



BERKELEY PUBLIC LIBRARY BOARD OF LIBRARY TRUSTEES

REGULAR MEETING
Wednesday 09/02/2020

AGENDA
6:30 PM

This Meeting Will Be
Conducted Exclusively
Through Videoconference And
Teleconference

Commission Members:

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

PUBLIC ADVISORY:

This Meeting Will Be Conducted Exclusively Through Videoconference And Teleconference

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the September 2, 2020 meeting of the Board of Library Trustees will be conducted exclusively through teleconference and Zoom videoconference. Please be advised that pursuant to the Executive Order and the Shelter-in-Place Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, there will not be a physical meeting location available.

To access the meeting remotely: Join from a PC, Mac, iPad, iPhone, or Android device: Please use this URL <https://us02web.zoom.us/j/86042306505>. If you do not wish for your name to appear on the screen, then use the drop down menu and click on "rename" to rename yourself to be anonymous. To request to speak, use the "raise hand" icon by rolling over the bottom of the screen.

*To join by phone: Dial [1-669-900-9128](tel:1-669-900-9128) and enter Meeting ID: [860-4230-6505](tel:860-4230-6505). If you wish to comment during the public comment portion of the agenda, Press *9 and wait to be recognized by the Chair. NOTE: Your phone number will appear on the screen.*

To submit an e-mail comment during the meeting to be read aloud during public comment, email BOLT@cityofberkeley.info with the Subject Line in this format: "PUBLIC COMMENT ITEM ##." Please observe a 150 word limit. Time limits on public comments will apply. Written comments will be entered into the public record.

Please be mindful that the teleconference will be recorded as any Board of Library Trustees meeting is recorded, and all other rules of procedure and decorum will apply for Board of Library Trustees meetings conducted by teleconference or videoconference.

This meeting will be conducted in accordance with the Brown Act, Government Code Section 54953. Any member of the public may attend this meeting. Questions regarding this matter may be addressed to [Eve Franklin, Administrative Secretary, \(510\) 981-6102](#). The Board of Library Trustees may take action related to any subject listed on the Agenda.

I. PRELIMINARY MATTERS

A. Roll Call

B. Public Comment on Non-Agenda Matters

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 (Maintenance and Clerical Units)
- ii. SEIU, LOCAL 1021 (Community Services and PTRLA Units)
- iii. Public Employees Union, LOCAL 1

D. Comments from Board of Library Trustees

II. CONSENT CALENDAR

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

A. Minutes of July 1, 2020

From: Elliot Warren, Acting Director of Library Services

Recommendation: Adopt the resolution to approve the minutes of the July 1, 2020 Regular Meeting of the Board of Library Trustees.

B. Minutes of July 21, 2020

From: Elliot Warren, Acting Director of Library Services

Recommendation: Adopt the resolution to approve the minutes of the July 21, 2020 Special Meeting of the Board of Library Trustees.

C. Minutes of July 30, 2020

From: Elliot Warren, Acting Director of Library Services

Recommendation: Adopt the resolution to approve the minutes of the July 30, 2020 Special Meeting of the Board of Library Trustees.

D. Minutes of August 5, 2020

From: Elliot Warren, Acting Director of Library Services

Recommendation: Adopt the resolution to approve the minutes of the August 5, 2020 Special Meeting of the Board of Library Trustees.

E. Minutes of August 12, 2020

From: Elliot Warren, Acting Director of Library Services

Recommendation: Adopt the resolution to approve the minutes of the August 12, 2020 Special Meeting of the Board of Library Trustees.

III. ACTION CALENDAR

A. City of Berkeley Audit of Library Tax Fund

From: – Jenny Wong and Caitlin Palmer

Recommendation: Adopt a Resolution to request that the Library Executive Director report back by March 2021, and every six months thereafter, regarding the status of our audit recommendations until reported fully implemented by the Library.

B. Onboarding of New Library Director

From: – Amy Roth, Vice President, Board of Library Trustees

Recommendation: Discuss developing a board subcommittee intended to support the success of a new Director of Library Services by developing an onboarding process.

IV. INFORMATION REPORTS:

All items for discussion only and no final action.

A. Monthly Library Directors Report – Elliot Warren, Acting Library Director

V. ITEMS FOR FUTURE AGENDAS

These items are not scheduled for discussion or action at this meeting. The Board of Library Trustees may schedule these items to the agenda of a future meeting.

- Discussion of items to be added to future agendas

VI. ADJOURNMENT

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 This meeting will be conducted in accordance with the Brown Act, Government Code Section 54953. Any member of the public may attend this meeting. Questions regarding this matter may be addressed to Elliot Warren, 510-981-6195, ewarren@cityofberkeley.info.

Communications to Berkeley boards, commissions or committees are public record and will become part of the City's electronic records, which are accessible through the City's website. 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 the Berkeley Public Library Administration Office located at 2090 Kittredge Street - 3rd Floor Admin Wing, Berkeley, CA 94704.



### 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 981-6418 (V) or 981-6347 (TDD) at least three business days before the meeting date. Please refrain from wearing scented products to this meeting.

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 I hereby certify that the agenda for this regular/special meeting of the Berkeley City Commission on Commissions was posted at the display case located near the walkway in front of the Maudelle Shirek Building, 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 August 27, 2020.

//s//

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

Communications

1	07/13/2020	Chris Ramirez	Interview with San Francisco State University
2	07/15/2020	what?	Subject is Mandatiory???
3	8/14/2020	christina	Exploring new art books
4	8/17/2020	Kate Horton	Email address for Tess Mayer



MINUTES
Berkeley Public Library - Board of Library Trustees Regular Meeting
Wednesday, July 1, 2020 6:30 PM

This meeting was conducted exclusively through videoconference and teleconference.

Board of Library Trustees:

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

I. PRELIMINARY MATTERS

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

1. Call to order: 6:32 pm.

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

Absent: None.

Also Present: Elliot Warren, Acting Director of Library Services; Alicia Abramson, Information Technology Manager; Dennis Dang, Administrative and Fiscal Services Manager; Jay Dickinson, Circulation Services Manager; Danielle McMillian, Assoc. Human Resources Analyst; Aimee Reeder; Ass't Management Analyst; Eve Franklin, Administrative Secretary. Pam Derby, CPS HR Consulting;

2. Public Comments: 1 speakers.

3. Comments from Library Unions:

A. SEIU, LOCAL 1021 (Maintenance and Clerical Units) – 0 speakers

B. SEIU, LOCAL 1021 (Community Services and PTRLA Units) – speakers

C. Public Employees Union, LOCAL 1 – 0 speakers

4. Comments from Board of Library Trustees

A. **Trustee Roth** – Really looking forward .

B. **Trustee Hahn** – Gratitude to staff all around.

C. **Trustee Selawsky** – BOLT had a productive meeting on 6/24. Thanked Board. Hold meeting in honor and memory of Margy Wilkinson.

II. CONSENT CALENDAR

Action: M/S/C Trustee Roth / Trustee Hunt to adopt resolution #R20-32 to approve the consent calendar.

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

A. Approve Minutes of the June 3, 2020 Regular Meeting

From: Acting Director of Library Services

Recommendation: Adopt a resolution to approve the minutes of the June 3, 2020 Regular Meeting of the Board of Library Trustees as amended.

Financial Implications: None

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-33.

B. Approve Minutes of the June 4, 2020 Special Meeting

From: Acting Director of Library Services

Recommendation: Adopt a resolution to approve the minutes of the June 4, 2020 Special Meeting of the Board of Library Trustees as amended.

Financial Implications: None

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-34.

C. Approve Minutes of the June 24, 2020 Special Meeting

From: Acting Director of Library Services

Recommendation: Adopt a resolution to approve the minutes of the June 24, 2020 Special Meeting of the Board of Library Trustees as amended.

Financial Implications: None

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-35.

D. Formal Bid Solicitation and Request for Proposal for Central Library Stucco Restoration Project

From: Acting Director of Library Services

Recommendation: Adopt a resolution for proposal or invitation for bid that will be, or is planned to be, issued upon final approval by the Library. All contracts over the Director of Library Services' threshold will be returned before the Board of Library Trustees for final approval.

Financial Implications: See report.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-036.

E. Contract: Bug ID, Inc.

From: Acting Director of Library Services

Recommendation: Adopt a resolution authorizing the acting Director of Library Services to execute an agreement and any amendments with Bug ID, Inc. for the procurement of audio equipment, and associated delivery and installation services for the Central Library Improvement Project during the anticipated period from July 1, 2020 through December 31, 2021, or thereabout, in an amount not to exceed \$107,000.00.

Financial Implications: See report.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-037.

F. FY2021 Budget Amendment (AAO).

From: Dennis Dang, Administrative and Fiscal Services Manager

Recommendation: Adopt the resolution amending the FY 2021 approved Expenditures Budget for the BPL Foundation Fund (105) to \$600,000 from \$100,000 to accommodate the value of awarded contracts for furniture, fixtures, and equipment for the Central Library Improvement Project.

Financial Implications: See report.

Contact: Dennis Dang, Administrative and Fiscal Services Manager

Action: Adopted resolution #R20-038.

G. Fiscal Year 2020 Purchase Authorization in Excess of Director of Library Services' Granted Authority

From: Acting Director of Library Services

Recommendation: Adopt the resolution authorizing the Director of Library Services to enter into fiscal year 2021 purchase agreements and approve payments to specified vendors for services encompassing utility, telephone and intranet/internet services, library materials, state taxes, professional services, and office supplies that may exceed the director's delegated spending authority of \$50,000 for services and \$100,000 for goods, materials, and equipment.

Financial Implications: See report.

Contact: Elliot Warren, Acting Director of Library Services

Action: Adopted resolution #R20-039.

III. ACTION CALENDAR

A. Acceptance and Adoption of the Mission and Vision Statement produced by BuildingBlox Consulting, LLC for Berkeley Public Library

From: Acting Director of Library Services

Recommendation: Adopt the resolution to formally accept and adopt for Berkeley Public Library the Mission and Vision Statement presented to the board at its regular BOLT meeting on June 3, 2020.

Financial Implications: See report

Contact: Elliot Warren, Acting Director of Library Services

Action: M/S/C Trustee Davenport / Trustee Roth to adopt resolution #R20-040.

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

IV. INFORMATION CALENDAR

A. 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

B. Procedures for Communications to the Board from the Community – Elliot Warren, Acting Director of Library Services

Elliot Warren provided a presentation.

From: Acting Director of Library Services

Contact: Elliot Warren, Acting Director of Library Services

Action: Received

C. Summer Reading Program Overview – Erica Glenn, Senior Librarian

Erica Glenn provided a presentation.

From: Senior Librarian

Contact: Erica Glenn, Senior Librarian

Action: Received

D. Recruitment of Director of Library Services – Danielle McMillian, Associate Human Resources Analyst

Pam Derby, CPS HR provided an update.

From: Associate Human Resources Analyst

Contact: Danielle McMillian, Associate Human Resources Analyst

Action: Received

V. AGENDA BUILDING

- Send to Elliot Warren or Eve Franklin

VI. ADJOURNMENT

Adjourned at 8:12 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of July 1, 2020 as approved by the Board of Library Trustees

//s// _____

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

Attachments:

1. Procedures for Communications to the Board from the Community Presentation
2. Summer Reading Program Overview

DRAFT



MINUTES

Berkeley Public Library - Board of Library Trustees Special Meeting Tuesday, July 21, 2020 11:00 AM

This meeting was conducted exclusively through videoconference and teleconference.

Board of Library Trustees:

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

I. PRELIMINARY MATTERS

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

1. **Call to Order:** 11:00 am.
Present: Trustees Davenport, Hahn, Hunt, Roth and Selawsky.
Absent: None.
Also Present: Susan Hildreth, CPS HR Consulting,

2. **Public Comments:** 0 speakers.

II. WORKSHOP

A. Workshop Regarding Board's Process for Onboarding of Director of Library Services

Susan Hildreth, CPS HR Consulting led a workshop on onboarding process and goal-setting/evaluation for the Director of Library Services.

III. ADJOURNMENT

Adjourned at 1:00PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special meeting of July 21, 2020 as approved by the Board of Library Trustees

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

Attachments: none

1. Berkeley Library Director Goal-Setting/Evaluation Framework

Berkeley Library Director Goal-Setting/Evaluation Framework

BOLT discussed the Library Director Goal-Setting/Evaluation Framework at a workshop held via Zoom on July 21, 2020, facilitated by Susan Hildreth, CPS consultant.

Establishing a positive relationship with a new director is a critical activity. The process is most successful if it is built on shared communication, values and understanding. Initial steps in the on-boarding process include:

- Schedule individual meetings with each Trustee and Director as soon as possible
- Work with Director to identify best way for them to communicate with each Trustee, i.e. emails, phone calls, texts, regular reports, lunches or coffees
- Ask each Trustee to identify their specific interest and/or community network and how they could connect the Director to that network

Identifying strategies that BOLT can implement to support and provide for the Director's success is an important and on-going consideration.

Mutual Goal-Setting/Evaluation Framework

Because BOLT is a five-member board and a reasonable number of members for individual input, the entire board will sit as the goal-setting/evaluation panel, with the possibility of the some discussion/review being conducted by the Chair and Vice-Chair, who meet regularly with the Director.

BOLT wants to ensure that this process is a collaborative one, with the Director and BOLT working together to develop a set of mutually agreed upon goals and criteria and timeline for accomplishment of those goals. This suggested framework for the first year of the Director's tenure is a starting point to develop a comprehensive goal-setting process that becomes an annual event with on-going discussion and refinement by BOLT and the Director.

- First month on the job: Review proposed mutual goal-setting/evaluation framework with the Director. Ask for their feedback and determine if they have any best practices in evaluation that they believe are successful approaches. Consider revisions to proposed framework and agree upon a mutually acceptable approach to this important process.
- Third month on the job: Based on agreed-upon process, request the Director to prepare goals for nine months of the first year. BOLT does not have a current strategic plan from which to develop these goals, although progress is being made with new mission and mission statements. To inform this goal-setting, the Director could:
 - Use the Berkeley Public Library: FY2020 Priority Activities https://www.berkeleypubliclibrary.org/sites/default/files/files/inline/2020strategic_goals.pdf as a starting point
 - Use their own knowledge and experience to develop key goals based on their observations and priorities for the library

Once developed, BOLT would review, possibly revise and approve these goals as a basis for reviewing the Director's performance throughout the remainder of the year.

- Sixth month on the job: Review progress toward goals. Provide opportunity for mutual feedback with Director and BOLT. Possibly revise or reprioritize depending on feedback as to what is reasonable to expect to accomplish.
- Ninth month on the job: Check-in on progress toward accomplishing goals. Determine most effective method to gather staff feedback of the Director's performance and relationships that have been developed.
- Twelfth month (first anniversary) on the job: Complete review of first year. Obtain feedback from all trustees, possibly coordinated by Chair or Vice-Chair. Determine what were successes? What did we learn? How can we improve? As a part of this discussion, the Director will prepare goals for their second year for BOLT's approval.
- Implement this review cycle on an annual basis, with reviews taking place at twelve-month intervals. Recommend regular feedback and communication, particularly if there are problem areas. Consider an informal check-in at six months to determine progress being made on annual goals.

Key Considerations

- BOLT understands that a well-defined strategic plan will provide a platform from which the Director will be able to develop an annual workplan aligned with the strategic plan. The Director will be able to provide a clear analysis of the successes that are being accomplished and the challenges in goals or activities that are not being achieved with a current strategic plan.
- Benchmarks are useful tools for evaluating the success of an organization and, ultimately, the leadership and effectiveness of the Director. It is extremely helpful to include benchmarks or aspirational results in the Library's strategic plan to assist in evaluating progress on the plan. Accomplishment of these benchmarks could also be included as part of the annual goals for the Director.
- As well as gathering and compiling the assessment of BOLT, it is important to create the opportunity for a dialogue where the Director can personally reflect on their successes, challenges and suggest considerations for additional support or training that would contribute toward their success and ultimately the success of the Library.
- Gathering feedback from staff, community partners, city colleagues and other Library stakeholders is critical in determining the effectiveness of the Director. The "360" approach to evaluation, which can be time-consuming yet provide insightful feedback, could be considered at 3—5 year intervals.



MINUTES

Berkeley Public Library - Board of Library Trustees Special Closed Session Meeting Thursday, July 30, 2020 2:00 PM

This meeting was conducted exclusively through videoconference and teleconference.

Board of Library Trustees:

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

I. PRELIMINARY MATTERS

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

1. **Call to Order:** 2:00 pm.

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

Absent: None.

Also Present: LaTanya Bellow ; Pam Derby, CPS HR Consulting; Susan Hildreth, CPS HR Consulting

2. **Public Comments:** 0 speakers.

II. CLOSED CALENDAR

A. PUBLIC EMPLOYEE APPOINTMENT – Pursuant to Government Code Section 54957

Title: Director of Library Services

B. Conference with Labor Negotiator Pursuant to Government Code Section 54957.6

City Negotiators: John Selawsky, President, Board of Library Trustees

Unrepresented Employee: New Director of Library Services

III. ACTION CALENDAR

A. Public Reports of actions taken pursuant to Government Code Section 54957.1.

No Action taken.

IV. ADJOURNMENT

Adjourned at 6:55 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special closed session meeting of July 30, 2020 as approved by the Board of Library Trustees

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

Attachments: none.



MINUTES

Berkeley Public Library - Board of Library Trustees Special Closed Session Meeting Wednesday, August 5, 2020 6:30 PM

This meeting was conducted exclusively through videoconference and teleconference.

Board of Library Trustees:

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

I. PRELIMINARY MATTERS

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

1. **Call to Order:** 6:30 pm.
Present: Trustees Davenport, Hahn, Hunt, Roth and Selawsky.
Absent: None.
Also Present: LaTanya Bellow ; Pam Derby, CPS HR Consulting

2. **Public Comments:** 1 speakers.

II. CLOSED CALENDAR

A. PUBLIC EMPLOYEE APPOINTMENT – Pursuant to Government Code Section 54957

Title: Director of Library Services

B. Conference with Labor Negotiator Pursuant to Government Code Section 54957.6

City Negotiators: John Selawsky, President, Board of Library Trustees

Unrepresented Employee: New Director of Library Services

III. ACTION CALENDAR

A. Public Reports of actions taken pursuant to Government Code Section 54957.1.

No Action taken.

IV. ADJOURNMENT

Adjourned at 8:30 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special closed session meeting of August 5, 2020 as approved by the Board of Library Trustees

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

Attachments: none.



MINUTES

Berkeley Public Library - Board of Library Trustees Special Closed Session Meeting Wednesday, August 12, 2020 6:30 PM

This meeting was conducted exclusively through videoconference and teleconference.

Board of Library Trustees:

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

I. PRELIMINARY MATTERS

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

1. **Call to Order:** 6:30 pm.
Present: Trustees Davenport, Hahn, Hunt, Roth and Selawsky.
Absent: None.
Also Present: Pam Derby, CPS HR Consulting

2. **Public Comments:** 2 speakers.

II. ACTION CALENDAR

A. Public Reports of actions taken pursuant to Government Code Section 54957.1.

Board held discussions and provided directions to CPS HR Consulting.

B. Appointment of Director of Library Services

From: John Selawsky, President, Board of Library Trustees

Recommendation: Adopt a Resolution confirming the appointment of Tess Mayer to be Director of Library Services for the Berkeley Public Library effective September 21, 2020 at an annual salary of \$205,000 and a one-time signing bonus of \$15,000.

Financial Implications: See report

Contact: John Selawsky, President, Board of Library Trustees

Action: M/S/C Trustee Hahn / Trustee Roth to adopt resolution #R20-041.

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

Abstentions: None.

III. ADJOURNMENT

Adjourned at 7:06 PM.

This is to certify that the foregoing is a true and correct copy of the minutes of the special closed session meeting of August 12, 2020 as approved by the Board of Library Trustees

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

Attachments: none.



ACTION CALENDAR

September 2, 2020

To: Board of Library Trustees

From: Jenny Wong, City Auditor

Subject: Audit: Berkeley Public Library Spends Tax Funds by the Book, But More Internal Controls Needed

RECOMMENDATION

Adopt a Resolution to request that the Library Executive Director report back by March 2021, and every six months thereafter, regarding the status of our audit recommendations until reported fully implemented by the Library.

FISCAL IMPACTS OF RECOMMENDATION

There is no fiscal impact from this report.

CURRENT SITUATION AND ITS EFFECTS

City Auditor conducted an audit of the Library's use of the Library Tax Fund for non-personnel expenditures in fiscal year 2018. The Library's use of the tax fund for non-personnel expenditures was in line with the provisions of the tax measure during our audit period of fiscal year 2018. We did not find any indication of fraud, waste, or misuse of tax funds. However, we did find that some of the Library's internal controls can be improved to allow for better transparency in purchase approval, continued alignment with the tax measure, and fiscal accountability.

The Library does not have a policy specifying how and when the reserve can be used, or how it should be replenished after use. Without a reserve policy, there is a risk that the Library may not have enough reserve funds to be stable and functioning during periods of economic uncertainty.

While we did not find fraud or theft, the Tool Lending Library's internal controls system does pose a risk of misusing funds due to insufficient inventory controls and documentation of items added to and removed from the Library's collection catalog.

The Library has improved transparency about its collection management, but there are opportunities to increase public trust. Collection management is the process by which the Library ensures that their collections are relevant, engaging, and appealing by adding new items and removing items that are damaged or out-of-date. The Library has taken steps such as posting the collection management plan online and including updates on collection management in updates during public Board meetings.

Strategic planning and ongoing program evaluation are important tools in ensuring accountability for public funds. The Library currently does not have a strategic plan nor does it consistently evaluate its programs to measure progress towards its goals. Planning was on hold pending the hiring of a new library director and this position has recently been filled.

To mitigate the risks we found, we recommend the Library develop and implement a strong reserve policy and implement purchasing procedures with sufficient internal controls for the Tool Lending Library. To be transparent with the public about collection management using tax funds, we recommend the Library incorporate it into the Library's developing outreach and communications strategies. We recommend the

management and Board support the new director in developing a strategic plan, as well as develop and implement a program evaluation process.

BACKGROUND

The Berkeley City Auditor provides independent oversight of City operations. We evaluate citywide programs and services and make recommendations for improvement. We audited the Library Tax Fund because the Library has not been audited in recent years. This audit is part of an effort to audit activities funded by special taxes.

The Library's main source of funding is the Library Tax Fund, created in 1980 when Berkeley voters passed the Library Relief Act to support library operations through a special tax on the square footage of taxable improvements, or residential and commercial buildings and units built in the City of Berkeley. In 1988, voters passed an amendment to make the tax permanent. However, every four years, voters must reauthorize the City to spend the Library Tax Fund.

ENVIRONMENTAL SUSTAINABILITY

There are no identifiable environmental effects or opportunities associated with this report.

RATIONALE FOR RECOMMENDATION

It is important that the Library continues to align with the purpose of the Library Tax Fund so Berkeley voters will continue to authorize use of the tax. While the Berkeley community generally supports the Library, there is some risk that voters may not reauthorize the taxes if there are significant concerns about how the Library manages public funds. This could reduce or eliminate this funding stream and impact service delivery. These funds may also come under greater scrutiny as the City faces multi-year revenue shortages due to the COVID-19 pandemic.

ALTERNATIVE ACTIONS CONSIDERED

There are no alternative actions proposed.

CONTACT PERSON

Jenny Wong, City Auditor, City Auditor's Office, 510-981-6750

Attachments:

- 1: Resolution: Request For Director To Report On Implementation Of Audit Recommendations
- 2: Audit Report: *Berkeley Public Library Uses Tax Funds by the Book, But More Internal Controls Needed*

BOARD OF LIBRARY TRUSTEES

RESOLUTION NO: 20-__

REQUEST FOR DIRECTOR TO REPORT ON IMPLEMENTATION OF AUDIT RECOMMENDATIONS

WHEREAS, the City Auditor conducted an audit of the Library's use of the Library Tax Fund for non-personnel expenditures in fiscal year 2018; and

WHEREAS, the City Auditor found that the Library's use of the Library Tax Fund was in line with the provisions of the tax measure; and

WHEREAS, the City Auditor identified some areas of risk that the Library should address to ensure it continues to align with the Library Tax Fund into the future; and

WHEREAS, the City Auditor recognizes that Berkeley Public Library (Library) is a treasured public space and information resource for Berkeley's diverse community; and

WHEREAS, the audit recommendations promote internal controls and practices intended to strengthen the Library's ability to navigate financial challenges and meet community needs during the COVID-19 pandemic and into the future.

NOW THEREFORE, BE IT RESOLVED by the Board of Library Trustees of the City of Berkeley that the Library Executive Director report back by March 2021, and every six months thereafter, regarding the status of our audit recommendations until reported fully implemented by the Library.

ADOPTED by the Board of Library Trustees of the City of Berkeley at a regular meeting held on September 2, 2020 by the following vote:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

John Selawsky, President

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

Audit Report
August 27, 2020

Berkeley Public Library Uses Tax Funds by the Book, But More Internal Controls Needed



BERKELEY CITY AUDITOR



Berkeley Public Library: Library Uses Tax Funds by the Book, But More Internal Controls Needed

Report Highlights

August 27, 2020

Findings

1. The Library's transactions aligned with the purpose of the Library Tax Fund in fiscal year 2018. Additionally, we did not find indicators of fraud, waste, or misuse in our review of transactions.
2. Some of the Library's internal controls can be improved to allow for better transparency in purchase approval, continued alignment with the tax measure, and fiscal accountability.
3. The Library currently does not have a strategic plan, though the Library has set some goals and developed budget priorities. The Library also does not consistently evaluate its programs to measure progress towards goals.

Recommendations

To guide the Board of Library Trustees (Board) in authorizing use of the funding reserve, we recommend the Library develop and implement a reserve policy that clearly defines use of the reserve. To ensure the Board is informed about the budget in their governance role, we recommend the Library coordinate a public workshop on the Library budget. We also recommend the Library implement stronger controls to address control weaknesses in the Tool Lending Library's purchasing process. Finally, we recommend the Library formally adopt a practice of communicating with the public about how it uses the Library Tax Fund to develop its collection.

To address the need for strategic planning, we recommend the management and Board support the new permanent director in developing a strategic plan. To assess whether the Library's programs and activities meet community needs over time and align with its strategic plan, we recommend the Library develop and implement a program evaluation process.

Objectives

1. Does the Library use the Library Tax Fund appropriately?
2. Are there any internal control risks that could affect appropriate use of the Library Tax Fund?
3. To what extent does the Library plan and evaluate its use of the Library Tax Fund?

Why This Audit Is Important

Berkeley Public Library is a treasured public space and information resource for Berkeley's diverse community. We audited its use of the Library Tax Fund to ensure that the Library is spending its funding appropriately as it continues to meet evolving community needs. This audit is part of an effort to audit activities funded by special taxes. It is important to provide some assurance to the community that the Library is spending public funds in the manner Berkeley voters approved. Additionally, identifying recommendations for improvement can help the Library ensure it can weather financial uncertainty, be consistent in good internal control practices, plan how it will use the Library Tax Fund to meet community needs, and evaluate whether it has achieved those goals.



BERKELEY CITY AUDITOR

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Introduction

Berkeley Public Library (Library) is a treasured public space and information resource for Berkeley's diverse community. About 110,100 people had library cards in 2018. In 2019, the Library was also one of only 13 California libraries to earn a 4-star rating from Library Journal for high rate of circulation, visits to the library, and patron use of internet and computers.¹ Public support of the Library is evident in voters' ongoing support for a special tax on the square footage on taxable improvements of residential and commercial property that generated over \$19 million in revenue in fiscal year 2018 to fund Library operations.

To ensure that the Library continues to be able to meet community needs as they evolve, we audited its use of the Library Tax Fund. This audit is part of an ongoing effort to audit activities funded by special taxes. We found that the Library's use of the Library Tax Fund was in line with the provisions of the tax measure. We also did not find any indication of fraud, waste, or misuse of the Library Tax Fund. However, we did identify some areas of risk that the Library should address to ensure it continues to align with the Library Tax Fund into the future.

We completed work for this audit just before the onset of the COVID-19 pandemic. We revised our report to reflect impacts of the pandemic on our findings and recommendations.

Objectives, Scope, and Methodology

The objectives of this audit were to address the following questions:

- 1. Does the Library use the Library Tax Fund appropriately?**
- 2. Are there any internal control risks that could affect appropriate use of the Library Tax Fund?**
- 3. To what extent does the Library plan and evaluate its use of the Library Tax Fund?**

¹ Library Journal is an American trade publication for librarians. The rating system ranks libraries into budget groups, and assigns up to a 5-star rating based on patron statistics including: circulation, e-circulation, in-person visits, program attendance, and public internet computer users.

We limited our evaluation of the Library's use of the Library Tax Fund to non-personnel expenditures in fiscal year 2018 (July 1, 2017 – June 30, 2018).

To address the objectives, we reviewed transactions for alignment with the provisions of the tax measure, and assessed the Library's internal controls for risk of fraud, waste, or misuse. We also interviewed Library management, staff, and the Board of Library Trustees. We reviewed the Library's evaluation activities. To understand how Berkeley Public Library compared to other libraries, we researched local and nationwide public library practices and trends. For more information on our methodology, see page 19.

This report contains some information about fiscal year 2020 and later because the City's response to the COVID-19 pandemic began shortly before our report was originally scheduled to be released. We did a high level assessment of the potential impacts of the pandemic on the Library's budget and operations, and updated our findings and recommendations to reflect any changes.

Background

Berkeley Public Library (Library) is a public library system with a central branch, four branch locations in different neighborhoods, and a Tool Lending Library. The highest staff leadership position in the Library is the director, who reports to the Board of Library Trustees (Board). City Council appoints members to the Board, which is a body of five volunteers from the community—one of whom is a City Council member—who are responsible for the management of the Library. It is the Board's responsibility to create and enforce the Library's policies, regulations, and bylaws.

The Library's main source of funding is the Library Tax Fund, created in 1980 when Berkeley voters passed the Library Relief Act to support library operations through a special tax on the square footage of taxable improvements, or residential and commercial buildings and units built in the City of Berkeley. In 1988, voters passed an amendment to make the tax permanent. Article XIII B of the California Constitution establishes a spending limitation on government agencies within California. This means that voters must reauthorize the City to spend tax proceeds in excess of certain spending limits every four years, including the Library Tax.

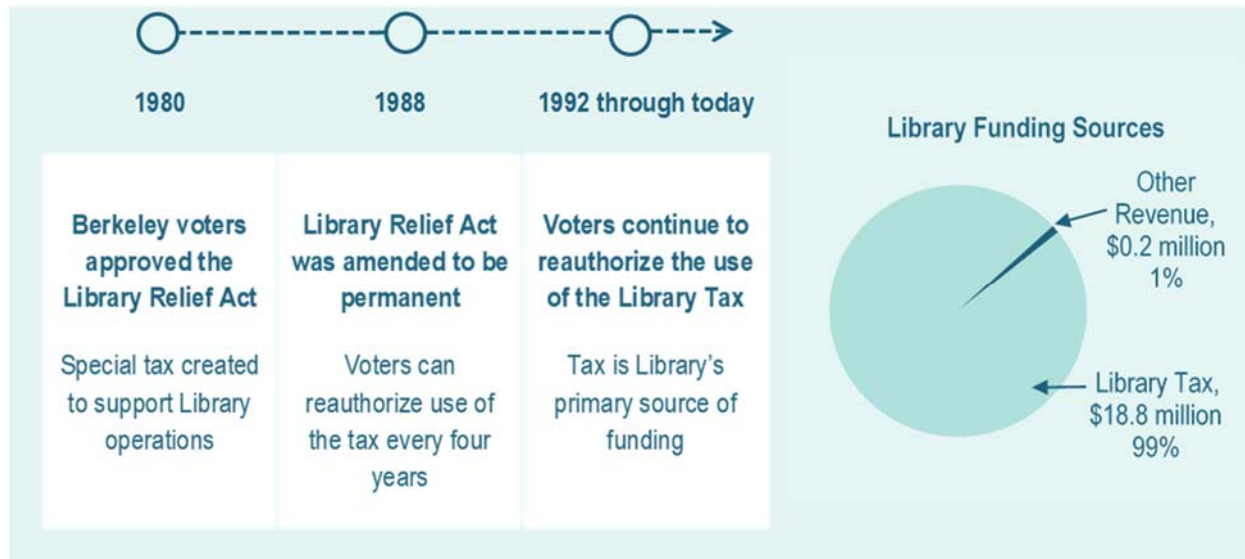
The Library Tax may be adjusted annually in proportion to either the Consumer Price Index for the immediate San Francisco Bay Area or the per capita Personal Income Growth factor in California, whichever is greater. In 2016, voters approved a single measure that reauthorized the City to spend all tax funds previously approved by voters, including the Library Tax Fund, through fiscal year 2020.

Today, the Library Tax is the Library's main source of funding and makes up 99 percent of its operating budget. Other sources of revenue make up less than one percent of the Library's funding and include some state funding as well as private funding from Berkeley Public Library Foundation and others (see Figure 1).

In Berkeley's municipal code, the Library Tax Fund is designated for maintaining the Library, and "paying all salaries and wages, and purchasing books, journals, periodicals and other supplies, and such other expenditures as are necessary to properly operate the libraries."

Provisions of the Library Tax allow exemptions for those with very low income. They also allow City Council to increase the tax rate based on cost of living in the immediate San Francisco Bay Area or personal income growth in California.

Figure 1. Overview of the Library Tax Fund



Sources: Library Relief Act ballot measures; City of Berkeley Fiscal Years 2018 & 2019 Adopted Biennial Budget

In March 2020, the COVID-19 pandemic began to cause devastating social and economic impacts in Berkeley and around the world. On March 16, the City's Public Health Director issued an order for residents to shelter-in-place and many public spaces closed. Many Library staff were then assigned to the City's Emergency Operations Center and assisted with contact tracing for COVID-19 testing locations among other essential duties. As of June 2020, Library management is anticipating that the pandemic will have the greatest impact on its ability to provide access to the community in the following areas:

- Physical spaces for studying, shelter, respite, quiet, etc.;
- Technology (free wireless, laptops, and public computers);
- Physical materials, especially reading materials for children;² and
- Public programming, particularly early literacy and adult literacy programs.

While assessing the full impacts from the pandemic fall outside the scope and timeframe of this audit, we acknowledge the significance of these impacts on the Library and the community as a whole. The recommendations in this audit promote internal controls and practices intended to strengthen the Library's ability to navigate financial challenges and meet community needs during this difficult time and into the future.

The Library spent the Library Tax Fund by the book.

The Library's transactions align with the purpose of the Library Tax Fund. In Berkeley's municipal code, the Library Tax Fund is designated for maintaining the Library, and "paying all salaries and wages, and purchasing books, journals, periodicals and other supplies, and such other expenditures as are necessary to properly operate the libraries." We reviewed a statistically significant number of transactions across a range of spending categories, including books and media, the Tool Lending Library, contracted services, staff travel, and technology. All transactions we reviewed align with the purpose of the Library Tax measure. Further, we assessed whether those transactions followed the provisions of the Library's purchasing policies. Additionally, we did not find indicators of fraud, waste, or misuse in our review of transactions.

This is especially notable given that the Library has experienced instability in its leadership. Since 2014, there have been three directors who served for a year or less and three instances of members of library management serving as interim directors. As of July 2020, the current deputy director has served as both deputy director and interim director for almost three years. Additionally, City Council replaced two Board members in 2017. High turnover in oversight positions and management can create a risk that an organization may not have the leadership needed to stay on track to fulfill its purpose. However, the Library's appropriate use of the Library Tax Fund suggests that it has stayed on track during the past few years of transition.

It is important that the Library continues to align with the purpose of the Library Tax Fund so Berkeley voters will continue to authorize expenditures funded by the tax. The 1980 Library Relief Act authorized the City to impose a special tax to raise the revenue necessary to operate the Library. Though the tax is permanent, it requires voter authorization every four years for expenditures. While the Berkeley community generally supports the Library, there is some risk that voters may not reauthorize tax funded expenditures if there are significant concerns about how the Library manages public funds. This could reduce this funding stream and impact service delivery. These funds may also come under greater scrutiny as the City faces multi-year revenue shortages due to the COVID-19 pandemic.

The Library recently hired a new director scheduled to start September 21, 2020.

The Library Tax includes exemptions for low income property owners and non-profit organizations. City Council can increase the tax rate to reflect cost of living.

Internal control risks could affect the Library Tax Fund.

Some of the Library's internal controls can be improved to allow for better transparency in purchase approval, continued alignment with the tax measure, and fiscal accountability. First, the Library does not have a strong reserve policy at a time when the COVID-19 pandemic poses risks for Library revenues and the reserve. Second, there are some control risks in the Tool Lending Library purchasing process. Third, the Board needs more information about the budget. Fourth, though the Library has improved transparency about its collection management, there are opportunities to increase public trust. Finally, the Library could improve on a minor contract issue involving mixed funding.

The COVID-19 pandemic poses challenges for Library revenues and the reserve.

One main challenge due to the COVID-19 pandemic is that Library revenue will be somewhat reduced while some expenditures will increase in fiscal year 2021. In March 2020, the COVID-19 pandemic caused Bay Area businesses and schools to close. Unemployment rates spiked and many in the Berkeley community experienced financial stress. The Board took these financial hardships into account when it approved a resolution in June 2020 to recommend that City Council not increase the Library Tax rate for fiscal year 2021. Instead, the tax rate will remain unchanged from fiscal year 2020. By not adopting a tax rate increase of 3.73 percent—the current per capita Personal Income Growth factor in California—the Library's projected library tax receipts for fiscal year 2021 will be reduced by an estimated \$760,000. Additionally, costs for two critical in-progress construction projects will in large part be deferred until fiscal year 2021 because work was delayed due to Berkeley's shelter-in-place orders. According to the interim director, overruns and change orders related to these delays will increase overall project costs.

Another challenge, according to the Library's June 2020 budget update for fiscal year 2021, is that the Library projects that it will be necessary to tap into its reserve as soon as fiscal year 2023 should no material actions be taken to reduce the usual ongoing operational costs. The Library's revenue loss in fiscal year 2021 will be offset by a citywide hiring freeze and salary savings from resignations and retirements, as well as a carried over fund

The Library Tax is adjusted annually in proportion to either the Consumer Price Index for the immediate San Francisco Bay Area or the per capita Personal Income Growth factor in California, whichever is greater. This has resulted in a tax rate increase that averaged 3.08 percent annually between 2014 and 2018.

balance from fiscal year 2020. However, the economic downturn and decreased revenue from taxes is expected to continue for several years. Library management plans to address this issue during its upcoming biennial budget process beginning in late 2020.

The unexpected pandemic and the uncertainty of economic impacts and recovery over the next several years highlight the importance of having a reserve to help weather such economic uncertainty. In 2017, the Board approved the current reserve amount of \$1.5 million for unanticipated emergencies, which is the estimated amount needed to maintain Library operations for 30 days. The reserve is a portion of funds within the Library Tax Fund that the Library commits to not spend unless the Board explicitly authorizes it. However, the Library does not have a policy specifying how and when the reserve can be used, or how it should be replenished after use.

Without a reserve policy, there is a risk that the Library may not have enough reserve funds to be stable and functioning during periods of economic uncertainty. A strong reserve policy mitigates this risk by defining appropriate use of the reserve. It also guides decision makers as they consider authorizing withdrawals. We can look to the City of Berkeley's reserve policy to illustrate to some features of a strong policy that are missing from the Library's reserve fund. In 2020, City Council amended the City's reserve policy to allow for its use to enhance fiscal stability and address some of the financial impacts caused by the COVID-19 pandemic. The list below are features from the City's strong reserve policy.

- **Defined situations in which use of the reserve may be considered.** The City's reserve policy defines two separate funds that may be used in different situations, though they may be concurrent. The Stability Reserve is intended to help the City mitigate loss of service delivery and financial risks associated with unexpected revenue shortfalls. The Catastrophic Reserve is intended to sustain core operations in the case of a public emergency such as a natural disaster. These criteria set boundaries around when Council should consider tapping into the reserve.
- **Plan for how the reserve will be funded or replenished if used.** The City's reserve policy specifies how it will reach its reserve goals when initially building the reserve and replenish it after withdrawals are made. This helps ensure that the City is prepared to maintain fiscal stability and rebuild its reserve to prepare for future situations that may require use of the reserve.

- **Commitment by Council to specify the exact purpose and timeline for any use of reserve funds, with some flexibility as needed.** Stating the specific use for any withdrawal from the reserve and the timeline for use of those funds allows the City to carefully plan how it will use the funds before withdrawing. It also compels the City to not overly rely on reserve funds, but rather use them only as needed and alongside other cost saving and revenue generating strategies to mitigate financial impacts.
- **Allowable amount to withdraw per incident.** The City adopted language to limit how much it can withdraw per incident in response to the multi-year fiscal impact of the pandemic. While there may be too much uncertainty to establish a specific limit, some language about limiting the amount that may be used per incident and/or fiscal year can help ensure that the reserve fund has a balance in the unfortunate event that multiple emergencies occur, such as an earthquake that interrupts service after the onset of a pandemic.

The Library's need and use of reserve funds may be fundamentally different from the City's, but it is still important for the Library to strengthen its reserve policy to ensure that it can weather financial storms and avoid unnecessary interruption of the services it provides to the community.

Internal control weaknesses in the Tool Lending Library pose a risk of theft or misuse.

While we did not find fraud or theft, the Tool Lending Library's internal controls system does pose a risk of misusing funds. During fiscal year 2018, the tool lending specialists were assigned to receive newly purchased tools. They were also assigned to both add newly purchased tools to the Library's catalog system as well as delete damaged or worn out tools. While there is no indication that personal use took place during our review, this process created the risk that staff could either keep tools for personal use and not enter them into the catalog, or delete tools from the catalog for personal use. According to best practices of purchasing, the responsibility for purchasing tools and adding them to the catalog should be assigned to different staff. Separation of these duties is an important internal control to help prevent fraud, waste, and misuse.

Tool lending specialists work in the Tool Lending Library and provide tools, equipment, instructional manuals, and basic reference service regarding home maintenance and repair to patrons of the Berkeley Tool Lending Library. They also order, maintain, and repair tools and equipment.

After we learned about this risk, Library staff stated that they implemented a new catalog system and that Central Library staff, not Tool Lending staff, were now responsible for entering and deleting tool records from the catalog as needed. We have not been able to verify this at the time of this report. The Library still does not have a process to verify that staff enter new tools into the catalog or delete tools no longer in use. There is also no record for changes made to the catalog. As a result, there is still a risk that staff could remove tools from the collection for personal use.

It is important to note that the portion of the Tool Lending Library's expenditures funded by the Library Tax was in fiscal year 2018 was relatively low and makes up less 0.1 percent of the Library's total tax-funded expenditures of about \$19 million that year. Though the amount of Tool Lending Library funds at risk due to control weaknesses is relatively low, it is still good practice for the Library to maintain a consistent level of internal controls across all purchasing processes.

The Board of Library Trustees does not always have the information it needs to make decisions about the budget.

Some members of the Board do not think they have information to be fully prepared to make budget decisions. The Board needs sufficient information about the budget and contracts to strengthen its oversight and ensure the Library is planning to spend the Library Tax Fund appropriately. During the budget process, Library management develops a draft budget and discusses it with the Board during at least two Board meetings to prepare them to approve the final budget. Library management also offers the Board a public budget workshop intended to allow the Board and patrons to learn about and discuss the draft budget. Library management provides quarterly budget reports to the Board throughout the fiscal year.

There is a disconnect between the information library management provides and some Board members' preparedness to oversee the budget. Although Library management provides budget information and opportunities for the Board and patrons to have input and ask questions, some Board members reported that they have different levels of knowledge about organizational budgets in general. Some also stated that they or their peers do not have the information they need to oversee the budget. The Board is composed of volunteers from the community with varying levels of experience in local government finance and budgeting.

The Library has improved transparency about its collection management, but there are opportunities to increase public trust.

The Library has taken action to promote transparency regarding its collection management process. Collection management is the process by which the Library ensures that their collections are relevant, engaging, and appealing by adding new items and removing items that have excessive wear, are damaged, or contain outdated information in order to make room for new materials. Transparency in collection management can help inform the public about how the Library uses public funds and maintain public trust in the Library.

In past years, decisions about how the Library has managed its collection have caused concern among some Library staff and community members. That situation is beyond the scope of this audit and we therefore did not evaluate the specific processes and procedures associated with the Library's collection management plan or the extent to which librarians followed the plan. However, because the collection management plan influences the Library's use of the Library Tax Fund to purchase books and media, we did evaluate whether the Library is transparent about collection management.

We found that the Library has taken some steps to be more transparent about collection management. In 2017, the Library released a collection management plan which is posted on the Library's website. The plan was developed based on feedback from staff and the community as well as data on use of the collection. According to the plan, it is a "living document" intended to change as the Library identifies new strategies and opportunities to better respond to and serve the Berkeley community (see text box for more detail about the purpose of the plan).

An excerpt from the Library's collection management plan describes its purpose: "[This plan is] a comprehensive and flexible guide that informs and supports staff's collection management work, and clarifies how collection decisions are made. The plan presents an overarching description of what kind of content BPL will provide and how materials are selected, maintained, organized, and, when appropriate, removed. The plan details the role of staff; strategies for collaborative decision-making; selection guidelines; deselection criteria; and other operational elements, procedures, and practices related to collections and implementation of the Collection Management policy."

According to the interim director, in 2017, the Board updated its collection management policy to require the Library to create a plan for how it manages its collection with the goal of providing access to a collection that is relevant, engaging, and appealing.

In addition to publicly posting the collection management plan, Library staff have given presentations describing the collection management process at public Board meetings. The interim library director has also regularly reported to the Board at public meetings about collection management, such as describing new additions to the collection, e-book resources, and the process of purchasing high quality materials for collection areas in which the community has expressed an interest.

The Library also began including some information about the collections into its newsletter, website, and social media posts. Over the past year, the Library has begun emphasizing information about the collection in its newsletter. Examples include newsletters that highlighted electronic resources available and in high demand, LGBTQ-focused collections, and refreshed anti-racism materials in response to community interest and a nationwide anti-racism movement. The supervising librarian of collection services has begun an ongoing process to improve collection access through the catalog in various ways, including creating many more catalog records for electronic materials and organizing genres content. The Library has also updated its website to center electronic media in response to greater demand during the Library's closure during the COVID-19 pandemic. Additionally, the Library has recently made some effort to promote its collections through social media posts.

While these steps improve transparency, to strengthen public trust, it will be beneficial to continue to provide the public information about how the collection grows and changes over time to reflect community interests. One way to accomplish this is by formally incorporating collection management into the Library's policies or plans for public outreach and communications strategies.

The Library agreed to address a minor issue in contract transparency.

There is some risk in the Library's use of contracts with mixed funding sources. We found that a contract for a laptop borrowing kiosk paid for with funds from the Berkeley Public Library Foundation, a private funding source, did not specify that maintenance costs and other fees would be paid with the Library Tax Fund. Consequently, this contract did not go through the City's competitive contract process. We found that the Library would use the Library Tax Fund to pay almost \$23,000 for the kiosk's installation, maintenance, and license and service fees during the three-year contract term. Though this

contract did include a waiver of the requirement for competitive bidding due to the manufacturer's exclusive right to service maintenance in regards to preserving the product's warranty, it did not specify that the Library would use the Library Tax Fund to cover the \$23,000 in miscellaneous fees and other ongoing servicing costs. As a result, this contract was not completely transparent in identifying the use of the Library Tax Fund for these other costs. We determined that this did not demonstrate a significant risk to the Library because we only found one example of this. Management agreed to mitigate this risk by including information about multiple funding sources in future contracts.

Recommendations

- 2.1 To guide the Board of Library Trustees in authorizing use of the reserve, we recommend the Library develop and implement a reserve policy. We recommend that the policy:
 - Define situations in which use of the reserve may be considered;
 - Include a plan for how the reserve will be funded or replenished if used;
 - Specify the exact purpose and timeline for any use of reserve funds, with some flexibility as needed; and
 - Specify the allowable amount to withdraw per incident and/or fiscal year.
- 2.2 To strengthen controls at the Tool Lending Library, we recommend the Library develop and implement purchasing procedures that require staff to:
 - Document that all purchased items are entered into the catalog;
 - Document that all tools are removed from the catalog at the end of their useful life and are properly disposed of; and
 - Implement and document oversight of the new procedures.
- 2.3 To strengthen Board governance over the budget and ensure that they have a shared baseline of budget knowledge, we recommend Library management provide a public budget overview session that is separate from regular Board meetings or refer the Board to budget training opportunities hosted by another agency.
- 2.4 To be transparent with the public about collection management using the Library Tax Fund, we recommend the Library continue to proactively communicate about how the collection is growing and changing to meet community needs, and formally incorporate collection management into any outreach and communications policies and/or plans.

There are opportunities for the Library to develop a strategic plan and evaluate its progress in implementing the plan.

Strategic planning and ongoing program evaluation are important tools in ensuring accountability for public funds. The Library currently does not have a strategic plan, through which the Library could plan how to use the Library Tax Fund to achieve its goals. The Board has, however, recently developed priorities, and stated its intent to pursue development of a strategic plan once a permanent director was in place. The Library also does not consistently evaluate its programs.

The Library lacks a strategic plan.

Although a strategic plan could serve as an important internal control to help the Library continue to make budget decisions that align with the purpose of the Library Tax Fund, the Library does not have a current strategic plan. A strategic plan documents an organization's core priorities and strategic goals to fulfill its mission. When public service providers such as the Library align their budget priorities with their strategic plan, they demonstrate accountability to fulfill their mission and be transparent in how they use public funds. This can be especially beneficial for the Library because Berkeley's municipal code is relatively vague and open-ended about how the Library Tax Fund can be used. A strategic plan can help the Library define its purpose and be accountable to that purpose. To ensure that a strategic plan is flexible enough to allow the Library to pivot as needed to meet changing community needs, a strategic plan can also be adaptable and cover a time period that is most feasible to implement.

Without a strategic plan that sets priorities for how the Library should serve the community, there is some risk that the Library could potentially spend public funds in ways that do not align with the purpose. We determined that this risk is currently low, but could increase in the future due to changes in leadership or other unforeseen changes.

According to the interim director, the Library Board has postponed developing a strategic plan until a new permanent director was in place to lead the implementation. The Library had a three-year strategic plan that was expected to cover fiscal years 2016-2018, but the director at the time resigned

in late 2015 and interim directors after that did not continue implementing the plan. Since then, the position has either been filled on an interim basis or by someone who served for a year or less. At the time of writing, the Board recently hired a new director scheduled to start September 21.

The Library has taken steps to mitigate the risks of postponing the strategic planning process. One of those steps is that the Library developed strategic activities related to the City's strategic plan. A Library Council of roughly 25 Library staff in lead roles identified three key goals from the City's strategic 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; and
- Provide excellent, timely, easily-accessible services and information to the community.

In addition to these three goals, the Board has identified the priority of supporting community safety and wellness. The Library also added another goal to continually improve internal communications. These priorities have served as an interim guide for spending decisions in lieu of a more developed strategic plan.

In July 2020, the Board also approved a resolution to formally accept and adopt a mission and vision statement for the Library. Mission and vision statements document the aspirations of an organization and they serve as a foundation for a strategic plan. According to the interim director, engaging in this process before the new director was hired will help them "hit the ground running" in terms of developing a strategic plan for the Library.

Definitions

Mission statement: The reason an organization exists, the need it is meeting in the community. An effective mission statement is concise, realistic, operational, inspirational, motivational, informative, and even emotional. It is not too abstract. The mission reflects the values and clearly states the purpose of the organization.

Vision statement: What the future holds for the community if the organization succeeds at its mission. The vision inspires action: planning, fundraising, marketing, good governance, sound management. It stimulates organizational goals.

Source: BoardSource, <https://boardsource.org/mission-vs-vision-3/>

Library lead roles included supervisors, senior librarians, and managers.

Additionally, the Board has adopted budget priorities in the absence of a strategic plan. Since the Library's previous strategic plan, which expired at the end of 2018, the Board has approved budget priorities to inform the budget for fiscal years 2020 and 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 staff and all library users.
5. Harmonize efforts of the board, management, and staff to improve library services by beginning the process of implementation of the 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.

While these priorities serve a somewhat different purpose than the long-term organizational priorities stated in a strategic plan, we determined that they are a reasonable approach to maintain transparency and accountability during this transitional time.

The Library asks for community input about how best to meet their needs, but is not yet evaluating its progress towards goals.

Although the Library has surveyed patrons to learn about how it could better serve them, it does not have a practice of regularly evaluating whether it is making progress towards improvement goals over time. A recent organizational assessment by Moss Adams, a consulting firm, found that the Library lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities. As a result, the Library may miss opportunities to better meet community needs. Program evaluations would also provide opportunities for the Library to communicate to the public about how it has met or is meeting various recommendations

from community surveys. Program evaluation is especially important to determine if new service models introduced in response to the COVID-19 pandemic effectively meet community needs.

The Library has taken some steps to identify community needs and progress towards goals. The Library recently began using community surveys to identify how it could better serve community members. As an example, the Library used information from a 2019 survey of 4,000 respondents to shape future budgetary priorities and operational practices. Based on responses that expressed interest in expanded hours and collections at the Tool Lending Library, the Library expanded hours and will soon add culinary tools to the collection. The Library also gathers community input through public comment at Board meetings and other community meetings, one-on-one interactions with librarians, and an emailed newsletter. To continue building on the benefit of the community surveys, it is important that the Library continue this practice of regular community surveys and meetings. This is especially important if the way the community accesses Library services and spaces changes as a result of COVID-19.

To ensure the Library's services align with strategic goals, Moss Adams recommended that the Library adopt a formal program evaluation process. Once the Library develops a strategic plan, Library officials can also incorporate goals from the plan into evaluation. We concur with Moss Adams' assessment and recommendation as specified below.

"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.”*

We recognize that there is a need to find a balance between implementing new programs and service delivery models and ensuring that they are effective, equitable, and accessible. The evaluation framework Moss Adams proposed is helpful to consider as a model for a program evaluation process.

Recommendations

- 3.1 To continue to develop the Library’s work on strategic priorities, we recommend Library management and the Board support the new director in developing a strategic plan.
- 3.2 To assess whether the Library’s programs and activities meet community needs over time and align with its strategic plan, we recommend the Library develop and implement a program evaluation process. We recommend that the Library make a reasonable effort to follow the guidance in the Moss Adams report to the extent feasible: program logic models, evaluation measures, related processes, and success standards. To the extent that existing program delivery models change in response to COVID-19, evaluate whether those changes result in programs that are equitable, accessible, and meet program goals.

Appendix I: Methodology and Statement of Compliance

Methodology

We audited Berkeley Public Library’s non-personnel expenditures of the Library Tax Fund during fiscal year 2018 (July 1, 2017 – June 30, 2018). We focused on non-personnel expenditures as a result of a risk assessment that determined the highest risk was among those expenditures. Specifically, we examined accounts payable and contracts. We assessed the appropriateness of the transactions we examined by comparing them to the Berkeley Municipal Code defining the use of Library Tax revenue. We also assessed whether the purchasing process followed the Library’s purchasing manual and applicable city Administrative Regulations. We communicated with Library management and staff to gain an understanding of the department’s practices for processing, approving, and monitoring its expenditures of the Library Tax Fund. We performed a risk assessment of internal controls to identify potential weaknesses, including fraud risks, in relation to Library Tax, non-personnel expenditures. We reviewed:

- City of Berkeley Fiscal Year 2018 Adopted Biennial Budget
- Library Relief Act (Measure D) ballot language and results
- Berkeley Municipal Code Chapter 3.04 (section 3.04.060) and 7.56 (section 7.56.010)
- Berkeley Public Library’s Purchasing Policy and Purchasing Manual Administrative Regulation 3.4 and Board of Library Trustees resolution R07-74
- Library Tax Fund expenditure data (non-personnel)
- Scope and services of 23 City expenditure contracts using the Library Tax in fiscal year 2018. We also included one contract from 2019 for a service that was relevant to the scope of our audit.
- Interviews with Library management and staff, as well as Board of Library Trustees
- Board of Library Trustees meeting agendas for fiscal year 2018
- Changes in budget projections and operations due to the COVID-19 pandemic

We reviewed the Library’s collection management plan for the purpose of evaluating whether the Library is transparent about the plan as it relates to the Library’s use of the Library Tax Fund to purchase books and media. We did not evaluate the specific processes and procedures associated with the Library’s collection management plan or the extent to which librarians followed the plan.

Data Population and Sample Selection

We extracted expenditure data from the City’s financial system, FUNDS. We separated the data into the main spending categories that include high risk expenditure types as well as expenditures related to the Library’s core services: contracts, library materials, professional services, technology devices, tools for the Tool Lending Library, programming, and staff travel. We used a sample size calculator and input a confidence level of 95 percent and a confidence interval of 10 percent to determine a sample size for each subset. Then, we

judgmentally distributed the sample between the spending categories based on our perception of risk level and the most material impact related to our audit objective. We used the Excel random function to randomly select the transactions to review. In all, we examined 164 transactions totaling over \$881,000.

Data Reliability

We assessed the reliability of FUNDS data by tracing to source documents; interviewing Library personnel; and gaining an understanding of Finance's regular FUNDS access review process. We determined that the data were sufficiently reliable for the purposes of this report.

Statement of Compliance

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix II: Recommendations and Management Response

We provided a draft of this report to Library management for review and comment. Library management provided comments, which are reproduced in full below.

Library management views on audit findings, conclusions, and recommendations:

It is with great interest that the Berkeley Public Library (BPL) receives and responds to the audit of the Library Tax Fund *Library Uses Tax Funds by the Book, But More Internal Controls Needed*. The Berkeley Public Library is an important and treasured local resource, is amongst the busiest libraries in the state of California, and has received accolades for its innovative policies and services. In 2020, Library Journal identified BPL as a Four Star Library due to its ability to provide access to Library resources widely and effectively. The Library welcomes recommendations from this audit that are intended to reinforce proper use of tax funds, develop improved internal controls, and ensure effective evaluation of services to sustain success and identify new opportunities for improved services and service models.

The report's findings reinforce and promote practices intended to support important Library initiatives and ensure their ongoing success through transparency and clarity. The findings focus upon a few sets of practices related to planning, budgeting, communications, public programming, and collection management. In each case, the Library can and will integrate the audit's recommendations into its practices. In many cases, those recommendations perfectly complement the Library's intended practices for the next year, including the need to institutionalize evaluative practices for public programming, develop a comprehensive strategic plan, communicate about its changing collection practices--including for those of the Tool Lending Library which will soon offer a culinary tools lending service, and continue to develop a responsive and effective social media plan.

2020 has been a difficult year for the country and the local community due to the Covid-19 pandemic, which has forced the Library to close its facilities to the public and develop new methods for service delivery. This spring, the Library nimbly transformed practices related to public communications and collections. This was made possible, in large part, due to a clear set of documented organizational priorities, as well as social media & collections plans that, although not explicitly written for pandemic conditions, defined guiding principles based upon community needs.

Although the Library has developed a rudimentary programming plan to guide evaluation and design of programs, developing a comprehensive plan will facilitate effective, community-driven programming practices both during and after the Covid-19 pandemic. In fact, doing so had been identified in the Library's 2020 priorities, and the audit reinforces the likely value of completing this work.

The Library is prepared to perform a strategic planning process and develop a strategic plan that defines operational goals and objectives. With a new Director coming aboard this fall and who can shepherd that process, the Library finds itself in a good position to take on this work.

Lastly, the recommendations related to developing a budget reserve policy and ensuring the board has sufficient background and knowledge to perform effective fiscal oversight are well timed for the development of the FY 2022/2023 budget which will take place this coming winter and spring.

2.1 To guide the Board of Library Trustees in authorizing use of the reserve, we recommend the Library develop and implement a reserve policy. We recommend that the policy:

- Define situations in which use of the reserve may be considered;
- Include a plan for how the reserve will be funded or replenished if used;
- Specify the exact purpose and timeline for any use of reserve funds, with some flexibility as needed; and
- Specify the allowable amount to withdraw per incident and/or fiscal year.

Management Response: Concur

Proposed Implementation Plan: Library Administration will develop and present a Reserve Policy to Board in 2021 (February/March/April) concurrent with the FY 2022/FY 2023 Biennial Budget process with the goal of adoption at time of Biennial Budget adoption.

Proposed Implementation Date: May/June, 2021, to run concurrent with FY 2022/FY 2023 Biennial Budget adoption.

2.2 To strengthen controls at the Tool Lending Library, we recommend the Library develop and implement purchasing procedures that require staff to:

- Document that all purchased items are entered into the catalog;
- Document that all tools are removed from the catalog at the end of their useful life and are properly disposed of; and
- Implement and document oversight of the new procedures.

Management Response: Concur

Proposed Implementation Plan: The Library's current practices with the purchase, cataloging, and deaccessioning of tools reflects the above recommendations. The Library is updating its Collection Management Plan and will update the Tool Lending Library element of the plan to document the Library's practices which are reflective of the recommendations.

Proposed Implementation Date: December 1, 2020

2.3 To strengthen Board governance over the budget and ensure that they have a shared baseline of budget knowledge, we recommend Library management provide a public budget overview session that is separate from regular Board meetings or refer the Board to budget training opportunities hosted by another agency.

Management Response: Concur

Proposed Implementation Plan: Library will identify and refer local agency training(s) on the topic of public agency budgeting and/or those that are presented by the City of Berkeley. Additionally, the Library Director and the Library's Fiscal Services Manager, will host one-on-one budget training overview sessions with each Trustee.

Proposed Implementation Date: February to April, 2021

2.4 To be transparent with the public about collection management using the Library Tax Fund, we recommend the Library continue to proactively communicate about how the collection is growing and changing to meet community needs, and formally incorporate collection management into any outreach and communications policies and/or plans.

Management Response: Concur

Proposed Implementation Plan: As indicated in the community response to the Library's 2019 community survey, access to the Library's collections is the primary reason patrons use the Library. The Library has devoted significant resources to improve patrons' experiences of the Library and to improve access to the collections via an equity-based approach with the removal of daily overdue fines and the liberalization of rules for obtaining library cards.

Communicating about the collections has been an important element of the Library's marketing and social media practices, including via monthly newsletters and social media posts that highlight newly arrived materials, and, especially since Covid-19, the Library's e-collections, such as Kanopy, Hoopla, Overdrive, and Enki.

To better institutionalize these practices, the Library's Social Media Plan will be updated to emphasize the need to consistently clarify and accentuate the Library's collection management practices and the value of an ever-changing and responsive collection. Secondly, the Collection Management Plan will be updated to include an area on the marketing of and communications about the Library's collections, focusing on the need to ensure adequate communications about new practices, resources, and collection management methods.

Proposed Implementation Date: December 1, 2020

3.1 To continue to develop the Library's work on strategic priorities, we recommend Library management and the Board support the new director in developing a strategic plan.

Management Response: Concur

Proposed Implementation Plan: To prepare for the launch of a new strategic plan, in early 2020 the Board of Library Trustees and Library staff underwent an inclusive mission and vision clarification process to develop a new mission and vision statement that was adopted by the Board by BOLT Resolution No.: R20-040 on July 1, 2020. To enhance the value and efficacy of a new strategic plan, the Library and Board will launch a comprehensive strategic planning initiative at the discretion of a new permanent Director.

Due to Covid-19 and the continuing emergency conditions confronting the City of Berkeley, the Library is faced with several challenges for developing a *longer* term plan; services in response to Covid-19 have required a radically different approach than under standard service conditions. It is unknown how long these conditions will last.

Lastly, strategic planning will likely require a solicitation of a Request for Proposals for an outside facilitator of the community input process, thus adding to the likely timeline.

Proposed Implementation Date: February, 2021

3.2 To assess whether the Library's programs and activities meet community needs over time and align with its strategic plan, we recommend the Library develop and implement a program evaluation process. We recommend that the Library make a reasonable effort to follow the guidance in the Moss Adams report to the extent feasible: program logic models, evaluation measures, related processes, and success standards. To the extent that existing program delivery models change in response to COVID-19, evaluate whether those changes result in programs that are equitable, accessible, and meet program goals.

Management Response: Concur

Proposed Implementation Plan: This recommendation aligns with the Library's operational goals and practices. The Library is developing a formal public programming plan to incorporate and institutionalize success standards, logic models, and the use of community surveys to ensure that public programming offerings are aligned around community needs. Due to Covid-19 and social distancing requirements, many new factors need to be incorporated into the plan.

Since FY 2019, the Library has devoted significant resources to support the effective evaluation of public programming with a focus upon designing programming around community and individual outcomes sought, including staff's use of logic models and evaluative surveys being conducted with a large percentage of programs. This has resulted in programming offerings that focus upon such community interests as developing DIY,

English language, and STEM skills. The Plan will document these current practices and will institutionalize evaluative practices and the setting of annual programming goals into the future.

Proposed Implementation Date: January 1, 2021

Mission Statement

Promoting transparency and accountability in Berkeley government.

Audit Team

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BERKELEY CITY AUDITOR



ACTION CALENDAR

September 2, 2020

To: Board of Library Trustees
From: Amy Roth, Trustee
Subject: Discuss Process for Onboarding of Director of Library Services

RECOMMENDATION

Discuss developing a board subcommittee intended to support the success of a new Director of Library Services by developing an onboarding process.

SUMMARY

The Library is preparing for the arrival of a new Director of Library Services on September 21, 2020. The board is committed to supporting the Director's success through identifying clear goals and direction, and helping her to connect with the Berkeley community at large to ensure an effective understanding of broad community needs.

FISCAL IMPACTS OF RECOMMENDATION

None

CURRENT SITUATION AND ITS EFFECTS

Since September of 2018, the Library has lacked a permanent Director of Library Services. The hiring of Tess Mayer as the Director of Library Services is an opportunity for the BOLT to work with a permanent Director in support of the Library's operational goals.

BACKGROUND

On August 12, 2020 the BOLT unanimously voted to offer the position of Director of Library Services to Ms. Tess Mayer. The offer was accepted by Ms. Mayer and she will begin her tenure as Executive Director on September 21, 2020.

ENVIRONMENTAL SUSTAINABILITY

No impact.

RATIONALE FOR RECOMMENDATION

As BOLT members, we are committed to ensuring the smoothest possible transition for the new Director, as well as helping to ensure the highest possible level of effectiveness and degree of success during her time at BPL.

To that end, I propose the formation of a subcommittee of the board whose charge will be to outline a comprehensive plan to aid and assist our new Director in her first six months of employment.

Formalizing this process will allow it to be implemented efficiently, thoroughly, and with a high degree of success.

ALTERNATIVE ACTIONS CONSIDERED

None.

CONTACT PERSON

Amy Roth, Board of Library Trustees



INFORMATION REPORTS

Wednesday, September 2, 2020

To: Board of Library Trustees
From: Elliot Warren, Acting Director of Library Services
Subject: Director's Report

Library Collections:

Pandemic conditions have significantly altered checkout patterns at the Library. Since June 1, about 335,000 items have been checked out, with electronic materials comprising just over 51% of those checkouts. This contrasts significantly from typical checkout patterns, in which e-resource use comprises less than 20% of circulation.

Access to both physical and electronic materials is vital for the community. The Library faces some not insignificant constraints related to sustaining access to electronic materials due to the fact that some of the services use a pricing model in which the Library is charged each time an electronic item is checked out. As a result, costs associated with some of the services (Hoopla and Kanopy) have increased, putting pressure on the Collections Services staff to identify savings opportunities elsewhere. Using the current Collection Management Plan as their guide, and considering current conditions, the Library has identified some collection areas in which savings can occur: reduction of low-use standing order materials, temporary cancellation of newspapers and a small portion of the magazine collection; and strategic shifting of dollars from purchase of low use materials to those areas of the collection in demand such as children's materials and streaming media including Kanopy and Hoopla.

The Library will soon update its Collection Management Plan to clarify some of the immediate strategies being used to ensure access to reading materials for the community under very different conditions than when the plan was first written in 2018. Elements that will be updated include, but are not limited to, the following:

- Tool Lending Library collection description will be updated to better articulate practices for adding and removing tools and to describe the goals of the culinary tools collection currently being developed
- Use of social media and other tools for marketing of collections
- Clarification of collection evaluation practices
- Overview of social justice-oriented collections
- Overview of homeschooling and parent support collections
- Updates to Biography collection practices

Tool Lending Services:

Planning resumed in Late-July and August for the Tool Lending Library's culinary collection project. As has been reported previously, the Library has received a grant of \$23,000 from the Berkeley Public Library Foundation to develop a culinary tools collection to be made available via the Tool Lending Library. That project was put on hiatus during the shelter-at-home period, and, in July, staff restarted the planning for the project.

The Library has finalized items to be ordered with special attention to responses from the patron survey conducted last spring in which the community was asked about their interests in such a collection. There

was an overwhelmingly positive response to the idea of a culinary collection, and the Library received a good amount of useful information helping the Library to identify what to purchase for the collection. The Library will be placing orders from local vendors in September. Collection Services will receive and process the materials. The Library's goal is to make the items available for checkout by patrons at the Tool Lending Library in November of 2020. The Library will also order and use an industrial-grade sanitizer to support hygiene for the collection. The Library will offer virtual culinary instructional programming as well as use of the Charlie Cart in virtual programming settings to market the collection materials. Further instructional programming and training for staff will follow.

After being closed for services due to the Shelter in Place order, the Tool Lending Library began accepting returns on July 13 and reopened for holds pickup on July 27. Staff and patrons have adapted remarkably well to a new service model intended to support community safety under pandemic conditions. All tools are sanitized and quarantined for 72 hours upon return. In order to borrow tools, patrons must call the Library to place a hold prior to coming to the Library for checkout. Holds are held for 3 days and all items now checkout for 7 days no matter the type of item. Tool Lending Specialists regularly provide overviews of the new procedures for Library patrons. The Library created a helpful infographic and the Library informed the public of new procedures through the Library Newsletter and Social Media. Multiple units within the Library, including IT, Maintenance, Collection Services, and Administration provided crucial support in enabling the Tool Lending Library to reopen safely and efficiently.

Through August 19th, 923 holds had been placed on tools with 1,500 items checked out and 1,652 items were quarantined and checked in.

Support for Students in Berkeley: Brainfuse

In August, the Library requested and has been granted \$13,500 from the Berkeley Public Library Foundation for a one year subscription to the online tutoring service, Brainfuse. Brainfuse is a virtual, internet-based tutoring product that primarily helps students from grades kindergarten to 12th achieve their educational goals. Brainfuse also offers academic and career support for adults.

Providing access to Brainfuse is a strategic response on the part of the Library to the COVID-19 public health crisis in awareness that the pandemic has dramatically changed most aspects of life. Offering access to online tutoring is intended to support the need for students to obtain supplementary learning under conditions in which there may be limited person-to-person interaction at school.

Offering Brainfuse is also a response to the unemployment rate in Oakland-Hayward-Berkeley, which was 13.4% as of June 2020. Last year's estimate of unemployment was much lower: 3.1% (<https://www.labormarketinfo.edd.ca.gov/>).

Under these conditions, the Library believes that Brainfuse is one tool of many that can support the interests of Berkeley students and the community at large. The offering of Brainfuse also aligns with the service and programming goals of the Library by supporting social/racial equity, access to community resources, the offering excellent of information to the community, and individual/community learning.

The Library plans to engage in a wide spectrum of activities to promote Brainfuse to the Berkeley community through virtual outreach with local schools, Berkeley City College, Berkeley Adult School, and other community organizations. The Library thanks the Berkeley Public Library Foundation's generous financial donation to fund Brainfuse.

Social Media

The Library continues to engage in virtual relationship-building and the dissemination of important Library announcements and information to Berkeley community members on Instagram and Facebook. The strategic goals of the Library's social media activities are to promote excellent customer service beyond the physical library; to highlight library services and collections; and to engage community members with educational resources, literature, science information, and culture.

During the Shelter-in-Place period, the Library developed a social media team that included a number of Supervising Librarians, and, since initiating Outdoor Pickup in June, that group has integrated a number of other frontline staff who now help produce social media content, including for two regular postings related to the Library's collections: #MondayPoetryPause in which the work of a local or prominent poet is shared, and #ThrowbackThursday, in which the Library promotes content from the Library's local history collections.

Social media efforts have recently emphasized ways to access the Library's collections and how the Library's offerings have changed in response to changed community needs during the pandemic, accentuating such things as access to streaming content and homeschooling materials.

Summer Reading Program

1,738 total patrons registered for the 2020 Summer Reading program, with 447 of those finishing all of the requirements to complete the reading challenge. The number of registered patrons was evenly split between the adult/teen reading challenge and the children's reading challenge: 869 registered for each program. Out of that number, 383 kids completed the challenge, while 64 adults and teens registered as having finished. There were 925,424 minutes read over the course of those two months, and patrons logged 3,247 individual book titles as completed.

Those who finished the adult/teen challenge were entered into a prize drawing to win one of the following prizes:

- Acoustic Guitar
- Concert Ukulele
- Gift Cards
- Kindle Paperwhite
- Kindle Fire

Those who completed the children's reading challenge were entered into a prize drawing to win one of these prizes:

- 8-speed bike donated from Mike's Bikes of Berkeley
- Kid's Gardening set
- Dig and Discover Dinosaur Egg set
- Science Kit
- Ada Twist Scientist hardcover picture book and plush doll
- Gift Cards for various local establishments

The Library hosted five virtual summer reading programs with wonderful, engaging performers. 248 community members attended.

Public Programming

The Library is simultaneously embarking upon two important initiatives related to public programming:

- Developing a comprehensive programming plan
- Offering virtual programming across age levels

A programming plan will incorporate goals and methods for evaluating the efficacy of the Library's programming efforts. It will describe ways to shape programming around community needs and will clarify methods to identify such needs through qualitative and quantitative data assessment. It will present short term and long term objectives and strategies around already identified community needs. Spearheading this effort will be staff from the Library's Central Children's and Central Support Services divisions, in concert with Library Management.

The presence of Covid-19 has forced the Library to pivot efforts away from in-person public programming to online programs. The Library initiated such programming with the Summer Reading program, offering five

family programs. Most recent efforts have revolved around offering weekly storytimes as a collaboration among all of the Library's children's librarians.

The Central Library's Adult Services Division is developing numerous virtual programs to begin this fall, including such things as technology help, small business information, poetry programming, master-gardener talks, culinary programs, STEM programming, and much more.

Weekly Virtual Storytime

The Library initiated a weekly virtual storytime in August in which children's librarians team up to deliver short story times streamed weekly on Facebook Live. There have been 746 total views (at the time the statistics were taken) of the three storytimes.

The primary goal of Library storytimes is support children and families in early literacy development. Offering a virtual storytime provides a source of connection and comfort to children and caretakers during this uncertain time. The Library hopes to give a sense of normalcy and allow children to see the familiar faces of their neighborhood librarians.

In June, children's librarians viewed an exceptional workshop on Creating Outstanding Online Storytimes. The 90 minute workshop was presented by ALA and led by Kathy McMillan, children's librarian, author, sign language interpreter and storyteller. Staff also took part in countless tests of the Zoom platform to gain familiarity and allow streaming from Zoom to Facebook Live to run more smoothly. Staff then transitioned to using a Canon camera for filming to allow for a cleaner, sharper image. The Library is currently in the process of evaluating and purchasing additional equipment, services, and software to make storytimes more accessible, engaging, and easier to create.

Berkeley Reads Literacy Initiatives

The Library's Literacy Division, Berkeley READs, has been very active during the shelter-in-place period and has focused its attention on engaging or preparing to engage with adult learners on a number of initiatives.

This includes the Key to Community Involvement project, offering an online version of the Library's popular English Language Conversation clubs, and developing new methods to serve clients through collaborations with partnering organizations.

The mission of the Key to Community Involvement Project is to provide peer-to-peer inspiration and motivation for voter involvement among learners. The project is being implemented in collaboration with *Common Knowledge*, a nonpartisan organization committed to developing and disseminating accessible civic information in partnership with local literacy services programs. Berkeley READs has played a leadership role developing the program statewide in concert with the California State Library. Output includes developing and distributing easy to read information that helps people feel more confident about participating and making up their own mind about the candidates and issues

Work on this initiative performed by the Library's Literacy division includes involvement in six presentations/trainings/workshops/round table discussions from August to October with adult learners playing leadership roles. This includes:

- Getting Ready to Vote and What's on the Ballot workshops for statewide California Library Literacy Services programs;
- 100th Anniversary for Women's Right to Vote special event,
- Review and simplification of the 2020 Easy Voter Guide which is a collaboration between the California State Library and the League of Women Voters.

The Library's ESL Conversation Club restarted online in August after research/vetting of various options to do so. They are now offered via Zoom and are co-hosted by an Adult Services Librarian from the Central Library and a Literacy staff-member along with volunteer conversation leads. Online practices are modeled

after the popular in-person format with an emphasis upon equitable and appropriate conversational engagement.

Lastly, much effort has been invested in developing community partnerships to facilitate Literacy outreach and remote one-on-one tutoring sessions with clients identified via new partners:

- COB Senior Services-Senior Centers for computer/digital literacy in order to address the issue of isolation and the need for remote connection.
- Regional Center for the Disabled with the Independent Living Skills counselors and clients.

Efforts are also continuing with current partners:

- Berkeley Adult School-Adult Basic Education (BAS- ABE) summer book circle, health literacy, and tutoring for referred students; in the fall quarter, Literacy will focus on a prep class for the program's low-literacy students who are identified as struggling in Adult Basic Education.
- New Bridge residential treatment program referred their clients for the one-on-one tutoring scheduled in back-to-back sessions.

Staff Trainings

The Library is engaging in providing Library services to the community under very different conditions than is typical due to the Covid-19 pandemic. To support's staff's ability to perform the work effectively, and to help identify tools and methods most likely to achieve the Library's goals, many Library staff have attended numerous online trainings from various organizations during the summer, including the following:

- The Transition From In-Person Adult Programs to a Virtual Environment
- Video Creation and Editing for Instruction in Libraries
- Design In Libraries To Support Wellness Principles
- Whole Person Librarianship: Partnerships to Prepare Libraries webinar
- InfoPeople Reader's Advisory Online Course
- Resources for Creating Outstanding Online Storytimes

The Library will continue to identify and offer similar trainings widely in support of Library operations and service, particularly due to the need to support staff as community needs change due to Covid-19.

CONTACT PERSON

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