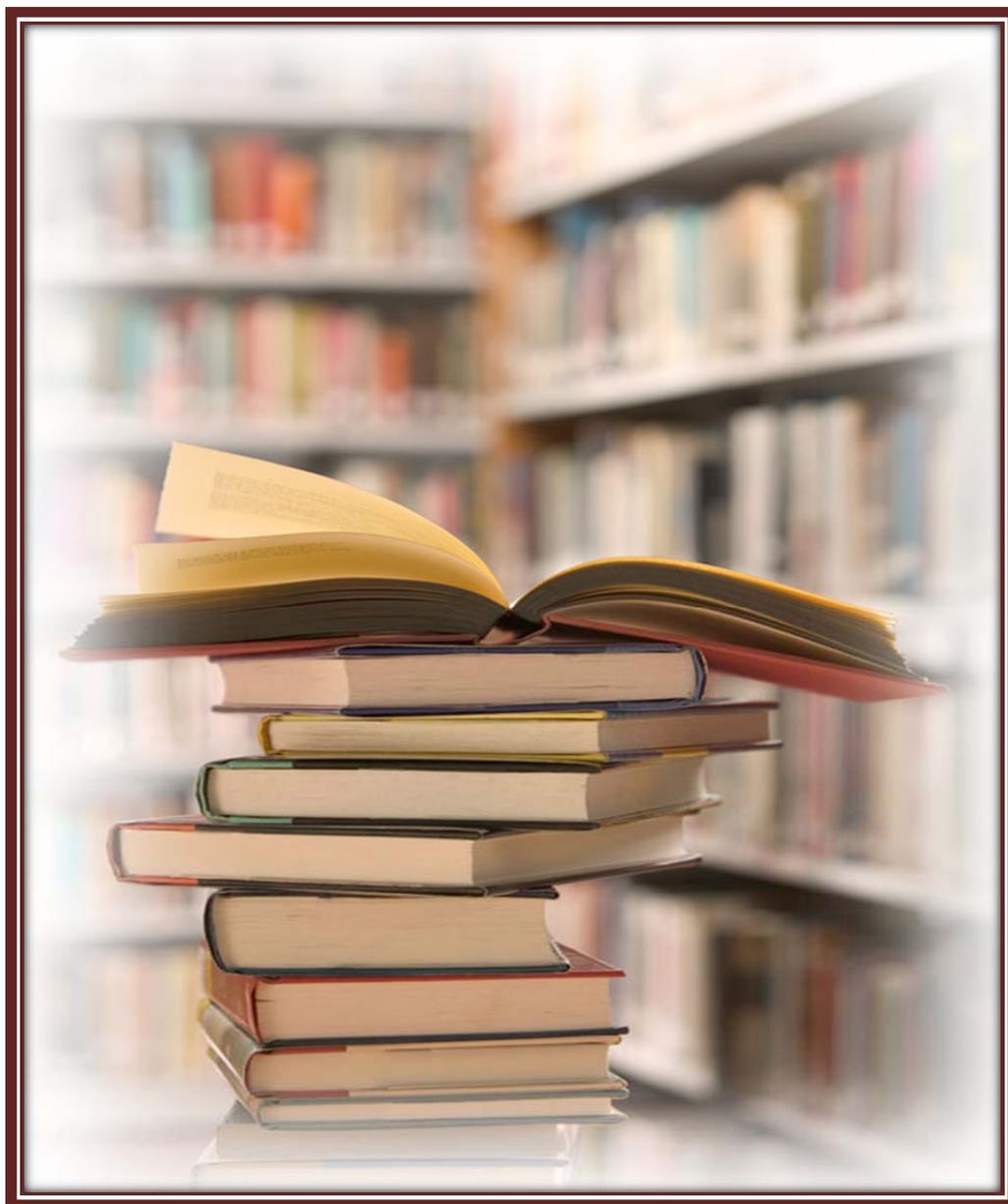


Brentwood Library Foundation
Formation Process
January 2014



Introduction

The City of Brentwood has completed a Needs Assessment for the future library facility and has explored several development options under Capital Improvement Project number 337-37222. The Brentwood City Council has selected a design model which far exceeds the Capital Improvement Budget amount set aside for the new library.

While City staff and City Council investigate funding options, the Brentwood Library Foundation is also being formed initially to raise funds to help supplement the construction budget for the new library.

Tax limitations, growth in population and library use, plus rising costs have outpaced tax support to provide a quality library facility that the public needs and expects. With gifts from individuals, businesses and charitable foundations, the Brentwood Library Foundation can make the difference between just getting by and/or settling for less or providing a great library.

In an effort to assist with the library foundation formation, City staff has compiled the information in this book which relate to the development and formation of the foundation. The sample documents in this book are drafts only and will need to be revisited and revised to suit the needs of the Brentwood Library Foundation once the Board of Directors is in place.

City staff is happy to assist the library in the formation of the Brentwood Library Foundation where appropriate and where directed by Council. However, the tools provided in this book should enable the library to move forward with the foundation formation as soon as the library is ready for this undertaking.

Feasibility Study for Capital Campaign

A feasibility study will be conducted by an outside consultant in conjunction with the Board of Directors to determine if a capital campaign is feasible in Brentwood. The study will determine if there are enough donors in Brentwood to warrant a capital campaign to raise funds for the library.

The three phases of the capital campaign are:

1. Ramping Up Phase – The Board / Committee meets regularly, starting ramping up the campaign by identifying potential donors and potential fund raising events.
2. Quiet Phase – Board members visit in person with potential donors that have been identified in the feasibility study survey.
3. Public Phase – Reach out to the rest of the community, through a mass-mailing (although return is only 2%), holding fundraising events at the library or one on one meetings.

Prior to the consultant being selected, a Request for Proposal / Qualifications will be issued to viable organizations experienced in these studies. The library, with the assistance of the City if requested, will choose the best firm for this task.

In addition, the ideal consultant will also assist in the formation of the foundation and advise the Board of Directors on moving forward with the foundation and creating a sustainable plan.

A draft Request for Proposal has been created and is available for the library to use.

See Exhibit A – RFP/Q for Feasibility Study.

Brentwood Library Foundation Case Statement

A “Case Statement” is needed to make a consistent statement about the library, its programs, functions, needs and potential future demands. This statement can be revised and edited as needed and is used in the areas of grant writing, marketing materials and literature.

In the case of the Brentwood Library Foundation, the Case Statement is an adaptation of the Needs Assessment conducted for the new Brentwood Library, combined with the County’s strategic plan. Both documents clearly identify the library’s current functions and programs as well as what the library needs to look like now and in the future.

See Exhibit B – Brentwood Library Foundation Case Statement.

Board of Director Recruitment

The Brentwood Library will need to begin a recruitment campaign for the Foundation Board of Directors. Selection of the Board can initially begin through advertisements in the paper, notices in the library and word of mouth.

If the initial directors are not named in the articles of incorporation, the incorporator can and should appoint the board through a written action. Under California law, a non-profit board may be composed of as few as one director, but the IRS is unlikely to grant 501(c)(3) status to a non-profit with only one director and most non-profits have anywhere between three and 25 directors.

These directors should understand their duties and responsibilities to act with reasonable care and in the best interests of the organization while providing direction and oversight over the organization's activities, finances, officers, and legal compliance. BoardSource offers valuable resources on non-profit corporate governance, including these *Ten Basic Responsibilities of Non-profit Boards* (<http://www.boardsource.org/Knowledge.asp?ID=3,368>).

At the onset of the Foundation, the Board of Directors is an unpaid group of volunteers until such time that the Foundation is fully established. However, the ideal Board members should be a specific group of individuals who possess, at a minimum, the following requirements:

1. Knowledge of non-profit agencies
2. Business acumen
3. Have "connections" to the community and to potential donors
4. Have the time to devote to the Foundation and not consider it a "part-time" hobby
5. Have the ability to donate to the Foundation and support the fundraising events

Once directors have been selected, at the first board meeting (or by unanimous written consent of the directors), the board should take the following actions:

1. Adopt the bylaws and conflict of interest policy
2. Elect officers
3. Adopt a fiscal year (such as a year ending December 31 or June 30)
4. Approve establishing a bank account
5. Approve applying for federal and state tax-exempt status
6. Approve reimbursement of start-up expenses (if applicable)
7. Approve the compensation of the executive director (CEO) or the treasurer (CFO) (if applicable)

See Exhibit C – Brentwood Library Foundation Board of Director Recruitment Brochure.

Apply for Non-Profit Agency Status

1. Determine the name of the corporation. A non-profit is typically formed as a corporation and its name can be a valuable asset. In California, a corporation name may be adopted if the name is not the same as or too similar to an existing name on the records of the California Secretary of State, or if the name is not misleading to the public. You can check the current database of existing names in the business search page on the Secretary of State website (<http://kepler.sos.ca.gov/>). You can also reserve a name for 60 days by mailing in a Name Reservation Request (<http://www.sos.ca.gov/business/corp/pdf/naavreservform.pdf>). You must also make sure the name does not infringe on another person's trademark rights. This is not always easy to determine, but a good start includes running a trademark search on the U.S. Patent and Trademark Office database and a simple Google search. For some founders, it may also be important to confer with intellectual property counsel to help ensure they are not infringing on another's rights and to protect their name from being used by other parties.
2. Obtain an employer identification number (EIN). An officer or authorized third party designee may apply for and obtain an EIN online ([http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Apply-for-an-Employer-Identification-Number-\(EIN\)-Online](http://www.irs.gov/Businesses/Small-Businesses-&-Self-Employed/Apply-for-an-Employer-Identification-Number-(EIN)-Online)).
3. File the initial registration form (Form CT-1) with the California Attorney General's Registry of Charitable Trusts. This annual registration is required for the majority of non-profit public benefit corporations and must be filed within 30 days after receipt of assets. The Form and Instructions are available online (<http://oag.ca.gov/charities/forms>). The corporation's articles of incorporation and bylaws should be included in the initial filing. The Form 1023 application and federal determination letter (Step 9) should be submitted upon receipt of the determination letter to complete the filing.
4. File the Statement of Information (Form SI-100) with the Secretary of State. The Statement must initially be filed within 90 days of the date of incorporation. This biennial filing requirement, which identifies the organization's address, principal officers, and agent for service of process, can be filed online (<https://businessfilings.sos.ca.gov/>) or by mail.
5. Apply for federal tax exemption with the Internal Revenue Service (IRS) and receive a determination letter from the IRS. Completing the Form 1023 application for exempt status under Internal Revenue Code (IRC) Section 501(c)(3) (<http://www.irs.gov/pub/irs-pdf/f1023.pdf>) may be the most challenging part of the start-up process. It is a legally-driven and comprehensive inquiry covering 11 Parts and 8 Schedules. A critical section for careful completion is Part IV, Narrative Description of Your Activities, which asks (<http://www.irs.gov/pub/irs-pdf/i1023.pdf>):

For each past, present, or planned activity, include information that answers the following questions.

- What is the activity?
- Who conducts the activity?
- When is the activity conducted?

- Where is the activity conducted?
- How does the activity further your exempt purposes?
- What percentage of your total time is allocated to the activity?
- How is the activity funded?
- List any alternate names under which you operate, including any “aka” (also known as) or “dba” (doing business as) names.

Form 1023 also requires information regarding (a) organizational structure; (b) compensation and other financial arrangements with officers and directors, and certain highly paid employees and independent contractors; (c) members and other individuals and organizations that receive benefits from the organization; (d) organizational history (e.g., an organization that was spun off or previously fiscally sponsored by another organization may need to complete an additional schedule as a successor organization); (e) specific activities; and (f) actual and/or projected statement of revenues and expenses (which should be consistent with any identified activities).

Part X is designed to determine the organization’s classification as either a private foundation or a public charity. Public charity status is generally the more favorable tax status, but requires an organization to meet certain requirements. For most organizations, this means passing a public support test over a five-year measuring period. For organizations that will receive a large bulk of their support from few sources over their first five years, monitoring and managing of the public support ratio may be critically important. Public Charity Status Simplified (a little) is a helpful online resource from Insight Center for Community Economic Development.

The filing fee for Form 1023 is currently \$850 for all but the smallest organizations.

The IRS may typically take 3-4 months or longer to process a Form 1023 application for exempt status. However, the waiting period may be much longer if the application contains errors, omissions, or other information that require additional development by a special IRS department. The IRS application process is further explained on its Where Is My Exemption Application website (<http://www.irs.gov/Charities-&-Non-Profits/Where-Is-My-Exemption-Application%3F>).

6. Apply for California tax exemption with the California Franchise Tax Board (FTB) and receive an affirmation of exemption letter from the FTB. Organizations with a 501(c)(3) federal determination letter can request California affirmation of tax exemption under California Revenue & Taxation Code section 23701d from the FTB by filing Form 3500A along with a copy of the IRS determination letter. The FTB will recognize the organization’s exemption from state income taxes as of the federal effective date. An organization that does not have a 501(c)(3) federal determination letter is otherwise required to file the more complicated Form 3500 for state income tax exemption. There is no fee for Form 3500A and a \$25 fee for Form 3500.

You can find a downloadable form at

<https://www.ftb.ca.gov/forms/misc/3500a.pdf>

Articles of Incorporation

The Brentwood Library Foundation will need to draft and file the articles of incorporation. A corporation is legally created with the filing of the articles of incorporation. Articles of incorporation typically identify:

- (a) The organization's name;
- (b) Purpose or purposes of the non-profit;
- (c) Agent for service of process -- that is, a person whose name and address are identified and who can receive lawsuits and other official correspondence and other matters; and
- (d) Any limitations on corporate powers.

The articles of incorporation are typically signed by an "incorporator," which can be just one person but may also be signed by the initial board of directors if they are named in the articles.

A draft Articles of Incorporation for the Brentwood Library Foundation has been created for review and revision by the Brentwood Library and potential Board of Directors of the Brentwood Library Foundation.

See Exhibit D – Draft Articles of Incorporation for the Brentwood Library Foundation

Bylaws

The Brentwood Library Foundation will need to draft the bylaws and conflict of interest policy. A corporation's bylaws typically address, at a minimum, fundamental provisions related to the management of the activities and affairs of the corporation. Bylaws should provide guidance to the board and reassurance of sound governance practices to government authorities, funders, and other interested stakeholders.

Bylaws typically contain specific provisions detailing:

- (a) The purpose or mission of the non-profit;
- (b) How directors are elected or otherwise selected (e.g., by majority vote of directors at the annual board meeting);
- (c) How the board may take an action (e.g., by majority vote of directors);
- (d) How board meetings are called and noticed (e.g., six times per year with 14 days advance notice by email);
- (e) How board meetings are conducted (e.g., the chair of the board presides);
- (f) The officers of the corporation (a president or chair of the board, secretary, and treasurer or chief financial officer are required by California law);
- (g) The duties and responsibilities of each officer;
- (h) The authorization of board and non-board committees (e.g., committees tasked to act with the authority of the board versus committees that can only make recommendations);
- (i) The level of indemnification provided by the corporation to protect its directors, officers and other agents; and
- (j) The reports due to directors (e.g., financial reports).

If the non-profit has voting members, the bylaws will also need to contain additional provisions regarding member rights and processes. Non-profits considering a voting membership structure may want to first discuss such structure with a lawyer, particularly if they do not expect their members to actively participate in meetings and regularly exercise their voting rights. Public Counsel provides an *Annotated Form of Bylaws for a California Non-profit Public Benefit Corporation* on its website (<http://www.publiccounsel.org/publications?id=0060>).

Separately articulated policies commonly supplement the bylaws in addressing key governance and management issues. For example, although not required by federal tax law, it is considered to be a best practice for any non-profit to have an adopted conflict of interest policy. Additionally, a non-profit must describe its policy regarding conflicts of interest in the IRS Form 1023. Accordingly, it would be advantageous for most non-profits to adopt a policy similar to the sample policy provided in Appendix A of the Instructions to Form 1023 (<http://www.irs.gov/pub/irs-pdf/i1023.pdf>

A draft of the Bylaws has been created for review and revision by the Brentwood Library and the potential Board of Directors for the Brentwood Library Foundation.

See Exhibit E – Draft Bylaws for the Brentwood Library Foundation.

Naming Policy

A naming policy should be created that authorizes City staff to work with the Brentwood Library Foundation to develop and manage a naming opportunities component of the fundraising efforts of the Foundation. This policy allows staff, **though City Council authorization**, to work with the Foundation on developing a plan to designate interior and exterior areas, rooms, and furnishings available for naming opportunities.

A draft Naming Policy has been created for review and revision by the Brentwood Library and Brentwood Library Foundation Board of Directors.

See Exhibit F – Draft Naming Policy

Funding Agreement

A Funding Agreement between the City of Brentwood and the Brentwood Library Foundation should be created that outlines the Foundation's fundraising pledge and commitment to transferring the monies collected to the City.

The agreement also outlines the City's commitment to submit grant applications for operational and programming support. Likely will remove that section from the agreement upon further review.

A draft Funding Agreement has been created for review and revision by the Brentwood Library and Brentwood Library Foundation Board of Directors.

See Exhibit G – Draft Funding Agreement

Mission Statement

BRENTWOOD LIBRARY FOUNDATION

MISSION STATEMENT

DRAFT FOR REVIEW

1. The Brentwood Library Foundation is a public nonprofit organization formed in 2013 to raise private funds for a new and improved library, collections, programs and services for the Brentwood Library.
2. After construction of the new library facility, the ongoing mission of the Brentwood Library Foundation is to raise private funds to supplement public funding of the Brentwood Library in order to ensure that our library can serve the Brentwood public with free and convenient facilities and services.
3. The City of Brentwood has completed a Needs Assessment for the future library facility and has explored several development options under Capital Improvement Project number 337-37222. The Brentwood City Council has selected a design model which far exceeds the Capital Improvement Budget amount set aside for the new library.
4. While City staff and City Council investigate funding sources, the Brentwood Library Foundation is also being formed initially to raise funds to help supplement the construction budget for the new library.
5. Tax limitations, growth in population and library use, plus rising costs have outpaced tax support to provide a quality library facility that the public needs and expects. With gifts from individuals, businesses and charitable foundations, the Brentwood Library Foundation can make the difference between “just getting by” and providing a great library.

Board Member Agreement

The Brentwood Library Foundation will need to develop a board member agreement that outlines the responsibility of the members, on both the fiduciary and committee levels.

A sample agreement is attached as Exhibit H, but the final language in the agreement will need to be agreed upon by the first Board of Directors of the new foundation.

Marketing Strategies and Fundraising Options

Marketing strategies and fundraising options will be discussed once City Council has approved the Naming Opportunities Policy. Once this has occurred, City staff will work with the Brentwood Library Foundation to establish those areas of the proposed library that will be available for naming options and donor contributions. In addition, further fundraising strategies should be developed in conjunction with promoting the new library. These ideas can be discussed when the Brentwood Library Foundation Board of Directors is in place.

Exhibit A



BRENTWOOD LIBRARY FOUNDATION

**REQUEST FOR PROPOSALS / QUALIFICATIONS
CAPITAL CAMPAIGN FEASIBILITY STUDY**

DRAFT

Submit Proposals to:

Address, Phone, Email
Year that firm was established

Firm Capabilities:

- Describe the services provided by your firm relative to a capital campaign feasibility study and any additional services offered with respect to assisting a fledgling foundation.
- Outline the experience your firm has with similar projects / studies.
- Are any of your staff current members of the Association of Fundraising Professionals?
- Describe your feasibility study process, including a timeline.
- Include the duties you perform and those you expect to be performed for the Brentwood Library Foundation feasibility study.
- Describe the duties you anticipate will be performed by the Brentwood Library Foundation members.
- List professional information for any staff member that you deem to be a critical team member in this process.
- What are your expectations of the Brentwood Library Foundation during this process?
- What information and recommendations will be included in the feasibility study?
- Note if any workspace at the library or other resources will be needed.

Fee:

Provide a total, itemized estimated firm fee for completion of the project.
Include a list of anticipated reimbursable expenses and the rate charged for each.
Indicate any other fees or charges that may be incurred.

Insurance Requirements:

What are the library's insurance requirements for this type of work?

QUESTIONS

Questions regarding this RFP/Q may be submitted in writing no later than _____ to the address above or by emailing _____.

Questions and responses will be provided to all interested parties via email no later than _____. To be included on this distribution list, please send a request to _____.

We thank you in advance to your response to this RFP/Q and look forwarding to reviewing your proposal.

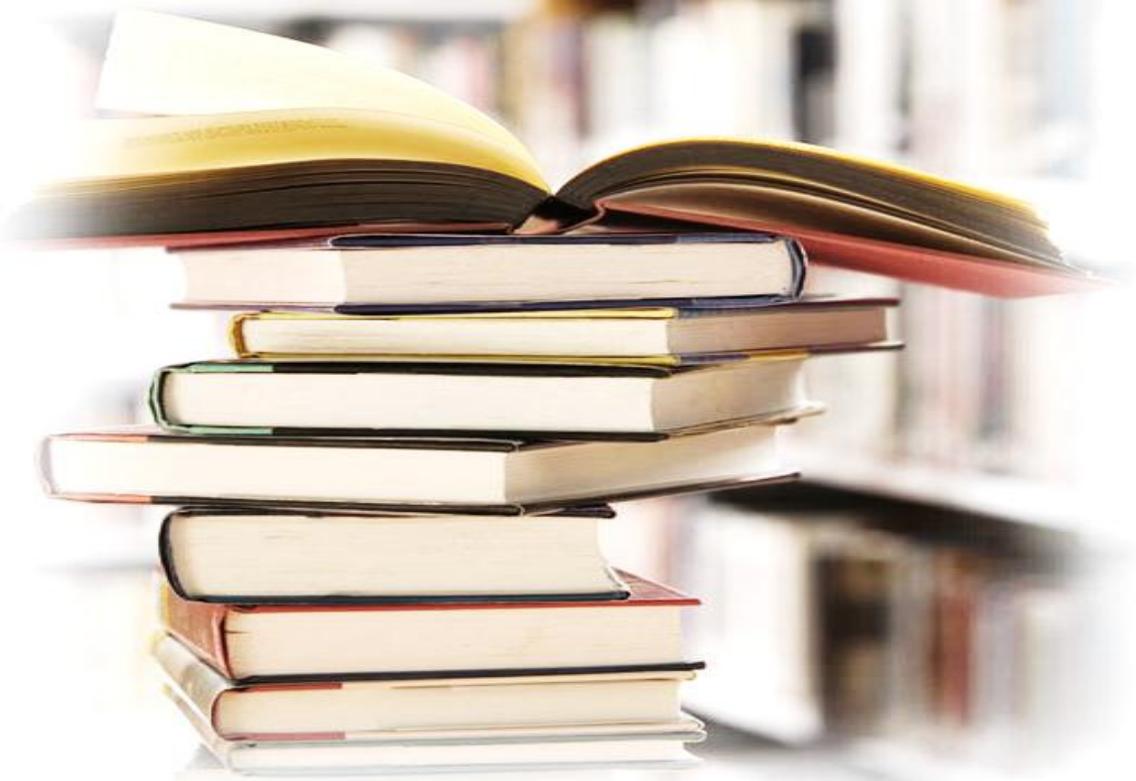
Sincerely,

Exhibit B

BRENTWOOD LIBRARY FOUNDATION

CASE STATEMENT

January 2014



A library is not a luxury but one of the necessities of life.

Henry Ward Beecher

INTRODUCTION

In July of 2013, the City of Brentwood conducted a Needs Assessment to determine what the future Brentwood library should be. Considering operating budget constraints, current location, infrastructure available and Contra Costa County's community library model, the Needs Assessment recommends a downtown library whose area ranges from 20,000 to 25,000 square feet.

STRATEGIC PLAN

In 2006, the Contra Costa County Library (CCCL) published the results of years of user analysis in the Strategic Plan. The document is intended to guide Library development vision county-wide. As published in the Strategic Plan, the following findings reflect the needs and preferences of the Community:

- ✚ Emphasis on children and teens
- ✚ Library as a leader / advocate for reading
- ✚ Information support for lifelong learning
- ✚ Library as place
- ✚ Easy, independent exploration
- ✚ Tie-in with the arts

The CCCL lists these Strategic Initiatives as priorities for its community libraries "towards building long-term capacity for success":

- ✚ Reading
- ✚ Information for lifelong learning
- ✚ Collaboration
- ✚ Branding

READING

The Brentwood Library should continue to build the largest possible collection of books with a specific focus on collections geared towards children and families to better meet County goals for lifelong learning. The current facility has a good-sized collection of books, but is severely hampered in its ability to offer them up in a way that encourages "easy, independent exploration".

INFORMATION FOR LIFELONG LEARNING

While children are an important demographic in terms of library use, the goals of the organization are to provide a learning space for all ages and education levels. The City's seniors are another key user group who make strong and consistent use of library programs.

Technology has revolutionized our society in the past decade, and has resulted in "changes in the way libraries do business". Access for persons of all income levels to computers and the Internet is increasingly important. As with most community libraries, Brentwood experiences a high use of its public computers. To better serve its growing population, the library needs to expand its number of available computers with a focus on providing technology services that the community needs and uses.

COLLABORATION

In spite of the prevalence of “digital” learning spaces, humans still need physical places in which they can interact safely and freely. One of the most important things a library can offer its patrons is a place that fosters community cohesiveness – whether the programs are directly sponsored by the library or not. To do this, the Brentwood Library needs exhibit areas and meeting spaces for small and large groups alike.

The library partners effectively with many local groups. It is especially crucial that the library continues to engage with local schools, including the Liberty Union High Schools. Brentwood’s 2011 school average API score was 807, compared to the statewide average of 791. The community has a strong foundation for learning and the library must continue to foster tools for literacy. Through local partnerships, library-run programs can connect more strongly with the greatest number of people in the community.

BRANDING

The concept of “branding” incorporates not only logos and letterhead, but everything in the visual realm that speaks to an organization’s values. The brand of the Brentwood Library is embodied in its hardworking staff and volunteers, in its pride of place at the center of Downtown, in its tidiness and welcoming nature, in its accessibility to people of all stripes. In most libraries, branding is apparent in the lobby display cases, in the public art, in the café or outdoor reading rooms, and in the books readings and community programs they offer.

Most visibly, a library’s brand is expressed in its building. The Downtown City Park location is ideal in that it grants the library a sense of place as part of a collection of noble civic institutions. The facility itself need not be vast or expensive, but it should be appropriately seated and finished. The entrance of a Public Library should be generous and transparent enough to welcome all comers. Brentwood has a strong heritage and culture that can and should be expressed by means of a good public facility. The physical surrounds of a Public Library are a direct expression of its community pride. – a place to showcase what is unique and wonderful about the area and its history.

LOOKING TOWARDS THE FUTURE

In 2012, the Brentwood Library recorded 21,674 cardholders which is 4.5% of the total cardholders in the CCCL systems and 29.85% of the population of Brentwood. During the month of May 2013, the average number of visitors to the library was 385 per day.

Projections show that the Brentwood population will grow 70 percent to over 77,500 people by the year 2035, as compared to an approximate 28 percent projected increase for Contra Costa County. In 2008, 36% of people living in the East Bay region fell within “Generation X” (Age 26-42) and another 22% fell within “Generation Y” (Age 18-27). This hints at a significant amount of young professionals - more specifically, young growing families (68% in Brentwood) which is one of the larger served populations for community libraries.

The greater Brentwood community is generally characterized by its small-town farming heritage turned modern bedroom community. This is a well-educated community, with an above average household income. Further, this is a growing community that used its library well and takes pride in its culture. To grow with this community, the Brentwood Library needs better infrastructure and more space.

HISTORY OF THE BRENTWOOD LIBRARY

After untold years of undocumented occupation by native Miwok, Brentwood began its modern existence as part of a Mexican land grant to Spaniard Jose Noriega in 1835. By 1837, the Rancho Los Meganos had been sold to English-born John Marsh and the property became known as the Marsh Ranch. Through a series of unfortunate mortgages and foreclosures, the Marsh family lost the land and it became property of British agricultural investment company, Balfour-Guthrie in 1910. This signaled the start of Brentwood as a major source of agricultural products in the Bay Area.

The below excerpts regarding the development of the Brentwood Library are taken from a timeline put together by the East Contra Costa Historical Society:

- 1908 *Liberty Union High School library was started-by 1910, there were 859 volumes in their collection of books. The public paid a membership fee of 25 cents a month to have library privileges.*
- 1914 *Article in Contra Costa Gazette: "The new library and reading room at Brentwood will be opened to the public January 5, 1915. Brentwood can claim the distinction of being the first town in the field to put up its own building. Entire credit is due the Library Association which was formed last February, with Mrs. Andrew Bonnickson at its head and executive committee of earnest and progressive women."*
- 1914 *First official library building was built at the corner of Third & Oak. Building was a 16' x 20' structure costing \$400 to build. Zelia Cook was the first librarian.*
- 1919 *Library building burned in July, 1919. Books that were salvaged from the flames were stored in Herk Logan's home on First Street.*
- 1920 *The Brentwood Library Association bought the domestic science building from the LUHS school district for \$850 and had it moved from the school campus (corner of Maple & First) to 648 Second Street. The lot on Second Street was owned by Balfour Guthrie.*
- 1926 *Letitia Gregory, from Gregory Nursery, donated trees and plants to landscape the grounds around the library.*
- 1931 *The Brentwood Library Association reorganized and became the Brentwood Women's Club.*
- 1933 *The Brentwood Women's Club and Balfour Guthrie deeded the library building and the lot to the County.*
- 1979 *New library built in the City Park with funds from a federal community grant. On April 30, 1979 the first two books were checked out to Supervisor Eric Hasseltine and Mayor Bruce Ghiselli.*
- 1981 *Diane Alexander hired as librarian.*
- 1988 *Brentwood Library has 47,000 books.*

Since the Eighties, Northern California has seen major changes. Especially in the last decade or so, population and housing have seen rapid growth along with disastrous falls. Brentwood's expansion is illustrated in the "Population Base" section of this document. Along with technological and transportation changes, the spread of construction related to growth has drastically changed the nature of the city, from farming land to suburban bedroom community.

CONTRA COSTA LIBRARY SYSTEM

The Brentwood Library is part of the Contra Costa County Library (CCCL). This system has for decades offered a “shared county collection” of volumes, housed in Pleasant Hill’s Central Library, that could be delivered to any Community Library in the county. From the “Contra Costa County Library New Strategic Plan” dated January 9, 2006:

The Pleasant Hill Library was not always the “Central Library.” This designation evolved over time. After World War II, as the county population increased, the Contra Costa County Library’s primary function was to augment community library collections, which in that era were quite limited. This was accomplished by purchasing supplementary materials and moving entire collections of additional books from community to community on a rotating basis. This operation was managed from the County Library administrative offices located in Martinez.

The rotating collections service had proved to be quite popular and had been expanded. The County Library now needed a central location where materials could be warehoused, thereby allowing the collections that were provided to the community libraries to be reviewed, reconfigured, and maintained with each rotation. The County Library hired a consultant to project population growth and to identify the future population and transportation center of Contra Costa County. The consultant identified – accurately, as it turns out – Pleasant Hill. [...]

As the county grew, so did its many community libraries, and the rotating collection service was no longer the best use of County Library resources. Over time, the County Library created a union catalog of all the holdings in all the community libraries, and initiated a delivery service that connected all the library facilities. With these changes, library materials could be shipped from any county library location to users in any other county library location, on demand.

The transition from “just in case” rotating collections to “just in time” delivery of requested materials changed both the nature of the collections and the handling of shared resources. The warehouse of shared county collections that were already in place at Pleasant Hill was opened to the public, and countywide library functions and Pleasant Hill Community Library functions were combined into a Central Library. Since then, Central has had a dual role as primary service point for the residents of Pleasant Hill and backup reference service point for the other libraries in Contra Costa County.

The New Strategic Plan makes several Recommendations for Next Steps, including a “realignment of library services from a Central + Branches model to a Peer Library model of Community Library services.” System-wide duties that had been done by Central staff were spread out to other staff both in Administration and at the community libraries. One of Central’s bigger functions had been a higher level of reference services, with subject specialists and a large reference collection to provide that. The emphasis on service now is on providing local programming in the community libraries which reflect the specific needs of those communities.

RECENT COMMUNITY PARTICIPATION

In 2006 a series of community meetings were held with the intent of shaping a future for the redevelopment of Downtown Brentwood. The participants included hundreds of community members, as well as designers, planners, and City staff.

The Library was located in the downtown Civic Center area at this time, appropriately for a major public institution. The value of keeping the facility downtown was appreciated by the participants, a number of whom recommended reserving a place for the Library in future downtown planning efforts.

The below excerpt is from the workshop summary entitled Brentwood 2010 Summary:

In January 2006, the Citizen's Advisory Committee Regarding Community Facilities recommended to City Council that the Downtown Civic Core include City Hall, a library, a community center, a senior center, and a cultural arts center. [...]

In April 2006, City staff selected a team of consultants, including designers for City Hall, downtown streetscapes, City Park rehabilitation, and other civic facilities to lead the community through a discussion of what Downtown Brentwood could and should be, and how these conclusions should form the design direction of a new City Hall. This process was meant to augment the recently completed Downtown Specific Plan, with a higher degree of specificity around the core.

On June 22, 2006, the City held the first community workshop for Downtown Brentwood 2010 that included a presentation on what makes a great downtown, an interactive modeling session of the Downtown Core and a modified visual preference exercise. Approximately 150 people attended. [...]

From this workshop, the team distilled the main conclusions into three different alternatives for the plan for downtown and generated a list of issues to present at the next workshop for discussion. [...]

The second workshop was held August 17, 2006 and attended by approximately 50 people. One of the 15 questions posed to participants was "Move The Library [from its location where the Plaza now occupies] And Build A New One". The participants voted in favor, 41 to 3. Comments from the Summary document:

A few people suggested a joint-use library with Liberty [High School], and few suggested housing the library in already-existing buildings. The general consensus is that there needs to be updated technology and an emphasis on local history, but the library should not be too large, elaborate, or expensive.

Downtown's new Civic Center (City Hall, Community Center, Civic Plaza, Parking Structure and renovated City Park) are the first fruits of this community labor, and provide real amenities to the redeveloping historic city core.

A Needs Assessment, which is being used as the basis for this Case Statement, was done to identify the library spaces needed to serve the community now and into the future. The study recommendations are based on community demographics, library usage patterns, the regional library context, and current best planning practices in the library field.

This Needs Assessment provided an extensive compilation of data, professional observations, and Library and City Staff recommendations which will allow the Brentwood City Council to make an appropriate decision as to next steps for the Library. The basic categories of investigation are as follows:

- Define the population base of the Library, both current and for a 20 year projection. Various metrics will be considered, including historical circulation numbers, census data for the City proper, and census data for portions of the surrounding region that are considered a catchment area for Library use.
 - Identify resources available to the existing Library Facility.
 - Compare the existing Library to a group of its Peer community libraries to provide a level of comparative benchmarking.
 - Identify existing deficiencies in Library with respect to its service to the community as well as its physical size and infrastructure capabilities.
- ✚ Provide recommendations for a minimum program area for the Library to serve the community now and for the next 20 years.

SUMMARY

The Brentwood Library needs to provide its community with the spaces and services that meet and anticipate their growing needs. The current Library's location is ideal as it provides a high level of Civic presence and availability across from City Hall and City Park. That said, the current space devoted to the Library is too small to serve the community's current and growing service needs. To perform these roles, the Brentwood Library needs more space – for collections, for people spaces, for program space and for the staff's functional operations. The space needed to support these specific services is described below in detail:

COLLECTION SIZE

- ✚ Collections such as fiction, non-fiction, children, and teens need additional shelving space not only so they can be shelved in their appropriate location so patrons can easily find books, but also to provide the Library staff with more flexibility in re-shelving and adding new materials. Shelving capacity should aim to allow shelves to be kept 20% to 25% clear so that space for incoming materials are reliably available and peak return times like during holidays can be accommodated.
- ✚ More space devoted to New Books and Media along with retail-display shelving is needed to support high visibility as well as accessibility to this popular public need. Trends in Community Libraries are seeing a “marketplace” or “living room” assigned to the central spine of the library, in line with the County's goal of “Library as place.”
- ✚ Currently Brentwood's Children's section is appropriately shelved in lower 42” shelving systems accessible to children. However, lack of space has forced a majority of the Adult Fiction and Non-fiction collection to be shelved in 90” shelves which not only creates a very closed-in unwelcoming space but also restricts natural light and staff lines-of-sight. While reducing the overall shelving capacity, it is strongly recommended that the Library utilize 66” collection shelving wherever possible for these reasons.

PEOPLE SPACES

- ✚ The Library currently lacks a sense of place for people; because of a lack of space, the layout must be efficient to house its collections but in doing so it lacks scale, variety of spaces and in turn character. Reflecting needs as prescribed by the County's Strategic Plan, the Brentwood Library needs to better accommodate an emphasis on children and teens and in turn better provide leadership and advocacy for youth reading.

- ✚ Teens need a space in the Brentwood Library specifically designed for them where they can utilize Library services with some independence while Library staff still has the ability to visually monitor. This space should include collections, seating, and computers and ideally be enclosed with partial glazing but at the very least, segregated from Children's spaces.
- ✚ The Children's area of the Library is very well used. However, as in the Teens section, it is missing out on the opportunity to engage its audience. Children react, interact and learn from spaces that vary in scale, and more specifically that relate to their scale. It is no longer enough to just provide Children's furniture, the Community Library should harness its space, its loose and built-in furniture, its walls, ceilings and floors to stimulate the young mind and in doing so encourage learning at multiple levels.
- ✚ The current Library layout has spaces set aside for reading and studying but these are often byproducts of what remains after the shelving has taken shape. In an effort to meet the County's goal of easy, independent exploration, the Library needs to invest in more furniture, specifically in a variety of types and sizes that afford a sense of comfort and maybe even a sense of home. This coupled with a focus on creating a variety of reading spaces in scale and function will allow Brentwood's diverse community more flexibility in use.

PROGRAM SPACES

- ✚ The pride of Brentwood Library is its well-attended programs by youth and adults alike. This needs to be fostered and additional space needs to be dedicated to these programs. The Library staff typically needs a flexible space to hold unpredictable small and large groups like visiting elementary classes.
- ✚ As seen in Libraries like Lafayette and Walnut Creek, the new Community Library model now provides an assortment of meeting spaces that meet the demands of multiple scales. Brentwood Community Center currently has the capacity to house very large groups and functions. Brentwood Library needs a Community Room that is scaled to house slightly smaller functions like visiting school classes, Local Author Workshops, Open Mic Poetry, popular Children's Storytimes and similar multi-purpose functions. The Library also needs a smaller conference room where smaller community groups can meet as well as the Library staff can meet or small classes can be conducted. Finally, the Library is in need of a handful of small quiet study rooms where small groups can meet in privacy.
- ✚ As noted multiple times in this report and in-line with County trends, computers are in high demand. The Library not only needs to expand its collection of public terminals but also provide a facility like a Computer Learning Center where computers are accessible, Library assistance is accessible and computer time is managed so terminals are available to all.

STAFF SPACES

- ✚ Quite simply, the Library staff needs more space for working and more space for storage. As noted previously, the staff has done a commendable job with the space it has but there is a huge opportunity to harness more efficiency in layout and potentially create some symbiotic relationships that temper operating costs. It would be preferable that full-time staff members have their own desk space in an open or closed office environment. The Library absolutely needs to provide dedicated space for staff storage and dedicated space for Friends of the Library storage to house collections as they are moved, sorted, sold and donated. Also, in an effort to better enhance the workplace, a dedicated break room with standard kitchen accommodations is essential.

ASSUMPTIONS AND RECOMMENDATIONS

OPERATING BUDGET

✚ The published Operating Budget for 2013/14 per the CCCL is \$1,104,485. As noted the City of Brentwood has provided an annual subsidy to keep the library open an additional 21 hours and pay utility, communication and maintenance costs for the facility. By direction from both the City and the Library staff, the assumption must be made that this budget and subsidy can not and will not increase and, as such, that context must be heavily considered when weighing how large the Library can and should be, as well as what services to offer. The ultimate design of the new library facility will reflect the desire to maintain - or reduce - current operating costs.

COLLECTION SIZE

✚ Based upon benchmarking data analysis, the projected Volumes/Capita for future Library collections assuming a future population 77,500 should range from 1-2. This translates to a 77,500-155,000 volume capacity. It is noteworthy that the County average collection is approximately 57,000 volumes and only the Pleasant Hill Hub (162,294) can come close to the high in this projected range, next closest collection being Walnut Creek (90,629). As such, the Brentwood Library Staff’s recommended future capacity of **75,000-90,000 volumes** is a reasonable projection for this Library.

CIRCULATION

✚ The County average circulation is 212,512 volumes/year. Considering the current Brentwood Turnover rate of 4.12 and the County average of 3.64 it is reasonable to expect the Brentwood collection’s popularity to continue around 4-5. Using the high end of the projected collection size 90,000, we can project an expected long-term circulation range of **360,000-450,000 volumes/year**.

READER SEATS

✚ The County average number of reader seats is 89. The County average SF/reader seat is 144. The minimum recommendation for the Brentwood Library is **140 seats**.

COMPUTERS

✚ The County average number of computers per Library is 18. The average SF/computer is 848 SF. The minimum recommendation for the Brentwood Library is **25 computers** and/or personal space areas for laptops and other personal electronic devices.

MINIMUM BUILDING AREAS

The following are minimum area projections based off of the Library’s infrastructure, community demand for services, and Library staff requests and recommendations:

PROGRAM AREA	NET SQUARE FEET	% OF TOTAL NET AREA
Staff Areas and circulation desk	1,800 NSF	12%
Children’s Areas	3,470 NSF	22.7%
Main Collection	5,510 NSF	36%
Teen Collection	1,200 NSF	8%
Friends Booksale Area	300 NSF	2%
Meeting Rooms	2,040 NSF	13.3%

Self Service Areas	980 NSF	6%
Total Net Area	15,300 NSF	100%
Unassignable Square feet	5,100 SF	
Total GSF (75% efficiency)	20,400 GSF	

DETAILED PROGRAM AREA BREAKDOWN

A detailed breakdown of minimum program area recommendations is as follows.
Current program assignments noted in parentheses:

Staff Areas and circulation desk

Staff Offices (4 @ 120)	480 NSF	(Current - 225 NSF)
Staff Open Office	400 NSF	(Current - 291 NSF)
Staff Storage	100 NSF	
Friends of the Library Storage	100 NSF	
Staff Break Area	200 NSF	(Current - 213 NSF Multi-Purpose)
Book Returns	250 NSF	(Current - 239 NSF)
Staff Lockers	20 NSF	
Information Desk	150 NSF	(Current - 123 NSF)
Holds	100 NSF	(Current - 67 NSF)
Staff Total	1,800 NSF	(Current - 1,158 NSF)

Children's Areas

Children's Storytime	500 NSF	(Current - 212 NSF)
Children's Reading Areas	1,200 NSF	
Children's Collections	1,700 NSF	(Current - 688 NSF)
Family Restroom	70 NSF	
Children's Area Total	3,470 NSF	(Current - 900 NSF)

Main Collection

Fiction & Non-fiction	3,500 NSF	(Current - 1,180 NSF)
Reading Areas	1,000 NSF	(Current - 564 NSF)
Periodicals	300 NSF	(Current - 143 NSF)
New Books / Media	360 NSF	(Current - 82 NSF)
Local History Collection	100 NSF	
Spanish Language Collection	150 NSF	(Current - 94 NSF)
Reference	100 NSF	(Current - 105 NSF)
Main Collection Total	5,510 NSF	(Current - 2,168 NSF)

Teen Collection

Teen Stacks	900 NSF	(Current - 88 NSF)
Teen Reading Area	300 NSF	
Teen Collection Total	1,200 NSF	(Current - 88 NSF)
Friends Booksale Area	300 NSF	(Current - 62 NSF)

Meeting Rooms

Community Meeting Room (100 ppl)	1,000 NSF	
Quiet study areas (2 @ 120 NSF)	240 NSF	
Conference Room / Group Meeting	400 NSF	
Computer Learning Ctr (25 machines)	400 NSF	(Current - 211 NSF)
Meeting Room Total	2,040 NSF	(Current - 211 NSF)

Self Service Areas

Cafe	100 NSF	
Restrooms (2 @ 5 fixtures each)	400 NSF	
Entry Vestibule	200 NSF	(Current - 195 NSF)
Self-Checkout	200 NSF	(Current - 165 NSF)
Copy Area	80 NSF	(Current - 80 NSF)
Self Service Total	980 NSF	(Current - 440 NSF)

Total Net Square Feet **15,300 NSF** **(Current - 5,027 NSF)**

Unassignable Square feet 5,100 SF (Current - 1,245 SF)

Total GSF (75% efficiency) **20,400 GSF** **(Current - 6,272 GSF)**

EQUIPMENT AND FURNITURE

Based off of current need and peer comparison, the following infrastructure and equipment is recommended for the Brentwood Library:

- ✚ (25) Public Computers and/or personal use spaces
 - 4 Catalog terminals
 - 14 Public Internet/Word Processing terminals
 - 4 Children's terminals
 - 3 Teen terminals
- ✚ (140) Reader Seats
- ✚ (2) Projectors and (2) Projection Screens (Community Room and Conference)
- ✚ (4) Self-Checkout Machines -
 - 1 lowered height desk
- ✚ Book drop integrated into building facade to book sorting room
- ✚ Multiple occupancy restrooms accommodating 5 Male and 5 Female fixtures
- ✚ Family Restroom within the Children's Area w/ changing station

CONTRA COSTA COUNTY LIBRARY SERVICE MODEL PRINCIPLES

The Needs Assessment document used the 2006 Contra Costa County Library Strategic Plan as a means of determining which of the many factors are the most important to the Library, and strategizing how to best fulfill unmet needs.

- ✚ The 2006 CCCL Strategic Plan lists new Library Service Approaches to better meet the County's increasing and evolving demands:
 - ✚ Community Library responsible for outreach
 - ✚ More Community Library control over day-to-day decision making
 - ✚ A new approach to Customer Service
 - 80/20 self-service
 - Fewer fixed service points
 - ✚ A new approach to Reference Service
 - Completed transactions at the first point of contact
 - Online reference backup
 - ✚ A new approach to Collection Development
 - Online and circulating material preferred
 - Outsourcing
 - Floating collections
 - Centralized/decentralized collection planning
 - ✚ A new approach to Staff Development and Deployment
 - Diversification in Staff Specialties
 - Outsourcing as needed
 - Continued use of Volunteers as Appropriate
 - Continuous Retraining and Retooling
 - ✚ A new approach to Innovation
 - Sharing ideas countywide and avoiding duplication of effort
 - Incubating/piloting innovative techniques before countywide roll-out
 - Taking full advantage of new technology
 - Enlisting volunteers to assist as appropriate
 - Outsourcing as appropriate
 - Building on local successes by developing tools for technology transfer – training, tool kits, etc.
 - Identifying and evaluating best practices in terms of positive results for users
 - Establishing a recognizable countywide library brand
 - ✚ Expected results
 - Service more in line with County residents' expressed needs and preferences
 - Faster, one-stop library service
 - Better integration of the libraries in their communities
 - More cost effective library operations
 - Improved flexibility and capacity for future growth

In summation, the CCCL Strategic Plan found the needs of the Community Library to be:

- Emphasis on children and teens
- Library as a leader/advocate for reading
- Information in support of lifelong learning
- Library as place

- Easy, Independent exploration
- Tie-ins with the arts

EXISTING BUILT ENVIRONMENT

For the purposes of this Needs Assessment, a detailed CAD model was created of the current Library facilities. This model includes the staff areas that were renovated in the adjacent 118 Oak Street space in 2009, in addition to the main 104 Oak Street building.

The CAD model is compiled from several sets of construction documents provided by City staff, each of which described portions of the three buildings at 104-118-120 Oak Street. These plans were vetted by site measurement and assessment visits by the Architecture and Engineering Team which took place during the month of April, 2013. A City Facilities staffer was on hand at each visit to provide entrance, assist with roof and utility room access, and provide background information on the building systems. The below is a summary of programmatic areas that, along with the CAD plans, were reviewed and vetted by Library and City staff as representative of existing conditions.

Existing Floor Plan and Zoning Summary (Net and Gross Square Feet)

COMPONENT	AREA
Entry	195 NSF
Self-Checkout	165 NSF
Information	123 NSF
Adult Collections	1180 NSF
Teen Collections	88 NSF
Children's Collections	688 NSF
Children's Storytime	212 NSF
Public Computers	211 NSF
Copy Station	80 NSF
Book Returns	239 NSF
New Books	82 NSF
Friend's Booksale	62 NSF
Periodicals	143 NSF
Reading Areas	564 NSF
Reference	105 NSF
Spanish Language Collections	94 NSF
Holds	67 NSF
Staff Open Office	291 NSF
Staff Offices	225 NSF
Staff Multi-Purpose Room	213 NSF
Net Square Feet Subtotal	5,027 NSF
Building Support Space	1,245 SF
TOTAL EXISTING AREA	6,272 GSF (80% NSF/GSF)

LOCATION AND WELCOMING ENVIRONMENT

The Library's location at Third and Oak Street is ideal - across from the City's new Civic Center and City Park. The City's civic buildings surround City Park providing an anchor to the east end of Oak Street, which then transitions to a residential neighborhood. The Library's adjacency to the park and its playground areas allow for a nice potential symbiotic relationship for families using both public facilities, and as such there is currently a defined crosswalk at the corner of Third and Oak.

There is free, time-restricted street parking available on the streets and alleys surrounding the Library. In addition, there is a large free public parking garage adjacent to the City Hall facility across the street. Behind the 104 Oak Street building there are two dedicated staff parking stalls.

There is one entrance to the Library on the north, directly off of Oak Street and facing City Park. The entry is visible and immediately accessible from the sidewalk and street parking. The main entry currently does not have a power-assisted ADA door. The main entry door to 118 Oak also does not have power-assistance and does not comply with code-required pull-side clearances. The rear southeast entrance is for staff only and enters into the Adult Collections area adjacent to the staff offices - which are located in the adjacent 118 Oak Street building but are not accessed through that building's front door. A ramp accommodates an existing 7-8" step up from 104 Oak to 118 Oak that runs the length of the building.

ENTRANCE AND MATERIALS PROCESSING

The entry of the Library is currently met by an Information Desk centrally-located in the space. This is the one point of staff visual control for the entire space. Due to a support wall that splits the space in two lengthwise there are blind spots to this control, primarily at the rear of the building where the Adult Collections reside. The Info desk seats two staff, has two computers and a camera security monitoring system.

The book return room is located immediately off the entry with (2) return slots, one for items to be shelved immediately and one for items that require processing. There is currently a book drop receptacle at the main entrance door that the staff maintains daily; the building does not currently have an exterior book drop slot direct to the return area.

The staff offices are located in the rear of the 118 Oak building through a security door and up a transition ramp. There is a physical disconnect currently between the materials processing and the staff offices that creates inefficiencies in staff circulation and productivity.

STAFF SPACES AND OPERATIONAL EFFICIENCY

The Staff area is well-used and significantly overcrowded. Brentwood Library employs four full-time staff members, four part-time employees, and six 10-hour shelvers. Three Full-time staff members have their own desk space in the staff open office area, but the full-time clerk shares a desk and a computer with two part-time employees. Since the clerical position requires weekly magazine processing, ordering and inventory of office supplies, space is limited. Two Library assistants also share a desk, and must use the clerk's computer if another isn't available. There are two staff offices, one of which is shared. There is little space for confidential conversations like employee reviews.

The most functional and flexible space in the staff area is the break room. In addition to two small tables and chairs, it also stores overflow from the Friends Book Sale which occupies 42 three-foot shelves, one table, and one book drop. The break room also serves as a storage area for program supplies, decorations and documents for the Friends of the Brentwood Library. Meetings are sometimes held in this room as well. From all these uses there is an evident need for additional staff storage. Six staff lockers are currently provided for storage, but many staff members often use desk drawers or cabinets to store personal effects because of lack of space.

COLLECTIONS AND LAYOUT

The most common difficulty encountered in the current location is the lack of space. Despite energetic weeding, the adult fiction and nonfiction continues to overspill its boundaries and challenge library shelvers. The adult paperbacks are located in a separate room, and this positioning provides several author locations which hinder patrons from locating their items. Similar crowding is found in the Spanish and adult audiobook sections.

The teen section is also subject to tightly-packed shelves, a circumstance which is aggravated when the public returns their books en masse after a holiday. Both the children and teen section are hindered by the simple lack of display space. There isn't room on the shelves themselves, and the one display area at the end of the teen shelf juggles flyers and book recommendations.

The layout of the library is not intuitive and currently isolates most adult materials in a back room; the layout also makes the library seem very small, an opinion frequently voiced by new visitors. Many long-standing library patrons are shocked when led past the restrooms into the adult section, and express surprise that it is there at all. Nonfiction collections could use updating in many areas, and fiction collections and picture books could use multiple copies of popularly requested titles.

The children's area is a circulation hotspot, and accounts for 42.7% of Brentwood Library's overall circulation. On average, each book circulates 5.4 times a year, which doesn't include the large number which are checked out and never returned. At present there is suitable space in the children's section, but the collection itself is an inadequate size for the amount of circulation it receives.

TECHNOLOGY AND CUSTOMER EXPERIENCE

Computers with Internet access are potentially a limited resource during peak hours (2:00 – 5:30 pm weekdays). Based on a square footage projection, the Brentwood library would need 25 computers. However, the Brentwood library currently has 14 computers, 12 with Internet access, that are utilized an average of only 37.61% of the time. Conversely, the library has seen wireless usage go up from 2009 through 2012 with an average number of users at 12 per day, utilizing 16 hours of wireless access. This signifies an ongoing trend of more people utilizing personal computer devices, negating the need for more computers, but rather increasing the need for personal space within the library. Conversation with the library staff confirm this trend and the need for more "spaces" and less computers.

Self-check stations are highly visible and immediately accessible to the Information desk. The stations are utilized 87.45% of the time. Self-check usage has increased dramatically since the move to Oak St. The holds and loans area is currently behind the Information desk, generally accessible for those who use it. The Library also offers Wifi printing capability.

EXISTING FURNITURE, FIXTURES AND EQUIPMENT

Reading and small meeting / study areas

- (36) Reader Seats
- (4) 3'x5' Tables
- (7) Soft Seats
- (1) Bench

Public Computer access

- (16) Total Computers
- (2) computers dedicated to catalog searches
- (1) 15-minute computer
- (1) 120-minute word processing only computer
- Wi-fi printing capability
- Free wireless access throughout the Library and the Civic Center vicinity

Self-Check Machines

- (2) Pedestal Machines

Photocopier

- (1) Public photocopier
- (1) Staff photocopier

EXISTING COLLECTIONS (data as provided by Brentwood Library Staff, April 2013)

Brentwood Library's existing collections currently comprise 51,516 total volumes. The collections are broken down by categories as follows:

Fiction and Non-Fiction Collections

28,971 Volumes (56% of Collection)

- New Print
- Paperbacks
- Periodicals
- Print (non-fiction, fiction, mystery, science fiction, large type, over-sized)
- Media
- Spanish
- Teen Collection (volumes included in Adult)
 - Periodicals (currently integrated with Adult periodicals due to lack of space)
 - Print
 - Graphic Novels
 - Media

Children's Collection

19,518 Volumes (38% of Collection)

- Graphic Novels
- Periodicals
- Print
- Media
- Spanish

- Holiday

Reference Materials

780 Volumes

- Adult and Children's Reference

Book Holds

760 Volume capacity (20 shelves)

LIBRARY STAFF, VOLUNTEERS, HOURS OF OPERATIONS (data as provided by Brentwood Library Staff, April 2013)

Staff

Brentwood currently employs four full-time staff members, four part-time employees and six 10-hour shelvers. Brentwood's reported staff in Full-Time Equivalent (FTE) is 6, which is consistent for number of open hours (56), collection size and circulation.

Other County Community Library examples:

Concord Library	7 FTE, 52 hours
Danville Library	7.5 FTE, 60 hours
Dougherty Station:	5.5 FTE, 50 hours
Lafayette Library:	7.7 FTE, 56 hours
Orinda Library	7 FTE, 60 hours
San Ramon Library	7.5 FTE, 58 hours
Ygnacio Valley Library	7.5 FTE, 56 hours

The Friends of the Library

The Friends of the Library currently manage a book sale shelf near the entrance of the Library. Additional library funds are generated by way of book sales and other fundraising events. In 2011, 15 volunteers spent 1,560 hours raising a total of \$15,527, of this \$5,364 was spent on Library materials and programs.

Volunteers

In 2012, 50 volunteers gave 1,756 hours of their time - the dollar equivalent of \$32,015.

Operations

The Library is open 56 hours a week, which is above and beyond the County average of 41.50 hours. This is made possible by the City's subsidized funding for the Library. In 2014 the City subsidized the budget with \$223,067. Of this, \$190,395 is paid towards staff salaries to keep the Library open an additional 21 hours per week and the remainder went to insure and maintain the facility.

Hours of Operation

Sunday	Closed
Monday	10:00 am - 8:00 pm
Tuesday	10:00 am - 8:00 pm
Wednesday	10:00 am - 8:00 pm
Thursday	10:00 am - 8:00 pm

Friday 10:00 am - 6:00 pm
Saturday 10:00 am - 6:00 pm

LIBRARY PARTNERSHIPS

The Brentwood Library has developed fruitful relationships with local organizations and sponsors that help foster community programs. As of May 2013 these partners include:

Brentwood Art Society

- Co-sponsor of the annual CityRead program, usually donating approximately \$1,500
- The Library and Art Society jointly put on the monthly Open Mic sessions

Brentwood Lions

- Co-sponsor of the annual CityRead program, usually donating approximately \$500
- Co-sponsor of the annual Winter Reading Program, paying for paperback books
- Drop-off station for eye glasses

Brentwood Rotary

- Co-sponsor of the annual CityRead program, usually donating approximately \$600

Westmont Assisted Living

- Hosted field trips for residents
- Started a book club onsite for residents
- Gave two library discussions for residents

Cortona Park Assisted Living

- eReader instruction for residents
- Hosted field trips for residents

Delta First 5

- Planning monthly storytimes at First 5 site
- Working with Director to identify needs of low-income parents

Village Community Resource Center

- Partnering for Summer Reading Festival
- Working with Director to identify needs of low-income parents

HeadStart

- Early literacy training for parents
- Working with Director to identify needs of low-income parents

La Clinica Oakley

- Working with staff to identify needs of low-income parents
- Distributing information about services

East Bay Works

- Working with staff to identify needs of low-income parents
- Distributing information about services

Liberty Adult Ed

- Weekly field trips by special education students, including tours and library instruction
- Work training program for Transition students
- Distribute registration booklets to residents and other libraries

Schools

- Coordinate annual visits with second graders to get them library cards
- Promote Teen Advisory Board and programs through high schools
- Attend back-to-school night events to promote library services
- Promote winter and summer reading programs to all ages
- Promote CityRead and other library programs to schools, inviting teachers to provide extra credit to students who participate
- Provided copies of CityRead books to Independence High School
- Provide special storytimes on a regular basis to preschools, either at their site or in the library

East Bay Regional Park District

- Park staff lead a variety of programs for youth
- District staffed a table at East County 100th Anniversary Celebration

East Contra Costa Historical Society

- ECCHS staffed a table at East County 100th Anniversary Celebration
- In talks to have ECCHS staff provide a program for this year's CityRead

Meals on Wheels Friendly Visitors Program

- Partnered with them to provide access to six Kindle eReaders the library obtained through a state grant. Volunteers were trained how to use the Kindles, and then delivered them to their homebound clients for use at home

Brentwood Senior Citizens Center

- Held several events there until Community Center was available
- Gather books every month for book club
- Staffed a library information table at Senior Fair

Barnes & Noble

- Work frequently with Community Relations Manager to have books available for sale at library events

Boy Scouts and Girl Scouts

- Provide library information to local troops, including library instruction and tours of the library

Bill & Melinda Gates Foundation

- Collaboration with the Edge Initiative which helps libraries assess current public access technology

LIBRARY PROGRAMS

The Library currently offers a robust weekly series of family, children and teen programs that are well-attended by the community. As of May 2013 these programs include:

Family Programs

- Local Author Workshop
- Winter Reading Program
- The “Book Ends” Book Club
- CityRead Program
- Brentwood Open Mic Poetry
- Discover & Go Museum passes
- E-Reader Instruction & Training
- Summer Reading Festival
- Monthly Beading Program

Children’s Programs

- Lapsit Baby Storytime
- Toddler Time
- Pajama Storytime
- Picture Book time

Teen Programs

- Teen Advisory Group
- “Delicious” Crafts for Teens
- Summer Quilting Workshops
- Zombie Survival Seminars

Library Tours

The Library often provides tours and instruction on Library use to students and adults with disabilities.

PEER LIBRARY ASSESSMENT

Focusing on the quality of library services, an evaluation of key library metrics - with respect to service delivery - was done as part of the Needs Assessment. This data is intended to provide strategic insight into Brentwood’s Library Service Needs through direct numerical comparison.

A list of peer libraries was developed in order to study key metrics. These libraries were selected because they align most closely with the following key criteria established by the Project Team:

- Population: 20,000-60,000
- Size of the Building: 11,000 SF to 35,000 SF
- Operating Budget: \$400,000 - \$1,000,000
- Collection Size: 50,000-100,000 Volumes
- Community Served: Suburban Communities & County Library Systems
- Building Opened or Renovated: within the last 20 years
- Funding for Construction or Renovation
- Ongoing Subsidies for Operations

A library was determined to be considered a suitable benchmark if it met a substantial portion, but not necessarily all of the criteria. Strong consideration was also given to known successful regional library models. Some key criteria ranges were extended to accommodate the speed with which the City of Brentwood has grown in the last 10 years and its significantly undersized current Library facility.

HISTORICAL BENCHMARKING MATRICS

Through a comparative analysis, one can note that certain elements of Brentwood's existing library services *either exceed or fall short* of the peer library metrics. In addition to the compilation of Peer data, the analysis is also being compared to the Contra Costa County Library System (CCCL) average. Each key metric studied also incorporates the trimmed mean of the selected Peer Library data. This average is established by removing the highest and lowest numbers in the data range and then averaging the remaining numbers. The trimmed mean helps to adjust the range of information for any outlier data points that could skew the overall data to reflect results outside of normal experience and general pattern of distribution.

All said and done, the goal of this exercise is to use multiple library service metrics to establish a baseline for what other similar libraries are providing to their communities now and for future growth.

KEY METRICS OVERVIEW

The following are Key Metrics studied to create a basis for Peer comparison:

Facility Size as compared to:

- Population
- Projected 2035 Population
- Circulation
- Collection Size

Collection Size as compared to:

- Population
- Building Size

Annual Circulation as compared to:

- Population
- Collection Size (Turnover Rate)
- Building Size

Operating Budget as compared to:

- Population
- Building Size

Computers and Technology (Number of Public Computers) as compared to:

- Population
- Building Size

Reader Seating (Number of Seats) as compared to:

- Population
- Building Size

Volunteer Time Contributions (Volunteer Hours)

Children's Area (measured in square feet assigned)

Meeting Rooms & Amenities

- Number & Type of Public Meeting Spaces
- Unique features like a Café, Garden or Outdoor Area

FRIENDS OF THE LIBRARY CONTRIBUTIONS

Data shown reflects the 2011-2012 fiscal year. Unless otherwise noted, Population used was from the 2010 US Census. It is important to note that no Community Library is the same; each Library serves a unique community with a unique set of service needs. With this in mind, the Project Team identified 49 libraries in 5 County and Municipal systems throughout the East and South Bay. These were researched in detail and then culled to a list of 10 for inclusion in the analysis for this Assessment effort. The following facilities most strongly fit the selection criteria:

List of Peer Libraries

These libraries were chosen because they align most closely with the key criteria described on Page 40.

Contra Costa County

Antioch Library	11,000 SF
Clayton Library	15,500 SF
Danville Library	17,000 SF
Martinez Library	6,172 SF
Orinda Library	17,136 SF
Pinole Library	17,098 SF

Other Libraries evaluated

Los Gatos Library	30,250 SF
Almaden Library (San Jose)	20,000 SF
Alum Rock Library (San Jose)	26,500 SF
Castro Valley Library (Alameda)	34,537 SF

BENCHMARKING DATA

- 📊 **Building Size / Population (SF / Capita):** Benchmarking data shows that CCCL average building size is 4 times higher than Brentwood's current library as relates to population.
- 📊 **Collection Size / Building Size (Volume/SF):** Benchmarking data shows that Brentwood's volume per square foot is 55% higher than the County average.
- 📊 **Collection Size / Population (Volumes/Capita):** Benchmarking data shows that Brentwood's volume per population is at the bottom quarter of the County average.
- 📊 **Circulation / Building Size (Volumes/SF):** Benchmarking data shows that Brentwood's circulation per square foot is well above the County average. This number will drop once the library has more square footage.
- 📊 **Turnover Rate (Circulation/Collection Size):** Benchmarking data shows that Brentwood's turnover rate is above the County average.

- ✚ **Circulation / Population (Volumes / Capita):** Benchmarking data shows that Brentwood's volume per capita is below the County average.
- ✚ **Operating Budget / Building Size (\$ / SF):** Benchmarking data shows that Brentwood's operating budget per square footage is significantly higher than the County average, but that is mainly due to the small amount of square footage.
- ✚ **Library Operating Budget:** Benchmarking data shows that Brentwood's operating budget is in line with the County average.
- ✚ **Operating Budget / Population (\$ / Capita):** Benchmarking data shows that Brentwood's operating budget per population is well below the County average.
- ✚ **Population / Computer:** Benchmarking data shows that the number of computers in the Brentwood library per population is well above the County average.
- ✚ **Building Size / Number of Computers:** Benchmarking data shows that the number of computers in the Brentwood library is well-proportioned to its size.
- ✚ **Population / Reader Seats:** Benchmarking data shows that reader seats per population in the Brentwood library is well above the County average.
- ✚ **Building Size / Reader Seating (SF / Seat):** Benchmarking data shows that the number of reader seats per square footage is above the County average.
- ✚ **Volunteer Hours per Library:** Benchmarking data shows that the number of volunteers at the Brentwood Library is just under the County average.
- ✚ **Children's Area (SF):** Benchmarking data shows that the Children's Area per square footage is well below the County average.

SUMMARY

The Peer Library analysis looks to use multiple means and metrics to get at the same question - Is the Brentwood Library serving its community on par with how other libraries serve theirs? Assessing the data, the simple answer is that there are some strengths and quite a few shortcomings with the current facility.

The Library's strengths are its turnover rate, its operating budget and funding, and its volunteer contributions. There is no doubt that the Library is well-used and its turnover rate is a testament to this. The Library is one of the few in the County open more than 50 hours a week, providing more service to its community and that is in large part due to the City's subsidy to the operating budget as well as its valued volunteer hours.

Brentwood Library service limitations are due to its size and its infrastructure. The Library falls within the bottom tier of the County in all metrics that deal with its facility size. Only two other County Libraries (Concord & Pittsburg) directly serve larger populations than Brentwood's. Contrast that with the fact that only four other libraries in the 26 Community Library system are

smaller in facility size. Simply put, any metric involving population will show that Brentwood Library is undersized for current and future population growth.

Also of note is the size of the Children's area; not only does the popularity of the collection warrant more books and more space but the size falls short with its County peers. The current trend is showing more and more space in libraries devoted to children's reading and learning. This is in line with the County's principals emphasizing children and teens as well as continuing to be a leader and advocate for reading.

Concerning infrastructure, while public computers and reader seating are proportionally appropriate to the Library's size, the numbers fall short in scale serving Brentwood. Another trend which has become almost a requirement for libraries planning for the future is the incorporation of a community or multi-purpose meeting space. This is evident in the previous list showing every library built within the last 15 years incorporating a meeting space and is a priority for Brentwood Library Staff's "wish list."

CONSTRAINTS ON LIBRARY NEEDS

The Brentwood Library provides a valuable community resource in an ideal downtown location. The facility's available space and layout, however, place severe ongoing constraints on library services and operations. In addition, the service limitations outlined here are compounded by structural and building system deficiencies present in the old building, further impacting the Library's ability to sufficiently service the community.

FUNDING

2013/14 Brentwood Library Operating Budget

County Costs:

Salaries and Benefits	\$395,819
Adult Materials	\$31,794
Youth Materials	\$7,948
Electronic Database	\$6,544
General Office Expense	\$20,087
Total Direct County Expense	\$462,192
Shared Services	\$410,108
Subtotal County Costs	\$872,300

City of Brentwood Costs:

Salaries and Benefits	\$190,395
Total City & County Costs	\$1,062,695

Additional City of Brentwood Costs:

Utilities	\$31,672
Communication	\$1,000
Transfer to Internal Services (for IT, Maint.and Ins.)	\$21,473
Subtotal Additional City Costs	\$54,145

Grand Total Library Operating Budget	\$1,116,840
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The funding limitations imply a challenge to staff the library at appropriate service levels. Supplemented with volunteer hours, the current staffing system has the ability to accommodate the Library's current size. A directive from the City and Library staff is that to conform to current budgeting, the facility's operating expenses may not increase even if the facility size is increased. This implies that regardless of how the Library expands, the change will need to work with and may be in part limited by current operations.

OPERATING COST CONTROL

There are two major components which will contribute to controlling future operating costs with expansion of the Library:

1. Lines of Sight: Design good lines of sight between the Information Desk and the entirety of the library. This will allow current Staff to maintain visual control of the facility much more easily, and enable staff counts to remain the same even if the facility size increases. This effort will include designing sensible adjacencies between Information Desk and staff-only areas.
2. Energy Costs: As indicated by the increase in participation in energy-efficiency programs such as LEED, the cost of electricity and building conditioning will likely keep increasing over the next few decades. Such costs will become major components in the operating costs of facilities in hot climates such as Brentwood. Designing for superior building insulation and solar control will be essential in keeping control of escalating energy costs. An entry vestibule should be considered as well. Upgrading to efficient light fixtures and low-flow plumbing fixtures will also be instrumental.

PHYSICAL CONSTRAINTS

Library Size

The most evident need for the Library is space. Brentwood's Collection size compared to Community Library size averages at 10.33 vol/sf. which is almost twice as high as the County average of 5.32 vol/sf. This is a credit to the Library staff, as they have managed an overflowing collection in a small amount of space, but also a hindrance to internal efficiency and service to the public. Another metric indicating the Library's popularity is circulation compared to Community Library size: 33.66 volumes per square foot. As compared to the County average of 19.84 vol/sf, this is a clear indication that the Library is undersized to hold its current collections and is ready to grow.

When considering collection space it's noteworthy that the circulation turnover rate indicates collection usage as well. Turnover rate relates the number of materials checked out to the size of the collection, and is another indicator that more materials (or space for the collection) are needed to meet the demand. On the whole, Brentwood Library experiences above average circulation with a turnover rate of 4.12% compared to the County average of 3.64%.

County-wide, Adult nonfiction has a turnover rate of 2.5%, while Adult fiction is 2.4% (these percentages include Young Adult/Teen materials). In contrast, Children's nonfiction materials experience a 3.0% turnover rate and Children's fiction 7.1%. At Brentwood adult nonfiction has a turnover rate of 1.6%, while Adult fiction is 2.6%. Brentwood Children's nonfiction materials have an above average 3.5% turnover rate, with Children's fiction at a 6.2% turnover rate. It is evident that the popular collections are both Children's fiction and nonfiction as well as Adult fiction.

Further, the specific popularity of Brentwood's Children's collection can be seen in its fiction circulation (11,913 volumes) compared to Adult fiction (11,337 volumes). This follows County-wide trends indicating that Children and Families are the Libraries' largest-served population.

Staff Areas

The current staff area configuration at the rear of the building is overcrowded with a lack of space for staff, storage, and processing. The area dedicated to staff workstations and desks is being used by several more personnel than originally planned for. The issue of sharing is exacerbated by the lack of storage room for both books and personal items.

One of the most well-used spaces in the staff area is the Multi-Purpose Room. In addition to two small tables and chairs, it also stores overflow from the Friends of the Library Book Sale which occupies 42 three-foot shelves, one table, and one book drop. This room also serves as a break room and storage area for program supplies, decorations, and documents for the Friends of the Library. There is no natural daylight in the staff spaces. There is also a consistent issue in the two staff restrooms with waste line plumbing backing up, due to slope and bending issues with the sewer piping.

Seating

The Library currently houses 36 reader seats. There are currently 3 small reading areas and a Children's Storytime area with tables and seating. Comparing to the County on average, Brentwood serves over three times the population per seat (2017 vs 632). Comparing building size, the Library is above County averages (138 SF/Seat vs 174 SF/Seat), largely due to the building's small footprint. Reader seating levels are currently appropriate for the size and use of the facility. However as the Library grows to serve its population the seating levels will need to expand as well.

Internet and Public Computer Access

As noted previously, computers with Internet access are potentially a limited resource during peak hours (2:00 – 5:30 pm weekdays). The ongoing trend has seen more people utilizing personal computer devices, negating the need for more computers, but rather increasing the need for personal space within the library. Conversation with the library staff confirm this trend and the need for more "spaces" and less computers.

A relatively new partnership for the Brentwood Library is their collaboration with the Edge Initiative. The Edge Initiative was created in March 2011 through a collaboration of leading library and local government organizations with a vision that all people should have opportunities to enrich and improve their lives with open access to exceptional information, communication and technology services available in public libraries. In today's digital age, computer access and the training offered at the library are essential services.

The Edge Initiative is essentially a management and leadership tool that helps libraries assess current public access technology and how it's used, identifies ways to strengthen or enhance public technology and engages with key leaders about the value of the library in strengthening communities. As library users continue to change, the Edge Initiative will help libraries continually evolve to meet the digital needs of their communities and connect their services to community priorities.

It's too early to know where the Edge Initiative will lead libraries regarding digital access, but it will be a useful tool in capturing library usage trends and helping the Brentwood Library adjust their services and spaces accordingly.

There is currently infrastructure for computer power and data housed within the bearing wall that runs down the middle of the space. While this affords for a good wire management scenario, it prohibits the reconfiguration of technology components within the space. There are currently no floor power or data boxes within the space that could potentially provide mobile access. The information desk is currently wired for (2) computers and a staff printer. The desk is not modular nor is it mobile - a consideration for future flexibility.

Technology & Future-proofing

Libraries are becoming the technology information how-to source. This ranges from assistance with downloading electronic materials, to assistance with any number of personal devices. Innovative libraries are offering technology zones for MakerSpace technology and career training modules and presentation. This is currently a demand that Brentwood manages but has no space designed to specifically accommodate.

Small/Large Meeting Areas

There are currently no public meeting areas in the facility. Most group functions, both formal and informal, take place in the reading area space at the front of the building. While staff has learned to make-do with this space, it is not accommodating for large crowds which can leak into the entrance area. The space is not designed specifically for a meeting function and does not have accommodations for technology integration.

Restrooms

There are currently 2 single-occupancy restrooms (one per gender) servicing the Library public space, and 2 single-occupancy restrooms (one per gender) provided in the staff space. These restrooms are merely sufficient for the current size, occupancy and demand of the facility. Should the building expand, the restroom size and number of fixtures would need to expand accordingly, with two multi-occupant restrooms being the most desirable layout for space utilization and servicing.

Checkout

The library has 2 self-checkout machines, and neither accommodates children's reach or certain disabilities that require lower access. The public use of these self-checkout machines (versus checking out via staff service) has grown significantly. The Library exceeds the County's model operational goal of 80% self-service at approximately 87.45% self-checkout use. There is often a line to borrow and return items at the self-checkout. The County's goal and the Library's current use dictates the need for additional machines. As such, Library Staff has suggested increasing the number of self-check machines to 4. Of those, one machine must service a lower accessible height.

Teen Areas

There is no well-defined area which caters to the preferences of teenagers - no real "hangout" spaces or quieter study areas which would encourage the use of the Library for solo study or group projects. The teen section is also subject to tightly-packed shelves, a circumstance which is aggravated when the public returns their books en masse after a holiday or summer break. Both

the children and teen section are hindered by the simple lack of display space. There isn't room on the shelves themselves, and the one display area at the end of the teen shelf juggles flyers and book recommendations.

Quiet Study Areas

The facility currently has no acoustically or privately separated study areas. There are tables and chairs that can house small group meetings, but these lack the ability to be separated from the main public space.

Children's Areas

As noted earlier, the Children's collection size is currently inadequate for the amount of use it sees. The current space and collections allocation is at capacity, and Library staff has managed it well. However, particularly at peak times like holidays when books are returned en masse, current space cannot handle its collection size and turnover rate. The current picture book area contains a bulletin board and many sturdy chairs and tables but it is very crowded and blocks access to the magazine displays.

There is also a distinct need for a larger space for story time. At present, story times are held near the entrance due to group size and the noise sometimes impedes information desk transactions and irritates patrons. The Children's area is also open to the main collection areas which can be distracting to other program spaces as children's programming can be loud.

In 2012-2013 there were 206 storytimes with 3,859 attendees, which is an average of about 19 per session. Attendance has reached up to 45 people at times. There are also class visits for elementary schools coming to the library on field trips and these groups will sometimes reach up to 60 people (two classes plus teachers and parents). The Brentwood Library staff estimates that a space for 50 people would accommodate future group sizes and fluctuations. This space could be used for multiple functions and programs, but the existing facility does not have a space large enough to match the popularity of some of the Library programs offered.

USER EXPERIENCE

Lines of Sight

The current layout has the circulation desk near the entrance facing the front door – which is a pleasing strategy for greeting patrons, but is somewhat problematic in that the staff sits with their backs to the rest of the facility. There is also a long support wall bisecting much of the facility in the north-south direction, which eliminates a clear view of the Children's area from half of the building. From the circulation desk, the staff currently have adequate lines of sight from the information desk to a majority of the served spaces only if they swivel around to the rear and look to either side of the support wall. The most vulnerable area is the Adult Collections (Fiction & Non-fiction) room at the very rear of the building, which is occluded by the bottleneck that the two restrooms currently make.

Daylighting

The Library currently receives adequate daylighting. 104 Oak has 14 exterior windows: 9 East-facing windows and 5 North-facing windows. Horizontal blinds appear to be drawn a majority of the time, and fluorescent lighting is the primary light source. The windows to the north are advantageously located to receive both indirect, ambient light as well as allow the ability to see

into the library and out to City Park. None of the windows currently have good protection from either unwanted solar heat gain or from direct UV light on the books and furnishings.

The Children's area currently has 2 through-roof daylight collector tubes supplementing windows in the space (through diffusers in the ceiling). The Staff area currently has 1 daylight collector tube feeding its space, and no windows to the exterior.

Acoustics

All spaces currently have ceilings and approximately 97% are suspended acoustical ceiling tile systems. Combined with the carpet throughout, this translates to a relatively dead acoustic space, which is good for the program uses. These same ceilings, however, have a rather generic corporate office appearance and do not afford the feeling of spaciousness found in many libraries and similar civic buildings.

Universal Accessibility

In general, the accessibility of the current Library appears to be adequate for persons of most abilities and statures. The flat terrain in this part of town does not provide any challenges for accessing the Library from the surrounding rights-of-way. However, an automatic door-opener with push-button control would improve front door access to those with mobility problems, as well as those bearing arm loads of books or pushing strollers. Also in the new Library, a consideration is being made to install hearing loops in the meeting rooms and at the information desk.

The restrooms are designed to meet building and federal accessibility code requirements, and a baby-changing station is provided in the public toilet rooms. A similar station in the men's room would ensure ease of use to all family configurations.

There is a small ramp negotiating the floor height difference between 104 and 118 Oak Street, where the staff offices have been built out due to lack of space in the main building. This ramp lacks a required railing on one side.

The aforementioned self-checkout machines do not meet the needs of some smaller or wheelchair-bound patrons. Similarly, the lowest shelves - meant to accommodate books on hold - are difficult for some patrons to access themselves due to reach and mobility issues.

The somewhat claustrophobic feeling of the tightly spaced shelving units is exacerbated by their height. As a result, it is difficult to get a good overview of the Library from any vantage point, and it is difficult to browse shelves because there is not enough room to stand back and peruse them.

Connection to outdoors and to the Civic Center

The existing Library is well-positioned with its entrance across Oak Street from the beautiful new City Hall and City Park. Its location in the downtown area is ideal from a planning standpoint, offering another civic amenity in an area planned for a concentration of civic uses. The approach is very friendly and walkable.

Once inside, the current configuration fails to take advantage of this connection to the larger neighborhood. The entrance to the Library is small and cluttered with a freestanding book

depository, and its storefront glazing is inadequately sized for a good visual connection. Furthermore, the windows are tinted and have their blinds down, which eliminates visual connection to the outdoors. Patrons have requested a “skateboard parking” area as well as bike racks and stroller parking, all of which would enhance the pedestrian-friendly nature of the Library in its site.

Enhanced access to natural daylight would not only result in a decrease in lighting costs, it would improve the “feel” of the interior of the library. Daylight has been shown in numerous studies to improve the mood of occupants, as well as improve the efficiency of work or study.

Enhanced views toward the larger civic plaza would improve the safety of the streets - providing “eyes on” the public ways - and would enable patrons to keep an eye on bikes or strollers parked outside. If the windows were improved with clearer insulated glass, the Library would seem more visible, vibrant and approachable from the exterior.

WORKING TOWARD A NEW LIBRARY

THE NEW BRENTWOOD LIBRARY

Benefits

Technology

Sustainable Design

Integration with the Civic Center

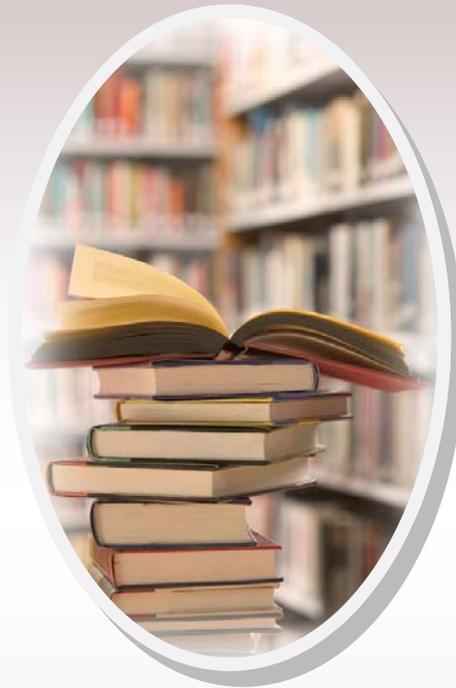
FUNDING PLAN

HOW THE COMMUNITY CAN HELP

**Invest in Brentwood's
future and become a
part of its history**

**Become a Brentwood
Library Foundation
Board Member. Make
a difference today and
for the future ...**

The foundation for our future.



BRENTWOOD LIBRARY FOUNDATION

**150 City Park Way
Brentwood, CA 94513**

Phone: 925-516-5118

E-mail: gleech@brenwoodca.gov

**BRENTWOOD
LIBRARY
FOUNDATION**

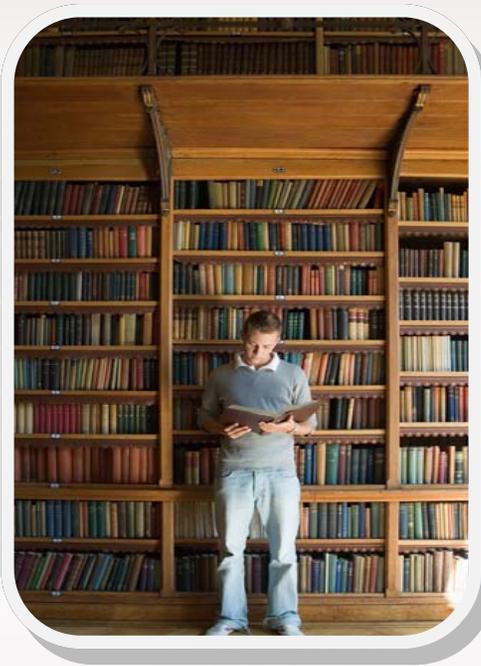
**Board Member
Recruitment**

*A library is not a luxury but one
of the necessities of life.*

Henry Ward Beecher

What is the Brentwood Library Foundation?

- ◆ The Brentwood Library Foundation is a public nonprofit organization formed in 2013 to raise private funds for a new and improved library, collections, programs and services for the Brentwood Library.
- ◆ After construction of the new library facility, the ongoing mission of the Brentwood Library Foundation is to raise private funds to supplement public funding of the Brentwood Library in order to ensure that our library can serve the Brentwood public with free and convenient facilities and services.
- ◆ The City of Brentwood has completed a Needs Assessment for the future library facility and has explored several development options under Capital Improvement Project number 337-37222. The Brentwood City Council has selected a design model which far exceeds the Capital Improvement Budget amount set aside for the new library.
- ◆ While City staff and City Council investigate funding options, the Brentwood Library Foundation is also being formed initially to raise funds to help supplement the construction budget for the new library.
- ◆ Tax limitations, growth in population and library use, plus rising costs have outpaced tax support to provide a quality library facility that the public needs and expects. With gifts from individuals, businesses and charitable foundations, the Brentwood Library Foundation can make the difference between “just getting by” and providing a great library.



“Whatever the cost of our libraries, the price is cheap compared to that of an ignorant nation.”

Walter Cronkite

Brentwood Library Foundation Board Member Expectations

The Brentwood Library Foundation is a community-based organization that enhances the library’s objectives to meet the cultural, informational, educational and recreational needs the Brentwood Library by raising private and public funds and sponsoring programs, materials and events.

- ◆ Support the Foundation’s missions, goals, policies and programs.
- ◆ Supply vision and leadership to the Brentwood library.
- ◆ Serve as advocates for the Foundation and communicate the Foundation’s mission to the public.
- ◆ Be knowledgeable about the mission, policies and strategic plan.
- ◆ Suggest potential board members who can make significant contributions to the development of the Foundation.
- ◆ Serve actively on committees.
- ◆ Prepare for and participate in board and committee meetings.
- ◆ Attend all board meetings.
- ◆ Make a personally significant contribution to the Foundation.
- ◆ Purchase tickets to Foundation events and fundraisers.
- ◆ Engage in fundraising when requested.
- ◆ Approve the annual budget.
- ◆ Read and understand the organization’s financial statements and otherwise help the board fulfill its fiduciary responsibility.

Exhibit D

ARTICLES OF INCORPORATION OF BRENTWOOD LIBRARY FOUNDATION

ARTICLE 1

The name of this corporation is Brentwood Library Foundation.

ARTICLE 2

This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law of the State of California for charitable purposes.

This corporation is organized and shall be operated exclusively for charitable purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986 or the corresponding provisions of any future United States Internal Revenue Law.

ARTICLE 3

- (a) The general purposes and power of this corporation are to have and to exercise all rights and power conferred on nonprofit public benefit corporations under the laws of the State of California.
- (b) The corporation may make distributions to organizations that qualify as exempt organizations under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).
- (c) Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501 (c) (3) of the Internal Revenue Code (or the corresponding provision of any future United States Internal Revenue Law (or by a corporation to which contributions are deductible under Section 170 (c) (2) of the Internal Revenue Code or the corresponding provision of any future United States Internal Revenue Law).
- (d) No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation. Nothing in these articles shall preclude the corporation from filing an election under section 501 (h) of the Internal Revenue Code.
- (e) The corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of or in opposition to any candidate for public office.

ARTICLE 4

- (a) Subject to the provisions of the nonprofit public benefit provisions of the Nonprofit Corporation Law of the State of California, any limitations in the articles or bylaws relating to action to be approved by the members or by a majority of all members, the activities and affairs of this corporation shall be conducted and all the powers shall be exercised by or under the direction of the board of directors.
- (b) The number of directors shall be as provided for in the bylaws. The bylaws shall prescribe the qualifications, mode of election, and term of office of directors. The name and address of the person who is to act in the capacity of initial director until the selection of his successor is:

ARTICLE 5

The authorized number and qualifications of members of the corporation, the different classes of membership, if any, the property, voting and other rights and privileges of members, and their liability for dues and assessments and the method of collection thereof, shall be set forth in the bylaws.

ARTICLE 6

The governing board shall adopt bylaws for the regulations of the internal affairs of the corporation, which bylaws may be amended from time to time or repealed by law. Members may adopt bylaws for the regulation of internal affairs of the corporation, which bylaws may be amended from time to time or repealed by law.

ARTICLE 7

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its officers, directors, members or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered, and to make payments and distributions in furtherance for the purposes set forth in Articles 2 and 3.

ARTICLE 8

The name and address in this state for this corporations' initial agent for service of process is:

ARTICLE 9

The property of this corporation is irrevocably dedicated to charitable purposes.

ARTICLE 10

Upon dissolution of the corporation the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, distribute its assets to an organization or organizations organized and operated exclusively for charitable purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) or the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) or to which contribution s are deductible under Section 170 (c) (2) (B) of the Internal Revenue Code (or the corresponding provision of any future United States Internal Revenue Law), or shall be distributed to the federal government or a state or local government for a public purpose.

If this corporation holds any assets in trust, the assets shall be disposed of in such manner as may be directed by judgment of the superior court of the county in which this corporation's principal office is located, on petition by the Attorney General of the State of California, or any person concerned in the litigation, in proceedings to with the Attorney General is party.

Date: _____

Director: _____

I, the above mentioned initial director of this corporation, hereby declare that I am the person who executed the foregoing Articles of Incorporation, which execution is my act and deed.

Director: _____

Exhibit E

BYLAWS OF THE BRENTWOOD LIBRARY FOUNDATION A CALIFORNIA PUBLIC BENEFIT CORPORATION

ARTICLE 1 OFFICES

SECTION 1. PRINCIPAL OFFICE

The principal office of the corporation for the transaction of its business is located in Contra Costa County, California.

SECTION 2. CHANGE OF ADDRESS

The county of the corporation's principal office can be changed only by amendment of these Bylaws and not otherwise. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws. The address of the principal office shall be Brentwood Library Foundation, _____, Brentwood, CA 94513.

ARTICLE 2 PURPOSE

SECTION 1. OBJECTIVES AND PURPOSES

The Brentwood Library Foundation works with the community and private funding sources to raise the needed funds for a new library facility, larger collected, enhanced programs and services.

ARTICLE 3 DIRECTORS

SECTION 1. NUMBER

The corporation shall have a minimum of ____ () and a maximum of ____ () directors and collectively they shall be known as the Board of Directors. The number may be changed by amendment of this Bylaw, as provided in these Bylaws. Additionally, the Senior Librarian(s) for the Brentwood Library shall serve as an ex-officio non-voting member of the Board of Directors. In the absence of the Senior Librarian, the County Librarian may designate a person to serve as an ex-officio non-voting member.

SECTION 2. POWERS

Except as otherwise specified in these Bylaws, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors.

SECTION 3. DUTIES

It shall be the duty of the directors to:

- (a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this corporation, or these Bylaws;
- (b) Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all of the officers, agents and employees of the corporation;
- (c) Supervise all officers, agents and employees of the corporation to assure that their duties are performed properly;
- (d) Meet at such times and places as required by these Bylaws.
- (e) Register their addresses with the Secretary of the corporation and notices of meetings mailed or e-mailed to them at such addresses shall be valid notices thereof.

SECTION 4. SELECTION OF DIRECTORS AND TERMS OF OFFICE

The Directors shall be selected at the annual meeting of the Board. Directors shall be selected by the plurality of vote of the Directors in office at the annual meeting. Nominees for Director shall have a meaningful tie to Brentwood as determined by the Board. Each Director shall have one vote per seat to be filled. Cumulative voting shall not be permitted.

Each Director shall serve for a term of three years, provided that they shall continue to serve until their successor is elected. Notwithstanding the foregoing, approximately one-third of the Directors elected at the first meeting of the Board shall hold office for a partial term of one year and approximately one-third of the Directors elected at the first meeting of the Board shall hold office for a partial term of two years. The determination of which directors shall serve partial initial terms shall be made by a draw of straws.

SECTION 5. COMPENSATION

Directors shall serve without compensation. However, they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their regular duties as specified in Section 3 of this Article. Directors may not be compensated for rendering services to the corporation in any capacity other than director unless such compensation is reasonable and allowable under the provisions of Section 6 of this Article.

SECTION 6. RESTRICTION REGARDING INTERESTED DIRECTORS

Notwithstanding any other provision of these Bylaws, not more than forty-nine percent (49%) of the persons serving on the board may be interested persons. For the purposes of this Section, “interested persons” means either:

- (a) Any person currently being compensated by the corporation for services rendered within the previous twelve (12) months, whether a full- or part-time officer or other employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director, or
- (b) Any brother, sister, ancestor, descendent, spouse or in-law of any such person.

SECTION 7. MEETINGS

The Board of Directors shall hold an annual regular meeting and may hold additional special meetings. The annual meeting shall be held on the date and time specified by the Board. Special meetings may be called by the President, the Vice Present, the Secretary or by any two directors, and such meetings shall be held at the place designated by the person or persons calling the meeting.

SECTION 8. NOTICE OF MEETINGS

All meetings of the Board shall be held upon notice provided as follows:

- (a) Four days’ notice by first class mail.
- (b) Notice by e-mail which is delivered at least three (3) days in advanced of the scheduled meeting and which is acknowledged by the address to the original of the e-mail.
- (c) Notice by telephone, which is delivered at least three days in advance of the scheduled meeting and which is acknowledged by the addressee to the originator of the call.
- (d) Notice in writing of future board meetings provided at a regular meeting of the board of directors.

If sent by mail, the notice shall be deemed to be delivered on its deposit in the mail.

Such notices shall be addressed or communicated to each director at the director’s address as shown on the books of the corporation.

Notice of the time and place of holding an adjourned meeting need not be given to absent directors if the time and place of the adjourned meeting are fixed at the meeting adjourned and if such adjourned meeting is held no more than twenty-four (24) hours from the time of the original meeting.

SECTION 9. WAIVER OF NOTICE AND CONSENT TO HOLDING MEETINGS

The transactions of any meeting of the Board, however called and noticed or wherever held, are as valid as though the meeting had been duly held after property call and notice, provided a quorum, as hereafter defined, is present and provided that either before or after the meeting each director not present signs a waivers of notice, a consent to holding the meeting, or an approval of

the minute thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

SECTION 10. QUORUM FOR MEETINGS

A quorum shall consist of a majority of the Directors in office.

Except as otherwise provided in these Bylaws or in the Articles of Incorporation of this corporation, or by law, no business shall be considered by the board at any meeting at which a quorum, or hereinafter defined, is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn. However, a majority of the directors present at such meeting may adjourn from time to time until the time fixed for the next regular meeting of the board.

The directors present at a duly called and held meeting at which a quorum is initially present may continue to do business notwithstanding the loss of a quorum at the meeting due to a withdrawal of directors from the meeting, provided that any action thereafter taken must be approved by at least a majority of the required quorum for such meeting or such greater percentage as may be required by law, or the Articles of Incorporation or Bylaws of this corporation.

SECTION 11. MAJORITY ACTION AS BOARD ACTION

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present, is the action of the Board of Directors unless the Articles of Incorporation or Bylaws of this corporation, or provisions of the California Nonprofit Public Benefit Corporation Law, particularly those provisions relating to appointment of committee (Section 5152), approval of contracts or transactions in which a director has a material financial interest (Section 5233) and indemnification of directors (Section 5238e), require a greater percentage or different voting rules for approval of a matter by the board.

SECTION 12. CONDCUT OF MEETINGS

Meetings of the Board of Directors shall be presided over by the Present, or, in his or her absence, by the Vice President of the corporation, or, in the absence of each of these persons, by a Chairperson chosen by a majority of the directors present at the meeting.

SECTION 13. ACTION BY WRITTEN CONSENT WITHOUT MEETING

Any action required, or permitted to be taken by the Board of Directors under any provision of law may be taken without a meeting, if a majority of Directors in office shall individually or collectively consent in writing to such action. For the purposes of this Section only, a majority of Directors” shall not include any “interested director” as defined in Section 5233 of the California Nonprofit Public Benefit Corporation Law. Such written consent or consents shall be filed with the minutes of the proceedings of the board. Such action by written consent shall have the same force and effect as a vote of the directors. Any certificate or other document filed under any provision of law which related to action so taken shall state that the action was taken by written consent of the Board of Directors without a meeting and that the Bylaws of this corporation authorize the directors to so act and such statement shall be prima facie evidence of such authority.

SECTION 14. VACANCIES

Vacancies on the Board of Directors shall exist (1) on the death, resignation or removal of any director, and (2) whenever the number of authorized directors is increased.

The Board of Directors may declare vacant the office of a director who has been declared of an unsound mind by a final order of court, or convicted of a felony, or been found by a final order or judgment of any court to have breached any duty under Section 5240 and following of the California Nonprofit Public Benefit Corporation Law.

Directors are subject to removal by a majority of directors then in office if without proper excuse they do not attend three consecutive meeting of the Board. Directors may be removed without cause by a majority of directors then in office.

Any director may resign effective upon giving written notice to the Chairperson of the Board, the President, the Secretary or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the Attorney General.

Vacancies on the board may be filled by approval of the board or, if the number of directors then in office is less than a quorum, by (1) the unanimous written consent of the directors then in office, (2) the affirmative vote of a majority of the directors then in office at a meeting held pursuant to notice or waivers of notice complying with the Article of these Bylaws, or (3) a sole remaining director.

A person elected to fill a vacancy as provided in this Section shall hold office until the next annual election of the Board of Directors or until his or her death, resignation or removal from office.

SECTION 15. NON-LIABILITY OF DIRECTORS

The directors shall not be personally liable for the debts, liabilities or other obligations of the corporation.

SECTION 16. INDEMNIFICATION BY CORPORATION OF DIRECTORS, OFFICERS, EMPLOYEES AND OTHER AGENTS

To the extent that a person who is, or was, a director, officer, employee or other agent of this corporation has been successful on the merits in defense of any civil, criminal, administrative or investigative proceeding brought to procure a judgment against such a person by reason of the fact that he or she is, or was, an agent of the corporation, or has been successful in defense of any claim, issue or matter, therein, such person shall be indemnified against expenses actually and reasonable incurred by the person in connection with such proceeding.

If such person either settles any such claim or sustains a judgment again him or her, the indemnification again expenses, judgments, fines, settlements and other amounts reasonably incurred in connection with such proceedings shall be provided by this corporation but only to the

extent allowed by, and in accordance with the requirements of, Section 5238 of the California Nonprofit Public Benefit Corporation Law.

SECTION 17. INSURANCE FOR CORPORATE AGENTS

The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee or other agent of the corporation) against any liability other than for violating provisions of law relating to self-dealing (Section 5233 of the California Nonprofit Public Benefit Corporation Law) asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the provisions of Section 5238 of the California Nonprofit Public Benefit Corporation Law.

ARTICLE 4 OFFICERS

SECTION 1. NUMBER OF OFFICERS

The officers of the corporation shall be a President, a Vice-President, a Secretary and a Treasurer. The corporation may also have, as determined by the Board of Directors, other officers.

SECTION 2. QUALIFICATION, ELECTION AND TERM OF OFFICE

Officers shall be elected by the Board of Directors at the annual meeting. Each officer shall hold office until the next annual meeting unless removed or otherwise disqualified to serve, or until his or her successor shall be elected.

SECTION 3. REMOVAL AND RESIGNATION

The Board of Directors may remove any officer, either with or without cause, at any time. Any officer may resign at any time by giving written notice to the Board of Directors or to the President or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this Section shall be superseded by any conflicting terms of a contract, which has been approved or ratified by the Board of Directors relating to the employment of any officer of the corporation.

SECTION 4. VACANCIES

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the Board of Directors. In the event of a vacancy in any office other than that of President, such vacancy must be filled temporarily by appointment by the Present until such time as the Board shall fill the vacancy. Vacancies occurring in offices of offers appointed at the discretion of the board may or may not be filled, as the board shall determine.

SECTION 5. DUTIES OF PRESIDENT

The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Directors, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation of this corporation, or by these Bylaws, or which may be prescribed from time to time by the Board of Directors. Unless another person is specifically appointed as Chairperson of the Board of Directors, he or she shall preside at all meetings of the Board of Directors. Unless another person is specifically appointed as Chairperson of the Board of Directors, he or she shall preside at all meetings of the Board of Directors. If applicable, the President shall preside at all meetings of the members. Except as otherwise expressly provided by law, by the Articles of Incorporation or by these Bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Board of Directors.

SECTION 6. DUTIES OF VICE PRESIDENT

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to, all the restrictions on the President. The Vice President shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the Board of Directors.

SECTION 7. DUTIES OF SECRETARY

The Secretary shall:

Certify and keep at the principal office of the corporation the original or a copy of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committee of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the corporation and see that the seal is suffixed to all duly executed documents, the execution of which on behalf of the corporation under its seal is authorized by law or by these Bylaws.

Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request thereof, the Bylaws, the membership books and the minutes of the proceedings of the directors of the corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation of this corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

SECTION 8. DUTIES OF THE TREASURER

Subject to the provisions of these Bylaws relating to “Execution of Instruments, Deposits and Funds,” the treasurer shall;

Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, and other depositories as shall be selected by the Board of Directors.

Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.

Keep and maintain adequate and correct accounts of the corporations’ properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, and gains and losses.

Exhibit at all reasonable times the book of account and financial records to any director of the corporation or to his or her agent or attorney, on request therefore.

Render to the President and directors, whenever requested, an account of any or all of his or her transactions as Treasurer of the financial conditions of the corporation.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of the Treasurer and such other duties as may be required by law, by the Articles of Incorporation for this corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

ARTICLE 5 COMMITTEES

SECTION 1. EXECUTIVE COMMITTEE

The Board of Directors may, by a majority vote of the directors, designate the President and two or more Directors to constitute an Executive Committee and delegate to such Committee any of the powers and authority of the board in the management of the business and affairs of the corporation, except with respect to:

- (a) The approval of any action which, under law or the provisions of these Bylaws, requires the approval of the members or of a majority of all of the members.
- (b) The filling of vacancies on the board or on any committee which has the authority of the Board.

- (c) The amendment or repeal of Bylaws of the adoption of new Bylaws.
- (d) The amendment or repeal of any resolution of the board which by its express terms is not so amendable or repeatable.
- (e) The appointment of committees of the board or the members thereof.
- (f) The approval of many transactions to which this corporation is a party and in which one or more of the directors have a material financial interest, except as expressly provided in Section 5233 (d) (3) of the California Nonprofit Public Benefit Corporation Law.

By a majority vote of its members then in office, the board may at any time revoke or modify any or all of the authority also delegated, increase or decrease the number of its members, and fill vacancies therein from the members of the board. The Committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

SECTION 2. OTHER COMMITTEES

The corporation shall have such other committees as may from time to time be designated by resolution of the Board of directors. Such other committees may consist of persons who are not also members of the Board.

SECTION 3. MEETINGS AND ACTIONS OF COMMITTEES

Meetings and action of committee shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the Board of Directors, which such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular meetings of committees maybe fixed by resolution of the Board of Directors or by the committee. The Board of Directors may also fix the time for special meetings of committees. The Board of Directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

ARTICLE 5 EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

SECTION 1. EXECUTION OF INSTRUMENTS

The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose in any amount.

SECTION 2. CHECKS AND NOTES

Except as otherwise specifically determined by resolution of the Board of Director, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money and other evidence of indebtedness of the corporation shall be signed by the Treasurer and countersigned by the resident of the corporation.

SECTION 3. DEPOSITS

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

ARTICLE 7 CORPORATE RECORDS, REPORTS AND SEAL

SECTION 1. MAINTENANCE OF CORPORATE RECORDS

The corporation shall keep at its principal office in the State of California:

- (a) Minutes of all meetings of directors, committee of the board and, if this corporation has members, of all meetings of members, indicating the time and place of hold such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof.
- (b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liability, receipts, disbursements, gains and losses.
- (c) A record of its member, if any, including their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership.

SECTION 2. CORPORATE SEAL

The Board of Directors may adopt, use, and at will, alter a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

SECTION 3. DIRECTORS' INSPECTION RIGHTS

Every director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation.

SECTION 4. RIGHT TO COPY AND MAKE EXTRACTS

Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection includes the right to copy and make extracts

SECTION 5. ANNUAL REPORT

The board shall cause an annual report to be furnished not later than one hundred and twenty (120) days after the close of the corporation's fiscal year to all directors of the corporation which report shall contain the following information in appropriate detail:

- (a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year.
- (b) The principal changes in assets and liabilities, including trust funds, during the fiscal year.
- (c) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the fiscal year.
- (d) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year.
- (e) Any information required by Section 6 of this Article.

The annual report shall be accompanied by any report thereon of independent accountants, or, if there is no such report, the certificate of an authorized officer of the corporation that such statements were prepared without audit from the books and records of the corporation.

SECTION 6. ANNUAL STATEMENT OF SPECIFIC TRANSACTIONS

This corporation shall mail or deliver a statement within one hundred and twenty (12) days after the close of its fiscal year, which briefly describes the amount and circumstances of any indemnification or transaction of the following kind:

- (a) Any transactions in which the corporation, or its parent or its subsidiary, was a party, and in which either of the following had a direct or indirect material financial interest:
 - 1. Any director or officer of the corporation, or its parent or its subsidiary (a mere common directorship shall not be considered a material financial interest); or
 - 2. Any holder of more than ten percent (10%) of the voting power of the corporation, its parent or its subsidiary.

The above statement need only be provided with respect to a transaction during the previous fiscal year involving more than FIFTY THOUSAND DOLLARS (\$50,000) or which was one of a

number of transactions with the same persons involving, in the aggregate, more than FIFTY THOUSAND DOLLARS (\$50,000).

Similarly, the statement need only be provided with respect to indemnifications or advances aggregating more than TEN THOUSAND DOLLARS (\$10,000) paid during the previous fiscal year to any director or officer, except that no such statement need be made if such indemnification was approved by the members pursuant to Section 5238 (e) (2) of the California Nonprofit Public Benefit Corporation Law.

Any statement required by this Section shall briefly describe the names of the interested persons involved in such transactions, stating each person's relationship to the corporation, the nature of such person's interest in the transaction and, where practical, the amount of such interest, provided that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership be stated.

If this corporation has any members and provides all members with an annual report according to the provisions of Section 6 of this Article, then such annual report shall include the information required by this Section.

ARTICLE 8 FISCAL YEAR

SECTION 1. FISCAL YEAR OF THE CORPORATION

The fiscal year of the corporation shall begin on the first day of January and end on the last day of December each year.

ARTICLE 9 AMENDMENT OF BYLAWS

SECTION 1. AMENDMENT

Subject to any provision of law applicable to the amendment of Bylaws of public benefit nonprofit corporations, these Bylaws, or any of them, may be altered, amended or repealed and new Bylaws adopted by approval of a majority of the Directors in office.

ARTICLE 10 PROHIBITION AGAINST SHARING CORPORATE PROFITS AND ASSETS

No director, officer, employee or other person connected with this corporation, or any private individual, shall receive at any time any of the net earnings or pecuniary profit from the operations of the corporation, provided, however, that this provision for the corporation in effecting any of its public or charitable purposes, provided that such compensation is otherwise permitted by these Bylaws and is fixed by resolution of the Board of Directors; and no such person or persons shall be entitled to share in the distribution of, and shall not receive, any of the corporate assets on dissolution of the corporation.

**ARTICLE 11
MEMBERS**

This corporation shall not have members. Pursuant to Section 5310(b) of the Nonprofit Public Benefit Corporation Law of the State of California, any action which would otherwise, under law or the provisions of the Articles of Incorporation or Bylaws of this corporation, require approval by a majority of all members or approval by the members, shall only require the approval of the Board of Directors.

**ARTICLE 12
DEDICATION OF ASSETS**

This corporation’s assets are irrevocably dedicated to charitable purposes. No part of the net earning, properties or assets of the corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual or any director or officer of the corporation. On liquidation or dissolution, all properties and assets remaining after payment, or provision for payment, of all debts and liabilities of the corporation, shall be distributed to a nonprofit fund, foundation or corporation that is organized and operated exclusively for charitable purposes and that has established its exempt status under section 501 (c) (3) of the Internal Revenue Code.

**ARTICLE 13
CONSTRUCTION AND DEFINITIONS**

Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these bylaws. Without limiting the generality of the preceding sentence, the masculine general includes the feminine and Neuter, the singular includes the plural, the plural includes the singular, and the term “person” includes both a legal entity and a natural person.

CERTIFICATE OF SECRETARY

I certify that I am the duly elected Secretary of the Brentwood Library Foundation, a California public benefit corporation; that they bylaws consisting of 113 pages, are the bylaws of this corporation as adopted by the Board of Directors on _____, and that these bylaws have not been amended or modified since that date.

Adopted by the Brentwood Library Foundation Board of Directors

, Secretary

Exhibit F

CITY OF BRENTWOOD LIBRARY NAMING OPPORTUNITIES POLICY FRAMEWORK

I. POLICY

The City of Brentwood appreciates private donations toward the construction and ongoing operational costs of the new library and views such contributions as vital to achieving the level of excellence desired by our community.

The Brentwood City Council authorizes City staff (Staff) to work with the Brentwood Library Foundation (Foundation) to develop and manage a naming opportunities component of the Foundation Capital and Endowment Campaigns because the Foundation has made a commitment to raise at least \$ _____ for construction and outfitting of the new library and has established the infrastructure to track, acknowledge, receive and recognize private gifts.

The City Council may also authorize other forms of fundraising and recognition in partnership with others as appropriate after consultation with the Foundation.

In addition to Capital Campaign donations, programmatic, endowment and planned gifts will be welcome and recognized appropriately.

II. PRINCIPLES

- A. The Brentwood City Council authorizes Staff and the Foundation to develop a mutually agreeable plan to designate interior and exterior areas, rooms and furnishings as available for naming opportunities.
- B. The Brentwood City Council authorizes Staff and the Foundation to develop minimum contribution levels for each of the interior and exterior areas, rooms or furnishings that are available as naming opportunities.
- C. Staff will provide the Foundation with regular reports on all changes in the building design that affect naming opportunities of areas, rooms or furnishings.
- D. The Foundation Board will provide Staff with regular reports on the progress of the capital and endowment campaign, including, but not limited to, indicating which areas have been selected by donors making contributions to the campaign.
- E. Staff in consultation with the Foundation, will work with signage design consultants to assure that appropriate signage is created to recognize each donor's contribution to the capital and endowment campaigns.

- F. Each donor's contribution will be recognized by signage placed in or near the area/room/furnishing in the library or by recognition on a donor plaque.
- G. A contribution to the naming opportunities portion of the Capital Campaign does not entitle any donor to select the décor of the room or area nor to place items on display in any portion of the library's interior or exterior.
- H. Naming rights will be secured by the contributions of ____% of the total pledged. Failure to honor the full pledge within the time frame designated by the City and Foundation may result in changes to the method of recognition including removal of the donor's name.
- I. Naming rights to rooms or areas on both the interior and exterior of the building are limited to a period of forty (40) years and may be renewed or reassigned after that period. City and Foundation will entertain requests from corporations to rename area in cases of corporate renaming, but will not guarantee such redesignation.
- J. In-kind contributions including, but not limited to, public art will be evaluated on a case-by-case basis and accepted on in concert with City and Foundation approvals.
- K. Individual plaques may be placed on specialized furniture and equipment. These items are dedicated only for the usable life of the item. If the item needs major refurbishing, the naming rights may be renewed or reassigned.
- L. The City and the Foundation reserve the right to refuse to offer naming opportunities to individuals, organizations, or businesses for any legal reason including, but not limited to, the fact that the entity is engaged in promoting alcohol, tobacco, violence or discrimination of any kind.
- M. The City and the Foundation reserve the right to remove any name from the building and/or site if a person or corporation becomes involved in inappropriate behavior.
- N. Donations resulting in naming rights may be paid to the Foundation or to the City at the discretion of the donor. Donations paid to the Foundation shall be transferred to the City in a mutually agreed upon time and manner.
- O. The City Manager may delegate any authority granted by this policy to another City employee.

Exhibit G

AGREEMENT FOR FUNDING CONTRIBUTIONS TO CONSTRUCTION, OPERATIONS AND PROGRAMMING OF THE BRENTWOOD LIBRARY

THIS AGREEMENT is entered into by and between the City of Brentwood, a Municipal Corporation (“City”) and the Brentwood Library Foundation, a non-profit corporation (“Foundation”)/

RECITALS

- A. The Brentwood Library Foundation is a public nonprofit organization formed in _____ to raise private funds for a new and improved facility, collections, programs and services for the Brentwood Library.
- B. The mission of the Brentwood Library Foundation is to raise private funds to supplement public funding of the Brentwood Library in order to ensure that our library can serve as an indispensable information resource with free and convenient facilities and services.
- C. The City is in the process of designing the new Brentwood Library for which the Foundation has agreed to raise funds.
- D. The City and the Foundation agree that private funds are needed to provide excellent library services to the community and that this partnership serves the community best.

NOW, THEREFORE, in consideration of the terms and conditions contained herein, the City and the Foundation agree as follows:

AGREEMENT

I. BACKGROUND

The Brentwood Library Foundation believes that a great library is not possible through public funding alone.

The Brentwood Library Foundation is a public nonprofit organization formed in _____ to raise private funds for a new facility, collections, programs and services for the Brentwood Library.

Tax limitations, growth in population and library use, plus rising costs have outpaced tax support to provide the quality library services we need and expect. With gifts from individuals, businesses and charitable foundations, the Brentwood Library Foundation makes the difference between libraries that are just getting by and great libraries.

The new Brentwood Library project includes a two-story, 20,000 square foot building and is estimated to cost approximately \$10 million. Early design concepts of the facility by Mark Davis Design + FOG are underway.

The Foundation pledges to raise money toward the construction of the new library, as well as toward the operational and programming expenses once the new library is complete.

The City Council approved in _____ the “City of Brentwood Library Naming Opportunities Policy Framework” for use by the Foundation to guide donor recognition, which is attached hereto as Exhibit A.

At the time of this agreement (date), fundraising efforts are proceeding and both the City and the Foundation are confident that capital campaign goals will be met.

The new Brentwood Library project will likely break ground in _____ and is expected to be completed by _____.

2. Pledge Collection for Capital Costs

The City recognizes that many donations will be made at multi-year pledges and that receipt of the full amount cannot be guaranteed. However, the Foundation agrees to take all steps necessary and available to collect the full amount pledged and to remit that amount to the City.

3. Timing and Method of Fund Transfers for Library Construction

The City will make a good faith effort to insure that most of the funds for the construction of the new Brentwood Library will be expended by _____. The City understands that the Foundation has provided the opportunity for donors to make donations over a period of years to a maximum of years starting in _____. The Foundation agrees to remit to the City the total amount collected for capital costs at least twice per year in _____, _____, _____, _____ and _____ on mutually acceptable dates. Both entities expect the majority of funds to be collected by the Foundation and contributed to the City by the library’s completion in _____.

The Foundation will make contributions via a mutually acceptable method such as corporate check, bank transfer or the like.

4. Timing and Method of Funding Requests for Operations and Programming

In addition to funds for construction of the new library, the Foundation has agreed to raise funds for operations and programming at what will be the new Brentwood Library. Upon request by the Foundation, the City agrees to submit grant applications for funding requested for operations and/or programming support. The Foundation agrees not to make the grant process overly burdensome – a copy of the currently used grant form is attached at Exhibit B for reference purposes. The form may be amended and/or edited from time to time.

Exhibit H

BRENTWOOD LIBRARY FOUNDATION

BOARD MEMBER AGREEMENT

The Brentwood Library Foundation is a community-based organization that enhances the Brentwood Library's objective to meet the cultural, informational and educational needs of Brentwood by raising private and public funds and sponsoring library programs and events.

NAME: _____

GENERAL EXPECTATIONS:

- A. Support the mission, goals, policies and programs of the Brentwood Library Foundation.
- B. Be knowledgeable about, and annually review, the Brentwood Library Foundation's missions, goals and strategic plan.
- C. Suggest possible board nominees who are men and women of achievement, who can make significant contributions to the development of the Brentwood Library Foundations.
- D. Serve actively on committees as requested by the president.
- E. Prepare for and participate in board meetings and committee meetings.
- F. Attend all board meetings. Regularly assess one's own performance as a board member.

FIDUCIARY RESPONSIBILITY:

- A. Make a personally significant annual contribution to the Brentwood Library Foundation.
- B. Secure employer-matching gifts, where available and if applicable.
- C. Purchase tickets to Brentwood Library Foundation events and fundraisers.
- D. Engage in fundraising when requested.
- E. Approve the annual budget.
- F. Read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.

Signature: _____

Date: _____

The Brentwood Library Foundation

The Foundation For Our Future