

---

**Joint Powers Authority Governing Board**

Rick DeGolia, Atherton (Vice Chair)  
Charles Stone, Belmont (Chair)  
Karen Cunningham, Brisbane  
Regina Wallace-Jones, East Palo Alto  
Sam Hindi, Foster City  
Adam Eisen, Half Moon Bay

Reuben Holober, Millbrae  
Mike O'Neill, Pacifica  
Maryann Derwin, Portola Valley  
Sara McDowell, San Carlos  
Carole Groom, San Mateo County  
Dick Brown, Woodside

---

**San Mateo County Library Joint Powers Authority  
Governing Board Agenda  
May 18, 2020, 8:15 a.m. Teleconference Meeting**

**COVID-19 ADVISORY NOTICE**

The San Mateo County Health Officer, in conjunction with colleagues from six other Bay Area Counties to help stop the spread of the novel Coronavirus (COVID-19), has issued a shelter-in-place order directing all County residents to shelter in their places of residence, with certain exceptions for essential services and activities. The Governor has also issued a statewide shelter-in-place order.

Pursuant to those shelter-in-place orders, the Governor's Executive Order N-29-20 which relaxes certain teleconferencing requirements of the Brown Act, and the CDC's social distancing guidelines which discourage large public gatherings, this meeting of the Governing Board will be conducted **by videoconference only**.

**PUBLIC PARTICIPATION**

**Members of the public may join this videoconference meeting through Zoom  
by clicking the following link:**

<https://SMCL.zoom.us/j/95295809255?pwd=c0xSeUdpZHE4KzJ1ajNFbldFMHdKZz09>

**Or Telephone: +1 669 900 6833 Meeting ID: 952 9580 9255 Password: 168541**

In addition, members of the public may also email written public comments in advance of the meeting to [despain@smcl.org](mailto:despain@smcl.org). Your email should include the specific agenda item on which you are commenting, or note that your comment concerns an item not on the agenda or on the consent agenda. The Board will make reasonable efforts to read into the record all emails received before the meeting. All emailed written comments, regardless of when received, will be included in the administrative record.

**ADA-ACCOMMODATION REQUESTS**

Individuals who require special assistance or a disability-related accommodation to participate in this meeting may contact Anne-Marie Despain before 5:00 p.m. the day before the meeting by sending an email to [despain@smcl.org](mailto:despain@smcl.org) or by calling 650-312-5245.

<b>I. Call to Order</b>	Action
<b>II. Public Comments</b>	Information
<b>III. Approval of the February 10, 2020 Minutes</b>	Action
<b>IV. Approval of the March 13, 2020 Minutes</b>	Action
<b>V. Director's Report</b>	Information
<b>VI. East Palo Alto Library Conceptual Design</b>	Action
<b>VII. COVID-19 Phased Reopening Plan</b>	Action
<b>VIII. Introduction to the Recommended Budget FY 2020-21</b>	Information
<b>IX. Operations Committee Members Announcements</b>	Information
<b>X. Adjournment</b>	Action

**2020 Governing Board Meetings:** June 15, September 21, November 9

**2020 Operations Committee Meetings:** June 9, September 15, November 3



---

San Mateo County Libraries Joint Powers Authority  
Governing Board Meeting  
Minutes of February 10, 2019

Board Members Present:

Charles Stone, Belmont (Chair)  
Elizabeth Lewis, Atherton  
Karen Cunningham, Brisbane  
Regina Wallace-Jones, East Palo Alto  
Sam Hindi, Foster City  
Reuben Holober, Millbrae  
Mike O'Neill, Pacifica  
Maryann Derwin, Portola Valley  
Sara McDowell, San Carlos  
Dick Brown, Woodside  
Carole Groom, San Mateo County

Staff Present:

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

- 
- I. Call to Order. The meeting was called to order at 8:18 a.m.
  - II. Public Comments. Chair Stone lauded outgoing Member Mahanpour for her services on the Governing Board; former Member Mahanpour thanked the Board for the recognition.
  - III. Approval of the September 23, 2019 Minutes. Meeting minutes approved without changes (MSP: McDowell/O'Neill).
  - IV. Approval of the November 4, 2019 Minutes. Meeting minutes approved without changes (MSP: McDowell/O'Neill).
  - V. Financial Audit Report for FY 2018-19. Financial Services Manager Ramirez introduced Brad Jones of JJACPA, Inc. who stated that the basic financial statements prepared by the Library are in accordance with generally accepted accounting principles, and there were no issue with inadequate internal controls. Member Brown complimented the Library on receiving a great report.  
  
Motion: Recommend JPA Governing Board accept the Financial Audit Report for FY 2018-19. Passed (MSP: Holober/O'Neill).
  - VI. FY 2019-20 Mid-Year Report. Financial Services Manager Ramirez gave an overview of the FY 2019-20 Mid-Year Report. The FY 2019-20 Adopted Budget totals \$61,546,697; Expenditures (Net Appropriations) total \$37,845,203 and Reserves total \$23,701,494.

Alternate Member Lewis asked whether ERAF funds are slated for one-time projects and whether they are included in the total revenue. ERAF funds are included in the budget, they are counted as a one-time revenue and earmarked for special projects and one-time enhancements. Alternate Member Lewis further inquired about HR costs and vacancies; savings have come from unfilled permanent and Extra Help positions.

Motion: Accept the FY 2019-20 Mid-Year Report and direct staff to move forward with development of the FY 2020-21 Budget. Passed (MSP: Groom/Wallace-Jones).

- VII. Director's Report. Director Despain highlighted some of the items in the Director's Report, such as Book A Bike and the first Human Library which took place on Saturday in Portola Valley. Member Cunningham said that the Brisbane Library is behind schedule but moving forward. Director Despain mentioned that the conceptual design and cost model for the East Palo Alto Library will be presented to the East Palo Alto City Council in March; a site for the library has not yet been chosen. The City of Pacifica is continuing their outreach efforts. Director Despain further highlighted Curbside Delivery which will be piloted at San Carlos and Woodside, the Gratitude Initiative; and new Saturday Library Deliveries.

Member McDowell inquired about the library's involvement in the Census. All staff will receive Census training from the County in how to assist the public, the libraries will be questionnaire assistance centers, and advertise via programs and outreach. Member Groom added that the County has dedicated staff to get an accurate count. Member O'Neill said that the biggest undercount last time was on the Coast and suggested a special emphasis be placed on Half Moon Bay. Member Hindi suggested to also use emails in the library's communications plan. Social media posts with the County and a dedicated landing page on our website will also be used.

Member O'Neill inquired whether libraries can become comfort stations during times of power shutoffs; Member McDowell echoed the sentiment. Director Despain said the library is interested in offering assistance to our communities with power shutoffs becoming more frequent.

- VIII. Governing Board Members Announcements. The date of the JPA Retreat will be pushed out later in the spring. Member Wallace-Jones suggested a Saturday for the retreat. Member Hindi thanked staff for welcoming him to the library system and Governing Board.
- IX. Adjournment. The meeting adjourned at 9:10 a.m.



---

San Mateo County Libraries Joint Powers Authority  
Governing Board Emergency Meeting  
Minutes of March 13, 2020

Board Members Present:

Charles Stone, Belmont (Chair)  
Rick DeGolia, Atherton  
Regina Wallace-Jones, East Palo Alto  
Sam Hindi, Foster City  
Reuben Holober, Millbrae  
Mike O'Neill, Pacifica  
Maryann Derwin, Portola Valley  
Dick Brown, Woodside  
Carole Groom, San Mateo County

Staff Present:

Anne-Marie Despain  
Nicole Pasini  
Danae Ramirez  
Jeremy Dennis, Operations Comm. Chair  
Brian Kulich, County Counsel

- 
- I. Call to Order. The meeting was called to order at 1:05 p.m.

Emergency Meeting Pursuant to Government Code Section 54956.5 to Discuss San Mateo County Libraries Level of Emergency Response to COVID-19 Pandemic and Library Closures. Minutes. Director Despain provided information on the Library's current emergency response to COVID-19 and level of operations. Library JPA Operations Committee Chair Dennis shared that the Committee just held an emergency meeting and recommended to close all libraries effective March 16 through March 31. The board discussed the public health situation and the motion approved by the Operations Committee. The board discussed closing immediately but ultimately decided to stay with the proposed motion. The Governing Board agreed that they could call another meeting on March 31 to discuss further adjustments if need be but decided to delegate authority to the Library Director to extend the closure to April 30 if needed.

Motion: Effective March 16, 2020, the San Mateo County Library JPA adopts a Level 4 response, as defined in the Agenda Report, through March 31, 2020, with authority delegated to the Director of Library Services to, in consultation with local authorities, (a) increase services at facilities on a case-by-case basis and (b) extend the Level 4 response through April 30, 2020. Passed (MSP: Groom/Stone).

- II. Adjournment. The meeting adjourned at 1:30 p.m.



---

To: JPA Governing Board  
From: Anne-Marie Despain, Director of Library Services  
Date: May 12, 2020  
Meeting: May 18, 2020  
Re: Director's Report

---

This report summarizes significant library operations and program activities that have occurred since the last meeting of the Operations Committee. Services and activities are aligned with our Strategic Plan Goals.

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

Even though our outreach efforts and in branch services are on hold, that hasn't stopped us from making headlines.

- [Coronavirus Impact: SF Bay Area libraries expand online services after closing, ABC 7 News](#)

Live Experiences

Our virtual programming continues to grow and ignite our communities! We've created fun, free library staff-led programs where patrons can continue to learn and explore. We've expanded to nearly 25 virtual events per week with favorites like music playtime, bilingual storytime, open lab, and drawing lessons. Several of our virtual programs have been viewed over 300 times. Our daily offerings continue to evolve, and we look forward to rolling out new programs every week. In addition, our staff have found creative ways to incorporate promotion of the Census into our programming.



Expanding Our eCollections

Although our doors are closed, our patrons still have access to boundless library materials. We have been adding more resources and titles to our digital collections including eBooks, eAudiobooks, streaming movies, and music — titles that are all online and free to access with a library card.

### New Text Service

Getting help from our knowledgeable librarians has never been easier. Recently, we launched a new [text messaging service](#), making real-time support available at the tip of your fingers. Here's how it works: simply save the number (650) 851-0147, and then text us your library-related questions. We'll send you a friendly, helpful reply as soon as possible. Our texting service is available seven days a week between 9 AM and 5 PM.

### New Phone Pilot

An enthusiastic team of test pilots have been working hard to configure a dedicated central information phone line: 1-833-YES-SMCL. This new line will be monitored by Customer Care staff alongside the popular Texting and Get in Touch email services. This new service will launch in the coming weeks.

### Digital Library Card

Access Services staff is issuing digital library cards on a daily basis. All patrons need to do is sign up online to receive their digital card number. From there, they can instantly access our extensive online materials. Once our libraries are open, a physical card will be mailed to the patron. Feedback on this service has been incredibly positive.

### Reading for Hope

San Mateo County Libraries partnered with our County Poet Laureate to launch a new program — [Reading for Hope](#). Poet Laureates will be recording frequent readings of their own poems as well as poem submissions from the community. These poems of hope aim to share joy during shelter in place.



### Introducing One-on-One Tech Help

Our knowledgeable staff are providing [virtual person-to-person help](#) with technology-related issues, including but not limited to downloading eBooks, troubleshooting devices, or accessing our online resources. This program allows us to ensure that all patrons have the knowledge they need to use important resources. Patrons can book an appointment on [smcl.org](#) Monday through Friday, 9 to 5 PM.

### Our New Homepage

To better serve our patrons during shelter in place, the libraries revamped our [homepage](#). The new page is focused around relevant content, digital resources, online events and crafts to facilitate learning, exploring and connecting. All of it is accessible online and free to access with a library card. Some highlights of the new design include:

- **Discover Exciting Events:** Even though our traditional, in-person events have been postponed, we are excited to spotlight exciting new online events. In the top, right corner of the homepage, you'll notice an events column with both SMCL virtual experiences and other online author visits, digital storytimes, and celebrity read-alouds.
- **Specialized Audience Selections:** We have curated specialized online content for Adults and Seniors, as well as Kids, Teens, and Families. In this section, we will spotlight and link to relevant online content, resources, staff lists, and activities for both audiences.
- **Explore from Home:** Even when sheltering in place, there's a big world to explore and this section will help you find it! Through virtual tours, live streams, and online exhibits, this section will spotlight and link to the numerous ways you can see the world from the comfort of your home.
- **Library Catalog Carousel:** Here we're featuring all the library materials that are still accessible including e-Books, e-Audiobooks, streaming movies, and music—titles that are all online and free to access with your library card.

### Summer Learning Challenge

Staff are hard at work envisioning an enriching summer learning experience that fits our current moment. They are designing an updated approach that makes summertime experiences with the library (at home) joyful and easy, while also preventing summer learning loss. This summer will be an adventure for all of us--and staff are excited to embark upon it with every family in San Mateo County.

### Big Lift Inspiring Summer

The Libraries are currently working with partners to find a new innovative way forward for Big Lift Inspiring Summers. BLIS has two new additions that will be included in any program version provided. It will expand to the 3<sup>rd</sup> grade and provide STEM family engagement activities. Although the program will look different this summer, the partners are looking at a variety of options to still provide an enriching experience for the students that are enrolled.



### Library Staff, 3D Printers Make Protective Gear

When our libraries were open, our 3D printers created toys, tools and other household items daily. Now, our 3D printers are busy churning out a vital community service — [protective gear](#) for healthcare workers. With a commitment to our communities and desire to help, library staff began using our 17 3D printers to create face shields and ear savers to protect front line medical staff. We've already printed more than 300 ear savers and hope to print and deliver over 600 face shields in the coming weeks.



- [San Mateo County Libraries using 3D printers to create PPE for frontline medical staff, Climate Online](#)
- [San Mateo County librarians use 3-D printers to make equipment for health care workers, SF Chronicle](#)
- [Community briefs: Printing protective equipment, Almanac](#)

### Teacher and Student Resource Webpage

As we shelter in place, teachers, educators and students have sought creative solutions to distance learning. With a wealth of online resources, we have plenty of tools to help them succeed. Recently, we launched a teacher and student [online resource webpage](#). The page includes a collection of online resources, like online tutoring or book discussion guides, and relevant blogs with helpful information about improving distance learning.

### Wi-Fi Hotspots

Our commitment to closing the digital divide has led us to creating a Technology Taskforce dedicated to finding innovative ways we can keep our community connected during shelter in place. So far, we have loaned out over 500 hotspots to our community and we plan on connecting with other county and city partners to address additional needs for Wi-Fi connectivity. We have also increased the Wi-Fi range at our branches to cover our parking lots so patrons can still utilize our branch Wi-Fi despite our buildings being closed.



- [KCBS Radio: Libraries Using WiFi To Connect Customers During Shelter-In-Place](#)

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

#### Library Building Projects

Due to shelter in place, many construction projects were put on hold. Fortunately, with the new County Health order, our library building projects should be back on track soon. Progress continues on the new Brisbane Library as anticipation grows for the grand opening scheduled for later this year. The beautiful new Atherton Library is still on track for completion in 2021. Work is also continuing on the conceptual designs for a new East Palo Alto Library and new Pacifica Library.

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

#### Food Availability Taskforce

The Library system is teaming up with the County to coordinate a Food Availability Taskforce. This taskforce will be in charge of bringing together the wonderful resources and partnerships that already exist to help address and support those in need during difficult time. The County effort is currently focused on working quickly to access and understand current needs as well food resources available.

#### Supporting County's EOC

The libraries are continuing to support the County's Emergency Operations Center by sending library staff to help support County efforts during this health crisis. Our staff have been signing up for voluntary rotational assignments and have been utilizing their skills to assist in outreach and information gathering.

#### Library Personnel News

It is my pleasure to share the following personnel updates:

Will White retired at the end of February, he began his career with San Mateo County Libraries in July 1997. His library journey began at the East Palo Alto and Foster City Libraries, before proceeding to work exclusively at the Atherton Library. His contributions to the community are many, but some highlights include his newsletter contributions, his enthusiastic support of pub trivia nights, and his knowledgeable and passionate curation of classic film programs.

Karina Labrenz retired at the end of March after working 26 years for the County. She started her career with the County as an Administrative Secretary in the Probation. During her tenure, her responsibilities and duties changed along with the changing landscape of public libraries. Reflecting back on her past 26 years, Karina has worked with 9 directors and a whole host of library staff, and feels very lucky to have worked for and with some great people, some of whom became dear friends.

Congratulations and best wishes to Will and Karina!

Yan Chen accepted the IT Analyst position and joined the Information Technology Team. Yan has a Computer Science and Math degree from Chabot College. He previously worked as an Information Technology Consultant for 17 years at San Jose State University. When Yan is not at work, he enjoys playing with his 3 years old and doing home improvement projects.

Luz Galicia has accepted a Library Assistant position at the San Carlos Library. Luz first started as a Summer Intern before being hired as Library Aide. During her tenure she has supported storytimes and helped develop procedures to make circulation processes more efficient. When she is not at work, Luz is working to obtain her Bachelor's degree in Business Administration and loves to spend free time reading and learning new cooking skills.

Danae Ramirez has been appointed Interim Deputy Director. Danae received her BS in Communications from UC San Diego and her MPA from San Diego State University. Before working at the Library, she worked as a Management Analyst in the County's Office of Budget, Policy and Performance and as a Strategic Planning Analyst for the Rady Children's Hospital in San Diego. She also has over eleven years of experience working for the County of San Diego as a Legislative Policy Advisor, Policy Advisor, and Human Resources Analyst. As Financial Services Manager for the past four years, Danae has become a valued and well-respected member of our Leadership Team.

Ally Garcia has been appointed Interim Library Services Manager. Ally joined San Mateo County Libraries in 2016, as the Manager at San Carlos Library. In addition to that important work, she has served as Interim Manager of the Atherton Library and been instrumental in leading our Customer Care Initiative and co-leading our current TextRequest service. Ally received her Bachelor's in Liberal Studies at Cal Poly Pomona and her MLIS from UCLA. She started working in libraries as an Aide in 2005, moving into library management in 2012 when she worked for the Clearview Library District in Colorado.

Lindsey Freeland has been appointed as Interim Financial Services Manager. Lindsey has worked as an analyst in the County Manager's Budget Office for the past two years. Before coming to the County, Lindsey worked to combat educational disparities as a kindergarten and first grade teacher in San Jose. After her time in the classroom, she went back to school and earned a Master's in Public Policy from UC Berkeley. During and after graduate school, she worked with Santa Clara County's Office of Women's Policy on a variety of projects, including identifying advocacy priorities for women incarcerated in the county.

Congratulations to Yan, Luz, Danae, Ally and Lindsey!



---

To: JPA Governing Board  
From: Anne-Marie Despain, Director of Library Services  
Rachel McDonnell, Library Project Manager  
Date: May 12, 2020  
Meeting: May 18, 2020  
Re: East Palo Alto Library Conceptual Design

---

## Background

The East Palo Alto Library has served the residents of East Palo Alto and the nearby unincorporated areas of the County for over 100 years. The Library is an important educational and cultural gathering space. Approximately 60% of residents have a library card and nearly 150,000 people visit the library annually. It is a learning center, safe haven, place of refuge, and open to everyone 7 days a week.

The City is part of the San Mateo County Library Joint Powers Authority which was established in 1999. The Library JPA is responsible for providing library operations and services to all members, and cities are responsible for maintenance of library buildings as well as any capital investments or expansions of service.

The current library operates out of the County-owned facility located at 2415 University Avenue in East Palo Alto. The existing facility is heavily used, and the space needs significant interior improvements. At just 7,680 square feet, the library struggles to effectively serve the critical needs of the community.

## Discussion

### Library Needs Assessment

The City of East Palo Alto, County of San Mateo County, and San Mateo County Library JPA conducted a Needs Assessment in FY 2017-18. The findings indicated 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.

Ultimately, the 2017 Needs Assessment recommended that in order to effectively meet the community's service needs, the facility would require an increase from the current 7,680 square feet to a total building size in the range of 22,000 to 27,000 square feet.

### Conceptual Design Plan

The Needs Assessment Report was accepted by County, City, and Library with partners reaffirming their support for a new library and the exploration of a potential opportunity to

be located adjacent to the new EPACenter Arts building. WHY Architects, an architectural design firm, was retained in 2018 by the Library JPA to explore the feasibility of the site and to develop a conceptual design and budget estimate.

Project goals included designing a new library facility to address growing and changing local needs:

- Greater access to cutting-edge technology to aid in the rapidly changing information landscape and close the technology gap
- More spaces for work, study, and events to encourage lifelong learning
- A separate children and teen area with playful, age-appropriate spaces to foster excitement about reading and learning
- Gathering places for relaxing, socializing, connecting, and enjoying meals with one another
- A strong connection to the natural world that models sustainability and builds culinary literacy with gardens and a kitchen built into the library building

Working with the community and stakeholders including EPACenter Arts, and through public meetings and outreach work, WHY Architects developed a conceptual plan that reflects the proposed program and considers resident input and preferences. Over the course of the program design phase, the WHY design team also met with library staff to review program requirements and inform the space planning of the library. Based on the conceptual plan, the new library is a two-level building, approximately 23,878 square feet, and designed for LEED certification.

#### Cost Plan

The total project cost estimate is \$32.4 million. This does not include the environmental impact mitigation and land and easement acquisition.

The East Palo Alto City Council enthusiastically received the presentation at their March 3, 2020 meeting and affirmed that the EPACenter site is the preferred location. Additionally, they gave guidance to City staff to open negotiations with the Goldman Foundation, search for alternative site options, and develop a funding plan.

#### **Fiscal Impact**

There is no fiscal impact associated with accepting this report.

#### **Recommendation**

Recommend JPA Governing Board accept the East Palo Alto Library Conceptual Design. Operations Committee members present at the May 12, 2020, meeting concurred with this recommendation.

#### **Attachment**

East Palo Alto Conceptual Design Presentation

# **EAST PALO ALTO LIBRARY CONCEPTUAL DESIGN PRESENTATION**

## NEEDS ASSESSMENT RECAP

- Places connect, explore, learn and relax – a town center
- A spacious library – greater breathing room, with privacy/separation of different uses
- Variety of outdoor spaces for reading, play, programs and connection with nature
- Ample seating and personal space for work and study
- Filled with natural light and views to outside
- Greater access to technology, particularly desk/laptops
- Separate children's area with better infrastructure, play opportunities, and space for events
- Art making and exhibition (including crafts, theater, music and dance)
- Access to community resources – from tutoring to housing assistance to taxes
- The ability to play – to let off steam and to explore new things
- Explore culinary literacy

PROJECT INTENTIONS

**STIMULATING:** ENCOURAGES LEARNING THROUGH EXPLORATION, PLAY, AND EXCITEMENT

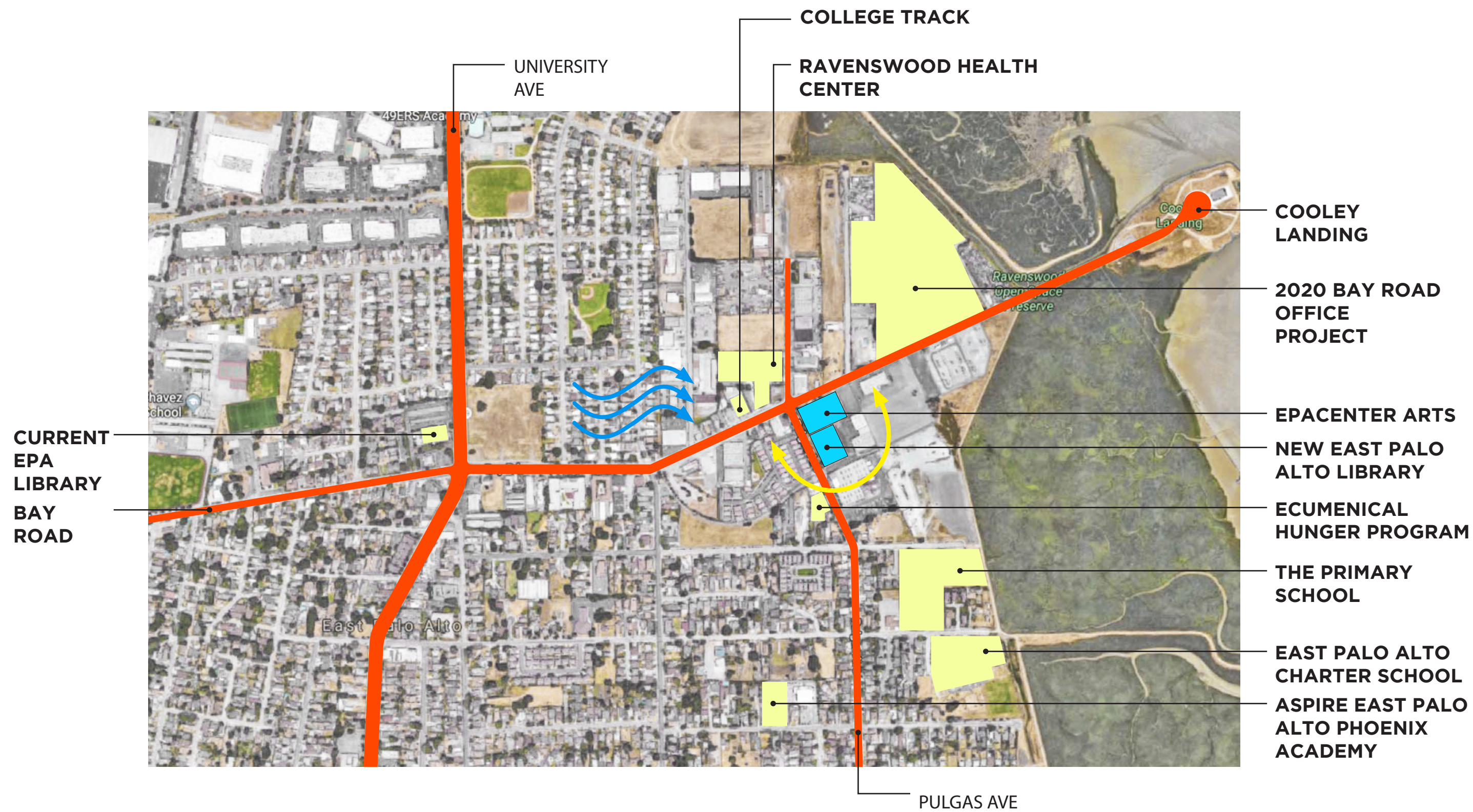
**ENABLING:** PUTS RESOURCES WITHIN REACH, ENCOURAGES NEW CONNECTIONS

**FLEXIBLE:** ADAPTS TO EVOLVING COMMUNITY AND NEEDS

**INTEGRATED:** CREATES THE CIVIC COMMONS, SEAMLESSLY INTEGRATES WITH EPA CENTER

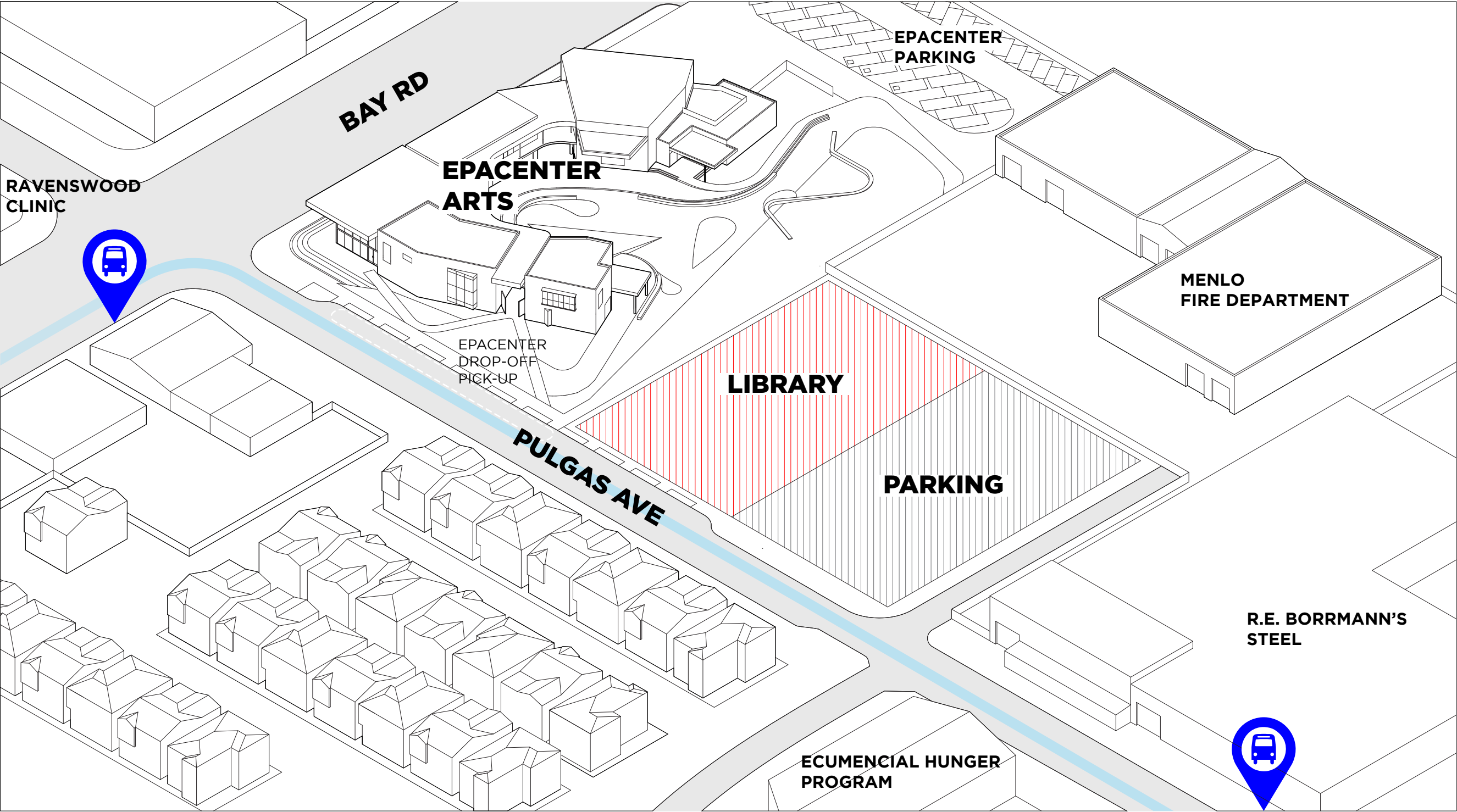


ABOUT THE SITE





ABOUT THE SITE



# **PROPOSED PROGRAM FOR A NEW EAST PALO ALTO LIBRARY**

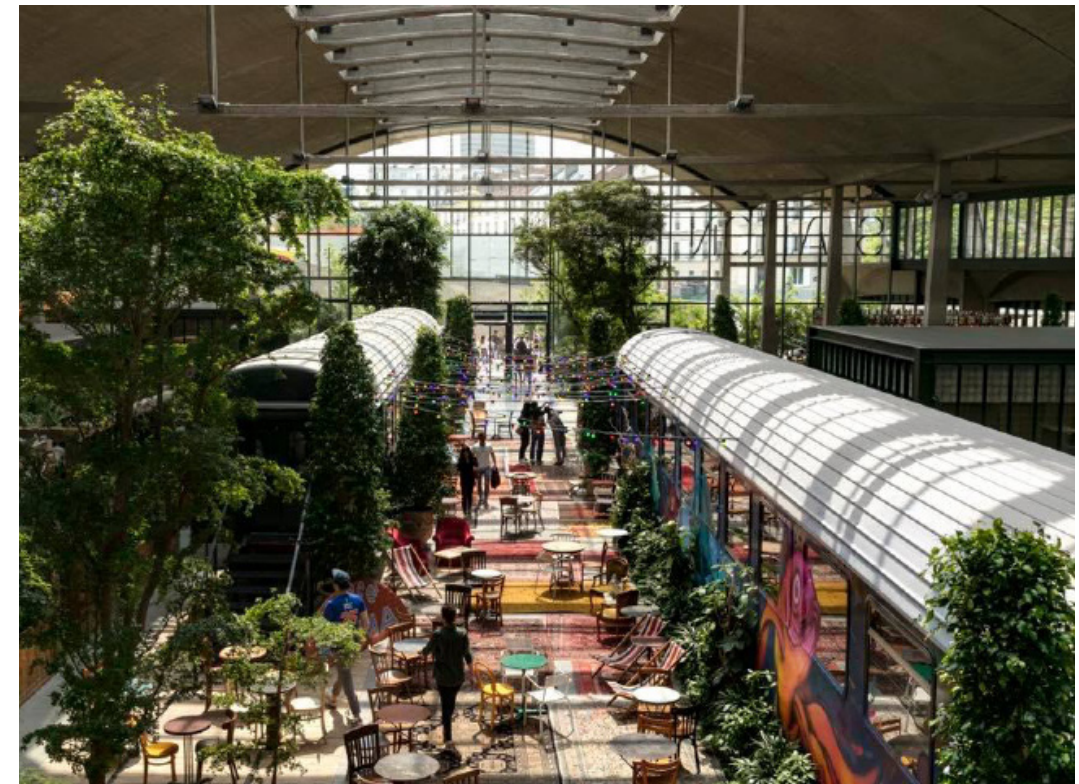
# PROPOSED PROGRAM: WELCOME / ENTRY

## NARRATIVE:

- Conveys a sense of welcome and a buzz of activity
- A central location from which most functions are visually or intuitively accessible
- Warm and inviting stations for greeting, information and check-out
- Seating for informal work and reading
- Ability to house large gatherings and events like readings, concerts, and open mic nights

## FUNCTIONS:

- Entry / Lobby
- Concierge Stations
- Cart Cubby
- Self Check-out
- Holds
- Seating
- Restrooms





# PROPOSED PROGRAM: COMMUNITY RESOURCE CENTER

## NARRATIVE:

- A community hub for meeting and access to community resources
- Multi-purpose meeting room for events, presentations, meetings and classes
- Small meeting rooms for group work and community partners
- Open co-work type environment
- A community message board with upcoming events, resource information and more

## FUNCTIONS:

- Medium Activity Room
- Small Activity Room
- Activity Room Storage
- Partner/Resource Rooms
- Communal Lounge
- Homework Center





# PROPOSED PROGRAM: CULINARY LITERACY CENTER

## NARRATIVE:

- A nutrition, health and wellness resource for the community
- Domestic teaching kitchen for cooking and related classes
- A place to serve nutritious and tasty snacks for patrons
- Reading lounge with cooking, health, wellness, and gardening literature
- Access to a domestic demonstration garden

## FUNCTIONS:

- Teaching Kitchen
- Storage
- Office
- Outdoor Seating
- Demonstration Garden





# PROPOSED PROGRAM: KIDS & FAMILY AREAS

## NARRATIVE:

- A place for children of all ages and families to explore, play, learn and read
- Break-out areas for storytelling, play, and various media
- Adjacent outdoor space for working off energy, physical play, access to nature
- Playful elements to explore and discover, accommodating different ways of learning
- A room that grows with kids, promoting learning and exploration as fun

## FUNCTIONS:

- New Books
- Table Seating
- Books
- Audio/ Visual & New Media
- Storytelling
- Storage
- Outdoor Area
- Family Restroom





# PROPOSED PROGRAM: CABINET OF CURIOSITY

## NARRATIVE:

- A dynamic space for learning through doing, socializing, and engaging technologies
- Visible to all who enter the library to inspire curiosity
- A 'maker space' for all ages – sewing, dj, domestic skills, digital fabrication, etc.
- A place teens can call their own for reading, socializing, and individual and group activities with access to digital and physical resources
- Access to a multitude of environments and programs through virtual means to broaden horizons
- Flexible furniture to accommodate various activities and programs

## FUNCTIONS:

- Teen Room
- Maker Room
- Virtual Reality Experience Alcove
- Office
- Storage





# PROPOSED PROGRAM: COLLECTIONS & STUDY

## NARRATIVE:

- Large, open, naturally lit space for reading and quiet work
- Ample opportunities for independent study with comfortable seating, natural light, and power
- Flexible shelving to accommodate the evolution of the collection
- An East Palo Alto focused resource area, with the ability to house memorabilia and even record oral histories
- Workstations and laptop check-out machines, as well as printing stations
- Private rooms for small group study and tutoring

## FUNCTIONS:

- |                                   |                   |
|-----------------------------------|-------------------|
| • Main Space                      | • Printing        |
| • New Books / Media / Periodicals | • Study Rooms     |
| • Adult Collections               | • Literacy center |
| • East Palo Alto History          | • Quiet Room      |
| • Reader Seating                  | • Restrooms       |
| • Public Computers                |                   |





# PROPOSED PROGRAM: STAFF RESOURCE AREA

## NARRATIVE:

- Stimulating, naturally lit work environment
- An ability to see the comings and goings of the library
- Open work spaces for permanent and temporary staff
- Wall space for sharing ideas and mapping out projects and schedules
- Privacy nook for quiet work and calls
- Easy access to book processing area

## FUNCTIONS:

- Collection Processing Room
- Staff Open Office
- Enclosed Office
- Staff Break Area
- Storage
- Data / Telecom
- Staff Restroom w/Shower





# PROPOSED PROGRAM: SITE & OUTDOOR AMENITIES

## NARRATIVE:

- A place to connect with the outdoors and enjoy nature
- Space for larger gatherings as well as outdoor 'nooks' for solitude
- A demonstration garden for growing food
- Secure play areas for children
- Outdoor classroom and storytime area

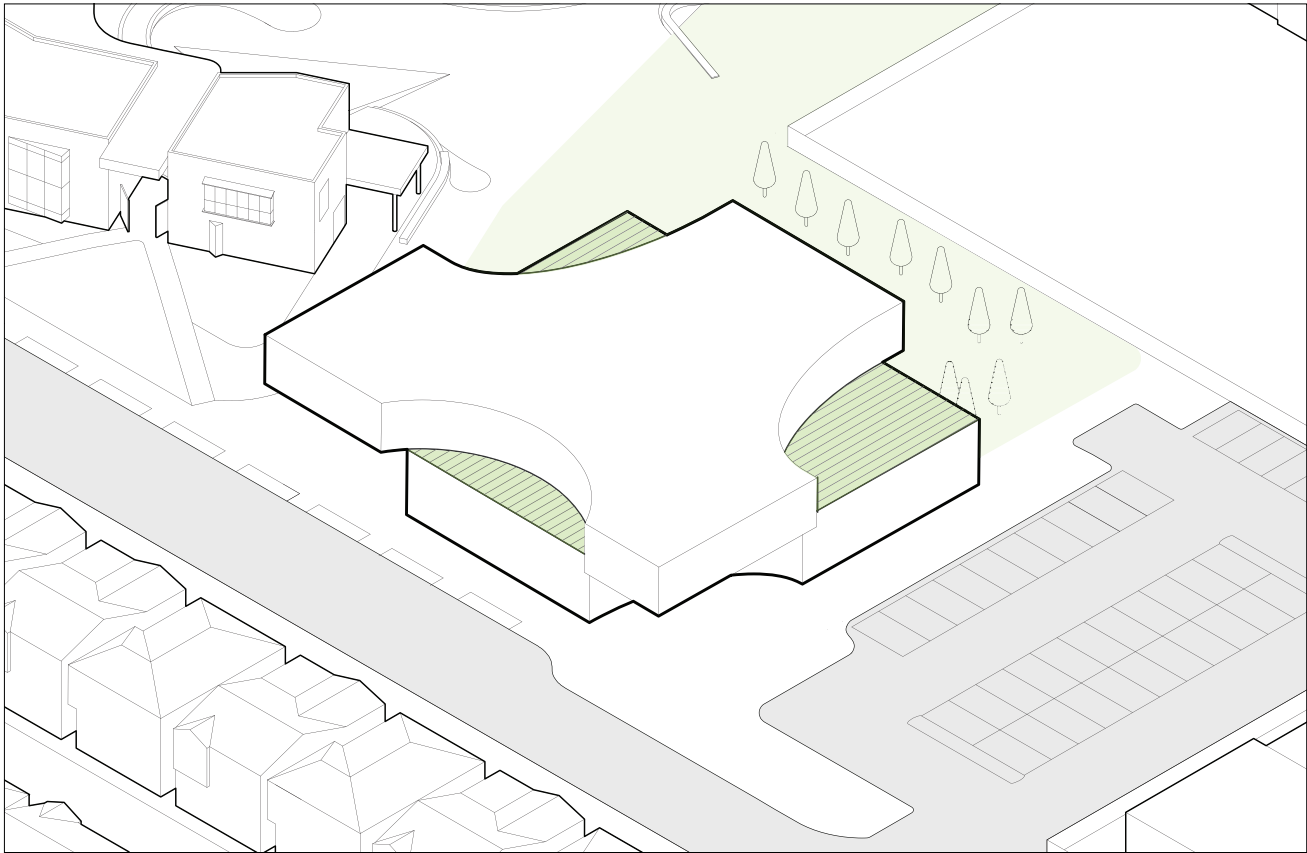
## FUNCTIONS:

- Outdoor Reading
- Outdoor Eating
- Youth Play Area
- Demonstration Garden
- Bike Racks
- Parking Spaces
- Loading

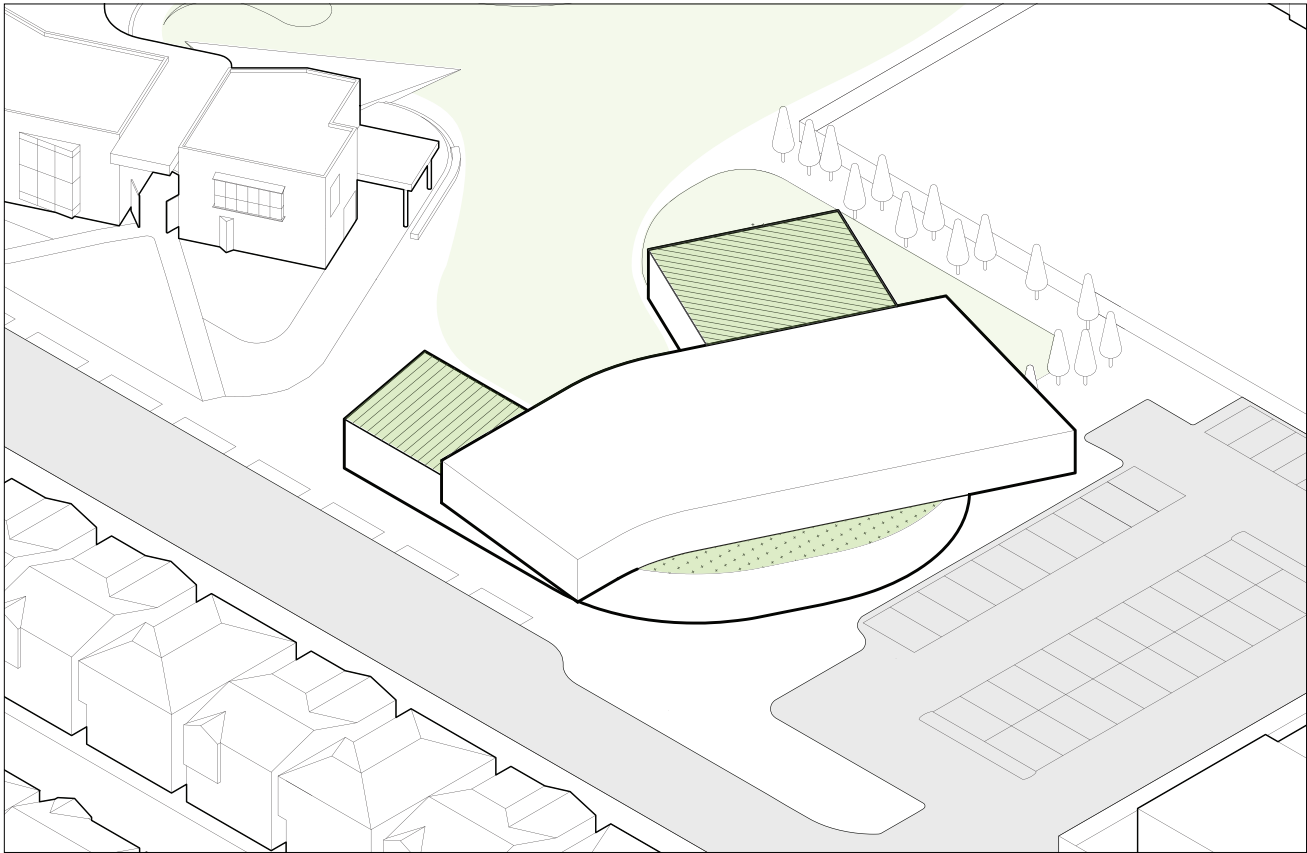


# DESIGN CONCEPT

TWO APPROACHES



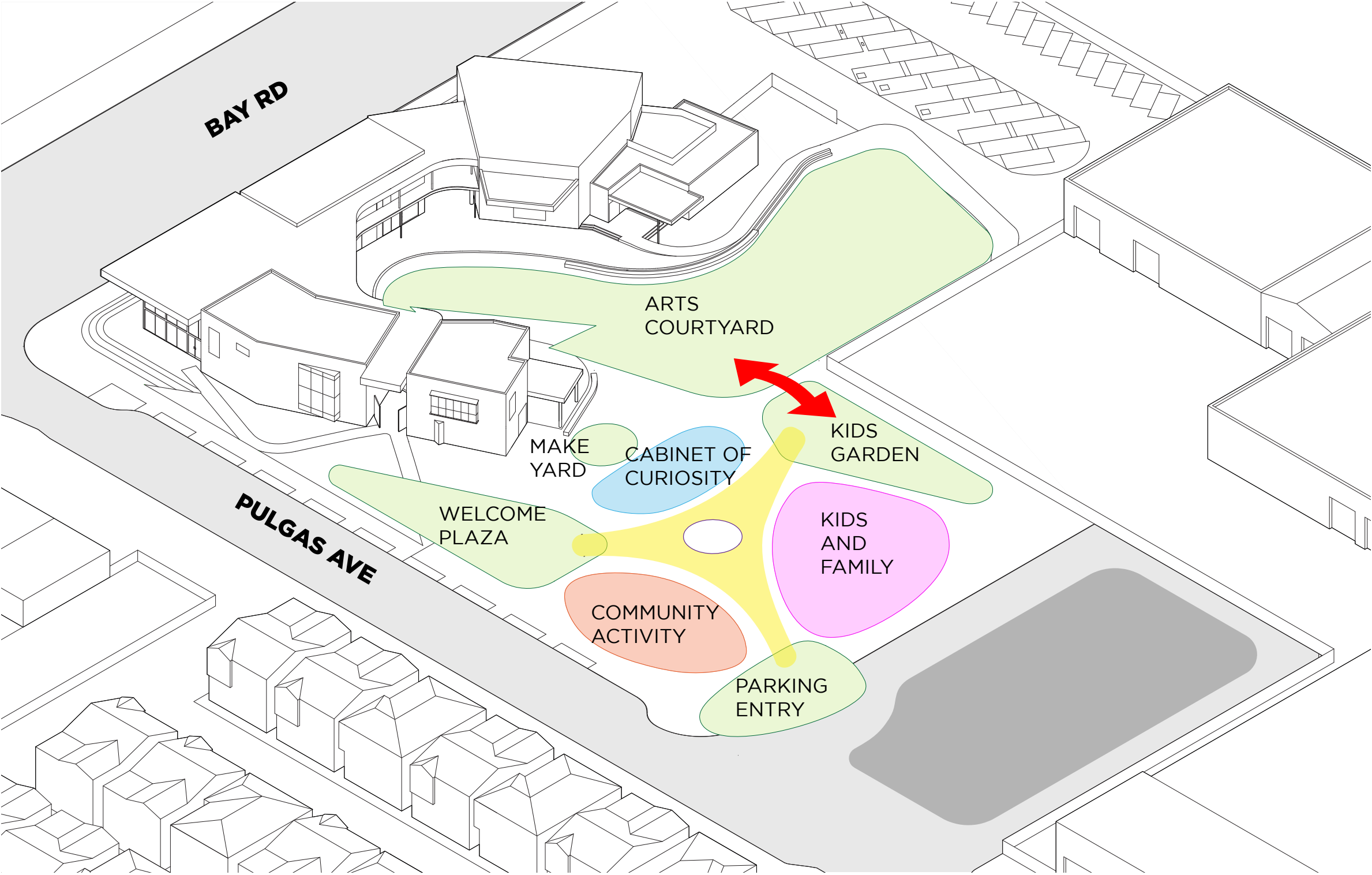
JIGSAW PUZZLE



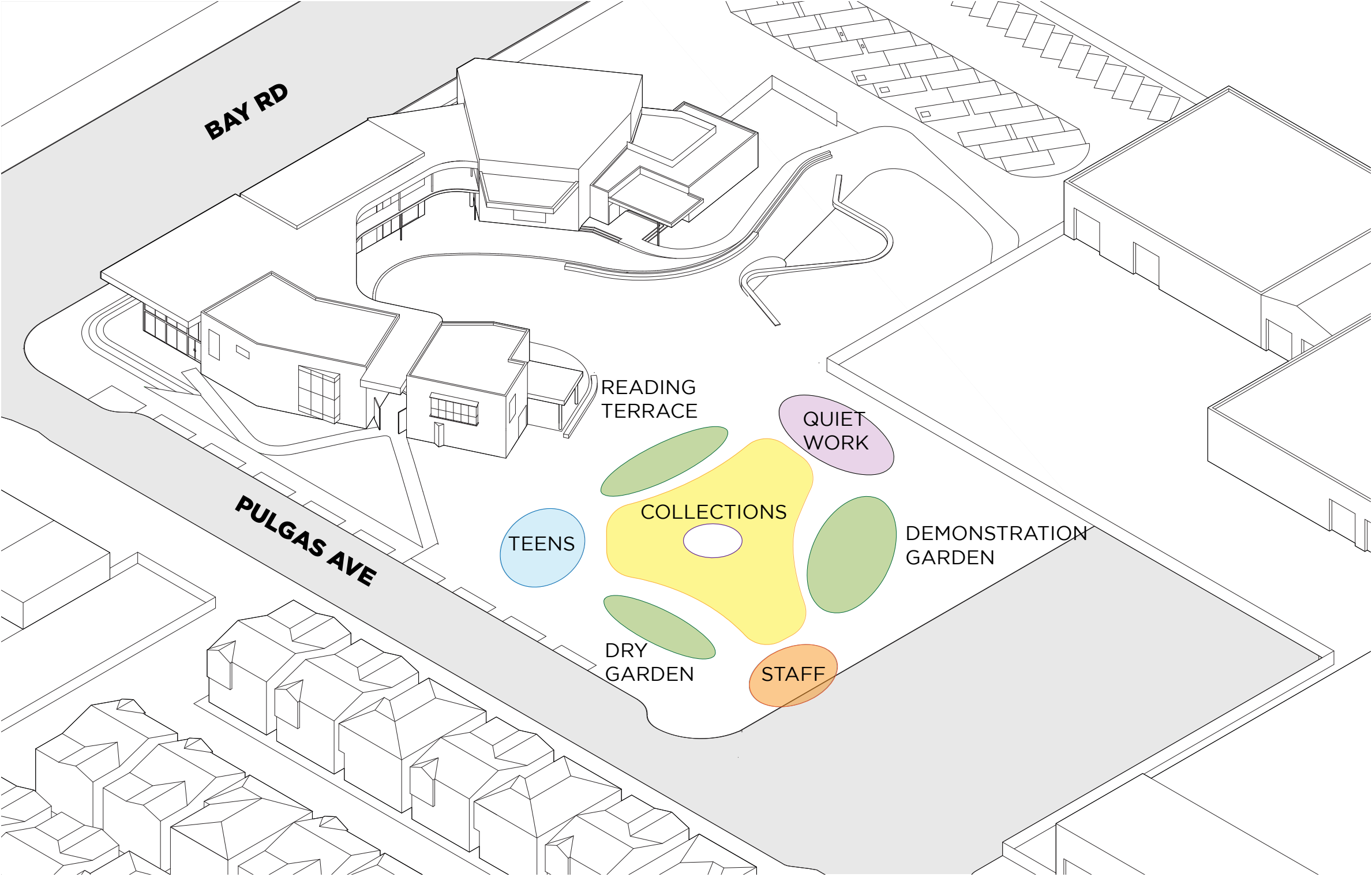
BOOMERANG



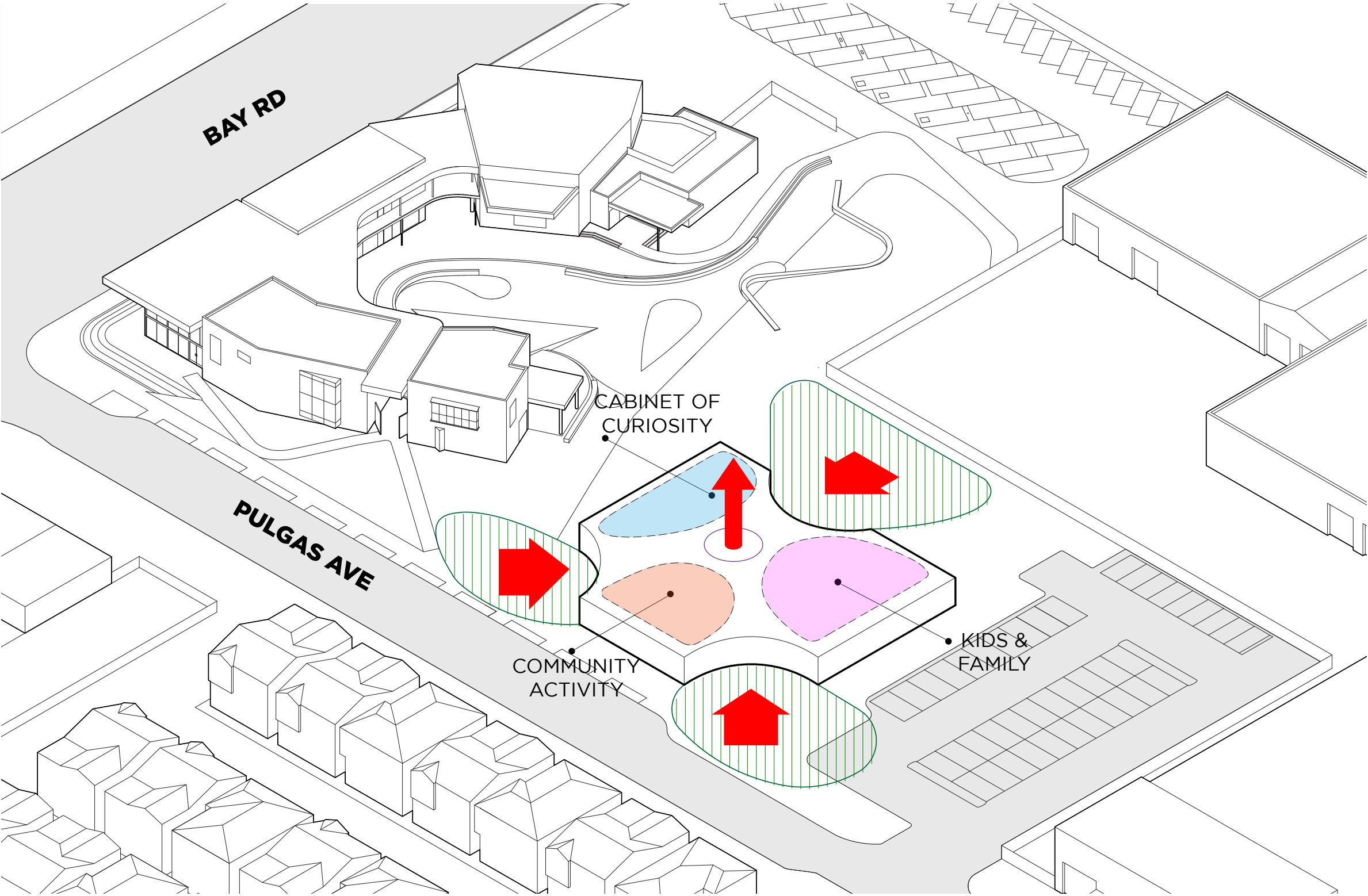
JIGSAW PUZZLE DESIGN



JIGSAW PUZZLE DESIGN

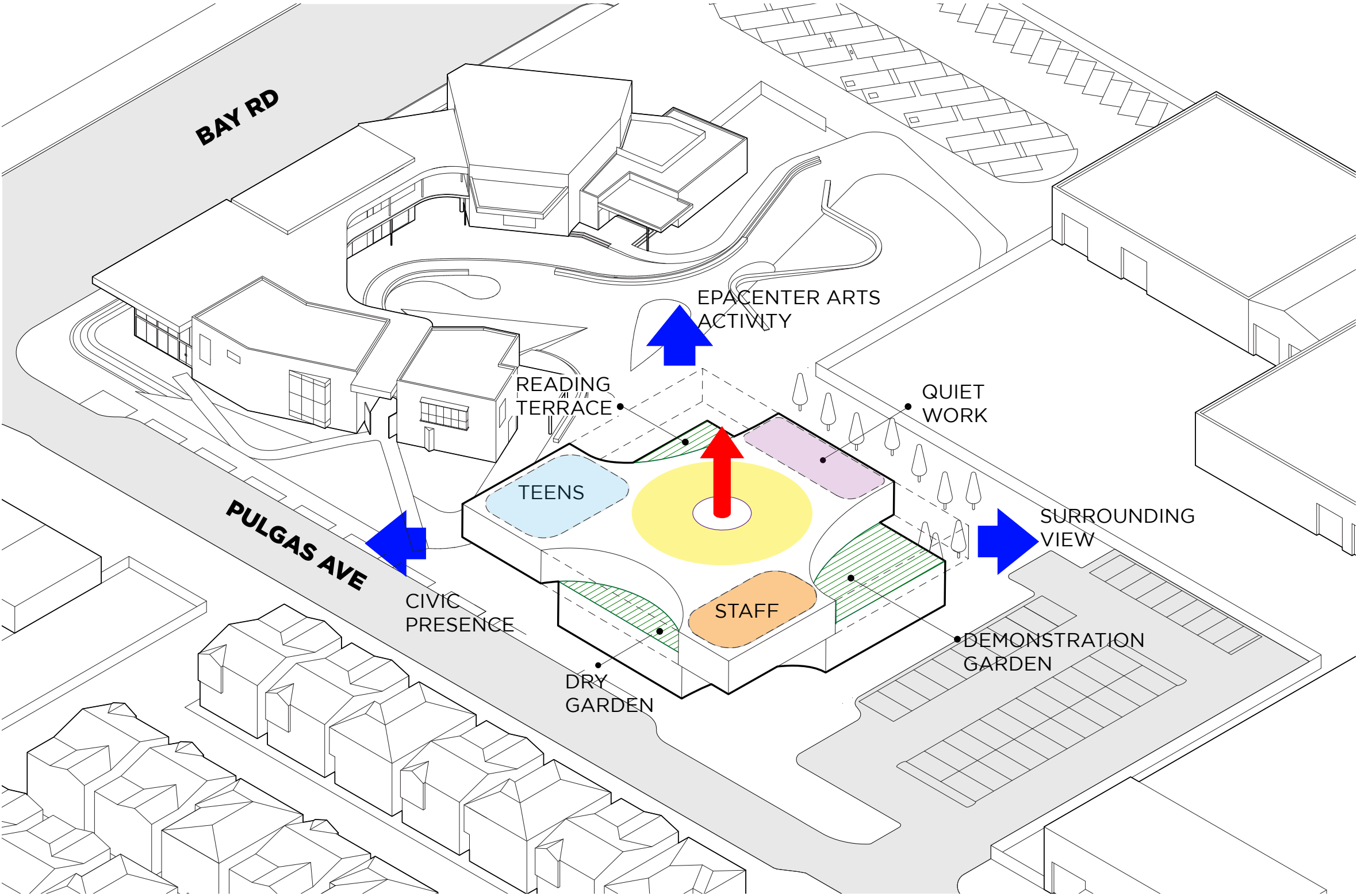


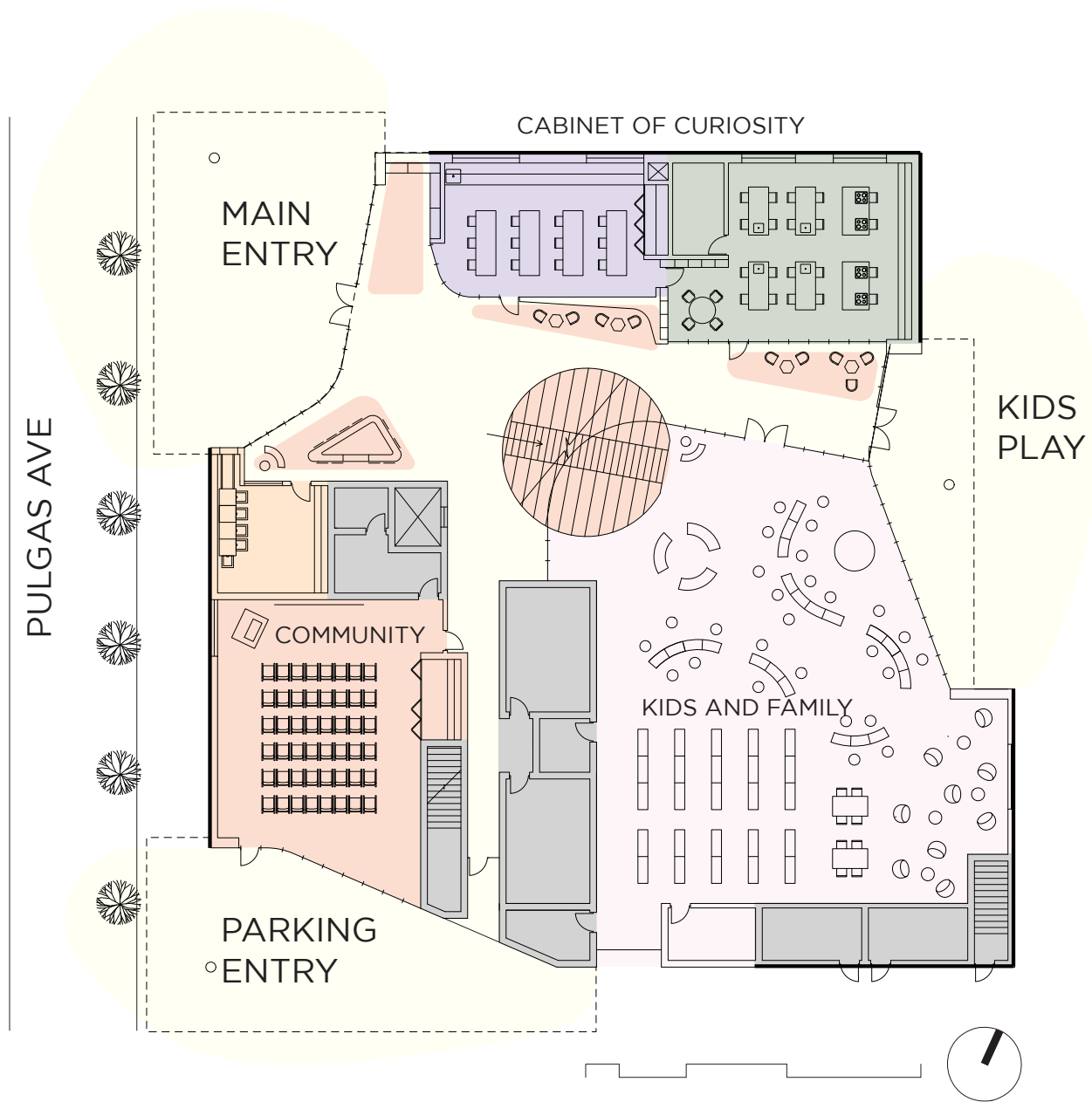
JIGSAW PUZZLE DESIGN



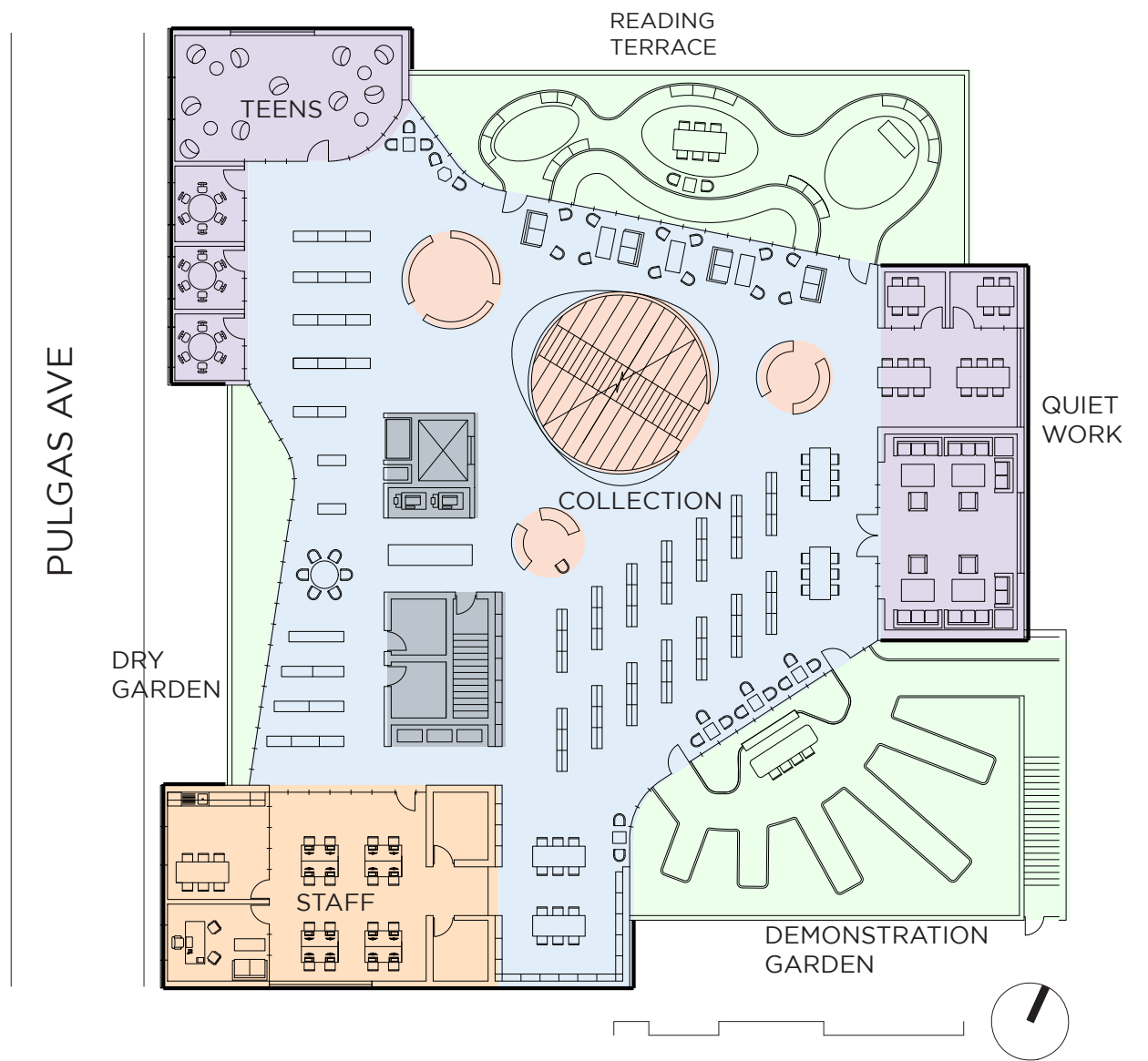


# JIGSAW PUZZLE DESIGN





**GROUND FLOOR**

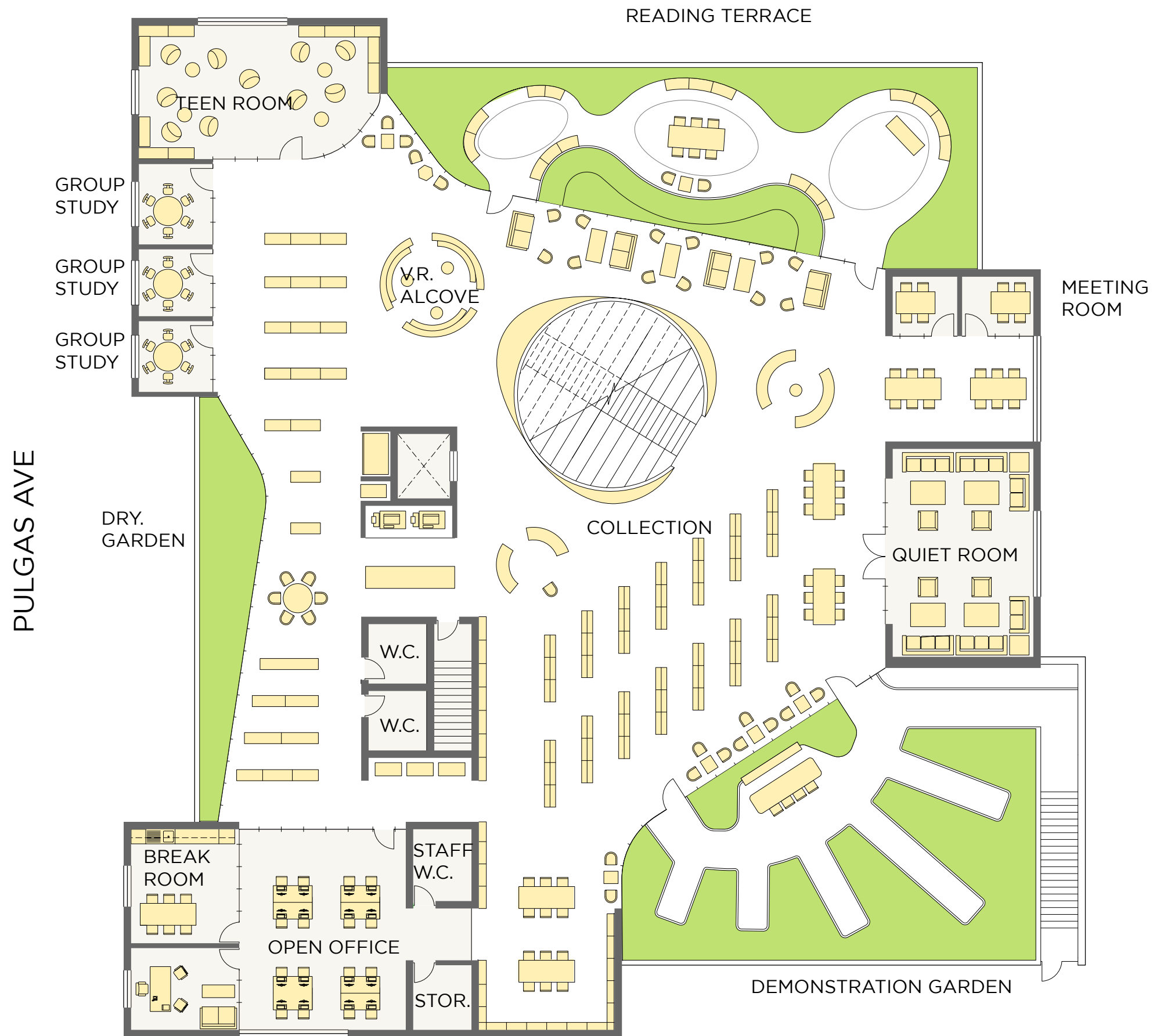


**SECOND FLOOR**

GROUND FLOOR PLAN



SECOND FLOOR PLAN





LANDSCAPE PLAN









# CONCEPT DESIGN COST PLAN

## Overall Summary

	SF	\$/SF	TOTAL \$x1,000
<b>New Construction</b>			
Library	23,878	857.00	20,474
TOTAL BUILDING CONSTRUCTION	23,878	857.00	20,474
<b>Sitework</b>			
Existing Building Demo			N/A
Sitework	43,527	47.00	2,044
TOTAL SITEWORK			2,044
TOTAL BUILDING AND SITEWORK			22,518
Escalation To Start Date (January 2021)	8.00%		2,000
TOTAL ESCALATED CONSTRUCTION COST			24,518
<b>Project Soft Costs (To Be Reviewed and Verified With Owner)</b>			
Acquisition Costs			Excluded
Design and Engineering Services	13%		3,190
Furnishings, Fixtures and Equipment		23,878	30.00
Public Art	1%		Excluded
Testing, Inspection and Permit	2%		370
Other Owner's Soft Costs	5%		1,230
Contingencies	10%		2,450
TOTAL PROJECT SOFT COSTS	32%		7,956
RECOMMENDED BUDGET FOR PROJECT			32,474

Add Alternates:

01 Premium for LEED Platinum over Gold	1,000
02 Net Zero - incl PV Panels	3,000

Excludes:

- Land and easement acquisition
- Environmental impact mitigation
- Move in and Pre-opening Costs
- Financing and Legal
- Offsite Development (B Permit)



---

To: JPA Governing Board  
From: Anne-Marie Despain, Director of Library Services  
Carine Risley, Deputy Director of Library Services  
Date: May 12, 2020  
Meeting: May 18, 2020  
Re: COVID-19 Phased Reopening Plan

---

### **Background**

San Mateo County Libraries are closely monitoring information about the Coronavirus (COVID-19) and have been studying the implications of current and projected local and statewide health orders. The health and safety of staff and library users is our top priority.

The Library JPA Operations Committee and Governing Board held an emergency meeting on March 13, 2020 to discuss our level of emergency response to COVID-19. The difficult decision was made to close our libraries starting on Monday, March 16 to help mitigate the spread of the coronavirus in our community.

On March 16, the County Health Officer issued a Shelter in Place (SIP) Order through April 7, (which was recently extended to May 31). Compliance required a suspension of all in-person services, including information services, programming, events, outreach to our communities, technical instruction, literacy support, public internet access inside our buildings, check-outs and pick-ups of physical library materials, returns of library materials, and access to our in-library computers.

We successfully transitioned our workforce to telework in a single day. Staff were able to quickly adapt their technological skills, creativity, and service ethic to the new environment and have mobilized to provide dynamic, high quality, enhanced virtual services to our communities.

With the current extension of the SIP to the end of May and the limited easing of restrictions, staff has begun to develop plans for phased reopening of San Mateo County Libraries.

### **Discussion**

As COVID-19 pandemic conditions evolve, and health orders and other applicable guidance are updated, San Mateo County Libraries staff are preparing to begin to return to library worksites and provide meaningful services that flexibly adapt to dynamic circumstances and emerging community needs.



On the recommendation of public officials and after consultation with JPA members, the Library Director will transition library operations as needed and, on a case-by-case basis, to the appropriate phased level of service. Re-establishing our facilities as local access points allows us to address public needs in each local community. Priorities will include support of socio-economically disadvantaged families and older adults for whom online services have been less accessible. Social distancing guidelines for the public and staff will be observed at all times.

Operations to get physical library materials and other critical resources to community members will be safely re-established when allowable, including but not limited to, mailout services to process library holds and curbside services for our community members to quickly and conveniently retrieve library materials to enhance their home environments. Partnerships with community organizations will provide vital assistance as we prioritize need and increase access to library and safety net resources.

The phases below build upon the Levels of Emergency Operations presented at the March 13 Emergency Meetings and update our approach to reflect the extent to which the environment and conditions have changed in these unprecedented times.

#### Phase 1: On-site Planning and Preparation

Allows a limited number of staff into library facilities to begin phased reopening measures. There is no public access to the building at this stage. On-site staff will wear face coverings and work in staggered shifts, with a minimal number of staff on-site at a time to ensure social distancing. Intensive preparation for curbside pickup, holds delivery, and the implementation of mailout service begins. Staff will design new workflows, customize site-specific best practices and guidelines, prepare furniture, equipment, and collections for limited public access, following guidelines for safe handling of materials. Off-site teams will continue to telework to support on-site staff and virtual services.

#### Phase 2: Customized Curbside Services

With continued relaxing of SIP, staff will begin phased public services outside the buildings. Through curbside pickup, library materials and other services will be packaged and provided at the curb, using contactless procedures by staff wearing face coverings. Staff will continue mailouts and coordinate contactless home deliveries. Off-site teams will continue to telework to support on-site staff and virtual services.

#### Phase 3: Limited Public Access to Facilities

With further relaxation of SIP, on-site staffing levels can increase, allowing for limited public access to library buildings targeting services that cannot be duplicated in a curbside or virtual environment and are safe to provide in person, while continuing established outside services. Staff and the public will be required to wear face coverings and measures to limit access will involve restricting the number of customers inside by counting and/or observing time limits and limiting operational hours. Dedicated hours for high risk members of the public will be established. Health guards will be installed at service desks and public computers and self-checkout machines will be spaced for social distancing and cleaned

between uses. All virtual services will continue and telework will allow us to support staff on-site and enable robust, personalized support of our library users while minimizing in-person interactions.

#### Phase 4: New Normal

Following guidelines and recommendations from County Health officials, we will return to operational hours, increasing the number of customers in the buildings and allowing them to stay for a longer length of time. In person staffing increases and telework continues to support and enhance library services. Successful virtual programs and services will continue to expand, while programs slowly resume in our facilities.

We anticipate the need to move between phases in both directions, and will initiate each phase only when we have safety procedures in place, and appropriate supplies to limit risk and safeguard the health and wellbeing of our staff and library users. County Health's Social Distancing Protocol required for all businesses will inform our preparation for each phase, enhanced by additional measures designed to meet the unique characteristics of public libraries, staff, and customers.

San Mateo County Libraries have a strong commitment to prioritizing the safety and wellness of staff, while also maximizing access to resources and providing the highest levels of community service. This phased reopening plan enables the flexibility needed for San Mateo County Libraries to achieve these goals which address the specific needs of our local communities in light of the challenging and changing realities of the COVID-19 pandemic.

#### **Fiscal Impact**

There is no fiscal impact in accepting this report. Once plans and supply costs are finalized staff will return to the JPA Governing Board to request additional funds if it exceeds budgeted amounts.

#### **Recommendation**

Recommend Library JPA Governing Board accept the COVID-19 Phased Reopening Plan and provide input and direction to staff on implementation. Operations Committee members present at the May 12, 2020, meeting concurred with this recommendation.



---

To: JPA Governing Board  
From: Anne-Marie Despain, Director of Library Services  
Danae Ramirez, Financial Services Manager  
Date: May 12, 2020  
Meeting: May 18, 2020  
Re: Introduction to the Recommended Budget FY 2020-21

---

## Background

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

### Budget Process

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

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

## **Discussion**

### FY 2020-21 Budget Priorities

The Recommended Budget prioritizes and distributes resources to support Strategic Goals that are in line with the 2015-2020 Strategic Plan approved by the Governing Board in September 2015. Resource allocation in FY 2020-21 reflects the uncertainty of the economy and takes a conservative approach while focusing investment in innovative access to services, technology and new approaches to learning and fostering partnerships and collaborations. We continue to provide programs and services in various modalities tied to best practices and measurable results to ensure that the public continues to receive excellent services.

Our FY 2020-21 priorities will include reimagining our approach to patron experiences inside and outside of our libraries through our Customer Care initiative - with staff and patron safety in mind. We will enhance support for the public with access to technology and online learning. We will continue our work promoting racial and social equity and reflecting environmental sustainability in our policies and activities. Additionally, we'll continue to provide enriching summer experiences, invest in returning safely to our library spaces, and support exciting new library projects in Atherton, Brisbane, East Palo Alto and Pacifica.

### FY 2020-21 Budget Highlights

The proposed FY 2020-21 Recommended Budget is balanced and demonstrates that our libraries are well positioned to operate within available resources now and into the foreseeable future.

Total Sources and Total Requirements in the FY 2020-21 Recommended Budget are \$57,662,212. Total Revenue increased by \$443,184 to \$ 33,960,717. The total operating budget, or Net Appropriations, is \$ 36,719,580. Salaries and benefits comprise our libraries' largest expense and represent \$ 19,501,939 or 53% of the total operating budget. The budget sets the Libraries' Operating Reserves at \$ 4,264,763 as required by the JPA Fund Balance Policy and maintains \$16,677,869 in Capital Reserves.

## **Fiscal Impact**

There is no fiscal impact associated with the Introduction of the FY 2020-21 Recommended Budget.

## **Recommendation**

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

## **Attachment**

FY 2020-21 Recommended Budget



San Mateo  
County  
Libraries

Fiscal Year 2020-21

# Recommended Budget



# Vision

San Mateo County Libraries ignite growth through transformative experiences

# Mission

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



## 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.



People – the unique diversity and complexity of those we serve – inspire and drive our services. We continually assess the needs of our users, responding with thoughtfully designed programs and services that enrich lives and uplift the community.

Our service area 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. Approximately 285,000 people live within the boundaries of our service area, which covers 351 square miles.



## History and Governance

Originally established by the San Mateo County Board of Supervisors in 1912 as a County Free Public Library, the San Mateo County Library Joint Powers Authority (JPA) was established in 1999. The JPA is a separate, independent entity with its own Governing Board, consisting of elected officials from each member. An Operations Committee composed of city and county representatives from each member agency also provides guidance.

We are able to deliver high-quality library services in a cost-effective manner through the careful distribution of resources. Internal economies of scale are achieved because support activities are centralized and shared. This reduces duplication and enables resources to be maximized and directed to services for the public.

San Mateo County Libraries provide unmatched services to our community. For the 12th consecutive year, San Mateo County Libraries was named a Star Library, ranking 2nd in the state and 11th nationwide among similar peer libraries.





# Strategic Plan

Our 2015-2020 Strategic Plan is not only visionary, but also flexible enough to respond to changes over time

## 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 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 new ways to ensure equitable access



L I B R A R Y

WE

SMCL

# Accomplishments

In alignment with our Strategic Plan, the following summary highlights this year's significant accomplishments



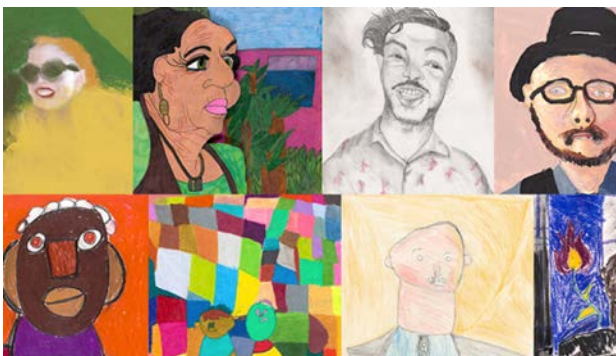
## Accomplishments

### Community Impact

- We started 2020 celebrating the one-year mark of going fine free. This incredible accomplishment has had a significant impact on our communities. By eliminating fines, our libraries ensure that every member of our community has access to the resources they need and rely on.

"I especially like the no-fee model, as in my mind it only punishes those that need libraries the most. Thank you for this most welcome change!" - Library Patron

- Our staff continue to make our libraries more inclusive through creative community events and conversations. An art exhibit, *Changemakers* debuted in five of our libraries featuring Bay Area disability pride with the artistic contributions of those with disabilities.



- Valentine's Day is all about showing love and appreciation for those you care about — including your library! On Valentine's Day, we invited patrons to write love letters to their library and place them in a Valentine's Day mailbox. The response was exuberant at all 12 of our libraries with over 180 love letter submissions.
- Connecting our communities through innovative ideas led us to host our first ever Human Library event. Our human books shared their lived experience with readers during 20-minute open-ended conversations. This impactful event brought strangers together, challenged the misunderstandings that divide us, and strengthened human connections.

"Part of my healing process has been to continually share and talk with friends and family, and to be able to open that to strangers through *The Human Library* was really impactful." - Shaun Diaz

- Staying in touch with our communities has transformed the traditional ways we connect and serve people. We have launched new text, phone and email customer care contact tools, making real-time support available at the tip of your fingers.

## Exploration and Growth

- A staff idea turned into an exciting new library service pilot with the addition of Book-A-Bike, a winning Pitch-It proposal. Our community now has access to a fleet of four bicycles available for free, same day checkout at Belmont Library. Accessories include a helmet, a cargo basket, bike light, and bike lock.



"We all need to do our part to reduce our carbon footprint and level the socioeconomic playing-field, and free bike lending is one small step in that movement forward."

- Congresswoman Jackie Speier

- We continue to transform and innovate the traditional ways we connect with our communities. Final conceptual designs for our Makermobile and Playmobiles are in the works, bringing us one step closer to sharing the joys of technology, play and exploration throughout our County.

- Entrepreneurship was introduced to teens this summer, with the emphasis that these practices are attainable to anyone at any age. A cohort of 16 young minds explored the concepts and principles of business development and finished with a solid business idea and plan.
- National Library Card Sign-Up Month was celebrated through an innovative partnership and the creation of four fabulous limited-edition animal library cards. The popular cards doubled as a free ticket to CuriOdyssey, allowing patrons the ability to explore animals, science and more, free of charge. Nearly 10,000 limited-edition library cards were issued and as an extra treat, zookeepers visited libraries to showcase the animals.





- Our dedication to early literacy has reached new bounds with our new 1,000 Books Before Kindergarten program. Now parents have an additional resource that yields considerable benefits through the practice of shared reading.



- Our Summer Learning Challenge continues to flourish. This year, libraries across the County reached over 90,000 children through innovative programming and extended outreach efforts. San Mateo County Libraries is responsible for signing up just over half, reaching a total of 45,490 or 78% of children in our service area.

*"We love the Summer Reading Challenge. It's a good way to help bridge the gap between school ending/beginning. I feel it encourages children to read and keep reading." - Summer Learning Challenge parent.*

- We've made incredible strides with our Big Lift Inspiring Summer camps. Serving seven school districts, our camps aim to transform early learning and help reverse summer learning loss. In summer 2019, 1,193 children attended at least one day of the program with a retention rate of 91%.

## Inspiring Spaces

- Anticipation continues to grow over our new Brisbane Library. The design features a forward-thinking flexible space that will inspire and support lifelong learning. Interior spaces include dedicated areas for Children and Teens, a History Room, a Quiet Room and a Makerspace. We look forward to a grand opening later this year.



- Exciting progress has been made on our beautiful new 11,000 square foot Atherton Library. The \$18.4 million project is still on track for a 2021 completion.

- Conceptual design plans for a new East Palo Alto Library are complete. Through public engagement and work with stakeholders groups, the vision for the future reflects the wants, needs and desires of the community.

## Vital Support

- “We’re still here for you” has been a resounding message that we have communicated to our communities during the Covid-19 shelter in place directive. We have implemented a number of exciting changes in an effort to stay connected and assist our library patrons when they need us the most. We quickly pivoted to an online environment increasing digital collections, and redesigned our homepage to feature relevant online content.



- With a commitment to our communities and desire to help, our 3D printers churned out a vital community service during shelter in place — protective gear for healthcare workers. Library staff used our seventeen 3D printers to create more than 300 ear savers and 600 face shields to protect front line medical staff.



- To address the digital divide and the vital need to access online learning, we acted immediately to purchase hundreds of additional Wi-Fi hotspots to support our community members and partners. Currently, we have provided over 500 hotspots.
- In an effort to keep library programming running strong, our remarkable staff shifted to online experiences and events immediately. Patrons are able to still see and hear their favorite staff hosting virtual storytimes, arts and crafts, science experiments, book clubs and more.



# Performance

We evaluate data to assess performance and benchmark to compare our results to the rest of the field

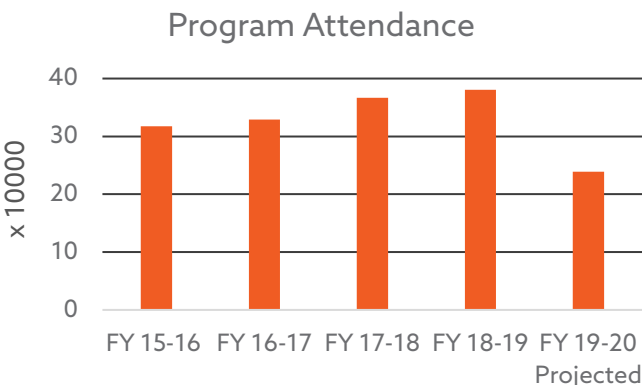
## Performance

### Programs and Events

San Mateo County Libraries continues to delight by offering transformative experiences through our high-quality programs. We focused on programs and events that were inclusive and reflective of our diverse communities.

*"Our family appreciates our library because it provides us with different events that allow us to learn, engage, socialize and make memories with family and friends" – Library Patron*

Staff offered over 1,050 sensory learning programs, over 1,300 maker activities and over 1,000 computer and technology programs. Within the first three quarters of the year, we offered over 8,000 programs and welcomed over 239,000 program attendees.



### Virtual Programming

**5.1k**  
Views

**686.8**  
Watch Time

**+190**  
Subscribers

With the closure of libraries in March, we have had to modify the way we reach our patrons by transitioning to an all online programming model. Despite this change, we have seen positive growth. Our videos have received over 5,000 views and our YouTube subscriber list continues to grow. Currently we are offering 25 staff led live online programs a week, including bilingual programming. Our top performing video reached over 460 views.





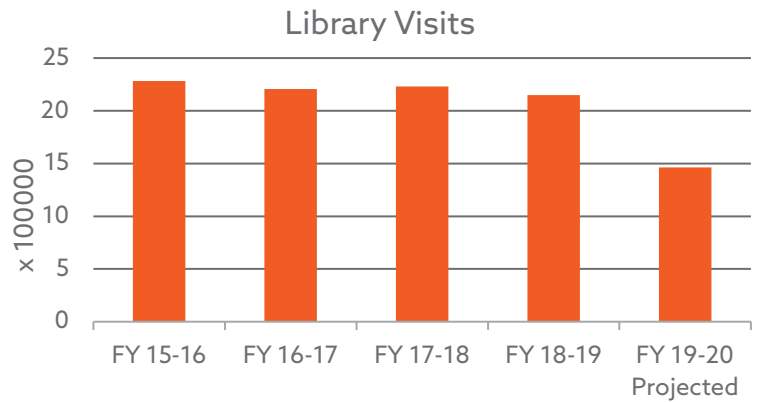
## Library Visits

Up until March 16, we enthusiastically welcomed over 1.4 million visitors to our libraries.



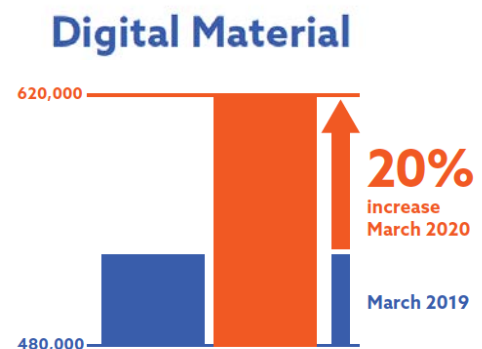
Since then, our commitment to providing free, online-resources has continued to grow. To meet the demand for library access during shelter in place, we have increased measures to get virtual library cards out into our communities. Since closing, we've seen over 18,000 new users to our website.

"Thank you so much for sending my new library barcode, it is very helpful during this time. And thank you for working throughout the shelter in place and making your services available to the community, I highly appreciate it!" – Library Patron



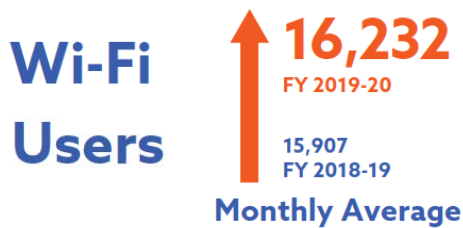
## Circulation

A majority of residents have library cards and we circulate millions of physical and digital library material every year. Digital collections make up an increasing share of our circulation and those numbers continue to grow. During the current health crisis we have taken the necessary steps to increase and expand online resources in an effort to meet new needs. We have seen a 20% increase in digital circulation compared to the same time last year.



## Technology Use

San Mateo County Libraries is bridging the digital divide, giving patrons a variety of options to connect inside and outside of our libraries. We've increased the number of laptops and Wi-Fi hotspots for checkout and so far this year we've seen over 3 million wireless Fi connections. Numbers will continue to rise—we've seen continued use of our Wi-Fi at libraries after increasing the range to extend to parking lots during shelter in place.



Our incredible staff and volunteers help create a welcoming atmosphere for our communities to enjoy.

## Library Champions

Staff at San Mateo County Libraries participate in a work environment focused on growth and learning. 93% report feeling appreciated and valued for their work.

*"It is always so meaningful to receive cheers for the work I have done. It's such a blessing to work for an organization that allows for positive feedback on a weekly basis. This keeps me fueled to want to delivery meaningful services to our wonderful community and county!"*

– Library Employee

To better reflect and serve our communities we are committed to providing a workforce that celebrates diversity. More than 60% of our staff identify as a race other than white. Additionally, we were able to provide close to 500 bilingual programs so far this year and over 290 cultural programs that showcase the diversity of our community.

This year, an astounding 558 volunteers have provided 18,416 hours of service. Our volunteer satisfaction survey results show that 99% of our volunteers are satisfied with volunteering and would recommend San Mateo County Libraries to others.

# Recommended Budget

Our annual budget serves as a financial plan, operations guide, and communications tool



## Budget Background

The annual budget details the operations, projects, and initiatives for San Mateo County Libraries and distributes resources designed to meet performance and service objectives. Input is sought from staff, JPA members, and community stakeholders in order to respond to community needs and optimize resources with the goal of providing meaningful services.

The budget is prepared on the modified accrual basis of accounting in which revenue is recognized when it is both measurable and available, and expenditures are recorded when they are incurred. Total expenditures may not exceed the budgeted expenditures, and the budget lapses at the end of each fiscal year. The fiscal year begins July 1 and ends June 30.

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.

## 2020-21 Priorities

Through the budget process we establish ambitious initiatives that align with our Strategic Plan. The following priorities will be continued and implemented this year:

- Develop a new Strategic Plan to define our vision, direction and goals for the future
- Ensure sound fiscal management and develop inspired organizational approaches to address a COVID-19 economic environment
- Continue efforts to build and update libraries that include vibrant community spaces and collections
- Forge powerful connections and combat social isolation suited to this dynamic environment
- Find new ways to bridge the digital divide and provide access to technology
- Reimagine summer learning and out of school time by increasing opportunities for hands-on learning, inspiration, and fun
- Empower our communities and increase racial and social equity through impactful services
- Harness the talents and passion of our library champions to strengthen our communities

## Revenues Summary

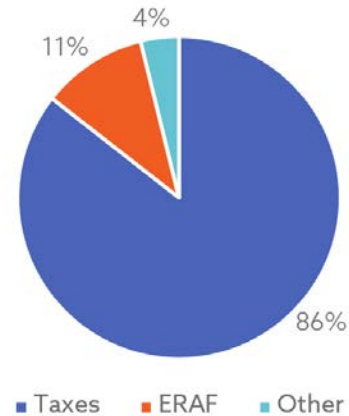
Our primary source of revenue is derived from taxes \$32.7 million, primarily made up of property taxes (25.4 million). Designated as a special district, San Mateo County Libraries is entitled to receive a small portion of property taxes collected within the boundaries of our service area.

Revenue from secured property taxes (taxes assessed against real property) is estimated to increase to \$23.8 million in FY 2020-21. Revenue from unsecured taxes (taxes on aircraft and commercial equipment largely generated from businesses at San Francisco International Airport) is estimated to increase to \$1.6 million.

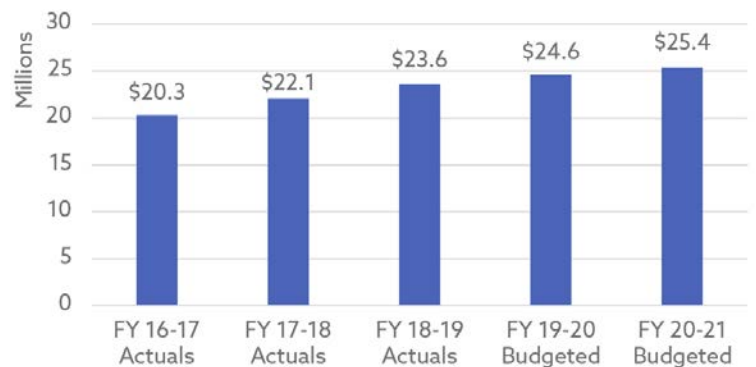
Other sources of ongoing revenue include a projected \$1 million from the dissolution of redevelopment agencies (RDA) and \$560,000 from taxes resulting from secured and unsecured Supplemental Assessments (taxes derived from properties that have changed ownership or have been reassessed due to new construction). Earned interest, intergovernmental revenues, grants and donations provide more modest sources of revenue.

Significant one-time revenues include \$3.6 million in excess Educational Revenue Augmentation Funds (ERAF) and \$1.9 million in Measure K funds to support Big Lift Inspiring Summers, the Summer Learning Challenge, and planning for a new East Palo Alto Library.

FY 2020-21 Budgeted Revenue



Total Property Tax Revenue



Total Excess ERAF



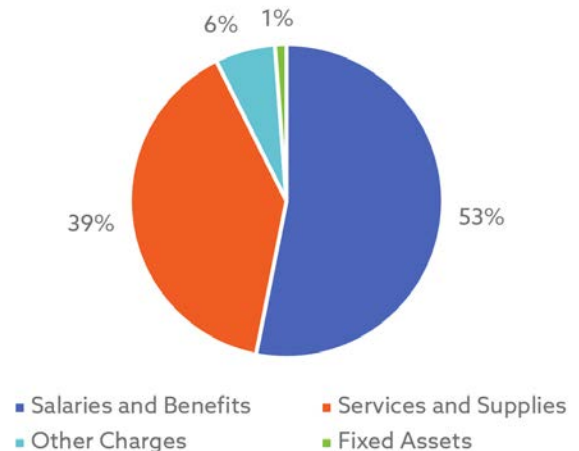
## Expenditures Summary

The Recommended Expenditures (Net Appropriations) total \$36.7 million. Salaries and Benefits costs (53%) are the largest contributor to ongoing expenditures. All San Mateo County Libraries staff are employees of the County of San Mateo. In FY 2020-21, labor costs will be approximately \$19.5 million, an overall increase of less than 1%.

Other significant operational expenses fall under Services and Supplies (39%) and include nearly \$2 million for computer equipment, software, and maintenance agreements; \$2.6 million for library collections; \$1.1 million to support library programs, including initiatives in the summer; an estimated \$1.8 million in excess library property taxes set aside for library use in Atherton, Woodside and Portola Valley; \$1.8 million for furniture and equipment replacement and upgrades; and \$1.3 million for services provided by the Peninsula Library System.

Other Charges (6%) include \$1.3 million for direct and indirect services provided by the County and \$750,000 for service agreements with the City of Redwood City (to provide services to North Fair Oaks) and Daly City (to provide services to Colma and Broadmoor). Fixed Assets and Other Financing Uses, account for the remaining (1%) expenditures.

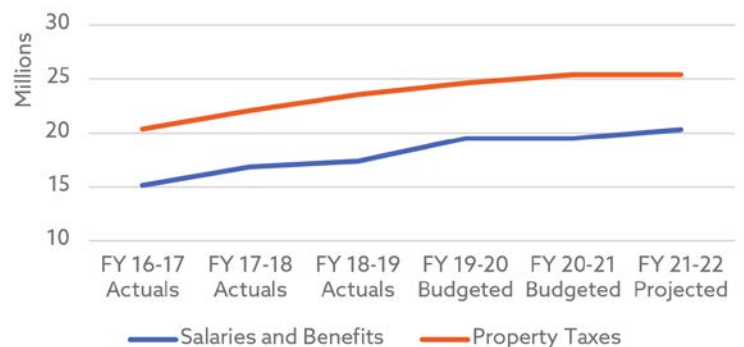
FY 2020-21 Budgeted Expenditures



Salaries and Benefits



Salary and Benefits and Property Tax Projections





## Reserves Summary

The FY 2020-21 Recommended Budget sets aside a total of \$20.9 million in Operating and Capital Reserves.

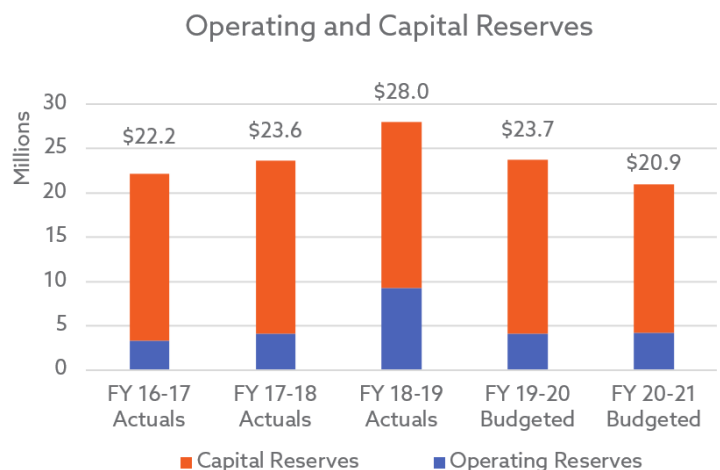
The Fund Balance Policy requires that Operating Reserves be maintained at 15% of adopted general operations (Net Appropriations excluding one-time activities). These funds are maintained in the event of emergencies, unanticipated funding losses, and one-time needs to stabilize current operations. The FY 2020-21 Recommended Budget meets the requirement established for Operating Reserves by setting aside \$4.2 million.

Additionally, the Policy requires us to maintain Capital Reserves in an amount equal to but not less than \$2.5 million. The FY 2020-21 Recommended Budget meets this requirement, setting aside \$16.6 million in Capital Reserves. These funds may be used for innovative opportunities related to operational improvements and asset replacement needs as approved by the Governing Board.

Capital Reserves not called out in the Fund Balance Policy are assigned to ensure sufficient funding for anticipated projects and activities that are financially significant. Refinement of these assignments may take place over time to ensure sound fiscal management, to be responsive to evolving service needs, and to recognize potential fluctuations in the availability of revenue.

The Libraries' strong reserves can be primarily attributed to the growth of excess ERAF revenue. Due to the potential unpredictability of ERAF funding, the Governing Board has authorized the use of excess ERAF for one-time purposes or set aside in reserves.

Given our reliance on property taxes, the accumulation of reserves also provides a safety net in lean fiscal years.



## Budget Overview

The Budget Overview highlights significant changes from the FY 2019-20 Adopted Budget to the FY 2020-21 Recommended Budget by major classification category for both revenue (Total Sources) and expenditures (Total Requirements).

COVID-19 is likely to have impacts on both revenues and expenditures. This budget makes some adjustments in anticipation of potential changes. However, it is expected that further adjustments to the budget to account for COVID-19 impacts will be necessary during September Revisions.

### Total Sources

- Taxes (\$32,294,544 to \$32,658,026): In light of COVID-19 and resulting uncertainty, we estimated a conservative increase of \$363,482 in these funding sources. The revised number is based on FY 2019-20 property tax estimates provided by the County and a \$150,000 decrease to excess ERAF estimates.
- Use of Money and Property (\$155,042 to \$155,042): There is no change in this funding source.
- Intergovernmental Revenue (\$160,372 to \$260,372): There is an increase of \$100,000 in this funding source. This increase is due to a state Library Services and Technology Act grant for Big Lift Inspiring Summers.
- Interfund Revenue (\$316,988 to \$316,988): There is no change in this funding source.
- Miscellaneous Revenue (\$566,587 to \$546,289): There is a slight decrease of \$20,298 in this funding category due to the removal of \$192,587 in Friends Donations (account 2647). Any rollover of Friends Donation at the end of the current fiscal year will be added to the budget during September Revisions. This decrease is offset by the addition of two grants from the Foundation that total \$150,000.
- Fund Balance (\$28,029,165 to \$23,701,495): There is a decrease of \$4,327,670 in this funding source. Fund Balance reflects the carry forward of Reserves, unanticipated revenues and unspent appropriations projected at the close of the current fiscal year. The decrease reflects a conservative approach to FY 2019-20 unanticipated revenue and rollover. However, after June 30, 2020, a final reconciliation is completed to account for actual revenue and expenditures, and Fund Balance will be adjusted at that time.

## Total Requirements

- Salaries and Benefits (\$19,448,488 to \$19,501,939): There is a slight increase of \$53,451 in this expenditure category primarily due to negotiated increases in the SEIU agreement offset by a reduction to Extra Help hours. Extra Help allocations are decreased due to COVID-19, which will likely reduce in-library time for staff.

All non-management permanent staff, Extra Help, and limited term employees are represented by the Service Employees International Union (SEIU). In 2018, the County negotiated a three-year agreement with SEIU, which will remain in place until October 2, 2021. The agreement provided a 4% pay increase that went into effect on October 6, 2019. An additional increase of 3-4% (depending on CPI) will become effective on October 4, 2020. This budget assumes a 3.5% increase beginning on that date.

The County also negotiated an agreement for SEIU Extra Help and limited term employees, which will remain in effect until January 22, 2022. That agreement provides the same salary increases and effective dates as those provided to permanent employees.

Additional staff benefits went into effect as part of the Families First Coronavirus Response Act and a new County Emergency Staffing Policy approved by the Board of Supervisors in March.

Finally, due to the unknown impacts of COVID-19 the County has recently implemented an Emergency hiring freeze. Library vacancies will be closely monitored and managed to maximize staff resources.

The total number of library positions remains at 123 and the total full-time equivalent (FTE) is 109.8. Extra Help and limited term staff are not reflected in total FTE or position count.

- Services and Supplies (\$35,908,878 to \$14,478,815): There is a decrease of \$21,430,063 in this expenditure category, due primarily to a change in how administrative costs are reflected in the budget, which accounts for \$20,296,966 of this variance. Previously, administrative costs transferred to each of the branch libraries were budgeted in account 5872, with a corresponding transfer of these costs reflected in Intrafund Transfers (account 8142). However, this led to an inflation of the number presented in Gross Appropriations since Intrafund Transfers are only accounted for in Net Appropriations. This change will help present appropriations more clearly.



Other significant changes in Services and Supplies include:

- Collections costs total \$2,652,800 (accounts 5931-5939) for print, audio, video, and digital materials (e.g. ebooks, eAudiobooks, eMagazines, eMusic, and eVideos).
- Computer equipment and software costs (accounts 5212 and 5215) total \$1,998,358. These accounts include funding for staff and public computers, printing, wireless services, and includes costs for software licenses. The allocation for these accounts is reduced by \$1,421,243 primarily due to the completion of purchases for Brisbane Library (\$170,000) and the replacement of Automatic Material Handling machines at several library branches (\$1,000,000).
- Furniture and Equipment is increased by \$201,000 to \$1,808,500 (account 5234). These funds will be used to purchase furniture for the forthcoming Brisbane and Atherton libraries, as well as for shelving and furniture enhancements at other library branches.
- The estimated excess library property taxes set aside in Library Trust accounts totals \$1,850,000 (account 5184) and includes: \$1,400,000 for Atherton Library, \$50,000 for Portola Valley Library, and \$400,000 for Woodside Library.
- Professional Contracts is increased by \$240,057 to \$1,508,605 (account 5858). The increase will cover architect services for the Atherton and Half Moon Bay branches, moving services for the Brisbane Library, and an allocation to support strategic planning work.
- Peninsula Library System costs total \$1,351,613 (account 5875) and support services such as delivery, the shared online library catalog, and network management services.
- Emergency Assistance Expense is utilized for the first time for unanticipated expenses related to COVID-19 or other emergencies. The initial allocation totals \$350,000 (account 5925).
- To correspond with the removal of Friends Donation revenue, \$192,587 is removed from Friends Funded Services (account 5199). Any rollover of Friends Donation at the end of the current fiscal year will be added to the budget during September Revisions.
- Other Library Expenses decreased by \$326,000. This reduction reflects the transfer of the administration of the Summer Learning program from the Library to Peninsula Library Systems, for a new total of \$485,623 (account 5942).

- Other Charges (\$2,270,733 to \$2,290,064): There is a slight increase of \$19,331 in this expenditure category. This expenditure category represents costs associated with services provided by the County including human resources, financial systems, building and vehicle maintenance, and liability insurance (accounts 6712-6821). This category also captures \$920,000 for payments to other agencies (account 6263) which includes \$400,000 to Redwood City for services provided to unincorporated residents at the Fair Oaks Library, \$350,000 to Daly City for services provided on behalf of residents of unincorporated Broadmoor and Colma, and \$170,000 to the Town of Woodside for support of maintenance costs at the Woodside Library (see Interfund Revenue account 2538).
- Fixed Assets (\$500,000 to \$434,000): There is a decrease of \$66,000 in this account. This reflects new costs related to kiosk services and self-check replacements, offset by the delay of maker and play mobiles (account 7331). Fixed assets are tangible assets valued at \$5,000 or greater.
- Intrafund Transfers (\$20,296,965 to \$0): There is a decrease of \$20,296,965 in this account. This change is due to an alteration in how administrative costs are reflected in the budget. Previously, administrative costs transferred to each of the branch libraries were budgeted in Services and Supplies, account 5872, with the corresponding transfer reflected in Intrafund Transfers (account 8142). However, this led to an inflation of the number presented in Gross Appropriations since Intrafund Transfers are only accounted for in Net Appropriations. This change will help present appropriations more clearly.
- Operating Reserves (\$4,091,198 to \$4,264,763): There is an increase of \$173,565 in Operating Reserves (account 8611) to meet the Library JPA Fund Balance Policy. As detailed in the policy, the balance of Operating Reserves represents 15% of Net Appropriations (less one-time items). This contingency is maintained in the event of economic uncertainties, emergencies, and unanticipated funding losses.
- Capital Reserves (\$19,610,297 to \$16,677,869): There is a decrease of \$2,932,428 in Capital Reserves (account 8811) for FY 2020-21 to support one-time projects. The current amount exceeds the policy requirement to maintain a minimum of \$2,500,000 in Capital Reserves.

## Budget Summary

		FY 2018-19 Actuals	FY 2019-20 Adopted	Change	FY 2020-21 Recommended
<b>Sources</b>					
1000	Taxes	32,399,484	32,294,544	363,482	32,658,026
1500	Use of Money and Property	542,914	155,042	0	155,042
1600	Intergovernmental Revenues	471,481	160,372	100,000	260,372
2000	Charges for Services	147,903	24,000	0	24,000
2500	Interfund Revenue	1,276,333	316,988	0	316,988
2600	Miscellaneous Revenue	763,196	566,587	(20,298)	546,289
	<b>Total Revenue</b>	<b>35,601,311</b>	<b>33,517,533</b>	<b>443,184</b>	<b>33,960,717</b>
333	Fund Balance	23,619,388	28,029,165	(4,327,670)	23,701,495
	<b>TOTAL SOURCES</b>	<b>59,220,699</b>	<b>61,546,698</b>	<b>(3,884,486)</b>	<b>57,662,212</b>
<b>Requirements</b>					
4000	Salaries and Benefits	17,376,673	19,448,488	53,451	19,501,939
5000	Services and Supplies	26,155,687	35,908,878	(21,430,063)	14,478,815
6000	Other Charges	1,948,436	2,270,733	19,331	2,290,064
7000	Fixed Assets	0	500,000	(66,000)	434,000
7500	Other Financing Uses	10,815	14,069	693	14,762
	<b>Gross Appropriations</b>	<b>45,491,612</b>	<b>58,142,168</b>	<b>(21,422,588)</b>	<b>36,719,580</b>
8000	Intrafund Transfers	(14,300,077)	(20,296,965)	20,296,965	0
	<b>Net Appropriations</b>	<b>31,191,535</b>	<b>37,845,203</b>	<b>(1,125,623)</b>	<b>36,719,580</b>
8500	Operating Reserves	9,233,424	4,091,198	173,565	4,264,763
8700	Capital Reserves	18,795,740	19,610,297	(2,932,428)	16,677,869
	<b>TOTAL REQUIREMENTS</b>	<b>59,220,699</b>	<b>61,546,698</b>	<b>(3,884,486)</b>	<b>57,662,212</b>



## Personnel Summary

	FY 2019-20 Adopted	Change	FY 2019-20 Recommended
Administration	6	0	6
Access Services	8	0	8
Communications	2	0	2
Finance and Human Resources	5	0	5
Information Technology	4	0	4
Programming and Outreach	5	0	5
Youth and Families	3	0	3
Community Libraries:			
Atherton Library	7	0	7
Belmont Library	10	0	10
Brisbane Library	5	0	5
East Palo Alto Library	9	0	9
Foster City Library	10	0	10
Half Moon Bay Library	10	0	10
Millbrae Library	10	0	10
Pacifica Library	9	0	9
Portola Valley Library	5	0	5
San Carlos Library	10	0	10
Woodside Library	5	0	5
<b>Total Employee Count</b>	<b>123</b>	<b>0</b>	<b>123</b>
<b>Total FTE*</b>			<b>109.8</b>

\*FTE: A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). Extra Help and limited term staff are not reflected in the Total FTE nor Position Count (approximately 150 staff).

## Budget Detail

		FY 2018-19 Actuals	FY 2019-20 Adopted	Change	FY 2020-21 Recommended
<b><u>Sources</u></b>					
1021	Current Yr Secured	22,399,472	23,449,645	365,585	23,815,230
1024	PY Secured Redemption	13,531	7,000	0	7,000
1031	Current Yr Unsecured	1,160,287	1,135,495	421,531	1,557,026
1033	Prior Yr Unsecured	(39,347)	0	0	0
1041	CY SB 813 Sec Supplemental	826,909	550,000	0	550,000
1042	CY SB 813 Unsec Supplemental	15,496	5,000	0	5,000
1043	PY SB 813 Redemption	10,329	5,000	0	5,000
1045	PY SB 813 Unsec Supplemental	2,120	0	0	0
1046	ERAF Rebate	5,187,257	3,750,000	(150,000)	3,600,000
1047	Former RDA -Residuals	958,315	600,000	0	600,000
1058	Former RDA Passthrough	712,086	400,000	0	400,000
1129	Property Tax In-Lieu of VLF	183,164	183,164	0	183,164
1135	Sales & Use Tax -Measure K	969,865	2,209,240	(273,634)	1,935,606
<b>1000</b>	<b>Taxes</b>	<b>32,399,484</b>	<b>32,294,544</b>	<b>363,482</b>	<b>32,658,026</b>
1521	County Pool Interest Earned	492,073	110,000	0	110,000
1525	LAIF Interest Earned	50,841	10,000	0	10,000
1556	PLS Building/Rent	0	35,042	0	35,042
<b>1500</b>	<b>Use of Money and Property</b>	<b>542,914</b>	<b>155,042</b>	<b>0</b>	<b>155,042</b>
1661	Highway Property Tax Rental	1,161	600	0	600
1831	Homeowner Tax Relief	97,234	105,000	0	105,000
1868	Timber Tax Yield	3,605	2,000	0	2,000
1871	State Aid/Grants	369,072	52,372	100,000	152,372
1971	Other In-Lieu Taxes	408	400	0	400
<b>1600</b>	<b>Intergovernmental Revenues</b>	<b>471,481</b>	<b>160,372</b>	<b>100,000</b>	<b>260,372</b>

		FY 2018-19 Actuals	FY 2019-20 Adopted	Change	FY 2020-21 Recommended
2291	Library Fees & Fines	102,122	0	0	0
2451	Misc Services to Cities	45,781	24,000	0	24,000
<b>2000</b>	<b>Charges for Services</b>	<b>147,903</b>	<b>24,000</b>	<b>0</b>	<b>24,000</b>
2521	IFR - General Fund	1,077,498	146,988	0	146,988
2538	IFR - Library Donor Fund	170,000	170,000	0	170,000
2545	SBOE Reconciliation	28,835	0	0	0
<b>2500</b>	<b>Interfund Revenue</b>	<b>1,276,333</b>	<b>316,988</b>	<b>0</b>	<b>316,988</b>
2631	Sale of Literature	3,012	3,000	0	3,000
2644	Insurance Refunds	10,937	0	0	0
2645	SDI Payments	24,462	5,000	0	5,000
2646	Gifts & Donations	7,300	0	0	0
2647	Friends Donations	255,211	192,587	(192,587)	0
2655	Foundation Grants	4,525	0	150,000	150,000
2658	All Other Misc. Revenue	457,749	366,000	22,289	388,289
<b>2600</b>	<b>Miscellaneous Revenue</b>	<b>763,196</b>	<b>566,587</b>	<b>(20,298)</b>	<b>546,289</b>
	<b>Total Revenue</b>	<b>35,601,311</b>	<b>33,517,533</b>	<b>443,184</b>	<b>33,960,717</b>
333	Fund Balance	23,619,388	28,029,165	(4,327,670)	23,701,495
	<b>TOTAL SOURCES</b>	<b>59,220,699</b>	<b>61,546,698</b>	<b>(3,884,486)</b>	<b>57,662,212</b>
<b>Requirements</b>					
4111	Permanent Salaries	10,205,907	11,045,336	370,626	11,415,962
4160	Extra Help Salaries and Benefits	2,662,596	3,527,397	(823,934)	2,703,463
4321	Retirement Contribution	2,696,380	2,886,150	480,417	3,366,567
4400	Benefits	1,669,090	1,835,441	21,972	1,857,413
4450	Wkr Comp/Unemployment	142,700	154,164	4,370	158,534
<b>4000</b>	<b>Salaries and Benefits</b>	<b>17,376,673</b>	<b>19,448,488</b>	<b>53,451</b>	<b>19,501,939</b>



		<b>FY 2018-19 Actuals</b>	<b>FY 2019-20 Adopted</b>	<b>Change</b>	<b>FY 2020-21 Recommended</b>
5132	ISD Phones	18,396	0	0	0
5184	Revenue Set Aside -Donor	2,415,142	1,850,000	0	1,850,000
5188	SBOE Payments	30,569	0	0	0
5193	Office Expenses	175,276	244,000	0	244,000
5196	Photocopy Lease/Usage	21,350	144,062	6,340	150,402
5197	Mail	3,969	10,000	0	10,000
5198	Donations Funded Services	21,383	149,000	0	149,000
5199	Friends Funded Services	180,004	192,587	(192,587)	0
5212	Computer Equipment	1,699,124	2,862,000	(1,437,000)	1,425,000
5215	Software and Maintenance	360,705	557,601	15,757	573,358
5234	Furniture and Equipment	991,775	1,607,500	201,000	1,808,500
5331	Memberships	38,555	40,000	0	40,000
5343	Advertising and Publicity	3,675	4,000	6,000	10,000
5426	Equipment Maintenance	0	5,000	0	5,000
5455	Facilities Maintenance	33,470	25,000	0	25,000
5459	Misc. Other Maintenance	2,390	34,000	30,000	64,000
5483	Custodial	32,766	35,000	0	35,000
5631	Utilities	31,308	35,000	0	35,000
5634	Recycling	7,560	10,000	0	10,000
5635	Water Service	8,423	15,000	0	15,000
5712	Mileage Allowance	12,012	12,100	0	12,100
5721	Meetings and Conferences	172,119	250,000	(50,000)	200,000
5722	Employee Reimbursement	32,167	25,000	0	25,000
5731	Employee Training	485	2,000	0	2,000
5854	Contract Library Services	91,452	100,000	(50,000)	50,000
5856	Promotional Materials	117,630	227,500	0	227,500
5858	Professional Contracts	253,132	1,268,548	240,057	1,508,605

		<b>FY 2018-19 Actuals</b>	<b>FY 2019-20 Adopted</b>	<b>Change</b>	<b>FY 2020-21 Recommended</b>
5866	Fingerprinting	50,213	61,025	0	61,025
5872	Cost Applied Support Charges	14,300,077	20,296,966	(20,296,966)	0
5875	Interagency Agreements-PLS	716,870	1,342,566	9,047	1,351,613
5876	Programming Services	6,726	10,000	0	10,000
5925	Emergency Assistance Expense	0	0	350,000	350,000
5926	Alcohol/Drug Testing	215	500	0	500
5927	Program Activities Expense	693,446	784,500	(80,000)	704,500
5931	Books -Adult	570,089	352,000	0	352,000
5932	Books -Children	687,251	472,000	0	472,000
5933	Videos -Children	37,551	59,000	0	59,000
5934	Books -Serials	156,224	149,000	0	149,000
5936	Audio Materials	154,887	95,800	0	95,800
5937	Videos -Adult	250,312	169,000	0	169,000
5938	Digital Materials	576,378	1,006,000	92,000	1,098,000
5939	World Language Materials	206,158	228,000	30,000	258,000
5942	Other Library Expense	993,859	811,623	(326,000)	485,623
5969	Summer Learning -Measure K	595	366,000	22,289	388,289
<b>5000</b>	<b>Services and Supplies</b>	<b>26,155,687</b>	<b>35,908,878</b>	<b>(21,430,063)</b>	<b>14,478,815</b>
6263	Agreements -RWC/DC/WDS	879,169	920,000	0	920,000
6712	Telephone Service Charges	42,863	150,622	2,198	152,820
6713	Automation Services -ISD	122,222	73,528	5,729	79,257
6714	County Facility Rental Charges	112,361	158,788	(5,481)	153,307
6717	Motor Vehicle Mileage Charges	44,827	84,425	0	84,425
6724	Auto Liability Insurance	721	3,001	120	3,121
6725	General Liability Insurance	99,023	123,738	12,373	136,111
6727	Official Bond Insurance	3,456	3,743	149	3,892

		<b>FY 2018-19 Actuals</b>	<b>FY 2019-20 Adopted</b>	<b>Change</b>	<b>FY 2020-21 Recommended</b>
6728	County Property Insurance	39,626	42,432	4,243	46,675
6732	County Counsel Services	5,667	0	0	0
6733	Human Resources Services	4,072	4,240	0	4,240
6734	Motor Vehicle Replace Charge	3,862	3,862	0	3,862
6738	Countywide Security Services	46,187	39,799	0	39,799
6739	Card Key Public Works	5,272	14,445	0	14,445
6821	A-87 Expense	539,108	648,110	0	648,110
<b>6000</b>	<b>Other Charges</b>	<b>1,948,436</b>	<b>2,270,733</b>	<b>19,331</b>	<b>2,290,064</b>
7331	Fixed Assets -Equipment	0	500,000	(66,000)	434,000
<b>7000</b>	<b>Fixed Assets</b>	<b>0</b>	<b>500,000</b>	<b>(66,000)</b>	<b>434,000</b>
7548	Facility Maintenance Charge	10,815	14,069	693	14,762
<b>7500</b>	<b>Other Financing Uses</b>	<b>10,815</b>	<b>14,069</b>	<b>693</b>	<b>14,762</b>
	<b>Gross Appropriations</b>	<b>45,491,612</b>	<b>58,142,168</b>	<b>(21,422,588)</b>	<b>36,719,580</b>
8142	Intrafund Transfers	(14,300,077)	(20,296,965)	20,296,965	0
<b>8000</b>	<b>Intrafund Transfers</b>	<b>(14,300,077)</b>	<b>(20,296,965)</b>	<b>20,296,965</b>	<b>0</b>
	<b>Net Appropriations</b>	<b>31,191,535</b>	<b>37,845,203</b>	<b>(1,125,623)</b>	<b>36,719,580</b>
8611	Operating Reserves	9,233,424	4,091,198	173,565	4,264,763
8811	Capital Reserves	18,795,740	19,610,297	(2,932,428)	16,677,869
	<b>Total Reserves</b>	<b>28,029,164</b>	<b>23,701,495</b>	<b>(2,758,863)</b>	<b>20,942,632</b>
	<b>TOTAL REQUIREMENTS</b>	<b>59,220,699</b>	<b>61,546,698</b>	<b>(3,884,486)</b>	<b>57,662,212</b>