

---

**Joint Powers Authority Governing Board**

Rick DeGolia, Atherton

Charles Stone, Belmont

Lori Liu, Brisbane

Donna Rutherford, East Palo Alto

Gary Pollard, Foster City

Marina Fraser, Half Moon Bay

Reuben Holober, Millbrae

Mike O'Neill, Pacifica

Maryann Derwin, Portola Valley

Cameron Johnson, San Carlos

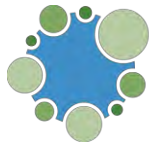
Carole Groom, San Mateo County (Chair)

Anne Kasten, Woodside (Vice Chair)

---

**San Mateo County Library Joint Powers Authority  
Governing Board Agenda  
November 9, 2015, 8:15 a.m.  
Belmont Library, 1110 Alameda de las Pulgas, Belmont**

- |  |             |
|--|-------------|
| <b>I. Call To Order</b>  | Action      |
| <b>II. Public Comments</b>                                     | Information |
| <b>III. Approval of the September 14, 2015 Minutes</b>         | Action      |
| <b>IV. Brand Vision Concepts Presentation</b>                  | Information |
| <b>V. New Atherton Library Conceptual Design Report</b>        | Action      |
| <b>VI. Library JPA Fund Balance Policy</b>                     | Action      |
| <b>VII. Library JPA Investment Policy</b>                      | Action      |
| <b>VIII. 2016 Library JPA Governing Board Meeting Schedule</b> | Action      |
| <b>IX. Director's Report</b>                                   | Information |
| <b>X. Board Announcements</b>                                  | Information |
| <b>XI. Adjournment</b>   | Action      |



SAN MATEO COUNTY LIBRARY  
smcl.org

---

**San Mateo County Library  
JPA Governing Board Meeting  
Minutes of September 14, 2015**

Board Members Present:

Carole Groom, County (Chair)  
Rick DeGolia, Atherton  
Charles Stone, Belmont  
Lori Liu, Brisbane  
Donna Rutherford, East Palo Alto  
Marina Fraser, Half Moon Bay  
Reuben Holoher, Millbrae  
Mike O'Neill, Pacifica  
Maryann Derwin, Portola Valley  
Cameron Johnson, San Carlos

Staff Present:

Anne-Marie Despain  
Tom Fortin  
Pam Deal  
Karina Labrenz

- I. Call to Order. The meeting was called to order at 8:15 a.m.
- II. Public Comments. None.
- III. Approval of the June 8, 2015 Minutes. Meeting minutes approved without changes (MSP: Fraser/Holoher). Member DeGolia abstained.
- IV. Grant Activities Report for FY 2014-15. Deputy Director Fortin provided an overview of the Grant Activities Report for FY 2014-15. The total grant revenue received in FY 2014-15 is \$154,071. A Google Impact Challenge grant was submitted to fund two mobile learning experience labs/vehicles which will be deployed over the entire library's service area and used at various functions.  
  
Motion: Recommend JPA Governing Board accept the Grant Activities Report for FY 2014-15. Passed (MSP: DeGolia/Rutherford).
- V. Investment Report for FY 2014-15. Financial Services Manager Deal provided an overview of the Investment Report for FY 2014-15. Combined SMCIP and LAIF interest earnings for FY 2014-15 totaled \$127,811. Member DeGolia questioned the low interest rate and asked about the rate of return before the Lehman Brothers collapse in 2008. Chair Groom stated that the County invests very conservatively and that the Library follows the County's guidelines. The County received 47% back from the Lehman Brothers loss, and it was distributed to the various agencies. Member DeGolia asked about the amount the Library received. Director Despain indicated that approval of the investment policy will be on the November agenda.  
  
Motion: Recommend JPA Governing Board accept the Investment Report for FY 2014-15. Passed (MSP: Fraser/Stone).

- VI. Approval of the FY 2015-16 Adopted Budget. Director Despain provided an overview of the FY 2015-16 Adopted Budget. The Recommended Budget approved by the JPA Governing Board totaled \$42,878,373. Based on fiscal year-end closing activities and availability of updated information, the Adopted Budget now totals \$46,058,780. Member Holober asked about the outreach vehicles expenditure. These two vehicles would be in addition to the two vehicles purchased if the Library receives the Google Impact Challenge award. Each vehicle will have a different purpose, like Makerspace or Early Literacy, and be fuel efficient.

Motion: Recommend JPA Governing Board approve the FY 2015-16 Adopted Budget.  
Passed (MSP: Rutherford/Holober).

- VII. 2015-2020 Strategic Plan Report. Director Despain provided a presentation of the 2015-2020 Strategic Plan Report. The Library engaged EMC Research to lead a demographic study, using quantitative and qualitative data collection methods; and OrangeBoy to lead a multifaceted planning process. Over 7,500 community members, volunteers, Friends, JPA members and staff provided input. This resulted in the new Vision and Mission statements, and three strategic goals:

Vision: SMCL ignites growth through transformative experiences.

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

Goal 1: SMCL cultivates an active presence and creates spaces that support discovery, enrich lives and uplift the community.

Goal 2: SMCL is a leader in establishing a foundation for early literacy and supporting exploration and growth at every stage of life.

Goal 3: SMCL understands community needs and promotes meaningful library services as solutions.

The planning process will conclude with the approval and deployment of the strategic plan. A discussion ensued. Several members suggested to be explicit about technology and how it fits into the overall plan and goals. Other suggestions included to be present online and advertise the Library's services and events via different outlets; offer online searching classes and educate the public; market the Library's digital products better; focus on what the Library does best; and clearly communicate the Library's services. The Library is working with Pivot Design to establish a meaningful brand identity and marketing initiative. Brand Vision Concepts will be presented at the next meeting.

Motion: Recommend JPA Governing Board accept the 2015-2020 Strategic Plan Report.  
Passed (MSP: DeGolia/Fraser).

- VIII. Director's Report. Director Despain gave an overview of the Director's Report. Talk Read Sing is a program to increase talking in the home; a child's vest with a recording device inside was shown. Also shown was an example of Squishy Circuits; the goal of that project is to design tools and activities which allow children to create circuits and explore electronics using play dough. The Library has partnered with SFJAZZ to stream their Family Matinee Concerts to two libraries; the first program will be live on October 24<sup>th</sup>. The Urban Libraries Council recognized the Library as one of its Top Innovators of 2015 by presenting the Library with the Honorable Mention award in the "Collections" category for FindIt!, our word-based classification system.

- IX. Governing Board Members Announcements. Member Fraser said that currently there is a series of public outreach meetings being held in Half Moon Bay by the architects; she encouraged everyone to get the word out to participate. Director Despain will send the dates of these meetings to the Board. Operations Committee Chair Jensen said that the Pescadero location has been changed to the La Honda/Pescadero School Board Office.
- X. Adjournment. The meeting adjourned at 9:27 a.m.
- XI. Convene Closed Session. Convene Closed Session: Public Employee Performance Evaluation-Closed Session pursuant to Government Code Section 54957 (Library Director). The meeting convened at 9:28 a.m.
- XII. Reconvene Regular Meeting. The meeting reconvened at 9:36 a.m. No reportable item.
- XIII. Adjournment. The meeting adjourned at 9:37 a.m.




---

## MEMO

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** Brand Vision Concepts Presentation

---

## BACKGROUND:

During the FY 2015-16 budget process, the Library JPA Governing Board approved work associated with creating a recognizable brand that aligns with the new 2015-2020 Strategic Plan. Establishment of a meaningful brand identity and marketing initiative will serve to promote, excite, and raise awareness of SMCL services. The Library has selected Pivot Design, Inc., of San Francisco, to lead this process which includes the following five phases:

Phase 1 - Discovery: Utilize assessment tools to establish a foundation on which all creative brand development work is built.

Phase 2 - Messaging Development: Establish a focused set of strategic recommendations for how to develop the brand which articulate the brand footprint, brand story and target audiences.

Phase 3 - Concept, Design & Initial Presentation: Develop brand vision concepts to get a more accurate picture of how the brand will play out visually.

Phase 4 - Strategic Review, Revisions & Refinements: Incorporate feedback to refine the brand vision.

Phase 5 - Brand Vision Execution: Final brand vision and brand guidelines are implemented in early 2016.

## DISCUSSION:

Branding serves to articulate an organization's purpose and convey its unique personality. This can include things like a logo, a tagline, the use of color, typography, photography, illustration, and messaging. This alignment of messaging and creative approach can elevate visibility and recognition. During Phase 1 of the discovery process, Pivot Design determined the following objectives for the San Mateo County Library brand:

- Establish an energizing brand that invigorates staff and redefines the customer's experience of SMCL.
- Heighten awareness of the SMCL brand and clearly differentiate SMCL libraries from others.
- Create a consistent system that unifies all SMCL brand materials, but allows flexibility for the specific needs of individual libraries.
- Convey a modern, friendly, welcoming experience and speak to the breadth of available resources and possibilities for education.

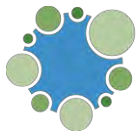
The project has progressed to Phase 3, and early brand vision concepts have been developed by Pivot Design. Next steps include involving library staff members and other stakeholders in a process that will record their feedback. This feedback will inform the final choice of branding direction that will be further refined by Pivot Design. The final direction will be recommended to the JPA Board in February for approval. Once approved, the Brand Vision is used as a generalized roadmap for the design and execution of brand material and guidelines in a coordinated and efficient manner.

**FISCAL IMPACT:**

There is no fiscal impact associated with this information only item.

**RECOMMENDATION:**

No action is needed on this information only item.



---

## MEMO

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
Tom Fortin, Deputy Director  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** New Atherton Library Conceptual Design Report

---

## BACKGROUND:

The Atherton Library has served the residents of the Town of Atherton and the nearby unincorporated areas of the County for nearly 85 years. Originally operating out of the Town Hall, the library moved in 1967 into a neighboring building initially constructed as a residence. The building was expanded and renovated in 1981 to its present size of 4,790 square feet.

The Town of Atherton and the San Mateo County Library JPA conducted a Library Needs Assessment in FY 2009-10. The findings suggested that the existing facility presented significant barriers to the effective delivery of library services including the inability to house an adequate collection for a community of its size; the need to increase seating and computers; and the need to create zoned spaces for various uses, such as quiet study areas and spaces dedicated for children and teens. There are numerous inefficiencies as well as program shortfalls in the current library. The 2010 Needs Assessment report recommended that in order to effectively meet identified service needs, the facility would require an increase from the current 4,790 square feet to approximately 11,100 square feet.

## DISCUSSION:

In 2013, the Atherton Civic Center Advisory Committee (CCAC) enlisted community stakeholders to work together to realize the construction of a proposed new Town Center to include council chambers, a new library, facilities for town administration and the police department. In 2014, the Town of Atherton and the CCAC worked with HMC architects to compile a Master Plan for the Town's new Civic Center project. In the spring of 2015, the Town engaged WRNS Studio to work with the CCAC to create a conceptual design package for review and approval. Recent work includes conceptual plans, a budget estimate and a project schedule recommended by the CCAC.

Through numerous public meetings and work with the CCAC, WRNS developed a conceptual plan that reflected the anticipated program, considering resident input and preferences. Over the course of the program design phase, the WRNS design team also met with the CCAC library subcommittee to review program requirements and inform the space planning of the library. Based on the preliminary draft conceptual plan, the new Civic Center provides for two new buildings, a 2-story Admin/Police Department/Council Chambers at approximately 27,000 square feet, and a 1-story Library at approximately 9,000 square feet. All new buildings are designed for LEED certification.

The new library will sit roughly on the same site as the existing library, just behind the historic Town Hall building. The library will connect to a renovated Town Hall via a generous and protected “front porch” that provides both buildings with ample outdoor gathering space. This flexible space could be used as a place to meet neighbors, or a space for the library to offer outdoor programming. The library interior is designed as a simple and open flexible plan that accommodates the various uses of a modern library program including adult and children’s spaces, collections, storytime area, digital classroom, makerspace, Atherton Heritage Room, comfortable seating, and small group meeting rooms. The building bends gently onto its site to pay homage to Town Hall and avoids existing oak trees that define the experience of the Civic Center. Windows and skylights will be placed to take in views of the wooded site and filter light into the open plan. The historic Town Hall interior will be remodeled to accommodate an expanded Community Room, new ADA restrooms, a small café or catering kitchen, and a flexible access point to open out to the library “front porch” or patio. Renovating and repurposing Town Hall for library use increases the total library program to 10,977 square feet.

The total project cost estimate is \$42.9 million. This includes the renovation of the historic Town Hall renovation, bringing the cost of the library to \$13.4 million.

The Town Council accepted the Civic Center Conceptual Design and Cost Estimate at their October 7<sup>th</sup> meeting. Additionally, they authorized staff to proceed to Schematic Design and produce drawings for construction. Construction of the new library could possibly begin in October 2016.

#### **FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.

#### **RECOMMENDATION:**

Recommend JPA Governing Board accept the New Atherton Library Conceptual Design Report. Operations Committee members present at the October 27, 2015 meeting concur with this recommendation.

#### **ATTACHED DOCUMENT:**

[Atherton Civic Center Conceptual Design](#)

#### **RELATED DOCUMENTS:**

[Atherton Civic Center Concept Design Summary](#)  
[Cost Comparison Summary](#)





Site Plan:

- Ashfield Road shifts to widen civic space / bosque of trees.
- Added a convex arc row of parking along Fair Oaks.
- Base building footprint from previous meeting (7/6/2015) but Council Chamber is shifted away from direct Fair Oaks view.

Builds over  
waterline:

**Yes**

Parking:

Total on Site: **80 spaces + 6 accessible spaces**  
Total off-site: **22 CalTrain spaces**

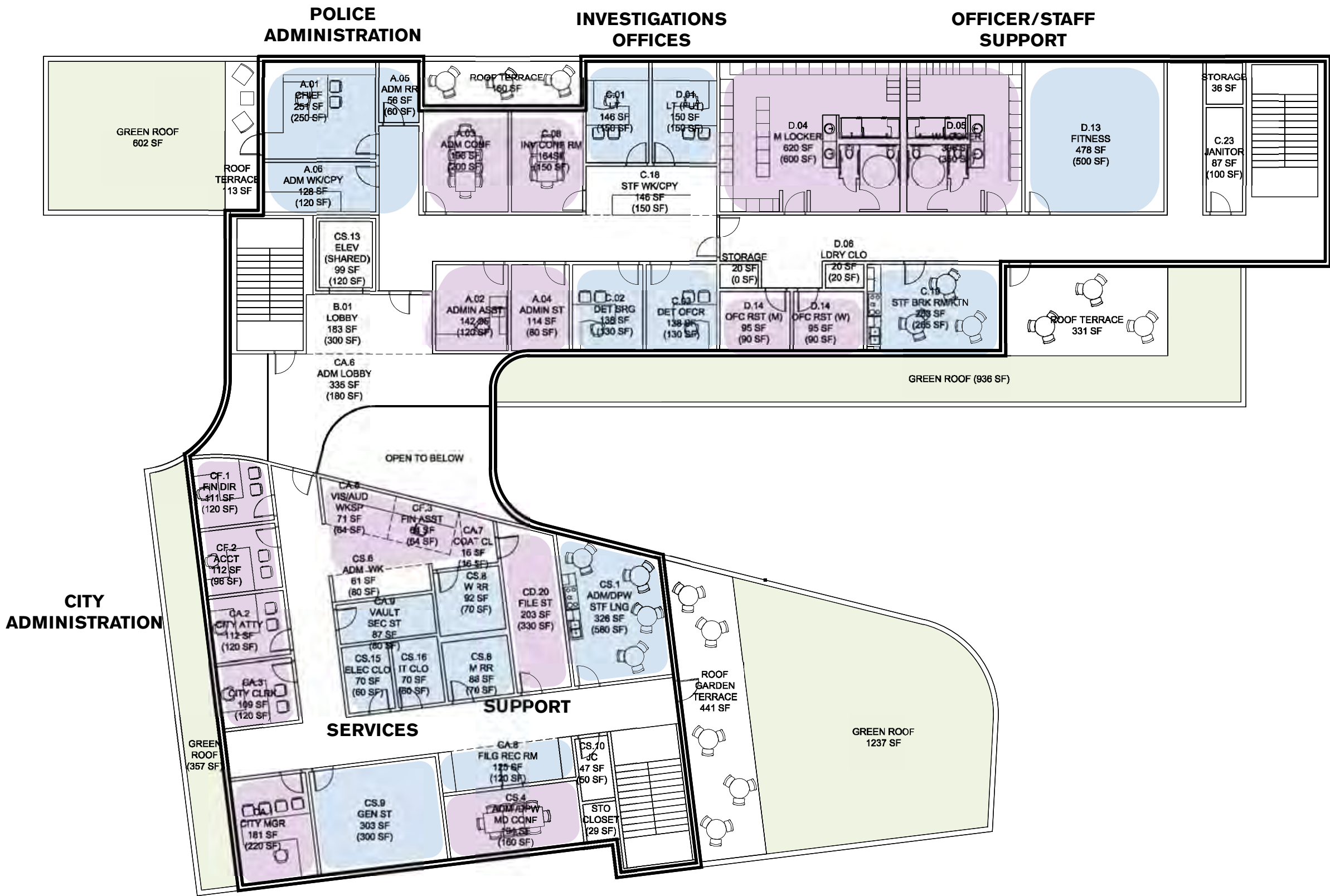
Distances:

From SW Police building face to the Ashfield road curb: **122'**  
From Post Office entry to nearest parking stall along Fair Oaks: **65'**  
From Community Development lobby door to Ashfield parking lot: **233'**  
From Police face of building to council chamber face of building: **37'**





LEVEL 1 PLAN - POLICE DEPARTMENT AND CITY HALL



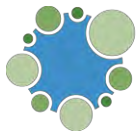
LEVEL 2 PLAN - POLICE DEPARTMENT AND CITY HALL











---

## MEMO

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
Pam Deal, Financial Services Manager  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** Library JPA Fund Balance Policy

---

## BACKGROUND:

As outlined in the San Mateo County Library Joint Powers Authority Agreement, the Library JPA Governing Board is responsible for creating, adopting and maintaining by-laws and related policies to provide for the conduct of Library business. Prudent financial management suggests that all governmental entities should establish fund balance policies to provide the required resources when responding to unforeseen events and meeting operating needs.

In February 2011, the Governing Board adopted the Library JPA Fund Balance Policy. In developing this policy, the Library reviewed and considered information provided by the Government Finance Officers Association (GFOA), the Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, and other jurisdictions' practices.

As outlined in the Library JPA Fund Balance Policy, "Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process." The purpose of this agenda item is to comply with this provision of that policy.

## DISCUSSION:

The purpose of the Library JPA Fund Balance Policy is to establish reasonable guidelines tailored to the needs of the San Mateo County Library Joint Powers Authority which ensure that adequate funds are available to:

- Mitigate significant economic downturns or revenue shortfalls
- Cover future innovative opportunities related to system improvements
- Provide for future projects.

Fund balance is generally defined as the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year. Fund Balance can be set aside in Reserves or can also be appropriated for one-time or short-term purposes.

There is no nationally uniform standard regarding the appropriate level of unrestricted fund balance (i.e. the amounts reported as committed fund balance) local governments should maintain. Many jurisdictions have in place policies which maintain unrestricted fund balance in the range of five to twenty percent of general fund operating revenues or operating expenditures.

The Government Finance Officers Association (GFOA) recommends that "...general purpose governments maintain at a minimum an unrestricted fund balance of no less than two (2) months or 16.7% of regular general fund operating revenues or regular general fund operating expenditures. The adequacy of unreserved fund balance in the general fund should be assessed based upon a government's own circumstances. Furthermore, such measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unreserved fund balance in the general fund at any one time."

The existing Library JPA Fund Balance Policy complies with the Governmental Accounting Standards Board GASB Statement No. 54: Fund Balance Reporting and Governmental Fund Type Definitions. An overview of the current Library JPA Fund Balance Policy is outlined below:

### Library Fund Balance Policy Goals

#### Stabilization Commitments

The Library JPA Fund Balance Policy states that the Library shall maintain amounts equal to no less than 20% of adopted general fund operating appropriations in the category identified as Stabilization Commitments (net appropriations exclusive of one-time activities). These funds are intended to provide a financial cushion against unanticipated adverse financial or economic circumstances. Stabilization Commitments may be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities to stabilize current operations.

The FY 2015-16 Adopted Budget contains \$4,329,557 or 20% of operating appropriations in Stabilization Commitments and meets the goal established for Agency Reserves as identified in the Library JPA Fund Balance Policy.

#### Capital Project Commitments

A government may designate some unreserved fund balance to express its intention to use available resources in a particular manner. A designation is not legally binding but does convey a government's plans for using its available resources. The Library JPA Fund Balance Policy includes a designation for this purpose titled "Capital Project Commitments", and states that the Library shall maintain amounts equal to no less than two million five hundred thousand (\$2,500,000) in this category. The purpose of the Capital Project Commitments is to anticipate project needs and have a plan in place for the orderly provision of financing those needs.

The FY 2015-16 Adopted Budget contains \$10,258,866 in Capital Project Commitments and exceeds the goal established for Capital Reserves as identified in the Library JPA Fund Balance Policy.

The Capital Projects Commitments category is broken down into five groups including:

- Library Catalog Replacement - \$400,000
- Remote Services/Bookmobile Replacement - \$400,000
- New Building Support - \$3,500,000  
To support the purchase of interior furnishings, equipment and collections in an amount based on the square footage of the facility as outlined in the Library JPA Furnishings and Equipment Funding Policy. The Library's obligation for anticipated new facility projects is estimated at \$3.3 million and currently includes the Pacifica Library, Half Moon Bay Library and Brisbane Library.
- System Improvements - \$1,699,031
- Furniture and Equipment Replacement - \$2,500,000

Excess ERAF is a significant factor in the growth of Reserves and a key driver in the ability of the Library to make significant one-time purchases.

Educational Revenue Augmentation Fund (ERAF): Local taxing entities are mandated to shift a portion of their property tax dollars to the State to offset its obligations to fund school districts to the minimum State guaranteed amounts. Any money remaining is referred to as "Excess ERAF" and refunded back to the contributing local taxing agencies (like the County Free Library District). The Governor's School Finance Reform Plan approved by the Legislature created a new funding formula to determine the minimum State guaranteed amount beginning in FY 2013-14. This change in the school funding formula is expected to reduce the Excess ERAF amount to be returned to local taxing entities.

Historically, the JPA Governing Board has used Excess ERAF for non-recurring expenditures. The Library is able to draw from 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. The Library anticipates substantial costs in the near future due to construction of new libraries or facility renovations.

Given the Library's reliance on property taxes to support nearly all library operations, the accumulation of Reserves provides the means for meeting these future one-time needs. For example, the FY 2015-16 Adopted Budget includes more than \$9 million in one-time activities.

#### Other Policy Provisions

##### Minimum Fund Balance Requirements

In the event funds are not available to maintain minimum required balances as detailed under Section II Fund Balance Goals, Committed Fund Balance, the Governing Board must approve and adopt a plan to restore this balance to the target level by adding an amount to the budget to cover the deficiency over a period not to exceed five (5) fiscal years. If restoration of the commitment cannot be accomplished within such period without severe hardship to the Library, then the Governing Board will establish a different time period or change the committed amount requirement.

##### Utilization of Fund Balance

Appropriation of the revenues set aside in Committed Fund Balance shall require the approval of the Governing Board and shall be only for one-time uses and not for ongoing expenditures unless a viable revenue plan designated to sustain the expenditures is adopted.

##### Annual Review

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.

#### **FISCAL IMPACT:**

There is no fiscal impact associated with adopting the Library JPA Fund Balance Policy.

#### **RECOMMENDATION:**

Recommend JPA Governing Board adopt the Library JPA Fund Balance Policy. Operations Committee members present at the October 27, 2015 meeting concur with this recommendation. The Operations Committee also agreed that the annual budget presented and approved by the Governing Board currently includes language demonstrating compliance with the provisions of the policy and therefore, satisfies the annual review requirement outlined in the policy. The Operations Committee has recommended that going forward, compliance with the Library JPA Fund Balance Policy be included as part of the approval of the annual budget.

#### **ATTACHMENT:**

Library JPA Fund Balance Policy

**San Mateo County Library  
Joint Powers Authority**

**FUND BALANCE POLICY**

**I. Purpose**

Prudent financial management suggests that all governmental entities should establish fund balance policies to provide the required resources when responding to unforeseen events and meeting operating needs. The purpose of this Fund Balance Policy is to establish reasonable guidelines tailored to the needs of the San Mateo County Library Joint Powers Authority (Library) which ensure that adequate funds are available to:

- Mitigate significant economic downturns or revenue shortfalls
- Cover future innovative opportunities related to system improvements
- Provide for future projects

Fund Balance is generally defined as the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

The Policy aligns with the reporting standards outlined in GASB 54 (the Governmental Accounting Standards Board Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions). GASB Statement 54 established fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds.

**II. Fund Balance Goals**

The following individual items shall constitute the Library Fund Balance.

Committed Fund Balance

Committed Fund Balance consists of amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority, in this case, the Governing Board. Commitments may be changed or lifted only by the Governing Board taking the same formal action that imposed the constraint originally. The Library has established two primary categories of Committed Fund Balance as follows:

- Stabilization Commitments
- Capital Project Commitments

Stabilization Commitments

Governments often establish "rainy day funds" or "stabilization funds" to provide a financial cushion against unanticipated adverse financial or economic circumstances. The Library is committed to maintaining a prudent level of financial resources to protect against the need to reduce service levels because of temporary revenue shortfalls or unpredicted one-time expenditures. Stabilization Commitments may be used to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities to stabilize current operations.

The Library shall maintain amounts equal to no less than twenty percent (20%) of adopted general fund operating appropriations in the category identified as Stabilization Commitments (net appropriations exclusive of one-time activities).

*There is no nationally uniform standard regarding the appropriate level of unrestricted fund balance (i.e. the amounts reported as committed) local governments should maintain. However, the Government Finance Officers Association (GFOA) recommends that..."general purpose governments maintain at a minimum an unrestricted fund balance of no less than two (2) months or 16.7% of regular general fund operating revenues or regular general fund operating expenditures. The adequacy of unreserved fund balance in the general fund should be assessed based upon a government's own circumstances. Furthermore, such measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unreserved fund balance in the general fund at any one time."*

### Capital Project Commitments

Capital Project Commitments may be used to address innovative opportunities related to operational improvements and asset replacement needs as approved by the Governing Board. Activities such as major equipment purchases, facility renovations, and system-wide projects are not specified in this policy statement, but are identified by the Library as part of the annual budget development process.

The Library shall maintain amounts equal to no less than two million five hundred thousand (\$2,500,000) in the category identified as Capital Project Commitments.

### **III. Minimum Fund Balance Requirements**

In the event funds are not available to maintain minimum required balances as detailed under Section II Fund Balance Goals; Committed Fund Balance, the Governing Board must approve and adopt a plan to restore this balance to the target level by adding an amount to the budget to cover the deficiency over a period not to exceed five (5) fiscal years. If restoration of the commitment cannot be accomplished within such period without severe hardship to the Library, then the Governing Board will establish a different time period or change the committed amount requirement.

### **IV. Utilization of Fund Balance**

Appropriation of the Committed Fund Balance shall require the approval of the Governing Board and shall be only for one-time uses and not for ongoing expenditures unless a viable revenue plan designated to sustain the expenditures is adopted.

### **V. Annual Review**

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.






---

**MEMO**

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
 Pam Deal, Financial Services Manager  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** Library JPA Investment Policy

---

**BACKGROUND:**

In 2009, prompted by the loss of investment earnings due to the collapse of Lehman Brothers Holdings, Inc., the Operations Committee and Governing Board reviewed investment earnings and oversight responsibility and recommended that the Library JPA remain invested in the County Investment Pool but lessen risk by diversifying the portfolio to include the Local Agency Investment Fund.

On September 14, 2009, the JPA Governing Board adopted the Library JPA Investment Policy. The purpose of the investment policy is to provide guidance and protection to the Library JPA's cash and investments, and promote prudent financial stewardship. It is also the policy of the Library JPA to diversify its investment portfolio to ensure the maximum safety of Library JPA assets.

As outlined in the Library JPA Investment Policy, the policy shall be reviewed annually with the JPA Governing Board to insure adequacy related to the objectives of safety, liquidity and yield and its adherence to applicable laws. The investment policy was last approved by the JPA Governing Board on September 8, 2014.

**DISCUSSION:**

The Library JPA may invest funds not required for immediate expenditure outside the County Treasurer. In order to minimize risk and diversify the portfolio, Library JPA investments are currently made in two vehicles including:

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

The criteria for selecting investments in order of priority are:

- Safety of Principal
- Liquidity
- Yield

San Mateo County Investment Pool

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

The County Pool currently has a balance of \$4.3 billion. Earnings rates for the prior three years were .83% at June 30, 2015, .74% at June 30, 2014 and .82% at June 30, 2013. The Pool is managed as an income fund intended to provide its investors with a reasonably predicable level of income.

A note regarding the 2008 Lehman Brothers Bankruptcy: Shortly before the collapse of the economy, the County Pool was valued at \$2.6 billion and had approximately 600 participants, including the County, school districts, special districts, and a number of cities. The Pool's average gross return in 2008 was 4.31%. Although the County Pool was in compliance with regulations and state law, when Lehman Brothers declared bankruptcy, the pool lost \$155 million of its funds invested in Lehman Brothers. The portion of these losses for the Library JPA was \$474,618. The bankruptcy action along with litigation on the part of the County resulted in the recovery of approximately 45% of these losses. The portion restored to the Library JPA totaled \$215,547.

#### Local Agency Investment Fund

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

LAIF currently has a balance of \$20 billion. Earnings rates for the prior three years were .26% at June 30, 2015, .25% at June 30, 2014, and .30% at June 30, 2013. LAIF is also managed to achieve a rate of return that will be maintained on a consistent level.

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

The County Pool and LAIF's first priority is safeguarding principal and protecting public funds. Yield will be considered only after the basic and primary requirements of safety and liquidity have been met. While greater risk in a portfolio increases the opportunity for higher returns, greater risk also increases the volatility of the return, and may not be appropriate for funds that must be liquid and stable. The investment strategies of both the County Pool and LAIF reflect the conservative principles of safeguarding principal and protecting public funds. These strategies also align with best practices established by the Government Finance Officers Association.

#### **FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report.

#### **RECOMMENDATION:**

Recommend JPA Governing Board approve the Library JPA Investment Policy. Operations Committee members present at the October 27, 2015 meeting concur with this recommendation and further indicated support for continuation of the County Pool and LAIF as the current investment instruments.

#### **ATTACHMENT:**

Library JPA Investment Policy

**San Mateo County Library  
Joint Powers Authority**

**INVESTMENT POLICY**

The purpose of this investment policy is to provide guidance and protection to the San Mateo County Library Joint Powers Authority's (Library JPA's) cash and investments, and promote prudent financial stewardship.

**I. Objectives**

The basic premise underlying the Library JPA's Investment Policy is to insure that money is always available when needed. It shall also be the policy of the Library JPA to diversify its investment portfolio to ensure the maximum safety of Library JPA assets. The Library JPA shall have funds not required for immediate expenditure invested in compliance with state law and this policy.

**II. Investment Criteria**

The criteria for selecting investments in order of priority are:

1. Safety of Principal: Safety of principal is the foremost objective of the investment program. Cash and all investments should be undertaken in a manner that seeks primarily to ensure the preservation of capital.
2. Liquidity: Sufficient cash balances and investments amounts shall remain liquid to meet the required timing of all operating requirements that may be reasonably anticipated including cash outflows for operating expenses and funding of capital projects.
3. Yield: The cash investment portfolio shall be designed with the objective of attaining a reasonable or market rate of return, taking into account the primary objectives of safety and liquidity.

**III. Prudent Investor Standard**

The Library JPA adheres to the guidance provided by the "prudent investor standard," which obligates a fiduciary to ensure that investments shall be made with the exercise of that degree of judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of individual business matters, not for speculation but for investment. Exercise of prudence considers the probable safety of capital as well as the probable income to be delivered.

This standard of prudence shall be applied in the context of managing an overall portfolio. Investment officials acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that the deviations from expectation are reported in a timely fashion, and appropriate action is taken to control adverse developments.

**IV. Acceptable Investment Instruments**

Investments will be made in several instruments to lessen risk by diversifying the Library JPA's portfolio. The Library JPA's investment portfolio may include the following instruments:

1. The San Mateo County Investment Pool (County Pool)
2. The State of California Local Agency Investment Fund (LAIF).

## **V. Reporting**

The Director of Library Services shall submit an annual investment report to the JPA Governing Board on the status of the Library JPA's investment portfolio. The report will provide information as to the type of investment, the amount of money invested with various institutions, purchase and maturity dates and interest rate yield on investments in accordance with the Government Code. The report shall state if the Library JPA investments are in compliance with this policy and able to meet its cash flow obligation.

## **VI. Delegation of Authority**

Pursuant to Government Code 53600 et. Seq., with the annual adoption of this Investment Policy, the JPA Governing Board assigns the responsibility of determining the portion of surplus funds to invest in the State of California Local Agency Investment Fund (LAIF) to the Director of Library Services. Daily management responsibility of the investment program may be delegated to the Financial Services Manager, who shall establish procedures for the operation consistent with this investment policy. Business controls shall be established within the organization that utilizes adequate signature controls, separation of duties and adequate audit trail of cash disbursements and transfers of cash balances.

## **VII. Adoption**

This policy shall be reviewed annually with the JPA Governing Board to insure adequacy related to the objectives of safety, liquidity and yield and its adherence to applicable laws. The JPA Governing Board will review and approve all changes to this policy.



---

**MEMO**

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** 2016 Library JPA Governing Board Meeting Schedule

---

**BACKGROUND:**

The San Mateo County Library JPA Agreement states that the Governing Board shall meet at least annually to consider and approve the budget of the Library JPA and to elect officers; and the Operations Committee shall meet at least quarterly and is responsible for administration and oversight of the day-to-day operations of the library system, working through the Library Director. The Governing Board is also required to submit an annual budget to the County Board of Supervisors for its approval. The Board of Supervisors, acting on the recommendation of the Governing Board, shall adopt by July 1st of each year an annual operating budget for the Library JPA.

Each year a proposed meeting schedule is submitted for approval to the Library JPA Governing Board and Operations Committee.

**DISCUSSION:**

The Governing Board currently meets five times a year in the months of February, May, June, September and November. The recommended Operations Committee meeting dates and agenda items correspond with the Governing Board meetings and agenda items. Currently, the Operations Committee meetings begin at 1:30 p.m. and the Governing Board meetings begin at 8:15 a.m. All meetings, unless reassigned, are held at Library Administration, 125 Lessingia Court, San Mateo, CA.

The table below outlines the 2016 proposed meeting schedule. Also included is a list of items agendaized on an annual basis. The agenda is posted and distributed at least three days in advance of scheduled meetings. Additional agenda items are added to the schedule as needed and special meetings may also be held as convened by the Chairs.

2016 Proposed Meeting Dates San Mateo County Library JPA		
Governing Board	Operations Committee	Agendized Items
February 8	February 2	<ul style="list-style-type: none"> <li>Financial Audit Report</li> <li>Mid-Year Report</li> </ul>
May 23	May 17	<ul style="list-style-type: none"> <li>Introduction to the Recommended Budget</li> </ul>
June 13	June 7	<ul style="list-style-type: none"> <li>Adoption of the Recommended Budget</li> <li>Proposed Uses of Library Donor Funds</li> <li>Election of Officers</li> </ul>
September 19	September 13	<ul style="list-style-type: none"> <li>Grant Activities Report</li> <li>Investment Report</li> <li>Approval of the Final Adopted Budget</li> <li>Annual Report</li> <li>Library Director Evaluation</li> </ul>
November 7	November 1	<ul style="list-style-type: none"> <li>Approval of JPA Meeting Schedule</li> <li>Approval of Library Policies</li> </ul>

**FISCAL IMPACT:**

There is no fiscal impact associated with approving the proposed 2016 Library JPA Governing Board Meeting Schedule.

**RECOMMENDATION:**

Recommend approval of the proposed 2016 Library JPA Governing Board Meeting Schedule. Operations Committee members present at the October 27, 2015 meeting approved the proposed 2016 Library JPA Operations Committee Meeting Schedule.




---

## MEMO

**To:** JPA Governing Board  
**From:** Anne-Marie Despain, Director of Library Services  
**Date:** November 2, 2015  
**Meeting Date:** November 9, 2015  
**Re:** Director's Report

---

## BACKGROUND:

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

## PROGRAMS AND SERVICES:

### San Mateo County Poet Laureate

The Poet Laureate Selection Committee recently recommended a term extension for Caroline Goodwin as San Mateo County's Poet Laureate. Caroline was appointed by the Board of Supervisors in 2013 and is the first Poet Laureate for the County. Additionally, the Committee recommended that the Poet Laureate program be coordinated through the Library and be part of SMCL services moving forward.

During her tenure, Caroline has successfully launched a "Poetry Is" campaign county-wide. The campaign is a contest in which everyone is invited to submit a poem online with emphasis on a particular theme. Past contests have included "Poetry Is Love" in February 2014, and "Poetry Is Heritage" in May 2015. Going forward, Caroline will continue with the Poetry Is campaign, including "Poetry Is Autumn" for October 2015 and a "Poetry is Nature" contest for Spring 2016.

More information at: [San Mateo County Poet Laureate](#)

### Ready4K! Texting Project

San Mateo County Library is piloting a project with Stanford University to enroll families in an evidence based texting program to help support kindergarten readiness. The target audience will be families or caregivers with 4-year-old children. The texts, which are sent three times a week October-May, are available in either English or Spanish. The fun facts and easy tips suggest simple literacy boosting activities for parents to do with their kids to help prepare them for kindergarten. Participants are being sought at all locations throughout the month of October.

Ready4K! text messages, which were developed by educational researchers at Stanford University, are based on child development studies, linked to state educational standards, and have been scientifically proven to work. For example, in a study in San Francisco, children of parents who received Ready4K! texts gained two to three additional months of learning in important areas of early literacy.

More information at: [Ready4K!](#)

## **Food for Fines**

The Library will once again launch a Food for Fines program scheduled November 16<sup>th</sup> to December 31<sup>st</sup>. Now in its 6<sup>th</sup> year, this community food drive continues to be one of the Library's most popular amnesty programs. A collaboration with Second Harvest Food Bank, Food for Fines allows patrons to reduce fines by donating nonperishable food items to those in need at their community libraries.

With the annual success of Food for Fines, additional Peninsula libraries have joined in the effort to increase food donations county-wide. This year we are pleased that Burlingame will join the effort. In 2014, combined efforts in Daly City, Redwood City, San Mateo, San Mateo County Library and South San Francisco resulted in a collection of 36,252 pounds of food; waived fees and fines of \$66,986; and 5,475 library accounts cleared. Second Harvest Food Bank estimates that 25 pounds of food will feed a family for a week; with 36,252 pounds collected from all library partners, 1,433 families can be fed for one week each.

## **Read and Play Kits**

San Mateo County Libraries have enhanced storytime programs to include early literacy elements and instruction for parents and caregivers. In an effort to make it easy for families to extend this learning into the home, Read and Play Together Storytime Kits are now available at all libraries. Designed to promote early learning and literacy for children 2-5 years old, each themed kit includes picture books, play items, songs, fingerplays and early learning literacy tips so families can play and learn together. This new service was funded through SMCL's internal staff grant program, Pitch It. Congratulations to Angela Luis, Pacifica Libraries, and Marsi O'Malley-Riley, Belmont Library, for their winning idea and goal to encourage families to develop early literacy skills, ensuring children are ready to learn to read when they enter elementary school.

## **eMagazines**

As part of a growing digital library that includes eBooks, eAudiobooks, eMusic and eVideos, San Mateo County Library has expanded its eMagazine collection through the database Flipster. Patrons can enjoy unlimited access to complete digital editions of their favorite magazines, including Consumer Reports, Money, Entertainment Weekly, People, Sports Illustrated, Sunset and Time. Access to eMagazines is instant and available anytime/anywhere with a smartphone, tablet or computer.

More information at: [Flipster eMagazines](#)

## **Outside the Lines**

SMCL participated in Outside the Lines (OTL), a bold national campaign designed to get people thinking – and talking – about the library in a whole new way. This weeklong celebration took place in September to demonstrate creativity and innovation in libraries. The goal of the initiative is to get libraries to show communities how important libraries are and how we've changed. SMCL invited the public to visit a "pop-up" library in unexpected places, ranging from Coastal Cleanup in Pacifica to the Mi Pueblo shopping center in East Palo Alto. Staff also surprised community members with spontaneous programs and free book giveaways at local transit stations, parks, and other heavily used areas in the community.

More information at: [Outside the Lines](#)

## **National Voter Registration Day**

National Voter Registration Day is designed to create an annual moment when the entire nation focuses on registering Americans to exercise their most basic right - the right to vote. SMCL partnered with the San Mateo County Elections Office to promote Voter Registration Day events on September 22, 2015, at all of our libraries. Library staff helped over 120 people register to vote, ensuring that they can participate in the next election.

More information at: [National Voter Registration Day](#)



### **Career Online High School Project**

I am pleased to announce that the Library has been selected by the California State Library to participate in the Career Online High School grant project. Approximately \$12,000 in matching funds will be awarded to support adults to continue their formal education and receive their high school diploma. Nearly one-fifth of California's population over 18 years of age has not attained a high school diploma, and among the 50 states, California shares last place with Texas in terms of percentage of adults with high school diplomas or equivalencies. This 18-month program will be implemented later this year.

### **LIBRARY PROJECTS:**

#### **Brisbane Library Project**

The Brisbane Library Planning Stakeholder Group met on October 7<sup>th</sup> to hear presentations from the top three identified architectural firms. Firms presented their design concept proposals for the library project and answered questions. The Stakeholder Group recommended a ranked order of proposals, and the City is currently negotiating a scope and fee with the highest ranked proposer.

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

Excitement continues to build for the new Half Moon Bay Library. The Library, City of Half Moon Bay, and County of San Mateo have been working to gain input from the community. In September, five community workshops were held to discuss and get feedback on the conceptual design and other elements. Nearly 150 people participated in the first four September workshops, adding to the over 2,000 people who provided input during the 2014 library conceptual update. The fifth workshop, held on September 29<sup>th</sup>, drew over 80 people, who reviewed the input from the previous meetings and discussed several concept designs and site plan options.

To ensure everyone has the opportunity to be involved and offer their input, a community survey was mailed out in October to all households in Half Moon Bay as well as unincorporated areas served by the library. As the process moves forward, the next steps will be to confirm the library size and building program and develop a conceptual library design that looks at site plan, parking, building layout, and architectural character. The next community workshop will cover the "architectural character" aspects, and is scheduled on November 19<sup>th</sup> at Cunha Intermediate School.

Presentation slides at: [Community Workshops-Programming Priorities](#) and [Community Workshop-Concept Design and Site Plan Options](#)

#### **Woodside Library Improvement Project**

The Woodside Library Remodel Project is underway! September marked the beginning of construction activities with the building demolition and roof removal. Since then, the seismic roof framing and under slab plumbing have been completed. The mid-October activities will concentrate on the concrete footing excavation and structural rough carpentry efforts in order to prepare for the electrical arrangement of the building. The estimated completion date of this project is slated for spring 2016.

Project photos at: [Woodside Library Improvement Project](#)

### **ORGANIZATION:**

#### **Library Recognition – Connect15 Honoree**

I am proud to announce that San Mateo County Library is being honored for our work to implement innovative technology programs to close the digital divide in San Mateo County at the annual technology and government conference, Connect15. SMCL will receive the Connect Award which recognizes individuals and organizations that have used technology to enhance and improve how government functions to be more responsive and better address constituent needs, and that demonstrate vision, leadership and results.

More information at: [Connect15](#)

## **2016 Library Holidays and Closures**

Since 2003, the San Mateo County Library has incorporated several additional days into the regular holiday closure schedule based on the calendar year and usage patterns. These closures are typically adjacent to holidays and have usually occurred on Saturdays and Sundays. All library closures are posted for public notice well in advance of a scheduled closure. In 2005, this practice was reviewed, and the Governing Board determined a permanent continuation of this practice was prudent and should be communicated through the Director's Report.

### *2016 Library Holidays and Closures*

Friday, January 1 New Year's Day	Sunday, September 4 Library Closure
Monday, January 18 Martin Luther King, Jr. Day	Monday, September 5 Labor Day
Monday, February 15 Presidents' Day	Monday, October 10 Columbus Day
Sunday, March 27 Easter	Friday, November 11 Veterans Day
Sunday, May 29 Library Closure	Wednesday, November 23 Libraries close at 5:00 p.m.
Monday, May 30 Memorial Day	Thursday, November 24 Thanksgiving Day
Sunday, July 3 Library Closure	Friday, November 25 Day after Thanksgiving
Monday, July 4 Independence Day	Sunday, December 25 Christmas Day
	Monday, December 26 Christmas Day (Observed)

## **Personnel News**

### *New Position Recruitment*

In an effort to expand technology and STEAM-related services, address the digital divide, and transform expectations about what libraries can do for their communities, SMCL is converting a number of vacancies to a new position called Community Technology Specialist. These staff will work in a variety of settings both inside and outside of facilities, to deliver non-traditional and innovative library services that benefit the needs of the community and capture the best of ever-evolving technologies.

### *New Staff Appointments*

Kajah Ram has been appointed Library Assistant at the Millbrae Library. Kajah recently graduated with a B.A. in Linguistics from UC Berkeley and has worked at academic and private libraries in various positions while attending school. As an Extra Help Library Assistant at Millbrae, Kajah has helped run various library programs, including the homework center and the film club. Kajah also has extensive experience as an English tutor.

Kelly Reinaker has been appointed Youth Services Librarian at the East Palo Alto Library. Kelly was born and raised in Columbus, Ohio, and received a B.A. in Spanish from The Ohio State University in 2010, and her M.L.I.S. from Kent State University this past May. She recently lived abroad in Argentina and in Chile, and prior to joining SMCL at the end of August, Kelly spent three years managing the library at the Columbus Bilingual Academy.

JC Escalante has been promoted to Senior Community Program Specialist in Administrative Services. JC will be supporting system-wide special projects, including makerspace efforts, internships, facility projects, and more. This past summer, JC managed the Summer Learning Intern program which helped SMCL achieve our ambitious program goals. Previously, JC was the Circulation Supervisor at San Carlos, and has worked throughout SMCL for over 10 years.

### *Service Awards*

Two employees were recently honored by the County for their completed years of service: Charlotte Bradshaw, Access Services (20 years) and Annie Malley, Half Moon Bay Library (10 years). Congratulations to Charlotte and Annie for their many years of service and numerous contributions to the County and Library!