Summary Title: Approval of IMLS CARES Grant

Title: Approval of the Acceptance and Appropriation of Institute of Museum and Library Services (IMLS) CARES Grant and Approval of a Budget Amendment (Requires 2/3 Approval) for General Fund Operating Budget in Community Services Department and Library Services Department

From: City Manager

Lead Department: Library

Recommended Motion

Staff recommends that City Council approve and accept the following:

1. Acceptance of a $128,286 CARES Act Grant for facilitation of virtual programming at the Library, Art Center, and Junior Museum and Zoo.

2. Amendment of the Fiscal Year 2021 Budget Appropriation for the General Fund Operating Budget, by a 2/3 vote, for:
   a. The Library Department by:
      i. Increasing the revenue estimate for grants by $48,156; and
      ii. Increasing the expense appropriation by $48,156; and
   b. The Community Services Department (CSD) by:
      i. Increasing the revenue estimate for grants by $80,130; and
      ii. Increasing the expense appropriation by $80,130.

Background

As part of the nation’s response to the pandemic through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Institute for Museum and Library Services (IMLS) funded direct grants to respond quickly, efficiently, and with significant impact to the national emergency. The goal of this grant program is to support the role of museums and libraries in responding to the coronavirus pandemic in ways that meet the immediate and future COVID-19 needs of the communities and audiences they serve. The CARES Act provided funds to the IMLS “to prevent, prepare for, and respond to coronavirus...to expand digital network access, purchase internet accessible devices, and provide technical support services” for the benefit of communities impacted by the public health emergency.

IMLS accepted grant applications for projects that will create opportunities for museums and
libraries to support positive socio-economic change now and in a future reopened environment. This can be through preserving jobs, staff training and development, addressing the digital divide, planning for reopening, and providing technical support and capacity building for digital inclusion and engagement, prioritizing our highest-need communities.

The Library, Art Center, and Junior Museum & Zoo (JMZ) joined forces to apply to this grant as a collaborative effort. The project will also coordinate with city, school, and nonprofit entities, including Ravenswood and Palo Alto School Districts, senior facilities, and other local nonprofits serving the target audiences to coordinate virtual programs. The goal of the grant application was to provide an elevated quality of virtual programs to the Palo Alto community by training staff, purchasing advanced studio equipment, and hiring additional specialized staff. On September 28, 2020, the City of Palo Alto was notified of their award of the grant. There was a 5% acceptance rate for this grant.

Discussion
“From Onsite to Virtual: Expanding Access to Community Learning Resources” is a collaborative partnership project between the Palo Alto City Library, the Palo Alto Art Center, and the City of Palo Alto Junior Museum and Zoo that will build capacity in developing and implementing virtual programming and events that meet the expressed needs (noted in Stakeholder Engagement) of the community amid the COVID-19 pandemic. The project includes in-depth staff training in digital content development with the MidPeninsula Media Center and will result in a model for best practices in virtual programs for museums and libraries through the creation of a digital playbook that can be employed throughout the field. In addition to serving the general public, target audiences include older adults, school children and districts, and museum and library staff throughout the country.

The Library will use the training, equipment, online platform and software contracts, and staffing to build capacity in developing and implementing virtual programming and events. The Library will assist in implementing the technology infrastructure piece of this project, setting up and collaborating with CSD to maintain all three virtual program studios that will be used by the Library, JMZ, and Art Center to produce virtual programming. The Library will develop further virtual programs targeting teens through engagement with the Teen Library Advisory Board and CSD Teen groups. The Library will also focus on virtual programming for Seniors and English-as-a-second-language Learners.

The Junior Museum & Zoo will use the training, equipment, contracted teachers and staffing to expand and improve their virtual fee-based and grant-funded science offerings for school students, children, and families. These virtual offerings will form an important outreach tool as the JMZ is currently closed but planning to open its brand-new renovated facility in the spring of 2021.

The Art Center will use the training, equipment, contracted teaching artists and additional staff support to enhance capacity for digital program delivery. This grant will allow the Art Center to
provide virtual exhibitions and virtual community engagement opportunities around them, enhance the quality of fee-based virtual classes for adults, children, and teens, and provide virtual school tours that supplement online and in-person instruction with essential social and emotional learning opportunities. The Art Center will also use funds to explore virtual events (such as the popular Friday Night at the Art Center) and to create virtual engagement opportunities for the Art Center Teen Leadership program.

Overall project goals are:
- Increased capacity of all staff at the Library, Art Center, and JMZ to plan, develop, implement, and evaluate distributed programs
- Increase of 25% in distributed programs offered by the Library, Art Center, and JMZ
- Development of a digital playbook that will be posted online, available to all organizations seeking to increase quality of and capacity to develop virtual programs
- Project evaluation, including survey results conducted during and after classes, the utilization of the Net Promoter Score survey, and metrics from the Biblioboard platform assessing digital community engagement

Policy Implications
The recommended actions outlined in this report advance many important policy objectives related to the City Comprehensive Plan Policy Goal C-1: Deliver community services effectively and efficiently. These include:
- Policy C-1.4 Promote City parks, open spaces, recreational facilities, libraries, classes and cultural activities for community members recognizing that these facilities and services build and strengthen community.
- Policy C-1.16 Provide arts, science and recreational activities that foster healthy children, youth, and teen development.
- Policy C-1.20 Leverage available funding to support the development of, and improved access to, programs that address all types of developmental disabilities, including physical, sensory, cognitive, or social/emotional needs.

Resource Impact
Acceptance of the IMLS grant requires a Budget Amendment to recognize $128,286 in revenue and expenses in the General Fund, by a 2/3 Council vote, as recommended in this report. The $123,620 cost share City contribution will be comprised of salaries and benefits for existing employees, and is budgeted in the General Fund in the FY 2021 Operating Budget. Grant funds are disbursed on a reimbursement-based model.

Timeline
The timeline for this project is October 2020 through July 2021, with all expenses completed by end of Fiscal Year 2021 on June 30, 2021. In October 2020, staff will collect and share data relating to target audiences and their needs, start contract services for trainings with MidPeninsula Media Center, and hire temporary staff. In November/December, trainings will continue for staff and virtual school programs will begin. January through May virtual
programming will continue, program evaluation will begin, and the how-to playbook draft will be created and submitted to a panel of content experts in the museum and library field for review. The how-to playbook will be published online by July.

**Stakeholder Engagement**
Staff have conducted surveys and virtual focus groups with community members throughout the pandemic. Roughly 30% of our community members have expressed that they plan to participate mainly in virtual programming until a vaccine is widely available. This grant will allow City staff to improve and develop additional virtual programming for our community.

**Environmental Review**
The recommendation in this report is not subject to the provisions of the California Environmental Quality Act as it does not meet the definition of a ‘project’ as defined in Public Resource Code section 21065.

**Attachments:**
- Attachment A: Grant Application and Notice of Award from IMLS for the IMLS CARES Grant - From Onsite to Virtual
GRANT AND FUNDING REQUEST APPLICATIONS

POLICY STATEMENT

The purpose of this policy is to establish uniform procedures for applications for grants and other funding requests.

The City of Palo Alto strongly encourages staff to identify and apply for grants to assist in the funding of City projects and programs. However, grants often require City commitments, such as matching funds, future maintenance and replacement costs or the continuation of the service or program established by the grant. It is, therefore, essential that grants be reviewed carefully for impact on the City's resources and consistency with City policy and procedures. Implementation of this policy is the responsibility of the Department Heads.

PROCEDURE

A. Grant Application

1. Department Heads must review the Grant Application Authorization Checklist at the time an application for grant funding is made. Department Heads are responsible for considering the following before approving the submission of a grant application:

   a. Consistent with City policies.

   b. The potential impact on financial and staffing resources, to include matching fund and prevailing wage requirements. The Administrative Services Department (Director or designee) must review all potential impacts before the grant is accepted.

   b. The potential audit costs.

   c. Whether any other department would be affected.

   d. On-going maintenance and replacement costs.

   e. Projected time line.

   f. The length of commitment required.

   g. Contractual obligations/requirements (of city and/or city contractors).
2. If a Council resolution is required to support the grant application, the sponsoring department will work with the City Manager's Office to agendize the application.

3. If the grant involves a Capital Improvement Program project, the Infrastructure Committee must review and approve the submission of a grant application.

B. Funded Grants

1. When grants are funded, the sponsoring department must notify and provide copies of the acceptance or cooperative agreement to:
   
   a. The City Manager
   
   b. The Director of Administrative Services
   
   c. The City Auditor
   
   d. The City Attorney

2. The sponsoring department will arrange with the Budget Manager and Accounting Manager to place awarded funds in appropriate accounts. Budget amendments will be done with the Mid-Year Financial Report and Year-End Financial Report to reflect all awarded grants.

3. The sponsoring department should coordinate with Planning and Community Environment to determine whether environmental clearance documents (e.g. CEQA/NEPA) are required prior to the execution of the grant agreement.

C. Announcement of Grants

The City Manager, in consultation with the Department Head of the sponsoring department, will determine when grant applications or funding awards are to be announced. The type and magnitude of the grant are elements to be considered in making this decision.

NOTE: Questions and/or clarification of this policy should be directed to the Office of the City Manager.
CITY OF PALO ALTO
GRANT APPLICATION AUTHORIZATION CHECKLIST

The City of Palo Alto strongly encourages staff to identify and apply for grants to assist in the funding of City projects and programs. The acceptance of grant funding, depending on the source, may place a wide range of legal, financial and administrative requirements on the City. In some cases, the mere act of applying for a grant will place the City in a situation that can create negative impacts if the City is unable to accept the grant. These circumstances can limit the City’s ability to apply for similar grant funds from the source agency in the future.

Use of non-local funds on CIP projects, such as grant funds, requires adherence to prevailing wage requirements. Coordination with purchasing will be necessary to ensure compliance.

In order to minimize any negative impacts to the City, the following checklist must be completed prior to applying for grant funds.

Project/Program Name: IMLS Cares Date: 6/10/20

Grant Source: Institute of Museum and Library Services (Federal)

Department: Library/CSD Department Contact: Giovanna Erkanat

Requested Grant Amount: $125,000

1. Is there a matching fund requirement? Yes ___ No _x__ 
   (If yes, ASD review)
   If so, what is the amount? $________
   Percentage split (e.g. 60/40) ___/___
   Are the matching funds available? If so, describe funding source: ______________________
   ______________________
   ______________________

2. Does the project/program create a new service? Yes ___ No _x__
   (If yes, ASD/City Manager review)

3. Are there special contractual obligations/requirements (e.g. prevailing wage, disadvantaged business enterprise, etc.)? Yes ___ No _x__
   (If yes, Attorney review) Describe: ________________________________
   ________________________________
4. Are there long-term/ongoing maintenance costs? Yes _x__ No ___
   If yes, has a funding source been identified? Yes _x__ No ___

Describe maintenance responsibilities: There may be minimal costs associated with
maintenance of equipment bought for the creation of digital content, but these sorts of
costs are already included in regular ongoing Library and CSD maintenance funds.

5. Will the receipt of grant funds or the program/project itself impact other
departments?  Yes ___ No _x__
   If yes, list the department(s) and describe the impacts: __________________________
   ____________________________________________________________________________
   ____________________________________________________________________________
   ____________________________________________________________________________
   ____________________________________________________________________________

(Department Heads from departments listed above must review grant application prior to
submittal)

6. Will the receipt of grant funds require Council resolution/approval? Yes ___ No
   _x__

7. Briefly describe the reporting and auditing requirements as stated in grant
   application:

   Staff hours and projects will need to be reported in a form to the federal agency. Federal
   single audit will likely need to be completed, as is the case with other Federal grants
   that the city executes.

   ____________________________________________________________________________

Prepared by: Giovanni Erkanat  Date: 6/9/20

Reviewed by: ___________________________  Date: ______

Management Analyst/Budget Coord: Gayathri Kanth  Date: ______

Department Head Approval: Gayathri Kanth  Date: 6/10/2020

ASD Director Approval:  Date: 6/10/2020

cc: City Auditor

Department Head Approval: Kristen O'Kane  Date: 6/10/2020
# Official Award Notification for Grants and Cooperative Agreements

## Institute of Museum and Library Services

**Action Taken:** Award  
**Date of Action:** 9/17/2020  
**Award Date:** 9/17/2020

### FEDERAL AWARD INFORMATION

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<tr>
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<tr>
<td>For: Palo Alto City Library</td>
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<tr>
<td>Award Recipient DUNS</td>
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<tr>
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<td>45.312 National Leadership Grants</td>
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<td>Does the award support research and development?</td>
<td>No</td>
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<tr>
<td>Project Title</td>
<td>From Onsite to Virtual: Expanding Access to Community Learning Resources</td>
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<tr>
<td>Project Description</td>
<td>The Palo Alto City Library will lead a collaborative partnership between itself, the Palo Alto Art Center, and the City of Palo Alto Junior Museum and Zoo to build capacity in developing and implementing virtual programming and events that meet the expressed needs of its community amid the COVID-19 pandemic. The “Onsite to Virtual: Expanding Access to Community Learning Resources” project will start with an in-depth staff training in digital content development with the Mid-Peninsula Media Center and result in the creation of a digital playbook of best practices for virtual programming that can be employed by museums and libraries across the country. The library and its partners will also increase its digital offerings by 25 percent.</td>
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<td>Grant Program and Office</td>
<td>CARES Act Grants for Museums and Libraries, Offices of Museum and Library Services (collaborations)</td>
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### AWARD AMOUNTS

| Funds Obligated by this Action | $128,286.00 |
| Total Outright Award Amount   | $128,286.00 |
| Total Cost Share              | $123,620.00 |
| Total Project Costs           | $251,906.00 |
| Indirect Cost Rate            | 10.00%    |

### RECIPIENT CONTACTS

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<tr>
<th>Role</th>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Authorizing Official</td>
<td>M. Giovanna Erkanat(GErkanat)</td>
<td>Management Analyst</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:giovanna.erkanat@cityofpaloalto.org">giovanna.erkanat@cityofpaloalto.org</a></td>
<td>Palo Alto City Library</td>
</tr>
<tr>
<td>Grant Administrator</td>
<td>M. Gayathri Kanth(GKanth)</td>
<td>Interim LibraryServices Director</td>
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<tr>
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### REMARKS

1. The Institute of Museum and Library Services (IMLS) provides this grant support pursuant to 20 USC § 9101 et seq.
2. The award is made in support of the purposes set forth in the original application or, if noted in the special terms and conditions of the award, in a revised plan of work that has been approved by IMLS program staff.
3. The administration of this grant and the expenditure of grant funds are subject to any special terms and conditions of this award, which may be attached as additional pages of the award notification, and the General Terms and Conditions for IMLS Discretionary Grant and Cooperative Agreement Awards. The latter document incorporates by reference the uniform administrative requirements, cost principles, and audit requirements for Federal awards promulgated by the Office of Management and Budget.
4. The first request for payment will indicate the grantees acceptance of the award.

### Awarding Official
Official Award Notification for Grants and Cooperative Agreements
Institute of Museum and Library Services

Anthony Smith
Associate Deputy Director of Library Services
IMLS Application Coversheet

CARES Act Grants for Museums and Libraries

PROJECT DIRECTOR
Gayathri Kanth
Interim Library Services Director
207 Forest Ave
Palo Alto, CA 94301-2531
Email: gayathri.kanth@cityofpaloalto.org
Phone: (650) 329-2668

GRANT ADMINISTRATOR
Gayathri Kanth
207 Forest Ave
Palo Alto, CA 94301-2531
Email: gayathri.kanth@cityofpaloalto.org
Phone: (650) 329-2668

LEGAL APPLICANT
Palo Alto City Library
Palo Alto, CA 94301-2531

APPLICATION INFORMATION

Project Title
From Onsite to Virtual: Expanding Access to Community Learning Resources

Grant period
From 09-01-2020 to 08-31-2021

Project Description
From Onsite to Virtual: Expanding Access to Community Learning Resources is a collaborative partnership project between the Palo Alto City Library, the Palo Alto Art Center, and the City of Palo Alto Junior Museum and Zoo that will build capacity in developing and implementing virtual programming and events that meet the expressed needs of the community amid the COVID-19 pandemic. The project includes in-depth staff training in digital content development with the Mid Peninsula Media Center, and will result in a model for best practices in virtual programs for museums and libraries through the creation of a digital playbook that can be employed throughout the field. In addition to serving the general public, target audiences include older adults, school children and districts, and museum and library staff throughout the country.

FUNDING REQUEST
IMLS funds $129039.00
Cost share/Match $152653.00
Total project costs $281692.00

INDIRECT COSTS
Rate (de minimis): 10%

AUTHORIZING OFFICIAL
Giovanna Erkanat
Management Analyst
Email: giovanna.erkanat@cityofpaloalto.org
Phone: (650) 329-2516
| **APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short Organizational** |
| *1. NAME OF FEDERAL AGENCY:* |
| Institute of Museum and Library Services |

| **2. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:** |
| $5.312 |

| **CFDA TITLE:** |
| National Leadership Grants |

| **3. DATE RECEIVED:** |
| 08/12/2020 |

| **4. FUNDING OPPORTUNITY NUMBER:** |
| CAG-ML-FY20 |

| **TITLE:** |
| IMLS CARES Act Grants for Museums and Libraries |

| **5. APPLICANT INFORMATION** |
| *a. Legal Name:* |
| Palo Alto City Library |

| *b. Address:* |
| **Street1:** 270 Forest Ave |
| **City:** Palo Alto |
| **State:** CA: California |
| **Country:** USA: UNITED STATES |
| **Zip/Postal Code:** 94301-2531 |

| *c. Web Address:* |
| http://https://library.cityofpaloalto.org/ |

| *d. Type of Applicant: Select Applicant Type Code(s):* |
| **Type of Applicant:** C: City or Township Government |

| *e. Employer/Taxpayer Identification Number (EIN/TIN):* |
| 84-600389 |

| *f. Organizational DUNS:* |
| 0505207820000 |

| *g. Congressional District of Applicant:* |
| CA018 |

| **6. PROJECT INFORMATION** |
| *a. Project Title:* |
| From Onsite to Virtual: Expanding Access to Community Learning Resources |

| *b. Project Description:* |
| From Onsite to Virtual: Expanding Access to Community Learning Resources is a collaborative partnership project between the Palo Alto City Library, the Palo Alto Art Center, and the City of Palo Alto Junior Museum and Zoo that will build capacity in developing and implementing virtual programming and events that meet the expressed needs of the community amid the COVID-19 pandemic. The project includes in-depth staff training in digital content development with the Mid Peninsula Media Center, and will result in a model for best practices in virtual programs for museums and libraries through the creation of a digital playbook that can be employed throughout the field. In addition to serving the general public, target audiences include older adults, school children and districts, and museum and library staff throughout the country. |

| *c. Proposed Project: Start Date:* 09/01/2020 * End Date:* 08/31/2021 |
### APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short Organizational

**7. PROJECT DIRECTOR**

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**8. PRIMARY CONTACT/GRANTS ADMINISTRATOR**

- Same as Project Director (skip to item 9):

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9. * By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties (U.S. Code, Title 218, Section 1001)

** I Agree ☒

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

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<td></td>
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<tr>
<td>* Signature of Authorized Representative:</td>
</tr>
<tr>
<td>Giovanna Erkanat</td>
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<tr>
<td>* Date Signed:</td>
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</tbody>
</table>
IMLS Supplementary Information Form

PLEASE NOTE: Information contained within this form may be made publicly available.

Applicant Information

The organizational unit performing the activities described in the application is the same as the legal applicant from the SF-424 Short Organizational form. ☑ Yes ☐ No

Select the institution type that most accurately describes the legal applicant:
Public Library

Funding Request

IMLS funds requested 129,039.00
Cost share/match amount* 152,653.00
Total costs 281,692.00

* Enter $0 if the budget includes no cost share or match.

Indirect Costs

☐ Current indirect cost rate(s) have been negotiated with a federal agency.
   Select from list: ____________________________
   Rate: ____________________________
   Expiration Date: ____________________________

☐ Indirect cost proposal has been submitted to a federal agency but not yet finalized.
   Select from list: ____________________________
   Rate: ____________________________
   Proposal Date: ____________________________

☒ Applicant chooses a rate not to exceed 10% of modified total direct costs, and declares it is eligible for the 10% rate.

☐ Applicant chooses not to include indirect costs.
Population(s) Served

Select the target population(s) to be served by the activities described in the application. Choose all that apply.

- General population
- Early childhood/Preschool (0-5 years)
- Middle childhood/Primary school (6-12 years)
- Adolescents/High school (13-19 years)
- Adults
- Aging, elderly, senior citizens (65+ years)
- Ethnic or racial minority populations other than Native American/Native Hawaiians
- Families/Intergenerational
- Immigrants/refugees
- Military families
- Museum and/or library professionals
- Native Americans/Alaska natives/Native Hawaiians
- People with mental or physical challenges/disabilities
- People who are low income/economically disadvantaged
- Rural populations
- Scholars/researchers
- Unemployed
- Urban populations
- Other
Abstract

Enter or paste your abstract below (maximum 3000 characters).

PLEASE NOTE: Information contained within this form may be made publicly available.

The Palo Alto City Library respectfully requests a one-year grant of $129,039 to support From Onsite to Virtual: Expanding Access to Community Learning Resources, a collaborative partnership project between the Library, the Palo Alto Art Center (Art Center), and the City of Palo Alto Junior Museum and Zoo (JMZ), that will build capacity in developing and implementing virtual programming and events that meet the expressed needs of the community amid the COVID-19 pandemic.

This project is built on the premise that community needs and modes of engagement will continue to evolve over the coming months and years, and thus is designed to be highly flexible and nimble in order to respond to a rapidly changing environment. The project includes in-depth staff training in digital content development with the Mid Peninsula Media Center, and will result in a model for best practices in virtual programs for museums and libraries through the creation of a digital playbook that can be employed throughout the field.

The City of Palo Alto will partner with the Mid Peninsula Media Center to develop an extensive training program focused on best practices for planning and implementing digital programs and events that will be provided to all staff, contractors, and teaching artists. The Library, Art Center, and JMZ will purchase equipment to allow for the set up of three digital studios, one for each organization. We will also integrate Biblioboard, a tool that allows for the presentation of digital exhibitions and virtual user-generated exhibitions and content to promote community digital engagement. Each organization will offer a broad range of distributed programs targeting diverse audiences. This grant will allow the programs to increase their digital offerings by 25%.

The project will serve the general public, with particular focus on the following beneficiaries: 1) Older adults, who will access virtual programming in the safety of their homes; 2) School children and school districts, who, through long standing partnerships with the Library, Art Center, and JMZ, will receive newly developed digital and hybrid arts and science integrated curriculum; and 3) Staff at museums and libraries throughout the country, who will have access to the digital playbook that documents the trainings and learnings around this project.

Intended results include: 1) Increased capacity of all staff at the Library, Art Center, and JMZ to plan, develop, implement, and evaluate distributed programs; 2) Increase of 25% in distributed programs offered by the Library, Art Center, and JMZ; 3) Development of a digital playbook that will be posted online, available to all organizations seeking to increase quality of and capacity to develop virtual programs; and 4) Project evaluation, including survey results conducted during and after classes, the utilization of the Net Promoter Score survey, and metrics from the Biblioboard platform assessing digital community engagement.
Section 1. Organizational Financial Information

a. Please complete the following table for the Organizational Unit for the three most recently completed fiscal years.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Revenue*</th>
<th>Total Expenses**</th>
<th>Surplus or Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$ 210,017</td>
<td>$ 10,314,028</td>
<td>($ 10,104,011)</td>
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<tr>
<td>2019</td>
<td>$ 190,358</td>
<td>$ 9,347,938</td>
<td>($ 9,157,580)</td>
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<td>2018</td>
<td>$ 155,691</td>
<td>$ 9,121,123</td>
<td>($ 8,965,432)</td>
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* For nonprofit tax filers, Total Revenue can be found on Line 12 of the IRS Form 990.
** For nonprofit tax filers, Total Expenses can be found on Line 18 of the IRS Form 990.

b. If you had a budget surplus or deficit greater than 10% of your annual operating budget for two or more of the three fiscal years listed above, please explain the circumstances of this surplus or deficit in the box below.

The Palo Alto City Library is not a revenue generating entity. Funds for the Library come from the City of Palo Alto’s General Fund.

c. Were there any material weaknesses identified in your prior year’s audit report?

☐ Yes
☒ No
☐ Not applicable

A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. If yes, please explain in the box below.
d. Has your organization had an A-133 audit in the past three years?

- [X] Yes
- [ ] No

Section 2. Agency-Level Goals

Select the IMLS agency-level goal that best aligns with your proposed project. Refer to [Transforming Communities: IMLS Strategic Plan, 2018-2022](#) for details.

- [ ] Promote Lifelong Learning
  IMLS supports museums and libraries in providing learning opportunities for people of all ages, backgrounds, abilities, and interests.

- [X] Build Capacity
  IMLS strengthens the training and capacity of museum and library staff to serve their communities.

- [ ] Increase Public Access
  IMLS supports museums and libraries in their efforts to increase access to information and ideas through stewarding collections and employing technology to reduce barriers and enable discovery.

Section 3. Eligibility

Select the set of eligibility criteria under which you are applying to this funding opportunity. Please see Section C1 of the Notice of Funding Opportunity for details.

- [ ] Museum Entity
- [X] Library Entity
- [ ] Federally Recognized Indian Tribe
- [ ] An organization that primarily serves and represents Native Hawaiians

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OMB Control #: 3137-0119, Expiration Date: 11/30/2020
**Vision:** A flourishing city where people achieve their dreams.

**Mission:** Palo Alto City Library connects our diverse community through knowledge, resources, and opportunities. We nurture innovation, discovery, and delight.

(Source: PALO ALTO CITY LIBRARY | STRATEGIC PLAN 2018-2021; Approving Body Palo Alto City Council approved on March 11, 2019 in Palo Alto City Council Staff Report #10129)

**Palo Alto City Library Governance Structure:** PACL is a Municipal Public Library governed by the City of Palo Alto (Municipal Government). PACL is funded by the City of Palo Alto’s General Fund.

**Service Area - City of Palo Alto**

Palo Alto (26 sq. miles) is a city of 69,226 residents within Santa Clara County, which has a population of 1,938,180. According to the City of Palo Alto’s official data set, the majority of the residents are between 25–54 years old, with the largest percentage in the 45–54 age category. According to the California State Department of Finance, the proportion of seniors in Santa Clara County is projected to grow significantly between 2015 and 2030. More specifically, according to this projection and cited in the recently approved Palo Alto Comprehensive Plan, "Palo Alto has, and is projected to continue to have, a higher percentage of persons over 60 years of age than almost any other city in Santa Clara County" (Section C-11 of Comprehensive Plan).

**Brief History of Palo Alto City Library, Art Center, and Junior Museum and Zoo:**

Palo Alto City Library system consists of five libraries dating back almost 100 years. Children’s Library was built in 1940 and is the oldest free-standing children’s library in the country. College Terrace Library was built in 1936 and is a historic landmark. Downtown Library serves the downtown Palo Alto neighborhood. Mitchell Park Library was opened in 1958 and renovated to double its size in 2015. Rinconada Library was opened in 1958 as well and also renovated in 2015. Palo Alto City Library is unique for a city of its size in that it has five library branches serving all corners of the 26 square miles of the city. As of June 30, 2018, Palo Alto has 68,034 registered Library users. The Library serves over 1 million visitors per year and circulates more than 1 million books and other digital media annually.

The Palo Alto Art Center is your place to: see and make art, activate your creativity, and expand your community. The Center was established in 1971, the result of intense lobbying during the late 1960s, by an engaged group of Palo Alto community members who advocated for the re-use of the former City Hall building as a center for the arts. Created by the community, for the community, the Art Center has successfully served a wide audience for more than four decades.

Palo Alto Junior Museum and Zoo was founded in 1934 by Josephine O’Hara in the basement of a local elementary school. The small zoo holds approximately 200 species of mostly indigenous wildlife such as bobcats, raccoons, hedgehogs, ducks, bats, snakes and more. The museum has an interactive scientific exhibition that is changed every few years. They offer science classes to local students, over 14,000 students a year. The museum is under construction and a new facility will open in early 2021.
IMLS CARES
Project Narrative

PROJECT JUSTIFICATION

The Palo Alto City Library respectfully requests a one-year grant of $129,039 to support From Onsite to Virtual: Expanding Access to Community Learning Resources, a collaborative partnership project between the Library, the Palo Alto Art Center (Art Center), and the City of Palo Alto Junior Museum and Zoo (JMZ), that will build capacity in developing and implementing virtual programming and events that meet the expressed needs of the community amid the COVID-19 pandemic. This project is built on the premise that community needs and modes of engagement will continue to evolve over the coming months and years, and thus is designed to be highly flexible and nimble in order to respond to a rapidly changing environment. The project includes in-depth staff training in digital content development with the Mid Peninsula Media Center, and will result in a model for best practices in virtual programs for museums and libraries through the creation of a digital playbook that can be employed throughout the field.

COVID-19-related Community Need

Even before COVID-19, Americans today have been experiencing a heightened level of overall anxiety, triggered by numerous and interrelated factors including acute income inequality, political instability, social discord, climate change, overconsumption, and technology saturation. In addition to anxiety, these factors also create feelings of apprehension, overwhelm, and powerlessness. Amid COVID-19, our communities are experiencing unprecedented loneliness and mental health issues, resulting in one-third of Americans showing signs of critical anxiety or depression. Moreover, with less preventative and maintenance care readily available, the pandemic has exacerbated conditions for those already struggling with depression and anxiety.

School districts throughout the country have been significantly disrupted by the pandemic, with the mass closure of schools curtailing nearly all in-person learning and socialization, and further highlighting chronic issues of equitable access to education. The Palo Alto Unified and Ravenswood City School Districts are facing numerous challenges including the transition to online learning and its ramifications during shelter-in-place due to a budget crisis. Ravenswood faces additional challenges, as a district of Title I low-income schools serving primarily socioeconomically disadvantaged students (95% of whom qualify for the federal school lunch program). Ravenswood is experiencing significant enrollment declines, primarily due to rising housing costs, the falling birth rate, and the opening of new charter and private schools. As the district is paid per student, this trend is resulting in the significant loss of federal funds. A recent Education Week survey reveals that “students now spend three hours per day learning, down from six hours per day prior to the coronavirus closures. For students in the highest-poverty schools, that figure drops to two hours per day.” Lack of access to reliable technology, inconsistent participation/motivation of students, de-prioritization of school, and the inability to work in a quiet space all contribute to the factors complicating distance learning.

As municipally-based and linked organizations, the Library, Art Center, and JMZ have a unique opportunity to leverage their location in local government to develop and share educational resources for the benefit of our community, all of whom have been profoundly impacted by COVID-19. This project will be developed in partnership with artists, community stakeholders, government agencies, local school districts, and regional social service organizations. It aims to enhance the quality of virtual programs and events produced by each

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6. The project is enthusiastically supported by the City of Palo Alto, which has publicly pledged to be a diverse, supportive, inclusive, and protective community, with issues of diversity at the cornerstone of the annual Human Relations Commission workplan.
organization in both the short- and long-term through sustained training with the Mid Peninsula Media Center and the one-time purchase of equipment and software to support new digital studios. In addition, the initiative intends to support staff positions that have been eliminated by City of Palo Alto budget cuts by rehiring staff as Arts and Science Professionals responsible for promoting multidisciplinary programming that links the arts, sciences, and literacy, and supports more enhanced and sustained collaborations between these City programs into the future. The project design thus builds capacity at the staff level for immediate response to COVID-19-related needs, while also strengthening infrastructure for ongoing virtual program delivery.

**Project Beneficiaries**
The Library, Art Center, and JMZ have been proactively communicating with constituents since the onset of the pandemic in order to gauge both their interest in staying connected (consistently high) and their comfort in returning to the facilities in-person, once County-regulated public safety protocols are in place. The project will serve the general public, with particular focus on the following beneficiaries:

- **Older adults.** Previously super-users of the Library, Art Center, and JMZ programs, elderly citizens of the region have expressed that they will not be comfortable returning to our facilities in-person until there is a vaccine. This project will enable each organization to develop new ways of reaching our aging community members within the safety and comfort of their homes, thus alleviating isolation by providing access to a shared online community of people with similar interests.

- **School children and school districts.** The Library, Art Center, and JMZ have long standing traditions of supporting the Palo Alto Unified and Ravenswood City School Districts to provide in-classroom and out-of-the-classroom learning opportunities for students. With this capacity building initiative, all three programs will be able to enhance their support of local school districts by providing digital, in-classroom or hybrid models of learning.

- **Staff at museums and libraries throughout the country.** When the shelter-in-place was established on March 16 in Santa Clara County, Library, Art Center, and JMZ staff scrambled to develop virtual programs to stay connected with our constituents. Staff at the programs had virtually no experience with developing and implementing these programs. They began learning by doing, and in some cases failing. Staff were surprised to see very few resources online that provided instruction or tips on hosting virtual art or science classes, events, or library programs. Through the creation of a digital playbook that documents the trainings and learnings around this project, staff hope to support their colleagues in producing best-practice digital events and programs.

**PROJECT WORK PLAN**

**Project Activities**

**Training.** The City of Palo Alto will partner with the Mid Peninsula Media Center to develop an extensive training program focused on best practices for planning and implementing digital programs and events that will be provided to all staff, contractors, and teaching artists. Trainings will include how to host virtual art, science, and library programs and events using synchronous tools such as Zoom and Go-To Meeting, as well as non synchronous tools for developing classes, programs, and events, simple video production, video editing, lighting, and more. Trainings will be provided virtually and recorded to ensure as much participation as possible, and will also include how to measure success for virtual programs.

**Equipment/Software.** The Library, Art Center, and JMZ will purchase equipment to allow for the set up of three digital studios, one for each organization. We will also integrate Biblioboard, a tool that allows for the presentation of digital exhibitions and virtual user-generated exhibitions and content to promote community digital engagement.

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8 https://www.cde.ca.gov/ls/he/hn/strongertogther.asp
9 https://biblioboard.com/
**Distributed Programs.** The Library, Art Center and JMZ will offer a broad range of distributed programs targeting diverse audiences. This grant will allow the programs to increase their digital offerings by 25%. Free virtual programs offered in the spring of 2020 at the Art Center have been highly successful, with 499 participants in live classes, and 2,456 views of recorded activities and classes online. Customer feedback about online offerings has been strong with an average Net Promoter Score of 73. The JMZ also offered a number of live and pre-recorded virtual programs this past spring. Twenty-three (23) pre-recorded lessons received 2,762 views and 339 families participated in two 8-week long live virtual programs.

Programs to be offered during the grant period include:

- **Virtual classes for adults and children.** All three organizations have robust curriculum offerings; this grant will enable them to adapt curriculum for virtual delivery by partnering with teaching artists and science instructors.
- **Virtual Library classes including meditation sessions, a mental health series, targeted technology use trainings, one-on-one trainings on using digital resources, and emerging technology trainings for K-12 students.**
- **Virtual in-class JMZ science lessons supporting CA State Content Standards in the Life, Physical and Earth Sciences, virtual field trips to the museum and zoo, and virtual open space field trips supporting new California Environmental Education Content Standards.**
- **Virtual art exhibitions offered through the Biblioboard platform, with opportunities for community-generated exhibitions through the same tool.**
- **Virtual community building events, including Friday Nights at the Art Center.**
- **Virtual school programs, including field trips (for use in the classroom or at home); inquiry-based arts integrated projects aligning with language arts, social studies, and science curriculum; and collaboration day activities for Cultural Kaleidoscope, the Art Center’s long-running in-school artist residency program that integrates the arts with the common core and builds empathy among K-5 students. The Art Center is currently working with art educator Julia Marshall to develop a holistic K-5 curriculum for Cultural Kaleidoscope, funded in part through an IMLS Museums for America grant. We expect to draw upon this curriculum to inform content for Bibliobooks, and other platforms, in addition to creating videos to accompany the curriculum.**

**Staffing.** While this grant addresses audiences who may not be inclined to visit our programs onsite, we do know that there are a number of participants who do intend to return. A survey of adult audiences indicated that 70% were interested in returning to programs onsite provided that we could meet County health standards. These results reflect those of a similar survey conducted by the City of Sunnyvale, with 70% expressing an interest in returning. A recent survey conducted by the Palo Alto Art Center Foundation of past attendees at annual Great Glass Pumpkin Patch indicated that 70% would be interested in returning to the event if hosted in 2020. A survey of Art Center volunteers indicated that 87% would be interested in returning to volunteer onsite if health standards were addressed. Focus groups conducted in April 2020 of area parents indicated a strong interest in summer camps, both in-person and virtual. Daily communications from Adult Studio participants indicate their strong needs and desires to return to the Center. In our current COVID-19, shelter-in-place environment, community members are finding their lives have been completely disrupted. A return to onsite programs—whether virtual or in-person—will represent a return to a semblance of normalcy, increasingly critical at this time.

The challenge for our programs is how to manage virtual programs concurrently with onsite programs, which will require greater high-touch cleaning, social distancing supervision, and facility management. Staffing will be essential to support the development and implementation of programs on onsite and virtual channels.

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10 If there is another surge, as some are forecasting for the fall, these motivations to visit will change significantly, and will drive more to our virtual programs.
The City of Palo Alto, like municipalities throughout the nation, is experiencing an unprecedented budget crisis. Depending on the length and depth of this current public health emergency, the severity of the financial ramifications remain unknown. In the City General Fund, staff provided an estimate that major General Fund taxes would decline at minimum by $20 million in FY21 compared to the estimates carried in the baseline budget. Ultimately it is estimated that the City may face between a $20 million and $39 million loss in major tax revenues during the next fiscal year. The following proposed staffing structure will mitigate layoffs by re-employing staff in the positions outlined below:

- **3 Arts and Sciences Professionals**—1 will be assigned to each program to assist with the logistics of virtual programs, allowing staff to essentially be in two places (onsite and virtual) at one time.
- **1 Arts and Sciences Professional**, responsible for developing the documentation Playbook

### Planning, Implementation and Management

Digital Access will be planned, implemented, and managed by a seasoned team comprised of key Library, Art Center, and JMZ staff. Library staff include Gayathri Kanth, Interim Director, who will provide general project oversight, and Diane Lai, Division Head, M Ryan Hess, Digital Initiatives Manager, and RuthAnn Garcia, Library Services Manager. Art Center staff include Karen Kienzle, Art Center Director, and Lucy Larson, Director of Education, who will oversee all educational activities. JMZ staff include John Aikin, Director; Alex Hamilton, Education Director; Tina Keegan, Exhibits Director. A number of teaching artists who are either contracted or employed with the organizations will play a key role in developing virtual lesson plans and field trips. Additional staff to be hired will be determined in September. A steering committee will be responsible for data collection and management, and monitoring progress.

### Timeline

- **September - October 2020**: Collect and share data relating to target audiences and their needs (based on surveys administered over the summer); begin contract process with Mid Peninsula Media Center; hire staff as outlined above; continue outreach to school districts and work toward finalizing school program offerings; develop training schedule and begin trainings; first virtual Friday Night at the Art Center; purchase equipment; set up virtual studios.
- **November - December 2020**: Continue trainings; begin virtual school programs; begin virtual programming; develop playbook; program evaluation.
- **January - May 2021**: Continue programming; program evaluation; submit playbook draft to panel of content experts in the museum and library field for review.
- **June - August 2021**: Summer programming; program evaluation; final playbook posted online and broadly disseminated.

### Tracking Progress

Progress will be tracked internally by the key staff from each organization. This close management will enable project staff to assess impact and make adjustments as the project proceeds. The effectiveness of the programming will be evaluated by participant surveys, the Net Promoter Score survey, and select focus group interviews. The management team will jointly monitor overall progress and ensure consistent communication between the organizations and stakeholders.

### Sharing Results

The Library, Art Center, and JMZ will utilize its network of community partners and stakeholders to promote the project, and each organization will utilize its social media platforms for sharing and marketing events and programs. The Library website has over 3.3 million unique page views annually. The Art Center’s website has over 100,000 unique page views annually, 3000 Facebook followers, 1000 Twitter followers, and 400 Instagram followers, and maintains a robust Flickr site with images from events and programs. The JMZ’s Facebook page has 4200 followers while their Instagram page has 876 followers. Staff will present findings at regional, state, and national conferences and look forward to sharing the results of the project to members of organizations.
including the American Alliance of Museums, Association of Children’s Museums, California Association of Museums, and Western Museums Association. Finally, the digital playbook will serve as a vital resource for the museum and library community nationwide, most of whom will be transitioning at least some of their offerings to virtual platforms.

**PROJECT RESULTS**

**Intended Results**

Intended results include: 1) Increased capacity of all staff at the Library, Art Center, and JMZ to plan, develop, implement, and evaluate distributed programs; 2) Increase of 25% in distributed programs offered by the Library, Art Center, and JMZ; 3) Development of a digital playbook that will be posted online, available to all organizations seeking to increase quality of and capacity to develop virtual programs; and 4) Project evaluation, including survey results conducted during and after classes, the utilization of the Net Promoter Score survey, and metrics from the Biblioboard platform assessing digital community engagement.

**Target Audience Benefits in Addressing Needs Related to COVID-19**

The Library, Art Center, and JMZ have a long history of collaboration, and this project leverages a municipal partnership to the benefit of the target audiences by bolstering virtual program delivery at a time when it is impossible, or medically prohibitive, to visit these sites in-person. By partnering with the Mid Peninsula Media Center, the project will result in the development of high-quality virtual programming that will help mitigate feelings of isolation in the community and fill the gaps in public school distance learning education. Amid COVID-19, the project reinforces the role of these organizations as anchors in the community and vital resources for dynamic educational opportunities for all ages. The project provides an opportunity for these organizations to connect the arts, sciences, and literacy in a way never before done at the City, and trains staff in developing and delivering this content to audiences in the most engaging, responsive, and sustainable ways.

**Data Collection and Reporting**

One of the intended goals of this project is to enhance capacity for the Library, Art Center, and Junior Museum & Zoo to not only plan and develop, but also evaluate digital content. The Mid-Peninsula Media Center will provide a training session focused on how to successfully evaluate digital content. Currently, the Art Center follows up all digital classes with a survey, using a Net Promoter Score to rate programs across program areas. Library will perform post-program online surveys of participants who attend through our Library website platform to determine satisfaction and quality of programming. The JMZ evaluates its in-person and live virtual programs and with this project will develop an evaluation tool for pre-recorded virtual lessons. Using a Net Promoter Score could be a useful tool to rate the success of virtual programs created as part of this project. Biblioboard will be leveraged as a digital tool for tracking community online engagement in the programs developed on the platform.

**Tangible Products**

The project will yield a digital playbook on virtual programming, which will be posted online as a virtual resource to the museum and library community nationwide.

**Sustainability**

*From Onsite to Virtual* builds upon an already strong foundation for collaboration between the Library, Art Center, and JMZ. Since staff from all three organizations will work closely together, the project will promote an enduring understanding of the benefits of virtual programming and engagement, particularly during a time of crisis, when unity among municipal agencies will be particularly crucial in streamlining access to content and responding to community need. The partnership model of this project is also financially sustainable, with each organization contributing to a larger pool of shared resources. Moreover, the development of digital resources, while having upfront costs, is highly sustainable over time, particularly in this capacity building model which provides in-depth training for staff.
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<th>Activity</th>
<th>Sep</th>
<th>Oct</th>
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<td>Collect and share data relating to target audiences and their needs</td>
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<td>Begin contract process with Mid Peninsula Media Center</td>
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<td>First virtual Friday Night at the Art Center</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Playbook finalized and disseminated online</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**IMLS BUDGET FORM**

a. **Legal name (5a from SF-424S):** Palo Alto City Library

b. **Requested Grant Period From:** 09/01/2020  
   **Through:** 08/31/2021

c. **If this is a revised budget, indicate application/grant number:**

### 1. Salaries and Wages

<table>
<thead>
<tr>
<th>Name/Title or Position</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>Lucy Larson, Dir of Education</td>
<td>$18,600</td>
<td>$18,600</td>
<td>$18,600</td>
<td>$18,600</td>
</tr>
<tr>
<td>Library Education Specialist</td>
<td>$17,102</td>
<td>$17,102</td>
<td>$17,102</td>
<td>$17,102</td>
</tr>
<tr>
<td>Library Online Programs Coordinator</td>
<td>$17,102</td>
<td>$17,102</td>
<td>$17,102</td>
<td>$17,102</td>
</tr>
<tr>
<td>Alex Hamilton, Dir of Education</td>
<td>$10,238</td>
<td>$10,238</td>
<td>$10,238</td>
<td>$10,238</td>
</tr>
<tr>
<td>JMZ Educators (3)</td>
<td>$23,693</td>
<td>$23,693</td>
<td>$23,693</td>
<td>$23,693</td>
</tr>
<tr>
<td>Art and Science Prof - Library</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
</tr>
<tr>
<td>Art and Science Prof - Art Center</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
</tr>
<tr>
<td>Art and Science Prof - JMZ</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
<td>$18,208</td>
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<tr>
<td>Art and Science Prof - Documentary</td>
<td>$11,380</td>
<td>$11,380</td>
<td>$11,380</td>
<td>$11,380</td>
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</tbody>
</table>

| Subtotal | $66,004 | $86,735 |              | $66,004 | $86,735 | $152,739 |

### 2. Fringe Benefits

<table>
<thead>
<tr>
<th>Rate and Base</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>86,735 @ 60%</td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
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<tr>
<td></td>
<td>$52,042</td>
<td></td>
<td></td>
<td>$52,042</td>
</tr>
</tbody>
</table>

| Subtotal | $52,042 |              |              | $52,042 | $52,042 |

OMB Control #: 3137-0092, Expiration Date: 8/31/2021
### IMLS BUDGET FORM

**a. Legal name (5a from SF-424S):** Palo Alto City Library

#### 3. Travel

<table>
<thead>
<tr>
<th>From/To and Purpose</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4. Supplies, Materials, and Equipment

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>Biblioboard subscription</td>
<td>$14,092</td>
<td>$14,092</td>
<td>$14,092</td>
<td>$14,092</td>
</tr>
<tr>
<td>Equipment - Art studio set</td>
<td>$13,266</td>
<td>$13,266</td>
<td>$13,266</td>
<td>$13,266</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$27,358</td>
<td>$27,358</td>
<td>$27,358</td>
<td>$27,358</td>
</tr>
</tbody>
</table>

#### 5. Contracts and Subawards

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>MidPen Media Center</td>
<td>$6,000</td>
<td>$6,000</td>
<td>$6,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>Teaching Artists</td>
<td>$17,046</td>
<td>$17,046</td>
<td>$17,046</td>
<td>$17,046</td>
</tr>
<tr>
<td></td>
<td>$23,046</td>
<td>$23,046</td>
<td>$23,046</td>
<td>$23,046</td>
</tr>
</tbody>
</table>

| Subtotal              | $23,046 | $23,046 | $23,046 | $23,046 |
**IMLS BUDGET FORM**

a. Legal name (5a from SF-424S): Palo Alto City Library

## 6. Student Support

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>Honoraria for playbook review</td>
<td>$900</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Subtotal

## 7. Other Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>Honoraria for playbook review</td>
<td>$900</td>
<td></td>
<td></td>
<td>$900</td>
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</tbody>
</table>

Subtotal $900

## 8. Total Direct Costs

<table>
<thead>
<tr>
<th>Subtotals (Items 1-7)</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>$117,308</td>
<td>$138,777</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9. **Indirect Costs** (Read the instructions about Indirect Costs before completing this section.)

- [ ] Current indirect cost rate(s) have been negotiated with a federal agency.
- [ ] Indirect cost proposal has been submitted to a federal agency but not yet finalized.
- [ ] Applicant chooses a rate not to exceed 10% of modified total direct costs, and declares it is eligible for the 10% rate.
- [ ] Applicant chooses not to include indirect costs.

<table>
<thead>
<tr>
<th>Rate and Base</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>10% @ 256,084</td>
<td>$11,731</td>
<td>$13,876</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Costs Subtotal</td>
<td>$11,731</td>
<td>$13,876</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. **Total Project Costs**

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grant Fund</td>
<td>Cost Share</td>
<td>Grant Fund</td>
<td>Cost Share</td>
</tr>
<tr>
<td>Total Direct &amp; Indirect Costs</td>
<td>$129,039</td>
<td>$152,653</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Costs (excluding student support)</td>
<td>$129,039</td>
<td>$152,653</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Budget Justification

1. **Salaries and Wages.** Salaries and wages are calculated as follows. Note: The cost share is provided by the City of Palo Alto.
   1. Lucy Larson, Art Center Director of Education, will manage all project education activities for the Art Center, and serve as a key liaison with the target audiences. 15% FTE @ 44.71/hour.
   2. Library Education Specialist will manage project education activities for the Library. 20% FTE @ $41.11/hour.
   3. Library Online Programs Coordinator will oversee development and implementation of online program delivery. 20% FTE @ $41.11/hour.
   4. Alex Hamilton, JMZ Director of Education, will manage project education activities for the JMZ. 10% FTE @ $49.22/hour.
   5. JMZ Educators (3) will provide support for developing and implementing education activities. 5% FTE @ $37.97/hour.
   6. Art and Science Professional, Library. This position will manage the development and implementation of virtual programming for the Library. 38% FTE @ $22.76/hour.
   7. Art and Science Professional, Art Center. This position will manage the development and implementation of virtual programming for the Art Center. 38% FTE @ $22.76/hour.
   8. Art and Science Professional, JMZ. This position will manage the development and implementation of virtual programming for the JMZ. 38% FTE @ $22.76/hour.
   9. Art and Science Professional, documentation. This position will manage the project documentation, and will liaise between the three organizations. 24% FTE @ $22.76/hour.

2. **Fringe Benefits.** The City of Palo Alto calculates fringe benefits by employment category. The staff members in lines 1-5 have benefits of 60%. Limited hourly employees receive no benefits. Staff are employed by the City of Palo Alto, which maintains a highly competitive benefits package that includes CalPers pensions. Thus, fringe benefit rates are relatively high. Benefits are calculated as follows:
   1. 60% @ $86,735

3. **Travel.** n/a

4. **Supplies, Materials, and Equipment.** The following items are included in the budget:
   1. Biblioboard, calculated at $14,092 for a two-year subscription.
   2. Art studio set-up and equipment for three studios, calculated at $4,422 per studio. Please see the attached breakdown for a full listing of expenses.

5. **Contracts and Subawards:**
   1. Mid Peninsula Media Center (Contract): $6,000 requested from IMLS. This will cover trainings in best practices for planning and implementing digital programs and events that will be provided to all staff, contractors, teaching artists.
   2. Teaching Artists (contract): $17,046 requested from IMLS.
      a. The JMZ will contract with 3 part time hourly teachers to achieve the following:
         1) modify approximately 60 lessons, calculated at $36 per hour x 240 hours =
$8,640; 2) develop and produce six virtual programs, one per grade level (K-5), calculated at $36 per hour 48 hours = $1,728; and 3) Develop and produce six multidisciplinary content for online, post-lesson activities in collaboration, one per grade level (K-5), calculated at $36 per hour 48 hours = $1,728

b. The Art Center will contract with 3 part time hourly teaching artists to create virtual school curriculum and videos, calculated at 3 artists x $55 per hour x 30 hours = $4,950.

6. **Student Support.** Not applicable

7. **Other Costs.** The budget includes these additional expenses:
   1. Honoraria for playbook reviewers, calculated at $300 x 3 reviewers.

8. **Total Direct Costs.** The total cost of the budget items presented above is $256,085. This includes grant funds of $117,308 and matching funds of $138,777.

9. **Indirect Costs.** The applicant includes indirect costs at 10% (not including fringe benefits), amounting to $11,731 requested from IMLS and $13,876 in cost share.

10. **Total Project Costs.** The total cost for the project is $281,692. This represents $129,039 requested from IMLS, with $152,653 in matching funds.

Note: Matching funds will be provided by City of Palo Alto staff salary contributions.
### Cost breakdown for art studio set-up and equipment

<table>
<thead>
<tr>
<th></th>
<th>Zoom Room</th>
<th>Streamer Cave</th>
<th>Classroom</th>
<th>Art Studio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop Microphone</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
</tr>
<tr>
<td>Portable Microphone / Bluetooth</td>
<td></td>
<td></td>
<td>$150</td>
<td>$150</td>
</tr>
<tr>
<td>Omnidirectional Microphone</td>
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<td>$100</td>
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<tr>
<td>4K Webcam</td>
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<tr>
<td>DSL Camera and Tripod</td>
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<td>$600</td>
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<tr>
<td>“Follow Me” Robo-Webcam</td>
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<tr>
<td>LED Desktop Key Lights</td>
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<tr>
<td>Light Reflector(s) &amp; Stand(s)</td>
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<td></td>
<td>$100</td>
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<tr>
<td>Programmable Switchboard</td>
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<td>$200</td>
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<tr>
<td>Chroma Key / Green Screen</td>
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<td>HD Capture Card</td>
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<td>$400</td>
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<td>Streamlabs Pro *</td>
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<td>Adobe Premiere Pro*</td>
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<td>$252</td>
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<tr>
<td>Final Cut Pro **</td>
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<tr>
<td>Lens Studio</td>
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<td>$0</td>
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<td>Spark AR</td>
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<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Desktop Computer ***</td>
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<td></td>
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<td>$2,000</td>
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<tr>
<td>Laptop Computer</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,952</strong></td>
<td><strong>$4,272</strong></td>
<td><strong>$3,122</strong></td>
<td><strong>$4,422</strong></td>
</tr>
</tbody>
</table>

* Both software packages are subscription based, represented here as an annual cost.
** Final Cut Pro has a one-time cost of $200, listed here as an alternative to Premiere Pro.
*** Zoom Room setup does not require 2 computers, so this cell has been left blank, but it would be compatible with this configuration.
Key Staff

1. Gayathri Kanth, Interim Library Director, Palo Alto City Library
2. Diane Lai, Division Head, Information Technology, Collections, Technical Services, Palo Alto City Library
3. M Ryan Hess, Digital Initiatives Manager, Palo Alto City Library
4. RuthAnn Garcia, Library Services Manager, Palo Alto City Library
5. Karen Kienzle, Director, Palo Alto Art Center
6. Lucy Larson, Director of Education, Palo Alto Art Center
7. John Aikin, Executive Director and CEO, Palo Alto Junior Museum and Zoo
8. Alex Hamilton, Director of Education, Palo Alto Junior Museum and Zoo
9. Tina Keegan, Exhibits Director, Palo Alto Junior Museum and Zoo
GAYATHRI KANTH
408-823-3659 | San Jose, CA 95129 | gayathrikanth@yahoo.com

INTERIM LIBRARY DIRECTOR | PROJECT MANAGER | CHANGE AGENT

Innovative, creative, results-oriented PUBLIC LIBRARY ADMINISTRATOR with 20+ years of progressive library management experience. Deliver exceptional customer service to all library visitors by executing strategy and engaging large, diverse teams. Organized, detail-oriented, and proficient at multi-tasking in deadline-sensitive, fast-paced visitor centered environments. Committed to providing unique and innovative services that enhance learning for all community members.

Areas of Expertise:

- Data Analysis
- Staff Development
- Strategic Planning
- HR Management
- Policy Building
- Team Building
- Facility Redesign
- Change Leadership
- Community Engagement
- Conflict Resolution
- Public/Media Relations
- Budget Control

WORK EXPERIENCE

Palo Alto City Library | Palo Alto, CA 10/2019 - Present

_ A City Library in Santa Clara County California. There are 5 community branches, and an online library. The library has 1M+ items borrowed annually._

INTERIM LIBRARY DIRECTOR | Palo Alto Library (10/2019 - Present)

Direct, develop, and coach an 80+ person Library Services Team and oversee a $10.3M budget, 5 facilities with a 360,000 collection. Cultivate positive relationships with library staff, city department officials, schools and colleges, Library Commission, Friends, Chamber, technology companies, local media, residents, and other key stakeholders to implement successful innovative projects that support community learning and collaboration.

- Make complex administrative and professional library administration decisions. Communicate regularly with the City Manager and provide reports to the City Council.
- Member of the City’s Executive Leadership Team that provides resources and assistance to the City Manager.
- Develop and present library budget to the City Council.
- Partner with Art Center in hosting a lunch time book/art expression for the Management Team.
- Liaison for both the Library Advisory Commission and the Friends of the Palo Alto Library (FOPAL).
- Collaborate with the Public Works Department on several facilities projects.
- Direct and oversee the library’s policies.
- Led PACL effort to work with the Palo Alto Unified School District that enabled more than 10,000 students to use their school library card as the public library card. Co presenter at the City School District Liaison committee meeting and the PAUSD Annual Family Leadership Summit.
- Working with Human Services, Planning and Avenidas to craft a new service for the Older Adult and Senior community.
- Palo Alto City appointed Board of Director of the Mid-Peninsula Media Center that serves the communities of Palo Alto, East Palo Alto, Menlo Park, Atherton, Los Altos and Mountain View. Member of the Executive Director hiring and subsequent appraisal teams.

ASSISTANT LIBRARY DIRECTOR | Palo Alto Library (5/2016 - Present)

Direct, develop, and coach a 60+ person Public Services Team and oversee a $5.9M budget, 5 facilities with a 360,000 collection. Cultivate positive relationships with library staff, city department officials, schools, Library Commission, Friends, local media, residents, and other key stakeholders to implement successful projects that support community learning and collaboration.

- Presented the library budget to the Finance Council in the absence of the Library Director.
• Represented the City in the SEIU labor contract negotiation process.
• Assisted the Library Director to update the library’s Strategic Plan.
• Established a Marketing Team that crafted the library’s first Marketing Strategy and Workplan resulting in greater utilization of social media.
• Created the library’s first Outreach Strategy and Workplan leading to greater efficiency in planning and implementing outreach efforts.
• Directs and oversees the library’s Volunteer effort.
• Designated by the Director to organize an Aspen Institute community stakeholder dialogue that has refined the future of the library as a key community wellness partner.
• Oversaw the implementation of a programming ideation plan that helps staff prioritize programming ideas. Successful programs include an *Intergenerational Storytime*, *Diwali Program* and the *Lunar New Year Program*. Current programs include virtual programs include a highly successful *Spring into Reading Program* and *zoom ESL classes*.
• Partners with other City departments including Art Center, Human Services, Information, Office of Emergency Services and Public Works and local organizations to provide services and programming aligning with City/Council/Library Strategic goals. Most recently, the library organized a grant awarded sustainability focused re*Maker Fair*, by bringing together many city and community organizations.
• Selected as one of the 28 nationwide leaders to participate in the Public Library Association’s Leadership Academy. Panelist on the “Effective Strategies for Diversity, Equity and Inclusion” webinar.
• Institute of Museum and Library Services (IMLS) panel member for the FY 2018 National Leadership Grants for Libraries Program and the Laura Bush 21st Century Librarian Program.

**OTHER RELEVANT EXPERIENCE:**
Community Librarian  ●  Cupertino Library (10/2014 – 4/2016)
Community Librarian  ●  Saratoga Library (4/2010 -10/2014)
Supervising Librarian/Program Librarian  ●  Cupertino Library (5/2006 - 4/2010)
Librarian II - Collection Development/Central Reference  ●  Headquarters (7/2001 - 6/2002)

**EDUCATION**

SAN JOSÉ STATE UNIVERSITY (SJSU) ● SAN JOSÉ, CA
Master of Library & Information Science

UNIVERSITY OF MADRAS ● CHENNAI, INDIA
Master of Arts & Bachelor of Arts – English

**CONTINUOUS LEARNING & CERTIFICATIONS**

Co-Presenter-School Library Card- PAUSD Annual Family Leadership Summit (2020)
Palo Alto Leadership Academy (2019-2020)
Panelist for Aspen Dialogue discussion at the CLA Conference (2018)

**PROFESSIONAL AFFILIATIONS**

Member
American Library Association
Public Library Association – Leadership Development Committee Member
California Library Association – Bylaws Committee Member
Pages in excess of the limit specified in the Notice of Funding Opportunity have been removed by IMLS staff.
Diane Lai

3700 Middlefield Rd
Palo Alto, CA 94303
Work phone #: (650) 329-2517

Education
M.L.S
University of South Florida, Tampa, Florida
M. Ed
University of Arkansas, Fayetteville, Arkansas

Work Experience

11/2011 – Present  Palo Alto City Library  Palo Alto, California

♦ Division Head, Information Technology, Collections, Technical Services
♦ Work directly under the guidance of Library Director:
  • Being one of the three senior management members in the team that develops the Library’s strategic directions
  • Representing the Division in developing the departmental budget
  • Managing major contracts for the products that support both public and support services in the library
  • Presenting to various internal and public groups about the Division’s achievements and current projects
  • Recommending and/or leading new service initiatives
  • Addressing complex questions or concerns from the public
♦ Oversee the work of eBranch:
  • Guiding the work of the eBranch manager
  • Leading the team to develop goals and objectives
  • Monitoring resource allocation, ensuring appropriate staffing level and availability of adequate budget for delivering expected services
♦ Oversee the work of Information Technology unit:
  • Guiding the work of Business Analyst, the Library’s chief staff for technology and system administration
  • Representing the Library’s interest in meetings with other City departments, such as Information Technology and City Purchasing
♦ Direct the work of the Library’s centralized collection development:
  • Guiding the three collection development librarians to build collections that need customer needs
  • Leading analytical process to ensure accountability of City’s investment in library collections
♦ Direct the work of Technical Services:
  • Guiding the lead cataloging librarian to provide high quality of organized data for customers to access information
• Monitoring ebbs and flows of the work process to ensure timely delivery of new collection to customers

2/1996 -- 11/2011  San Jose City Public Library  San Jose, California

❖ Head of Technical Services, July, 2003 – November, 2011
♦ Was a member in two key library committees: Library Management Team Plus, Steering Committee of the King Operations and Services Team for merged functions of the City and the State University Libraries
♦ Led Collection Development Advisory Team’s annual materials budget allocation sub-team in making annual library materials budget recommendations to the Library Administration
♦ Managed the processes of building expanded or entirely new collections for the Library’s new bond libraries, a total of fifteen
♦ Oversaw the Library’s collection development processes by
♦ Oversaw the Technical Services work processes by
  • managing acquisition processes of expending annual budget ranging from $4 to 4.5 mil over the last eight years
  • facilitating processes of materials contract and open purchase negotiations between the vendors and San Jose City’s various departments to ensure conformity to the law as well as the City’s regulation and policy
  • directing the work of lead cataloging librarian and two library assistants in their work of receiving, cataloging and processing materials
♦ Served as a liaison and resource when needed between San Jose Public Library and other libraries in the area when addressing collection development and technical services related needs or issues

Professional Association Experience
  o Member of American Library Association
  o Member of Chinese American Librarians Association
  o As the President of the Chinese American Librarians Association in 2005, I organized two programs to promote service awareness to diverse populations as well as advance Chinese American Librarianship.

Publications/Speeches/Workshop Presentations
2010  A selected member to participate in Think Globally, Act Globally, an IMLS grant funded program
2009  California Library Association Spring Workshop
2004  California Library Association Annual Conference Panel Presentation entitled “Serving the Non-English Speaking Customers in Libraries”
2002  OCLC Users Conference Presentation entitled “Services to East Asian Communities by Public Libraries”
2002  California Library Association Annual Conference Presentation entitled “Accessing Non-English languages websites, a practical approach”
M Ryan Hess
350 E Taylor St. Apt. 8209, San Jose, CA 95112 | 650-224-7279 | mryanhess@protonmail.com

SUMMARY OF QUALIFICATIONS

- Developed Change Literacy framework to bring focus to library innovation
- Collaborated with library, faculty, campus IT, government and international partners to innovate in the areas of library websites, academic technology, institutional repositories and digital collections
- Planned, budgeted and set policies in multiple contexts
- Provided leadership in automation and emerging technologies such as blockchain, IPFS, robotics and digital humanities tools
- Conducted usability testing leading to major improvements of library user experiences
- Led technology committees and project teams for over 8 years

PROFESSIONAL EXPERIENCE

2016-Present | Digital Initiatives Manager, Palo Alto City Library
- Transformed eLibrary team into a source of innovation within the city
- Forged partnerships with tech industry, retail, vendors, community organizations and the city to broaden library impact
- Developed and deployed web content strategies, technology plans and vision documents to modernize the library
- Managed multiple Pacific Library Partnership Innovation Grants to test robots and 3D design services in the library
- Developed requirements and planned multiple, complex projects for cross-unit teams and request for proposals

2010-2016 | Digital Services Coordinator, DePaul University Library
- Directed major overhaul of university library interfaces and systems including a new website, WorldCat Local discovery layer, LibGuides, Omeka and ContentDM-based digital collections
- Managed and developed two professional librarian technologists, plus several paraprofessionals and student developers
- Brought project management software to the library and designed project workflows and procedures for multiple, cross-functional teams and met deadlines consistently
- Enhanced communication and collaboration by establishing and chairing two project-oriented committees, the Digital Projects Working Group and Web Content Committee, and built rapport with campus IT partners through a number of initiatives
- Conducted digital needs analysis of DePaul community to inform digital
services strategies, resulting in a suite of new services related to digital humanities, the institutional repository and scholarly publishing

- Served on the Chicago Collections Consortium Functional Specifications Group
- Awarded CARLI Research Grant from the Consortium of Academic and Research Libraries in Illinois for usability research


- Managed developer team for Adobe’s market research portal and content management system
- Built a dynamic website for the Adobe Research Library
- Designed and implemented portal and blog statistics reporting
- Developed a strategic plan and redesign project for Adobe’s Research Library
- Provided research inquiry service for Adobe project managers

CORE TECHNICAL COMPETENCIES

- Experienced in multiple CMS (Drupal, Wordpress, SharePoint, LibGuides, Confluence)
- W3C-compliant web development
- HTML 5, CSS, Bootstrap, XML, XSLT, PHP, JQuery and JavaScript
- Google Analytics, Crazy Egg, Mouseflow
- Wrike Project Management, Zoho Creator, Adobe CS

EDUCATION

- San Jose State University, MLIS, 2007
- San Francisco State University, BA in History, 1997

MEMBERSHIPS

- Bay Area Library UX, Founder
- Blockchain National Forum
- Chicago LibUX Group
- American Library Association
- Library Information Technology Association
- Chicago Collections Consortium Functional Specification Group
Pages in excess of the limit specified in the Notice of Funding Opportunity have been removed by IMLS staff.
RuthAnn Garcia
1083 Morningside Dr.
Sunnyvale, CA
(562)537-1967
ruthann.garcia@gmail.com

QUALIFICATIONS
● Manage and oversee Mitchell Park Library facility, staff, services and collections and system-wide Adult, Youth, Outreach and Marketing Services for five-branch system

EXPERIENCE
● Facility Management:
  ○ Manage services, collections and 25 staff of largest and busiest branch
  ○ Oversaw planning for new branch library from 2010 to opening in 2014
  ○ Coordinated the closure and relocation to temporary and new facilities

● Programs and Services:
  ○ Head of Adult and Youth Services, overseeing the planning and promotion of library services and programs for all audiences
  ○ Outreach through collaborations with City and non-profit partners
  ○ Oversee marketing, including all online and print publications and four social media platforms
  ○ Develop system-wide policies and procedures
  ○ Maintain Spanish language collections

EDUCATION
● Masters of Library and Information Studies, University of California, Los Angeles, Los Angeles, CA, 2003
● Bachelor of Arts, English/Ethnic Studies, University of California, Riverside, Riverside, CA, 2001. Magna Cum Laude

EMPLOYMENT HISTORY
● Library Services Manager, Mitchell Park Library, Palo Alto CA 2009-Present
● Youth Services Librarian, Southeast Library, Torrance, CA 2006-2009
● Children’s Librarian II, East Los Angeles Library, Los Angeles, CA 2003-2006

PROFESSIONAL AFFILIATIONS
American Library Association
Bibliotecas para la gente—Northern California REFORMA Chapter
Public Library Association
EDUCATION

Karen Kienzle

 Getty Museum Leadership Institute, Claremont Graduate University, 2011
 National Arts Strategies Chief Executive Program, 2014-15
 M.A. Museum Studies, San Francisco State University, 2000
 B.A. History of Art, University of California at Berkeley, 1993

MUSEUM EXPERIENCE

Palo Alto Art Center, Palo Alto CA — 2009 – present
Director

Provide vision and direction for all aspects of the Palo Alto Art Center, a vibrant community art organization that serves more than 70,000 people every year and is operated by the City of Palo Alto. Oversee the Art Center’s nationally recognized exhibition program, education programs for children and adults, marketing and communications, and the 28,000 square foot facility of galleries, classrooms, workshops, an auditorium, gallery shop, and sculpture gardens. Work in collaboration with the Palo Alto Art Center Foundation, a nonprofit organization that supports and advocates for the mission and goals of the Art Center in a recognized public/private partnership, serving as de facto Executive Director. With the Foundation, worked to successfully raise and manage a $3.7M capital campaign for the Art Center’s facility renovation. Provided leadership for the $9.1M building transformation project and subsequent opening, overseeing the innovative On the Road program in between. Develop and manage the Art Center’s $1M annual operating budget and the Foundation’s $.5M budget. Actively work to expand support for the Center and Foundation through institutional and individual fundraising campaigns and grantwriting. Develop, implement, communicate and supervise program goals, objectives, policies, procedures, activities, and strategic initiatives. Responsible for approximately 25 professional staff including recruitment, training, supervision, coaching, professional development, and evaluation. Instill practice of design thinking and futures thinking as tools for understanding audiences and their current and future needs. Work with Art Center team to develop new programs based upon community needs, including makeX (a mobile makerspace created by and for teens in collaboration with the Palo Alto Library) and Friday Nights at the Art Center (a recurring evening event for young professionals. Notable projects include the conception and implementation of Community Creates, an exhibition that included regional artist collaborating with community members to create installations in a wide range of media and an Artist-in-Residence program. Significantly expanded the Art Center’s impact in the community through a commitment to audience development, community outreach, collaboration, and marketing.

Selected exhibitions curated:
Community Creates

de Saisset Museum, Santa Clara University, Santa Clara, CA — 2001 – 2009
Assistant Director for Exhibitions, Education, and Community Outreach (2007 – 2009)
Curator of Exhibits and Collections (2001 - 2006)

Managed the Museum’s exhibition and education programs and oversaw the publicity, marketing, and community outreach efforts for the Museum. Curated, conceptualized, and coordinated temporary exhibitions (both internally generated and traveling; between six to ten projects every year). Worked actively and collaboratively with Santa Clara University faculty, staff, and students to integrate de Saisset programming into the Santa Clara University course curriculum. Coordinated community partnerships and managed inter-institutional collaborations. Supervised professional staff members on exhibition and public program projects and student workers in curatorial, education, and publicity areas. Oversaw the Museum’s two active docent programs. Organized and implemented all educational programs (lectures, Community Day events, film programs, symposia) and provided educational lectures and walkthroughs to the public. Frequently offered guest lectures and tours for Santa Clara University classes. Recommended acquisitions and solicited gifts to the Museum’s permanent collection of more than 10,000 objects. Worked closely with the Museum Director and Collections Manager on permanent collection care, conservation, and deaccessioning. Wrote grants and managed budgets for all exhibition and public program projects. Developed long-range plans for institution and worked actively with the Museum Enhancement Board in concert with the Museum Director. Established an excellent record of creating and scheduling scholarly, thought-provoking, and interdisciplinary—but also accessible and compelling—exhibitions. Spearheaded numerous innovative initiatives including: Acquisitions for Diversity, in which students were responsible for selecting acquisitions to the permanent collection as part of classes and the Explore with Me student docent program.

Selected exhibitions curated:
Evri Kwong: Just Pretend Everything is OK—2008 (traveled to American University Museum in 2009)
Winter in America: Hank Willis Thomas and Kambui Olujimi—2008
Experience Teaches: Santa Clara University Art Faculty Exhibition—2007
Faith Placed: The Intersection of Spirituality and Location in Contemporary Photography—2007
The Power of Portraiture: A Retrospective of Sixth Street Photography Workshop—2007
Dark Detour: Tracey Snelling — 2006
Red Trailer Motel: Michael McMillen — 2006
Translucent Transformations: Joseph Zirker — 2005
The World is a Gift: Frank LaPena — 2005 — collaboration with Heyday Institute
Pressing Pleasures: Recent Prints by Matt Phillips — 2004
Dark Matter: The Art of David Huffman — 2004
Theatrical Realism: The Art of Inez Storer — 2003
Cut, Copy, Paste: The Art of Contemporary Collage —2003 — collaboration with the San Jose ICA
Globalization’s Children: Photographs by Sebastião Salgado — 2003
Painterly Proofs: Works on Paper by Hung Liu — 2002

San Jose Museum of Art, San Jose, CA — 1998 – 2001
Assistant Curator (2000 - 2001)
Coordinated, organized, and conceptualized exhibitions and provided research support to Chief Curator. Generated correspondence, wrote text panels; contributed to Museum newsletter; provided lectures to Museum docents, assisted with educational programming, installation, and publicity for exhibitions as needed. Maintained Curatorial budget, processed invoices and purchase orders for entire Curatorial Department. Assisted with permanent collection documentation and research as needed.

Curatorial Assistant (1998 - 2000)
Managed the administrative details of the Curatorial Department. Maintained departmental files and archives; coordinated exhibitions schedule; prepared loan correspondence; arranged meetings of Collections and Exhibitions Committee; provided research and administrative support to Department; served as Editorial and Technical contact for the AMICO project; prepared digital images of works in current and upcoming exhibitions; designed and produced flyers, brochures, and handouts. Prepared correspondence for the department and Chief Curator, responded to internal and external inquiries; served as slide curator for the department. Provided original writing to permanent collection and exhibition catalogues and the Museum's newsletter.

San Jose ICA, San Jose, CA — 2004
Guest Curator for the group exhibition Hard Candy, featuring the work of 18 Bay Area artists. Exhibition included work in a wide variety of media that explored the dark side of cute and sweet in contemporary art.

Curatorial Intern responsible for providing research and administrative support to the Curatorial Assistant to the Chief Curator and Deputy Director for the exhibition Rendez-Vous.

Oakland Museum of California, Oakland, CA — 1997
Curatorial Intern responsible for aiding the Senior Curator in research and administrative duties for the exhibition The Art of Joan Brown and the accompanying catalogue.

Yerba Buena Center for the Arts, San Francisco, CA — 1997
Exhibition Intern for planning and preparation of the first Bay Area Now exhibition.

LECTURING AND TEACHING
San Francisco State University, San Francisco, CA
2016-14, Developed and taught semester-long graduate Museum Studies course Fundraising in Museums
2016-12 Developed and taught semester-long graduate Museum Studies course Museums, Audiences, and Communities
2009 Guest professor in undergraduate and graduate Exhibition Design course at San Francisco State University

SELECTED PUBLICATIONS
2011 Essay—Andrea Borsuk’s Ornamental Being(s). In Rydell Fellowship Award Winners Exhibition. Santa Cruz, California: Museum of Art and History
Essay—Experience Teaches: Santa Clara University Art Faculty Exhibition. Santa Clara, California: Santa Clara University
Essay—Searching for True North. Palo Alto, California: Modern Book Gallery
MUSEUM EXPERIENCE

**Director of Education**, Palo Alto Art Center  
**May 2015-Present**

Lead all conceptual, creative, and administrative aspects of the Art Center’s educational programs including cross-disciplinary adult lecture programs, K-12 school initiatives, participatory interpretive spaces, community collaborations, fine art programs for children including summer camp, and multigenerational family events.

- Oversee the development and implementation of nine-weeks of summer art camps and school year classes for youth ages 5-18. Collaboratively design class themes, hire teaching artists, and provide support throughout sessions. Responsible for generating annual revenue of $200,000.
- Co-direct Cultural Kaleidoscope, an artist in the schools program that connects the diverse communities of Palo Alto and East Palo Alto through the arts. This program serves 20 classes (500 students) annually.
- Member of the exhibitions and interpretive team including: Creative Ecology, the IMLS funded artist-in-residence program; lead interpretive designer for “In the Nook,” the participatory gallery component; and developer of adult public lecture programs.
- Provide leadership for Project Look, the Art Center’s school tour program that serves over 5,000 students, teachers, and chaperones annually. Conduct exhibition training using inquiry-based touring strategies, create teacher packets, and oversee tours and artmaking by staff, interns, and docents. Responsible for generating annual revenue of $20,000.

**Director of Education**, San Jose Museum of Art  
**2009-2015**

**Highlights:**

- Designed Sowing Creativity, an artist-in-residency program aligned with the Common Core Standards. Launched in 2012, program grew from 360 students in year 1 to 1,500 students in year 2 with strategic fundraising and school partnerships. STEAM curriculum is aligned with the Next Generation Science Standards, Studio Habits of Mind from Project Zero at Harvard University, and the California Visual Arts Standards.
- Led docent program of 65+ volunteers. Conducted initial five-month training program and ongoing professional development. Sessions included inquiry-based touring techniques (Visual Thinking Strategies, Object-Oriented Looking, Discovery, Project MUSE’s Questions for Understanding, Exploring, Seeing, and Thinking; and seven approaches to understanding an art object), overviews on the elements of art and principles of design, strategies for developing effective tours, the art of conversation and scaffolding. Organized curator slide previews for all staff and volunteers in advance of exhibition opening.
- Conceived and implemented 45+ public programs annually, including lectures, artist talks, curator tours, community collaborations, hands-on studio classes, and multi-generational family days. Aligned public programs with SJMA’s strategic plan, mission and vision statements, and audience engagement goals.
- Curated annual interactive permanent collection exhibition for the Koret Family Gallery, exhibitions included: Build It, focused on architecture; Braving the Elements, based on the elements of art; Mark My Word, artists using text as a key element; and What’s Your Angle?, exploring perspective and point-of-view. Designed and implemented exhibition interpretation and educational interactive technologies for 8-12 exhibitions per year.

**Manager of Interpretation**, San Jose Museum of Art  
**2006-2009**

- Produced content for interactive learning technologies such as iPods, cell phones, and online components, as well as more traditional in-gallery components such as wall texts, reading areas, docent briefings, gallery guides/games, interpretive stations, and immersive spaces for the permanent collection and designated special exhibitions.
- Pioneered the museum’s first iPod and smart phone tours. Artist of the week podcast series was honored with a MUSE Award by American Association of Museums in 2006. Produced Road Trip: The Giant Artichoke, a hybrid marketing and interpretation video that merged online and in-gallery visitors. Honored with a Gold MUSE Award from the American Association of Museums in 2009.
Manager of Visitor Services, San Jose Museum of Art 2005-2006
• Supervised 20+ Museum Experience Representatives and Museum Experience Coordinator. Conducted ongoing recruitment, hiring, and implementation of training for a diverse work force. Integrated job specifics with exhibition and artist training, as well as learning theories and gallery experience.
• Developed strategic and creative plans for visitor programs and services.

Senior Public Programs Coordinator, Exploratorium, Center for Public Exhibition 2004-2005
• Lead developer of family and adult programming related to exhibition The Nobel Prize: 100 Years of Creativity. Programs included family workshops about fostering creativity at home, adult lecture series on peace activism in the Bay Area, and family club on inventions and discoveries.
• Member of National Science Foundation funded exhibit development team Minds. Exhibits and programs emphasized attention, emotion, and judgment. Produced adult workshops analyzing the interplay between emotions and judgment; speakers included filmmakers, meditation teachers, and psychologists.

Acting Manager of Adult Interpretive Programming, San Francisco Museum of Modern Art 2003-2004
• Developed all educational programs for the general public, including Opening Day Lectures, Artist Talks, Private Tours, Free Tuesday Programs, and Art and Conversation. Personal favorites include: sold-out talk with Bella Meyer (Mark Chagall’s granddaughter), and Christian Marclay with Lawrence Lessig on cultural piracy.
• Managed annual budget of $50,000 including tracking and reporting all revenues and expenditures.

Program Manager, Exploratorium, Institute for Inquiry 2001-2003
• Managed $3.5 million National Science Foundation grant and fiscal year budgets to publish K-5 inquiry-based professional development curricula online.
• Led team of educators to recruit participants for workshops including interviewing teams of professional development leaders from across the county. Supervised, trained, and coached administrative staff.

EDUCATION

Master of Arts, Museum Studies, John F. Kennedy University 2004

Bachelor of Arts, Cultural Anthropology with Art History minor, University of California, Santa Barbara 1996
Graduated Summa Cum Laude

COMMUNITY ACTIVITIES
Trustee, California State Summer School for the Arts 2012-Present
Nominated by Dr. Michael Kirst, President, California State Board of Education, and appointed in January 2012 by Governor Jerry Brown to serve as Trustee for the California State Summer School for the Arts. Vice-Chair 2013-2016.

Guest Lecturer, John F. Kennedy University Annually, May 2009-2015

“Presenting the Unexpected: Learning from Outside Art” Museum News Jan/Feb 2006
“A Question Without Answers” Museum News Jan/Feb 2005
Peer Reviewer, Curator: The Museum Journal March 2004
QUALIFICATIONS SUMMARY

32 years of management and executive leadership experience in non-profit, conservation, museum, zoological park, and educational institutions.

MAJOR ACCOMPLISHMENTS:

- Jr. Museum & Zoo/ led JMZ Initiative to reimagine and rebuild a children’s science center and Zoo w 35+ staff and $36MM construction budget;
- SF Zoo/ formed the California Western Pond Turtle Head-start Collaborative - now a SAFE program of the Association of Zoos and Aquariums and a conservation programme of the World Zoo Association;
- SF Zoo/ co-founded Golden Gate Raptor Observatory, the largest scientific research and advocacy center for raptors on the West Coast;
- SF Zoo/ founded Avian Conservation Center/ breeding and reintroduction center for populations of endangered peregrine falcon, Harris’ hawk, bald eagle, Andean condor/ co-developed techniques for cryogenic freezing condor and eagle gametes, analyzed genetic variation in bald eagle populations;
- SF Zoo/managed design and construction of “Zoo Street” including leaping lemur cafe, gift shop, entry plaza with 40+staff and $10MM budget/ Improved attendance per-cap spending by 30%;
- SF Zoo/ led design and construction of "Lipman Lemur Forest" conservation focus - The Voices of the Madagascar Fauna Group advocating forest protection/ 20+ staff and $6MM budget;
- SF Zoo/ led design and construction of "African Savanna"- conservation focus: Masai Lion Guardian Program w/40+ staff and $16MM budget;

CAREER EXPERIENCE

Executive Director and CEO, Palo Alto Junior Museum & Zoo (JMZ), City of Palo Alto (6/2008 - Present)
Provides vision, leadership, and management for the only science museum & zoo in Silicon Valley targeting children and for three interpretive centers in the City of Palo Alto with an attendance of 285,000.

- leads JMZ Initiative to reimagine and rebuild children's science center w 30+ staff and $35MM budget;
- fundraising highlights: 1, $15MM; 1, $2,5MM; 2, $1MM gifts from individuals for $25MM for JMZ Initiative; $10M from City of Palo Alto
- responsible for one of the largest elementary science education outreach programs in Northern California with contracts for comprehensive K–5 grade school S.T.E.M. curriculum in four school districts, afterschool programs, museum field trips, and classes and field trips to three open-space preserves.

Director of Conservation, San Francisco Zoological Society (7/06 - 6/08)
Directed policy, strategy, funding, and tactics for the SF Zoo's global wildlife conservation programs

- formed the California Western Pond Turtle Head-start Collaborative - now a SAFE program of the Association of Zoos and Aquariums (highest level of conservation strategy in the AZA ) and a conservation programme of the World Zoo Association;
- participant in institutional long-range planning core team;

Curator of Planning and Design, San Francisco Zoological Society (10/97 - 6/06)
Managed the design and construction for a general obligation bond + capital campaign of $100MM for the New Zoo Campaign's capital construction program.

- project budgets of $10- $18MM/60 total staff;
- fundraising highlights:1, $8MM; 2, $1MM gifts from individuals / instrumental in all fundraising for New Zoo Campaign of $52MM;
- managed design and construction of "Zoo Street" including leaping lemur cafe, gift shop, entry plaza with 40+staff and $10M budget/ Improved attendance per-cap spending by 30%; led design and construction of "Lipman Lemur Forest" conservation focus - The Voices of the Madagascar Fauna Group advocating forest protection/ 20+ staff and $6MM budget; SF Zoo/ led design and construction of "African Savanna"- conservation focus: Masai Lion Guardian Program w/40+ staff and $16MM budget;
- led the rebranding of SF Zoo and timed with opening Zoo Street and African Savanna /Improved attendance by 25% (800,000 visitors to 1,000,000 visitors/ year w/ 10+ staff and $500K budget;
Associate Curator, San Francisco Zoological Society (8/93 -10/97)
Directed the management of the bird collection and bird conservation programs for the Zoo:

- founded the Avian Conservation Center/ breeding and reintroduction center for populations of endangered peregrine falcon, Harris' hawk, bald eagle, Andean condor/ co-developed techniques for cryogenic freezing condor and eagle gametes, analyzed genetic variation in bald eagle populations; reintroduced the bald eagle (110 captive-bred eaglets) into its' historic range in Southern California/ awarded recognition from USFWS for contribution to recovery of the species;
- co-managed the reorganization of animal care department, merging municipal staff with non-profit staff, negotiated union contracts/ shared management responsibility for entire Zoo’s living collection with staff of 32 and directly supervised 9 employees and 20 volunteers;

FUNDRAISING EXPERIENCE
Set vision and directed fundraising efforts to secure $25MM for the JMZ Initiative with the Board of the Friends of the Palo Alto Junior Museum and Zoo in addition to$10M in Capital from City of Palo Alto and raising $250,000 in annual support, Key staff liaison for donors at the SF Zoological Society and secured over $20MM dollars as the primary institutional expert and primary ‘presenter’ for major capital campaign; co-authored two successful “Institute for Museum Services” grants for the SF Zoo; co-authored major grant to establish the Golden Gate Raptor Observatory; supervised drafting of numerous other CA State and private foundation grants; authored the 2005 General Obligation Bond Summary Report for a $93MM Capital Program for the SF Zoo, of which $48MM was General Obligation Bonds; served as primary contact and spokesman for the final bond sale in 2005 of the 1997 Zoo Facilities Bond.

SCIENTIFIC AND MUSEUM EXPERIENCE
Led scientific analysis comparing the genetic diversity of bald eagles from throughout North America and presented findings in papers to the American Ornithologists Union; served for three years as the Chairman of the Avian Scientific Advisory Group for the American Zoo Association; served as Curator of the Vertebrate Museum at the California State University, Hayward; performed specimen preparation at the California Academy of Sciences; Cofounder of Golden Gate Raptor Observatory (GGRO is in its’ 30th year) with the National Parks Service and the National Parks Conservancy.

RELEVANT HONORS
- Superintendent's Award for Excellence in Museum Education – 2014 - California Museum Association
- Conservation Award - Western Pond Turtle Program - 2008 - Association of Zoos and Aquariums
- Conservation Award - Bald Eagle Recovery Program - 1996 Association of Zoos and Aquariums
- Recognition of Significant Contribution to the Conservation of the Bald Eagle - 1996 United States Fish and Wildlife Service

BOARD EXPERIENCE
Wildlife Associates Board of Directors - Safari West Wildlife Foundation Board of Advisors - Safari West Wildlife Foundation Board of Directors (Emeritus), Randall Museum Friends Board of Directors (Emeritus), Ventana Wilderness Sanctuary Association (Emeritus).

EDUCATION AND CERTIFICATION
BA in Biology, San Francisco State University, 1993; PADI diver certification.

PROFESSIONAL AFFILIATIONS
Professional Affiliate and Honors and Awards Committee Member, Association of Zoos and Aquariums- - Association of Children’s Museums Member - - California Bald Eagle Working Team (Emeritus) - Field Conservation Committee (Emeritus), Association of Zoo’s and Aquariums - Avian Advisory Group, Chair and Steering Committee Member (Emeritus), Association of Zoos and Aquariums.
ALEXANDRA D. HAMILTON
1035 Coleman Road, Apt. 7315
San Jose, CA 95123
(408) 643-4677

EDUCATION

- Master of Arts, Museum Studies-Public Programming, John F. Kennedy University, August 2005
- Bachelor of Arts in Elementary Education, Virginia Tech, May 1988

WORK HISTORY

Public Programming


Responsible for planning, implementing and evaluating school and family interpretive programs, summer camps and birthday parties, including staff and budget oversight (hiring, training and supervising teaching staff), curriculum development, program marketing, and long-range strategic planning. Provide support for corporate and foundation fund development, volunteer program and facility rental program. Provide oversight for the programming and facility of the Palo Alto Baylands Nature Interpretive Center. Serve as institutional liaison between the Museum and wider community.

Associate Director of Education, Children’s Discovery Museum of San Jose, 11/06 – 12/08.

Worked closely with the Director of Education to ensure that all public programs and initiatives ran smoothly, achieved the Museum’s mission, and reached out to a variety of constituencies within the community. Had overall responsibility for Museum floor staffing and programming, including Arts and Early Childhood initiatives and programs, grant administration, reporting, and budget oversight. Served as a representative for the Museum within the formal educational community, including attendance at district and county functions, development of partnerships with university and college programs and planning for outreach to pre-K and elementary school communities.

Performances & Family Programs Manager, Bay Area Discovery Museum, 7/04 – 11/06.

Managed all aspects of the Museum’s theatre performance and family workshop program, including the hiring and management of staff, budget development and tracking, strategic planning, supply procurement and management, and event-day logistics. Served as principal educator for select programs. Worked closely with marketing, reservations and operations staff to ensure program awareness, participation and successful implementation.

School & Group Programs Manager, Bay Area Discovery Museum, 7/02 – 7/04.

Managed all aspects of the Museum’s school and group programs, which included overnight camp-ins for schools and youth groups, summer camps, school self-guided visits and science workshops, and teacher workshops. Developed, implemented and tested new programs, and cultivated school partnerships and advisory committees. Responsible for the hiring and oversight of staff, program development, budget development and tracking, and long-range strategic planning.

Development and Fundraising

Grant Writer, Bay Area Discovery Museum, Sausalito, CA, 2/00-7/02.

Responsible for all aspects of foundation giving program, including prospect research, grant writing, maintenance of donor database, donor cultivation, and special events. The museum’s foundation giving program raises $500,000 in contributed revenues for the institution each year.

Individual Giving Manager, Bay Area Discovery Museum, Sausalito, CA, 11/99-2/00.
Oversaw activities related to obtaining, processing and stewarding charitable contributions to the museum by individuals, including those related to the year-end fund drive and capital campaign. Served as liaison between Board of Trustees, donors and staff. Supervised special events coordinator and development assistant. Managed donor information and trained staff on use of information database.

Identified and researched corporate, foundation and individual major gift prospects. Composed biographical sketches for Trustees and fund-raising staff. Maintained donor information and prospect management database.

**Associate Director for Development Research,** Virginia Tech, Office of University Development, Blacksburg, VA, 11/94-12/97.
Identified and researched corporate, foundation and individual major gift prospects. Maintained centralized prospect database. Trained development and research staff on use of database and reporting systems. Assisted in hiring, training and supervision of research staff.

**Additional Experience**

**School Programs Intern,** California Academy of Sciences, 2/02 – 7/02.
Assisted in the design and implementation of curricula and activities associated with the California Academy of Science’s MAC project. MAC (Museum as a Classroom) was a 10-week educational enrichment program that provided 5th grade students with hands-on learning experiences in biology, scientific research processes and exhibition design principles.

**Exhibit Development Intern,** Gay & Lesbian Historical Society, 5/01 – 12/01.
Assisted exhibits director in the location, collection and tracking of artifacts, documents and information for use in the production of an exhibition on the origin and evolution of the Folsom Street Fair. Additionally assisted exhibits director in the exhibit’s development, design, fabrication and installation.

**Exhibit Evaluation Intern,** Bay Area Discovery Museum, 12/00 – 4/01.
Coordinated, planned and facilitated two visitor focus group meetings, during which attendees participated in front-end and formative exhibition evaluation activities. Prepared focus group meeting reports summarizing activities and exhibit evaluation results. Assisted with coordination, planning, implementation and documentation of three formative exhibition evaluation projects with museum public. Participated in exhibit evaluation consultation and training seminar.

Led tours and conducted learning activities with visiting elementary school groups. Activities were thematic in approach, focusing on biodiversity and conservation issues, and employed inquiry-based learning techniques. Prepared all associated lesson plans.

**Volunteer Tutor,** Glide Memorial Church and City College, San Francisco, CA, 10/98-12/99.
Provided individualized instruction in English composition and computer skills to transitional teens and adults.

**Classroom Teacher,** Various pre-schools and elementary schools in Virginia and California, 9/87- 9/90.

**Associations and Community Service**

**Member (Institutional),** Association of Children’s Museums, Washington, DC, 11/99-present.
Experience

Palo Alto Junior Museum & Zoo, City of Palo Alto, Palo Alto, CA, Dec. ’07-Present
Exhibits Director

Leads creative vision. Executes all aspects of exhibit creation, including development, design and project management. Formulates exhibit budgets and annual plans. Supervises exhibit staff, interns, volunteers, and outside contractors. Participates in fundraising for exhibitions.

Exhibit Projects

The New Junior Museum & Zoo Facility
Leading the exhibition design and project managing (8,500 sq. ft. of indoor/outdoor exhibits) for a new JMZ to open in 2021. Participating in the architectural and zoo design (18,000 sq. ft. zoo). Planning for future exhibitions post-opening.

BUZZZZ, 1,400 sq. ft.
Conceived, designed and implemented this interactive exhibit about arthropods with living and pinned specimens.

Clean Green Energy Machines, 1,000 sq. ft.
Conceived, designed and implemented this hands-on exhibit about renewable energy. Secured donation and managed collaboration for the Solar Power Fountain from SunPower Corporation.

The Kittens’ Den, 500 sq. ft.
Designed and managed fabrication of this outdoor, nature- and play-based sculpture garden.

Entrance Project, 2,500 sq. ft.
Enhanced the function of the outdoor entrance. Redesigned the nature-based, Stump Garden, including a community-built large cob (mud) bench. Designed The Science Yard for educational programs. Managed the Lobby redesign.

Zoo Signage, 10,000 sq. ft.
Creatively directed a new signage strategy for the Zoo. Wrote text, managed designer, production, and installation.

Museum-wide Projects

Inclusion Initiative: Spearheaded and currently managing this initiative to better serve visitors with physical and developmental disabilities in the new JMZ. Created the accessibility strategic vision for the new JMZ master plan.

Non-living Collections: Prioritized and managed improvement projects. Wrote the Collections Plan, Policies and Procedures. Managed consultants to create a digital database, improve collections care, and deaccession.

Emergency and Disaster Plan: Created plan for living and non-living collections and for emergencies involving people.

Sustainability Practices: Served on the City of Palo Alto Green Team and implemented JMZ sustainability practices.

Grant Development & Administration

Conservation Assessment Program, 2010: Wrote application and managed.

IMLS Museum Assessment Program, Community Engagement Assessment, 2013: Wrote application and managed.

IMLS Museum Assessment Program, Organizational Assessment, 2015: Participated in process.

IMLS American Heritage Preservation, 2012: Secured and managed this grant ($3k) to conserve entomology collection.

Packard Foundation, 2014: Conceived, wrote, and administered a diversity grant ($25k) for an Inclusion Initiative.

IMLS Museums for America, 2017: Conceived, co-wrote and managing this accessibility grant ($270k).

IMLS Museums for America, 2018: Conceived, co-wrote and managing this dinosaur exhibition grant ($250k).

Silicon Valley Creates, San Jose, CA, Nov. ’13-May ‘15

Consultant

Created design concept, initial budget, and funding presentation for a joint project between Silicon Valley Creates and Santa Clara County’s Valley Medical Center to develop a 300,000 sq. ft. Women and Children’s Center infused with playful, family-friendly experiences, public art, and patient-centric design developed collaboratively with local museums.
**Children’s Discovery Museum of San Jose, San Jose, CA, Oct. ’04-Nov. ’07**

Exhibit Designer/Developer

Developed, designed, and prototyped exhibits. Project managed in-house and out-of-house fabrication.

**Exhibit Projects**

*Lupe’s Story*, 2,300 sq. ft.
- Participated in developing this NSF-grant proposal for an exhibit about mammoths. Awarded in 2008.

*Out on a Limb*, 1,200 sq. ft.
- Completed design concept for this exhibit about trees, nature, and play.

*4-year refurbishment plan*, 8,000 sq. ft.
- Crafted a plan for older exhibits incorporating a museum-wide vision and audience research.

*Secrets of Circles*, 2,000 sq. ft., 2 copies
- Designed this NSF-funded exhibit about math, science and circles. Produced 2 copies, one traveling and one permanent.
- Collaborated with University of California Santa Cruz researchers. Authored Green Design Philosophy and initiated its use.
- Created design direction for trilingual signage. Created a system to track $600,000 budget and delivered it $100,000 below budget. Managed fabrication schedule, including in-house and 15+ subcontractors.

*The Wonder Cabinet*, 3,500 sq. ft.
- Designed this award-winning exhibit for children, ages 0-4, based on a Reggio-inspired learning philosophy. Delivered the exhibit after the lead designer left CDM, managing production and budget.

**Awards**

*AAM Excellence in Exhibitions, 2007: Honorable Mention for The Wonder Cabinet*


Senior Exhibit Designer

Designed exhibits as lead designer. Project managed multiple exhibit remediation projects and traveling exhibitions.

**Exhibit Projects**

*Genetics: Technology with a Twist*, 2,500 sq. ft.
- Designed this NIH-funded exhibit about genetic technologies and health, including an unfacilitated *Wet Lab*. Collaborated with Stanford University. Introduced the use of RFID (Radio Frequency Identification) tags.

*Imagination Playground*, 3,500 sq. ft.
- Designed this popular exhibit about creative play in a high tech world.

**Cranbrook Institute of Science, Bloomfield Hills, MI, Nov. ’97-Nov. ’99**

Exhibit Designer

Designed and prototyped NSF-funded exhibits. Managed aspects of outside fabrication.

**Exhibit Project**

*Every Rock has a Story*, 2,000 sq. ft.
- Designed, as lead designer, this interactive and specimen-based exhibit about plate tectonics and minerals.

**Volunteer and Internships**

California Networks for Collaboration – Accessibility Learning Collaborative, California Association of Museums, 2015

National Association of Museum Exhibitions, Board Member, AAM, Nov. ’10-12

Jim Henson Co., Inc., Intern, New York, NY, Jun. ’95-Aug. ’95

Rhode Island Children’s Museum, Volunteer, Pawtucket, RI, ’94

**Education**

*Rhode Island School of Design*, BFA, Industrial Design, Providence, RI, ’92-’96

*Institute of Italian Studies & Fuji Jewelry Studios*, Florence, Italy, ’96-’97
TRAINING PROPOSAL

About Us

Midpen Media is located in Palo Alto, California and is happy to offer its expertise in media production and technical training. We have 50+ years cumulative experience shared amongst our trainers. For 30 years we have been the community resource for video production. We pride ourselves on setting up our clients for success, so you will leave our sessions more prepared than ever to provide your content to a wide range of community members eager to stay engaged with your programs and activities.
Training Sessions

Objective: To provide in-depth staff training in digital content development in a safe environment that is compliant with county guidelines during these unprecedented times.

Our training sessions are meticulously planned by our trainers in a manner geared towards maximizing efficiency. Your time is valuable, so our goal is to best prepare you while taking up the least amount of your time possible.

Your training will be conducted by two of our trainers in three hour sessions held over five days. Training sessions will be comprised of both activities and lectures that will address the following subjects:

- Cameras and Microphones
- Production Design
- Webcasting and Streaming Basic
- Putting It All Together

By creating a workshop space to practice media technology and online communication skills, this program will increase your team’s confidence and proficiency while broadening their ability to connect with and care for the communities you serve.

Our patient and experienced instructors can guide a student with even the most basic understanding of online media and video production toward becoming skilled users of the craft.
Training Contract

This Training Contract (the “Contract”) states the terms and conditions that govern the contractual agreement between Midpen Media (the “Trainer”), having its principal place of business at 900 San Antonio Road, Palo Alto, CA, and the City of Palo Alto Library Department (the “Client”) who agree to be bound by this Contract.

WHEREAS, the Trainer holds significant expertise in Media Production and offers training services in Media Production for which the Client would like to engage the Trainer according to the terms and conditions herein.

NOW, THEREFORE, in consideration of the mutual covenants and promises made by the parties within this Contract, the Trainer and the Client (individually, each a “Party” and collectively the “Parties”) covenant and agree as follows:

TRAINING

The Trainer shall conduct training in Media Production in accordance with the schedule attached hereto as Exhibit A.

PAYMENT

The total cost to be paid to the Trainer by the Client for the services hereunder shall be six thousand dollars ($6,000) which is due upon completion.
PUBLICITY AND MARKETING

The Client authorizes the Trainer to utilize the Client’s logo and associated trademarks as well as any media, photos, or footage from any training session solely for the purpose of marketing the Trainer’s services.

NO MODIFICATION UNLESS IN WRITING

No modification of this Contract shall be valid unless in writing and agreed upon by both Parties.

APPLICABLE LAW

This Contract and the interpretation of its terms shall be governed by and construed in accordance with the laws of the State of California and subject to the exclusive jurisdiction of the federal and state courts located in Santa Clara County, California.

IN WITNESS WHEREOF, each of the Parties has executed this Contract, both Parties by its duly authorized officer, as of the day and year set forth below.

SIGNATURES
TRAINING SCHEDULE

Day 1 ([DATE] [TIME] - TBD)
[TIME - TBD] – **Cameras and Microphones**
  - Options for Video and Audio Recording
  - Ensuring High-Quality Image and Sound

Day 2 ([DATE] [TIME])
[TIME - TBD] – **Production Design Pt. 1**
  - Adapting Content to an Online Format
  - Building Confidence in On-Camera Presentation

Day 3 ([DATE] [TIME])
[TIME - TBD] – **Production Design Pt. 2**
  - Understanding Light Design
  - Creating Effective Photographic Composition

Day 4 ([DATE] [TIME])
[TIME - TBD] – **Webcasting and Streaming Basics**
  - A Survey of Available Platforms
  - Navigating and Utilizing Webinar Platforms

Day 5 ([DATE] [TIME])
[TIME - TBD] – **Putting It All Together**
  - A Practical Lab Session
  - An Opportunity to Practice Your Skills
IMLS CARES Act Grants Review Panel
Institute of Museum and Library Services
955 L'Enfant Plaza North, SW, Suite 4000
Washington, D.C. 20024-2135

June 10, 2020

Dear Members of the Review Panel,

Re: City of Palo Alto Library Digital Access Project

On behalf of Midpen Media, please accept this letter of support for the City of Palo Alto Library’s Digital Access project. We strongly endorse the Palo Library’s initiative to create community engagement by providing virtual content during a time when the COVID-19 pandemic is significantly impacting our citizens, who are yearning for more connection to their neighborhood programs.

Midpen Media exists to encourage community engagement, facilitate free speech, inspire creative expression, and reflect our local cultural diversity by providing high-quality media resources and training to members of our service area, which includes the City of Palo Alto.

Through this letter, we acknowledge the specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we expect our role in this project to include:

- Forming a genuine partnership with the City of Palo Library, the Palo Alto Art Center (Art Center), and the City of Palo Alto Junior Museum and Zoo (JMZ) to create virtual programming and events and share educational resources.
- Providing technical training for staff, contractors, and teaching artists using asynchronous communication technology tools that are scalable based on community needs.
- Support distribution and documenting of training offerings to disseminate content to a broad audience.

Midpen Media will lead training sessions and teach production basics using our existing staff expertise and our network of instructors who are well-versed in the most current technologies used during this time of social distancing.

We are excited to partner in completing this vital work that will result in long-term, sustainable community engagement.

Sincerely,

Keri Stokstad
Executive Director/CEO, Midpen Media

900 San Antonio Road • Palo Alto, CA • 94303 • (650) 494-8686 • info@midpenmedia.org • midpenmedia.org
June 9, 2020

Dear IMLS grant evaluators,

As a Palo Alto Unified School Board member and former board member of the Palo Alto Art Center Foundation, I am pleased to write this letter of support for From Onsite to Virtual.

Over my 30 years as a Palo Alto resident, the Palo Alto Library, the Junior Museum & Zoo, and the Palo Alto Art Center have been vital parts of my life and that of my family. I am very excited to see their embracing of digital delivery models to serve our changing Palo Alto and East Palo Alto audiences based upon COVID-19. This project will allow all three programs to plan more relevant and successful programs to engage seniors and K-12 students.

I have had firsthand experience with the power of museums and libraries as critical sources of lifelong and out-of-the-classroom learning. Museums and libraries provide students with opportunities to apply classroom knowledge in self-directed learning, expand their understanding of themselves and their world, and enhance empathy. During COVID-19, the needs for museums and libraries are even more acute, as students have experienced profound disruptions to their daily lives due to shelter-in-place. As the Palo Alto Unified School District begins to plan the academic year ahead, there are numerous uncertainties. However one thing is certain: school will look different. Because of this, I applaud the Palo Alto Art Center, Junior Museum & Zoo, and Palo Alto Library for engaging the PAUSD and Ravenswood School Districts in their planning for this project. Having the opportunity for expanded virtual or hybrid programs will be critical for these programs to remain active partners of PAUSD.

The Palo Alto Art Center, the Junior Museum & Zoo, and the Palo Alto Library are all critical partners for PAUSD and our community’s children. The ability for all three programs to enhance their capacity for virtual programming will be essential to meet the changing needs of students and the District. Virtual school tours, virtual school visits, in-school visits with hybrid digital materials, will all be important tools in this new landscape.

As a Palo Altan active in numerous community initiatives, I have also seen the impact of COVID-19 on our seniors. We know that many of these community members will continue to shelter in place for months to come. Their ability to continue to enjoy the Art Center and the Palo Alto Library—exhibitions, events, programs—will be an important element of their continued connection, community, learning, and growth.

I strongly encourage IMLS to support this proposal for the benefit of so many in our community impacted by COVID-19. Our ability to survive this pandemic as individuals and as a community is based in our ability to learn, care for each other, and grow. Museums and libraries help us do that—let’s help them do that work virtually.

Thank you,

Melissa Baten Caswell
To Whom It May Concern:

This letter of support is written in support of the City of Palo Alto Library, Art Center (PAAC) and Junior Museum and Zoo’s (JMZ) request for a one year grant supporting their collaborative partnership to offer virtual programming accessible to the entire community. Small disclaimer: I am primarily involved with the library, so I will be directly speaking to how virtual programming will benefit the library, although I acknowledge and readily support that this grant will be shared between these 3 organizations.

I am a disabled teen who has been a part of the Teen Library Advisory Board (TLAB) for the past 4 years. I’ve organized and attended many library programs, including the regular TLAB meetings, but as my conditions progressed, it became harder and harder to attend in-person meetings and programs. While COVID-19 is terrifying and a shelter-in-place order has many downsides, the sheer amount of virtual programs that have come out of it has been a blessing to me. I can participate in programs and take part in TLAB meetings from my own bed on my bad days, which has been hugely beneficial for my mental wellbeing. Before, I often had to miss programs I was looking forward to because a condition of mine flared up, and miss important TLAB meetings because my body did not have the energy to be physically at the library. I had no other option but to be absent, even if I was mentally able to participate and would have benefited from doing so. However, now that the programs have been moved online, I have been able to attend nearly every single TLAB meeting held during the shelter-in-place, and would have attended many more library programs if I were not juggling so much homework. Virtual programming has opened up a new world of accessibility to me.

Not only has virtual programming made library programs much more accessible in general to disabled individuals like myself who are often unable to physically attend, it has also allowed immuno-compromised individuals to safely take part in library programs. I am potentially immuno-compromised due to my conditions, and back in February before the library programs became virtual, I elected to simply skip TLAB meetings and at some points avoid the library altogether to avoid risking infection. Even when the shelter-in-place order is completely lifted, many immuno-compromised or otherwise high-risk individuals (which includes teens like myself as well as children and young adults, not just the elderly) likely will be avoiding public places to lower their risk of infection. We deserve to be able to access programming, even if to the average person, it is technically “safe” to physically attend programs.

Aside from virtual programming being a necessity for disabled and immuno-compromised individuals, given the talk of a second wave in the fall, having the funding for virtual programming already available is all the more crucial and will benefit everyone. The library cancelling its programming and later closing was what truly made this pandemic feel real for me and many of my fellow TLAB members, and the programming being made available virtually made a huge difference in keeping myself grounded. I only wish it had been able to be implemented sooner! During this current shelter-in-place, the regular virtual programming allowed my peers and I to keep some semblance of normalcy in our lives, which has been immensely helpful for our mental wellbeing during these very chaotic times. Additionally, the library offers many educational programs that would be particularly beneficial during these times
such as classes about how to register with Medicare, and having them be virtual would allow many more people to benefit from them.

Even when our current shelter-in-place order completely lifts, COVID-19 will still very much be a threat present in our lives, particularly to high risk individuals. A second wave seems likely within the next year, and may call for another shelter-in-place order, and having virtual programming already in place would make the transition easier for many. Independently of the risks posed by COVID-19, virtual programming is deeply beneficial to disabled individuals like myself as we would be able to attend and participate in programs despite not being well enough to physically be at the library. Receiving this grant would ensure that these organizations will be able to continue providing crucial support to our community during these unprecedented times. Thank you.

Sincerely,

Riley Hartmann
Dear Institute of Library and Museum Services Staff,

As an Art teacher for the past 30 years I am grateful for the resources that you provide to support strong museums that connect people with information and ideas, sustaining our essential heritage, culture, and knowledge base. Especially during this time of pandemic remote learning, I've relied strongly on Internet resources for virtual museums and content to anchor my Photography curriculum. Students have been thrown off balance with the sudden shift to all-online classes, and I have found that for my Photography and AP Art & Design students, they are most engaged with visually beautiful and easy to navigate resources from museums around the world. My purpose in this letter is to request that you fund the Palo Alto Art Center (PAAC) to be able to archive and design website content for our students and teachers that reflect essential issues in Silicon Valley and world connections through local resources. Last year the PAAC hosted several important exhibitions on human relationships with the environment including; Sheltering Sky and Encounters: Honoring the Animal in Ourselves. It would be an exceptional resource to have that content archived on their website for me to use as a resource to show students professional examples of artwork and artist statements to communicate important social ideas.

What is missing from the PAAC website is the content of images and narration for artist and statements for meaning. It would be invaluable if the PAAC was funded to expand their website exhibition links to reflect content like this one from SFMOMA. For remote-learning I need to use models of how artists are inspired and informed by access to museums for engagement in essential social issues similar to this exhibition of An American Project by Dawoud Bey at SFMOMA that explains the impact of museums on student awareness, education, and racial integration and inclusion. [https://www.sfmoma.org/exhibition/dawoud-bey-an-american-project/](https://www.sfmoma.org/exhibition/dawoud-bey-an-american-project/)

In August when we return to a campus with a hybrid of remote learning/campus classrooms, I plan to use the current PAAC exhibition Rooted: Trees In Contemporary Art as a model for my students to see connections to nature right outside our classroom door in the trees around our campus. [https://www.cityofpaloalto.org/gov/depts/csd/artcenter/exhibitions/current.asp](https://www.cityofpaloalto.org/gov/depts/csd/artcenter/exhibitions/current.asp) It would be an educational asset for the PAAC to be funded for expansion of this website with professional examples and narration as a metaphor of how we are rooted in our relationships (to each other and the environment) as artists. I could use these professional examples as models to connect students with environmental experiences, information and ideas right in our neighborhood. Learning becomes connected to their real-life experiences and artists become more than pictures on a gallery wall as students make these personal connections through virtual museum content. An expanded content of online free public resources provides a pathway for personal context and social engagement.

During a normal year, my students would have exhibited their artwork at the PAAC in my community. Due to the pandemic, that did not happen this year. It would be invaluable for the PAAC to have an archive of past student exhibitions alongside professional exhibitions to promote professional practice. The PAAC has an outstanding relationship supporting our local student artists with an annual exhibition of K-12 artwork as well as hosting a student exhibition for the last 6 years for Youth Speaks Out (YSO). YSO is a collaboration of multiple disciplines engaging English, Art, Social Studies, and Special Education students for the creative expression of their ideas and feelings to support social-emotional well-being in our community that has been a national suicide cluster for the last 2 decades. ([https://www.theatlantic.com/magazine/archive/2015/12/the-silicon-valley-suicides/413140/](https://www.theatlantic.com/magazine/archive/2015/12/the-silicon-valley-suicides/413140/) ) Students showcase artwork, photography, sculpture and writing to inform our community of teen issues and perspectives. In 2016, I photographed student artwork and videoed the student activities at the PAAC for the exhibition. This is the kind of content that we would find useful for excellence in learning and literacy that promotes student well-being. ([https://vimeo.com/167329737](https://vimeo.com/167329737) ) My students and I provided an amateur content base for this important YSO exhibition, and I envision a professional archive designed by the staff of the PAAC of work like this for classroom learning.
In 2013 the NY Times collaborated with the Library of Congress to invite students to learn about FSA/WPA Photographers as a model to frame meaning for modern American life. I was invited to join this national venue to preserve the picture of “America” locally and personally. 48 students from my classes contributed work to this online gallery that is archived at the Library of Congress alongside the FSA/WPA photographers collection (http://www.nytimes.com/projects/2013/lens-my-hometown/index.html?best_200=true&page=1) I envision that funding for the PAAC website design and programs offerings during remote-learning would be able to invite students from our community to document these essential times of 2020 through images of pandemic responses and civil rights justice issues unfolding in our communities. Funding for the PAAC archive would make local connections with our national archive heritage.

Funding for the PAAC webpage for archived exhibitions would enhance student learning about essential issues. Archiving student and professional exhibitions on the PAAC website would expand the PAAC ability to innovate in the modern world of virtual access for the Arts. This week our district asked us what Tech Support professional development that we might need. My first request was online connections and expansion of our relationship with the PAAC for a museum in our community to model the best of public access for students to art history on the making to support our cultural heritage and knowledge base. I wrote a letter to our School Board to make them aware of the essential relationship that we have with the PAAC for student access to the Arts. Encouraging and creating that student access to museums through archived artworks and exhibition purpose creates a model of lifelong learning. Additionally, funding a wider scope for the exceptional Arts programs that the PAAC has traditionally provided for our community would allow us to build and bridge our capacity and range of Arts opportunities for students and the community through exhibitions, school programs, and teacher links to support our classroom teaching.

We are reeling from the pace of adapting to online teaching and learning in the last few months of COVID-19 closures. I am finding that museums like the PAAC are grounding me in the design for future education that is hybrid for remote learning. Funding for the expansion of the PAAC website and staff to provide the world-class exhibitions, along with their support to showcase student artwork. The museum connection connects us to the best of professional practice for our classrooms. and community education. I am grateful for this opportunity to demonstrate the value of the PAAC in providing essential new support for our students, staff and community as the Arts speak to social awareness and education and work/play of ideas that transform the lives of our students, educators and community in shaping a more democratic, inclusive, and caring world.

Sincerely,

Margo Wixsom

Margo Wixsom
[mwixsom@pausd.org]mwixsom@pausd.org
Palo Alto High School  650-329-3826
Photography and AP Art & Design teacher
Publication Advisor to [proof] - arts magazine http://www.issuu.com/proofpaly
June 9, 2020

To whom it may concern,

I write to you in support of the one year grant requested by the Palo Alto City Library, Art Center, and Junior Museum and Zoo (JMZ), which would fund digital programming as part of a collaborative effort between these three organizations. The project is “built on the premise that community needs and modes of engagement will continue to evolve over the coming months and years, and this is designed to be highly flexible and nimble in order to respond to a rapidly changing environment,” according to the project narrative. This grant would enable the library, art center, and JMZ to continue to provide invaluable educational, social, and artistic opportunities for all members of the Palo Alto community. I am advocating for this grant on the behalf of young people--children, teens, and young adults--who benefit greatly from the unique services the aforementioned organizations provide.

As a high school student, the COVID-19 pandemic and shelter-in-place restrictions have negatively impacted my mental and emotional well-being. Navigating life as a teenager is complicated enough without the compounding stress of isolation, academic disruption, and an ever-shifting narrative from unreliable federal politicians. Connecting with a supportive, welcoming community is vital for teens, especially in (dare I say) unprecedented times like these. That’s where city-sanctioned organizations come in. While each has been infinitely valuable to my personal development, I will primarily speak to the truly essential services provided by the library.

I have been a loyal library patron since before I could sit up on my own, much less read a book. I received my first library card at six months old, and the library has been my safe haven ever since. The library taught me that my imagination is powerful, the world is full of opportunities, and learning is a purely joyful experience. My two elementary-aged brothers and I are library veterans. My brother Trevor, a rising sixth grader, loves how library events are a “fun way to get people interested in coming to the library” and encourage them to explore library resources. He appreciates the opportunity to make friends while learning new skills (like coding or origami). Without in-person camps and a rocky conclusion to the school year, accessible opportunities for educational growth have never been more important. Library programs are the antidote to a summer of quarantined boredom, and will help ease the transition back to school in the fall. They provide children a chance to stretch their mental muscles whether or not they can afford expensive online enrichment programs. Likewise, the art center offers a creative outlet to Palo Altans of all ages, and the JMZ nurtures young minds during critical stages of intellectual development. Parents searching for programs to occupy their children while they work from home would also be grateful for a stimulating alternative to hours of gaming or TV. But perhaps the most important assets these programs provide are emotional support and social connection.

As one of the longest-standing members on the Teen Library Advisory Board, I regularly volunteer at--and occasionally host--library programs, sometimes as part of a joint effort with other Palo Alto teen groups (Teen Arts Council, Palo Art Center Teen Leadership, etc.) This past winter, we teamed up with the art center teens to paint a mural for the Mitchell Park Library’s “Teen Zone.” Among other events, we have also hosted an escape room, various pride events, author visits, a “life skills” series for teens, and
STEAM workshops for tweens. Through my experience as a volunteer, I have witnessed the life-changing magic of the library community (and of tidying up, thanks to Marie Kondo and the library’s extensive audiobook collection). The librarians know every member of my family by name. I met some of my dearest friends through TLAB. At library programs, I have watched all kinds of teens let down their guards and have fun with friends and strangers alike. Online programming from the library would continue to connect this vibrant community, albeit virtually.

I love the library. Thousands of infants, toddlers, children, teens, and young adults can say the same. To protect ourselves and those we love, we have all made sacrifices as we observe quarantine protocols. Please consider funding virtual programs, which would give us some semblance of normalcy in an uncertain world. The Digital Access grant would bring us together online when we need our community the most.

Sincerely,
Abigail Milne (rising high school junior)