As appropriate, suggest that the information be communicated directly to the executive.
- The board members should refrain from providing or expressing his/her opinion.

- In addition to informing the executive, a board member may inform the board president of the complaint.

COMMUNICATIONS/ MEDIA INQUIRES

The executive will be the official spokesperson for _____ with the media, except that the board may designate or the executive may request that the board president or another board member may be the spokesperson, when appropriate.

All board members who receive calls from the media should direct them to the executive or the designated spokesperson and should notify the executive and the designated spokesperson of the contact immediately.

LEGAL ISSUES

All communications with legal counsel shall be through the executive and/or the board president.

The board shall have a conflict of interest policy and process for disclosure of conflict of interest. The board should monitor its adherence to the conflict of interest policy annually.

EVALUATION OF EXECUTIVE

The executive shall annually be evaluated by a minimum of two board members.

The evaluation should be based on a performance agreement or board policies with measurable outcomes clearly established in advance of the evaluation period. The board president obtains input from all other members on board approved performance measures. The written evaluation report shall be reviewed with the executive prior to the report to the board. The executive shall have the right to submit a response or self-evaluation report to the board.

BOARD SELF-EVALUATION

The board shall conduct a board self-evaluation annually using a survey, interviews, or other tools. The results of the self-evaluation should be prepared in written form and discussed with the board. The board's responses and or decisions based on the self-evaluation will be summarized in the minutes

REVIEWING BOARD OPERATING PROCEDURES

The board shall annually review and revise the board operating procedures, as needed.

CENTRALIA SCHOOL LIBRARY (WA)[14]

ROLES AND RESPONSIBILITIES

Successful organizations are the results of strong and effective leadership. In order for members of our team to be active players, they must know their roles.

14 https://www.centralia.k12.wa.us/cms/lib/WA01001473/Centricity/Domain/61/CSD_OPERATION_PROTOCOLS_FEB_2014.pdf

ROLES OF THE BOARD AND SUPERINTENDENT

SCHOOL BOARD – GOVERNS (GUIDES/DIRECTS)	SUPERINTENDENT-MANAGES (ADMINISTERS/OPERATES)
Decides What	Decides How
Requests Information	Seeks and Provides Information
Considers Issues	Provides Recommendations
Creates, Reviews, Adopts Policy	Recommends, Implements Policy
Approves & Reviews Plans	Implements Plans
Monitors Progress	Reports Progress
Contracts with Personnel	Supervises & Evaluates Personnel
Approves & Reviews Budget	Formulates Budget
Represents Public Interests	Acts in Public Interest

WHAT OUR ROLES DO NOT ENCOMPASS

THE ROLE OF THE SCHOOL BOARD IS NOT TO:	THE ROLE OF THE SUPERINTENDENT IS NOT TO:
Carry out policies or micro-manage or develop budgets	Make policies
Direct any staff other than the superintendent	Direct the board
Create surprises	Create surprises
Abdicate Board responsibility	Assume Board responsibilities
Press narrow personal agenda	Press narrow personal agenda
As individuals, make promises that would appear binding upon the Board and/or Library	Discourage open discussion and feedback

BOARD OPERATING PROTOCOLS

We, the members of the Board of Directors of the Centralia School Library, are committed to serving the children and citizens of this community. We will strive to provide a high quality public education, which meets the needs of all the children in our Library.

To achieve that goal, we have established this operating protocol, which will serve as a code of conduct and ethics to help govern our actions at meetings and in our role as directors.

We believe that the success of the Centralia School Library depends on a shared vision among the school board, staff, parents and community, and we will try to the best of our ability to uphold these aspirations.

BOARD MEETINGS

Board meetings provide the forum for where decisions are made. We will:

- Strive to hold efficient, succinct, and equitable meetings.
- Review agenda items prior to board meetings.
- Request any additional information from the board president or superintendent.
- Ask the board president or superintendent to place an item on the agenda instead of bringing it up unexpectedly at the meeting.
- Ensure that surprises to the board or superintendent are the exception and not the rule.
- Expect the board president to be cautious of time and observe the board's protocol.
- Refer additional facts and information needed by the board to the superintendent for follow-up.

Executive Sessions will be held when specific needs arise as allowed by law. These needs include:

3. Acquiring or selling real estate
4. Qualifications of an application for employment by the board
5. Qualifications of a candidate for appointment to elective office such as a school director.
6. Discussion with legal counsel of enforcement actions, litigation or potential litigation

Regarding Executive Sessions, we will:

7. Be extremely sensitive to the legal ramifications of executive session meetings and comments.
8. Respect the confidentiality of all privileged information, including that discussed in executive session.
9. Discuss a permissible topic in executive session, but take final actions in public, as is required by the Open Public Meetings Act.

COMMUNICATIONS BETWEEN THE BOARD AND STAFF

The following communications procedures are established:

10. Staff Communications to the Board
    a. All reports to the board or individual board members from principals, supervisors, teachers, or other staff members shall be submitted through the superintendent.
    b. Personal complaints and criticism received by board members will be referred to the appropriate supervisor or superintendent.
    c. This will not deny any staff member's right to appeal to the board regarding administrative decisions, provided that the superintendent will have been notified of the forthcoming appeal and that it is processed according to the applicable procedures on complaints and grievances.
11. Board Communications to Staff
    d. All official communications, policies, and directives of staff interest and concern will be communicated to staff members through the superintendent.
    e. The superintendent will employ all such media as are appropriate to keep staff fully informed of the board's priorities, concerns and actions.
    f. Requests for information from staff by board members will be taken to the superintendent. The superintendent will provide the information in a timely manner.
12. Visits to the School
    g. The typical process is for individual board members to inform the principal of their visit to the school or classrooms.

h. Such visits will be regarded as expressions of interest in school affairs and not as “inspections” or visits for supervisory or administrative purposes.

i. Official visits by board members will be carried on only under board authorization and with the full knowledge of staff, including the superintendent and principal

13. Social Interaction

j. Staff and board members share a keen interest in the schools and in education. When they meet at social affairs and other functions, informal discussion on such matters as educational trends, issues, and innovations can be anticipated.

k. Discussions of personalities or staff grievances are not appropriate.

WORKING WITH LIBRARY STAFF ABOUT OUR OWN CHILDREN

In order to work effectively with Library staff about our own children we agree to:

- Remember we are parents (grandparents) first.
- Follow the same process that we expect all parents to follow: meet with the teacher first, then follow the chain of command.
- Be clear that we are speaking to the teacher as a parent. (i.e., “My child is having this problem _____. How can I help them?”)
- Understand that sometimes our spouse or significant other may be the right person to handle situation.
- Inform the superintendent of the situation regardless of the resolution.

BOARD AND COMMUNITY INTERACTION

Communication between board members and community (complaints or concerns) The board encourages public input through a variety of print and electronic media. In order to respond effectively to community members who share a concern or complaint with us, we agree to:

- Remember that receiving information from an individual or a group is not the same as having total knowledge of the topic or issue. There are usually two sides to every concern.
- Utilize the 6 R’s to ensure the person speaking feels valued and heard:
  - Receive by listening openly to what the other person is saying.
  - Repeat by paraphrasing back or asking questions for clarification.
  - Request what the person sees as a solution to the problem and/or what they want you to do with the information. o Review the real options the person has available to them within the Library policies or processes.
  - Redirect the person into the appropriate place in the system:
    - Encourage patrons to present their own issue to the person who can properly and expeditiously address their issues
    - If appropriate, explain the Library complaint policy and how to access it. Report to the superintendent - Call the superintendent to give him a heads-up about the constituent issue so that the superintendent is able to understand the total picture.
    - Describe our response to the constituent so that the superintendent hears directly from us, and does not get caught in the middle. The superintendent will deal with the issue as necessary and when appropriate determine how best to inform the total board.

BOARD CONDUCT

We will:

- Lead by example. We use words and actions that create a positive impression on an individual, the board, or the Library.
- Base our decisions on the available facts and not independent judgment.
- Not yield to individuals or special interest groups.
- Represent the needs and interests of all the children in the Library as outlined in the Library's mission statement
- Not abuse our official position.
- Not use Library facilities, resources, or position for the purpose of advancing the interest of ourselves or any other individual or individuals.
- Make every attempt to attend all board functions, including committee meetings.
- Serve on committees as a silent observer or active participant, as defined by the board.
- Accept responsibility for all board decisions, regardless of how we voted and not offer a different opinion outside the boardroom.
- Take no private actions that will compromise the board or administration.
- Endeavor to hear all members' opinions and listen objectively.
- Encourage debate and differing points of view.
- Conduct discussions with care and respect.

THE BOARD'S AUTHORITY

We recognize:

- That only the board as a whole has authority.
- That individual board members do not have authority.
- That the board president is the spokesman for the board.
- That the board emphasizes planning, policy-making and public relations rather than being involved in the management of school operation.
- That an individual board member will not take unilateral action.
- The individual directors do not give direction. Direction is given by the board as a whole.

We will:

- Exercise oversight responsibilities through policy, planning, advocacy and public relations.
- Avoid attempts to micro-manage the schools.
- Delegate the management of the schools to the superintendent.
- Set clear goals for the superintendent.

BOARD- SUPERINTENDENT RELATIONSHIP

- Surprises to the board or the superintendent will be the exception, not the rule.
- The board recognizes the superintendent as the chief executive officer and expects recommendations, proposals and suggestion on most matters before the board.

- The board president meets with the superintendent and keeps all board members informed of board matters/information.
- Prior to a board meeting, each board director meets individually or in pairs with the superintendent to share concerns, ask questions, or to bring forth a future agenda item for consideration of the board.

BOARD PROFESSIONAL DEVELOPMENT

We will:

- Conduct an annual self-evaluation.
- Address any individual problems, such as poor meeting attendance or leaks of confidential information.
- Model life-long learning.
- Participate in opportunities that provide professional growth.
- Encourage members to take advantage of opportunities to inform themselves about current educational issues through individual study and participation in programs providing needed information.
- Encourage members to disseminate information to other members.

BOARD AND SUPERINTENDENT ROLES IN NEGOTIATIONS

We will:

- Define the philosophical and financial parameters for negotiations.
- Trust our negotiating team to do the best job that they can.
- Remind staff that there is a process in place, that the staff and Library each have an identified negotiating team, and that any questions or issues need to go through the defined negotiation process.
- Change to adopt and stand behind the final contracts.

APPENDIX C: SAMPLE EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

THE BASIS FOR THE REVIEW[15]

The performance review should be based on three factors:

14. The director's performance as it relates to a written job description.
15. A list of objectives for the preceding year jointly written and agreed upon by the director and the board.
16. The success of the library in carrying out service programs, as well as the director's contribution to that success

SAMPLE PERFORMANCE APPRAISAL FORM

Note: This sample should be adapted to reflect the job description of your director and the needs of your local library.

Job Title: LIBRARY DIRECTOR

Name: _____

Date: _____

Reason for Appraisal: End of Probation___ Annual___ Final___ Other___

ADMINISTRATIVE SERVICES SPECIFIC DUTIES

17. Act as the library board's executive officer.
18. Serve as the technical adviser to the board.
19. Implement the policies of the library as established by the board.
20. Prepare the draft of the annual library budget for board discussion and approval.
21. Participate in the presentation of the adopted budget to local officials.
22. Receive and expend library funds according to established guidelines, and maintain accurate and up-to-date records showing the status of library finances.
23. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and state and federal law (and any applicable local civil service regulations and/or union contracts).
24. Prepare library board meeting agendas and necessary reports in cooperation with the library board president, and notify board members of scheduled meetings.
25. Prepare state annual report for review and approval by the library board.

[15] Source: https://dpi.wi.gov/sites/default/files/imce/pld/pdf/TE06.pdf

26. Inform and advise the library board as to local, regional, state, and national developments in the library field and work to maintain communication with other area libraries and the library system.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

COLLECTION MANAGEMENT SPECIFIC DUTIES

27. Select or direct the selection of materials for all media and all age groups, based on the library's approved collection development policy.
28. Catalog and classify library materials according to accepted standards and maintain the public catalog.
29. Process materials to provide appeal, protection, and control.
30. Develop and maintain a regular weeding schedule.
31. Periodically review the collection development policy and make recommendations to the library board for revisions.
32. Oversee the shelving and organization of materials.
33. Prepare and distribute overdue notices to users with overdue or lost materials.
34. Maintain an accurate and up-to-date database of user registrations and activities, including information adequate to support reimbursement requests for nonresident borrowing.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

SERVICE AND SERVICE PROMOTION

35. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentations to local organizations or groups on the benefits offered by the library; provision of story time sessions for small children, and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
36. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.
37. Prepare news releases and submissions to the media to announce new or special services and events that spotlight the library.
38. Assist and guide local volunteer groups (e.g., Library Friends) who wish to help with library promotion, fundraising, and enhancement of services.
39. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
40. Maintain records showing all programs offered and number of attendees at each program.

41. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
42. Conduct ongoing evaluations of existing library programs, services, policies, and procedures, and submit recommendations for improvements to the library board.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

FACILITIES MANAGEMENT SPECIFIC DUTIES

43. Oversee care and maintenance of the library building and grounds.
44. Oversee the work of custodial staff.
45. Regularly review building needs and advise the board in its planning for future expansion or development.
46. Assess the adequacy of existing facilities in regard to the provision of automated services.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

CERTIFICATION

Board President's Signature _____ Date _____

Library Director's Signature _____ Date _____

APPENDIX D: SAMPLE BOARD BYLAWS

WISCONSIN DEPARTMENT OF PUBLIC INSTRUCTION SAMPLE BOARD BYLAWS

Article I. Identification

The name of this organization is the Board of Trustees of the _____ Library, located in _____, Wisconsin, established by the Wisconsin municipality [or municipalities or county] of _____, according to the provisions of Chapter 43 of the Wisconsin Statutes, and exercising the powers and assuming the duties granted to it under said statute.

Article II. Membership

Section 1. Appointments and Terms of Office. Appointments and terms of office are as provided by the relevant subsections of Wisconsin Statutes Sections 43.54 [for municipal and joint libraries], 43.57 [for county libraries], and 43.60 [for additional appointments by the county, based on the level of county funding].

Section 2. Meeting Attendance. Members shall be expected to attend all meetings except as they are prevented by a valid reason.

Article III. Officers

Section 1. The officers shall be a president, a vice president, a secretary, and a treasurer, elected from among the appointed trustees at the annual meeting of the Board. No member shall hold more than one office at a time. No member shall be eligible to serve more than two consecutive terms in the same office. Vacancies in office shall be filled by vote at the next regular meeting of the Board after the vacancy occurs.

Section 2. A nominating committee shall be appointed by the president three months prior to the annual meeting and shall present a slate of officers at the annual meeting. Additional nominations may be made from the floor at that time.

Section 3. Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

Section 4. The president shall preside at meetings of the Board, authorize calls for special meetings, appoint all committees, execute all documents authorized by the Board, serve as an ex-officio voting member of all committees except the nominating committee, co-sign all checks drawn on funds held by the library (independently of the municipality), and generally perform all duties associated with the office of president.

Section 5. The vice president, in the event of the absence or disability of the president, or of a vacancy in that office, shall assume and perform the duties and functions of the president.

Section 6. The secretary shall keep a true and accurate record of all meetings of the Board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with the office of secretary. The library director or a member of the staff may be designated by the Board to perform any or all of the above duties.

Section 7. The treasurer shall co-sign all checks drawn on funds held by the library, sign all vouchers for disbursements from the library fund, and perform such duties as generally devolve upon the office. The treasurer shall be bonded in an amount as may be required by a resolution of the Board, and not less than the value of any property held by him or her. The treasurer shall make monthly reports to the Board showing in detail the amount and investment of, and income and disbursements from, the funds in his or her charge.

Article IV. Meetings

Section 1. Regular Meetings. The regular meetings shall be held each month, the date and hour to be set by the Board at its annual meeting.

Section 2. Annual Meeting. The annual meeting, which shall be for the purpose of the election of officers, shall be held at the time of the regular meeting in _____ [month] of each year.

Section 3. Agendas and Notices. Meeting agendas and notices shall indicate the time, date, and place of the meeting and indicate all subject matters intended for consideration at the meeting.

Section 4. Special Meetings. Special meetings may be called at the direction of the president, and shall be called at the written request of _____ members, for the transaction of business as stated in the call for the meeting. Except in cases of emergency, at least 48 hours notice shall be given.

Section 5. Quorum. A quorum for the transaction of business at any meeting shall consist of _____ members of the Board present in person. [For municipal and joint libraries, see the requirements of s. 43.54(1)(e), Wis. Stats. For county libraries, see the requirements of s. 43.57(5)(c), Wis. Stats.]

Section 6. Open Meetings Law Compliance. All Board meetings and all committee meetings shall be held in compliance with Wisconsin's open meetings law (Wis. Stats. Sections 19.81 to 19.98).

Section 7. Parliamentary Authority. The rules contained in *Robert's Rules of Order*, latest revised edition [or the *Standard Code of Parliamentary Procedure* by Alice F. Strurgis], shall govern the parliamentary procedure of the meetings, in all cases in which they are not inconsistent with these bylaws and any statutes applicable to this Board.

Article V. Committees

Section 1. Standing Committees. The following committees:_____, shall be appointed by the president promptly after the annual meeting and shall make recommendations to the Board as pertinent to Board meeting agenda items. [Examples of possible standing committees are Personnel, Budget, Building, and Policy.]

Section 2. Nominating Committee. (See Article III, Section 2.)

Section 3. Ad Hoc Committees. Ad hoc committees for the study of special problems shall be appointed by the president, with the approval of the Board, to serve until the final report of the work for which they were appointed has been filed. These committees may also include staff and public representatives, as well as outside experts. [Examples of possible ad hoc committees are Planning and Automation.]

Section 4. No committee shall have other than advisory powers.

Article VI. Duties of the Board of Trustees

Section 1. Legal responsibility for the operation of the_____ Public Library is vested in the Board of Trustees. Subject to state and federal law, the Board has the power and duty to determine rules and regulations governing library operations and services.

Section 2. The Board shall select, appoint and supervise a properly certified and competent library director, and determine the duties and compensation of all library employees.

Section 3. The Board shall approve the budget and make sure that adequate funds are provided to finance the approved budget.

Section 4. The Board shall have exclusive control of the expenditure of all moneys collected, donated or appropriated for the library fund and shall audit and approve all library expenditures.

Section 5. The Board shall supervise and maintain buildings and grounds, as well as regularly review various physical and building needs to see that they meet the requirements of the total library program.

Section 6. The Board shall study and support legislation that will bring about the greatest good to the greatest number of library users.

Section 7. The Board shall cooperate with other public officials and boards and maintain vital public relations.

Section 8. The Board shall approve and submit the required annual report to the Division for Libraries and Technology, and the [city council, village board, town board, county board, and/or any other governing body].

Article VII. Library Director

The Library Director shall be appointed by the Board of Trustees and shall be responsible to the Board. The library director shall be considered the executive officer of the library under the direction and review of the Board, and subject to the policies established by the Board. The director shall act as technical advisor to the Board. The director shall attend all Board meetings (but may be excused from closed sessions) and shall have no vote.

Article VIII. Conflict of Interest

Section 1. Board members may not in their private capacity negotiate, bid for, or enter into a contract with the _____Public Library in which they have a direct or indirect financial interest.

Section 2. A board member shall withdraw from Board discussion, deliberation, and vote on any matter in which the Board member, an immediate family member, or an organization with which the Board member is associated has a substantial financial interest.

Section 3. A board member may not receive anything of value that could reasonably be expected to influence his or her vote or other official action.

Article IX. General

Section 1. An affirmative vote of the majority of all members of the Board present at the time shall be necessary to approve any action before the Board. The president may vote upon and may move or second a proposal before the Board.

Section 2. Any rule or resolution of the Board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds (_____) of the members of the Board are present and two-thirds of those present so approve.

Section 3. These bylaws may be amended at any regular meeting of the Board by majority vote of all members of the Board, provided written notice of the proposed amendment shall have been mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Adopted by the Board of Trustees of the_____ Library on the _____ day of _____.

APPENDIX E: SAMPLE BOARD MEMBER ONBOARDING TEMPLATE

NH CENTER FOR NONPROFITS

INFORMATION	ISSUES	PRESENTATION OPTIONS
Program	Inspire within new board members a passion and commitment for the outcomes of the organization—what it does, whom it serves, what difference it makes. Their passion will motivate their actions.	• Talk to them about what is important in their lives and connect it to the mission. • Tour of facilities • Visits to the programs or if possible participation in program • Engage them in small setting to talk with client, member, or program participant • Video, slides, film presentation • Short presentations of recent stories/programs
Finances	Provide new board members with easy to read summaries of financial information—source of each channel of income, how it is spent, and the state of the organization's financial health, including their role in fund-raising.	• Provide a short team presentation with the Executive Director, business manager (CFO) and Finance Chair for overview and questions • Provide financial history as well as current Background materials (recent audit, budget, financials), narrative and if possible - graphically presented, • Discuss and provide action plan of the fund-raising strategy
History	Root each member in an understanding of the history of the organization. Help each new board members see their own participation as part of the organization's ongoing story.	• Story about the founders' vision • Tales about start up challenges • Stories told by "old timers" and former clients • Pictures, scrape books • Written materials
Strategic Direction	Present a framework for the plan for the future so that new board members see their own participation as part of the organization's ongoing story.	• Presentation/discussion by the executive director or board chair • Copy of strategic plan (or other documents, especially mission statement)
Organizational Structure	Introduce the staff and talk about how the work really gets done in order to help new board members understand who does what and lines of accountability.	• Copy of the bylaws, IRS determination letter • Organization chart • Introduction to key staff members • Invite one staff member to each board meeting to give 10 minutes on what they do
Board Roles	Talk with new members to ensure that they understand the role of the board and can envision where they will fit in.	• Presentation/discussion, preferably with the whole board involved. • Written materials • One-on-one with President • Board Member Job Description and Agreement
Board Member Responsibilities	Ensure that new board members understand their own responsibilities as board members.	• Presentation/discussion of • Signed agreement (job description), including conflict of interest and ethics statement

INFORMATION	ISSUES	PRESENTATION OPTIONS
Board Operations	Help new board members understand how the board operates so that they may participate effectively.	• Board manual • Board mentors • Committee charges and member lists • Meeting schedule
Board Members	Facilitate new board member integration with the other members.	• List of board members and biographical data • Time set aside for social interaction • A fun and quality Orientation
Skills	Introduction to how to read a financial statement. Introduction to Meeting and Voting processes.	• Written materials, Bylaws • Presentation by the treasurer or finance committee

APPENDIX F: BOARD SELF-ASSESSMENT SAMPLES

501 COMMONS BOARD SELF-ASSESSMENT

MARK WITH AN "X" THE COLUMN THAT BEST REPRESENTS YOUR AGREEMENT OR DISAGREEMENT WITH THE STATEMENT.

ASSESSMENT STATEMENT	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
I feel the meetings focus on important organizational matters.					
I am clear about my responsibilities as a member of the board					
Materials related to significant decisions are given to the board far enough in advance of the meeting.					
The amount of material I need to read prior to the meetings is reasonable.					
It is clear to me how urgent matters are handled between meetings.					
I feel I have a clear understanding of the mission and activities of the organization.					
When I was new to the board, I was given sufficient information to allow me to make a contribution to the organization quickly	.				
I receive financial information that is understandable and gives me a clear sense of the organization's financial position.					
I receive information about the organization's services that allows me to understand the impact the organization is having.					
I feel that I have the information I need to effectively represent the organization to the community and to ask for financial support					
There is good follow-up on tasks delegated to me or other board members.					
I feel that other members listen to my opinions					
I feel I can comfortably say when I disagree with another member or with staff					
The board gives honest feedback to the executive.					
It is clear to me how the board will be involved in important decisions.					

ASSESSMENT STATEMENT	Strongly agree	Agree	Disagree	Strongly disagree	Not sure
Board members understand that they do not have authority to act on behalf of the board or the organization unless specified in the bylaws or through a board decision.					
The board has a clear process for making important decisions.					
The board sets resource development goals and actively supports fundraising and resource development efforts.					
The board sets explicit performance measures for the executive and evaluates performance against these measures.					
The board's uses a formal and approved format for the executive performance evaluation. *(Note: A 360 is a developmental tool, not an evaluation tool.)*					
The board sets clear goals that are realistic and relevant to the strategic plan.					
The board has the needed skills, diversity, and representation of stakeholders. If you disagree, please describe what skills or characteristics are missing:					
If a friend or valued professional contact was a good match for the board's needs, I willing to recruit them.					

HOW SATISFIED ARE YOU WITH THE WORK OF THE BOARD OVERALL (CIRCLE YOUR ANSWER)

VERY SATISFIED **SATISFIED** **NOT SATISFIED**

PLEASE LIST THE THREE AREAS WHERE YOU WOULD LIKE TO SEE THE BOARD IMPROVE ITS PERFORMANCE FOCUS IN THE NEXT YEAR. BE AS SPECIFIC AS POSSIBLE.

1.	
2.	
3.	

PLEASE LIST THE THREE AREAS WHERE YOU WOULD LIKE TO SEE THE BOARD FOCUS ITS ATTENTION IN THE NEXT YEAR. BE AS SPECIFIC AS POSSIBLE.

1.	
2.	
3.	

MCKINSEY & COMPANY NONPROFIT BOARD SELF-ASSESSMENT TOOL[16]

SECTION 1: PERFORMANCE OF BOARD ON ITS CORE RESPONSIBILITIES

Shape the mission and vision	**Description of distinctive performance**	**Current performance (1=poor; 2=fair; 3=good; 4= distinctive)**	**Comments**
Common understanding of mission	All board members share a common understanding of the mission that has been stress tested through discussion		
Common understanding of vision (i.e., what the organization aspires to become in 5 years)	All board members share common understanding of where organization wants to be in 5-10 years; vision is well documented with concrete goals.		
Use of mission and vision in policy/strategy decisions	All major policy/strategy discussions include explicit consideration of fit with mission and vision		
Process for raising mission and vision issues	Formalized process (e.g., board retreats) to foster active board member participation in examining mission-related issues		

[16] Source: http://leadershipsearch.com/docs/Board_self_assessment_standard.pdf

Engage in strategic planning and policy decisions	**Description of distinctive performance**	**Current performance** **(1=poor; 2=fair; 3=good; 4= distinctive)**	**Comments**
Process for strategic planning and quality of board participation	Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and staff ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval		
Quality of strategic plan	Robust plan covers all key strategic elements; agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions; clear plan for closing resource gaps if any		
Agreement on the distinction between board level and management-level decisions	Board and staff have a shared understanding of relative roles (written or explicitly discussed); all parties feel their views are heard in the process; frequent interaction between CEO and Board Chair ensure "no surprises" environment		

Ensure adequate financial resources	**Description of distinctive performance**	**Current performance** **(1=poor; 2=fair; 3=good; 4=distinctive)**	**Comments**
Financial needs assessment	Board works with staff as a part of strategic planning process to develop a multi-year view of funding requirements and trade-offs embedded in different resource levels; board feels strong ownership for the targets		
Individual donations to the organization	All board members financially support organization, which is a priority for each board member's charitable giving; board consistently meets/ sometimes exceeds "donation" goals		
Involvement in fundraising planning and execution	Board and staff develop clear plan to meet fund-raising targets; board introduces staff to potential donors and drives fund-raising activities when necessary		

Select, evaluate and develop CEO	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Succession planning	Board has explicit view on succession and actively works with the CEO to identify internal candidates and provide development opportunities for the top 3-5 candidates to "round out" their skills		
Evaluation and development process	Evaluations performed at least annually against pre-defined criteria; evaluation includes 360-degree feedback and includes a self-assessment by the CEO. Written feedback includes skill development plan. CEO compensation decision reinforces view of performance		
Search process (when required)	Formal search criteria, expectations for first 2 years, and search plan receive broad board support; internal and external candidates reviewed and "true choice" between qualified candidates can be made		

Provide expertise and access for organizational needs	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Board understanding of needed access and influence to support organizational objectives, (e.g., legislative access, community access)	Needs for access and influence based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors		
Ability of board to provide access and influence needed	Board proactively reaches out to further organizational goals and is frequently very influential in achieving them		
Board understanding of needed expertise to support organizational objectives, e.g financial, strategic, subject matter expertise	Needs for expertise based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors		
Ability of board to provide expertise	Board expertise addresses most needs and is seen as source of distinctive value to organization		

Build reputation	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Board understanding of reputation objectives and of the role the board can play in building/enhancing reputation	Needs for reputation building based on strategic view of organizational objectives; needs identified in detail to allow meaningful roles to be identified for individual directors		
Board effectiveness in enhancing reputation of organization in the relevant communities	Board members proactively reach out in community to build awareness and excitement about the organization; board members seen to be very effective ambassadors for organization		

Oversee financial performance, ensure risk management	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Board role in financial planning	Board's active involvement in preparing/reviewing multi-year financial plan results in robust discussion of resource allocation, funding plans, and investment objectives in context of strategic goals.		
Ongoing monitoring of financial and investment performance	Board monitors financial statements regularly; key performance indicators routinely reported to whole board; well-prepared staff can explain variances and discuss potential corrective actions; "no surprises" because of trust-based communication with staff		
Fiduciary and other regulatory compliance	Board ensures timely, independent audit of results and internal processes; board understands compliance required to regulatory bodies; feedback from auditors/regulators forms basis of recovery plan monitored by board		
Board role in risk management	Board annually reviews potential sources of risk and mitigation plans; surprises or gaps in coverage are few		

Monitor performance and ensure accountability	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Board involvement in developing performance metrics	Board works with staff to set outcome based metrics and goals as well as activity/efficiency metrics; targets set for 1 to 3 year period. Performance of comparable institutions is used to inform targets		
Process for monitoring performance	Board routinely monitors and discusses the performance of program/organization and uses results to inform the strategic plan, resource allocation, and evaluation of the CEO		
Board understanding of accountability	Board identifies primary stakeholders and ensures that performance results are communicated effectively to the stakeholders		
Process for obtaining and using feedback from stakeholders	Board has formal process in place (e.g., stakeholder committee) to obtain feedback from stakeholders without filters by the staff; board ensures that the results from the stakeholder feedback are used to inform strategy and resource allocation		

Improve board performance	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Goal setting for the board as a follow-on to strategic planning	Board translates the strategic plan for the organization into a set of concrete goals for the board and board committees, including timelines and required staff support		
Evaluation of board performance against goals	Board evaluates its performance against the goals and uses the lessons learned to develop plans to improve board effectiveness		
Process for evaluating individual directors	Board committee in place to evaluate individual director performance periodically and jointly discusses how to help a director give his/her best to the organization; little collective tolerance for directors who are not active in organization governance and support		
Developing a plan for improving board performance over time	Formal process (e.g., annual self assessment) results in a clear plan for improvement; board collectively owns the topic of improving its value to the organization		

SECTION 2: PERCEIVED IMPORTANCE OF RESPONSIBILITIES FOR THE NEXT 1-2 YEARS

A nonprofit board adds value by undertaking each of the nine responsibilities identified; however, boards rarely have time to focus on all of the responsibilities. Good nonprofits prioritize their activities depending the context of the organization. As you complete this section please identify those areas of potential board focus that are most needed over the next 1 to 2 years to ensure the organization succeeds against its mission.

How important is it for your board to focus on:	Low	Medium	High
Clarifying the organization's mission or vision	☐	☐	☐
Resolving key strategic or policy issues (please identify issues below)	☐	☐	☐
Developing (or replacing) the CEO	☐	☐	☐
Developing the financial resources needed to support the strategy	☐	☐	☐
Providing expertise or access to support organizational priorities (please identify priorities below)	☐	☐	☐
Building/enhancing reputation of organization with key stakeholders/community (please identify stakeholders/community targets below)	☐	☐	☐
Overseeing financial performance and ensuring adequate risk management	☐	☐	☐
Assessing performance against mission and key program priorities	☐	☐	☐
Improving board performance	☐	☐	☐

Please add any additional thoughts to explain your answers or identify additional needs:

SECTION 3: ENABLERS OF BOARD EFFECTIVENESS

Size and structure	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Board size	Board discusses issue of size explicitly and directors widely believe the current size adequately balances: ▪ Coverage of roles ▪ Cohesiveness among members ▪ Work load		
Executive committee (if it exists)	Executive committee has clear role, well understood and supported by all board members; serves as a valuable resource to the board chair and CEO in guiding the organization and also in improving the overall board performance		
Committee structure: Purpose and charter of committees	Committee structure explicitly designed with clear charter around organizational priorities; board effectively uses mix of ad-hoc and standing committees to fulfill objectives		
Mechanisms for increasing affiliation with organization other than governance board membership	Board has effective structures/mechanisms for affiliation such as advisory groups with well-defined roles or, such options have been considered and rejected as not necessary		

Composition	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Understanding of board composition needed to meet organizational goals	Systematic process for identifying needed board skills driven by strategic plan; gaps are understood and agreed to by the entire board; most new board members seem to "fit our needs well"		
Process and criteria for recruitment	Formal process with clear evaluative criteria in place; whole board reaches out to potential members from a wide range sources; recruitment process is continuous and with multi-year horizon; new members are seen as great additions to the board		
Diversity on the board	Board understands types of diversity needed for organization and the value of diversity; current diversity on the board adequately reflects the diversity needed		
Term limits	Term limits effectively balance: ▪ Need for new members/skills ▪ Retention of valuable directors Mechanisms are in place for ensuring continued involvement of high-performing retiring board members		

Composition	Description of distinctive performance	Current performance (1=poor; 2=fair; 3=good; 4=distinctive)	Comments
Orientation of new members	Formal orientation process covers key topics (mission, organization, finances, responsibilities of directors); committee assignments are welcomed by new directors who quickly become effective members of the board		

Leadership (Board chair, committee leaders)	**Description of distinctive performance**	**Current performance** **(1=poor; 2=fair; 3=good; 4=distinctive)**	**Comments**
Process for deciding who leads and for how long	Clear, well-understood, and accepted process is in place to select and transition board and committee leadership. Board leadership decisions seen to strengthen performance of institution		
Succession planning and development of board leaders	Process in place to identify and develop board leaders; committee assignments rotated to give board members experience and opportunity to lead; board seen to have a rich set of future leaders		
Quality of leadership relationship with CEO/ key staff	Board leadership has an effective working relationship with the CEO and key staff		
Effectiveness of board leadership	Current board leadership has the necessary skills, enthusiasm, energy, and time to provide leadership to the board		

Processes	**Description of distinctive performance**	**Current performance** **(1=poor; 2=fair; 3=good; 4=distinctive)**	**Comments**
Quality of preparation	Calendar of meetings set and distributed for the year; agenda for the individual meetings sent out ahead of time with indication of expected focus/ high impact areas for board consideration; board receives quality background materials well in advance of meetings and arrive prepared		
Effective meeting processes	Meetings start and end on time and time is managed to ensure board discussion on all important topics; minimal 'show and tell' by the CEO/staff; most time dedicated to board discussion and debate on important issues. Board members feel involved and their contributions valued		
Fun and Passion	Board interactions are productive and enjoyable; good mixture of work and fun activities including effective efforts to connect board members to the mission (e.g., site visits); board members hate to miss meetings		

DIVERSITY IN GOVERNANCE BOARD SELF-ASSESSMENT[17]

BOARD ESTABLISHMENT AND OPERATIONS

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
The board has a nomination process that identifies and recruits effective board members.	☐	☐	☐	☐	☐
Board membership reflects the diversity of the communities FST serves.	☐	☐	☐	☐	☐
The board currently has a sufficient range of expertise and experience to make it an effective governing body.	☐	☐	☐	☐	☐
New board members are provided a comprehensive orientation.	☐	☐	☐	☐	☐
The board evaluates its work annually to improve systems and processes.	☐	☐	☐	☐	☐
Board education opportunities are regularly provided to improve board skills and knowledge.	☐	☐	☐	☐	☐
The board operates consistent with the FST by-laws.	☐	☐	☐	☐	☐
FST's commitment to equity and inclusion is reflected in the board's activities and behaviour.	☐	☐	☐	☐	☐
When members recognize that they have a conflict of interest, they disclose it appropriately.	☐	☐	☐	☐	☐
Board members respect rules of confidentiality and speak with one voice following discussions and decisions at board meetings.	☐	☐	☐	☐	☐
Opportunities are created for board members to participate fully in the governance work of the board.	☐	☐	☐	☐	☐
The executive director is evaluated as stipulated in policy.	☐	☐	☐	☐	☐
The board focuses its attention on long-term strategic and policy issues rather than operational matters.	☐	☐	☐	☐	☐
Any comments on board establishment and operations?					

[17] Source: http://diversecityonboard.ca/wp-content/uploads/2015/08/Diversity-on-Non-Profit-Boards-Toolkit.pdf

COMMUNICATION AND DECISION-MAKING

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
There are timely and open lines of communication between the board and the executive director.	☐	☐	☐	☐	☐
Board members support and encourage others on the board to participate fully.	☐	☐	☐	☐	☐
Board members are comfortable raising and addressing issues where differences of opinion or conflict occur.	☐	☐	☐	☐	☐
Board discussion is focused on major issues with fair, open, respectful and thorough deliberation.	☐	☐	☐	☐	☐
The board's decision-making process is transparent.	☐	☐	☐	☐	☐
Board meetings are conducted efficiently and effectively.	☐	☐	☐	☐	☐
Any comments on communications and decision-making?					

TRUSTEESHIP

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
Board members receive sufficient information about FST activities, services and programs to arrive at responsible decisions.	☐	☐	☐	☐	☐
The board ensures the proposed budget is financially responsible and furthers the achievement of the mission.	☐	☐	☐	☐	☐
Any comments on communications and decision-making?					

LEADERSHIP AND TRAINING

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
The current mission reflects the role and activities of the organization.	☐	☐	☐	☐	☐
The board makes decisions that are consistent with the FST mission and values.	☐	☐	☐	☐	☐
The board is committed to ongoing learning and improvement.	☐	☐	☐	☐	☐

Any comments on leadership and training?

BOARD MEMBER'S EXPERIENCE

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
As a board member, I feel my skills and experience are well used.	☐	☐	☐	☐	☐
I feel my voice is heard and valued.	☐	☐	☐	☐	☐
I find the experience of being a FST board member satisfying and rewarding.	☐	☐	☐	☐	☐

Any comments on your experience as a board member?

OVERALL BOARD FUNCTIONING

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
Board members share a strong commitment to FST.	☐	☐	☐	☐	☐
Overall, the board has been effective in accomplishing its goals and achieving results.	☐	☐	☐	☐	☐
The board conducts itself in an ethical and professional manner.	☐	☐	☐	☐	☐
Board members have good working relationships with one another.	☐	☐	☐	☐	☐
The board celebrates its accomplishments and successes.	☐	☐	☐	☐	☐
Any comments on overall board functioning?					

QUALITATIVE QUESTIONS

- What are the board's strengths?
- Thinking about the board's accomplishments in the last year, what makes you most proud?
- What, if anything, impacts on your ability to participate on the board?
- What issues should occupy the board's time and attention during the next year?
- What topics should the board prioritize for board education in the next year?
- How can the board's performance be improved in the next year?

APPENDIX G: EXECUTIVE DIRECTOR SUCCESS THEMES

As part of this assessment, interviewees were asked what characteristics would help a new Director be successful. As a resource for the upcoming recruitment process, the following summarizes five commonly mentioned themes that were expressed during these conversations.

COLLABORATIVE

The most commonly mentioned trait was collaboration. Many stakeholders reported a successful Director will need to know how to listen, take in feedback from many perspectives, and help people feel heard, even if their input is not ultimately acted upon. Having a true open door policy was an important characteristic. Equally as important is the ability to communicate decisions and manage change in a way that builds trust.

PACED AND PATIENT

A frequently repeated note of caution was the next Director should not join the organization and immediately try to implement a new vision. To be successful, they need to take time to get to know staff, understand underlying social dynamics, and appreciate current services and programs. They need to balance an urgency for positive change with the patience to move deliberatively. Likewise, they may need to take the long view of success and not be frustrated if progress is slow.

SKILLED AT NAVIGATING POLITICAL ENVIRONMENTS

The Library has many invested stakeholders. A successful Director will need to be able to work equally well with staff, management, the Board, union representatives, community members, and other stakeholders.

COMMUNITY-CENTERED

For the Library to thrive, all employees from the top down need to be focused on community and patron needs. Berkeley has many distinctive traits, and many stakeholders noted that a new executive director needs to recognize this community's unique opportunities and challenges.

COMMITTED TO THE LIBRARY

A successful Director will be committed to seeing Library succeed because they are dedicated to its mission, its people, and its community. Rather than seeing the position as a stepping stone to other opportunities, they will be ready to dig in and tackle challenges to help the Library thrive. In the words of one staff member, "we need someone who wants to fall in love with the Berkeley Public Library."

APPENDIX H: CHANGE MANAGEMENT PLANNING TEMPLATE EXAMPLES

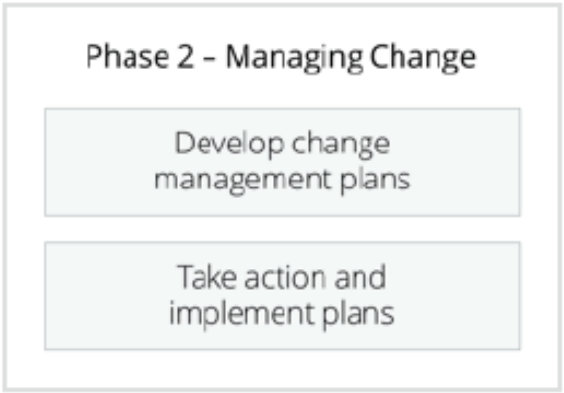
PROSCI 3-PHASE PROCESS FOR ORGANIZATIONAL CHANGE[18]

Phase 1: Preparing for change

- Conduct readiness assessments
- Develop risk analysis
- Identify special tactics
- Identify anticipated resistance
- Document strategy
- Architect team structure and prepare the team
- Develop sponsorship model and prepare sponsors

Phase 2: Managing change

- Customize activities based on strategy analysis
- Create communications plan
- Create sponsor roadmap
- Create coaching plan
- Create training plan
- Create resistance management plan
- Integrate plans into the overall project plan
- Execute change management plans



[18] Source: https://www.prosci.com/change-management/thought-leadership-library/change-management-process

Phase 3: Reinforcing change

- Collect proactive feedback
- Listen to employees
- Audit compliance
- Identify gaps
- Identify resistance and pockets of resistance
- Celebrate successes
- Transition to business as usual

UNIVERSITY OF GLASGOW CHANGE MANAGEMENT PLAN TEMPLATE[19]

Introduction

Provide background, link to strategic goals and other changes

Project Sponsor

This person leads the change project and is accountable for ensuring the project and change plan are implemented

Project Objectives

Detail what the project will achieve.

Change Objectives and Principles

Provide details of:

- What the change process will achieve [e.g. information sharing, engagement, input into system changes];
- Principles that underpin the change plan [e.g. inclusiveness/consultation, timeliness]; and
- Ethical issues that need to be considered and how will the change plan will address them.

Change Plan Elements

What are the main elements in the change plan? [e.g. people/culture, systems/technology, documentation, positions/roles, process, skills] Each of these elements may require a particular focus in the change plan.

Rationale for the Change

List the drivers and constraints for change.
What are the risks for the change process?

[19] Source: https://www.gla.ac.uk/media/media_359005_en.pdf

Key Stakeholder Analysis

Identify the key stakeholders [consider staff, other colleagues in the University, management, unions, students and other clients] and:

- Analyse their response to the change [e.g. what will be their main concerns/fear, where is there likely to be support for the change];
- Identify their needs in terms of change management and consider the style of communication required [language style & level]; and
- Identify the preferred media for communicating or consulting with them about the change [e.g. sessions involving dialogue about the changes, newsletters, briefings from project team members, frequently asked questions].

Assessment of Readiness to Change

Comment on the status of the change so far [e.g. is there a high level strategy in place that stakeholders are already aware of and committed to that provides a framework for the change].
What elements might support the change [e.g. dissatisfaction with current processes; a workplace culture that supports change and innovation].
Is there strong senior support for the change?

Key Change Messages

Identify about 6 key messages to convey about the change process, being upfront about gains and losses.
Consider:

- What will be gained/lost for the key stakeholder groups in the change process;
- The messages from the stakeholder perspective;
- What will be their main concerns; and
- Presenting changes in a positive light even whilst acknowledging loss.

Identify Change Elements

Structures/Processes/Responsiblities/Resources/Timeframes/Performance Measures
Consider the need for particular change support structures [e.g. a change team, super users/specialists who are trained first and can support people in the workplace, involvement of users/key stakeholders at various stages, change champions in the workplace].
Consider if there is a need for transitional arrangements to support and whether the introduction of the change process needs to be staged.
What will be the impact on workloads and how will these be managed?

Develop Change Plan

Develop a change plan including performance measures [how will you know the change plan is effective?].
Ensure the plan is adequately resourced.
Include a communications plan

Actions	Who	When	Performance Measures

Consolidation
Ensure policies, procedures and performance measures reinforce the changes. Remove organisational barriers to the change. Reinforce how changes have provided benefits.

Evaluation
How will the change be evaluated in relation to the achievement of the planned objectives? How will the change management processes be evaluated – consider summative as well as final evaluations, how can you assess your change management strategies as you implement them? How will the evaluation outcomes be circulated and promoted to stakeholders? How will evaluation outcomes be used in other organisational processes?

BUILD NONPROFIT CHANGE MANAGEMENT PLANNING TEMPLATE[20]

(1) Define the Change		(2) Identify the Impacts			(3) Prepare for the Impacts				
Process Area	Process Description	Stakeholder Groups Impacted	Impact Description	Impact Rating	Job Impacts	Activating Leadership	What to communicate?	What training is required?	Recommended Project Involvement
A short description (3 to 5 words) for the change you are undertaking. Try to list each specific process area that is changing. A 'process' is a specific set of steps that you follow to achieve a particular objective. *You have to strike a balance between being too high-level and too granular. This will become clearer as you continue to practice this activity.*	*A more detailed description of what is included in the process area.*	*List groups here that are impacted by this change. If different groups are affected in uniquely different ways, then each group should have its own row.*	*Describe the specific impact to this group of this change. Please be specific.*	*Build Consulitng recommends that you use only "high" and "low." High means that this group has changes that signficantly affect their work. "Low" means that it has a small affect on their work and they may only need to be informed.*	*Describe if and how the change affects the job description, responsibilities or evaluation criteria for this group.*	*Describe who is required to provide highly visible leadership to ensure that this change is successful. This can include members of the executive team, the project sponsor, and/or the manager responsible for this part of the business.*	*Describe how and when this group needs to be communicated with.*	*Does this group require training, what type and when.*	*Does the impact on this group dictate that at least a representative of this group be inolved in the design, testing, training or rollout of the change? If change involves a system selection is this group adequately represented in that process?*

[20] Source: https://buildconsulting.com/learning/resource-change-management-template-free/

APPENDIX I: SAMPLE PRIORITIZATION FRAMEWORK

CRITERIA	WEIGHT	TASK A	TASK B	TASK C
Alignment with the Library's mission	5			
Alignment with Library's Operating plan	4			
Operational effectiveness	5			
Ability to engage community	5			
Impact to patrons	4			
Resources required	3			
Deadline-driven	5			
Total				

APPENDIX J: ORIENTATION AGENDA AND CHECKLIST

NORTH CAROLINA STATE UNIVERSITY LIBRARIES ORIENTATION AGENDA AND CHECKLIST[21]

North Caroline State University Libraries onboarding process includes four primary elements:

47. *Library orientation sessions that focus on library culture and values:* This orientation is offered once a month for all new staff. It is facilitated and interactive. NCSU Libraries found it useful to orient librarians and support staff together to establishes an early example of the spirit of inclusiveness and collaboration that it aimed to foster throughout the organization.
48. *Comprehensive orientation checklists that ensure that supervisors meet expectations for welcoming new employees and covering policy and procedural information:* Information specific to a particular position level, department, or job function is, of course, vital to the orientation process and is covered by supervisors guided by the orientation checklist.
49. *One-on-one meetings with appropriate individuals:* The orientation program involves individual meetings with key library faculty and staff.
50. *Buddy system:* These individuals are paired with the new hire for anywhere from a few weeks to the first few years of employment. They are important because they can efficiently answer questions that employees may be less comfortable asking their managers and they provide social and political support that helps the new employee fit in.

HNCSU Libraries Orientation Agenda

- 9:00–9:30 Welcome & Introductions
- 9:30–10:10 The Libraries' Mission, Vision & Values
- 10:10–10:25 Break—NCSU Librarians Association
- 10:25–10:50 Welcomed, Valued, Respected
- 10:50–11:00 Life Cycle of Library Resources
- 11:00–11:30 First Tour
- 11:30–12:00 NCSU Libraries' Computing Environment
- 12:00–1:30 Lunch
- 1:30–1:40 NCSU Libraries' Staff Association
- 1:40–1:50 Safety Information Session
- 1:50–2:45 Second Tour
- 2:45–3:00 Wrap-up/Final Exam

NCSU Libraries Employee Orientation Checklist Categories

[21] Source: https://crl.acrl.org/index.php/crl/article/viewFile/15796/17242

The structure of the checklist reflects the work of motivational theorists in that items focused on employee feelings of physical and emotional security are addressed first. Information or experiences that enhance feelings of relatedness and opportunities for productivity and growth then are incorporated gradually over a four-week orientation period.

BEFORE START DATE

I. Preparing the Workspace
II. Schedule Meetings and Training Sessions
III. Equipment Installation & Configuration

WEEK ONE

I. The Basics
II. Safety and Security
III. Telephones/Copies/Supplies/Mail

WEEK TWO

I. The Libraries' Mission, Vision, and Organization
II. Performance Expectations: Tools and Policies
III. Employment Policies
IV. Attendance and Leave
V. Communication and Publications

WEEK THREE

I. The Libraries: Departmental Role and Customer Service Principles
II. Performance Expectations: Work Planning and Goal Setting
III. Development and Training Opportunities

WEEK FOUR

I. Scheduled Meetings
II. Follow-up

BERKELEY PUBLIC LIBRARY

INFORMATION REPORTS
December 12, 2018

To: Board of Library Trustees

From: Elliot Warren, Acting Director of Library Services

Subject: Director's Report

Programming:
In November, the Library honored Native American Heritage Month with public programs at all locations and book displays at many of them. Programs included storytellers, dance programs, and film screenings; of particular community interest was the dance and discussion program presented by *Su Nu Nu Shinal*, a dance group comprised of Kashia Pomo tribal members, which drew more than 100 patrons to the Central Library.

Air Quality Response:
All locations provided expanded services for children and parents needing indoor activities when the air quality was poor due to smoke from fires in Northern California. Library staff provided activity opportunities for restless preschoolers, setting up open play areas in meeting rooms and extending play time after story times. For older children, staff provided drop-in activities including board games, coloring sheets and family-friendly films. Patrons clearly appreciated having somewhere to be inside but not in the house!

Per the action taken by BOLT at its special meeting held on November 17, the Tarea Hall Pittman Branch was opened on Sunday, November 18 as an alternative site within the City of Berkeley for community members to get free access to clean, HEPA-filtered air. Six Library staff members volunteered to staff the facility at last minute's notice and the day progressed smoothly due to their efforts. One patron shared that he had just been released from the hospital due to respiratory failure and stated that the branch being open was a life saver for him.

Mock Newbery Award
With the participation of BPL librarians, the Berkeley Unified School District is in the midst of a "Mock Newbery Award" program in which fourth and fifth graders read, discuss, and then individually vote on their favorite book from a set of ten books chosen by district librarians. The finalist will be considered the "Mock Newbery winner."

Beyond reading the books to be able to discuss the content with patrons, a number of BPL librarians facilitated book discussions at local schools including Emerson Elementary, Sylvia Mendez Elementary, Oxford Elementary, and Berkeley Arts Magnet; created a catalog page that provides easy access to BPL holdings for titles being considered in the program; and added more copies of the titles to the BPL collections (in both audio and text formats) to ensure access for students.

BUSD shared a message from the parent of a participating student which displays the importance of this project and the value of the collaboration: "Participating in the Mock Newbery has totally changed [my son's] attitude about reading- he now loves to put holds on books from the Berkeley Public Library that he can't get at school, and is devouring most of the books he brings home"

ERMA:
The City of Berkeley's Finance department has been working with Library Administration to enable the City's new enterprise management system to function effectively; some challenges related to fund codes, project codes, contract set-up, and workflows were initially experienced. However, over the past two weeks, some solutions have been developed through collaborative brainstorming and discussion.

CONTACT PERSON
Elliot Warren, Acting Director of Library Services, Library, 510-981-6195

Attachments: None.