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**Joint Powers Authority Governing Board**

Rick DeGolia, Atherton

Charles Stone, Belmont (Vice Chair)

Lori Liu, Brisbane

Donna Rutherford, East Palo Alto

Gary Pollard, Foster City

Rick Kowalczyk, Half Moon Bay

Reuben Holober, Millbrae

Mike O'Neill, Pacifica

Maryann Derwin, Portola Valley

Cameron Johnson, San Carlos

Carole Groom, San Mateo County

Anne Kasten, Woodside (Chair)

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**San Mateo County Libraries Joint Powers Authority****Governing Board Agenda****May 22, 2017, 8:15 a.m.****Library Administration, 125 Lessingia Court, San Mateo****Alternate Location: 3900 Riviera Drive, San Diego, CA 92109**

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|--|-------------|
| <b>I. Call To Order</b>                                      | Action      |
| <b>II. Public Comments</b>                                   | Information |
| <b>III. Approval of the February 6, 2017 Minutes</b>         | Action      |
| <b>IV. Introduction to the Recommended Budget FY 2017-18</b> | Action      |
| <b>V. Board Announcements</b>                                | Information |
| <b>VI. Adjournment</b>                                       | Action      |

**2017 Governing Board Meetings: June 12, September 18, November 6****2017 Operations Committee Meetings: June 6, September 12, October 31**

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 [www.smcl.org](http://www.smcl.org).



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San Mateo County Libraries Joint Powers Authority  
Governing Board Meeting  
Minutes of February 6, 2017

Board Members Present:

Anne Kasten, Woodside (Chair)  
Charles Stone, Belmont (Vice Chair)  
Rick DeGolia, Atherton  
Lori Liu, Brisbane  
Donna Rutherford, East Palo Alto  
Reuben Holober, Millbrae  
Mike O'Neill, Pacifica  
Maryann Derwin, Portola Valley  
Cameron Johnson, San Carlos  
Carole Groom, San Mateo County

Staff Present:

Anne-Marie Despain  
Nicole Pasini  
Carine Risley  
Danae Ramirez  
Karina Labrenz  
Amanda Kim

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- I. Call to Order. The meeting was called to order at 8:24 a.m.
  - II. Public Comments. None.
  - III. New Members Welcome and Recognition of Outgoing Members. Chair Kasten recognized outgoing member Marina Fraser who was awarded a Certificate of Appreciation and a Book Certificate for her 12 years of service on the Board.
  - IV. Approval of the November 7, 2016 Minutes. Meeting minutes approved without changes (MSP: Stone/Johnson).
  - V. FY 2016-17 Mid-Year Report. Director Despain provided an overview of the FY 2016-17 Mid-Year Report and highlighted several services and activities which were implemented to meet the needs of the community. Director Despain introduced Financial Services Manager Ramirez who gave an update on the financial status of the Library and projections for next year. The FY 2016-17 Adopted Budget totals \$47,954,962; Expenditures total \$33.8 million and Reserves \$14.0 million. Revenue from property taxes is estimated to increase by approximately 5% or \$1 million in FY 2017-18. Member DeGolia asked about the rate of return for SamCERA and the allocation of the \$9M Reserves. Recommendations for future goals include: continuing support for summer learning camps, up-to-date collections, equity-based programs, innovations like the Lookmobile, bringing the library outside to community events, partnering with other community based organizations, and celebrating San Mateo County's rich history.

Motion: Recommend JPA Governing Board accept the FY 2016-17 Mid-Year Report and direct staff to move forward with the development of the FY 2017-18 Recommended Budget. Passed (MSP: Rutherford/DeGolia).

- VI. Edge Technology Assessment Report. Deputy Director Pasini provided an overview of the Edge Technology Assessment Report. The Edge Technology Assessment is a set of strategic areas with benchmarks that fall into the three strategic areas of Community Value, Engaging the Community and Organizational Management. The Library took the assessment in 2013, and again in 2016, improving 27%, and scoring 805 points out of a possible 1,000 which was also higher than the peer average. 2,100 libraries participated in 2016. Past improvements included more complex technologies, more bandwidth, expanded online resources and more WiFi hotspots. The Performance Measures the Library used are now being broadened to include more impactful measures and are in line with the new Strategic Plan. Future areas of improvement are on-going surveying of the community and improving technology resources for people with disabilities.

Motion: Recommend JPA Governing Board accept the Edge Technology Assessment Report. Passed (MSP: Liu/Rutherford).

- VII. Director's Report. Director Despain provided a brief overview of the report, highlighting the Lookmobile; the Makerspace Master Plan; the DIY Home Energy Saving Kit, scheduled to be available on April 21; the Book Rich Environments Initiative in collaboration with the San Mateo County Housing Authority; and the Employee Engagement survey. Director Despain introduced Carine Risley, who had been promoted from Library Services Manager, Youth Services, to Deputy Library Director; and introduced new staff Danae Ramirez, Financial Services Manager; and Amanda Kim, Communications Manager.
- VIII. Governing Board Members Announcements. Chair Kasten remembered and recognized Kevin Starr, former CA State Librarian, premier historian and ambassador for the State, who had died on January 14 (see appended note "Remembering Kevin Starr").
- IX. Adjournment. The meeting adjourned at 9:25 a.m.

Remembering Kevin Starr  
Anne Kasten, JPA Chair, San Mateo County Libraries

Former California State Librarian Kevin Starr died on January 14, 2017, in San Francisco. He was 76. Starr is deemed the pre-eminent historian of the Golden State. Librarians will remember him as someone who loved California and was a passionate advocate for libraries.

- Born in 1940, Kevin Starr was a fourth-generation San Franciscan of Irish descent. He spent part of his childhood in an orphanage and was on his own by age 14. He got his undergraduate degree in 1962 from the University of San Francisco and his doctorate from Harvard seven years later.
- A University Professor and Professor of History at the University of Southern California, Starr researched and wrote "Americans and the California Dream," a series of books considered the definitive account of the California story.
- After being appointed city librarian of the San Francisco Public Library, he earned a master's degree in library science from the University of California, Berkeley, in 1974.
- In 1994, Gov. Pete Wilson named him state librarian, a post he held for 10 years. Within four years of being appointed, he increased the state library's budget by 65 percent and initiated far-reaching programs, including Proposition 14, a bond measure that authorized \$350 million for library construction.
- In 2001, the state legislature passed Assembly Bill 1723, known as the Kevin Starr Access to Information Act, enabling visually impaired people to call a toll-free number to have volunteers read the news to them. He also signed the agreement that created the African American Museum and Library in Oakland and was instrumental in creating the California Center for the Book.
- He achieved funding for the permanent headquarters of the Sutro Library in the J. Paul Leonard Library of San Francisco State University.
- He implemented the California Civil Liberties Education Program, the California Cultural and Historic Endowment Program, and helped establish the California Newspaper Project, a repository of digitized California newspapers from 1846 to the present.
- Kevin Starr received many honors during his lifetime. When he retired as state librarian in 2004, then-Gov. Schwarzenegger named him state librarian emeritus. Pres. Bush awarded him the National Humanities Award in 2006, and he was inducted into the California Hall of Fame in 2010.
- In a statement, Gov. Brown said: "Kevin Starr chronicled the history of California as no one else. He captured the spirit of our state and brought to life the characters and personalities that made the California story. His vision, like California itself, was bigger than life."
- Newspaper articles:  
<http://www.sfchronicle.com/bayarea/nativeson/article/Kevin-Starr-renowned-historian-lived-and-loved-10873401.php>  
<http://www.latimes.com/books/jacketcopy/la-et-jc-kevin-starr-deverell-20170117-story.html>  
[https://www.nytimes.com/2017/01/16/us/kevin-starr-dead-california.html?\\_r=0](https://www.nytimes.com/2017/01/16/us/kevin-starr-dead-california.html?_r=0)  
<http://lj.libraryjournal.com/2017/02/people/remembering-kevin-starr-ca-state-librarian/#>



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To: JPA Governing Board  
From: Anne-Marie Despain, Director of Library Services  
Danae Ramirez, Financial Services Manager  
Date: May 17, 2017  
Meeting: May 22, 2017  
Re: Introduction to the Recommended Budget FY 2017-18

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## Background

San Mateo County Libraries is a Joint Powers Authority 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.

### Budget Process

The budget process involves the distribution of resources and services that meet performance objectives as identified by library 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 strive to provide the best and most relevant information in an easily understandable format. Information about San Mateo County Libraries accomplishments, performance and priorities 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

## Discussion

### Budget Priorities

The FY 2017-18 Recommended Budget prioritizes and distributes resources to support Strategic Goals that are in-line with the 2015-2020 Strategic Plan approved by the Governing Board in September 2015. The Strategic Plan is not only visionary and directional, it is also flexible, allowing the Library to allocate resources as community needs change over time. Resource distribution in FY 2017-18 builds upon the successes of the prior year and includes investments in technology and innovation, experiential learning, improving access to services, and fostering partnerships and collaborations. Investment in critical programs and services, and decision-making tied to best practices and measureable results, ensure that the Library is meeting or exceeding the level and quality of service the public expects.

Priorities for FY 2017-18 include launching and beginning implementation of the Maker Space Master Plan, designing and creating two new mobile learning libraries to better connect with community members who are not regular library users and implementing community conversation programs to encourage civic engagement. Digital collections, technology lending programs, and WiFi access will be expanded this year, as well as Summer Camps to help Kindergartners through third graders improve reading proficiency. Budget priorities also include the development of plans to improve assistive technology services, evaluate out-of-school time programs, establish fundraising goals for the system, and support community efforts to preserve and share local history. The Library intends to continue to prioritize building projects in Atherton, Brisbane, East Palo Alto, and Pacifica. Additionally, the Recommended Budget includes funding to ensure the Half Moon Bay Library is beautifully furnished and equipped at its scheduled opening in 2018.

### Budget Highlights

The proposed FY 2017-18 Recommended Budget is balanced and demonstrates that the Library is well positioned to operate within available resources now and into the foreseeable future.

Total Sources and Total Requirements in the FY 2017-18 Recommended Budget are \$45,057,251. Total Revenue increased by \$1,977,927 to \$29,667,485. The total operating budget, or Net Appropriations, is \$34,728,444. Salaries and benefits comprise the Library's largest expense and **represent** \$17.8 million or 51% of the total operating budget. The budget also includes recommendations for one-time projects and activities in the amount of \$8,600,206 which contribute to improved service delivery and are funded by one-time sources. In FY 2017-18, the Library is proposing to use \$3,742,180 in Capital Reserves toward one-time expenses.

The FY 2017-18 budget sets ambitious but achievable goals that foster the Library's continued leadership in our communities. San Mateo County Libraries takes pride in developing a budget that is sustainable, realistic, aligns with system strategies, and ensures a strong foundation for future budgets. Finally, the 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 2017-18 Recommended Budget.

### [Recommendation](#)

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

### [Attachment](#)

FY 2017-18 Recommended Budget



San Mateo  
County  
Libraries

# Recommended Budget

## Fiscal Year 2017-18



# San Mateo County Libraries Overview

## **Mission**

San Mateo County Libraries strengthen our community by creating an inclusive sense of place and environment for learning.

## **Vision**

San Mateo County Libraries ignite growth through transformative experiences.

## **Overview**

San Mateo County Libraries are incomparable destinations for learning and growth. Each of our twelve libraries is part of a larger family offering worlds of discovery. We continually assess the needs of our users, responding with thoughtfully designed programs and services that enrich lives and uplift the community.

More than 165,000 community members, or 58% percent of the service population, have library cards, and more than two million people visit us in person annually. Through innovative outreach and mobile services, enriching experiences are also delivered beyond our library buildings.

Our residents comprise a diverse collection of individuals, and our services reflect that. We host over 12,000 events each year, curating programming that provides high-quality learning experiences. We are readers and educators at our core, a library tradition we will always embrace as champions of early literacy and exploration at every stage of life.

Our physical and digital collections include nearly one million items and are always growing. We are evolving, too, making the most of every opportunity for innovation and advancement in technology. As one of the largest providers of free internet access in the County, we are equipped with wireless service and hundreds of public computers connected to a 1Gbps network, as well as have laptops, tablets and WiFi hotspots available for checkout.

San Mateo County Libraries provide unmatched services to our community, and we are consistently ranked as one of the best libraries in the nation.

# San Mateo County Libraries Overview

## History and Governance

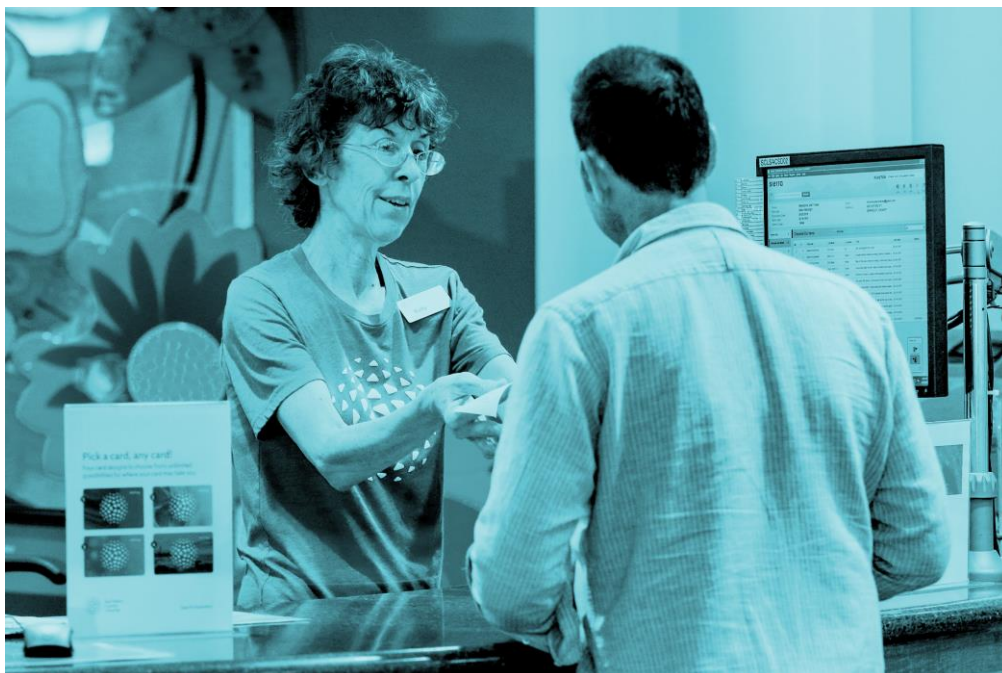
Originally established by the San Mateo County Board of Supervisors in 1912 as a County Free Public Library, the San Mateo County Library Joint Powers Authority (JPA) was established in 1999. The Library JPA is comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the County.

Under the authority of California's County Free Library Law of 1911, County Free Public Libraries are special districts tasked with providing public library service within a defined 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 service area represents San Mateo County Libraries' primary source of funding.

The Library JPA is a separate, independent entity with its own Governing Board, consisting of elected officials from each member entity. An Operations Committee composed of City and County representatives from each member entity also provides guidance.

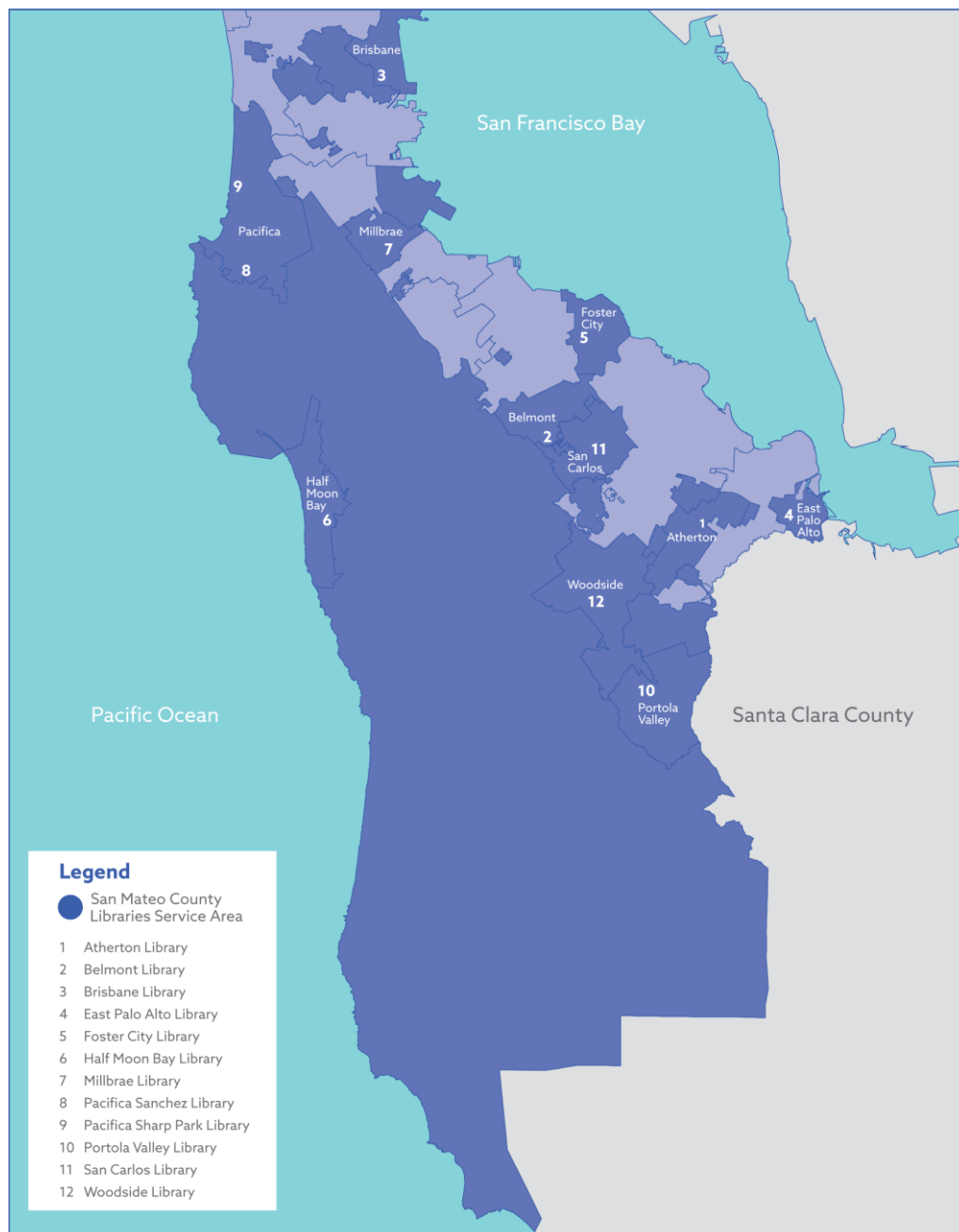
San Mateo County Libraries are able to deliver high-quality library services in a cost-effective manner through the careful distribution of resources. Internal economies of scale are achieved because, as a system, support activities are centralized and shared. This reduces duplication of service and enables resources to be maximized and directed toward service to the public.



# San Mateo County Libraries Overview

## Library Service Area

San Mateo County Libraries may have many locations, but we are all part of one unified vision to strengthen our communities by providing meaningful library services. Our community members are the most important consideration in what we do. Approximately 283,000 people live within the boundaries of our service district, which covers 351 square miles.



# FY 2016-17 Accomplishments

Focusing on activities that aligned with our new Strategic Plan, the following summary highlights some of our significant accomplishments this year.

## Public Relations Awards

San Mateo County Libraries are one of eight recipients of the prestigious 2017 John Cotton Dana Public Relations Award, which the American Library Association (ALA) gives to libraries for outstanding public relations. The award is considered one of the library field's highest honors and was given in recognition of our rebranding campaign, "Open for Exploration," which unified our twelve community libraries under a shared vision and brand, to effectively communicate our positive impact on individuals and communities. Since the launch of the campaign, monthly visits to the eLibrary increased by 30% and monthly card applications increased by 17% as compared to the same period a year ago. In addition, our

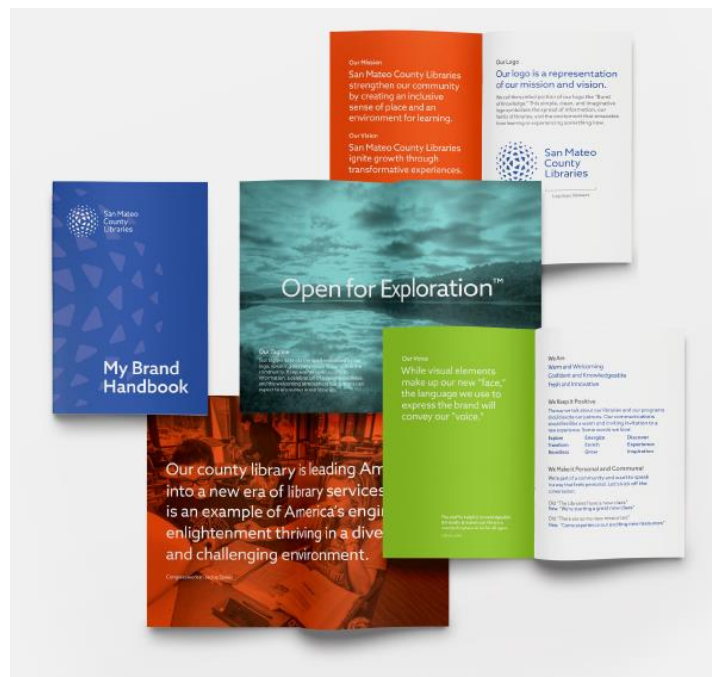
2015-16 Annual Report was honored with ALA's PR XChange Award, which recognizes the best public relations materials.

## Maker Space Master Plan

In order to build a community of learners and empower our communities with the skills and opportunities that come from learning through

experimenting, we initiated maker space master planning. Working with Gyroscope, Inc. — a design studio that creates innovative learning environments in museums and libraries — the Maker Space Master Plan will be complete in June. The plan, developed through a community engagement model, will set a strategy to sustain and build upon our current maker

programs. It will include recommendations for new dedicated and mobile maker spaces that enable our community to develop and learn timeless skills that increase problem solving and critical thinking abilities.





# FY 2016-17 Accomplishments

## Lookmobile and Fog Tricycle

Our first interactive outdoor learning space was launched in December and has since traveled to all of our communities to activate outdoor spaces and increase hands-on learning opportunities. Designed in partnership with the Exploratorium, the Lookmobile and Fog Tricycle promote inquiry-based learning and offer interactive experiences, including evocative map exhibits, map-making activities, perspective drawing windows, a pinhole camera wall, and a camera obscura. The Fog Tricycle celebrates San Mateo County's distinctive fog belt, and encourages play and discovery with this weather phenomenon.



## Innovative Collections

This year, San Mateo County Libraries expanded our collection with innovative materials that reflect our community's wide ranging interests and learning styles. We added hiking backpacks – equipped with a compass, field guides, trail maps, and binoculars – to facilitate outdoor learning. These materials promote healthy lifestyles while providing real-world learning experiences. Along with these hiking backpacks, San Mateo County Libraries

have partnered with the San Mateo County Department of Parks to provide a ranger for guided hikes. We have also partnered with San Mateo County's Office of Sustainability to offer water and energy saving toolkits, which are available at all libraries throughout the County. These toolkits promote climate change awareness and help households save money. In June, San Mateo County Libraries will begin offering ukuleles in all of our libraries, with complementary learning materials. We will also offer group ukulele activities that promote a sense of community through shared learning and creative expression.

# FY 2016-17 Accomplishments

## New Digital Streaming Service

We have dramatically increased digital resources to keep up with ongoing demand and deliver a rich online experience. A new streaming service from Hoopla was launched this year that offers free access to movies, television shows, music, eBooks, comics, and audiobooks. The new content includes materials for all ages and is simple to access using an app available on computers, tablets, and phones. Patrons can download or stream up to twenty items per month, and borrowed items are automatically returned, so there are no fines or fees.

## Top Innovator Award

San Mateo County Libraries received a Top Innovator Award from the Urban Libraries Council for our Talk Read Sing program. A panel of judges selected it from nearly 300 submissions because it demonstrated the value and impact of public library services. Talk Read Sing, a partnership with the LENA Research Foundation, is a research-based



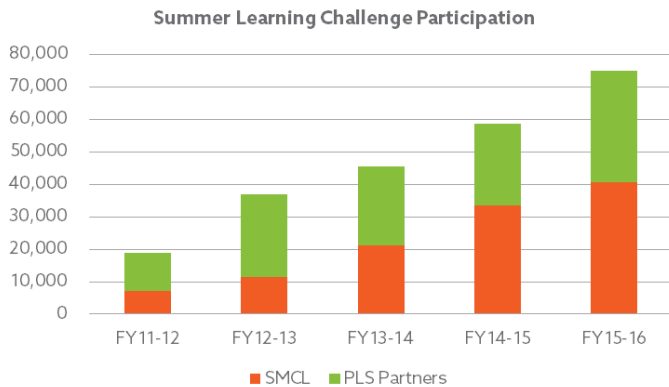
program targeted at parents of children under three to help bridge the word gap, ensure a language rich environment at home, and support children's long-term success in school and life. We have also partnered with the San Mateo County Housing Authority and Institute for Human and Social Development to expand the program to serve additional communities this year. Overall, the program has shown a 52% increase in time families spend reading with their child.



## Technology Enhancements

Operating in a technology-rich environment yet ever cognizant of the digital divide, we have piloted and implemented technology programs that enhance service and address critical needs. This year, we added 200 WiFi hotspots to bring the collection to more than 750 total, and upgraded projectors at all locations to support our popular programs and events. Laptop vending machines were expanded to three additional libraries and pilot programs including free headphones to support online learning, and virtual reality learning experiences are being tested.

# FY 2016-17 Accomplishments



## Summer Learning Challenge

To address summer learning loss among children, the Summer Learning Challenge focuses on engaging youth and families in a variety of reading and learning activities. We had an extraordinary program in 2016, and well exceeded our ambitious sign-up goals for the program, that resulted in our strongest record of community impact in the summertime. Currently, the equivalent of 65% of our youth service population or 40,688 youth have been engaged in our robust Summer Library Challenge. These programs have an impact with 84% of participating families reporting that they learned more, read more, and had more active learning experiences.

## Big Lift Inspiring Summers

San Mateo County Libraries offered enriching, evidence-based summer learning opportunities over the summer with our partners The Big Lift and Building Educated Leaders for Life (BELL). The full-day, five-week camps provided literacy support and inspiring experiential learning in the

afternoons, including creative team projects, STEAM content, and field trips.

The camps provided enriching experiences so that underserved children have the support they need to maintain and improve reading over the summer. The program helped kids gain an average of one month of reading skills. Planning is underway to scale up from serving 750 to serving 1,600 children, and hire the 200 college and high school interns needed to work with the children this summer.

## Youth Library Cards

Libraries are a training ground for students of all ages to expand their knowledge and explore creative pursuits. Owing fines is a barrier to accessing these wonderful library services, especially for families with limited financial resources. This year, we launched fine-free



library cards for children and teens. Kids were able to choose from four new library card designs by award-winning illustrators. These youth library cards celebrate today's public library as a place to discover an incredible array of activities designed to help children and teens experience the joy of reading, build a love of learning, and succeed in school.



# FY 2016-17 Accomplishments

## Outreach Efforts

Five additional Book Bikes and two outreach vehicles have been added to increase connections in our communities. These highly visual, mini mobile libraries visit schools and parks and festivals – carrying books, media, 3D printers, WiFi hotspots, eReaders, and more – promoting the libraries as fun, welcoming places that offer exciting resources and learning opportunities.

## Book Rich Environments

San Mateo County Libraries have been selected to participate in the first national initiative, Book Rich Environments, to bring the local public library and public housing authority together on behalf of the children and families living in public housing. The grant will bring books and other literacy tools to families in San Mateo County. As one of 35 select communities across the nation, San Mateo County Libraries and the County Housing

Authority will hold three community book distribution events in 2017. These events will put high-quality, diverse books in the hands of children to build a love of reading and learning, while at the same time solidifying collaborations to reinforce and further community work to achieve strong and sustainable youth outcomes.

## Family Engagement

In our third year of the grant-funded family engagement program, we have continued to grow and deepen connections in our communities. Through a partnership with the National Center for Families Learning and Toyota Family Learning, participating East Palo Alto and Half Moon Bay families worked with local service organizations to provide supplies and clothing to homeless teens and families. The program addresses the education needs of families and provides new opportunities for parents and children to learn together while also contributing to their communities.





# FY 2016-17 Accomplishments

## Library Facilities

We have continued efforts to build and update facilities to create inviting and flexible spaces.

New Half Moon Bay Library Project: Working with the City of Half Moon Bay and Noll & Tam Architects, the library design was completed and construction is underway on a new 22,000 square foot building. The new library is estimated to open in the summer of 2018.

New Atherton Library Project: Working with the Town of Atherton and WRNS Architects, library designs are almost complete for the new 9,000 square foot library. Designed as part of the new Atherton Civic Center, library construction is estimated to begin in 2018.

New Brisbane Library Project: Working with the City of Brisbane, Siegel & Strain Architects, and

Karin Payson Architecture, library designs are almost complete for the new 7,000 square foot facility. Construction is estimated to begin in 2018.

East Palo Alto Needs Assessment: Working with the City of East Palo Alto, County of San Mateo, and FOG Studio Architects, the community needs assessment will be completed this fiscal year. This assessment will help guide and shape the future of the East Palo Alto Library to address the needs of a growing and changing community.

New Pacifica Library Project: Work continues with the City of Pacifica and Group4 Architects to further engage the community in revising the library needs assessment and site analysis for a new facility.



# FY 2016-17 Performance

San Mateo County Libraries evaluate a variety of data to assess performance, and rely on benchmarking to compare our results to the rest of the field.

## Library Visits

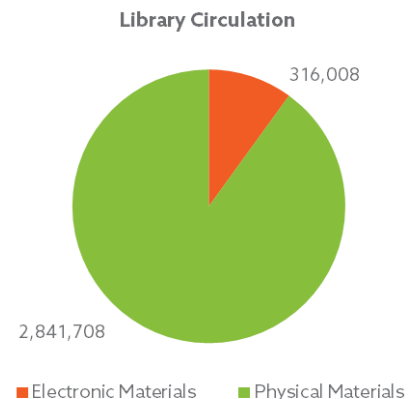
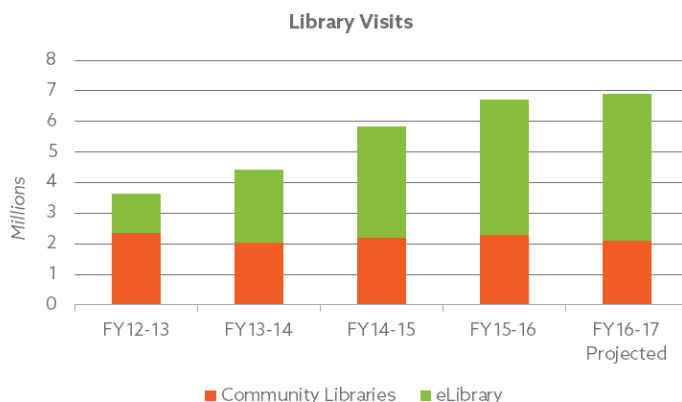
Library visits, in person and online, show community engagement in the library. In person visits have remained relatively even, while online visits continue to increase. Programs and events tend to drive up physical visits, as do facility improvements, while online collections and improved user interface tend to increase online visits. San Mateo County Libraries project 7.5 in-person and 16.9 online visits per capita this year, while peer libraries

last year averaged 3.8 physical visits and 4.3 online visits per capita.

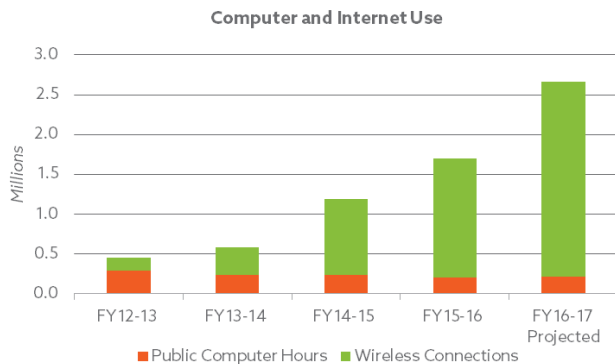
## Library Circulation

Use of physical and digital library materials are key performance indicators for our libraries. Factors increasing circulation include fine-free youth library cards, the popularity of WiFi hotspots and laptops for use in and outside of our libraries; and growth in the use of digital materials. With a projected item circulation of 11.2 per capita, we continue to compare favorably to other libraries of similar size, which averaged 7.3 per capita last year.

We continue to pilot new collections, as well as ways to promote awareness of resources.



# FY 2016-17 Performance

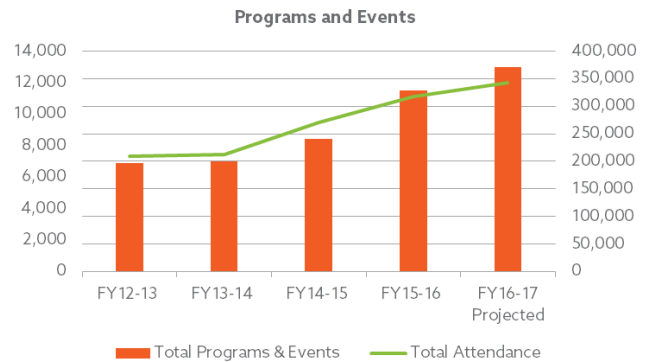


## Technology Use

Libraries have long been in the business of ensuring equitable access to information and resources. San Mateo County Libraries offer a path to closing the digital divide. Use of public computers in our libraries has plateaued at around 300,000 hours, while WiFi use has skyrocketed to over 2.2 million connections. An increasing number of patrons rely on library laptops or use their own devices while at our libraries. We anticipate that these trends will continue.

## Programs and Events

Library programs and events, from story times and summer camps to Girls Who Code and the Mid-Autumn Festival, continue to grow in number. The Summer Learning Challenge increased centralized programming; and staff



responsiveness to community needs is driving this growth. We see more than three times the number of program attendees than comparative peer libraries.

## Library Champions

San Mateo County Libraries staff are dedicated, driven and actively engaged in providing meaningful library services. This year, 91% of our staff reported enjoying the work that they do, and 95% believe that we provide excellent services. Customer and employee satisfaction are closely tied and overall our patrons are very happy. Customer survey results indicate that 93% of patrons surveyed this fiscal year will report being satisfied with their library experiences.

# Strategic Goals and FY 2017-18 Priorities

## Our Goals

We cultivate an active presence and create spaces that support discovery, enrich lives and uplift the community.

This means we will:

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

We are leaders in establishing a foundation for early literacy and supporting exploration and growth at every stage of life.

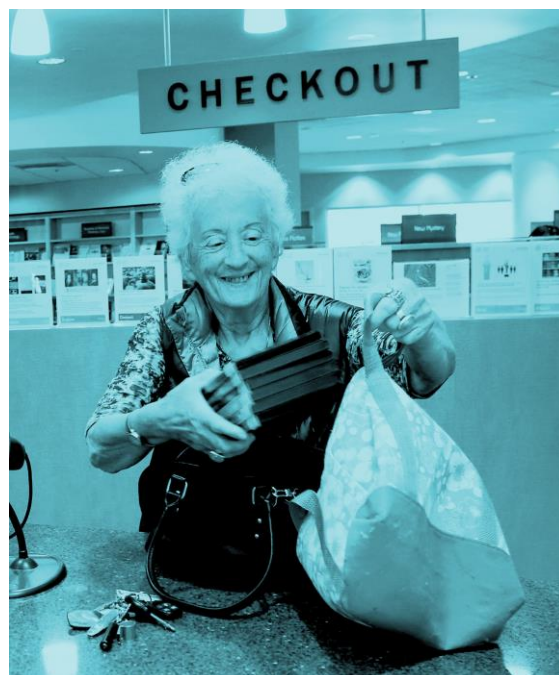
This means we will:

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

We understand community needs and promote meaningful library services as solutions.

This means we will:

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





# Strategic Goals and FY 2017-18 Priorities

We have identified priorities for Fiscal Year 2017-18 based on our strategic plan goals:

- Implement the Maker Space Master Plan, expanding hands-on STEAM programming throughout the system
- Design and implement two new mobile learning libraries to better connect with community members who are not regular library users
- Expand The Big Lift Inspiring Summers Camps to stop summer learning loss for 2,000 kindergartners through third graders
- Continue to increase participation in the Summer Learning Challenge
- Evaluate out-of-school time programs and develop a consistent model for these services



- Expand successful technology lending programs
- Assess needs and develop a plan to improve assistive technology services to patrons with disabilities
- Explore increasing San Mateo County public WiFi networks in our communities
- Increase digital collections in response to patron demand
- Implement community conversation programs to encourage civil discourse and civic engagement
- Develop a service plan to support community efforts to preserve and share local history
- Establish a Fund Development Plan to increase support for San Mateo County Libraries
- Plan and implement improved outcome evaluation practices in order to share the true impact of library programs and services
- Continue work on building projects in Atherton, Brisbane, East Palo Alto, and Pacifica
- Offer improved library services that better address coastside community needs by completing construction on and celebrating the opening of a new Half Moon Bay Library

# FY 2017-18 Recommended Budget

## Budget Background

San Mateo County Libraries budget serves as an annual financial plan, operations guide, and communications tool, which strives to provide the best and most relevant information in an easily understandable format.

Approval of the annual budget is the responsibility of the Library JPA Governing Board. The budget is legally enacted through passage of a motion during a Board meeting, followed by approval from the San Mateo County Board of Supervisors.

## Budget Process

December marks the point when we begin to evaluate trends and conditions, which may influence the development of the budget. In February, a Mid-Year Report is developed, which includes year-end estimates, projections, and identification of major issues affecting budget development. Input is sought from staff, JPA members, and community stakeholders in order to respond to community needs and optimize resources with the goal of providing meaningful services.

The Recommended Budget is submitted to the Operations Committee and Governing Board in May. The two bodies have the opportunity to review the budget before adopting it in June. The fiscal year begins July 1 and ends June 30.

After fiscal year-end closing activities are completed in July, final adjustments to Fund Balance and any significant changes to the budget are submitted to the JPA Governing Board for approval in September and to the County Board of Supervisors for approval no later than October 2.



# FY 2017-18 Recommended Budget

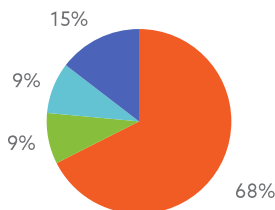
## Revenue and Expenditures Summary

The annual budget details the operations, projects, and initiatives for San Mateo County Libraries and distributes resources designed to meet performance and service objectives. The budget is prepared on the modified accrual basis of accounting in which revenue is recognized when it is 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.

## Revenue Summary

The primary source of revenue is property tax. Designated as a special district, San Mateo County Libraries are entitled to receive a small portion of the property tax collected within the boundaries of the service area.

FY 17-18 Budgeted Revenue

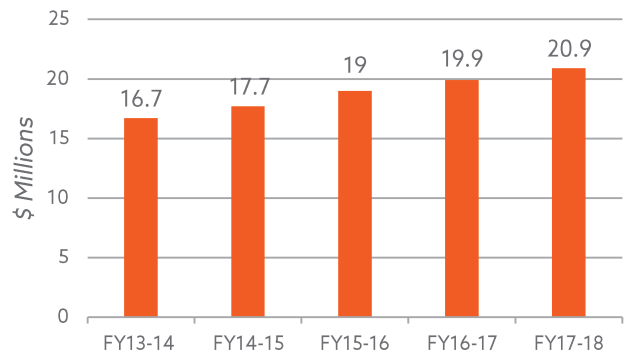


■ Taxes ■ Excess ERAF ■ Other Revenue ■ Reserves

Revenue from secured property taxes is estimated to increase by approximately 5%. Revenue from secured property taxes (taxes assessed against real property) is estimated at \$19.9 million, and unsecured taxes (taxes on aircraft and commercial

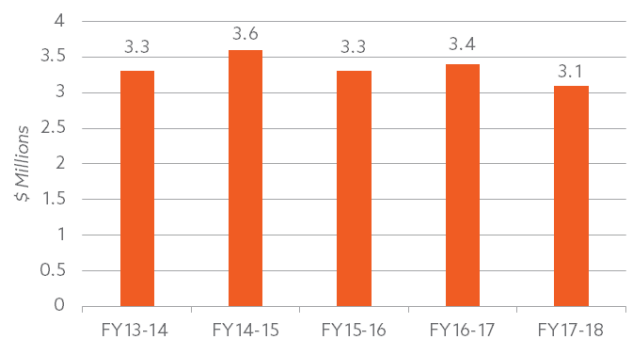
equipment largely generated from businesses at San Francisco International Airport) are estimated at \$969,600.

Property Tax Growth



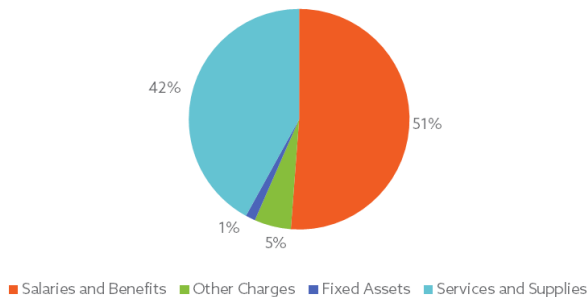
Other sources of revenue include grants, fines, donations, reserves, revenue resulting from the dissolution of Redevelopment Agencies (RDA), and excess Educational Revenue Augmentation Funds (ERAF). Projected RDA revenue of \$1 million and anticipated excess ERAF of \$3.1 million is included in the Recommended Budget. Due to the potential unpredictability of ERAF funding, the Governing Board has authorized the use of excess ERAF for one-time purposes or set aside in Reserves.

Excess ERAF



# FY 2017-18 Recommended Budget

FY17-18 Budgeted Expenditures



## Expenditures Summary

Labor costs are the largest contributor to ongoing expenditures. All San Mateo County Libraries staff are employees of the County of San Mateo.

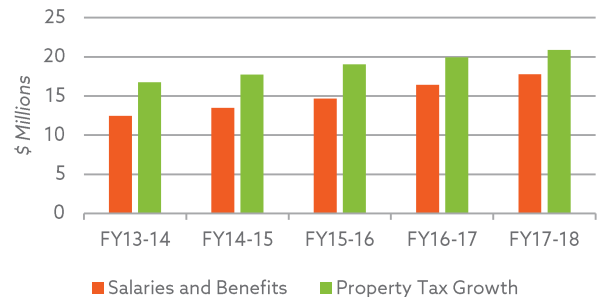
All non-management permanent staff, Extra Help and term employees are represented by SEIU. The current MOU, set to expire in October 2018, contains an annual cost of living increase of 3% for FY 2017-18.

The total number of authorized positions increased from 121 to 122. The increase is due to one permanent position being divided into two half-time positions.

Additionally, a small increase of .65 FTE (full-time equivalent) reflects permanent hourly adjustments in several existing part-time positions. (Extra Help and term staff are not reflected in the Total FTE nor Position Count.)

The San Mateo County Employees' Retirement Association (SamCERA) is the public pension system that provides service retirement, disability, and death benefits to

Salaries and Benefits and Property Tax Growth



plan members and beneficiaries. 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 83%. Under the prepayment plan initiated in FY 2014-15, the County is actively minimizing the unfunded pension liability. In order to meet its pension obligation to existing employees and retirees, the retirement contribution funded by San Mateo County Libraries in FY 2017-18 is \$2.6 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 Statement No. 45. San Mateo County Libraries' Annual Required Contribution allocation is \$438,696 in FY 2017-18 to meet its portion of the obligation.



# FY 2017-18 Recommended Budget

## General Operations

Net Appropriations total \$34,728,444 and include those activities that represent ongoing day-to-day operations. The system's most significant operational expenditures in the FY 2017-18 Recommended Budget include:

- Ongoing salary and benefit costs associated with regular employees and Extra Help positions are \$17,781,315
- Collections consisting of print materials, audio and video materials, online databases, and digital materials (e.g., eBooks, eAudiobooks, eMagazines, eMusic, and eVideos). The total appropriation for collections in FY 2017-18 is \$2,639,000
- Budgeted library property tax revenue set aside for Donor Fund purposes comprises \$1,500,000 for Atherton Library, \$100,000 for Portola Valley Library, and \$500,000 Woodside Library
- Costs associated with support provided by the Peninsula Library System, such as delivery service, oversight of the shared online library catalog, and costs related to maintenance agreements, are \$1,096,790
- 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 totals \$625,000
- Costs associated with indirect services, such as telephone, insurance, maintenance, and A-87 cost reimbursement charges for services provided by the County, (e.g., human resources and payroll support) are \$1,852,408

## One-Time Activities

One-time excess ERAF revenue, excess Fund Balance, Capital Reserves, and County Measure K funds are being utilized in FY 2017-18 for the purchase of equipment, materials, and activities that improve the delivery of library services. San Mateo County Libraries is recommending a total of \$8,600,206 in FY 2017-18 to support one-time enhancements.



# FY 2017-18 Recommended Budget



Facility and Space Projects (\$2,489,247): To improve the appearance and functionality of library spaces to meet current standards and operational needs. Activities include opening the new Half Moon Bay Library, implementation of the Maker Space Master Plan, continuing activities associated with a facility needs assessment of the East Palo Alto Library, improving the Library Administration building, and ongoing maintenance and replacement of furniture.

Outreach, Learning and Literacy (\$1,947,000): To support increased outreach to communities and a variety of early learning and literacy efforts. Services include two mobile learning lab vehicles; increased marketing and public relations efforts, expanded literacy and learning

opportunities for children and families; and programs, supplies, and giveaway books to support summer learning and out-of-school programs.

Information Technology Improvements (\$1,638,075): To ensure that the digital needs of library users are being met, a number of technology improvements are planned. Activities include equipment for implementing the Maker Space Master Plan, expanding of the Laptop Anytime program, maintaining WiFi hotspots, implementing assistive technology, and replacing equipment.

Materials and Collections Enhancements (\$1,542,500): To increase print materials, digital resources, and world language materials for all ages to address growing demand. Other collection efforts include supporting local projects to preserve and share local history collections and providing a new home delivery program.

Staff Support (\$983,384): To support activities included in the FY 2017-18 budget, Extra Help, term employees, and paid interns will be utilized to assist in the implementation of new and ongoing library services, programs, and projects. Targeted programs and activities include out-of-school programs, outreach and mobile services, performance measurement and program evaluation, public relations and marketing initiatives, and fundraising and grant work. Staff training opportunities will also be enhanced.

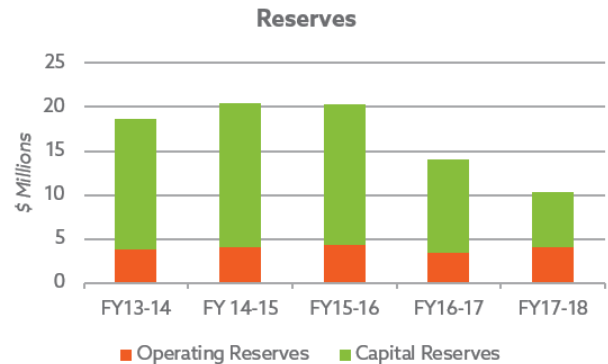
# FY 2017-18 Recommended Budget

## Reserves

San Mateo County Libraries maintain Operating Reserves in an amount equal to no less than 15% of adopted General Operating Appropriations (Net Appropriations exclusive of one-time activities), as detailed in the Fund Balance Policy. This contingency is maintained in the event of economic uncertainties, emergencies, unanticipated funding losses, and one-time opportunities to stabilize current operations. The FY 2017-18 Recommended Budget meets the goal established for Operating Reserves in the Fund Balance Policy by setting aside \$4,108,487 in Operating Reserves.

The Recommended Budget maintains Capital Reserves in an amount equal to no less than \$2,500,000 as required by 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 FY 2017-18 Recommended Budget exceeds the goal established for Capital Reserves as identified in the Fund Balance Policy with a total of \$6,220,320 in Capital Reserves.

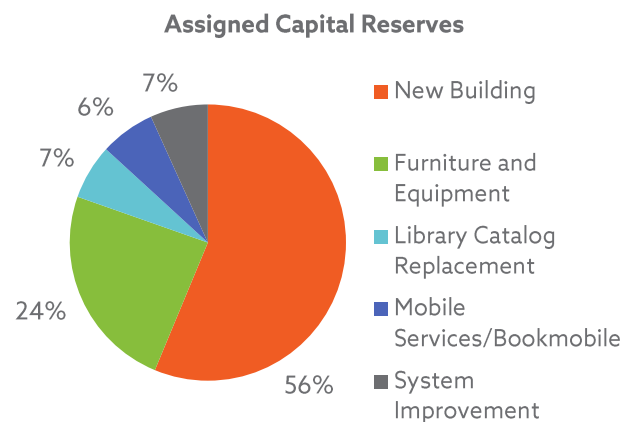
Capital Reserves have been assigned toward future expenditures to ensure sufficient funding for projects and activities that are anticipated in the near future and are financially significant. In order to ensure sound fiscal management, to be responsive to evolving service needs, and to recognize



potential fluctuations in the availability of revenue, refinement of these assignments may take place over time.

The growth in Reserves can be primarily attributed to Excess ERAF, allowing the San Mateo County Libraries to implement one-time purchases and activities included in the budget. Given San Mateo County Libraries' reliance on property taxes, the accumulation of Reserves also provides a safety cushion in lean fiscal years.

The Recommended Budget proposes the utilization of \$3,742,180 in Capital Reserves to support one-time enhancements as outlined in One-Time Activities.



# FY 2017-18 Recommended Budget

## Budget Overview

The Budget Overview details significant changes from the FY 2016-17 Adopted Budget to the FY 2017-18 Recommended Budget by major classification category for both revenue and expenditures.

## Total Sources

Revenue is divided into descriptive categories including: Taxes, Use of Money and Property, Intergovernmental Revenues, Charges for Services, Interfund Revenue, Miscellaneous Revenue, and Fund Balance.

Taxes (\$25,482,164 to \$26,554,011): There is an increase of \$1,071,847 in this funding source due primarily to projected growth of property tax revenue, and amounts anticipated from excess ERAF.

Use of Money and Property (\$120,800 to \$121,000): There is an increase of \$200 in this funding source. This revenue category primarily captures anticipated interest earnings. 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 (\$168,000 to \$163,000): There is a decrease of \$5,000 in this funding source due primarily to



amounts anticipated from the State related to Homeowners Property Tax Relief.

Charges for Services (\$204,000 to \$124,000): There is a reduction of \$80,000 in this funding source due primarily to a reduction in amounts collected from patron fines. Policy changes, including the introduction of a PLS-wide youth library card that does not accrue fines and allowing staff the flexibility to waive these fees are designed to promote a positive community image.

Interfund Revenue (\$139,898 to \$141,442): There is an increase of \$1,544 in this funding source. Revenue in this category includes the contribution by the County, based on the terms established in the Library JPA Agreement, and used to offset facility maintenance costs associated with the County-owned East Palo Alto Library facility.



# FY 2017-18 Recommended Budget

Miscellaneous Revenue (\$1,574,696 to \$2,564,032): There is an increase of \$989,336 in this funding source due primarily to an increase in The Big Lift Inspiring Summers revenue, funding for the Poet Laureate, and one-time grants.

Fund Balance (\$20,265,405 to \$15,389,766): There is a decrease of \$4,875,639 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 2016-17 to support one-time activities. After June 30, a final reconciliation is completed to account for actual revenue and expenditures, and Fund Balance is adjusted at that time.

## Total Requirements

Expenditures are divided into the following categories: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers, and Operating Reserves/Capital Reserves.

Salaries and Benefits (\$16,415,871 to \$17,781,315): There is an increase of \$1,365,444 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 services included in the FY 2017-18 Recommended Budget. The total number of authorized positions increased

from 121 to 122. The increase is due to one permanent position being divided into two half-time positions. Additionally, a small increase of .65 FTE (full-time equivalent) reflects permanent hourly adjustments in several existing part-time positions.



Services and Supplies (\$33,600,582 to \$31,923,123): There is a decrease of \$1,677,459 in this expenditure category due primarily to the backing out of one-time activities budgeted for FY 2016-17. Support costs transferred to each of the branch libraries total \$17,340,865. The corresponding transfer of these costs is described below in Intrafund Transfers. Costs associated with support provided by PLS, including materials delivery, oversight of the shared online library catalog, and costs related to databases and equipment maintenance agreements, total \$1,096,790. The collections and materials budget totals \$2,639,000.

# FY 2017-18 Recommended Budget

## Other Charges (\$1,526,851 to \$1,852,408):

There is an increase of \$325,557 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 \$625,000.

Fixed Assets (\$739,000 to \$500,000): There is a decrease of \$239,000 in this expenditure category due primarily to the elimination of one-time purchases in the prior year. Purchases budgeted for FY 2017-18 include a Play Mobile and a Mobile Lab. Fixed assets are tangible assets valued at \$5,000 or greater.

## Other Financing Uses (\$12,352 to \$12,463):

There is an increase of \$111 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 (\$18,410,680 to \$17,340,865): There is a reduction of \$1,069,815 in Intrafund Transfers. Intrafund Transfers show the expenditure transfers between operations within the same fund/budget. In the case of the San Mateo County Libraries, 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. Support costs include services provided by the following divisions: Administration and Financial Services, Access Services, Information Technology, Programming and Outreach, Youth and Family, and Communications.



# FY 2017-18 Recommended Budget

Operating Reserves (\$3,381,062 to \$4,108,487): There is an increase of \$727,425 to meet the Fund Balance Policy. As detailed in this policy, the balance of Operating Reserves represents 15% 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 Operating Reserves and a key driver in the ability for San Mateo County Libraries to make major one-time purchases.

Capital Reserves (\$10,689,925 to \$6,220,320): There is a decrease of \$4,469,605 in this expenditure category due to one-time purchases and a transfer of funds into Operating Reserves. 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.



# FY 2017-18 Recommended Budget

## Budget Summary View

	FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Change	FY 2017-18 Recommended
<b>Sources</b>				
1000 Taxes	25,860,349	25,482,164	1,071,847	26,554,011
1500 Use of Money and Property	159,304	120,800	200	121,000
1600 Intergovernmental Revenues	217,511	168,000	(5,000)	163,000
2000 Charges for Services	221,660	204,000	(80,000)	124,000
2500 Interfund Revenue	136,396	139,898	1,544	141,442
2600 Miscellaneous Revenue	1,169,551	1,574,696	989,336	2,564,032
<b>Total Revenue</b>	<b>27,764,772</b>	<b>27,689,558</b>	<b>1,977,927</b>	<b>29,667,485</b>
333 Fund Balance	20,472,423	20,265,405	(4,875,639)	15,389,766
<b>TOTAL SOURCES</b>	<b>48,237,195</b>	<b>47,954,963</b>	<b>(2,897,712)</b>	<b>45,057,251</b>
<b>Requirements</b>				
4000 Salaries and Benefits	14,663,255	16,415,871	1,365,444	17,781,315
5000 Services and Supplies	23,794,024	33,600,582	(1,677,459)	31,923,123
6000 Other Charges	1,442,613	1,526,851	325,557	1,852,408
7000 Fixed Assets	584,605	739,000	(239,000)	500,000
7500 Other Financing Uses	12,051	12,352	111	12,463
<b>Gross Appropriations</b>	<b>40,496,548</b>	<b>52,294,656</b>	<b>(225,347)</b>	<b>52,069,309</b>
8000 Intrafund Transfers	(12,524,758)	(18,410,680)	1,069,815	(17,340,865)
<b>Net Appropriations</b>	<b>27,971,790</b>	<b>33,883,976</b>	<b>844,468</b>	<b>34,728,444</b>
8500 Operating Reserves	4,329,557	3,381,062	727,425	4,108,487
8700 Capital Reserves	15,935,848	10,689,925	(4,469,605)	6,220,320
<b>TOTAL REQUIREMENTS</b>	<b>48,237,195</b>	<b>47,954,963</b>	<b>(2,897,712)</b>	<b>45,057,251</b>
Position Count	121.00	121.00	1.0	122.00
Funded Full-Time Equivalent (FTE)	110.25	110.25	0.65	110.90



# FY 2017-18 Recommended Budget

## Budget Detail View

		FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Change	FY 2017-18 Recommended
<b>SOURCES</b>					
1021	Current Yr Secured	18,094,676	18,980,000	949,000	19,929,000
1024	PY Secured Redemption	14,761	25,000	(18,000)	7,000
1031	Current Yr Unsecured	955,814	960,000	9,600	969,600
1033	Prior Yr Unsecured	(11,128)	10,000	(10,000)	0
1041	CY SB 813 Secured Supplemental	722,669	440,000	110,000	550,000
1042	CY SB 813 Unsecured Supplemental	9,191	10,000	(5,000)	5,000
1043	PY SB 813 Redemption	8,735	11,000	(6,000)	5,000
1045	PY SB 813 Unsecured Supplemental	0	2,000	(2,000)	0
1046	ERAF Rebate	3,341,940	3,100,000	0	3,100,000
1047	Former RDA-Residuals	677,423	590,000	10,000	600,000
1058	Former RDA-Pass Through Payments	495,702	360,000	40,000	400,000
1129	Property Tax In Lieu of VLF	183,164	183,164	0	183,164
1135	Sales and Use Tax - Measure A	1,367,399	811,000	(5,753)	805,247
<b>1000</b>	<b>Taxes</b>	<b>25,860,349</b>	<b>25,482,164</b>	<b>1,071,847</b>	<b>26,554,011</b>
1521	County Pool Interest Earned	145,899	110,000	0	110,000
1525	LAIF Interest Earned	8,648	6,000	0	6,000
1556	County Land/Buildings Rentals	4,756	4,800	200	5,000
<b>1500</b>	<b>Use of Money and Property</b>	<b>159,304</b>	<b>120,800</b>	<b>200</b>	<b>121,000</b>
1661	Highway Property Tax Rental	720	600	0	600
1831	Homeowners Property Tax Relief	102,497	105,000	0	105,000
1868	Timber Tax Yield Guarantee	1,392	2,000	0	2,000
1871	State Aid	112,506	55,000	0	55,000
1955	Federal Categorical Programs	394	400	0	400
1977	Former RDA - Other Revenues	0	5,000	(5,000)	0
<b>1600</b>	<b>Intergovernmental Revenues</b>	<b>217,511</b>	<b>168,000</b>	<b>(5,000)</b>	<b>163,000</b>
2291	Library Fees & Fines	200,461	180,000	(80,000)	100,000
2451	Misc Services to Cities	21,199	24,000	0	24,000
<b>2000</b>	<b>Charges for Services</b>	<b>221,660</b>	<b>204,000</b>	<b>(80,000)</b>	<b>124,000</b>
2521	IFR - General Fund	136,396	139,898	1,544	141,442
2538	IFR - Library Donor Fund	0	0	0	0
<b>2500</b>	<b>Interfund Revenue</b>	<b>136,396</b>	<b>139,898</b>	<b>1,544</b>	<b>141,442</b>

# FY 2017-18 Recommended Budget

	FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Change	FY 2017-18 Recommended
2631 Sale of Literature	2,835	4,000	(1,000)	3,000
2645 SDI Payments	43,753	10,000	0	10,000
2646 Donations	19,112	140,449	278,583	419,032
2647 Friends Donations	176,229	97,856	148,144	246,000
2655 Other Foundation Grants	99,517	52,000	(52,000)	0
2658 All Other Miscellaneous Revenue	828,105	1,270,391	615,609	1,886,000
<b>2600 Miscellaneous Revenue</b>	<b>1,169,551</b>	<b>1,574,696</b>	<b>989,336</b>	<b>2,564,032</b>
<b>Total Revenue</b>	<b>27,764,772</b>	<b>27,689,558</b>	<b>1,977,927</b>	<b>29,667,485</b>
333 Fund Balance	20,472,423	20,265,405	(4,875,639)	15,389,766
<b>TOTAL SOURCES</b>	<b>48,237,195</b>	<b>47,954,963</b>	<b>(2,897,712)</b>	<b>45,057,251</b>

## REQUIREMENTS

4111 Permanent Salaries	8,241,813	9,079,027	243,381	9,322,408
4160 Extra Help Salaries and Benefits	1,897,403	2,451,391	798,809	3,250,200
4321 Retirement Contributions	2,384,742	2,403,268	234,992	2,638,260
4410 Employment Insurance	2,015,452	2,347,961	109,303	2,457,264
4451 Unemployment Insurance Worker Comp Insurance	50,328	44,848	1,280	46,128
4511 Contribution	59,897	58,116	(13)	58,103
4610 Other Benefits	13,620	31,260	(22,308)	8,925
<b>4000 Salaries and Benefits</b>	<b>14,663,255</b>	<b>16,415,871</b>	<b>1,365,444</b>	<b>17,781,315</b>
5184 SMCL Donor Revenue Set Aside	2,181,274	2,140,000	(340,000)	1,800,000
5193 Office Supplies	158,119	124,700	300	125,000
5194 Books and Literature	576	2,000	0	2,000
5196 Photocopy Lease /Usage	20,652	15,000	0	15,000
5197 Mailing	6,566	7,500	0	7,500
5198 Donations Funded Services	51,823	140,449	12,174	152,623
5199 Friends Funded Services	181,232	97,856	148,144	246,000
5212 Computer Equipment	1,172,751	2,112,026	(390,929)	1,721,097
5215 eLibrary License/Maintenance Expense	152,176	88,498	633,252	721,750
5234 Furniture & Equipment	497,372	1,875,000	269,387	2,144,387
5331 Memberships	10,859	12,000	0	12,000
5343 Advertising Expense	4,117	1,000	3,000	4,000
5426 Other General Equipment Maintenance	4,765	8,700	(3,000)	5,700
5455 Facilities Maintenance	8,792	15,000	(5,000)	10,000

# FY 2017-18 Recommended Budget

		FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Change	FY 2017-18 Recommended
5457	Landscaping	0	5,000	0	5,000
5459	Misc Other Maintenance	4,198	5,000	\$,000	10,000
5483	Custodial	26,280	30,000	0	30,000
5631	Utilities	26,988	27,000	3,000	30,000
5634	Recycling	5,343	5,300	0	5,300
5635	Water Service	6,693	5,000	0	5,000
5712	Mileage Allowance	12,104	12,100	0	12,100
5721	Meetings & Conference Expense	129,799	125,000	25,000	150,000
5722	Employee Expense Reimbursement	31,875	25,000	0	25,000
5854	Contract Library Services	65,876	392,000	(237,000)	155,000
5856	Promotional Materials & Print Costs	365,324	100,000	127,500	227,500
5858	Other Professional Contract Services	447,977	480,000	400,022	880,022
5866	Fingerprinting Processing	36,539	12,000	38,000	50,000
5872	Cost Applied Support Charges	12,524,758	18,420,003	(1,079,049)	17,340,954
5875	Interagency Agreements - PLS Services	1,051,228	937,450	159,340	1,096,790
5876	Centrally Planned Programming	179,766	200,000	(200,000)	0
5926	Alcohol/Drug Testing	190	500	0	500
5927	Program Activities Expense	247,702	827,000	73,000	900,000
5931	Print Materials - Adult	423,293	345,000	100,000	445,000
5932	Print Materials - Children	393,103	460,000	100,000	560,000
5933	Videos - Children	48,269	58,000	0	58,000
5934	Print Materials - Serials	191,743	165,000	0	165,000
5936	Audio Materials	145,884	75,000	0	75,000
5937	Videos - Adult	222,618	166,000	0	166,000
5938	Digital Materials	627,615	1,168,500	(218,500)	950,000
5939	World Language Materials	211,557	220,000	0	220,000
5942	Other Library Expense	419,030	1,134,000	(106,100)	1,027,900
5969	Other Special Dept Expense - Measure A	1,497,178	1,561,000	(1,195,000)	366,000
<b>5000</b>	<b>Services and Supplies</b>	<b>23,794,024</b>	<b>33,600,582</b>	<b>(1,677,459)</b>	<b>31,923,123</b>
6263	Redwood City, Daly City Contributions	596,455	605,000	20,000	625,000
6265	Commute Alternative Incentive	0	1,000	0	1,000
6712	Telephone Service Charges	95,884	75,000	25,000	100,000
6713	Automation Services-ISD	115,665	143,026	(44,307)	98,719
6714	County Facility Rental Charges	124,345	127,546	1,433	128,979
6715	Other Facilities Maintenance Charges	0	5,000	0	5,000
6717	Motor Vehicle Mileage Charges	3,860	64,000	9,812	73,812

# FY 2017-18 Recommended Budget

		FY 2015-16 Actuals	FY 2016-17 Adopted	FY 2017-18 Change	FY 2017-18 Recommended
6724	Auto Liability Insurance	1,052	721	1,152	1,873
6725	General Liability Insurance	89,018	89,018	7,121	96,139
6727	Official Bond Insurance	3,108	3,110	246	3,356
6728	County Property Insurance	33,930	33,931	2,760	36,691
6733	Human Resources Services	4,072	4,100	(28)	4,072
6734	Motor Vehicle Replacement Charge	744	744	3,862	4,606
6738	Countywide Security Services	6,511	6,555	24,236	30,791
6814	Misc Other Charges	(56)	0	0	0
6821	A-87 Expense	318,021	368,100	274,270	642,370
<b>6000</b>	<b>Other Charges</b>	<b>1,442,612</b>	<b>1,526,851</b>	<b>325,557</b>	<b>1,852,408</b>
7311	Fixed Assets - Equipment	584,605	739,000	(239,000)	500,000
<b>7000</b>	<b>Fixed Assets</b>	<b>584,605</b>	<b>739,000</b>	<b>(239,000)</b>	<b>500,000</b>
7548	Facility Maintenance Charge	12,051	12,352	111	12,463
<b>7500</b>	<b>Other Financing Uses</b>	<b>12,051</b>	<b>12,352</b>	<b>111</b>	<b>12,463</b>
	<b>Gross Appropriations</b>	<b>40,496,547</b>	<b>52,294,656</b>	<b>(225,347)</b>	<b>52,069,309</b>
8142	Intrafund Transfers	(12,524,758)	(18,410,680)	1,069,815	(17,340,865)
<b>8000</b>	<b>Intrafund Transfers</b>	<b>(12,524,758)</b>	<b>(18,410,680)</b>	<b>1,069,815</b>	<b>(17,340,865)</b>
	<b>Net Appropriations</b>	<b>27,971,789</b>	<b>33,883,976</b>	<b>844,468</b>	<b>34,728,444</b>
8611	Operating Reserves	4,329,557	3,381,062	727,425	4,108,487
<b>8500</b>	<b>Operating Reserves</b>	<b>4,329,557</b>	<b>3,381,062</b>	<b>727,425</b>	<b>4,108,487</b>
8811	Capital Reserves	15,935,848	10,689,925	(4,469,605)	6,220,320
<b>8700</b>	<b>Capital Reserves</b>	<b>15,935,848</b>	<b>10,689,925</b>	<b>(4,469,605)</b>	<b>6,220,320</b>
	<b>TOTAL REQUIREMENTS</b>	<b>48,237,195</b>	<b>47,954,963</b>	<b>(2,897,712)</b>	<b>45,057,251</b>