



---

**Joint Powers Authority Governing Board**

Rick DeGolia, Atherton

Charles Stone, Belmont

Lori Liu, Brisbane

Donna Rutherford, East Palo Alto

Gary Pollard, Foster City

Marina Fraser, Half Moon Bay

Reuben Holober, Millbrae

Mike O'Neill, Pacifica

Maryann Derwin, Portola Valley

Cameron Johnson, San Carlos

Carole Groom, San Mateo County (Chair)

Anne Kasten, Woodside (Vice Chair)

---

**San Mateo County Library Joint Powers Authority  
Governing Board Agenda  
September 14, 2015, 8:15 a.m.  
Library Administration, 125 Lessingia Court, San Mateo**

- |   |             |
|---|-------------|
| <b>I. Call To Order</b>   | Action      |
| <b>II. Public Comments</b>  | Information |
| <b>III. Approval of the June 8, 2015 Minutes</b>  | Action      |
| <b>IV. Grant Activities Report for FY 2014-15</b>   | Action      |
| <b>V. Investment Report for FY 2014-15</b>  | Action      |
| <b>VI. Approval of the FY 2015-16 Adopted Budget</b>  | Action      |
| <b>VII. 2015-2020 Strategic Plan Report</b>   | Action      |
| <b>VIII. Director's Report</b>  | Information |
| <b>IX. Board Announcements</b>  | Information |
| <b>X. Adjournment</b>   | Action      |
| <b>XI. Convene Closed Session: Public Employee Performance Evaluation-Closed Session pursuant to Government Code Section 54957 (Director of Library Services)</b> | Discussion  |
| <b>XII. Reconvene Regular Meeting</b>   | Action      |
| <b>XIII. Adjournment</b>  | Action      |

**2015 Governing Board Meetings: November 9  
2015 Operations Committee Meetings: October 27**




---

**San Mateo County Library  
JPA Governing Board Meeting  
Minutes of June 8, 2015**

Board Members Present:

Carole Groom, County (Chair)  
Anne Kasten, Woodside (Vice Chair)  
Elizabeth Lewis, Atherton  
Charles Stone, Belmont  
Lori Liu, Brisbane  
Gary Pollard, Foster City  
Marina Fraser, Half Moon Bay  
Reuben Holoher, Millbrae  
Maryann Derwin, Portola Valley  
Cameron Johnson, San Carlos

Staff Present:

Anne-Marie Despain  
Tom Fortin  
Pam Deal  
Karina Labrenz

- I. Call to Order. The meeting was called to order at 8:17 a.m.
- II. Public Comments. None.
- III. Approval of the May 11, 2015 Minutes. Meeting minutes approved without changes (MSP: Fraser/Holoher). Members Stone, Pollard and Lewis abstained.
- IV. Election of Library JPA Governing Board Officers. Chair Groom opened nominations for Governing Board Chair and Vice Chair. Chair Groom was nominated as Chair, Vice Chair Kasten as Vice Chair. No other nominations were received.

Motion: Re-elect Chair Groom to Chair. Passed (MSP: Kasten/Stone).

Motion: Re-elect Vice Chair Kasten to Vice Chair. Passed (MSP: Fraser/Stone).

- V. FY 2015-16 Proposed Uses of Library Donor Funds. Director Despain provided an overview of the FY 2015-16 Proposed Uses of Library Donor Funds report. Alternate Member Lewis reported that Atherton's building project is going well and that WRNS Studio was hired and delivered two different conceptual designs. Questions arose regarding utility costs, hours of operation and why donor funds are held by both the donor fund cities and the Library. Director Despain responded that some years after the formation of the JPA, authority to hold these funds on behalf of the Library was permitted. Approximately three years ago, this decision was reversed. At this point, there are still monies in the donor fund accounts held by each donor city. Maintenance costs, including utilities, are member responsibilities and paid for by each city under the terms of the JPA Agreement. However, the cities of Atherton, Woodside and Portola Valley utilize donor funds to offset these costs. Minimum service hours as set in the JPA Agreement are based on town population; however, the Donor Fund Subcommittee is looking at this issue. When hours have been added or reduced, Library staff reviews use patterns, solicits public input, and then works with Cities to implement recommended adjustments.

Motion: Recommend JPA Governing Board approve the FY 2015-16 Proposed Uses of Library Donor Funds revenue. Passed (MSP: Kasten/Fraser).

- VI. Adoption of the FY 2015-16 Recommended Budget. Director Despain provided an overview of the FY 2015-16 Recommended Budget. The proposed budget for FY 2015-16 is \$42,878,373 (Total Requirements). General Operations funded through ongoing sources total \$21,647,785, and One-Time Activities total \$8,402,000. Agency Reserves/Capital Reserves total \$12,828,588. A discussion ensued regarding the branding and marketing initiative. Director Despain stated that both the Data and Demographics (EMC) Report and the current Strategic Plan surveys indicated that the Library does not have a highly recognizable brand. Suggestions were made by Board Members for consistency of presentation at all libraries, whether online or inside a library; adding "A San Mateo County Library" over the entrance door of each library; and advertising that anybody can use materials in any of the County Libraries. Alternate Member Lewis questioned the proposed \$300,000 cost; Financial Services Manager Deal replied that this amount is an estimate that includes a new logo, a new website, and an on-going marketing campaign to educate the public on library services. Chair Groom asked staff to resend the EMC report, and Board Members expressed interest in providing future input on this initiative.

Motion: Recommend JPA Governing Board adopt the FY 2015-16 Recommended Budget. Passed (MSP: Holober/Kasten).

- VII. Director's Report. Director Despain gave an overview of the report. The Summer Learning Program launched June 1<sup>st</sup>, and there are incentives for participants to sign up. The Summer Camps are expanding from five to seven, and the Summer Youth Employment Program will recruit 40 interns to work with children and promote the program out in the community. Currently, the Bookmobile and a Pop-Up Library are stationed at the San Mateo County Fair. The Library's first 3D Print-A-Thon will be held on June 19<sup>th</sup> at the East Palo Alto and Millbrae Libraries, printing prosthetic hands for the Enable The Future Foundation. At the Maker Faire, the Library's booth was very popular. Staff demonstrated a number of hands-on activities including 3D printed selfies. Examples of a 3D selfie and a prosthetic hand were shown. The public engagement phase for the development of a new strategic plan has been completed and is currently being analyzed. The next step is development of the vision, mission, and strategic goals. Director Despain concluded the report by handing out copies of the just published book *BiblioTech: Why Libraries Matter More Than Ever in the Age of Google* by John Palfrey, which provides a good discussion on the future of libraries.
- VIII. Governing Board Members Announcements. Member Derwin reported that the Portola Valley Town Council was supportive of the Subcommittee's work during a recent discussion on donor funds. Member Fraser said that the City of Half Moon Bay added \$2 million to the funding for a new library, making it currently a total of \$6 million from the City of Half Moon Bay. Member Holober mentioned that an electric vehicle charging station has been installed in the Millbrae Library's parking lot, and that the power is coming from the solar panels on the library's roof. Member Pollard said that in Foster City, a TV screen is showing the electrical usage from the new solar panels on their library. Chair Groom announced that additional Measure A funds will be made available for literacy and library buildings.
- IX. Adjournment. The meeting adjourned at 9:25 a.m.




---

**MEMO**

**To:** JPA Governing Board

**From:** Anne-Marie Despain, Director of Library Services  
Tom Fortin, Deputy Director

**Date:** September 8, 2015

**Meeting Date:** September 14, 2015

**Re:** Grant Activities Report for FY 2014-15

---

**BACKGROUND:**

On February 6, 2006, the JPA Governing Board authorized the Library Director to approve the acceptance of grants as stated in Article II of the Bylaws for the San Mateo County Library Joint Powers Authority (Library JPA). This bylaw states that the JPA shall:

- A. Authorize the submission of applications for federal, state, local and private grants and approve acceptance of such grants as are received and allow for the delegation of this responsibility to the Library Director.

An annual report is provided to the Library JPA Governing Board summarizing grants accepted during the fiscal year.

**DISCUSSION:**

Grant opportunities present themselves throughout the year and range from small grants designed to support activities at one library, to larger grants that support system-wide initiatives. While the Library actively seeks grant support for existing and approved major initiatives, as a matter of practice, the organization does not apply for grants that establish new programs that will require ongoing funding requirements unless there is a clear policy direction supporting such an approach.

During the period of July 1, 2014 – June 30, 2015, the Library JPA received six grants.

To support adult literacy services, the Library received:

- \$52,372 from the California State Library, to support ongoing adult literacy efforts throughout the library's service area.

To support library programs and services, the Library received:

- \$76,191 from Toyota Family Learning to support family literacy programs at the East Palo Alto and Half Moon Bay Libraries.
- \$15,000 from the Pacific Library Partnership to support the Wi-Fi Hotspot lending project.

- \$5,000 from the Silicon Valley Community Foundation to support literacy-based tutoring services for youth grades 3-12 at the Quest Learning Center at the East Palo Alto Library.
- \$4,388 from the California State Library to support the Vets Connect program and establish a Veterans Resource Center that provides information to reintegrate California veterans into the California workforce and our communities in order to provide veterans the quality of life of other Americans.
- \$1,120 from the Fatherhood Collaborative of San Mateo County to subsidize children's programming designed to stimulate opportunities for fathers to spend time with their children and have a positive impact in their lives.

The total grant revenue received in FY 2014-15 is \$154,071. For comparison, in FY 2013-14 the Library received \$55,521, in FY 2012-13 the Library received \$101,507, and in FY 2011-12 the Library received \$19,946.

In the current fiscal year, pending applications have been submitted for the annual Google Impact Challenge award to fund two mobile learning experience labs/vehicles, and the 50 Fund: Re(A)d Zone Initiative grants to enhance curriculum and materials for the Talk Read Sing program. Staff will also be submitting applications for several upcoming State Library grant opportunities that support creativity programs for children and an online high school diploma program.

**FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.

**RECOMMENDATION:**

Recommend JPA Governing Board accept the Grant Activities Report for FY 2014-15. Operations Committee members present at the September 8, 2015 meeting concur with this recommendation.




---

**MEMO**

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
 Pam Deal, Financial Services Manager  
**Date:** September 8, 2015  
**Meeting Date:** September 14, 2015  
**Re:** Investment Report for FY 2014-15

---

**BACKGROUND:**

On September 14, 2009, the JPA Governing Board adopted the Library JPA Investment Policy. The purpose of the investment policy is to provide guidance and protection to the San Mateo County Library Joint Powers Authority's (Library JPA) cash and investments, and promote prudent financial stewardship. It shall also be the policy of the Library JPA to diversify its investment portfolio to ensure the maximum safety of Library JPA assets. The Library JPA shall have funds not required for immediate expenditure invested in compliance with state law and this policy.

The criteria for selecting investments in order of priority are:

- Safety of Principal
- Liquidity
- Yield

In order to minimize risk, the Library JPA's portfolio includes:

- The San Mateo County Investment Pool (SMCIP)
- The State of California Local Agency Investment Fund (LAIF)

As outlined in the Library JPA Investment Policy, the Director of Library Services shall submit an annual investment report to the JPA Governing Board on the status of the Library JPA's investment portfolio. The report will provide information as to the types of investment, the amount of money invested within the two investment instruments, maturity dates, and interest rate yield on investments in accordance with the Government Code. The report shall also state if the Library JPA investments are in compliance with this policy and able to meet its cash flow obligation. The investment policy is reviewed annually and was last approved by the JPA Governing Board on September 8, 2014.

**DISCUSSION:**

The Library JPA is a voluntary participant in the San Mateo County Investment Pool which is regulated by California Government Code Section 53600 under the oversight of the Treasurer of the County of San Mateo. Included in SMCIP's investment portfolio as outlined in its Investment Policy (<http://www.sanmateocountytreasurer.org/investmentpolicies/Investment%20Policy%202015.pdf>) are: U.S. Treasury Securities, U.S. Government Agency/Government Sponsored Enterprises, Commercial Paper, Negotiable Certificates of Deposit, Bankers Acceptances, Collateralized Certificates of Deposit, Asset Backed Securities, Corporate Securities, Repurchase Agreements, Local Agency Investment Fund, and Registered Warrants.

In FY 2014-15, Library JPA funds averaging \$17 million were invested with the San Mateo County Investment Pool producing an average yield of .83%. Investments matured in an average of 1.59 years and interest earnings in FY 2014-15 totaled \$122,535.

The Library JPA is a voluntary participant in the Local Agency Investment Fund, which is regulated by California Government Code Section 16429 under the oversight of the Treasury of the State of California. Included in LAIF's investment portfolio as outlined in its Investment Policy (<http://www.treasurer.ca.gov/pmia-laif/answer/policy.pdf>) are: U.S. Treasury Securities, Federal Agency Securities, Bankers Acceptances-Domestic/Foreign, Certificates of Deposit, Collateralized Time Deposits, Commercial Paper, Corporate Bonds/Notes, Repurchases and Reverse Repurchases, and Negotiable Orders of Withdrawal.

In FY 2014-15, Library JPA funds averaging \$2 million were invested with the Local Agency Investment Fund producing an average yield of .26%. Investments matured in an average of 239 days and interest earnings in FY 2014-15 totaled \$5,276.

Both SMCIP and LAIF maintain a large percentage of their investments in U.S. Treasury Securities representing obligations issued by the U.S. Government for which the full faith and credit of the United States is pledged for the payment of principal and interest. Neither SMCIP nor LAIF invest in derivative products. In order to minimize risk, and as outlined in their respective Investment Policies, the average maturity of the funds within the pool (duration a financial asset is held) is limited to 24 months for SMCIP and 18 months for LAIF. As a participant in both SMCIP and LAIF, Library JPA funds are always liquid and available.

On an ongoing basis, cash flow requirements are reviewed to ensure that the investment portfolio remains sufficiently liquid to enable the Library JPA to meet all reasonably anticipated operating requirements. Library JPA investments are in compliance with the Library JPA Investment Policy and the portfolio contains enough liquidity to meet expected expenditures.

**FISCAL IMPACT:**

Combined SMCIP and LAIF interest earnings for FY 2014-15 totaled \$127,811. Library JPA investments are in compliance with the Library JPA Investment Policy and the portfolio contains enough liquidity to meet expected expenditures.

**RECOMMENDATION:**

Recommend JPA Governing Board accept the Investment Report for FY 2014-15. Operations Committee members present at the September 8, 2015 meeting concur with this recommendation.



**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
 Pam Deal, Financial Services Manager  
**Date:** September 8, 2015  
**Meeting Date:** September 14, 2015  
**Re:** Approval of the FY 2015-16 Adopted Budget

**BACKGROUND:**

The San Mateo County Library JPA budget serves as the annual financial plan, an operations guide, and a communications tool. On June 8, 2015, the FY 2015-16 Recommended Budget was adopted by the JPA Governing Board and included services and activities designed to achieve the goals of:

- Supporting the mobile and digital needs of library users
- Promoting partnerships and building awareness of the Library’s resources
- Creating welcoming and well-equipped facilities
- Supporting family literacy and lifelong learning
- Focusing on programs with measurable results and outcomes

The table below outlines activities associated with the budget process:

Budget Process Key Dates	
December	Budget Development Begins
February	Mid-Year Report is Submitted to the Library JPA Governing Board
May	Recommended Budget is Submitted to the Library JPA Governing Board
June	Recommended Budget is Adopted by the Library JPA Governing Board
September	Final Adopted Budget is Approved by the Library JPA Governing Board
September	Final Adopted Budget is Approved by the San Mateo County Board of Supervisors

**DISCUSSION:**

The FY 2015-16 Recommended Budget approved by the JPA Governing Board was implemented on July 1<sup>st</sup> and totaled \$42,878,373. Based on fiscal year-end closing activities and availability of updated information, the FY 2015-16 Adopted Budget now totals \$46,058,780.

The following summarizes FY 2015-16 Adopted Budget adjustments:

- Taxes (\$23,589,164 to \$24,089,164) - There is an increase of \$500,000 in this funding source due to an allocation of County Measure A revenue to support the City of South San Francisco in its effort to renovate the Grand Avenue Library. SMCL will serve as the pass through agency for this revenue. The corresponding expenditure is reflected under Services and Supplies.

- Miscellaneous Revenue (\$461,853 to \$382,425) - There is a decrease of \$79,428 in this funding source to reflect support in place from donations and the Friends of the Library.
- Fund Balance (\$17,712,588 to \$20,472,423) - There is an increase of \$2,759,835 in this funding source due primarily to the accumulation of \$2.1 million in excess ERAF; a one-time unanticipated donation of \$215k; and modest Salary and Benefits savings of \$308k due to staff turnover and vacancies. A portion of Fund Balance has been allocated to improve service delivery (described below) and the balance has been set aside in Reserves. Because excess ERAF is considered an unpredictable and potentially unstable source of funding for ongoing operating budgets, only amounts anticipated from the prior fiscal year are budgeted and no assumptions are made beyond this. This has resulted in additional Fund Balance at the close of the fiscal year and the leading factor for the growth of Reserves, enabling the Library to embark on major one-time activities and innovative projects that have a system-wide benefit.
- Services and Supplies (\$27,887,329 to \$29,556,744) - There is an increase of \$1,669,415 in this expenditure category reflecting improvements in system services including \$40,000 to improve the online catalog; \$60,000 to support maker programs and the purchase of 3D printers; \$150,000 to purchase additional laptops and Wi-Fi hotspots supporting youth services; \$250,000 to match support from the County related to the East Palo Alto Library renovation project; \$500,000 to support the City of South San Francisco in its effort to renovate the Grand Avenue Library (County Measure A); \$748,843 representing support costs transferred to each of the branch libraries (the corresponding transfer of these costs is reflected under Intrafund Transfers); and a modest decrease of \$79,428 related to donation and Friends funded services.
- Fixed Assets (\$660,000 to \$1,160,000) - There is an increase of \$500,000 in this expenditure category reflecting the purchase of two outreach vehicles to support mobile technology and maker programs.
- Intrafund Transfers (\$14,946,261 to \$15,695,104) - There is an increase of \$748,843 in Intrafund Transfers. Intrafund Transfers show the expenditure transfers between operations within the same fund/budget. In the case of the San Mateo County Library, Intrafund Transfers are used to reflect support costs that are distributed to each of the branch libraries.
- Capital Reserves (\$8,499,031 to \$10,258,866) - There is an increase of \$1,759,835 in this expenditure category representing remaining unspent Fund Balance.

Total Adjustments		
Revenue/Sources	Net Appropriations	Reserves
\$3,180,407	\$1,420,572	\$1,759,835

Following fiscal year-end closing activities, and in accordance with the Library JPA Agreement related to donor fund provisions, and as approved by the Library JPA Governing Board, funds in excess of the amount required to operate a branch were distributed and set aside by SMCL in separate trust funds. These funds are segregated from SMCL's general operating budget where they accrue interest. SMCL Donor City funds represent County Free Library revenue set aside and restricted per the terms of the Library JPA Agreement and State law. For FY 2014-15, amounts totaling \$1,275,786 were set aside in the Atherton Library Trust Fund, \$519,051 in the Woodside Library Trust Fund, and \$134,250 in the Portola Valley Library Trust Fund. The balance of each SMCL held trust fund at June 30, 2015 is as follows: Atherton Library Trust Fund - \$3,701,918, Woodside Library Trust Fund - \$1,466,136, and Portola Valley Library Trust Fund - \$295,230.

The FY 2015-16 budget sets ambitious but achievable goals that foster the Library's continued leadership in our communities. The Library takes great pride in developing a budget that is sustainable and realistic, aligns with system strategies, and ensures a strong foundation for future budgets.

Staff appreciates the assistance and guidance provided by both the JPA Operations Committee and Governing Board in pursuing high quality, innovative library services and looks forward to implementing the activities funded in the FY 2015-16 Adopted Budget.

**FISCAL IMPACT:**

The proposed Adopted Budget for FY 2015-16 is balanced and totals \$46,058,780 (Total Requirements). Changes from the Recommended Budget approved in June to the proposed Adopted Budget are described above and in the attached FY 2015-16 Adopted Budget.

**RECOMMENDATION:**

Recommend JPA Governing Board approve the FY 2015-16 Adopted Budget. Operations Committee members present at the September 8, 2015 meeting concur with this recommendation.

**ATTACHED DOCUMENT:**

FY 2015-16 Adopted Budget

**San Mateo County Library  
FY 2015-16 Adopted Budget**

**FY 2015-16 Adopted Budget Summary View**

	FY 2014-15 Actuals	FY 2015-16 Recommended	Total Adjustments	FY 2015-16 Adopted
<b>Sources</b>				
1000 Taxes	23,283,389	23,589,164	500,000	24,089,164
1500 Use of Money and Property	138,679	99,800	0	99,800
1600 Intergovernmental Revenues	367,792	180,572	0	180,572
2000 Charges for Services	282,762	333,000	0	333,000
2500 Interfund Revenue	137,366	501,396	0	501,396
2600 Miscellaneous Revenue	611,585	461,853	(79,428)	382,425
<b>Total Revenue</b>	<b>24,821,573</b>	<b>25,165,785</b>	<b>420,572</b>	<b>25,586,357</b>
333 Fund Balance	18,702,371	17,712,588	2,759,835	20,472,423
<b>TOTAL SOURCES</b>	<b>43,523,944</b>	<b>42,878,373</b>	<b>3,180,407</b>	<b>46,058,780</b>
<b>Requirements</b>				
4000 Salaries and Benefits	13,465,681	15,027,158	0	15,027,158
5000 Services and Supplies	18,086,306	27,887,329	1,669,415	29,556,744
6000 Other Charges	1,300,862	1,409,508	0	1,409,508
7000 Fixed Assets	8,988	660,000	500,000	1,160,000
7500 Other Financing Uses	12,155	12,051	0	12,051
<b>Gross Appropriations</b>	<b>32,873,992</b>	<b>44,996,046</b>	<b>2,169,415</b>	<b>47,165,461</b>
8000 Intrafund Transfers	(9,822,471)	(14,946,261)	(748,843)	(15,695,104)
<b>Net Appropriations</b>	<b>23,051,521</b>	<b>30,049,785</b>	<b>1,420,572</b>	<b>31,470,357</b>
8500 Agency Reserves	4,046,210	4,329,557	0	4,329,557
8700 Capital Reserves	16,426,213	8,499,031	1,759,835	10,258,866
<b>TOTAL REQUIREMENTS</b>	<b>43,523,944</b>	<b>42,878,373</b>	<b>3,180,407</b>	<b>46,058,780</b>
Salary Resolution	121.00	121.00	0	121.00
Funded Full-Time Equivalent (FTE)	106.90	108.68	0	108.68



---

**MEMO**

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
**Date:** September 8, 2015  
**Meeting Date:** September 14, 2015  
**Re:** 2015-2020 Strategic Plan Report

---

**BACKGROUND:**

The final report of the 2007-2014 Strategic Plan demonstrated that San Mateo County Library (SMCL) is a strong, thriving organization that has accomplished or exceeded strategic plan goals. Eager to build upon this success, SMCL set out to develop a new five year plan with clearly stated guiding principles based on community goals.

In FY 2013-14 and FY 2014-15, the Library JPA Governing Board approved efforts to develop a strategic plan that would provide the organization and its stakeholders with a visionary, conceptual plan designed to produce decisions and actions that shape and guide what SMCL is, what it does, and why it does it, with a focus on the future.

To achieve this goal the Library contracted with two agencies to provide assistance. In order to better understand library users and tailor library services to community needs, SMCL worked with EMC Research, Inc., of Oakland, to lead a study that would identify the demographic characteristics, behaviors and values of library users and non-users. EMC gathered this information through a combination of quantitative and qualitative data collection methods. The data gathered by EMC was presented to the Library JPA and staff in the fall of 2014.

To build upon EMC's research and to solidify the development of a strategic plan that will guide the organization for the next five years, SMCL contracted with OrangeBoy Inc., of Portland, OR, to lead a multifaceted planning process. To accomplish the work associated with an inclusive, robust strategic planning process, the Library has been working with OrangeBoy for the past nine months. Over 7,500 community members, volunteers, Friends and staff have provided input. Working collaboratively with stakeholders, the new strategic plan continues to build upon SMCL's successes and the library's position as a vital community resource.

**DISCUSSION:**Strategic Planning Process

SMCL dedicated efforts to develop a new strategic plan that will guide the organization for the next five years. The multifaceted strategic planning process consisted of three phases: information gathering, plan development, and implementation. The process offered a collaborative and outcome-based approach to strategic planning. Emphasis was placed on obtaining input from a broad cross section of internal and external stakeholders representing Governing Board and Operations Committee members, library patrons, staff, residents, and supporters.

### *Phase I: Information Gathering and Contextual Understanding*

The first phase included soliciting feedback from key stakeholder groups through carefully conceived surveys and community outreach, meetings and focus groups, and data integration and analysis. This stage is complete and included these key activities:

- Data and Demographic Study – completed and presented to the JPA Governing Board in September 2014. This study was completed by EMC and included a demographic profile of residents in the Library service area, a public opinion telephone survey of 800 residents, a web survey of 1,200 library patrons, and two focus groups with 30 non-users.
- Staff Development Day Work Session – an interactive brainstorming session held during the annual staff training day and attended by over 130 employees. Employees worked in small groups to generate input and ideas related to where we've been as an organization and our vision for the future.
- Data Integration – using OrangeBoy's proprietary software, the Library's diverse data sources were integrated into one location to understand patterns of customer behavior and key market opportunities. Throughout the process, this data visualization tool was used to provide insights for discussion.
- JPA Operations Committee and Governing Board Joint Work Session – an interactive information gathering session attended by 20 JPA members. Discussions and interactive exercises explored the topics of our changing communities and the future role of the Library.
- Staff Work Session – an interactive information gathering session attended by 30 employees and managers. Discussions and interactive exercises explored the topics of our changing communities and the future role of the Library.
- Community Outreach Survey – an in-person tool used by staff to collect input at over 100 public outreach events throughout the service area. The survey was offered in English, Spanish and Chinese. Staff collected 1,848 survey responses from community members to identify what opportunities the community values for library service.
- Customer Survey – an online tool that was available on the Library's website and emailed to library cardholders. The survey was offered in English, Spanish and Chinese. This survey collected 3,526 responses from library customers to identify what opportunities the community values for library service.
- Stakeholder Survey – an online tool to collect feedback from employees, volunteers, Friends of the Library board members, and community partners. This survey collected 192 responses seeking further refinement and input from stakeholders on the themes discovered in the public surveys.

Staff worked to design a process that looked outward and focused on community engagement. Over 7,500 community members, volunteers, Friends and staff provided input. Survey questions were designed to identify current use and awareness of services, as well as to understand what matters to our communities.

## Key Findings

The following summarizes key findings from the EMC work:

- SMCL receives very strong, positive ratings from both residents and patrons.
- Most residents in the SMCL service area say they have a library card and many visit the library frequently, especially to check out books.
- On almost every activity, SMCL is performing as well as or better than the level of importance that patrons place on the activity. There is no consensus on other programs or services SMCL should offer.
- Reported website usage is high and many indicate that they use it to search the library catalog, renew items, check library accounts and place holds.
- Checking out books and having a diverse set of books is the most important library activity, followed closely by allowing free Internet access and supplying computers and Wi-Fi.
- Infrequent users do not recognize SMCL as a separate brand and instead apply their overall opinion of libraries in San Mateo County to San Mateo County Library.
- While use is still relatively low, patrons are placing a high level of importance on Internet access and downloadable media.
- SMCL has an opportunity to tell non-patrons about the breadth of services and programs offered. Expanded communications and outreach on this topic will have a positive impact on opinion, but is unlikely to significantly increase library usage.

The following summarizes key findings from the OrangeBoy work:

- Comparing the Library's service area population with San Mateo County, the State of California, and the US overall, the Library's service area has a faster growth rate, and a slightly larger proportion of households with children under the age of 18.
- Over one-third of the service area population speaks a language other than English in the home. The diversity of the community's needs have implications on service delivery, collection development, and programs and services.
- Cost of living was clearly indicated to be the largest challenge in the community.
- 43% of third graders in San Mateo County are not reading proficiently by third grade. This critical issue offers an opportunity for the Library to continue to improve services to young children and support community efforts to address the achievement gap, including the Big Lift.
- 71% of Customer Survey respondents indicated that they were likely to recommend the Library to others.
- 71% of Customer Survey respondents indicated that they frequently or periodically visited a public library as a child. This highlights an opportunity to create future users through high quality services for youth.
- 61% of residents in the SMCL service area have library cards. New cardholder sign-ups have been consistent over the past several years (approximately 12,000 per year since 2012), but use of library cards is decreasing. This highlights an opportunity to better connect with customers and retain them as library users.
- The Library is well represented with cardholders ages 5-14 and 34-44, indicating high use by children and likely parents of school-age children. This demonstrates that the Library is serving an audience critical to future users (youth), with an opportunity to retain this audience as well as their parents after children leave the home.
- 56% of respondents to the customer survey indicated that the increasing popularity of digital materials had no impact on their library use. When looking at inactive and occasional library users separately however, both groups showed larger decreases in library use as a result of digital materials.

- 44% of Customer Survey respondents indicated that they were unaware of what online resources the library offered. Customers reported not being aware of library resources but being interested in learning more, including streaming video, Discover & Go, downloadable and streaming music, and technology to use at the library (i.e., 3D printers).
- 40% of library card holders are occasional users, who infrequently use the library, primarily to borrow print materials. These findings reveal an opportunity to better engage current cardholders before they disconnect from SMCL.
- An important lens to use when looking at customer needs, wants and demands is why customers don't use the library. 20% of respondents to the Customer Survey reported that they don't use the library more frequently because they are too busy. This indicates that convenience and current offerings may not be responsive enough to patrons' diverse needs.
- The top response for what the library could do better in the Community Survey was increased hours. The Customer Survey showed that a high percentage have never hung out and met others (66%), worked or studied at the library (50%), or accessed a computer, Internet or other technology at the library (50%). Given that SMCL has seen walk-in counts increase over time, there are opportunities to better engage and serve patrons while visiting our buildings.

Finally, a SWOTT (Strengths, Weaknesses, Opportunities, Threats and Trends) analysis of SMCL conducted by managers with input from staff, volunteers and Friends, identified the following top themes:

- Strengths: relationships in the community, programming for children, and overall customer satisfaction
- Weaknesses: a limited plan for engaging new customers, poor brand awareness, and services and products that are difficult to use
- Opportunities: providing a community space, increasing customer awareness with targeted marketing, and engaging teens and young adults
- Threats: digital products (like eBooks) the Library can provide are confusing for customers; competition from other service providers such as Amazon, Google, etc.; and parents often stop using the Library once their children have grown
- Trends: increasing smartphone use, busy customers expecting convenient access to materials and services, interest in partnerships with community organizations, schools, and other partners

#### *Phase II: Collaborative Plan Development*

Utilizing the key findings from both the EMC study and the OrangeBoy work, and from professional research and peer best practices documents, the second phase focused on incorporating these insights to create a vision, mission, and overall strategy for the plan. This stage is complete and included these key activities:

- Staff and Stakeholder Meetings – administration staff attended thirteen staff meetings and held one Friends of the Library President's meeting to provide an update on the strategic planning process, discuss key findings, and seek further input on future priorities. A total of 143 employees and Friends attended the meetings and participated in an interactive exercise.
- Staff Survey – an online tool to collect input on draft strategic themes, goals and objectives. A total of 75 staff members provided feedback.
- Manager Work Sessions – monthly work sessions were utilized throughout the process for managers to discuss, review, shape and develop the Strategic Plan's Vision, Mission and Goals.

This current phase of the strategic planning process culminates in the presentation of the key findings and recommendation of new vision and mission statements, and a new set of strategic goals to the Library JPA Governing Board.

### Vision, Mission and Strategic Goals

Mission and vision statements establish the guiding principles that will shape the Library into the future. These two statements serve as the foundation for the 2015 – 2020 Strategic Plan. The three strategic goals describe what the organization will seek to accomplish over the course of this plan. These goals provide a framework for determining what will qualify as success, and what long-term outcomes the Library hopes to achieve based on the wide array of broad-based input that was used to establish this plan.

Vision: SMCL ignites growth through transformative experiences.

Mission: SMCL strengthens our community by creating an inclusive sense of place and an environment for learning.

Goal: SMCL cultivates an active presence and creates spaces that support discovery, enrich lives and uplift the community.

This means that we will...

- Build and update facilities to create inviting and flexible spaces
- Spot opportunities to deliver services beyond buildings
- Deliver an easily accessible and rich online experience

Goal: SMCL is a leader in establishing a foundation for early literacy and supporting exploration and growth at every stage of life.

This means that we will...

- Engage children and families in high quality, research-based learning experiences
- Bridge the digital divide by building skills and providing access to technology
- Develop creative programs and services that have measurable results
- Grow a culture of learning and participation

Goal: SMCL understands community needs and promotes meaningful library services as solutions.

This means that we will...

- Understand and align with community goals
- Communicate an inspiring vision and the library's story of impact
- Cultivate library champions who reflect the dynamic environment
- Employ resources in new ways to ensure equitable access

### Next Steps

#### *Phase III: Implementation and Measurement*

The planning process concludes with the approval and deployment of the strategic plan. This final phase includes the launch of the 2015-2020 Strategic Plan into plan implementation and the measurement of progress toward the Library's goals. An ongoing focus on information-gathering and data-driven decision-making throughout implementation ensures that the Library is evaluating the effectiveness of its actions to ensure goals are met, moving SMCL forward.

During the budget process, the Library JPA Governing Board approved work associated with creating a recognizable brand that aligns with the new Strategic Plan. The need for this work has been evidenced in the numerous surveys and focus groups associated with the planning process. Utilizing a competitive Request for Proposal process, the Library has selected Pivot Design, Inc., of San Francisco, to lead this process. The contract with Pivot Design totals \$110,875. Pivot will work with the Library to establish a creative direction and visual approach for a coordinated brand program and execution of core brand items and messaging for the Library. The effort will engage the community and establish connections through a meaningful brand identity and marketing initiative to promote, excite, and raise awareness of SMCL services.

Roll out of the 2015-2020 Strategic Plan will begin once approved. Managers will begin setting goals and outcomes for their workgroups that align with the new plan. Pivot will attend Library JPA meetings in October and November to present initial brand vision concepts for review and feedback. Once the SMCL brand is finalized, the annual report will be completed and managers will present it at city council meetings. Launching a new visual approach for SMCL is a great opportunity to communicate the Library's accomplishments and new strategic goals.

### Conclusion

The FY 2014-15 budget adopted by the JPA Governing Board included the following priority:

Develop a five-year Strategic Plan that will provide the organization and its stakeholders with a visionary, conceptual management tool designed to produce decisions and actions that shape and guide what SMCL is, what it does, and why it does it with a focus on the future. The plan should identify important areas of focus and include clearly stated building principles appropriate to the dynamic environment in which the system operates.

SMCL embarked on a new strategic planning process to guide and define the Library's evolving role within its community over the next five years. The priority while developing this plan was to reach community members and customers with a focus on market needs, demands, and wants. Broad-based community and stakeholder input provided SMCL with an outward-facing process rather than a plan that focuses inward at the existing organization. Through this process, SMCL developed an understanding of the market as it exists today and as it may be shaped in the future. The resulting plan is not only visionary and directional, but also flexible enough to respond to environmental changes over time.

The Library would like to thank and acknowledge the many community members, volunteers, Friends and staff who contributed to the strategic plan and provided invaluable guidance and feedback.

### **FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.

### **RECOMMENDATION:**

Recommend Governing Board acceptance of the 2015-2020 Strategic Plan Report. Operations Committee members present at the September 8, 2015 meeting concur with this recommendation.



---

**MEMO**

**To:** Library JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
**Date:** September 8, 2015  
**Meeting Date:** September 14, 2015  
**Re:** Director's Report

---

**BACKGROUND:**

This report summarizes significant library operations and program activities that have occurred since the last meeting of the Governing Board.

**PROGRAMS AND SERVICES:****Summer Learning Program Update**

In Summer 2015, staff successfully raised awareness and engaged more youth in summer learning than ever before. To date, more than 30,000 or 52% of San Mateo County youth have signed up to participate in summer learning. As staff have worked to deliver enriching and high quality experiences, regardless of socio-economic advantages, a special effort was made to engage youth detained in the youth services center, and 62% of the participants completed the full summer learning program.

**Summer Youth Employment**

In its pilot year, SMCL hired 42 youth and trained them to provide hands-on learning through interactive storytimes, encouraged learning and play activities with the Imagination Playground, explained and promoted participation in our Summer Learning program, and facilitated multiple programs. In addition to library outreach training, youth interns were also trained in:

- Workplace skills such as maintaining a schedule
- Submitting weekly timesheets
- Developing customer service skills while engaging non-users out in the community
- Team building

**Summer Learning Camps**

The seven Summer Learning Camps throughout the County culminated in graduation ceremonies that included local officials and proud families celebrating the participants' eight weeks of hands-on inquiry and project based learning. Youth graduating from the camps received books for their home libraries. Preliminary data indicates that all youth in the camps who participated in both the pre- and post-assessment either maintained or advanced in their reading instructional level this summer.

Photos at: [Summer Learning 2015 Camps](#)

## **Talk Read Sing**

The pilot series of weekly Talk Read Sing sessions for families with children under 30 months of age has successfully transitioned to monthly sessions. As one of two exhibition sites for LENA Research Foundation's Smarter Happier Baby curriculum nationwide, SMCL has supported families in Half Moon Bay and East Palo Alto to increase talking in the home to counter the 3 million word gap that appears in the first three years of life and disproportionately affects lower income children. Using LENA mobile technology, the Library is able to collect data and measure increases in conversational turn taking, words spoken to the child, and the amount of electronic noise in the home. The eight weekly sessions culminated in the following promising findings:

- 97% of the families qualified for graduation, meaning they persisted in the program and attended the required weekly sessions
- 70% of families saw gains in adult words spoken to the child
- 65% of families saw gains in conversational turns

Monthly sessions providing additional support to these graduate families will take place over the next ten months, as well as the launch of three additional San Mateo County Library Talk Read Sing weekly programs in September.

## **Mid-Autumn Festival 2015**

The Mid-Autumn Festival, also known as the Moon Festival, began at the Millbrae Library in September 2012 and has now become an annual celebration, expanding to libraries in Foster City, Half Moon Bay, and San Carlos. This popular lunar harvest celebration has been held throughout Asia for well over 1,000 years, and is considered in Asian countries the second most important holiday after the Lunar New Year. This year, the holiday is celebrated over the weekend of September 26<sup>th</sup> and 27<sup>th</sup>. Programs among the various community libraries will include bilingual story time; live Chinese traditional music and lion dance performances; and traditional crafts for children that include lantern making, calligraphy, and lino cutting, and a mooncake to take home and complete their day of festivities.

## **Squishy Circuits**

In support of hands-on and active learning, SMCL now circulates Squishy Circuits as part of the In Luck collection. Squishy circuits are a project from the Playful Learning Lab at the University of St. Thomas. The goal of their project was to design tools and activities which allow kids of all ages to create circuits and explore electronics using play dough. Following the included recipe card, library explorers will be lighting LEDs, making noise, and running motors by plugging them into conductive dough at the library and at home.

More information at: [Squishy Circuits Projects Page](#)

## **Public Computer Enhancement**

This fall, SMCL along with the Peninsula Library System will be implementing Envisionware, a new PC time management solution. Envisionware will provide a more stable environment for users as well as a simplified user interface and process to manage user accounts. Additionally, Envisionware will expand wireless printing to include mobile devices.

## **Youth Technology Enrichment**

SMCL has partnered with MOUSE Squad of California to provide underserved students with engaging, hands-on technology education and enrich out-of-school time with expanded learning opportunities. The program curriculum strives to bridge the economic divide and diversify the technology workforce by offering all students access to quality STEM (Science, Technology, Engineering and Math) education. The program is funded in part by a \$24,000 grant from the County Human Services Agency and will be offered in four communities (Pacifica, Brisbane, East Palo Alto, and Pescadero), serving students who have limited access to technology education. The yearlong afterschool program will begin in October, targeting 4<sup>th</sup>-10<sup>th</sup> graders. As students take on the important role of technology support for their communities, they gain valuable 21<sup>st</sup> century workplace skills, such as critical thinking, problem solving, communications and teamwork.

## **Tricycle Music Fest 2015**

The Tricycle Music Fest returns to San Mateo County and San Francisco for one month of revelry in October, featuring performances by nationally-renowned artists Aaron Nigel Smith, Frances England, Lucky Diaz, and The Not-Its. This line-up of Grammy winners and acclaimed performers covers a musical spectrum of world music, reggae, indie, punk rock, and pop. Tricycle Music Fest celebrates families and brings the community together to dance and sing along. At each event, to honor the importance of music and play in building brains and accelerating learning, a tricycle will be raffled off to a lucky winner. All of the concerts will be held outdoors and feature hands-on learning and fun, family activities. Performances will be held at:

- Belmont Library
- East Palo Alto Library
- Half Moon Bay Library
- Foster City Library
- Millbrae Library
- Pacifica Sanchez Library
- Portola Valley Library
- San Carlos Library

## **SFJazz Partnership and Programming**

SMCL is undertaking an exciting new partnership with SFJAZZ to bring their Family Matinees to San Mateo County. Working in partnership with Peninsula Library System and CENIC (the Corporation for Education Network Initiatives in California), audiences at the Belmont Library, East Palo Alto Library and Redwood City Main Library will view simulcast musical programming streamed live from the SFJAZZ Center in San Francisco on Saturday, October 24<sup>th</sup>.

SFJAZZ, the world's leading cultural institution devoted to jazz and related forms of music, was connected to CENIC through their highly innovative and inaugural use of high-speed broadband to create a cyber-symposium last year with eight national educational and cultural institutions. SMCL's high-speed broadband, provided through CENIC, will allow library participants to use music collaboration software and video-conferencing to experience a jazz performance and participate in the discussion afterwards. Both fun and educational, this Family Matinee concert will provide a window into the exciting world of live jazz. This is one example of the exciting new programs made possible with our expanded 1G network and the anticipated impact it will have on reinventing future library services.

## **LIBRARY PROJECTS:**

### **Atherton Library Project**

The Atherton Civic Center Advisory Committee (CCAC) continues its work toward realizing the construction of the proposed town center to include council chambers, a new library, facilities for town administration and the police department. The CCAC is currently working with WRNS Architects to address final concept design, site planning issues, and the initial programming of interior spaces. To gather community input, the CCAC Outreach Committee held a series of design charrettes and neighborhood meetings in recent summer months. WRNS Architects will submit the final concept proposal to Town Council at their September 16<sup>th</sup> meeting.

More information at: [Civic Center Project](#)

### **Brisbane Library Project**

Progress continues toward selecting architects to design a new library in Brisbane. Work is being facilitated by City staff who are leading the community's library planning stakeholder group (composed of members from the City Council, City staff, SMCL staff, the Friends of the Brisbane Library, the Brisbane Elementary School District, the Mothers of Brisbane, and Parent Teacher Organizations). Through a recent Statement of Qualifications process, three top candidate firms were identified: Group 4, Siegel and Strain, and Noll & Tam. Each firm will meet with stakeholders to gather input and will present design concepts at final interviews in October. The stakeholder group will then present the selected architect to City Council for final approval.

### **Library Administration Building Improvement Project**

Planning work to improve the functionality of the Library Administration Building, and to add Maker and co-working spaces for the public, has been deferred pending review by the County's Department of Public Works. Public Works is currently conducting a facility master-plan exercise to evaluate the greater Tower Road site, and draft recommendations are expected in January.

### **East Palo Alto Library Improvement Project**

Activities associated with completing an interior renovation of the East Palo Alto Library continue. The project, which kicked off in 2014, is focusing on renovating, reconfiguring and expanding the existing layout to create a more functional modern library. Recently the County Board of Supervisors approved additional support of \$750,000 to expand the scope of the project. The SMCL project team is currently working with FOG Studio architects in planning the scope of the project and conceptual design phase.

### **Half Moon Bay Library Project**

At their August 18<sup>th</sup> meeting, the City Council members awarded a contract to Noll & Tam Architects for architectural and related design services. Noll & Tam will soon commence reviewing of the recently updated conceptual library program and scheduling of community outreach events. Completion of concept and schematic drawings are expected in early 2016.

### **Woodside Library Improvement Project**

At their July 14<sup>th</sup> meeting, the Woodside Town Council members awarded the contract for the renovation of the Woodside Library to Sausal Corporation. In the final days before closure on August 1<sup>st</sup>, Woodside staff and the Friends of the Woodside Library hosted a patron appreciation and remodeling party. The community had a wonderful time taking one last look around the building and many took pens to the walls to write their farewells to the old library. Messages were creative, fun, and poignant. As soon as the library officially closed its doors to public service, staff began emptying the building and moving materials off the shelves and into off-site storage. The anticipated duration of the renovation project is six to nine months. During the closure, popular Wednesday storytimes will continue at Woodside Independence Hall, and holds on materials can be mailed to Woodside residents. Patrons are being directed to the nearest neighboring library in Portola Valley for additional library services. A grand re-opening will be planned for spring 2016. Blog/photos at: [The Writing is on the Wall](#)

## **ORGANIZATION:**

### **Top Innovators Award**

I am excited to announce that San Mateo County Library has been recognized by the Urban Libraries Council (ULC) as one of its Top Innovators of 2015. SMCL was presented with the Honorable Mention award in the "Collections" category for FindIt!, our word-based classification system. Top Innovator Awards honor organizations who demonstrate creative new approaches and practices, and inspire new ways of thinking and working to benefit people and communities. FindIt! makes nonfiction collections more accessible to everyone in our communities. SMCL was the first library in California to move to a word-based classification, and the only library to implement the system for world language and nonprint materials. SMCL's project was selected by a panel of expert judges from more than 172 applications. Twenty libraries from around the country were recognized in ten different award categories for their innovative programs, services, and operation practices.

Brochure at: [ULC Top Innovators](#)

### **Pitch It**

In an effort to encourage staff innovation and risk taking, and to increase employee engagement, the Library established the Pitch It Program in 2013. Pitch It has proven to be an easy and fun way for staff to implement service and program ideas in addition to gaining important skills in grant writing and project management. Staff are encouraged to turn their creative ideas into program proposals, and to present those proposals in a supportive, social atmosphere.

In July, six staff “pitched” their ideas for the first FY 2015-16 Pitch It cycle, and all staff had an opportunity to participate by voting online and in person for their favorite ideas. Funded proposals include "More Where I Came From," an initiative to hand out free books at large events, including blockbuster movie opening nights, with accompanying information about the numerous services and materials available at SMCL; VetsConnect@TheLibrary, which will be aligned with the Adult Literacy Program in East Palo Alto in order to make both programs more robust and effectively meet some of the needs of veterans in the County; and the Creative Photographic System, which will open up new opportunities for photography related programming at the library.

### **Service Awards**

Several employees were recently honored for their completed years of service by the County: Ginny McLain, Millbrae Library (30 years); Joanna Arteaga La Spina, East Palo Alto and Half Moon Bay Libraries READS (10 years); and Amy Selmi, Foster City Library (10 years). Congratulations to these staff for their many years of service and numerous contributions to the County and the Library!

### **Personnel News**

*I am pleased to announce the following appointments of new SMCL staff:*

**Ronald Ho**, Library Assistant in the Access Services Division: Ronald has worked for SMCL since 2013, beginning as an Aide, and most recently as an Extra-Help Library Assistant. He holds a bachelor’s degree in Anthropology from UC Davis, and is bilingual in Cantonese and English. Ronald has experience in customer service, graphic design, and teen technology programming.

**Maggie Lai**, Library Assistant at Atherton Library: Maggie is a recent graduate of the San Jose State University School of Information, completing her master’s degree in December 2014. She is bilingual in Cantonese and English. Maggie previously worked at the Contra Costa County Library, first as a page and later as a library assistant.

**Kelly Reinaker**, Youth Services Librarian at East Palo Alto Library: Kelly received her Bachelor of Arts in Spanish from The Ohio State University in 2010 and her Master of Library and Information Science from Kent State University this past May. Kelly has spent over two years living abroad in Argentina and Chile, and just finished her third year working as an educational aide running the library at the Columbus Bilingual Academy.

*I would like to thank the following staff members for their many years of service and congratulate them on their recent retirement:*

**Katie Sanderson**, Circulation Supervisor at Portola Valley Library and Woodside Library. Katie recently retired after 11 years with SMCL. She most recently worked as a Circulation Supervisor in Portola Valley and Woodside, and was previously at Atherton. Katie was an instrumental team member on the Portola Valley Library building project, as well as the project to transition to a new online catalog. She will be missed and remembered as a caring and supportive supervisor and coworker.

**Anne Lynch**, Senior Library Assistant at Belmont Library. Anne will be retiring this month after 17 years with SMCL. She first worked as a Library Assistant at several libraries and later as the Senior Library Assistant at the newly-built Belmont Library. Anne was an active member of the system-wide volunteer committee and did a tremendous job of leading the Library’s many volunteers. She will be greatly missed by her volunteers and by all staff that had the good fortune to work with her.

Welcome to Ronald, Maggie, and Kelly! Congratulations and best wishes to Katie and Anne!