
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
May 23, 2016, 8:15 a.m.
Belmont Library, 1110 Alameda de las Pulgas, Belmont**

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| I. Call To Order | Action |
| II. Public Comments | Information |
| III. Approval of the February 8, 2016 Minutes | Action |
| IV. Introduction to the Recommended Budget FY 2016-17 | Information |
| V. Director's Report | Information |
| VI. Board Announcements | Information |
| VII. Adjournment | Action |

**2016 Governing Board Meetings: June 13, September 19, November 7
2016 Operations Committee Meetings: June 7, September 13, November 1**

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.



San Mateo County Library
JPA Governing Board Meeting
Minutes of February 8, 2016

Board Members Present:

Carole Groom, San Mateo County (Chair)
Elizabeth Lewis, Atherton
Charles Stone, Belmont
Clarke Conway, 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

Staff Present:

Anne-Marie Despain
Tom Fortin
Nicole Pasini
Pam Deal
Karina Labrenz

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- I. Call to Order. The meeting was called to order at 8:15 a.m.
 - II. Public Comments. None.
 - III. Approval of the November 9, 2015 Minutes. Meeting minutes approved without changes (MSP: Stone/Pollard).
 - IV. Recommended Brand Vision Concept. Director Despain provided an overview of the Brand Vision Concepts Presentation report. Maggie Traidman and Kseniya Makarova from Pivot Design gave a PowerPoint presentation on the selected Brand Vision Concept for SMCL, stating that 60.4% of stakeholders polled selected the dandelion concept. The Brand Vision Concept includes Brand Image Messaging, Rationale and Brand Story Messaging, and Core Identity Elements. The execution of the Brand Vision will begin in the spring.

Motion: Recommend the JPA Governing Board approve the Brand Vision Concept.
Passed (MSP: O'Neill/Lewis).
 - V. Financial Audit Report for FY 2014-15. Financial Services Manager Deal provided an overview of the Financial Audit Report for FY 2014-15 and introduced Ms. Tika Koshiyama-Diaz, of JJACPA, Inc., who stated that the basic financial statements prepared by the Library are in accordance with generally accepted accounting principles and that adequate internal controls are in place. At June 30, 2015, the Library's net position increased to \$20,703,032 from \$19,114,268 in 2014.

Motion: Recommend the JPA Governing Board accept the Library's Financial Audit for FY 2014-15. Passed (MSP: Johnson/Stone).

- VI. Library JPA Fund Balance Policy. Director Despain provided an overview of the Library Fund Balance Policy Report. The Fund Balance Policy Subcommittee met in January and recommends that the amount held in the Stabilization Commitment account be reduced from 20% to 15%; or from \$4.3 million to \$3.2 million. In addition, staff recommends that the term "Stabilization Commitments" be referred to as "Operating Reserves" and the term "Capital Project Commitments" be referred to as "Capital Reserves". Subcommittee Members present stated that they had a thorough discussion, especially on the percentage, and 15% was felt to be a good middle ground.

Motion: Recommend the JPA Governing Board accept the proposed changes, adopt the revised Library JPA Fund Balance Policy, and include annual compliance with the policy as part of the approval of the Library Recommended Budget. Passed (Stone/Fraser).

- VII. FY 2015-16 Mid-Year Financial Report. Director Despain provided an overview of the FY 2015-16 Mid-Year Financial Policy Report and highlighted several services and activities which were executed to meet the needs of the community. Financial Services Manager Deal gave an update on the financial status of the Library and projections for next year. The FY 2015-16 Adopted Budget totals \$46,058,780; Expenditures total \$31.5 million and Reserves \$14.6 million. Revenue from property taxes is estimated to increase by approximately 5.3% or \$1 million in FY 2016-17, and \$5 million by FY 2021-22. Member Stone and Alternate Member Lewis voiced caution over the projections of 5% annual increases in property tax revenues for the next five years which are based on current growth rates. Chair Groom said that the budget will be updated as conditions change. There is no recommendation to add staff, other than Extra Help and Interns.

Motion: Recommend the JPA Governing Board accept the FY 2015-16 Mid-Year Financial Report and direct staff to move forward with development of the FY 2016-17 Recommended Budget. Passed (MSP: Holober/Stone).

- VIII. 2015 Summer Learning Program Report. Deputy Director Fortin provided an overview of the 2015 Summer Learning Program Report and presented a short video. SMCL oversaw the effort for all PLS libraries, and all goals for the Summer Learning Challenge were far exceeded. Chair Groom commended Library staff on their outstanding presentation of their program during the Big Lift application process. The Library will partner with BELL (Building Educated Leaders for Life) to create evidence-based summer learning opportunities, and with the Bay Area Discovery Museum's Center for Childhood Creativity. Plans are to expand the program to other libraries, like Daly City. Several Board Members expressed their excitement and gratitude over this program.

Motion: Recommend the JPA Governing accept the 2015 Summer Learning Program Report. Passed (MSP: Fraser/Rutherford).

- IX. Director's Report. Director Despain called attention to the Big Lift information; then she introduced Nicole Pasini, who recently was promoted from Library Services Manager to Deputy Director of Library Services.
- X. Governing Board Members Announcements. Member Fraser said that the bike repair mobile visited the Half Moon Library again, and she highly recommended the program for all libraries. Director Despain added that the Library is planning a bike-to-library day, and reminded members that we budgeted for bike repair stations and a bike lock collection for checkout. Alternate Member Conway gave kudos to the Library on their programs in Brisbane and announced that the City of Brisbane chose an architect for their new library; formal approval by the City Council of Siegel & Strains Architects, who also designed the new Portola Valley Library, is expected next month.
- XI. Adjournment. The meeting adjourned at 9:18 a.m.



To: JPA Governing Board
From: Anne-Marie Despain, Director of Library Services
Pam Deal, Financial Services Manager
Date: May 18, 2016
Meeting: May 23, 2016
Re: Introduction to the Recommended Budget FY 2016-17

Background

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

Budget Process

The San Mateo County Libraries 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 strives to provide the best and most relevant information in an easily understandable format. Information about the system and its many services is also provided.

Budget Process Key Dates	
December	Budget Development Begins
February	Mid-Year Report is Submitted to the Library JPA Governing Board
May	Recommended Budget is Submitted to the Library JPA Governing Board
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Budget Priorities

The 2015-2020 Strategic Plan approved by the Governing Board in September 2015 established guiding principles that will shape the Library into the future. The resulting plan is not only visionary and directional, but also flexible enough to respond to environmental changes over time. The three strategic goals describe what the organization will seek to accomplish over the course of this plan and provide a framework for determining what will qualify as success, and what long-term outcomes the Library hopes to achieve based on the wide array of broad-based input that was used to establish this plan.

Our Vision

San Mateo County Libraries ignite growth through transformative experiences.

Our Mission

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

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

Discussion

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

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

The proposed Recommended Budget for FY 2016-17 is \$41,870,550 (Total Requirements). Salaries and benefits represent 49% or \$15.7 million of the total operating budget (Net Appropriations). The authorized position count totals 121. The budget also includes recommendations for one-time projects and activities which contribute to improved service delivery and are funded by one-time sources.

The FY 2016-17 budget sets ambitious but achievable goals that foster the Library's continued leadership in our communities. The Library takes pride in developing a budget that is sustainable, realistic, aligns with system strategies, and ensures a strong foundation for future budgets. Finally, the Library JPA Governing Board, Operations Committee and Library staff are to be acknowledged and thanked for their commitment and participation in producing the budget.

Fiscal Impact

There is no fiscal impact associated with the introduction of the FY 2016-17 Recommended Budget.

Recommendation

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

Attachment

FY 2016-17 Recommended Budget



San Mateo
County
Libraries

FY 2016-17 Recommended Budget

San Mateo County Libraries 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 and technological opportunities. More than 160,000 community members or 62 percent of the service population have library cards, and more than two million people visit us in person annually.

Our physical and digital collections include nearly one million items and are always growing, and 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, San Mateo County Libraries are equipped with wireless service and hundreds of public computers connected to a 1GBps network, and laptops, tablets and WiFi hotspots for checkout.

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. We continually assess the needs of our residents, responding with thoughtfully designed programs and initiatives that enrich lives and uplift the community. We host over 8,000 events each year, curating programming that is designed to enrich and uplift our communities. Through innovative outreach services and our bookmobile, enriching experiences are also delivered beyond library buildings. Our residents comprise a diverse collection of individuals, and our services reflect that. All of these pieces culminate in a message of sharing—whether it's knowledge, experience, stories, or resources.

San Mateo County Libraries provide unmatched service to our community members, and we are consistently ranked as one of the best libraries in the nation. Developed through recent strategic planning work, our vision is to ignite growth through transformative experiences, and it is our mission to strengthen our communities by creating an inclusive sense of place and an environment of learning.

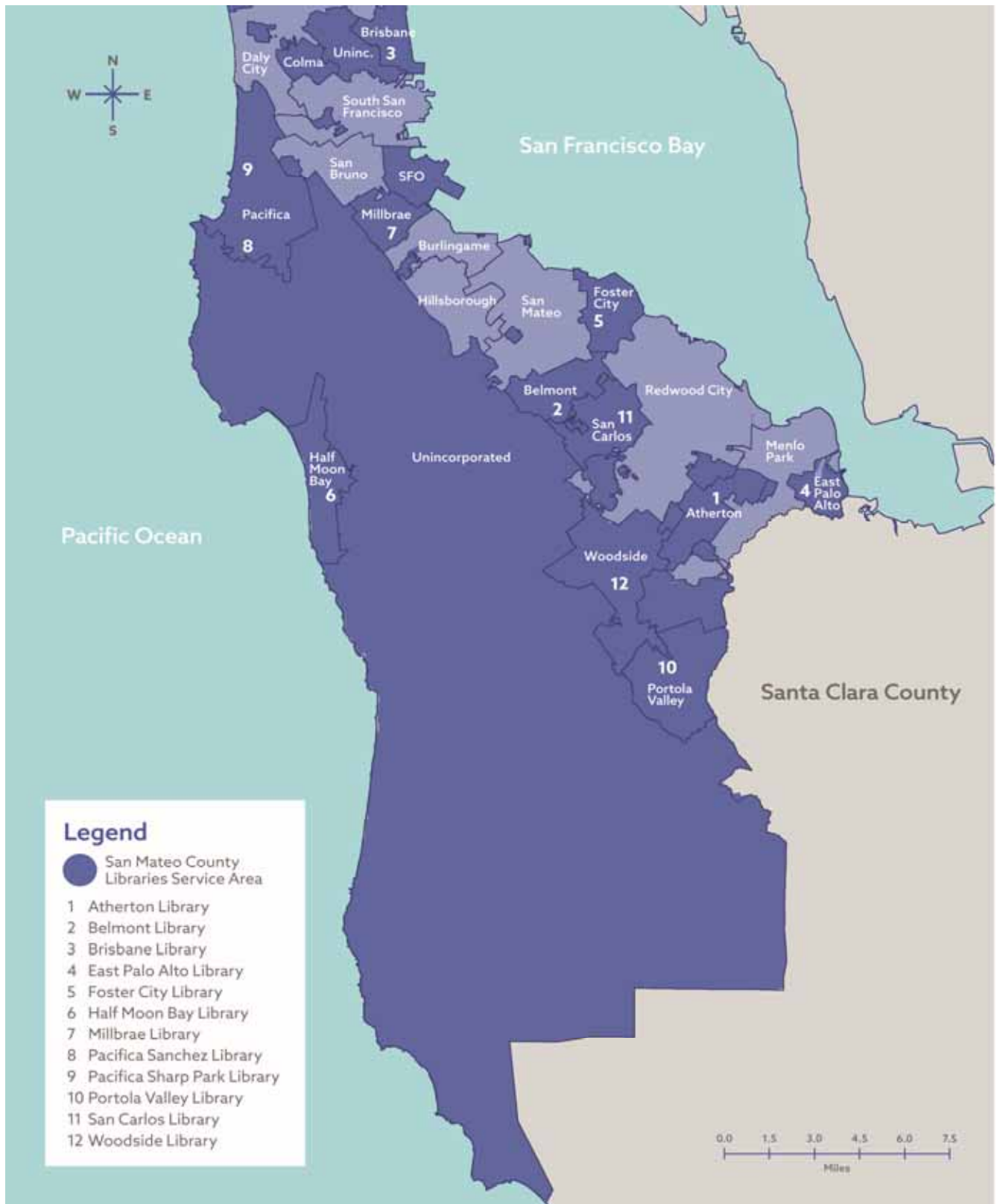
History and Governance

San Mateo County Libraries have been an integral part of its diverse community for over a century. 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 the California County Free Library Law of 1911, County Free Public Libraries are special districts tasked with providing public library service within a defined boundary or service area. The underlying legislation supporting County Free Public Libraries explicitly provides for participation in the levy of a tax for library purposes. The share of property tax collected within the district or service area represents the Library's primary source of funding. The district's service area covers 351 miles, and approximately 270,000 people live within these boundaries.

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.

Library Services Area Map



Library Accomplishments

Focusing on innovating, improving services, and supporting user needs and community goals has led to numerous accomplishments in the current fiscal year. The following summary, organized by FY 2015-16 Priorities, highlights some of the significant activities.

Supporting Family Literacy and Lifelong Learning

- Addressed achievement gaps and summer learning loss through Summer Learning programs:
 - Led public libraries throughout the county in engaging an unprecedented 58,719 youth during summer 2015 and connecting them with high quality learning and literacy experiences. San Mateo County Libraries offered 1,520 high quality learning and literacy programs to children and youth in summer 2015 (849 more programs to children and youth than in 2014), a 127% increase.
 - Expanded Summer Learning Camps from five locations to seven, delivering 178 hours of high quality learning experiences to struggling readers throughout the county. 100% of campers avoided the “summer slide” and either increased or maintained their reading skills over the summer.
 - Achieved federal certification to become a summer meals sponsor and secured funding to expand meal programs to feed adults as well as children, enabling us to serve 24,991 healthy meals to families and community members of all ages.
 - Piloted a youth development internship program, hiring and training high school and early college youth to support the program and work in their communities. Forty-two interns of diverse backgrounds modeled a love of reading and learning as well as effectively connected youth and their families to the library.
- Inspired 48 English and Spanish-speaking families this year with the Talk Read Sing program, using its community-building curriculum and groundbreaking technology that works to develop parents’ skills in interacting with babies and increase conversational turn taking and reading. 97% of the families completed the program, and 70% of parents increased the number of words spoken to their child.
- Engaged parents and children – many of them first-generation Americans – in the Library’s grant funded, 24-week Toyota Family Learning program. Families learned from each other while engaging in enriching community service projects, workshops, mentoring and technology.
- Enhanced the thousands of storytime programs to include early literacy elements and instruction for parents and caregivers. Additionally, in an effort to make it easy for families to continue learning at home, read and play storytime kits were developed to promote early literacy and learning experiences for children 2-5 years old, to ensure children are ready to learn to read when they enter school.

- Established a small business and entrepreneurial support program through CO.STARTERS. The nine-week program helps communities grow local businesses and equips aspiring entrepreneurs with the tools needed to turn business ideas into action.
- Offered a wealth of cultural programming including a fun and educational SFJAZZ Family Matinee concert that was streamed live using our new lightning fast 1GBps network.
- Increased world language library collections and created supportive environments for adult learners by offering welcoming and respectful language conversation clubs.
- Provided support to adults in transforming their lives by working towards earning a high school diploma with the Career Online High School program, which is supported by a grant from the California State Library.

Supporting the Mobile and Digital Needs of Library Users

- Transformed how San Mateo County Libraries provide internet access by lending WiFi hotspots. Rather than limiting patrons to using the internet at a physical library facility during a once-a-day, 2-hour time slot, this service is providing 24/7 access to patrons, allowing hundreds of households to engage in education, exploration, and the many practical tasks of daily life that require internet access. This popular program was expanded to add an additional 150 WiFi hotspots this year.
- Provided students who have limited access to technology with engaging hands-on technology education and enriched out-of-school time through Mouse Squad. Funded partially through the County Human Services Agency, the curriculum strives to bridge the economic divide and diversify the technology workforce by offering all students access to quality STEM education.
- Introduced our communities to the boundless opportunities available using 3D printing technology. This year, residents were invited to library 3D printing programs, our first Print-a-Thon featuring all twelve library printers, and a new personal appointment service to connect with a trained staff member for assistance with this technology.
- Continued to grow our digital collections. New additions this year have included in-depth online technology courses, ranging from basic Word to advanced Java, through Lynda.com, and expanded eMagazine collections with the addition of two new products, Flipster and TotalBoox.
- Initiated a pilot of Laptop Anytime, a vendor based solution that offers convenient self-service laptop checkout as a response to public demand for increased availability and flexibility of computers.
- Implemented a portable charging system that will enable patrons to check out chargers and power up laptops, phones and other mobile devices anywhere in the library.

- Implemented a new computer time management solution that will provide a more stable environment for users and will allow us to expand wireless printing to include mobile devices.
- Developed a new website which will replace the current site in June. The new eLibrary will provide a seamless, updated online experience for library users, with responsive design, improved events calendar, and multiple pathways to discovery.

Creating Welcoming and Well-Equipped Facilities

- Reopened the newly renovated Woodside Library in April, introducing a beautiful, updated space to the community. The new interior features reconfigured and enhanced spaces for children and teens, a learning center/meeting room, and a more efficient layout for programs and collections. Larger restrooms, improved disability access and seismic retrofitting are a few of the other facility upgrades. The \$3 million project was supported with Library Donor Funds.
- Assisted members in their efforts to build new libraries. Planning is underway in Atherton, Brisbane, East Palo Alto, Half Moon Bay and Pacifica to transform our libraries into welcoming spaces that enable inspiring experiences.
- Completed initial planning efforts to explore the addition of maker and co-working spaces in libraries and worked with the SF Exploratorium on completing designs for a mobile outdoor learning landscape exhibit to increase use of library outdoor space and improve access to interactive learning opportunities for the community.
- Introduced the exciting new San Mateo County Libraries brand to the public on May 9th. The new branding is energizing our spaces and communicating the boundless opportunities available at our libraries. The consistent use of our new brand will help us communicate our story of impact as well as contribute to welcoming spaces.

Promoting Partnerships and Building Awareness of the Library

- Continued to grow our partnership with Stanford University addressing critical community needs. Their Flu Crew visited three libraries and vaccinated nearly 400 children and adults, and the Ready4K! texting program developed by their educational researchers was piloted in libraries to support early learning by texting parents fun facts and easy tips to help prepare children for kindergarten.
- Partnered with the San Mateo County Elections Office and National Voter Registration Day to register community members to exercise their most basic right: the right to vote. All libraries held events, and staff helped 120 people register to vote.
- Established a new partnership with the San Mateo County Department of Housing to reach families facing the most significant socioeconomic barriers; and support their success through enhanced library services, read and play kits in Housing Authority waiting rooms, and books to help grow home libraries.

- Improved veteran services in partnership with the California State Library and the California Department of Veterans Affairs in order to positively impact the quality of life for veterans and their families. Enhancements include a resource center, work-study and volunteer programs for veterans.
- Led ten other Bay Area Library jurisdictions in order to raise the visibility of libraries, early learning, and the importance of reading together, through the financial support of the Super Bowl 50 Host Committee's Re(a)d Zone. This Read for the Record program resulted in 11,837 children engaging in the world's largest shared reading experience.
- Participated in Outside the Lines, a week-long national campaign designed to promote creativity and innovation of libraries. Staff surprised community members with "pop-up" libraries in unexpected places, spontaneous programs and free book giveaways at local areas in the community, ranging from BART to the beach!
- Launched San Mateo County Libraries' first Book Bike, with five more coming! The Book Bike provides a delightful library experience in surprising places in order to reach community members who may not come to a physical library.
- Promoted the library at the county's biggest events, the County Fair and Maker Faire. Employees from throughout the system helped staff the library's booth and connected with fair participants of all ages. We facilitated maker activities and promoted libraries as welcoming community spaces that offer exciting play and hands-on learning experiences. With over 100,000 people attending each event, we were in a wonderful place to build awareness.
- Designed and completed a community engagement process that focused on understanding user needs and community priorities, as well as current use and awareness of library services. Over 7,500 community members, volunteers, Friends and staff provided input.
- Developed a five-year Strategic Plan utilizing the key findings and opportunities gained from community engagement feedback, peer best practices, and data and professional research. The plan identifies important areas of focus and establishes clearly stated guiding principles that will shape the San Mateo County Libraries into the future and be responsive to the dynamic environment in which the system operates.
- San Mateo County Libraries received a number of significant recognition awards this year that highlighted our programs and services:
 - Summer Learning Camps received a San Mateo County STARS award, which recognizes exceptional County programs that demonstrate innovation, collaboration and improved program outcomes.

- San Mateo County Libraries was recognized by the Urban Libraries Council (ULC) as one of its Top Innovators in 2015. We received the Honorable Mention award in the “Collections” category for FindIt!, our word-based classification system. Top Innovator Awards honor organizations who demonstrate creative new approaches and practices, and inspire new ways of thinking and working to benefit people and communities.
- In recognition of our commitment to innovation in closing the digital divide, San Mateo County Libraries was selected as the Connect15 honoree at the annual technology and government conference. The Connect Award 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.
- San Mateo County Libraries was again named a 4-Star library by *Library Journal*. The annual *Library Journal* Index of Public Library Service is a measurement tool that compares U.S. public libraries with their spending peers based on four per capita output measures: circulation, library visits, program attendance, and public internet computer use. This year 7,663 public libraries were rated, and 261 qualified as star libraries. We retained our four star status for the eighth year in a row, and currently rank 2nd in California and 18th nationwide.
- San Mateo County Libraries was selected by the Institute of Museum and Library Services as one of 30 finalists for the 2016 National Medal for Museum and Library Service. The National Medal is the nation’s highest honor given to museums and libraries for service to the community.



Library Performance

The key metrics below represent some of the information collected by the San Mateo County Libraries to assess performance. Tracking this data provides staff with one mechanism to assess performance, gauge progress towards fulfilling goals, and highlight important trends.

Performance Measure	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16 Projected	FY 2016-17 Target
Library Visits	2,363,824	2,035,246	2,178,886	2,200,000	2,200,000
Circulation ⁽¹⁾	3,559,524	3,315,886	3,468,980	3,400,000	3,500,000
Website Visits	1,263,544	2,383,106	3,649,689	4,300,000	5,200,000
Programs & Events Total offered: Total attendance:	6,884 209,339	7,021 212,479	8,416 270,555	8,000 250,000	8,000 300,000
Summer Learning Participants	7,282	11,458	33,472	34,770	36,000
Public Computer Hours	287,820	234,779	230,328	230,000	290,000
Wireless Connections	166,350	342,681	954,111	1,438,576	1,726,291
Volunteer Hours	19,902	31,998	33,507	35,500	36,000
Employee Satisfaction	77%	82%	84%	90%	90%
Customer Satisfaction	80%	90%	93%	90%	95%

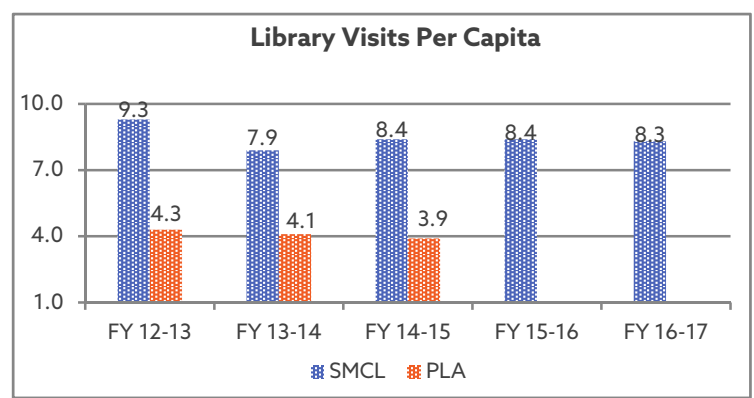
(1) Includes print, audio and video materials, and digital materials.

Library Benchmarking

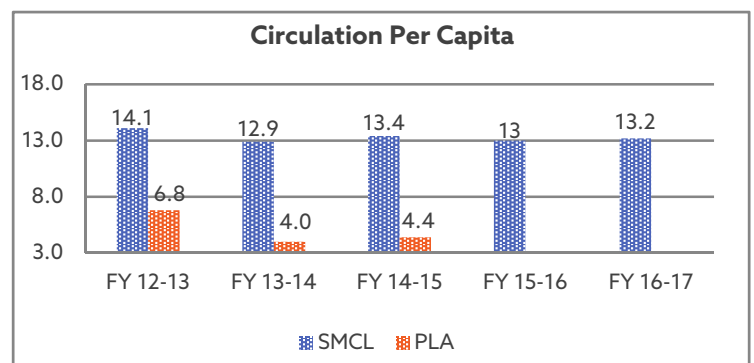
Comparing key metrics is an important tool for the organization to assess how well we are performing relative to our peers. These insights enable us to identify areas of strength as well as spot areas of opportunity for improvement. By objectively assessing past and current performance, San Mateo County Libraries is better equipped to plan for the future.

The charts below compare San Mateo County Libraries data to available Public Library Association (PLA) data for library systems nationwide, with a population between 250,000 – 499,999. FY 16-17 numbers represent the San Mateo County Libraries' targets.

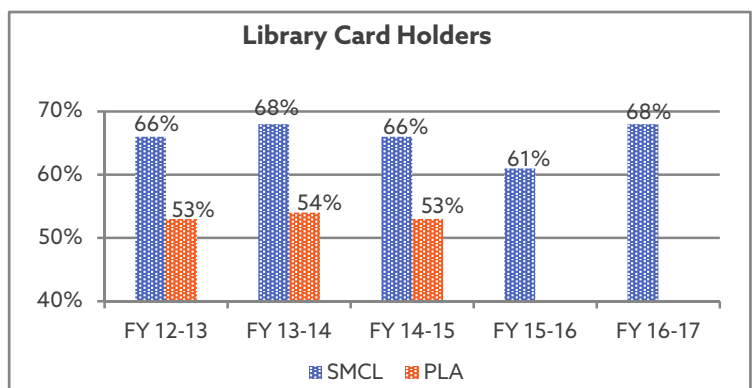
Library Visits Per Capita: Relates the number of library visits to the population the San Mateo County Libraries serve. This measure is an indicator of public awareness of the library and is useful in developing an annual profile of library use.



Circulation Per Capita: Relates the number of library materials loaned to the population the San Mateo County Libraries serve. This output measure is useful for gauging the collection use and whether the system is meeting its customers' needs.



Library Card Holders as a Percent of the Population: Relates the number of persons registered as members to the population the San Mateo County Libraries serve. This figure indicates the percentage of potential users who know the library exists and have indicated intent to use it.



Budget Background

The San Mateo County Libraries budget process involves the distribution of resources and services that meet performance objectives as identified by staff, the JPA Operations Committee, the JPA Governing Board and the community. 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.

The 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.

Budget Process Key Dates	
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February	Mid-Year Report is Submitted to the Library JPA Governing Board
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December marks the point at which staff begins to evaluate trends and conditions which may influence the development of the budget. As part of the budget planning process, input is sought from staff, JPA members, and community stakeholders in order to respond to user needs and optimize resources with the goal of providing the highest quality of service.

In February, a Mid-Year Report is provided to Operations Committee and Governing Board members, which includes year-end estimates, projections and identification of major issues affecting the preparation of the upcoming budget, and budget development recommendations.

The Recommended Budget is prepared and 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 San Mateo County Libraries fiscal year begins July 1st and ends June 30th.

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 at the September meeting and to the County Board of Supervisors for approval no later than October 2nd.

Strategic Plan

In the current year, the Library dedicated considerable efforts to obtaining information from a broad cross-section of the community and developing a new strategic plan that would guide the organization for the next five years. Over 7,500 community members, volunteers, Friends, and staff provided input. The 2015-2020 Strategic Plan approved by the Governing Board in September 2015 establishes guiding principles to shape the organization into the future. The plan is not only visionary and directional, but also flexible enough to respond to environmental changes over time.

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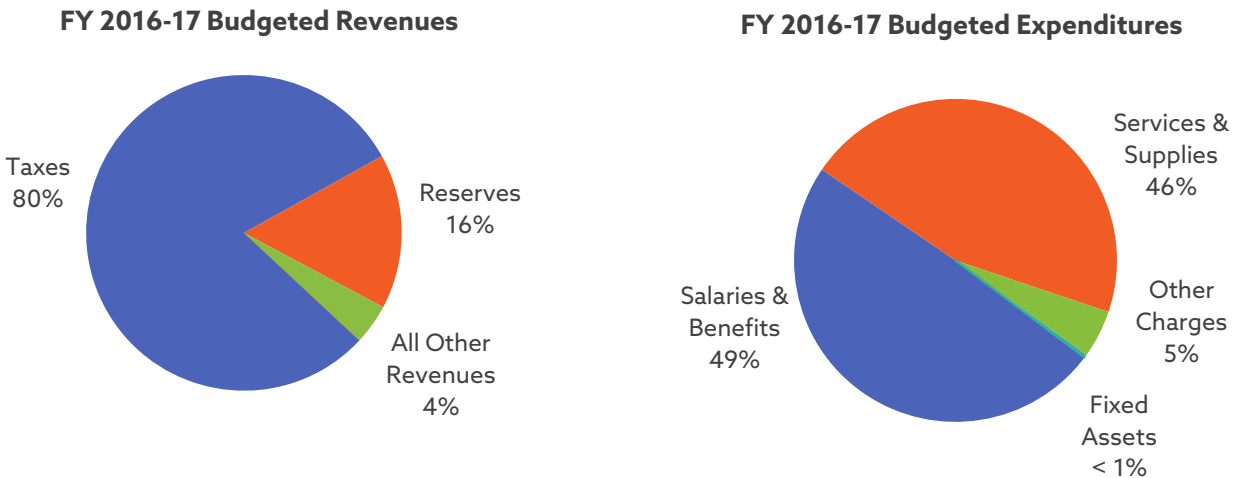
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Revenues and Expenditures Summary

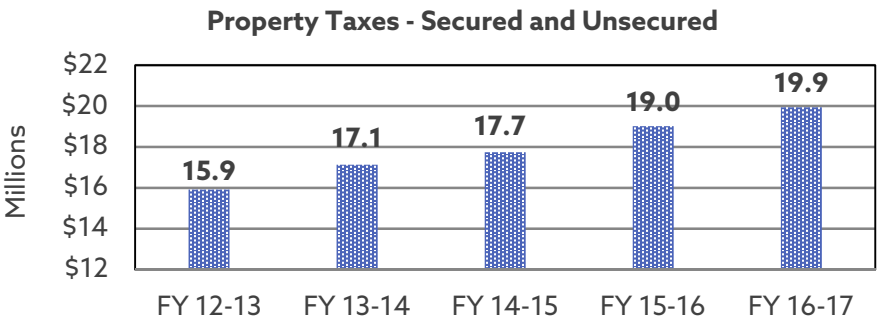
The annual budget details the operation and support of plans, projects and initiatives for the San Mateo County Libraries and distributes resources designed to meet performance and service objectives. It is broken down into sub-accounts in order to track and manage operating expenditures. The budget is prepared on the modified accrual basis of accounting in which revenues are recognized when they are both measurable and available, and expenditures are recorded when they are incurred. Total expenditures may not exceed the budgeted expenditures, and the budget lapses at the end of each fiscal year.

The charts below provide a summary view of this distribution.



Revenues Summary

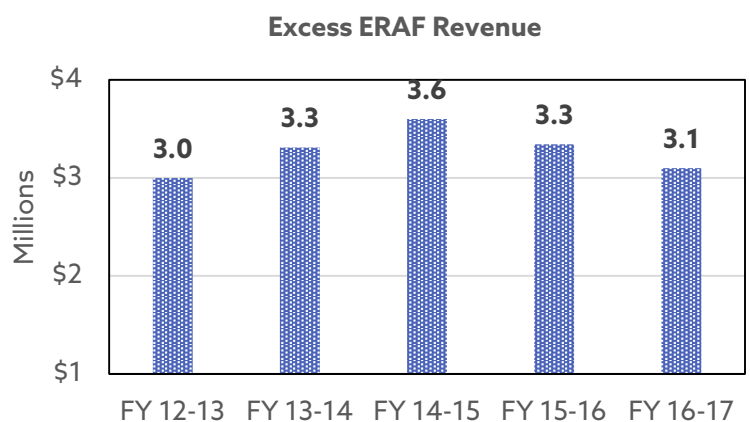
The primary source of revenues for the San Mateo County Libraries are property taxes. Designated as a special district, the system is entitled to receive a small portion of the property tax collected within the boundaries of the service area. Based on receipts in the current year and improvements seen in the growth of home prices and appraised property values, revenue from secured property taxes is estimated to increase by approximately 5%. Revenue from secured property taxes (taxes assessed against real property) is estimated at \$18.9 million, and unsecured taxes (taxes on aircraft and commercial equipment largely generated from businesses at San Francisco International Airport) are estimated at \$960,000. Other sources of revenues include grants, fines, donations, reserves, revenue resulting from the dissolution of Redevelopment Agencies, and excess Educational Revenue Augmentation Funds (ERAF).



In 2011, citing a need to preserve public resources that support core government programs, the Governor's Office proposed the dissolution of Redevelopment Agencies (RDAs). Following passage of ABX1 26, RDAs established a process for winding down redevelopment financial affairs and distributing any net RDA funds from assets or property taxes to the local taxing agencies. Designated as a special district, the Library is entitled to receive a portion of these funds. The Recommended FY 2016-17 budget includes projected revenue of \$955,000.

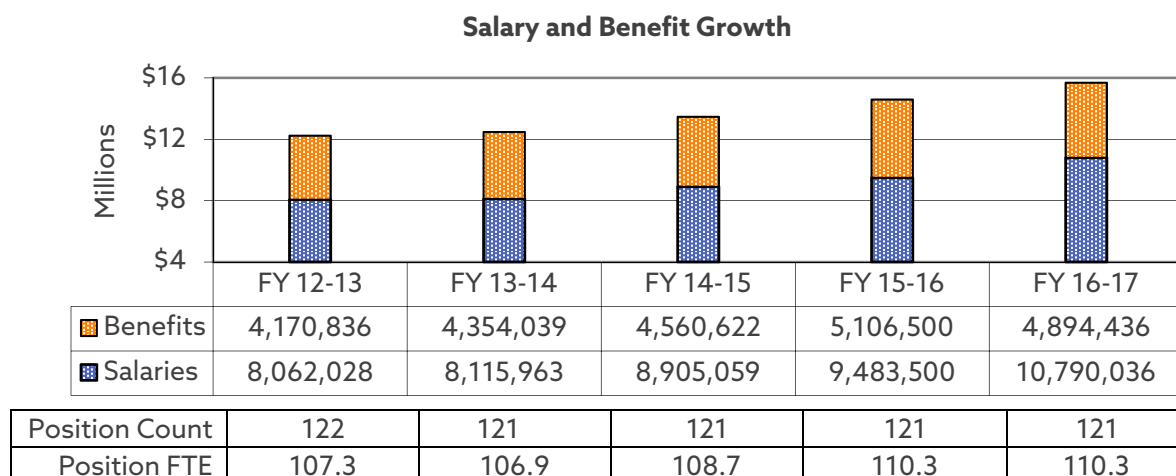
Pursuant to Revenue and Taxation Code 97.2 and 97.3, property tax contributions made by local governments to the ERAF in excess of State-mandated school funding levels are returned to the local governmental entity that made the contribution. Due to the potential unpredictability of this funding, the JPA Governing Board has authorized the use of excess ERAF for non-recurring expenditures. Amounts not appropriated for one-time purposes are set aside in Reserves. Since FY 2003-04, the Library has received \$29.9 million in excess ERAF contributions.

There is a decrease of 7% in excess ERAF in FY 2015-16. This decrease is due to changes made by the State to school funding formulas. It is anticipated that excess ERAF amounts to local taxing jurisdictions will continue to decrease. Factors which could further influence the continuation and/or level of this funding include additional state mandated changes to school funding formulas or the State utilizing these funds for other State purposes. The estimate of anticipated excess ERAF in FY 2016-17 is \$3.1 million.



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 (approximately 100 staff) are represented by SEIU. The current MOU, set to expire in October 2018, contains annual cost of living increases that range from 2% - 4% per year.



The San Mateo County Libraries may have many locations, but we are all part of one unified vision, and the most important consideration in what we do are our library users. Residents comprise a diverse collection of individuals, and the rich services that library staff support reflect that. We are able to deliver high-quality library service in a cost-effective manner through the careful distribution of staffing resources. Internal economies of scale are achieved because as a system, support activities are centralized and shared. This reduces duplication of service and enables resources to be maximized and directed toward service to the public.

There are no position changes in the FY 2016-17 Recommended Budget.

Employee Position Count

Division	FY 2014-15 Actuals	FY 2015-16 Adopted	FY 2016-17 Change	FY 2016-17 Recommended
Administration	10	11	0	11
Access Services	9	9	0	9
Information Technology	3	3	0	3
Community Engagement	6	8	0	8
Library Experience	1	1	0	1
Communications	2	2	0	2
Community Libraries:				
Atherton	6	6	0	6
Belmont	10	11	0	11
Brisbane	4	4	0	4
East Palo Alto	8	7	0	7
Foster City	10	10	0	10
Half Moon Bay	10	10	0	10
Millbrae	10	10	0	10
Pacifica	11	9	0	9
Portola Valley	5	5	0	5
San Carlos	11	10	0	10
Woodside	5	5	0	5
Total Employee Position Count	121	121	0	121
Total Full-time Equivalency (FTE *)	108.68	110.25	0	110.25

*Full-time Equivalent (FTE): A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). Extra Help and term staff are not reflected in the Total FTE nor Position Count (approximately 100 staff)

The San Mateo County Employees' Retirement Association (SamCERA) is the public pension system that provides service retirement, disability, and death benefits to plan members and beneficiaries based on defined benefit formulas using final average compensation, years of service, and age factors to calculate benefits payable. These pensions are financed through a combination of employee and employer contributions and investment earnings managed by SamCERA. Any deficit in the fund to meet these defined obligations is called an unfunded pension liability. The County's funded ratio under SamCERA is approximately 83%. For comparison purposes, the funded ratio for the California Public Employees' Retirement System (CalPERS) managed by the State is approximately 73%. To address future benefit obligations, the County has kept current with its annual required contribution and never issued Pension Obligation Bonds. In order to meet its pension obligation to existing employees and retirees, the retirement contribution funded by the Library in FY 2016-17 is \$2.4 million.

In FY 2007-08, the County of San Mateo established an irrevocable trust for the sole purpose of funding County employee retiree health benefits in compliance with the Governmental Accounting Standards Board (GASB) Statement No. 45. Investment management and trust services are managed by CalPERS. CalPERS is an agency in the California executive branch that manages pension and health benefits for public employees, retirees, and their families. Sources for covering retiree health benefits include the trust fund, future earnings on the trust, and an annual pay-as-you-go allocation from the County in order to fund the Annual Required Contribution (ARC). An ARC allocation of approximately \$2,200 per employee or \$275,000 will be contributed by the Library to meet its portion of the obligation in FY 2016-17.



Five-Year Forecast

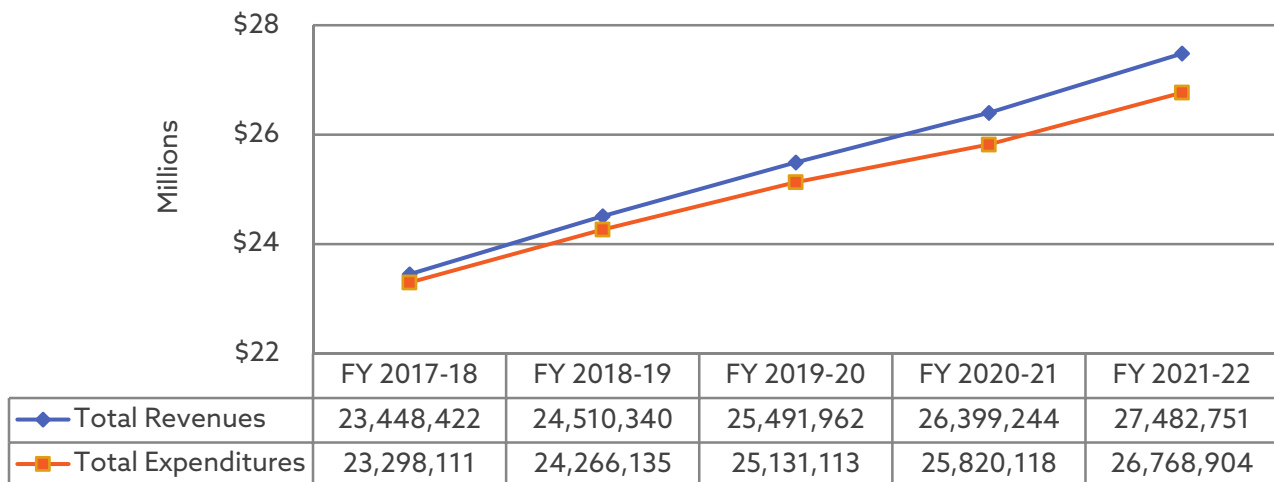
The purpose of the five-year forecast is to provide a baseline fiscal outlook for the Library's ongoing operations using assumptions about economic conditions, future spending scenarios, and other variables. The forecast presents anticipated ongoing revenues and ongoing operating expenditures for the five fiscal years ending in June 2022. Future one-time activities are not reflected.

Based on the assumptions below, the system anticipates that there will be adequate ongoing revenues in place to fully offset ongoing expenditures.

Major assumptions include:

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

Estimated Total Ongoing Operating Revenues and Expenditures



General Operations, One-Time Activities and Reserves

The following narrative provides a summary of FY 2016-17 General Operations (\$22,849,287), One-Time Activities (\$9,011,837), and Operating Reserves/Capital Reserves (\$10,009,426).

FY 2016-17 Recommended Budget

	General Operations	One-Time Activities	Total FY 2016-17 Recommended Budget
Total Revenue	22,849,287	3,953,000	26,802,287
Fund Balance	<u>15,068,263</u>	<u>0</u>	<u>15,068,263</u>
Total Sources	37,917,550	3,953,000	41,870,550
Net Appropriations	22,849,287	9,011,837	31,861,124
Reserves	<u>15,068,263</u>	<u>(5,058,837)</u>	<u>10,009,426</u>
Total Requirements	37,917,550	3,953,000	41,870,550

General Operations (\$22,849,287)

General operations include those activities which represent ongoing day-to-day operations. The system's most significant operational expenditures in the FY 2016-17 Recommended Budget include:

- Ongoing salary and benefit costs associated with regular employees and extra-help positions - \$15,684,472 (accounts 4110-4610). Additional staffing support of \$800,000 is described under One-Time Activities.
- Collections including print materials, audio and video materials, online databases, and digital materials including eBooks, eAudiobooks, eMagazines, eMusic, eVideos - \$1,200,000 (accounts 5931-5939). Additional collection support of \$1,257,500 is described under One-Time Activities. The total appropriation for collections in FY 2016-17 is \$2,237,500.
- Estimated library property tax revenue set aside for Donor Fund purposes as outlined in the JPA Agreement, including Atherton Library \$1,500,000, Portola Valley Library \$110,000, and Woodside Library \$530,000 (account 5184). On June 30, 2015, restricted SMCL property taxes identified as Library Donor Revenue and set aside in Library and City held trust funds totaled \$13,914,697 (Atherton Library \$9,745,043, Woodside Library \$3,474,647, Portola Valley Library \$695,007).
- Costs associated with support provided by the Peninsula Library System (PLS) including materials distribution and delivery service, oversight of the shared online library catalog, and costs related to maintenance agreements - \$937,450 (account 5875).

- Revenue distributed to the City of Redwood City to provide services to the North Fair Oaks Community, and to Daly City to provide services to Colma and Broadmoor - \$605,000 (account 6263).
- Costs associated with indirect services including telephone, insurance, maintenance, and A-87 cost reimbursement charges for services provided by the County, such as human resources and payroll support - \$921,851 (accounts 6265-6821).

One-Time Activities (\$9,011,837)

One-time excess ERAF revenue, Capital Reserves, and County Measure A funds are being utilized in FY 2016-17 for the purchase of equipment, materials and activities that improve the delivery of library service.

- Facility and Space Projects (\$3,045,000): The system will continue efforts to improve the appearance and functionality of library spaces that meet current standards and operational needs. Activities include completing design plans for a new Brisbane Library; improving the Library Administration building to increase productivity and add Maker and co-working spaces for public use; planning and work associated with adding Maker Spaces at Belmont, Foster City and Millbrae Libraries; and continuing with activities associated with a facility and space needs assessment of the East Palo Alto Library (accounts 5234, 5858, 5969).
- Information Technology Improvements (\$1,784,236): To ensure that the digital needs of library users are being met, a number of technology improvements are planned. Activities include: adding 60 eReader devices to expand access to digital materials; expanding the Laptop Anytime vendor-based solution offering convenient self-service laptop checkout to all libraries; purchasing an estimated 100 public and staff computers due for replacement; purchasing additional audio/visual equipment to increase and expand streaming programming; improving information management capabilities by migrating to a cloud storage solution; piloting a flexible staff model using mobile technology equipment; expanding portable public charging services; replacing point of sale credit card readers; increasing 3D printing service options and purchasing additional equipment for several libraries implementing maker spaces; and adding an additional 250 WiFi hotspots to further expand access to digital content (accounts 5212, 5215).
- Outreach, Learning and Literacy Support: (\$1,565,000): This allocation will be used to support a variety of early learning and literacy efforts and provide unique opportunities to connect the public with library offerings designed to draw in new segments of the community. These activities include: increasing comprehensive research-based learning and enrichment experiences for children and families; increasing the number of engaging and critical need programs for adults; expanding programs that support small businesses and entrepreneurs; expanding summer learning services and out-of-school programs; increasing the number of giveaway books to establish home libraries; library card initiatives for children, teens and seniors that promote use and remove barriers to access; and two vehicles to support increased outreach services (accounts 5786, 5927, 5942, 7311).

- Materials and Collections Enhancements (\$1,542,500): Increase print materials in the children, teen and adult collections; and increase digital resources, including downloadable books, music, magazines, videos, world language materials and best-selling titles which are compatible with popular eReaders and mobile devices. Other collection efforts include: conversion of picture books to the Library's word based classification system; increase of home delivery services; expanded services that support innovative circulating collections; and public enhancements to the catalog such as directional maps, easier navigation and discovery tools, and piloting a new initiative with the goal of raising the visibility of library collections through the web (accounts 5854, 5931-5939).
- Staff Support (\$875,101): To support activities included in the FY 2016-17 budget, extra-help, term employees and paid interns will be utilized to assist in the implementation of library services, programs and projects. Targeted programs and activities include: summer learning and 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 (accounts 4000's, 5721).
- Public Relations and Marketing (\$200,000): Build upon the rebranding work to communicate the library's value and story of impact. Raise awareness of the Library's services. Efforts will engage the community, understand community goals, and establish connections through a targeted marketing strategy designed to increase use and cultivate library champions (account 5858).

Operating Reserves (\$3,427,393) / Capital Reserves (\$6,582,033)

As detailed in the Fund Balance Policy, the Library shall maintain Operating Reserves (account 8611) in an amount equal to no less than fifteen percent (15%) of adopted general fund operating appropriations (net appropriations exclusive of one-time activities). This contingency is maintained in the event of economic uncertainties, emergencies, unanticipated funding losses, and one-time opportunities to stabilize current operations. The FY 2016-17 Recommended Budget meets the goal established for Operating Reserves as identified in the Fund Balance Policy.

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

Five funds account for future expenditures related to major purchases and special projects as approved by the JPA Governing Board. In order to ensure sound fiscal management, to be responsive to evolving service needs, and to recognize potential fluctuations in the availability of revenue, refinement of the funds may take place over time. The FY 2016-17 Recommended Budget meets the goal established for Capital Reserves as identified in the Fund Balance Policy.

1. Library Catalog Replacement Fund: This fund is established to account for replacement of the library catalog. The library catalog is an online database that organizes materials the Library collects and identifies where these materials are located. The library catalog was last replaced in FY 2004-05. The fund is capped at \$400,000 and should adequately address catalog replacement costs at a future date, yet to be determined. The balance in this category totals \$400,000.
2. Remote Services/Bookmobile Replacement Fund: This fund is established to account for the special needs of remote or isolated customers who do not or are unable to obtain library services at a branch. The bookmobile was purchased in 2011 and has an estimated life of 10-12 years. The balance in this category totals \$400,000.
3. New Building Fund: This fund is established to account for costs associated with the construction of new libraries. As outlined in the Building Projects Policy (02.05.02), the Library JPA will support the construction of new libraries by providing part of the funding for interior furnishings, equipment, and collections in an amount based on a formula of \$50 per square foot of the facility. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals \$3,500,000.

Based on planning activities currently being conducted by several member cities, the Library will need to provide the following estimated levels of funding to meet the Building Project Policy requirements:

- New Pacifica Library - \$1,740,000
 - New Half Moon Bay Library - \$1,100,000
 - New Brisbane Library - \$350,000
4. System Improvement Fund: This fund is established to account for projects that advance service delivery such as major technology improvements, facility renovations and major system-wide projects. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals \$782,033.
 5. Furniture and Equipment Replacement Fund: This fund is established to account for costs associated with purchases or replacement of furnishings and equipment. The fund is adjusted as projects are completed, as new projects are identified, and as available funds allow. The balance in this category totals \$1,500,000.

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

Budget Overview

The Budget Overview details significant changes from the FY 2015-16 Adopted Budget to the FY 2016-17 Recommended Budget by major classification category for both revenues and expenditures. Revenues are divided into descriptive categories including: Taxes, Use of Money and Property, Intergovernmental Revenues, Charges for Services, Interfund Revenue, Miscellaneous Revenue, and Fund Balance. Expenditures are divided into descriptive categories including: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers, and Operating Reserves/Capital Reserves.

Total Sources

Taxes (\$24,089,164 to \$25,482,164)

There is an increase of \$1,393,000 in this funding source due primarily to projected growth of property tax revenue (account 1021), and amounts anticipated from excess ERAF (account 1046); offset by a decrease of County Measure A support related to library projects completed in the prior year (account 1135).

Use of Money and Property (\$99,800 to \$120,800)

There is an increase of \$21,000 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 (\$180,572 to \$168,000)

There is a decrease of \$12,572 in this funding source due primarily to amounts anticipated from the State related to Homeowners Property Tax Relief (HOPTR) (account 1045).

Charges for Services (\$333,000 to \$204,000)

There is a decrease of \$129,000 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 (account 2291).

Interfund Revenue (\$501,396 to \$139,898)

There is a decrease of \$361,498 in this funding source primarily representing the elimination of Woodside Library Donor Fund revenue used to support the purchase of furniture and equipment related to the Woodside Library interior renovation project in the prior year (account 2538). Other 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 (account 2521).

Miscellaneous Revenue (\$382,425 to \$687,425)

There is an increase of \$305,000 in this funding source due primarily to County Measure A support awarded to the Peninsula Library System (PLS) for Summer Learning services (account 2655).

Fund Balance (\$20,472,423 to \$15,068,263)

There is a decrease of \$5,404,160 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 2015-16 to support one-time activities. After June 30th, a final reconciliation is completed to account for actual revenues and expenditures, and Fund Balance is adjusted at that time.

Total Requirements

Salaries and Benefits (\$15,027,158 to \$15,684,472)

There is an increase of \$657,314 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 2016-17 budget. The authorized position count totals 121.

Services and Supplies (\$29,556,744 to \$32,968,452)

There is an increase of \$3,411,708 in this expenditure category due primarily to one-time activities budgeted for FY 2016-17 and described on pages 15-16 of this report. Support costs transferred to each of the branch libraries total \$18,420,003 (account 5872). The corresponding transfer of these costs is described below in Intrafund Transfers. Costs associated with support provided by the Peninsula Library System including materials delivery, oversight of the shared online library catalog, and costs related to databases and equipment maintenance agreements total \$937,450 (account 5875). The collections and materials budget totals \$2,457,500 (accounts 5931-5939).

Other Charges (\$1,409,508 to \$1,526,851)

There is an increase of \$117,343 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 \$605,000 (account 6263).

Fixed Assets (\$1,160,000 to \$89,000)

There is a decrease of \$1,071,000 in this expenditure category due primarily to the elimination of one-time purchases in the prior year. Purchases budgeted for FY 2016-17 include two hybrid vehicles to facilitate increased emphasis on outreach services. Fixed assets are tangible assets valued at \$5,000 or greater.

Other Financing Uses (\$12,051 to \$12,352)

There is an increase of \$301 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 (\$15,695,104 to \$18,420,003)

There is an increase of \$2,724,899 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, Community Engagement, Library Experience, and Communications.

Operating Reserves/Capital Reserves (\$14,588,423 to \$10,009,426)

There is a decrease of \$4,578,997 in this expenditure category due primarily to the elimination of one-time purchases in the prior year. In order to preserve the system's capital assets, funding allocated for projects and activities that have been determined financially significant enough to be separated and/or anticipated in the future are maintained in the Capital Reserves Budget (account 8811). As detailed in the Fund Balance Policy, the balance of Operating Reserves (account 8611) 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 Reserves and a key driver in the ability for the Library to make major one-time purchases.



Budget Summary View

	FY 2014-15 Actuals	FY 2015-16 Adopted	FY 2016-17 Change	FY 2016-17 Recommended
Sources				
1000 Taxes	23,283,388	24,089,164	1,393,000	25,482,164
1500 Use of Money and Property	138,679	99,800	21,000	120,800
1600 Intergovernmental Revenues	367,793	180,572	(12,572)	168,000
2000 Charges for Services	282,762	333,000	(129,000)	204,000
2500 Interfund Revenue	137,366	501,396	(361,498)	139,898
2600 Miscellaneous Revenue	611,585	382,425	305,000	687,425
Total Revenue	24,821,573	25,586,357	1,215,930	26,802,287
333 Fund Balance	18,702,371	20,472,423	(5,404,160)	15,068,263
TOTAL SOURCES	43,523,944	46,058,780	(4,188,230)	41,870,550
Requirements				
4000 Salaries and Benefits	13,465,978	15,027,158	657,314	15,684,472
5000 Services and Supplies	18,086,309	29,556,744	3,411,708	32,968,452
6000 Other Charges	1,300,862	1,409,508	117,343	1,526,851
7000 Fixed Assets	8,988	1,160,000	(1,071,000)	89,000
7500 Other Financing Uses	12,155	12,051	301	12,352
Gross Appropriations	32,874,292	47,165,461	3,115,666	50,281,127
8000 Intrafund Transfers	(9,822,471)	(15,695,104)	(2,724,899)	(18,420,003)
Net Appropriations	23,051,821	31,470,357	390,767	31,861,124
8500 Operating Reserves	4,046,210	4,329,557	(902,164)	3,427,393
8700 Capital Reserves	16,426,213	10,258,866	(3,676,833)	6,582,033
TOTAL REQUIREMENTS	43,524,244	46,058,780	(4,188,230)	41,870,550
Salary Resolution	121.00	121.00	0	121.00
Funded Full-Time Equivalent (FTE)	108.68	110.25	0	110.25

Budget Detail View

		FY 2014-15 Actuals	FY 2015-16 Adopted	FY 2016-17 Change	FY 2016-17 Recommended
Sources					
1021	Current Yr Secured	16,794,577	17,922,000	1,058,000	18,980,000
1024	PY Secured Redemption	13,642	45,000	(20,000)	25,000
1031	Current Yr Unsecured	950,862	945,000	15,000	960,000
1033	Prior Yr Unsecured	(37,965)	15,000	(5,000)	10,000
1041	CY SB 813 Secured Supplemental	549,076	430,000	10,000	440,000
1042	CY SB 813 Unsecured Supplemental	10,651	10,000	0	10,000
1043	PY SB 813 Redemption	7,258	11,000	0	11,000
1045	PY SB 813 Unsecured Supplemental	1,482	2,000	0	2,000
1046	ERAF Rebate	3,600,428	1,800,000	1,300,000	3,100,000
1047	Former RDA-Residuals	633,832	550,000	40,000	590,000
1058	Former RDA - Pass Through Payments	360,726	380,000	(20,000)	360,000
1129	Property Tax In Lieu of VLF	183,164	183,164	0	183,164
1135	Sales and Use Tax - Measure A	215,655	1,796,000	(985,000)	811,000
1000	Taxes	23,283,388	24,089,164	1,393,000	25,482,164
1521	County Pool Interest Earned	122,535	80,000	30,000	110,000
1525	LAIF Interest Earned	11,388	15,000	(9,000)	6,000
1556	County Land/Buildings Rentals	4,756	4,800	0	4,800
1500	Use of Money and Property	138,679	99,800	21,000	120,800
1661	Highway Property Tax Rental	877	1,000	0	1,000
1831	Homeowners Property Tax Relief	103,695	115,000	(10,000)	105,000
1868	Timber Tax Yield Guarantee	2,306	2,200	(200)	2,000
1871	State Aid	52,372	52,372	2,628	55,000
1955	Federal Categorical Programs	200,000	0	0	0
1977	Former RDA - Other Revenues	8,543	10,000	(5,000)	5,000
1600	Intergovernmental Revenues	367,793	180,572	(12,572)	168,000
2291	Library Fees & Fines	263,531	310,000	(130,000)	180,000
2451	Misc Services to Cities	19,231	23,000	1,000	24,000
2000	Charges for Services	282,762	333,000	(129,000)	204,000
2521	IFR - General Fund	137,366	136,396	3,502	139,898
2538	IFR - Library Donor Fund	0	365,000	(365,000)	0
2500	Interfund Revenue	137,366	501,396	(361,498)	139,898
2631	Sale of Literature	4,062	5,000	(1,000)	4,000
2643	Bad Debt Recoveries	12,503	0	0	0
2645	SDI Payments	7,411	40,000	(30,000)	10,000
2646	Donations	18,072	142,887	0	142,887
2647	Friends Donations	233,402	102,538	0	102,538
2655	Other Foundation Grants	101,699	67,000	(15,000)	52,000
2658	All Other Miscellaneous Revenue	234,436	25,000	351,000	376,000
2600	Miscellaneous Revenue	611,585	382,425	305,000	687,425

		FY 2014-15 Actuals	FY 2015-16 Adopted	FY 2016-17 Change	FY 2016-17 Recommended
	Total Revenue	24,821,573	25,586,357	1,215,930	26,802,287
333	Fund Balance	18,702,371	20,472,423	(5,404,160)	15,068,263
	TOTAL SOURCES	43,523,944	46,058,780	(4,188,230)	41,870,550

Requirements

4110	Permanent Salaries	7,660,839	8,579,890	453,146	9,033,036
4160	Extra Help Salaries	1,244,220	1,610,000	147,000	1,757,000
4310	Retirement Contributions	3,283,328	3,388,389	(27,678)	3,360,711
4410	Employment Group Insurance	1,148,459	1,310,231	76,070	1,386,301
4450	Unemployment Insurance	44,870	42,629	2,315	44,944
4510	Worker Comp Insurance Contribution	62,818	57,067	1,097	58,164
4610	Other Benefits	21,444	38,952	5,364	44,316
4000	Salaries and Benefits	13,465,978	15,027,158	657,314	15,684,472
5184	SMCL Donor Revenue Set Aside	1,929,087	2,025,000	115,000	2,140,000
5193	Office Supplies	155,119	128,500	20,700	149,200
5198	Donations Funded Services	50,111	142,887	0	142,887
5199	Friends Funded Services	163,496	102,538	0	102,538
5212	Computer Equipment	587,525	1,279,900	692,876	1,972,776
5215	eLibrary License/Maintenance Expense	72,094	328,550	(240,052)	88,498
5234	Furniture & Equipment	84,739	2,240,000	(365,000)	1,875,000
5331	Memberships	13,060	12,000	0	12,000
5343	Advertising Expense	5,891	1,000	0	1,000
5426	Other General Equipment Maintenance	137,621	8,700	0	8,700
5455	Facilities Maintenance	81,519	97,000	(4,700)	92,300
5712	Mileage Allowance	12,058	12,100	0	12,100
5721	Meetings & Conference Expense	100,613	125,000	0	125,000
5722	Employee Expense Reimbursement	26,543	25,000	0	25,000
5854	Contract Library Services	81,929	55,000	337,000	392,000
5856	Promotional Materials & Print Costs	72,688	357,500	(307,500)	50,000
5858	Other Professional Contract Services	734,664	430,000	(100,000)	330,000
5866	Fingerprinting Processing	12,336	10,000	2,000	12,000
5872	Cost Applied Support Charges	9,822,471	15,695,104	2,724,899	18,420,003
5875	Interagency Agreements - PLS Services	794,697	1,011,465	(74,015)	937,450
5876	Centrally Planned Programming	144,289	125,000	75,000	200,000
5926	Alcohol/Drug Testing	244	500	0	500
5927	Program Activities Expense	44,510	67,000	660,000	727,000
5931	Print Materials - Adult	421,568	420,000	(75,000)	345,000
5932	Print Materials - Children	295,647	470,000	(10,000)	460,000
5933	Videos - Children	58,262	50,000	8,000	58,000
5934	Print Materials - Serials	196,480	142,000	23,000	165,000
5936	Audio Materials	155,979	70,000	5,000	75,000
5937	Videos - Adult	235,334	144,000	22,000	166,000
5938	Digital Materials	662,611	790,000	178,500	968,500
5939	World Language Materials	132,143	114,000	106,000	220,000
5942	Other Library Expense	585,326	781,000	353,000	1,134,000
5969	Other Special Dept Expense - Measure A	215,655	2,296,000	(735,000)	1,561,000
5000	Services and Supplies	18,086,309	29,556,744	3,411,708	32,968,452

		FY 2014-15 Actuals	FY 2015-16 Adopted	FY 2016-17 Change	FY 2016-17 Recommended
6263	Redwood City, Daly City Contributions	582,897	585,000	20,000	605,000
6265	Commute Alternative Incentive	0	1,000	0	1,000
6712	Telephone Service Charges	66,994	60,000	15,000	75,000
6713	Automation Services-ISD	40,425	116,000	27,026	143,026
6714	County Facility Rental Charges	125,211	124,345	3,201	127,546
6715	Other Facilities Maintenance Charges	0	5,000	0	5,000
6717	Motor Vehicle Mileage Charges	42,218	57,300	6,700	64,000
6724	Auto Liability Insurance	687	1,413	(692)	721
6725	General Liability Insurance	85,479	89,018	0	89,018
6727	Official Bond Insurance	2,984	3,108	2	3,110
6728	County Property Insurance	32,355	37,932	(4,001)	33,931
6733	Human Resources Services	3,909	4,072	28	4,100
6734	Motor Vehicle Replacement Charge	5,272	744	0	744
6738	Countywide Security Services	4,112	6,555	0	6,555
6814	Misc Other Charges	56	0	0	0
6821	A-87 Expense	308,263	318,021	50,079	368,100
6000	Other Charges	1,300,862	1,409,508	117,343	1,526,851
7311	Fixed Assets - Equipment	8,988	1,160,000	(1,071,000)	89,000
7000	Fixed Assets	8,988	1,160,000	(1,071,000)	89,000
7548	Facility Maintenance Charge	12,155	12,051	301	12,352
7500	Other Financing Uses	12,155	12,051	301	12,352
	Gross Appropriations	32,874,292	47,165,461	3,115,666	50,281,127
8142	Intrafund Transfers	(9,822,471)	(15,695,104)	(2,724,899)	(18,420,003)
8000	Intrafund Transfers	(9,822,471)	(15,695,104)	(2,724,899)	(18,420,003)
	Net Appropriations	23,051,821	31,470,357	390,767	31,861,124
8611	Operating Reserves	4,046,210	4,329,557	(902,164)	3,427,393
8500	Operating Reserves	4,046,210	4,329,557	(902,164)	3,427,393
8811	Capital Reserves	16,426,213	10,258,866	(3,676,833)	6,582,033
8700	Capital Reserves	16,426,213	10,258,866	(3,676,833)	6,582,033
	TOTAL REQUIREMENTS	43,524,244	46,058,780	(4,188,230)	41,870,550
	Position Count - Salary Resolution	121.00	121.00	0.00	121.00
	Funded Full-time Equivalent (FTE)	108.68	110.25	0.00	110.25



To: JPA Governing Board
From: Anne-Marie Despain, Director of Library Services
Date: May 18, 2016
Meeting: May 23, 2016
Re: Director's Report

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

Programs and Services

Summer Learning

The Summer Learning Challenge 2016 runs from June 1-August 31; our goal is to enroll 36,000 youth in the program this year. This year's campaign features art by Christian Robinson, the most recent Caldecott winner and acclaimed children's illustrator. As a new component of the program designed to increase library visits and emphasize the importance of active learning experiences, all public library locations will be offering weekly raffles over the 12 weeks of summer. San Mateo County Libraries staff successfully solicited donations valued at more than \$25,000 from the San Mateo County Fair, Oakland A's, CuriOdyssey, De Young Museum, Bay Area Discovery Museum, Monterey Bay Aquarium, Legion of Honor, Children's Creativity, San Jose Giants, Asian Art Museum, Hidden Villa, Happy Hollow, Bel Mateo Bowl, Hiller Aviation Museum, Tech Museum & Exploratorium.

All San Mateo County Libraries will be offering more than 50 Summer Learning Challenge hours of high quality, enriching, drop-in learning experiences that cultivate creativity and STEAM skills. Featured youth programs include San Francisco Opera Guild live musical appreciation, Insect Lab, Fairy Tale Engineering, Paper Plane Engineering, Think-Make-Try with the Bay Area Discovery Museum, Juggling Workshops, Drawing Classes, Natural Dyeing with Peopleologie, The Amazing World of Edible Art, Clay Play, Inventor Workshops, Nature Connect, and much more.

Summer Camps

This summer San Mateo County Libraries will operate four learning camps in East Palo Alto, Atherton, Belle Haven, and Fair Oaks. We will also be supporting six Big Lift School sites in Half Moon Bay, Pescadero, South San Francisco, and Daly City. Combined, the programs will allow us to deeply enrich the summers of more than 1,100 youth, a tremendous increase over the number of youth served by enrolled camps last summer.

Camps in both the Big Lift schools and the libraries will run for five weeks. The ages served in the Big Lift schools are those entering kindergarten and first grade; the ages served at the libraries will be those entering first grade. A number of locations will be offering three additional weeks of meals with one hour of high quality hands-on programming after the conclusion of camps.

Summer Youth Employment

San Mateo County Libraries is building on our successful 2015 Youth Employment Pilot by continuing the program for Summer 2016. After recruiting youth throughout the County at local schools and hosting hiring events in Half Moon Bay, East Palo Alto, Belmont, Millbrae, and Atherton, San Mateo County Libraries has exceeded our goal for engaging high school candidates in meaningful work experiences, and expects to hire a minimum of 60 youth. Students from across the County will participate in our youth program to support summer learning and increase equitable enriching opportunities for all children and families. Youth will serve all San Mateo County Libraries' jurisdictions as well as Daly City, Redwood City, and South San Francisco.

Poetry Is Family

The San Mateo County Board of Supervisors created the honorary post of Poet Laureate in 2013. Caroline Goodwin was chosen as the first Poet Laureate and as part of her official duties, she launched a *Poetry Is* campaign to showcase poetry using many different themes. Since the first campaign, there have been numerous *Poetry Is* contests: Place, Love, Heritage, and Autumn. The campaigns have been open to County residents of all ages and background. Hearing the many individual voices that are living and writing throughout the County has allowed for many different voices to come together and be heard.

The current campaign, *Poetry Is Family*, explores what family means to individuals. Poems were submitted starting March 1st and closed April 15th, 2016. Over 200 poems were submitted, and a selection committee of poets has judged the poetry. The winning poets will be invited to participate in reading their poems at a poetry celebration to be held at the Millbrae Library on Saturday, June 11th, at 2:00 pm. The last *Poetry Is* contest will begin August 2016. The selected theme will be *Poetry Is Nature*.

CO.STARTERS

This spring, San Mateo County Libraries is piloting an exciting new entrepreneurial project called CO.STARTERS. The goal of this program is to bring together both aspiring and experienced entrepreneurs from around the county to work together in a 9-week workshop that helps small business startups develop their business ideas under the guidance of successful business leaders. CO.STARTERS facilitators were trained in mid-April and will begin leading the first cohort of twelve students at the Belmont Library in May; the sessions will wrap up in July. Facilitators and students have already been registered for the next two sets of cohorts planned to begin in August at Belmont and San Carlos. We hope to expand this project system-wide as we build the project forward.

WiFi Hotspots

It has been nearly a year since San Mateo County Libraries became the first library in the state of California to circulate WiFi hotspots to patrons in an effort to expand 24/7 broadband access to our users and to diminish the digital divide. We have lead this effort by circulating over 300 hotspots and 150 hotspot/laptop combos at all of our libraries. Recent reports show that circulation of these items tops 2,000 checkouts per month, with an average usage per patron of nearly 5GBps of data downloads. We will continue to monitor usage patterns in the coming months as we continue the pilot and expand access to this new format.

Vets Resource Center

In February, San Mateo County Libraries celebrated the grand opening of a new grant funded project at the East Palo Alto Library, called the Veterans Resource Center (VRC). Partially supported by funding from the State Library, our VRC is staffed by trained volunteers who provide information about veteran benefits, resources, and local services. The VRC also features a circulating book collection, up-to-date information from service providers, and access to internet-connected computers.

Career Online High School

San Mateo County Libraries recently launched a special new service for personal growth. The Career Online High School (COHS) offers adults the opportunity to earn an online accredited high school diploma and a career certificate. Approximately \$12,000 in matching funds have been awarded to support adults who wish to continue their formal education and receive their high school diploma. San Mateo County Libraries is administering its cohort of COHS enrolled students from our adult literacy programs in East Palo Alto and Half Moon Bay.

Library Projects

New Atherton Library

The Atherton Civic Center Advisory Committee (CCAC) recently finalized schematic design drawings for the new library and town center. Plans were unveiled March 21st at a well-attended community meeting held in Holbrook Park. Following the meeting, the CCAC incorporated feedback to form the final recommendation which will be presented to City Council in May. After Council acceptance of the schematic design, architects WRNS will move to the next phase, design development. This phase will last between five and six months while WRNS further refines the interior and exterior of the buildings.

New Brisbane Library

On April 7th, the Brisbane City Council approved an agreement with architects Siegel & Strain to begin planning and design activities for a new 7,000 square foot library. The work will be supported with \$300,000 in Measure A funding approved by the County Board of Supervisors in March. Initial work will focus on a schematic design and development of a cost model.

New Half Moon Bay Library

After extensive meetings with City, County and Library staff, architects Noll & Tam presented fully developed designs to community members at a special meeting held March 29th. The presentation included new computer-generated renderings of the exterior and the interior of the new library, along with samples of proposed exterior materials and detailed plans and images for landscape design.

The next step is approval at a Planning Commission hearing, scheduled for May 10th, to make determinations on the Initial Study/Mitigated Negative Declaration and other entitlements. Following that, permits and bids for the Phase 1 demolition and site preparation work will be pursued. Half Moon Bay library operations will move to the new temporary space at Shoreline Station in late June with an anticipated opening around July 1st. Demolition and site preparation work is expected to begin in mid-July and construction of the new building is expected to begin this fall, with completion in 2018.

New Pacifica Library Project

After City Council approval in November to spend \$167,000 of the City's Measure A match to begin planning work for a new library, the City recently posted an RFP to hire an architect to prepare a schematic design, and to initiate the process for a planned bond measure to pay for the new library. A team of City staff, Library staff and Pacifica Friends and Foundation members will review architect submittals in anticipation of hiring a firm by early summer. The City Council has also adopted a resolution creating a new Library Advisory Committee, which is still forming and will comprise a citizens' task force to lead communication for the project as it moves forward. Currently, the City is working with a polling firm to determine community support for the anticipated bond measure to pay for the new library.

Woodside Library Improvement Project

Following a nine-month construction period, the Woodside Library renovation was completed in early April. On April 16th, over 750 residents celebrated the grand re-opening of the newly refurbished space with a ribbon-cutting and a day long program of special events. All were delighted with the upgrades to the building, including ADA and seismic improvements, new furniture and finishes, dedicated spaces for children and teens, a new program room, a reconfiguration of the existing layout to enhance the delivery of programs and services, and new flexible spaces that will adapt to evolving community needs. At the grand re-opening, attendees expressed appreciation for the improvements made to the library enhancing the experience for all in the community for years to come.

Articles at: <http://www.almanacnews.com/news/2016/04/19/woodside-library-gets-warm-welcome-for-its-reopening>, and <http://www.almanacnews.com/news/2016/04/21/how-new-woodside-library-changes-things>

Organization

New Brand Launch

Through a process that began last fall, the JPA Governing Board approved a new brand in February. Execution of the new brand and core brand items, including brand image messaging and core identity elements, were shared with staff at our annual Staff Development Day; we introduced the public to our new look on Monday, May 9th.



Open for Exploration™

Our new logo consists of a simple and imaginative "Burst of Knowledge" symbol representing the spread of information, our family of libraries, and radiating excitement that comes from experiencing something new. It also alludes to a central hub where shared ideas converge to ignite growth through transformative experiences.

We have many locations, but we are all part of one unified vision. In order to fully capture this, we have made the switch from "San Mateo County Library" to "San Mateo County Libraries." Each of our libraries is part of a larger family offering a world of opportunities, all accessible through a single card. Our name change makes this clear and allows us to more effectively stand together as one.

Our corresponding brand tagline, *Open for Exploration™*, extends this spirit by conveying the essence of who we are, our mission, and our vision. It speaks to our various roles in the community, open access to information, a celebration of open-mindedness, and the welcoming atmosphere our patrons can expect to encounter.

Our bright new look is a reflection of our community. We have invited the public to take part in fun activities that celebrate who we are together. They can stop by for a new library card in their choice of four creative designs, share their vibrant personality on one of our coloring bookmarks and take part in a variety of experiences throughout our libraries with our *Open for Exploration™* Bingo.

By redesigning our visual identity, our welcoming spirit and dedication to knowledge will be reflected in everything we do. Video and more information at:

<http://www.smcl.org/ourbrand>

Employee Engagement Survey

Employee engagement is the degree to which employees are connected and committed to their work, their colleagues and the purpose of the organization. Engaged employees experience greater meaning, satisfaction and success in their work, while their organizations experience higher levels of customer satisfaction, service quality, innovation, and productivity.

Since 2011, San Mateo County has surveyed employees about their engagement. This year, a third party, BlessingWhite, administered the survey in October, maintaining the anonymity of respondents, using a research-based model to measure engagement, and providing aggregate team-level survey results to managers and supervisors via a customized web portal.

The 2015 Employee Engagement Survey shows again that San Mateo County Libraries is a great place to work. 72% of staff responded to the survey, and in nearly all measurements, San Mateo County Libraries rates higher than the County average. 93% of staff survey respondents report doing more than is expected of them, 90% like the work they do, and 84% have a great working relationship with their manager/supervisor. Areas of growth for us include career opportunities and communication. To follow up on the results, managers and supervisors held conversations with staff about what would increase their engagement at work in the coming months.

Pitch It

In an effort to encourage staff innovation and risk taking, and to increase employee engagement, we established the Pitch It Program in 2013. In February, we held the second Pitch It event for FY15-16, and all staff had an opportunity to participate by voting online and in person for their favorite ideas. Pitches selected by staff for funding included the Assistive Technology project, which will provide assistive learning devices to patrons to aid in learning and to increase participation by all; Arduino Workshops, which will promote engineering, computer literacy skills and creativity; and the What the Om? project, which will provide yoga and mindfulness workshops to incarcerated youth at San Mateo County correctional facilities.

Personnel Updates

I am pleased to announce the following new staff appointments:

Nicole Fernandez recently joined staff at the Brisbane Library as a Library Assistant. Nicole received her Bachelor of Arts degree in History and a Minor in Modern Greek Studies from San Francisco State University in 2014. She is currently pursuing an MLIS at San Jose State University.

Rebecca Forth joined as the Senior Librarian at the Atherton Library. Rebecca comes to us from Sonoma County Library, where she worked for over eight years. Beginning in circulation, Rebecca has worked as a project manager, substitute cataloger, and librarian. For the past three years, she had worked on the Sonoma County Library management team, writing and implementing grants, managing large-scale projects, and overseeing system wide initiatives.

Laura Liang recently started as the new Senior Librarian at the Foster City Library. Laura received her MSLIS in 2014 from the Pratt Institute in New York, and holds a BA in Social Welfare with a minor in Education from the University of California, Berkeley. Prior experience includes working at the New York Public Library as a Senior Librarian with a focus on youth services and as a lead in the development of programs to promote reading, lifelong learning and digital literacy. Laura is bilingual in English and Cantonese.

Adrienne Mahar was recently appointed as Library Assistant at the Belmont Library. Adrienne graduated from Reed College in Oregon with a Bachelor degree in Classics and Religion. She went on to get ESL certification from St. Giles International in San Francisco, and worked for ELS North Bay as an ESL instructor for over three years. Adrienne is currently at work on her MLIS at San Jose State University.

I am pleased to announce the following staff promotions:

Jessica Bundy has accepted a new position as Library Assistant at the San Carlos Library. Jessica has worked for San Mateo County Libraries since 2014, beginning as an Aide at the Atherton Library and then as an Extra Help Library Assistant. She graduated from Susquehanna University with a Bachelor's Degree in Creative Writing.

Kate Drabek has been appointed Library Assistant at the Atherton Library. Kate started with San Mateo County Libraries as an Aide at the Foster City Library. She studied history and anthropology in college and plans to enroll in an MLIS program in the near future.

May Ip has been appointed Library Assistant at the Foster City Library. She began her work with us as the learning coach for the Discovery Room at the Foster City Library, where she has been providing homework support for students from 5th-8th grade. In addition, May leads the adult ESL Conversation class, which has continued to be a popular program. May is bilingual in Chinese and English.

Silvia Urena has recently been promoted to IT Manager. Silvia began her career at the San Mateo County Libraries as a Library Aide in East Palo Alto. Since then she has worked at Portola Valley as a Library Assistant, in Access Services as a Library Technician, and most recently as a Senior IT Analyst in Automation Support Services. Silvia received her Bachelor of Science in Computer Science, with a minor in Mathematics, from San Jose State University. We are excited that we will continue to benefit from Silvia's experience and skills.

Welcome to Nicole, Rebecca, Laura and Adrienne; and congratulations to Jessica, Kate, May and Silvia!

Service Awards

Three employees were recently honored by the County for their completed years of service: Marie Fong, Portola Valley Library (10 years); Michelle Loomis, San Carlos Library (10 years); and Paula Teixeira, Pacific Libraries (10 years). Congratulations to these staff for their many years of service and numerous contributions to the Libraries!