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Joint Powers Authority Operations Committee

George Rodericks, Atherton	Angela Louis, Millbrae
Greg Scoles, Belmont	Lorie Tinfow, Pacifica
Clay Holstine, Brisbane	Nick Pegueros, Portola Valley
Carlos Martinez, East Palo Alto	Christine Boland, San Carlos
James C. Hardy, Foster City	Peggy Jensen, San Mateo County (Vice Chair)
Alex Khojikian, Half Moon Bay	Kevin Bryant, Woodside (Chair)

San Mateo County Library Joint Powers Authority
Operations Committee Agenda
April 28, 2015, 1:30 p.m.
Library Administration, 125 Lessingia Court, San Mateo

I.	**Call To Order**	Action
II.	**Public Comments**	Information
III.	**Approval of the October 28, 2014 Minutes**	Action
IV.	**Agenda Items for the May 11, 2015 JPA Governing Board Meeting**	
	a. Unapproved Minutes of the Governing Board Meeting of November 10, 2014	Information
	b. Unapproved Minutes of the Joint Governing Board and Operations Committee Meeting of February 9, 2015	Information
	c. Introduction to the Recommended Budget FY 2015-16	Information
V.	**Director's Report**	Information
VI.	**Operations Committee Members Announcements**	Information
VII.	**Adjournment**	Action

2015 Governing Board Meetings: May 11, June 8, September 14, November 9
2015 Operations Committee Meetings: May 26, September 1, October 27

If you need special assistance to participate in this meeting, please contact the Library JPA Secretary at (650) 312-8822 at least three working days in advance of the meeting. The Agenda Packet is available online at smcl.org.

San Mateo County Library
JPA Operations Committee Meeting
Minutes of October 28, 2014

Committee Members Present:
Kevin Bryant, Woodside (Chair)
Peggy Jensen, San Mateo County (Vice Chair)
George Rodericks, Atherton
Greg Scoles, Belmont
Clay Holstine, Brisbane
Carlos Martinez, East Palo Alto
Jim Hardy, Foster City
Alex Khojikian, Half Moon Bay
Angela Luis, Millbrae
Christine Boland, San Carlos

Staff Present:
Anne-Marie Despain
Tom Fortin
Pam Deal
Karina Labrenz

I. Call to Order. The meeting was called to order at 1:31 p.m.

II. Public Comments. Chair Bryant welcomed new member Carlos Martinez, Interim City Manager, East Palo Alto.

III. Approval of the August 26, 2014 Minutes. Meeting minutes approved without changes (MSP: Scoles/Boland)

IV. 2015 Library JPA Meeting Schedule. Director Despain provided an overview of the 2015 Library JPA Meeting Schedule, which includes a proposed joint meeting of the JPA Governing Board and the Operations Committee on February 9, 2015.

Motion: Recommend JPA Governing Board approve the 2015 Library JPA Meeting Schedule. Passed (MSP: Luis/Jensen).

V. Agenda Items for the November 10, 2014 JPA Governing Board Meeting

a) Unapproved Minutes of the Governing Board Meeting of September 8, 2014. Information item only.

b) Approval of the Library Fund Balance Policy in its Current Form. Financial Services Manager Deal provided an overview of the Library Fund Balance Policy in its Current Form.

Motion: Recommend JPA Governing Board approve the Library Fund Balance Policy in its Current Form. Passed (MSP: Boland/Khojikian).

c) New Half Moon Bay Library Conceptual Design Report. Deputy Director Fortin provided an overview of the New Half Moon Bay Library Conceptual Design Report. In February 2014, the Half Moon Bay City Council began the process of updating conceptual plans. Group 4 Architects, with community input, developed conceptual

plans and a 25,000 square foot library was approved by the City Council. A cost estimate was set at $23 million for a 2-story library at the current site. The Council's first financing option would rely on a three year extension of an existing sales tax, called Measure O, which is on the November 2014 ballot. If Measure O does not pass, an alternative financing plan would involve the city taking a loan for construction costs. Per terms outlined in the JPA Agreement, the costs would be shared 50:50 by the City of Half Moon Bay and the County of San Mateo. Once financing is in place, architect selection would occur in 2015, construction would begin in 2016 and the new library would open in 2018.

Motion: Recommend JPA Governing Board accept the New Half Moon Bay Library Conceptual Design Report. Passed (MSP: Boland/Scoles).

VI. Director's Report. Director Despain provided an overview of the Director's Report including: information about the East Palo Alto library improvement project; the FindIt! Project is being implemented at all libraries; the Library received the prestigious Toyota Family Learning grant for $175,000; the Food for Fines program will be kicking off on November 17th; and the 2015 Holidays and Closures calendar.

VII. Operations Committee Members Announcements. None.

VIII. Adjournment. The meeting adjourned at 1:58 p.m.

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Agenda Item IV.a.

San Mateo County Library
JPA Governing Board Meeting
Minutes of November 10, 2014

Board Members Present:
Carole Groom, San Mateo County (Chair)
Anne Kasten, Woodside (Vice Chair)
Rick DeGolia, Atherton
Charles Stone, Belmont
Terry O'Connell, Brisbane
Laura Martinez, East Palo Alto
Gary Pollard, Foster City
Marina Fraser, Half Moon Bay
Reuben Holober, Millbrae
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 8:16 a.m.

II. Public Comments. None.

III. Approval of the September 8, 2014 Minutes. Meeting minutes approved without changes (MSP: Kasten/Stone).

IV. 2015 Library JPA Meeting Schedule. Director Despain provided an overview of the 2015 Library JPA Meeting Schedule which includes a proposed joint meeting of the JPA Governing Board and the Operations Committee on February 9, 2015.

Motion: Recommend JPA Governing Board approve the 2015 Library JPA Meeting Schedule. Passed (MSP: Pollard/Fraser).

V. Approval of the Library Fund Balance Policy in its Current Form. Financial Services Manager Deal provided an overview of the Library Fund Balance Policy. Members discussed the reserve levels and the amount that is appropriate for the library to maintain. Excess ERAF funds were discussed as a significant factor in the growth of reserves. Chair Groom suggested that members might think about this policy and discuss again in conjunction with the upcoming recommended budget.

Motion: Recommend JPA Governing Board approve the Library Fund Balance Policy in its Current Form. Passed (MSP: Stone/O'Connell).

VI. New Half Moon Bay Library Conceptual Design Report. Deputy Director Fortin provided an overview of the New Half Moon Bay Library Conceptual Design Report. In February 2014, the Half Moon Bay City Council began the process of updating conceptual plans. Group 4 Architects, with community input, developed conceptual plans and a 25,000 square foot library was approved by the City Council. A cost estimate was set at $23 million for a 2-story library at the current site.

The Council's first financing option would have relied on a three year extension of an existing sales tax, called Measure O, which was on the ballot. Member Fraser stated that while Measure O did not pass, the City of Half Moon Bay will move ahead with alternative financing plans such as possibly taking out a loan or issuing a bond, applying for grants, getting financial support from private donors, the Friends of the Library, the Silicon Valley Community Foundation, etc.

Per terms outlined in the JPA Agreement, the costs would be shared 50:50 by the City of Half Moon Bay and the County of San Mateo. Once financing is in place, architect selection would occur in 2015, construction would begin in 2016 and the new library would open in 2018.

Motion: Recommend JPA Governing Board accept the New Half Moon Bay Library Conceptual Design Report. Passed (MSP: Fraser/Stone).

VII. Director's Report. Director Despain provided an overview of the Director's Report including: information about the East Palo Alto library improvement project; the FindIt! Project is being implemented at all libraries; the Library received the prestigious Toyota Family Learning grant for $175,000; the Food for Fines program will be kicking off on November 17th; and the 2015 Holidays and Closures calendar.

VIII. Governing Board Members Announcements. Member Stone thanked staff for the new agenda format. Chair Groom provided copies of San Mateo County's *Children, Youth and Family Budget FY 2013-15* and provided an update on the *Big Lift* initiative. The goal is to assure that all children in 3rd grade can read at 3rd grade level. Currently, $30M has been collected by the *Big Lift*. The first roll-out of funds to support preschool will occur in 2015 to communities with the lowest reading scores.

IX. Adjournment. The meeting adjourned at 8:56 a.m.

San Mateo County Library
JPA Governing Board and Operations Committee Meeting
Minutes of February 9, 2015

Board Members Present:
Carole Groom, County (Chair)
Anne Kasten, Woodside (Vice Chair)
Elizabeth Lewis, Atherton
Charles Stone, Belmont
Lori Liu, Brisbane
Laura Martinez, East Palo Alto
Gary Pollard, Foster City
Marina Fraser, Half Moon Bay
Reuben Holober, Millbrae
Mike O'Neill, Pacifica
John Richards, Portola Valley

Committee Members Present:
Kevin Bryant, Woodside (Chair)
Peggy Jensen, County (Vice Chair)
George Rodericks, Atherton
Greg Scoles, Belmont
Clay Holstine, Brisbane
Jim Hardy, Foster City
Alex Khojikian, Half Moon Bay
Angela Louis, Millbrae
Christine Boland, San Carlos

Staff Present:
Anne-Marie Despain
Tom Fortin
Pam Deal
Karina Labrenz

I. Call to Order. Chair Groom called the meeting to order at 8:16 a.m. She welcomed everyone and after general introductions thanked members for the extra time committed today. Director Despain stated that because of the longer meeting schedule, previous meeting minutes have been moved to subsequent meetings and staff would be covering regular items quickly.

II. Public Comments. None.

III. Financial Audit Report for FY 2013-14. Financial Manager Deal provided an overview of the Financial Audit Report for FY 2013-14 and indicated that the basic financial statements prepared by the Library are in accordance with generally accepted accounting principles and that adequate internal controls are in place. Financial Manager Deal introduced Joe Arch, President/CEO of JJACPA, Inc., who added that there were no instances of noncompliance or other matters that are required to be reported, and that the Library is financially well positioned to meet current service demands. Committee Member Boland inquired about control of check writing; Mr. Arch stated that the Governing Board does not write checks themselves; and the checks written by library staff are overseen by the County's auditor system.

Motion: Recommend JPA Governing Board and Operations Committee approve the Financial Audit Report for FY 2013-14. Passed (MSP: Stone/Holober).

IV. 2014 Summer Learning Program Report. Deputy Director Fortin provided an overview of the 2014 Summer Learning Program Report and presented a short video. SMCL led a countywide effort to expand and redesign summer reading programs in order to decrease summer learning loss among children and teens. With supplemental support from Measure A funds and a State Library grant, all libraries in the County promoted the enjoyment and importance of learning with a focus on advancing literacy and academic performance.

Motion: Recommend JPA Governing Board and Operations Committee approve the 2014 Summer Learning Program Report. Passed (MSP: Lewis/Stone).

V. FY 2014-15 Mid-Year Financial Report. Director Despain provided an overview of the FY 2014-15 Mid-Year Financial Report. The FY 2014-15 Adopted Budget totals $41,590,455; expenditures total $25 million and Reserves $15 million. Revenue from property taxes is estimated to increase by approximately 6% or $1.1 million. Staff recommended moving forward with the development of the FY 2015-16 Budget based on continuing to operate at existing levels, continued use of ERAF and Reserves for one-time purposes, and continued emphasis on employee engagement, enhancement of collections, expansion of early literacy, summer learning and play initiatives and improving library facilities. Given the high Reserves budget, Board Member Stone suggested that the Board revisit the Reserves policy. Committee Member Hardy suggested including a 3-5 year forecast of ongoing expenses and revenues in the upcoming budget recommendation.

Motion: Recommend JPA Governing Board and Operations Committee accept the FY 2014-15 Mid-Year Financial Report. Passed (MSP: Kasten/Lewis).

VI. Director's Report. Director Despain provided a brief overview of the report. The Library has been named a 4-Star Library for the seventh year in a row by Library Journal, ranking 2nd in California among public libraries with similar budgets.

VII. Strategic Planning Report and Work Session. Director Despain provided an overview of the Strategic Planning Report. The Library is developing a new Strategic Plan which will cover the period of FY 2015-16 to FY 2020-21. Building upon the information gathered from the data and demographic study, SMCL has designed a community-centered process to develop the new plan. Staff is currently preparing to attend key community outreach events over the next several months, to identify what matters in our communities in an effort to prioritize and support local goals and understand what opportunities the community values for library service.

Director Despain introduced Nickie Harber-Frankart and Laura Manifold of OrangeBoy Inc. as the consultants who will facilitate the planning process and the creation of a new Strategic Plan. The consultants engaged members in a work session entitled "The Future Role of the Library and The Changing Community".

Motion: Recommend JPA Governing Board and Operations Committee accept the Strategic Plan Final Report. Passed (MSP: Fraser/Holober).

VIII. Governing Board Members Announcements. Board Member Fraser announced that the Half Moon Bay City Council passed a lease revenue bond to build a new library; ground breaking is expected next year. Board Member Liu stated that the Brisbane City Council accepted a new library building plan at their last meeting; the plan is to build a 5,000 or 7,000 square foot library at a new location; the next step is to select an architect. Alternate Board Member Lewis said that the Atherton Council has narrowed their selection to two architects for the new town center which includes a library.

IX. Adjournment. The meeting adjourned at 11:02 a.m.

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MEMO

To: JPA Operations Committee

From: Anne-Marie Despain, Director of Library Services
Pam Deal, Financial Services Manager

Date: April 22, 2015

Meeting Date: April 28, 2015

Re: Introduction to the Recommended Budget FY 2015-16

BACKGROUND:

Budget Process

The San Mateo County Library (SMCL or Library) is a Joint Powers Authority (JPA) governed by a Board consisting of representatives from each member entity including the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county. Oversight responsibility, the ability to conduct independent financial affairs, approve budgets, sign contracts, and otherwise influence operations and account for fiscal matters is exercised by the JPA Governing Board. The budget is legally enacted through passage of a motion during a JPA Governing Board meeting, followed by approval from the San Mateo County Board of Supervisors.

The San Mateo County Library budget process involves the distribution of resources and services that meet performance objectives as identified by SMCL staff, the JPA Operations Committee, the JPA Governing Board and the community. Funds are appropriated on an annual basis as adopted by the JPA Governing Board. The budget serves as the annual financial plan, an operations guide, and a communications tool which strives to provide the best and most relevant information in an easily understandable format. Information about the system and its many services is also provided.

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

System Overview

The San Mateo County Library was established by the San Mateo County Board of Supervisors in 1912 under the authority of the California County Free Library Law of 1911. County Free Public Libraries are special districts tasked with providing public library service within a defined boundary (service area).

The underlying legislation supporting County Free Public Libraries explicitly provides for participation in the levy of a tax for library purposes. The share of property tax collected within the district or service area represents the Library's primary source of funding. Approximately 279,000 people live within the boundaries of the SMCL legal taxing district which covers 351 square miles.

In 1999, the San Mateo County Library Joint Powers Authority was established. The JPA structure approved in 1999 overlays the San Mateo County Library, but does not replace it. The SMCL JPA is governed by a Board consisting of elected officials from each member entity. An Operations Committee composed of City Managers or representatives from each member city and the County Manager or representative also provides guidance. The Director of Library Services is responsible for oversight of day-to-day services and operations.

The San Mateo County Library has a rich history of providing library service to the residents of San Mateo County and a commitment to exceptional public service which endures to this day. The 12 community libraries, bookmobile, and eBranch are a source of books, magazines, newspapers and information in multiple languages. As one of the largest providers of free Internet access in the county, SMCL offers public access computers connected to a high speed network and wireless access to users with laptops, tablets and mobile devices. The eBranch provides access to a collection exceeding 800,000 items including online research databases and a growing digital library.

The Library responds to the informational, educational and cultural needs of the community by offering a broad range of programs for children, teens and adults including storytimes, author readings, lectures, dance and musical performances, films, and exhibits. An estimated 6,500 programs and activities will be provided to nearly 200,000 children, teens and adults.

Connecting residents to library services in the community is also a priority for the organization. Through innovative outreach services, enriching experiences are delivered beyond library buildings. Outreach activities include parent education trainings in the community; literacy enrichment at nonprofits serving families; reading programs with incarcerated youth; author and education programs at community schools; bookmobile visits with hands-on learning throughout the service area; and early literacy training to childcare providers.

As a library system, SMCL ranks high among its peer libraries in the state and is known nationally for its service excellence. Recognized by *Library Journal* as a 4-Star Library for its efforts in successfully developing a strong community-based library system, SMCL is ranked 15th nationwide and 2nd in California among similar peer public libraries.

DISCUSSION:

The budget continues to be balanced and builds upon the successes of the prior year, including investments in innovation, technology, automation, digitization, shared services, strategic partnerships and collaborations.

The Library is well positioned to operate within available resources now and into the foreseeable future. Investment in critical programs and services, decision-making tied to measureable results, and establishment of best practices ensure that the Library is meeting or exceeding the level and quality of service the public expects.

The proposed Recommended Budget for FY 2015-16 is $42,878,373 (Total Requirements). Salaries and benefits represent 50% or $15 million of the total operating budget. The authorized position count totals 121. The budget also includes recommendations for one-time projects and activities which contribute to improved service delivery and are funded by one-time sources.

Priorities for FY 2015-16

The new Strategic Plan, currently under development, will cover the period of FY 2015-16 to FY 2020-21. Building upon the information gathered from the data and demographic study, SMCL is currently collecting input to identify what matters in our communities in an effort to prioritize and support local goals and understand what the community values in library services. The plan will be finalized in Fall 2015 and will provide the organization and its stakeholders with a visionary, conceptual management tool, designed to produce decisions and actions that focus on the future and to be flexible in response to changing community needs.

In addition to goals outlined in the new Strategic Plan, SMCL will continue working on current library initiatives in order to improve outcomes and remain a relevant, vital community resource. Priorities in FY 2015-16 include:

- 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 FY 2015-16 budget sets ambitious but achievable goals that foster the Library's continued leadership in our communities. The Library takes pride in developing a budget that is sustainable, realistic, aligns with system strategies, and ensures a strong foundation for future budgets. Finally, the Library JPA Governing Board, Operations Committee and Library staff are to be acknowledged and thanked for their commitment and participation in producing the budget.

FISCAL IMPACT:

There is no fiscal impact associated with the introduction of the FY 2015-16 Recommended Budget.

RECOMMENDATION:

No action is required at this introductory stage of the budget process.

ATTACHMENT:

FY 2015-16 Recommended Budget

San Mateo County
LIBRARY JPA

S M C L

fiscal year 2015-2016 recommended budget

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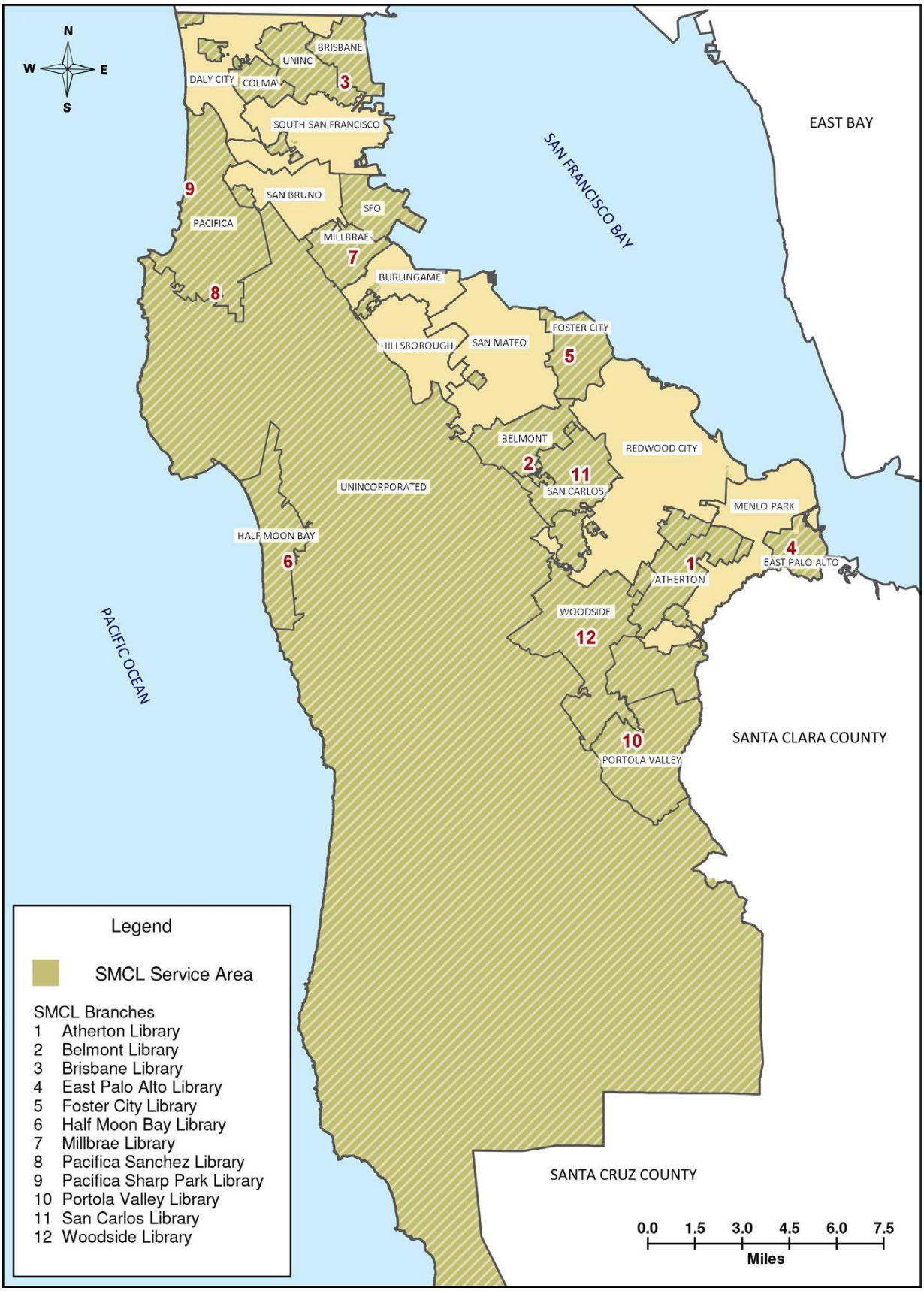
Library Service Area Map



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In 1999, the San Mateo County Library Joint Powers Authority (JPA) was established. The Library JPA is comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county.

The San Mateo County Library JPA is governed by a Board consisting of representatives from each member entity. The JPA structure approved in 1999 overlays the San Mateo County Library (a County Free Public Library), but does not replace it. Oversight responsibility, the ability to conduct independent financial affairs, approve budgets, sign contracts, and otherwise influence operations and account for fiscal matters is exercised by the San Mateo County Library JPA Governing Board. An Operations Committee composed of City Managers or representatives from each member city and the County Manager or representative also provides guidance. The Director of Library Services is responsible for oversight of day-to-day services and operations. Acting on the recommendation of the JPA Governing Board, the County Board of Supervisors adopts the annual Library JPA operating budget.

The San Mateo County Library has a rich history of providing library service to the residents of San Mateo County and a commitment to exceptional public service which endures to this day. The twelve community libraries, bookmobile, and eBranch are a source of books, magazines, newspapers and information in multiple languages. As one of the largest providers of free Internet access in the county, San Mateo County Library offers public access computers connected to a high speed network and wireless access to users with laptops, tablets and mobile devices. The eBranch provides access to a collection exceeding 800,000 items including online research databases and a growing digital library.

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Connecting residents to library services in the community is also a priority for the organization. Through innovative outreach services, enriching experiences are delivered beyond library buildings. Outreach activities include parent education trainings in the community; literacy enrichment at nonprofits serving families; reading programs with incarcerated youth; author and education programs at community schools; bookmobile visits with hands-on learning throughout the service area; and early literacy training to childcare providers.

Accomplishments in the Current Year

Services which tie to user needs, opportunities to innovate, and a focus on continuous improvement have led to numerous accomplishments in FY 2014-15. In addition to engaging in an inclusive process to develop a new Strategic Plan, the following are some of the activities which took place in the current year:

Community Engagement

- Provided access to library services through participation in the San Mateo County Fair. A variety of services were offered including access to the bookmobile, the debut of the system's new pop-up library which included modular shelving and ample bench seating, and more than a dozen hands-on activities for all ages. Staff also signed up 2,100 fairgoers to participate in the Summer Learning Program. Exposure at events such as the County Fair introduce new community members to the wealth of services the Library provides.

- Participated in a community food drive to support Second Harvest Food Bank in their effort to distribute nutritious food to low-income community members. In its fifth year, the Food for Fines program represents a partnership between SMCL, Second Harvest Food Bank, and the libraries in Redwood City, Daly City, San Mateo and South San Francisco. The food drive encourages library use and the ability for patrons to donate food and clear their fines. Over 36,000 pounds of food was collected for those in need.

- Participated in the Maker Faire, a family-friendly festival of invention, creativity and resourcefulness in celebration of the Maker movement. The event provided an opportunity to publicize the many hands-on learning and Maker events regularly offered at each library.

- Hosted a celebratory volunteer event to acknowledge the over 40,000 hours of volunteer service provided at the libraries and to recognize the value volunteers bring to meeting the mission of the Library. The event provided volunteers an opportunity to network with other volunteers and staff, and to increase knowledge of the unique volunteer activities available system-wide. Through this effort, SMCL hopes to increase volunteer participation and community investment in the Library's success.

Cultural Enrichment

- Offered a rich variety of programs that responded to the informational, educational, cultural and recreational needs of adults, teens and children. We estimate over 200,000 residents will have attended 6,500 programs in the current year.

- Installed a refurbished and repurposed cigarette vending machine to dispense small pieces of art and craft at the San Carlos Library. The Art-o-mat® encourages art consumption and expands access to local artists' work.

- Offered the well-received Mid-Autumn Festival, also known as the Moon Festival, at the Foster City Library and Millbrae Library. Programs at both libraries included bilingual storytime, live traditional Chinese music and singing performances, a tea ceremony, and arts and crafts for children which included creating lanterns to decorate the libraries. Over 1,200 people attended these events.

Early Learning and Literacy

- Supported family engagement by launching a three-year project, partially funded by Toyota Family Learning, targeting high need families in the communities of East Palo Alto and Half Moon Bay. The project includes community service events, separate adult and child learning and skill development, and parent and child together time.

- Piloted a program at area clinics to encourage and build capacity of families to incorporate "math talk" and language with very young children. Early math exposure strongly correlates with a child's future success.

- Added interactive play installations at the Millbrae Library, Foster City Library and Belmont Library with support from the Friends of the Library groups at these locations. These freestanding, child-centered installations are designed around themes unique to each library including an airplane at the Millbrae Library, a galleon ship at the Foster City Library, and a bus at the Belmont Library. These large interactive pieces incorporate components which encourage hands-on play and learning.

- Collaborated for a second year with the San Francisco Public Library to present the Tricycle Music Fest. The festival builds awareness around the importance music has in helping children process, channel and name emotions while simultaneously promoting learning and listening skills.

- Launched the Talk Read Sing initiative to help close the "talk gap" by encouraging parents to increase the quantity and quality of language spoken with their infants and toddlers. The program focuses on parent behavior change by encouraging reading and singing with children and using talking tips to increase interactive language throughout the day. The program, with support from the LENA Research Foundation, also utilizes "talk pedometer" technology which records language throughout a child's day, then translates the recording into data that show parents how much they're talking and progressing.

Educational Support

- Launched a teen parenting series for young mothers in East Palo Alto designed to support them in the areas of budgeting, parenting, and stress management while providing child care and encouraging participants to stay enrolled in high school.

- Debuted TeleTutoring, a service which enables volunteer tutors to connect with adult learners via specialized adult literacy technology for in-depth support sessions to prepare learners to pass the GED. TeleTutoring allows community members to volunteer or receive help from the comfort and convenience of their own home.

- Led a countywide effort to expand and redesign summer reading programs in order to decrease summer learning loss among children and teens. With supplemental support from the County Board of Supervisors through an allocation of Measure A funds, libraries promoted the enjoyment and importance of learning with a focus on advancing literacy and academic performance by engaging children, teens and families in reading and enrichment activities. A total of 45,369 children participated in the Summer Learning Program.

- Developed summer learning enrichment camps targeting young children in communities who are reading below grade level and offered over 100 hours of hands-on learning. Activities over the eight weeks included field trips, free daily lunches and snacks, home libraries for all participants, and family engagement events.

Collection Development

- Met the diverse informational needs of the system's users by offering over 800,000 items in multiple languages and a variety of formats.

- Supported the demand for digital collections by increasing the availability of popular eBooks, eAudiobooks, eMagazines, eMusic, and eVideos for use on personal smartphones, tablets and computers.

- Increased the number of books, magazines, newspapers, and digital materials provided in world languages including Chinese, Japanese, Russian, Korean and Spanish.

Resource Sharing

- Increased access to community resources through SMC-Connect, a website that allows users to locate services including food, shelter, health care and other essential services. The website is available in multiple languages and supplements the Library's well established Community Information Program Directory.

- Implemented Big Lift Little Libraries as a "take a book, return a book" way for communities to share books and encourage a culture of reading. Volunteer groups from Google, Genentech, SAP, Microsoft and others worked with HandsOn Bay Area to build the Little Libraries. To date, 56 businesses, community organizations and individuals have adopted Little Libraries.

Improving User Experience

- Continued to support member cities in their efforts to build or improve library facilities. Several cities are planning for construction of new libraries including Atherton, Brisbane, Half Moon Bay and Pacifica. Renovations are moving forward at the Woodside Library and East Palo Alto Library, and scheduled for completion in FY 2015-16.

- Implemented paperless, online library card registration in order to make becoming a user of library resources easy and convenient.

- Completed conversion to FindIt!, the Library's word-based classification system. The transition away from the Dewey Decimal System promotes self-sufficiency and overall patron satisfaction by increasing accessibility and encouraging browsing and discovery of library collections.

Bridging the Digital Divide

- Improved public Internet access by providing 200 free WiFi hotspots and laptops for checkout. This innovative program will enable hundreds of households to continue education activities at home, gain access to important information and resources, build digital confidence, and have opportunities to participate in online civic activities.

- Expanded the eReader collection from 60 to 245 devices. Nooks and Kindle Fire devices have been preloaded with bestsellers for adults, teens and children and are available for lending at all libraries.

- Acquired 30 iPads to support family literacy programs and developed strategies and guidelines for parents and staff to use the technology in enriching, developmentally appropriate ways. This touch-screen technology offers opportunities for children and their caregivers to interact and learn in a rich, sensory-based environment.

Staff Development and Support

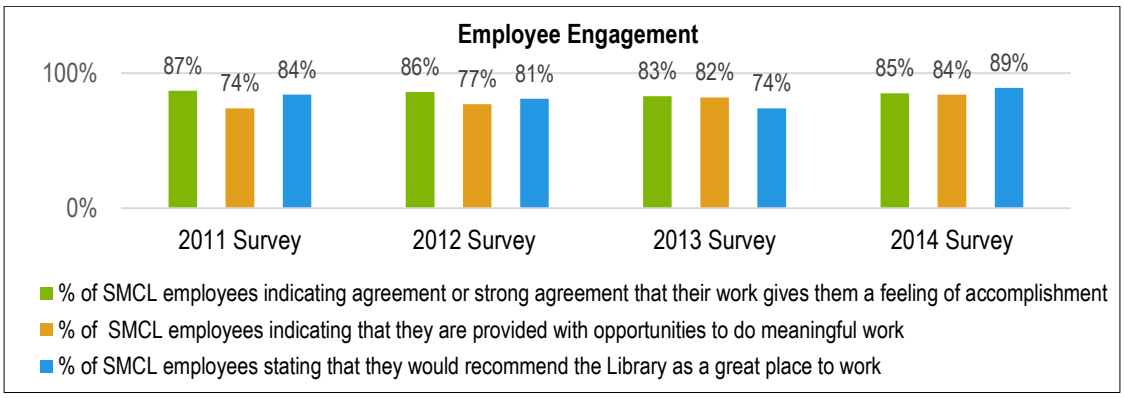
- Promoted the Library as a learning organization by supporting participation in a full range of staff development and training opportunities, including the annual Staff Development Day, where speakers covered topics ranging from imagining the future of libraries to the importance of play and creativity in early childhood development. It is anticipated that staff will have invested more than 1,200 hours in training and development this year.

- Supported the County in its efforts to launch a new personnel management software called Workday. The cloud-based software is designed to manage employee data, time tracking and benefits. The intuitive system provides self-service options for all employees and establishes useful reports for managers.

- Increased communication and the commitment to open government through the County's Open Data Portal. The portal provides the public with an easily accessible view of service and activity data.

- Continued Pitch It, a staff grant program designed to encourage innovation. The program is an easy and fun way for staff to implement service and program ideas in addition to gaining experience in conceptualizing, writing, and implementing grant funded projects. New projects include a comic arts festival, an intergenerational program for teens and seniors to archive historical stories and artifacts, the creation of storytime kits for families and child care centers to check out in order to promote early literacy skills, and a library bike to support additional outreach efforts.

- Participated in the County's fourth annual survey on countywide employee engagement. Employee engagement is the degree to which employees are connected and committed to their work, their colleagues and the purpose of the organization. An effective organization relies on trained and experienced staff to innovate and deliver outstanding service. SMCL staff are dedicated, driven and actively engaged in the pursuit of high-quality library service.



Further demonstrating our commitment to excellence, San Mateo County Library was again named a 4-Star library for the seventh consecutive year by *Library Journal*. *Library Journal* rated a total of 7,586 libraries and identified 258 Star libraries. Four per capita service output measures make up the index: library visits, circulation, program attendance, and public computer use.

SMCL ranked 15th nationwide and 2nd in California among similar peer public libraries.

Library Performance

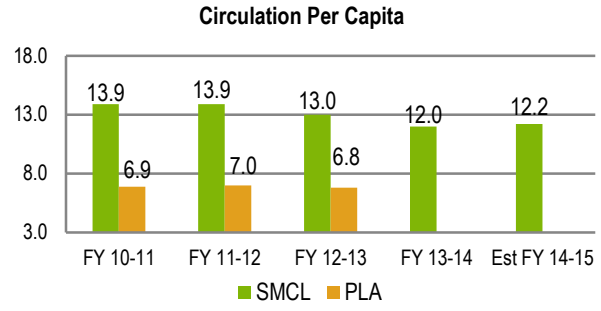
The data below represents some of the information collected by the San Mateo County Library to guide decision making. The data provides staff with an internal mechanism to track productivity, assess performance, gauge progress towards fulfilling its mission and goals, improve performance, and motivate employees.

Performance Measure	FY 2012-13 Actuals	FY 2013-14 Actuals	FY 2014-15 Target	FY 2014-15 Projected	FY 2015-16 Target
Number of library visits	2,363,824	2,035,246	2,200,000	2,100,000	2,200,000
Visits per capita	8.7	7.4	8.0	7.5	7.8
Programs and Events: - Number of programs and events offered - Total attendance	 6,884 209,339	 7,021 212,479	 6,300 200,000	 6,500 200,000	 6,500 215,000
Annual circulation (1)	3,559,524	3,315,886	3,600,000	3,400,000	3,500,000
Circulation per capita	13.0	12.0	13.1	12.2	12.4
eBranch activity: - Number of mobile app searches - Number of website visits	 568,045 695,499	 1,029,588 1,353,518	 1,100,000 1,200,000	 1,800,000 1,600,000	 1,900,000 1,700,000
Total number of items held by the system (1)	705,595	711,361	900,000	800,000	900,000
Number of registered card holders	165,902	173,790	190,000	165,000	180,000
Registered card holders as a percent of the population	61%	63%	70%	61%	64%
Percent of self-check usage	78%	78%	85%	78%	85%
Number of public computers	367	381	390	541	572
Percent of customer survey respondents rating services good or better	80%	90%	95%	92%	95%

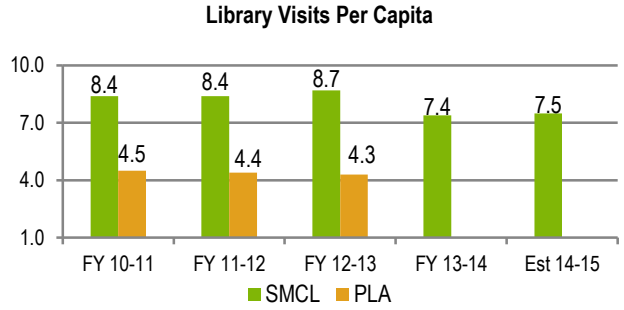
(1) Includes print, audio and video materials, and digital materials.

Performance measures are necessary to improve the system's operations and can help the organization stay focused on results. By objectively assessing past and current performance, SMCL is better equipped to plan for the future.

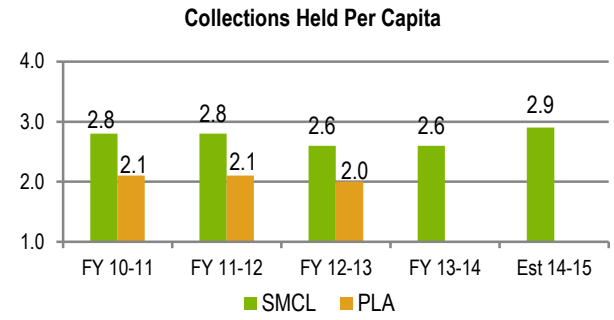
Circulation Per Capita: Relates to the number of library materials loaned to the number of persons the library serves. This output measure is useful for gauging the collection use and whether the system is meeting its customer's needs. Chart compares SMCL to available Public Library Association (PLA) data for library systems with a population between 250,000 – 499,999.



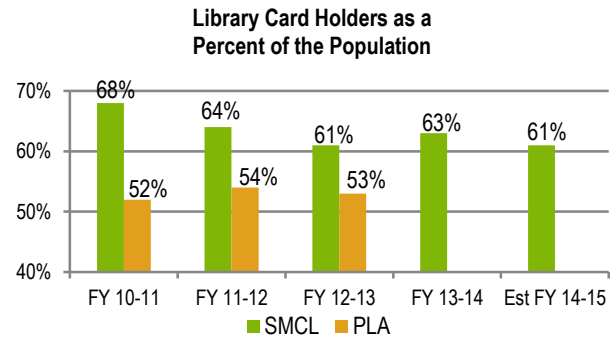
Library Visits Per Capita: Relates to the number of library visits to the number of persons the library serves. This measure is an indicator of public awareness of the library and is useful in developing an annual profile of library use. Chart compares SMCL to available Public Library Association (PLA) data for library systems with a population between 250,000 – 499,999.



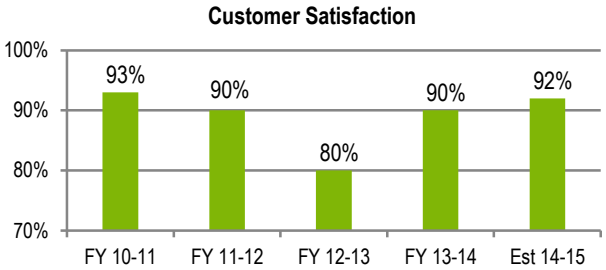
Collections Held Per Capita: Relates to the number of volumes in the library's collection to the number of persons the library serves. Meeting the diverse needs of the service community requires a collection of adequate size. Chart compares SMCL to available Public Library Association (PLA) data for library systems with a population between 250,000 – 499,999.



Library Card Holders as a Percent of the Population: Relates to the number of persons registered as borrowers to the number of persons the library serves. This measure is useful in gauging the percent of potential users who know the library exists and have indicated intent to use it. Chart compares SMCL to available Public Library Association (PLA) data for library systems with a population between 250,000 – 499,999.



Customer Satisfaction: Relates to the percent of respondents rating overall satisfaction with library services as good or excellent. This output measure is a good indicator of how well the library system is responding and meeting our customers' needs.



Budget Background

The San Mateo County Library budget process involves the distribution of resources and services that meet performance objectives as identified by SMCL staff, the JPA Operations Committee, the JPA Governing Board and the community. SMCL funds are appropriated on an annual basis as adopted by the JPA Governing Board. The budget serves as the annual financial plan, an operations guide, and a communications tool which strives to provide the best and most relevant information in an easily understandable format. Information about the system and its many services is also provided.

December marks the point at which staff begins to evaluate trends and conditions which may influence the development of the budget. As part of the budget planning process, staff and community stakeholders are given the opportunity to participate by providing ideas for reducing costs, increasing efficiencies, and enhancing revenues. Work sessions with managers are held to explain the current financial environment, review service priorities, discuss staff ideas, examine budget scenarios, and engage in discussions of strategies to leverage resources with the goal of providing the highest quality of service possible.

In February, a Mid-Year Report is provided to the JPA Governing Board which includes year-end estimates and identification of major issues affecting the preparation of the upcoming budget. The Recommended Budget is then prepared and submitted to the JPA Operations Committee at the April meeting, and then to the JPA Governing Board at the May meeting. The Board has the opportunity to review the budget, and then adopts the Recommended Budget at the June meeting.

After fiscal year-end closing activities are completed, final adjustments to Fund Balance and any significant changes to the budget are submitted to the JPA Governing Board for approval at the September meeting and to the Board of Supervisors for approval no later than October 2nd. The fiscal year begins July 1st and ends June 30th.

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

Priorities for FY 2015-16

The new Strategic Plan, currently under development, will cover the period of FY 2015-16 to FY 2020-21. Building upon the information gathered from the data and demographic study, SMCL is currently collecting input to identify what matters in our communities in an effort to prioritize and support local goals and understand what the community values in library services. The plan will be finalized in Fall 2015 and will provide the organization and its stakeholders with a visionary, conceptual management tool designed to produce decisions and actions that focus on the future, and to be flexible in response to changing community needs.

In addition to goals outlined in the new Strategic Plan, the system will continue working on current library initiatives in order to remain a relevant, vital community resource. Priorities in FY 2015-16 include:

- 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

Service Delivery

The San Mateo County Library recognizes that the most important component of the 21st century library is the user. The divisions which make up the Library are in place to support a rich assortment of services designed to satisfy the diverse needs of its customers.

SMCL is able to deliver high-quality library service in a cost-effective manner through the careful distribution of staffing resources. Internal economies of scale are achieved because as a system, SMCL is able to centralize support activities. This reduces duplication of service and enables resources to be maximized toward direct service to the public. As the delivery of library services continues to evolve, SMCL will remain proactive in examining staffing needs in order to ensure that services are being provided in the most effective and efficient way possible.

Authorized Position Count

Division	Actual FY 2013-14	Adopted FY 2014-15	Change FY 2015-16	Recommended FY 2015-16
Administrative and Financial Services	9	9	0	9
Access Services	11	9	0	9
Innovation and Technology Services	3	3	0	3
Community Engagement Services	5	6	0	6
Library Experience Services	1	1	0	1
Communications and Marketing Services	2	2	0	2
Community Library Services:				
Atherton Library	6	6	0	6
Belmont Library	9	10	0	10
Brisbane Library	4	4	0	4
East Palo Alto Library	8	8	0	8
Foster City Library	11	11	0	11
Half Moon Bay Library	11	10	0	10
Millbrae Library	10	10	0	10
Pacifica Libraries	11	11	0	11
Portola Valley Library	5	5	0	5
San Carlos Library	11	11	0	11
Woodside Library	5	5	0	5
Total Number of Authorized Positions	**121**	**121**	**0**	**121**
Total FTE **	**106.90**	**106.90**	**1.78**	**108.68**

**Full-time Equivalent (FTE): A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks).

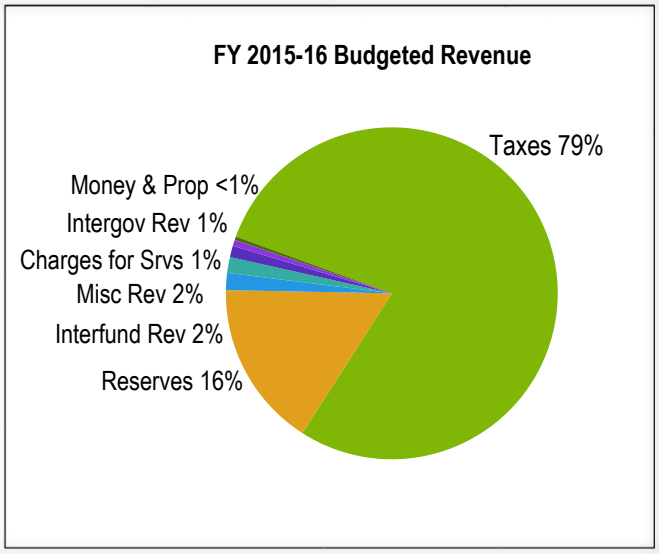
Explanation of FY 2015-16 Position Changes:

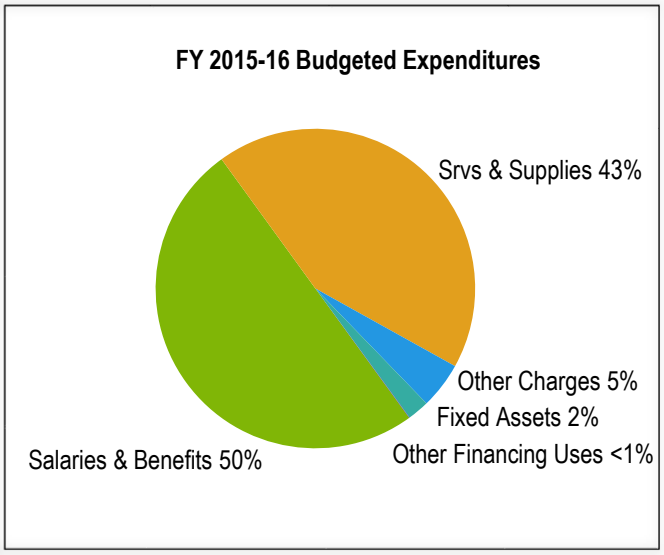
The position count is unchanged. The change in FTE reflects adjustments in several existing part-time positions.

FY 2015-16 Revenue and Requirements Summary

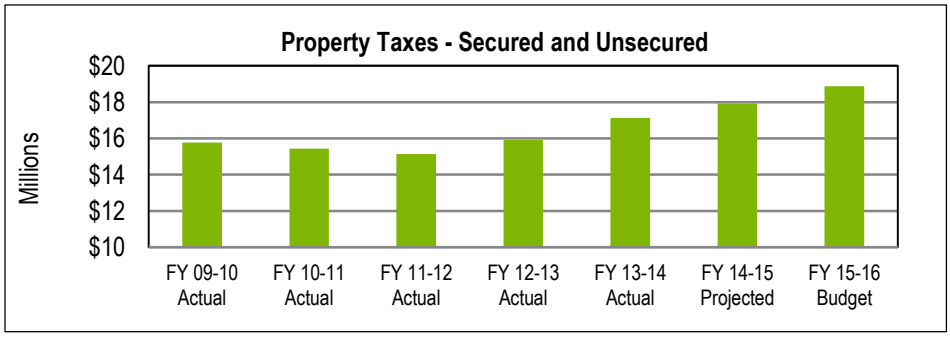
The budget details the operation and support of plans, projects or initiatives for the Library and distributes resources designed to meet performance and service objectives. It is broken down into sub-accounts in order to track and manage operating expenditures. The budget is prepared on the modified accrual basis of accounting in which revenues are recognized when they are both measurable and available, and expenditures are recorded when they are incurred. Total expenditures may not exceed the budgeted expenditures, and the budget lapses at the end of each fiscal year. The budget is legally enacted through passage of a motion during a JPA Governing Board meeting, followed by approval from the San Mateo County Board of Supervisors.

The tables below provide a summary view of this distribution.





FY 2015-16 Recommended Sources total $42,878,373 (seen as Total Sources). The primary source of revenue for the San Mateo County Library is property taxes. Designated as a special district, the system is entitled to receive a small portion of the property tax collected within the boundaries of the San Mateo County Library service area. Based on receipts in the current year and improvements seen in the growth of home prices and appraised property values, revenue from secured property taxes is estimated to increase by approximately 5.5%. Revenue from secured property taxes (taxes assessed against real property) is estimated at $17.9 million, and unsecured taxes (taxes on aircraft and commercial equipment largely generated from businesses at San Francisco International Airport) are estimated at $945,000. Other sources of revenue include grants, fines, donations, revenue resulting from the dissolution of Redevelopment Agencies, and excess Educational Revenue Augmentation Funds (ERAF).



In 2011, citing a need to preserve public resources that support core government programs, the Governor's Office proposed the dissolution of Redevelopment Agencies (RDAs). Following passage of ABX1 26, RDAs established a process for winding down redevelopment financial affairs and distributing any net RDA funds from assets or property taxes to the local taxing agencies. Designated as a special district, San Mateo County Library is entitled to receive a portion of these funds. The Recommended FY 2015-16 budget includes projected allocations of $940,000 (accounts 1047, 1058, 1977).

Excess ERAF is the amount of property tax generated in a year which exceeds the amount due to the state to offset support for education. These refunds are primarily a result of the local tax base increasing at a rate faster than the increase in the funding limits of the schools and community colleges. The refund is made up of three components: 50% of the projected excess for the current fiscal year, 50% of the remaining balance due for the prior fiscal year, and 100% of the residual reserve balance held in a contingency fund. While SMCL has benefited from these additional funds since FY 2003-04, they are considered an unpredictable and potentially unstable source of funding for operating budgets, therefore, only amounts anticipated from the prior fiscal year are budgeted; no assumptions are made beyond this. For this reason, excess ERAF has been used for one-time purposes, discrete projects that have system-wide benefit, or set aside in Reserves for future one-time purposes.

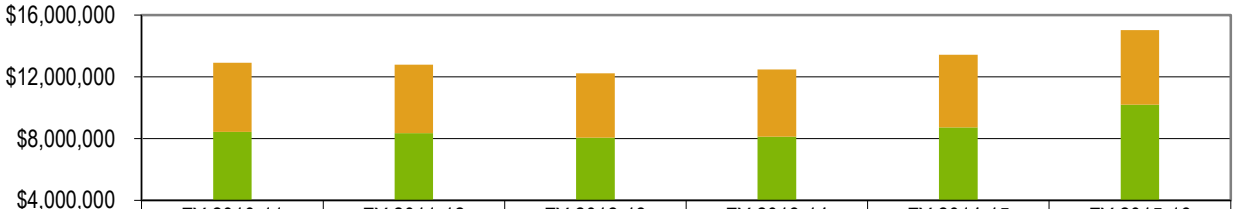
Excess ERAF Revenue

FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budgeted *
$2,365,643	$2,4421,45	$2,997,204	$3,310,536	$3,600,428	$1,800,000

*Only amounts anticipated from the prior fiscal year are budgeted, no assumptions are made beyond this.

Labor costs are the largest contributor to ongoing expenditures. All staff including represented staff and unrepresented management of the San Mateo County Library are employees of the County of San Mateo. All non-management permanent staff and non-permanent extra help employees (approximately 100 staff) are represented by SEIU, the County's second-largest union. In 2014, San Mateo County negotiators and SEIU Local 521 agreed to annual cost of living increases through the end of the MOU, set to expire in October 2018. These annual increases range from 2% - 4%.

Salary and Benefit Growth



	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Projected	FY 2015-16 Budget
Benefits	4,480,223	4,417,557	4,170,836	4,354,039	4,697,000	4,837,268
Salaries	8,432,813	8,356,506	8,062,028	8,115,963	8,723,000	10,189,890
Position Count	130	126	122	121	121	121
Position FTE	114.2	115.6	107.3	106.9	106.9	108.7

The San Mateo County Employees' Retirement Association (SamCERA), founded in 1944, is the public pension system that provides service retirement, disability, and death benefits to plan members and beneficiaries based on defined benefit formulas using final average compensation, years of service, and age factors to calculate benefits payable. These pensions are financed through a combination of employee and employer contributions and investment earnings managed by SamCERA. Any deficit in the fund to meet these defined obligations is called an unfunded pension liability. The County's funded ratio under SamCERA is approximately 79%. For comparison purposes, the State's funded ratio is approximately 70% for CalPERS (California Public Employees' Retirement System). To address future benefit obligations, the County has kept current with its annual required contribution and never issued Pension Obligation Bonds. In order to meet its pension obligation to existing employees and retirees, the retirement contribution funded by the Library in FY 2015-16 is $2.5 million.

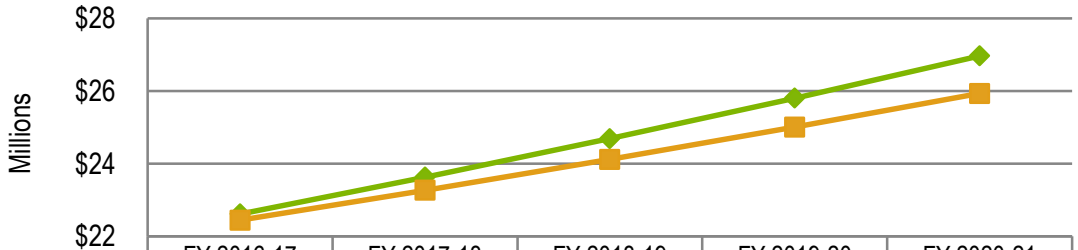
In FY 2007-08, the County of San Mateo established an irrevocable trust for the sole purpose of funding County employee retiree health benefits in compliance with the Governmental Accounting Standards Board (GASB) Statement No. 45. Investment management and trust services are managed by CalPERS. CalPERS is an agency in the California executive branch that manages pension and health benefits for public employees, retirees, and their families. Sources for covering retiree health benefits include the trust fund, future earnings on the trust, and an annual pay-as-you-go allocation from the County in order to fund the Annual Required Contribution (ARC). An ARC allocation of $2,500 per employee is contributed annually by the Library to meet its portion of the obligation. In FY 2015-16 this amount totals approximately $270,000.

Five-Year Forecast: FY 2016-17 to FY 2020-2021

The purpose of the five-year forecast is to provide a baseline fiscal outlook for the Library's ongoing operations using assumptions about economic conditions, future spending scenarios, and other variables. The forecast presents anticipated ongoing revenues and ongoing operating expenditures for the five fiscal years ending in June 2021. Future one-time activities are not reflected. Based on the assumptions below, the system anticipates that there will be adequate ongoing revenues in place to fully offset ongoing expenditures. Major assumptions include:

- Secured property tax revenue increases by approximately 5% annually
- The position count remains flat and salary and benefits costs increase by approximately 4% annually
- Ongoing allocations to the collections budget reflect modest increases to keep pace with industry pricing
- Other operating costs reflect very modest adjustments

Estimated Ongoing Operating Revenues and Expenditures



	FY 2016-17 Projected	FY 2017-18 Projected	FY 2018-19 Projected	FY 2019-20 Projected	FY 2020-21 Projected
Total Revenues	22,617,419	23,631,672	24,693,352	25,804,685	26,968,704
Total Expenditures	22,447,928	23,267,891	24,120,979	25,008,607	25,932,253

General Operations and One-Time Activities

The following narrative provides a summary of FY 2015-16 General Operations ($21,647,785), One-Time Activities ($8,402,000), and Agency Reserves/Capital Reserves ($12,828,588).

FY 2015-16 Recommended Budget

	General Operations	One-Time Activities	Total FY 2015-16 Recommended Budget
Total Revenue	21,647,785	3,518,000	25,165,785
Fund Balance	17,712,588	0	17,712,588
Total Sources	**39,360,373**	**3,518,000**	**42,878,373**
Net Appropriations	21,647,785	8,402,000	30,049,785
Reserves	17,712,588	(4,884,000)	12,828,588
Total Requirements	**39,360,373**	**3,518,000**	**42,878,373**

General Operations ($21,647,785)

Operational costs include those activities which represent day-to-day operations. The system's most significant operational expenditures in the FY 2015-16 Recommended Budget include:

- Ongoing salary and benefit costs associated with regular employees and extra-help positions - $14,227,158 (accounts 4110-4610). Additional staffing support of $800,000 is described under One-Time Activities.
- Collections including print materials, audio and video materials, online databases, and digital materials including eBooks, eAudiobooks, eMagazines, eMusic, eVideos - $1,200,000 (accounts 5931-5939). Additional collection support of $1,000,000 is described under One-Time Activities.
- Estimated SMCL property tax revenue set aside for Donor Fund purposes as outlined in the SMCL JPA Agreement including Atherton Library $1,400,000, Portola Valley Library $100,000, and Woodside Library $525,000 (account 5184). On June 30, 2014, restricted SMCL property taxes identified as Library Donor Revenue and set aside in Library and City held trust funds totaled $12,298,932 (Atherton Library $8,595,238, Woodside Library $3,165,861, Portola Valley Library $537,833).
- Costs associated with support provided by the Peninsula Library System including materials distribution and delivery service, oversight of the shared online library catalog, and costs related to databases and maintenance agreements - $1,011,465 (account 5875).
- Revenue distributed to the City of Redwood City to provide services to the North Fair Oaks Community, and to Daly City to provide services to Colma and Broadmoor - $585,000 (account 6263).
- Costs associated with indirect services including telephone, insurance, maintenance, and A-87 cost reimbursement charges for services provided by the County, such as human resources and payroll support - $824,508 (accounts 6265-6821).

One-Time Activities ($8,402,000)

One-time excess ERAF revenue, Capital Reserves, County Measure A funds and Library Donor revenue are being utilized in FY 2015-16 for the purchase of equipment, materials and activities that improve the delivery of library service.

- Materials and Collections Enhancements ($1,000,000): In order to keep pace with public demand, increase print materials in the children, teen and adult collections; and increase digital resources including downloadable books, music, magazines, videos, world language materials and best-selling titles which are compatible with popular eReaders and mobile devices. Total appropriation for collections, including the $1,000,000 enhancement, totals $2,200,000 (accounts 5931-5939).

- Information Technology Improvements ($871,000): Add 250 eReader devices to expand access to digital materials. Transition from manual staff scheduling to a software-based solution to increase efficiency, planning and reporting capabilities. Improve information management capabilities by migrating to a cloud storage solution. Complete software upgrades to Adobe and the automated material handling systems. Pilot a vendor based solution offering convenient self-service laptop checkout. Purchase an estimated 90 public and staff computers due for replacement. Replace the aging and obsolete system used to track library computer time and print management services. Add portable chargers which will enable patrons to power up laptops, phones and tablets anywhere in a branch. Add an additional 150 WiFi hotspots and 100 laptop/tablets to further expand access to digital materials (accounts 5212, 5215).

- East Palo Alto Library Improvement Project ($948,000): Continue with activities associated with completing an interior renovation of the East Palo Alto Library. The East Palo Alto Library is a popular and well-used destination. As library services continue to change, renovations are necessary in order to meet customer expectations and to take advantage of labor saving technologies, merchandising opportunities, and community learning needs. The project, which kicked off in FY 2014-15, is focusing on reconfiguring the existing layout to create a more functional library. Funding for this project is supported by County Measure A funds ($448,000) and SMCL reserves ($500,000) (account 5959). Additional Measure A support of $750,000 has been requested to expand the scope of the project. Matching support of $250,000 of SMCL reserves is included with this request. A decision by the County Board of Supervisors is expected this summer. If approved, this activity will be added to the budget.

- Pacifica Library Planning Efforts ($482,000): This allocation represents the carry forward of County Measure A support awarded by the Board of Supervisors in FY 2013-15 to support the City of Pacifica in its efforts to build a new Pacifica Library (account 5969).

- Woodside Library Improvement Project ($365,000): Complete an interior renovation of the Woodside Library. In the 40-year period since the Woodside Library was constructed, a number of changes have taken place in the delivery of library service. The project will focus on reconfiguring the existing layout to create a more functional library. Labor saving technologies will be added, and improvements will be made to increase merchandising opportunities and address community learning needs. Funding for this project is supported by SMCL property taxes designated as Woodside Library Donor Funds. SMCL will oversee the purchase of furniture and equipment (account 5234). Other project activities are being managed by the Town of Woodside and these associated costs are included in the Town's budget.

- Learning Landscape Installations ($500,000): Install outdoor interactive learning exhibits at library locations. These inviting and highly visible public spaces will increase use of library outdoor space and improve access to interactive learning opportunities for the community (account 7311).

- Facility and Space Projects ($2,050,000): The system will continue efforts to improve the appearance and functionality of library spaces that meet current standards and operational needs. Activities include completing design plans for a new Brisbane Library; improving the Library Administration Building to increase productivity and add Maker and Co-working spaces for public use; adding a Foster City Library Homework Center and Maker Space; and support for professional design services, furniture selection and installation (accounts 5234, 5858).

- Staff Project Support ($850,000): To support the numerous one-time activities included in the FY 2015-16 budget, extra-help staff will be utilized to assist in the implementation of these additional services, programs and projects. Staff training opportunities will also be increased (accounts 4161, 5721).

- Expanded Summer Learning Support ($366,000): In order to address summer learning loss among children and teens, the San Mateo County Board of Supervisors has authorized continued use of Measure A funds to support summer learning programs offered by the Peninsula Library System (PLS) member libraries. This represents the third year of supplemental funding provided by the County. Managed through PLS, member libraries are targeting communities with low performing schools with the goal of increasing summer reading participation, advancing literacy and academic performance through reading and enrichment activities, and increasing library use (account 5969).

- Strategic Plan Rebranding and Public Relations Campaign ($300,000): Create a recognizable brand that aligns with the new Strategic Plan. The effort will engage the community and establish connections through a targeted branding strategy designed to unite and spread the new brand to employees, customers, stakeholders and the media utilizing appropriate communication channels (account 5856).

- Innovative Services and Outreach Activities ($670,000): This allocation will be used to support a variety of early learning and literacy efforts and provide unique opportunities to connect the public with library offerings designed to draw in new segments of the community (accounts 5858, 5942, 7311). Additionally, new services which address emerging needs will be offered including:

    - Establishing small business and entrepreneurial support. In addition to providing access to computers, databases and electronic resources, assistance will also be provided in the areas of market research and business planning, government licensing and regulations, marketing, advertising, and relationship building with professional associations.
    - Acquiring cargo vans to facilitate the delivery of large interactive equipment used to support hands-on learning, early literacy and children's programming offered throughout the system.
    - Creating a bike-based outreach program offering mobile service points in the community. The service will circulate books, provide a wireless hotspot, and assist with eBook downloads and library card sign-ups.
    - Instituting on-site bike repair stations to help establish the Library as a bike-friendly destination.

Agency Reserves ($4,329,557) / Capital Reserves ($8,499,031)

As detailed in the Fund Balance Policy, the Library shall maintain Agency Reserves (account 8611) in an amount equal to no less than twenty percent (20%) of adopted general fund operating appropriations (net appropriations exclusive of one-time activities). This contingency is maintained in the event of economic uncertainties, emergencies, unanticipated funding losses, and one-time opportunities to stabilize current operations. The FY 2015-16 Recommended Budget meets the goal established for Agency Reserves as identified in the Fund Balance Policy.

In order to preserve the system's capital assets, funding allocated for projects and activities that have been determined financially significant enough to be separated and/or anticipated in the future are maintained in the Capital Reserves Budget (account 8811). As detailed in the Fund Balance Policy, these funds may be used to address innovative opportunities related to operational improvements and asset replacement needs as approved by the JPA Governing Board. The Library shall maintain amounts equal to no less than two million five hundred thousand dollars ($2,500,000) in the category identified as Capital Project Commitments.

Five funds account for future expenditures related to major purchases and special projects as approved by the JPA Governing Board. In order to ensure sound fiscal management, to be responsive to evolving service needs, and to recognize potential fluctuations in the availability of revenue, refinement of the funds may take place over time. The FY 2015-16 Recommended Budget meets the goal established for Capital Reserves as identified in the Fund Balance Policy.

1. Library Catalog Replacement Fund: This fund is established to account for replacement of the library catalog. The library catalog is an online database that organizes materials the library collects and identifies where these materials are located. The library catalog was last replaced in FY 2004-05. The fund is capped at $400,000 and should adequately address catalog replacement costs at a future date, yet to be determined. The balance in this category totals $400,000.

2. Remote Services/Bookmobile Replacement Fund: This fund is established to account for the special needs of remote or isolated customers who do not or are unable to obtain library services at a branch. The bookmobile was purchased in 2011 and has an estimated life of 10-12 years. The balance in this category totals $400,000.

3. New Building Fund: This fund is established to account for costs associated with the construction of new libraries. As outlined in the SMCL JPA Building Projects Policy (02.05.02), the SMCL JPA will support the construction of new libraries by providing part of the funding for interior furnishings, equipment, and collections in an amount based on the square footage of the facility. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals $3,500,000.

   Based on planning activities currently being conducted by several member cities, SMCL will need to provide the following estimated levels of funding to meet SMCL JPA Building Project Policy requirements:
   - New Pacifica Library - $1,740,000
   - New Half Moon Bay Library - $1,250,000
   - New Brisbane Library - $350,000

4. System Improvement Fund: This fund is established to account for projects that advance service delivery such as major technology improvements, facility renovations and major system-wide projects. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals $1,699,031.

5. Furniture and Equipment Replacement Fund: This fund is established to account for costs associated with purchases or replacement of furnishings and equipment. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals $2,500,000.

Excess ERAF is a significant factor in the growth of Reserves and the ability for the Library to implement one-time purchases and activities included in the budget. The Library is able to draw from cash reserves it has built over time to support significant one-time projects often in response to changes and service improvements made in the industry, or in response to decisions made by member cities to build and/or remodel library facilities and support the costs associated with interior furnishings, equipment, and collections. Given the Library's reliance on property taxes, the accumulation of Reserves also provides a safety cushion in lean fiscal years.

FY 2015-16 Budget Overview

The Budget Overview details significant changes from the FY 2014-15 Adopted Budget to the FY 2015-16 Recommended Budget by major classification category for both revenues and expenditures. Revenues are divided into descriptive categories including: Taxes, Use of Money and Property, Intergovernmental Revenues, Charges for Services, Interfund Revenue, Miscellaneous Revenue, and Fund Balance. Expenditures are divided into descriptive categories including: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers, and Agency Reserves/Capital Reserves.

Total Sources

Taxes ($21,752,464 to $23,589,164)
There is an increase of $1,836,700 in this funding source due primarily to projected growth of property tax revenue (account 1021), and amounts anticipated from the redistribution of RDA funds (accounts 1047, 1058). Excess ERAF is an unpredictable and unstable source of funding, therefore, only amounts anticipated from the prior fiscal year are budgeted; no assumptions are made beyond this. The amount budgeted in FY 2015-16 totals $1,800,000 (account 1046).

Use of Money and Property ($79,800 to $99,800)
There is an increase of $20,000 in this funding source. This revenue category primarily captures anticipated interest earnings on Reserves. Investments are made in several vehicles to lessen risk by diversifying the Library JPA's portfolio and include the San Mateo County Investment Pool and the State of California Local Agency Investment Fund, both of which strictly comply with state law limitations. Per the Investment Policy, a report is submitted annually to the JPA Governing Board on the status of the Library JPA's investment portfolio.

Intergovernmental Revenues ($159,600 to $180,572)
There is an increase of $20,972 in this funding source due primarily to amounts anticipated from the State to support literacy efforts (account 1871), and amounts anticipated from the redistribution of RDA funds (account 1977).

Charges for Services ($342,000 to $333,000)
There is a decrease of $9,000 in this funding source due primarily to a reduction in amounts collected from patron fines. Activities such as the Food for Fines Program have led to modest decreases in this revenue source, however are offset by an increase in patron access to library materials and the promotion of a positive community image (account 2291).

Interfund Revenue ($137,366 to $501,396)
There is an increase of $364,030 in this funding source primarily representing revenue transferring in from the Woodside Library Donor Fund to support the purchase of furniture and equipment related to the Woodside Library interior renovation project scheduled for completion in FY 2015-16 (account 2538). Other revenue in this category includes the contribution by the County, based on the terms established in the SMCL JPA Agreement, and used to offset facility maintenance costs associated with the County-owned East Palo Alto Library facility (account 2521).

Miscellaneous Revenue ($416,853 to $461,853)
There is an increase of $45,000 in this funding source due primarily to one-time grant support for early learning and literacy services (account 2655).

Fund Balance ($18,702,371 to $17,712,588)
There is a decrease of $989,783 in this funding source. Fund Balance reflects the carry forward of Reserves and unanticipated revenues and unspent appropriations projected at the close of the current fiscal year. The decrease reflects, in part, the use of Reserves in FY 2014-15 to support one-time activities. After June 30th, a final reconciliation is completed to account for actual revenues and expenditures and Fund Balance is adjusted at that time.

Total Requirements

Salaries and Benefits ($13,798,733 to $15,027,158)
There is an increase of $1,228,425 in this expenditure category due to a 3% negotiated cost of living adjustment, merit increases and benefit adjustments. Additional one-time extra-help support has also been included to assist with projects included in the FY 2015-16 budget. The authorized position count totals 121.

Services and Supplies ($23,429,906 to $27,887,329)
There is an increase of $4,457,423 in this expenditure category due primarily to one-time activities budgeted for FY 2015-16 and described on pages 15-16 of this report. Support costs transferred to each of the branch libraries total $14,946,261 (account 5872). The corresponding transfer of these costs is described below in Intrafund Transfers. Costs associated with support provided by the Peninsula Library System including materials delivery, oversight of the shared online library catalog, and costs related to databases and equipment maintenance agreements total $1,011,465 (account 5875). The collections and materials budget totals $2,200,000 (accounts 5931-5939).

Other Charges ($1,276,726 to $1,409,508)
There is an increase of $132,782 in this expenditure category. This expenditure category represents utilities, maintenance, insurance and costs associated with services provided by the County for activities including human resources and payroll support as well as contributions to Redwood City for services provided at the Fair Oaks Library and to Daly City for services provided on behalf of residents of unincorporated Broadmoor and Colma and totals $585,000 (account 6263).

Fixed Assets ($20,000 to $660,000)
There is an increase of $640,000 in this expenditure category to capture fixed asset purchases including two cargo vans to facilitate the delivery of large interactive equipment used to support hands-on learning, early literacy and children's programming provided throughout the system; and the purchase of outdoor interactive learning exhibits at library locations referred to as Learning Landscapes. Fixed assets are tangible assets valued at $5,000 or greater.

Other Financing Uses ($12,155 to $12,051)
There is a decrease of $104 in this expenditure category. This allocation represents charges associated with facility services provided at the East Palo Alto Library by the County Public Works Department.

Intrafund Transfers ($12,299,737 to $14,946,261)
There is an increase of $2,646,524 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. The distribution of these costs is based on a formula representing three equally weighted factors including circulation and walk-in use, property tax revenue, and population of each member's service area. Support costs include services provided by the following divisions: Administrative and Financial Services, Access Services, Automation Support Services, eBranch, Community Engagement Services, and Library Experience Services.

Agency Reserves/Capital Reserves ($15,352,671 to $12,828,588)
There is a decrease of $2,524,083 in this expenditure category to partially offset one-time purchases planned for FY 2015-16 and described on pages 15-16. In order to preserve the system's capital assets, funding allocated for projects and activities that have been determined financially significant enough to be separated and/or anticipated in the future are maintained in the Capital Reserves Budget (account 8811). As detailed in the Fund Balance Policy, the balance of Agency Reserves (account 8611) represents 20% of Net Appropriations (less one-time items). This contingency is maintained in the event of economic uncertainties, emergencies, and unanticipated funding losses. Excess ERAF is a significant factor in the growth of Reserves and a key driver in the ability for the Library to make major one-time purchases.

FY 2015-16 Budget Summary View

		FY 2013-14 Actuals	FY 2014-15 Adopted	FY 2014-15 Change	FY 2015-16 Recommended
Sources					
1000	Taxes	22,837,308	21,752,464	1,836,700	23,589,164
1500	Use of Money and Property	101,845	79,800	20,000	99,800
1600	Intergovernmental Revenues	320,188	159,600	20,972	180,572
2000	Charges for Services	524,595	342,000	(9,000)	333,000
2500	Interfund Revenue	135,028	137,366	364,030	501,396
2600	Miscellaneous Revenue	811,348	416,853	45,000	461,853
	Total Revenue	**24,730,312**	**22,888,083**	**2,277,702**	**25,165,785**
333	Fund Balance	16,171,064	18,702,371	(989,783)	17,712,588
	TOTAL SOURCES	**40,901,376**	**41,590,454**	**1,287,919**	**42,878,373**
Requirements					
4000	Salaries and Benefits	12,470,002	13,798,733	1,228,425	15,027,158
5000	Services and Supplies	17,360,105	23,429,906	4,457,423	27,887,329
6000	Other Charges	1,225,228	1,276,726	132,782	1,409,508
7000	Fixed Assets	13,158	20,000	640,000	660,000
7500	Other Financing Uses	11,943	12,155	(104)	12,051
	Gross Appropriations	**31,080,436**	**38,537,520**	**6,458,526**	**44,996,046**
8000	Intrafund Transfers	(8,881,431)	(12,299,737)	(2,646,524)	(14,946,261)
	Net Appropriations	**22,199,005**	**26,237,783**	**3,812,002**	**30,049,785**
8500	Agency Reserves	3,755,526	4,046,210	283,347	4,329,557
8700	Capital Reserves	14,946,845	11,306,461	(2,807,430)	8,499,031
	TOTAL REQUIREMENTS	**40,901,376**	**41,590,454**	**1,287,919**	**42,878,373**
	Salary Resolution	121.00	121.00	0.00	121.00
	Funded Full-Time Equivalent (FTE)	106.90	106.90	1.78	108.68

FY 2015-16 Budget Detail View

		FY 2013-14 Actuals	FY 2014-15 Adopted	FY 2015-16 Change	FY 2015-16 Recommended
Sources					
1021	Current Yr Secured	15,822,802	16,775,000	1,147,000	17,922,000
1024	PY Secured Redemption	22,640	45,000	0	45,000
1031	Current Yr Unsecured	912,909	925,000	20,000	945,000
1033	Prior Yr Unsecured	(24,905)	15,000	0	15,000
1041	CY SB 813 Secured Supplemental	455,704	330,000	100,000	430,000
1042	CY SB 813 Unsec Supplemental	21,583	10,000	0	10,000
1043	PY SB 813 Redemption	8,710	11,000	0	11,000
1045	PY SB 813 Unsecured Supplemental	3,365	2,000	0	2,000
1046	ERAF Rebate	3,310,536	1,500,000	300,000	1,800,000
1047	Former RDA-Residuals	458,634	425,000	125,000	550,000
1058	Former RDA - Pass Through Payments	333,866	325,000	55,000	380,000
1129	Property Tax In Lieu of VLF	183,164	183,164	0	183,164
1135	Sales and Use Tax - Measure A	1,328,300	1,206,300	89,700	1,296,000
1000	**Taxes**	**22,837,308**	**21,752,464**	**1,836,700**	**23,589,164**
1521	County Pool Interest Earned	84,700	75,000	5,000	80,000
1525	LAIF Interest Earned	12,389	0	15,000	15,000
1556	County Land/Buildings Rentals	4,756	4,800	0	4,800
1500	**Use of Money and Property**	**101,845**	**79,800**	**20,000**	**99,800**
1661	Highway Property Tax Rental	1,030	900	100	1,000
1831	Homeowners Property Tax Relief	105,230	110,000	5,000	115,000
1868	Timber Tax Yield Guarantee	1,750	1,200	1,000	2,200
1871	State Aid	47,611	47,500	4,872	52,372
1977	Former RDA - Other Revenues	164,567	0	10,000	10,000
1600	**Intergovernmental Revenues**	**320,188**	**159,600**	**20,972**	**180,572**
2291	Library Fees & Fines	370,960	330,000	(20,000)	310,000
2451	Misc Services to Cities	153,635	12,000	11,000	23,000
2000	**Charges for Services**	**524,595**	**342,000**	**(9,000)**	**333,000**
2521	IFR - General Fund	135,028	137,366	(970)	136,396
2538	IFR - Library Donor Fund		0	365,000	365,000
2500	**Interfund Revenue**	**135,028**	**137,366**	**364,030**	**501,396**
2631	Sale of Literature	4,900	7,000	(2,000)	5,000
2643	Bad Debt Recoveries	134,433	0	0	0
2645	SDI Payments	18,507	50,000	(10,000)	40,000
2646	Donations	19,345	142,248	0	142,248
2647	Friends Donations	215,532	182,605	0	182,605
2655	Other Foundation Grants	1,120	10,000	57,000	67,000
2658	All Other Miscellaneous Revenue	417,511	25,000	0	25,000
2600	**Miscellaneous Revenue**	**811,348**	**416,853**	**45,000**	**461,853**
	Total Revenue	**24,730,312**	**22,888,083**	**2,277,702**	**25,165,785**
333	Fund Balance	16,171,064	18,702,371	(989,783)	17,712,588
	TOTAL SOURCES	**40,901,376**	**41,590,454**	**1,287,919**	**42,878,373**

FY 2015-16 Budget Detail View

		FY 2013-14 Actuals	FY 2014-15 Adopted	FY 2015-16 Change	FY 2015-16 Recommended
Requirements					
4110	Permanent Salaries	7,151,413	7,713,350	866,540	8,579,890
4160	Extra Help Salaries	963,571	1,160,000	450,000	1,610,000
4310	Retirement Contributions	3,016,449	3,408,014	(19,625)	3,388,389
4410	Employment Group Insurance	1,195,014	1,372,989	(62,758)	1,310,231
4450	Unemployment Insurance	60,845	57,554	(14,925)	42,629
4510	Worker Comp Experience Contribution	61,124	63,826	(6,759)	57,067
4610	Other Benefits	21,586	23,000	15,952	38,952
4000	**Salaries and Benefits**	**12,470,002**	**13,798,733**	**1,228,425**	**15,027,158**
5184	SMCL Donor Revenue Set Aside	1,890,903	1,880,000	145,000	2,025,000
5190	Office Expenses	148,714	130,500	(2,000)	128,500
5198	Donations Funded Services	25,549	142,248	0	142,248
5199	Friends Funded Services	153,932	182,605	0	182,605
5212	Computer Equipment	398,096	571,400	498,500	1,069,900
5215	eBranch License/Maintenance Expense	54,269	278,050	10,500	288,550
5234	Furniture & Equipment	743,271	350,000	1,890,000	2,240,000
5331	Memberships	12,770	12,000	0	12,000
5343	Advertising Expense	2,063	1,000	0	1,000
5426	Other General Equipment Maintenance	3,427	76,700	(68,000)	8,700
5430	Facilities Maintenance	92,101	97,000	0	97,000
5712	Mileage Allowance	12,058	12,100	0	12,100
5721	Meetings & Conference Expense	60,573	125,000	0	125,000
5722	Employee Expense Reimbursement	22,243	25,000	0	25,000
5854	Contract Library Services	30,100	89,800	(34,800)	55,000
5856	Promotional Materials & Print Costs	50,788	57,500	300,000	357,500
5858	Other Professional Contract Services	721,144	1,455,208	(1,025,208)	430,000
5866	Fingerprinting Processing	3,266	1,000	9,000	10,000
5872	Cost Applied Support Charges	8,881,431	12,299,737	2,646,524	14,946,261
5875	Interagency Agreements - PLS Services	798,107	935,258	76,207	1,011,465
5876	Centrally Planned Programming	48,968	175,000	(50,000)	125,000
5926	Alcohol/Drug Testing	242	500	0	500
5927	Program Activities Expense	258	10,000	57,000	67,000
5931	Print Materials - Adult	394,400	540,000	(120,000)	420,000
5932	Print Materials - Children	245,462	415,000	55,000	470,000
5933	Videos - Children	45,529	50,000	0	50,000
5934	Print Materials - Serials	180,242	190,000	(48,000)	142,000
5936	Audio Materials	123,600	146,000	(76,000)	70,000
5937	Videos - Mature Material	144,898	220,000	(76,000)	144,000
5938	Digital Materials	387,995	470,000	320,000	790,000
5939	World Language Materials	98,442	164,000	(50,000)	114,000
5942	Other Library Expense	256,964	621,000	(90,000)	531,000
5969	Other Special Dept Expense - Measure A	1,328,300	1,706,300	89,700	1,796,000
5000	**Services and Supplies**	**17,360,105**	**23,429,906**	**4,457,423**	**27,887,329**

FY 2015-16 Budget Detail View

		FY 2013-14 Actuals	FY 2014-15 Adopted	FY 2015-16 Change	FY 2015-16 Recommended
6263	Redwood City, Daly City Contributions	533,252	550,000	35,000	585,000
6265	Commute Alternative Incentive	0	1,000	0	1,000
6712	Telephone Service Charges	42,071	45,000	15,000	60,000
6713	Automation Services-ISD	42,463	45,000	71,000	116,000
6714	County Facility Rental Charges	123,085	125,211	(866)	124,345
6715	Other Facilities Maintenance Charges	896	20,000	(15,000)	5,000
6717	Motor Vehicle Mileage Charges	31,232	34,000	23,300	57,300
6724	Auto Liability Insurance	687	1,630	(217)	1,413
6725	General Liability Insurance	85,479	88,282	736	89,018
6727	Official Bond Insurance	2,984	3,082	26	3,108
6728	County Property Insurance	32,355	36,356	1,576	37,932
6733	Human Resources Services	3,909	3,905	167	4,072
6734	Motor Vehicle Replacement Charge	5,272	4,000	(3,256)	744
6738	Countywide Security Services	4,112	4,500	2,055	6,555
6821	A-87 Expense	317,431	314,760	3,261	318,021
6000	**Other Charges**	**1,225,228**	**1,276,726**	**132,782**	**1,409,508**
7311	Fixed Assets - Equipment	13,158	20,000	640,000	660,000
7000	**Fixed Assets**	**13,158**	**20,000**	**640,000**	**660,000**
7548	Facility Maintenance Charge	11,943	12,155	(104)	12,051
7500	**Other Financing Uses**	**11,943**	**12,155**	**(104)**	**12,051**
	Gross Appropriations	**31,080,436**	**38,537,520**	**6,458,526**	**44,996,046**
8142	Intrafund Transfers	(8,881,431)	(12,299,737)	(2,646,524)	(14,946,261)
8000	**Intrafund Transfers**	**(8,881,431)**	**(12,299,737)**	**(2,646,524)**	**(14,946,261)**
	Net Appropriations	**22,199,005**	**26,237,783**	**3,812,002**	**30,049,785**
8611	Agency Reserves	3,755,526	4,046,210	283,347	4,329,557
8500	**Agency Reserves**	**3,755,526**	**4,046,210**	**283,347**	**4,329,557**
8811	Capital Reserves	14,946,845	11,306,461	(2,807,430)	8,499,031
8700	**Capital Reserves**	**14,946,845**	**11,306,461**	**(2,807,430)**	**8,499,031**
	TOTAL REQUIREMENTS	**40,901,376**	**41,590,454**	**1,287,919**	**42,878,373**
	Salary Resolution	121.00	121.00	0.00	121.00
	Funded Full-time Equivalent (FTE)	106.90	106.90	1.78	108.68

fiscal year 2015-2016 recommended budget

SAN MATEO COUNTY LIBRARY
Connect. Discover. Evolve.

MEMO

To:	Library JPA Operations Committee
From:	Anne-Marie Despain, Director of Library Services
Date:	April 21, 2015
Meeting Date:	April 28, 2015
Re:	Director's Report

BACKGROUND:

This report summarizes significant library operations and program activities that have occurred since the February 9th joint meeting of the Operations Committee and the Governing Board.

LIBRARY PROJECTS:

Atherton Library Project
The Atherton Civic Center Advisory Committee 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. At their March 2nd meeting, the CCAC confirmed their recommendation of the architecture firm, WRNS Studio. The agreement for Civic Center design services was subsequently awarded to WRNS at the March 18th City Council meeting. The architects are currently working with the CCAC addressing initial project implementation issues, beginning work on site planning, and programming spaces in the library. The CCAC Outreach Committee is planning a series of design charrettes and neighborhood meetings this spring and summer to gather community input.

Half Moon Bay Library Project
At their February 3rd Study Session, the Half Moon Bay City Council approved a resolution directing Staff to move ahead with planning a new Half Moon Bay Library funded by a 30-year General Fund Lease. City Staff was directed to begin the process of selecting a Project Construction Management firm to oversee the selection of an architect to prepare construction documents. Additionally, the Friends of the Half Moon Bay Library are beginning work on their capital campaign and have announced a $2 million goal to support construction of the new library.

Woodside Library Improvement Project
At their March 24th meeting, the Woodside Town Council reviewed the project costs for the Woodside Library construction project and directed staff to prepare the plans and specifications to advertise for construction bids. The Town is working with Nova Partners, a local construction management firm, on cost estimates for the project currently estimated at $3.2 million. Town Staff is currently working with Library staff and the Friends of the Woodside Library, reviewing final design concepts for the construction documents that will be included in the bid package.

Brisbane Library Project
At their February 5th meeting, the Brisbane City Council discussed the new library and gave approval to a proposed financing plan, selected the "5 Star" site on Visitacion Avenue, and accepted the building program developed by Library staff. City staff followed up at the April 2nd Council meeting by presenting recommendations passed by the Facilities Subcommittee, including publishing a request for Statement of Qualifications (SOQ) from interested architect and engineering firms, and creating a library planning stakeholder group composed of members from the City Council, City staff, Library staff, the Friends of the Brisbane Library, the Brisbane Elementary School District, the Mothers of Brisbane, and the Brisbane Educational Support Team – Parent Teacher Organization. City staff will issue a RFP for architectural services to firms selected in the SOQ process and top candidates will present design concepts to the stakeholder group and the City Council for final approval.

PROGRAMS AND SERVICES:

New Hours at Pacifica Libraries
As of April 13th, the two libraries located in Pacifica have reduced service hours. Previously, the Sanchez Library and the Sharp Park Library were open a combined total of 74 hours per week; 60 hours were funded by San Mateo County Library per the Library JPA Agreement, and the extra 14 hours had been cost-shared and funded in part by the Library and the City of Pacifica. Due to budget cuts, the City of Pacifica is no longer able to fund the additional hours. In order to minimize the community impact of the reduced hours, the Library conducted a public survey and asked which days and hours they and their families were most and least likely to use the libraries. The Library received over 700 responses. In addition to this public input, library usage data and operational issues were considered, as well as the availability of hours and schedules at nearby libraries.

The Pacifica Sharp Park Library is now open from 12-8 on Tuesdays and Wednesdays, 10-5 on Thursdays and Saturdays, and closed Mondays and Fridays. The Pacifica Sanchez Library is now open from 12-8 on Mondays, 10-6 on Wednesdays, 10-5 on Fridays and Saturdays, and closed on Tuesdays and Thursdays. The resulting schedule was designed to minimize overlapping service hours between the two libraries.

Foster City Library Solar Project and Closure
Last fall, the City of Foster City announced the launch of a solar construction project for the Library and Community Center building. The project includes installing solar panels on the roof of the building and the parking lot. Construction began in December and will be completed this month. The switch over to solar energy will necessitate the need to replace the transformer and shut off all electricity to the building on Wednesday, April 29th. For safety reasons, the City has decided to close the building and the community has been notified of the closure. Once the solar panels are up and operating, electricity costs at the facility will be significantly reduced by up to 85%.

WiFi Hotspots
In an effort to expand access and bridge the digital divide in San Mateo County, the Library is embracing a new model for public Internet access by working with commercial wireless carriers to extend Internet access to patrons who don't have broadband at home. This new service will enable hundreds of households to continue education activities at home, gain access to important information and resources, build digital confidence, and take advantage of online opportunities to contribute and participate in civic activities. This program provides 24/7 access to those who are currently limited to using the Internet at a physical library facility during a once-a-day, 2-hour time slot, allowing them to continue to learn, work, explore, and create even after the library is closed.

The program, which allows library patrons to check out WiFi hotspots and laptop combos just like they would a book, has been added as part of the Library's popular In Luck collection. As with other In Luck items, the WiFi hotspots will be available on a first-come, first-served basis for a one-week check out. Funding for this program was provided in part by an Innovation Grant from the Pacific Library Partnership and by generous donations from providers Mobile Beacon and TechSoup.

Talk Read Sing
San Mateo County Library and the LENA Research Foundation are launching an initiative to address the cycle of poverty by encouraging parents to increase the quantity and quality of language spoken with their children. The Library's Talk Read Sing program begins on May 5th in both East Palo Alto and Half Moon Bay, with plans to expand the program in the future.

Talk Read Sing is founded on Smarter Happier Baby classes that help parents of infants and toddlers close the "talk gap." Research indicates that achievement gaps result because underprivileged children tend to experience millions fewer words and conversations than more affluent children during these critical early years. Patented LENA technology records language throughout a child's day, then translates the recording into data that shows parents how much they are talking so they can see how they are progressing. Smarter Happier Baby adds an instructional program consisting of eight one-hour, motivational parent group sessions that use engaging videos, presentations, and written materials in both English and Spanish. Focused on parent behavior change, the program encourages reading with children, singing with them, and using "Talking Tips" to increase interactive language throughout the day. Take-home materials include free books for shared reading with children. Graduates of the eight-week sequence return for monthly reinforcement sessions for up to a year.

San Mateo County Library's Talk Read Sing initiative marks the first large-scale adoption of the LENA Start model, developed by the LENA Research Foundation through more than two years of piloting with parents.

ORGANIZATION:

Peninsula Library System Executive Director
In January, Linda Crowe, Executive Director of the Peninsula Library System (PLS), the consortium of public and community college libraries in San Mateo County, announced her retirement. A pioneer on national and state digital initiatives, including leading a national task force focused on equal access to electronic resources, Linda has worked for over three decades to develop a number of library networks for California. In addition to her work responsibilities for PLS, she also served as Director of its affiliated partners, the Pacific Library Partnership, a California Library Service Act system, and Califa, a 501(c)(3) not for profit membership organization that provides services and programs to more than 220 libraries throughout California.

The Peninsula Library System was pleased to announce the appointment of Susan Hildreth who assumed the Executive Director position on March 1st. Before joining PLS, Susan was the Director of the Institute of Museum and Library Services in Washington, DC, a federal agency that provides support for the nation's museums and libraries. Hildreth's prior experience includes serving as the City Librarian with the Seattle Public Library; State Librarian with the California State Library, and City Librarian with the San Francisco Public Library. She has held leadership positions with many professional and community organizations. She holds a Master's of Business Administration from Rutgers University, a Master's in Library Science from State University of New York, and a Bachelor of Arts from Syracuse University.

Donor Fund Subcommitee
In May 2014 the Governing Board approved the formation of a Library Donor Funds Subcommittee. The Subcommittee was tasked with developing recommendations for the Governing Board to consider regarding alternative Donor Fund allocation models, determination of minimum library service hours, and lack of clarity in the Library JPA Agreement.

The Subcommittee has met three times to review information and explore alternatives. Responding to the significant accumulation of library district revenue restricted for the operation of three libraries and the limitations this presents for service improvements throughout the system, Subcommittee members have reviewed several alternative Donor Funds allocation models. The Subcommittee is still actively engaged and in the midst of fulfilling the charge established by the Governing Board, however members agreed that local discussions may start to occur.

The Subcommittee is committed to recommending a solution that finds a balance whereby member cities are not negatively impacted, yet the Library JPA is strengthened and able to move toward a solution that embraces the original intent and purpose of a County Free Public Library district. A recommendation to the Governing Board is expected later this year or early 2016. Library district revenue, regardless of whether it is restricted or not, remains under the authority of the Library JPA Governing Board.

Employee Engagement Survey
The Library participated in the County's fourth annual survey on countywide employee engagement. A total of 127 library employees participated in the survey. Overall, engagement levels remained high, with:

- 85% of library employees indicating agreement or strong agreement that their work gives them a feeling of accomplishment (an increase of 2% from last year)
- 84% indicating that they are provided with opportunities to do meaningful work (an increase of 2% from last year)
- 78% rating their overall experience working for the Library as good or very good (an increase of 12% from last year)
- 89% saying they would recommend the Library as a great place to work (an increase of 15% from last year)

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 January, staff "pitched" their ideas for the FY 2014-15 Pitch It cycle, and all staff had an opportunity to participate by voting online and in person for their favorite ideas. Funded proposals include a month long Comic Arts Fest program, a workshop series that partners teens and seniors to archive historical stories and artifacts, the creation of storytime kits for families and child care centers to check out in order to promote early literacy skills in children ages 2-5, and a library bike to support additional outreach efforts at special events.

Personnel News
I am pleased to announce the following promotions of SMCL staff:

Emmanuel Landa has been promoted to Community Program Specialist for the Youth, Outreach, Literacy and Learning Division. Emmanuel received his degree from Santa Clara University where he studied Spanish Literature and Sociology with an emphasis in Human Services. Bilingual in

English and Spanish, he greatly enjoys working with youth and parents. Emmanuel has worked at the East Palo Alto Library for over nine years and has been instrumental in providing opportunities for youth to improve their academic and emotional skills via the Quest program.

Jennifer Luayon has been promoted to Circulation Supervisor at the Foster City Library. Jennifer has a Bachelor's in Psychology from San Jose State University and 19 years of library experience in both public and school settings. Before coming to SMCL, she worked at the San Jose Public Library in a variety of classifications, gaining technical experience in most areas of library services. While at SJPL, she also had the opportunity to plan and provide a variety of programs such as weekly storytimes, craft programs for all ages, adult programming, and outreach to local schools. In her recent three years with SMCL, she has overseen a robust core of volunteers, worked on different system-wide committees, and most recently held the positions of Senior Library Assistant and Acting Circulation Supervisor at the San Carlos Library.

Jenna Varden has been promoted to Community Services Librarian at the Pacifica Libraries. Jenna has a Bachelor's degree in Creative Writing and Sociology from Denison University in Ohio, and a Master's degree in Library Science from San Jose State University. She has worked for the San Mateo County since 2008, when she started as an Aide at the Foster City Library. In her recent work as a Library Assistant at the Brisbane Library, she helped to expand afterschool crafts, managed the teen collection, worked on the Facebook page, and created a number of original seasonal book displays.

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

Joanna M. Arteaga La Spina has been appointed Community Program Specialist for the Youth, Outreach, Literacy and Learning Division. Joanna has a Bachelor's degree in Psychology and a minor in Holistic Health from San Francisco State University (SFSU). She also graduated from the Legal Court Interpreting Program at the SFSU College of Extended Learning. Joanna has held professional positions in the field of Social Work for over 12 years. Some of her experience was gained in the nonprofit sector as a Family Advocate at the Central American Resource Center and at Family Mosaic Project in San Francisco, as well as in the government sector as a Victim Advocate at the Victim Services division of the San Mateo County District Attorney's Office. Joanna is bilingual and bicultural, having academic and cultural backgrounds in both English and Spanish.

Josue De Avila has been appointed Community Program Specialist at the East Palo Alto Library. Josue has a Bachelor's degree from UC Berkeley in Conservation and Resource Studies and a Master's degree in Health Care Administration from CSU East Bay. He has worked as a case manager for Community Solutions, a non-profit organization specializing in the development and safety of adults, children and at-risk youth, and connecting families to resources and establishing community relationships. Recently, as a Health Benefits Analyst for San Mateo County, Josue connected clients to the vast resources available in the County and provided guidance through the Covered California enrollment system. In his recent work he primarily worked with families, but Josue has also mentored teens as a residential advisor for the Level Playing Field Institute. Josue is bilingual and is certified in administering the Child Adolescent and Strength Needs Assessment.

Denise Garcia has been appointed Associate Management Analyst for the Administrative Services Division where she will be providing assistance in the areas of performance management, strategic planning, policy development and contract services. Denise received her Master's Degree in Public Administration from California State Polytechnic University. Most recently, Denise worked for the Riverside County Department of Mental Health where she served as a Social Service Planner and Community Resource Specialist. She has a broad spectrum of administrative experience in the areas of data and performance management, project coordination and contract services.