

## PUBLIC ADVISORY REGARDING COVID-19 AND PUBLIC PARTICIPATION

Consistent with Executive Order No. N-29-20 issued by Governor Newsom on March 17, 2020, and the County of Santa Cruz Health Services Agency Shelter In Place Public Health Order dated March 31, 2020, the regular meetings of the:

### **LIBRARY ADVISORY COMMISSION (LAC) ON MONDAY, MAY 17, 2021 AT 6:30 PM**

**This meeting will be held via Zoom teleconference ONLY**

Commissioners and Library Staff Members will be participating remotely via videoconference.

#### **Public Viewing:**

The meeting will be broadcast through the Santa Cruz Libraries YouTube channel <https://www.youtube.com/user/SantaCruzPL> which you can access through the Santa Cruz Libraries website by scrolling to the bottom of the page and clicking on the YouTube icon.

#### **Public Participation:**

For those wishing to participate via Zoom you can join from a PC, Mac, iPad, iPhone or Android device by entering or clicking on the following URL: <https://zoom.us/j/95473681603>

For those wishing to participate via Zoom using a telephone only, please call:

1 833 548 0276 (Toll Free) or 1 833 548 0282 (Toll Free)

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Slowly enter the Webinar ID of 954 7368 1603

The meetings will be recorded and posted for viewing after the meetings on the Santa Cruz Public Libraries website <http://www.santacruzpl.org/>

**There are four ways to comment during meetings. All comments must be received prior to the close of public comment on that agenda item:**

#### **1. How to comment on agenda items via email before the meeting begins:**

Members of the public may provide public comment by sending comments via email to the Library Board Clerk at [clerk@santacruzpl.org](mailto:clerk@santacruzpl.org)

- Identify the agenda item number in the subject line of the email.
- Emailed comments should be a maximum of 500 words, which corresponds to approximately 3 minutes of speaking time.
- Each emailed comment will be read aloud for up to three minutes.
- Emails received by [clerk@santacruzpl.org](mailto:clerk@santacruzpl.org) outside of the comment period outlined above will not be included in the record.

#### **2. How to comment on agenda items during the meeting and prior to the close of public comment on an item, via the Zoom Q&A feature:**

- Type your comment using the Q&A feature found on the Zoom teleconference control bar.
- Identify the agenda item first, then type your comment
- Your comment will be read aloud

**3. How to comment aloud on agenda items, during the meeting and prior to the close of public comment on an item, via the Zoom “raise hand” feature:**

***If you are accessing the meeting using the Zoom app and computer audio:***

- Use the “raise hand” icon found on the Zoom teleconference control bar
- The moderator will announce your name or the last 3 digits of your phone number
- Unmute yourself using the microphone icon
- Identify the agenda item
- Introduce yourself using your first and last name.
- You will have three minutes of speaking time.

***If you are accessing the Zoom teleconference using telephone audio:***

- Press \*9 to raise your hand during the comment period for that agenda item.
- The moderator will announce your name or the last 3 digits of your phone number when it is your turn.
- Unmute yourself using \*6 – to toggle the mute/unmute.
- Identify the agenda item
- Introduce yourself using your first and last name.
- You will have three minutes of speaking time.



## LIBRARY ADVISORY COMMISSION REGULAR MEETING

MONDAY, MAY 17, 2021

6:30 PM

### 1. CALL TO ORDER/ROLL CALL

Commissioners Lindsay Bass, Rena Dubin, Jim Landreth, Jennifer Mount, Mary Ripma, Mike Termini, and Tricia Wynne

### 2. ADOPTION OF THE AGENDA

### 3. ORAL COMMUNICATIONS

*Any member of the audience may address the Board on any matter either on or off the agenda that is within the Board's jurisdiction. Note, however, that the Board is not able to undertake extended discussion or act on non-agendized items. Such items can be referred to staff for appropriate action which may include placement on a future agenda. If you intend to address a subject that is on the Agenda, please hold your comments regarding that item until it is before the Board so that we may properly address all comments on that subject at the same time. In general 3 minutes will be permitted per speaker during Oral Communication; A MAXIMUM of 30 MINUTES is set aside for Oral Communications at this time.*

### 4. REPORT BY LIBRARY DIRECTOR

A. May Library Director's Report (P3-4)

### 5. MEMBER REPORTS

### 6. CONSENT CALENDAR

*All items listed in the "Consent Calendar" will be enacted by one motion in the form listed below. There will be no separate discussion on these items prior to the time the Board votes on the action unless members of the public or the Board request specific items to be discussed for separate review. Items pulled for separate discussion will be considered following General Business.*

A. Minutes of April 19, 2021

RECOMMENDED ACTION: Approve Minutes (P5-7)

## 7. GENERAL BUSINESS

*General Business items are intended to provide an opportunity for public discussion of each item listed. The following procedure is followed for each Business item: 1) Staff explanation; 2) Board questions; 3) Public comment; 4) Board deliberation; 5) Decision.*

- A. Next Steps for Reopening the Library  
RECOMMENDED ACTION: No action needed. Approved by LJPA on May 6, 2021 (P8-9)
  
- B. Restoration of Base Level Funding to Begin the Process for Restoring Santa Cruz Public Libraries Hours and Services  
RECOMMENDED ACTION: No action needed. Approved by LJPA on May 6, 2021 (P10-14)
  
- C. The Plan for the Development of the Library's Strategic Plan  
RECOMMENDED ACTION: Review and endorse the Plan for the Development of the Library's Strategic Plan (P15-18)
  
- D. FY2022 Santa Cruz Public Library Budget  
RECOMMENDED ACTION: Endorse the Proposed 2021-2022 Joint Powers Authority (JPA) Budget (P19-58)

## 8. SCHEDULED UPCOMING MEETINGS

<b>July 19, 2021</b>	<b>Virtual Meeting</b>	<b>Anticipated Upcoming Agenda Items:</b>
<b>6:30pm</b>		<ul style="list-style-type: none"><li>• <b>Strategic Planning</b></li></ul>

## 9. ADJOURNMENT

Adjourned to the next regular meeting of the Library Advisory Commission to be held on Monday, July 19, 2021 At 6:30 PM via Zoom teleconference.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the Library Administration Office at 427-7706 at least five days in advance so that we can arrange for such special assistance, or email [library\\_admin@santacruzpl.org](mailto:library_admin@santacruzpl.org).

## May Library Director's Report

### Aptos

The Design Committee finished their work. Construction documents are being completed and permitting has begun. The Core Team is meeting monthly to select interior finishes and furniture. The Branch will close in June in coordination with the opening of the Capitola Branch. A book and furniture sale is being planned. Construction will begin in Summer 2021 and the branch should open at the end of 2022.

### Boulder Creek

Construction is well underway. Boulder Creek should reopen in September 2021.

### Branciforte

The City of Santa Cruz awarded the construction contract on March 9. The Library has vacated the building. Asbestos mitigation is underway. Construction will begin in early May. The remodeled library should open in early 2022.



### Capitola

Capitola is on track for a June 12 Grand Opening. Furniture is being delivered and the contractor's punch list is being completed. Books are arriving and being shelved. The Library is expected to have occupancy around May 1. The grand opening is being planned.

### Downtown

A preliminary design group has been meeting weekly with Griffin Structures, the project management group. They have developed and issued an RFP for a Housing Partner and an RFP for the Master Architect. The City is leading a community process to determine the best reuse of the existing library site.

### Felton

County staff continues to finalize closeout documents but will still need to resolve some stormwater and traffic mitigation issues.

### **Garfield**

The City approved CRW Industries of Scotts Valley as the construction contractor. The Library has emptied the facility and construction has begun. The remodeled library should open in late 2021.



### **La Selva Beach**

A virtual grand opening event was held on March 20 with over 100 attendees. A recorded version is available at <https://www.youtube.com/watch?v=7Eg6TP8z8lQ>. A virtual tour and a 3D tour are available on the Library website as well. The Community has begun to use the branch for Grab and Go services, three days a week.

### **Live Oak**

Construction documents have been completed and the RFP should be approved by the County in May. The branch will likely close for a few months in the autumn of 2021. The remodel should be complete in 2021.

### **Live Oak Annex**

Construction documents and permitting are concluding. The County will advertise and bid the project this summer with award of the contract expected in September. Construction is expected to begin in the autumn of 2021. The project should be complete by summer of 2022.

### **Scotts Valley**

The design team held a community open house on the renovation on March 11. Interior updates and seismic retrofits will require the Branch to close for up to six months starting in August.



# LIBRARY ADVISORY COMMISSION REGULAR MEETING MINUTES

MONDAY, APRIL 19, 2021

6:30 PM

## VIRTUAL MEETING

### 1. CALL TO ORDER/ROLL CALL

**PRESENT:** Lindsay Bass, Bruce Cotter, Rena Dubin, Mary Ripma, Mike Termini, and Tricia Wynne  
**ABSENT:** Jim Landreth  
**STAFF:** Library Director Susan Nemitz, and Assistant Director Eric Howard

### 2. ADOPTION OF THE AGENDA

<b>RESULT:</b>	<b>APPROVED THE AGENDA</b>
<b>MOVER:</b>	Tricia Wynne
<b>SECONDER:</b>	Rena Dubin
<b>AYES:</b>	Bass, Cotter, Dubin, Ripma, Termini, Wynne
<b>ABSENT:</b>	Jim Landreth

### 3. ORAL COMMUNICATIONS

A member of the public, J. Grunstra, made a comment.  
A member of the public, J. Brocklebank, made a comment.

### 4. REPORT BY LIBRARY DIRECTOR

Library Director Susan Nemitz reported on the current operations and facilities of the Library.  
A member of the public, J. Brocklebank, made a comment.

### 5. MEMBER REPORTS

Commissioners provided updates on their respective regions.

## 6. CONSENT CALENDAR

<b>RESULT:</b>	<b>APPROVED CONSENT CALENDAR</b>
<b>A. Approved Minutes of February 22, 2021</b>	
<b>B. Accepted Communications</b>	
<b>MOVER:</b>	<b>Tricia Wynne</b>
<b>SECONDER:</b>	<b>Bruce Cotter</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

## 7. GENERAL BUSINESS

### A. Plan to Reopen

<b>RESULT:</b>	<b>REVIEWED AND ENDORSED THE PLAN FOR A PHASED REOPENING</b>
<b>MOVER:</b>	<b>Tricia Wynne</b>
<b>SECONDER:</b>	<b>Rena Dubin</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

A member of the public, J. Brocklebank, made a comment.

### B. Library Budget Update

<b>RESULT:</b>	<b>ENDORSED THE ELIMINATION OF OVERDUE FEES</b>
<b>MOVER:</b>	<b>Rena Dubin</b>
<b>SECONDER:</b>	<b>Mary Ripma</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

<b>RESULT:</b>	<b>SUPPORT THE DIRECTOR ON THE BUDGET RECOMMENDATIONS PRESENTED TONIGHT AND EXPRESSING SERIOUS CONCERN WITH THE INCLUSION OF A MANAGEMENT ANALYST WHICH SEEMS UNNECESSARY</b>
<b>MOVER:</b>	<b>Bruce Cotter</b>
<b>SECONDER:</b>	<b>Tricia Wynne</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

A member of the public, J. Grunstra, made a comment.

A member of the public, J. Brocklebank, made a comment.



C. Library Hours

<b>RESULT:</b>	<b>REVIEWED AND ENDORSED THE LIBRARIES APPROACH TO SERVICE HOURS IN FY2022</b>
<b>MOVER:</b>	<b>Tricia Wynne</b>
<b>SECONDER:</b>	<b>Bruce Cotter</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

D. Santa Cruz Public Libraries Statement Against Anti-Asian Violence

<b>RESULT:</b>	<b>ENDORSED PUBLIC STATEMENT CONDEMNING ANTI-ASIAN VIOLENCE</b>
<b>MOVER:</b>	<b>Mike Termini</b>
<b>SECONDER:</b>	<b>Mary Ripma</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

E. Select Vice Chair

Current Vice Chair Bruce Cotter is stepping down and resigning from the Library Advisory Commission because he accepted the position of Executive Director for the Friends of the Santa Cruz Public Libraries and wanted to avoid any appearance of a conflict of interest.

<b>RESULT:</b>	<b>ELECTED RENA DUBIN AS VICE CHAIR</b>
<b>MOVER:</b>	<b>Lindsay Bass</b>
<b>SECONDER:</b>	<b>Mike Termini</b>
<b>AYES:</b>	<b>Bass, Cotter, Dubin, Ripma, Termini, Wynne</b>
<b>ABSENT:</b>	<b>Jim Landreth</b>

F. Discuss Meeting Schedule

Results from a Doodle Poll did not have a unanimous decision on changing the day of the meeting, so as of now, meetings will continue to be on Monday evenings.

**8. ADJOURNMENT**

Final adjournment of the Library Advisory Commission at 8:10pm to the next regular meeting on Monday, May 17, 2021 At 6:30 via Zoom teleconference.

Respectfully submitted,  
Ivan Sumano-Vargas, Clerk of the Commission



## STAFF REPORT

DATE: May 17, 2021  
TO: Library Advisory Commission  
FROM: Susan M. Nemitz, Library Director  
RE: Next Steps for Reopening the Library

### RECOMMENDATION

No action needed. Approved by LJPA on May 6, 2021

### DISCUSSION

Many patrons hope and expect the Library to return to browsing and expanded hours. SCPL cannot restore hours and services to pre-Pandemic levels until staffing is sufficiently in place to do so. The Library is requesting funding for the full restoration of staffing levels by July 1. It may take several months to refill and train employees. **SCPL does not expect standard library operations to fully resume until September.**

The Library will begin restoration in phases: Grab and Go, Browsing with Modifications, Modified Open and Fully Open. Changes in phases will be the result of consideration of:

- Current health directives and prevalence of Covid 19 in the community
- Vaccine availability
- Staffing levels
- Health and safety considerations of patrons and staff
- Community progress (e.g. daycares, schools, senior living)

As has been the practice over the last year, SCPL will pilot these changes.

**April** (End quarantine of books consistent with CDC guidelines)

Notify the public that the Library is ending the quarantine of materials on April 26 and open Internal/exterior book drops 24/7.

## **May** (Pilot Browsing with modifications)

Request restoration of staff from JPA.

Begin active browsing with modifications – staff team to design and train

- La Selva Beach.
- Felton and Live Oak
- Scotts Valley
- Aptos (being explored)

Browsing Modifications to include:

- Masks required
- Capacity limits as determined by Library
- Hand sanitation stations
- Social distanced computing access limited by time
- OPACS on
- Cash transactions, short reference allowed
- Bathrooms open
- No food
- No seating, no laptop use inside
- Outside areas open
- No periodicals

## **June** (Move to Modified Open)

- Restore security Downtown
- Open Capitola, close Aptos
- Open Downtown to Modified Open Phase
- Move other open branches to Modified Open Phase

Open with Modifications includes:

- Masks required
- Seating allowed
- Regular capacity limitations
- No room booking/formal use
- Focus on virtual programming
- Virtual summer reading

## **September** (Full restoration of services)

- Expanded hours
- Closure of SV and LO, open BC
- Room booking/use allowed
- Full programming available



## STAFF REPORT

DATE: May 17, 2021  
TO: Library Advisory Commission  
FROM: Susan Nemitz, Library Director  
RE: Restoration of base level funding to begin the process for restoring Santa Cruz Public Libraries hours and service

### RECOMMENDATION

No action needed. Approved by LJPA on May 6, 2021

### DISCUSSION

In the spring of 2020, prior to the conclusion of FY2020, the Library began reducing its operating budget in anticipation of the effects of the pandemic on projected revenue. The FY 2021 budget reduced library personnel spending by \$2.3 million from the original FY2020 budget.

The implications of this reduction for Library hours has been profound. The Library cannot begin to restore hours to its pre-pandemic levels and meet basic requirements within its labor agreements until staffing is increased. Recruitment and onboarding will take time. If passed, the Library will begin to increase hours in July and seek to provide more robust Library hours by the fall.

Library staff has been working with the Library Advisory Commission to develop a framework for assigning public service by branch. They have articulated the following:

- A review of branch hours will be conducted annually.
- A minimum number of hours will be maintained at small branches.
- Provision of Saturday and Sunday hours needs to occur somewhere in each region.

- Provision of morning, afternoon and evening hours needs to occur across each region.
- Use (circulation, computers, programs, visits) needs be considered.
- Building capacity and facility amenities such as program rooms need to be considered.
- Employee staffing levels, contracts, and cost need to be considered.
- New ways of extending hours will be pursued (e.g. Community Led Programming, checking rooms out to partners, scheduled community events like First Fridays).

Staff has begun to articulate a three-tiered system, based upon the above criteria.

	Tier 1 - 30 to 40 hours per week
	Tier 2 - 40 to 50 hours per week
	Tier 3 - 50 to 60 hours per week

Staffing appropriately will remain complicated throughout the next year as the Library closes the Aptos, Live Oak and Scotts Valley branches for remodeling and construction and reopens the Capitola, Branciforte, Live Oak, Scotts Valley and Garfield Park branches. The upcoming closure of some branch libraries for updates or new construction does not equate to a surplus of staff. The library needs staff to set up facilities, to take down facilities and to compensate communities with temporarily closed facilities by increasing Library hours in neighboring communities providing Library services at substitute locations.

**FY2022**

BRANCH	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb.	March	April	May	June
Aptos	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed
Boulder Creek	closed	closed										
Branciforte	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed	closed
Capitola												
Downtown												
Felton												
Garfield Park	closed	closed	closed	closed	closed	closed	closed	closed				
La Selva Beach												
Live Oak			closed	closed	closed	closed						
Scotts Valley		closed	closed	closed	closed	closed	closed	closed				

In the meantime, the Library is recommending three major shifts in public service hours over the next fiscal year. Hours would look like:

DATE	BRANCH	SUN	MON	TUE	WED	THURS	FRI	SAT	TOTAL # OF HRS
Current	Aptos	closed	1-6p	1-6p	10a-3p	1-6p	12-5p	closed	25
	Boulder Creek	closed	closed	closed	closed	closed	closed	closed	closed
	Branciforte	closed	closed	closed	closed	closed	closed	closed	closed
	Capitola	closed	closed	closed	closed	closed	closed	closed	closed
	Downtown	closed	1-6p	1-6p	1-6p	1-6p	10-3p	12-5p	30
	Felton	closed	1-6p	1-6p	1-6p	10-7	10a-3p	12-5p	25
	Garfield Park	closed	closed	closed	closed	closed	closed	closed	closed
	La Selva Beach	closed	closed	1-6p	closed	1-6p	closed	12-5p	15
	Live Oak	closed	1-6p	1-6p	1-6p	1-6p	10a-3p	closed	25
	Scotts Valley	closed	1-6p	1-6p	1-6p	1-6p	12-5p	closed	25
									145
	<b>with Temp. Staff</b>								
DATE	BRANCH	SUN	MON	TUE	WED	THURS	FRI	SAT	TOTAL # OF HRS
July 1st, 2021	Aptos	closed	closed	closed	closed	closed	closed	closed	closed
	Boulder Creek	closed	closed	closed	closed	closed	closed	closed	closed
	Branciforte	closed	closed	closed	closed	closed	closed	closed	closed
	Capitola	12-5p	10-6p	10-6p	10-6p	10-6p	12-5p	12-5p	47
	Downtown	12-5p	10-6p	10-6p	10-6p	10-6p	12-5p	12-5p	47
	Felton	1-5p	10-6p	10-6p	10-6p	10-6p	closed	1-5p	40
	Garfield Park	closed	closed	closed	closed	closed	closed	closed	closed
	La Selva Beach	closed	closed	1-6p	10-5p	1-6p	closed	1-5p	21
	Live Oak	closed	CLOSED	10-6P	10-6P	10-6P	12-5P	10a-5p	40
	Scotts Valley	closed	10-6p	10-6p	10-6p	10-6p	12-5p	12-5p	42
									237

Restored Hires	with Temp. Staff								
DATE	BRANCH	SUN	MON	TUE	WED	THURS	FRI	SAT	Total
Sept. 1st	Aptos	closed	closed	closed	closed	closed	closed	closed	closed
Need .5 FTE LA2	Boulder Creek *	closed	closed	11-6p	11-6p	11-6p	11-5p	11-5p	33
	Branciforte	closed	closed	closed	closed	closed	closed	closed	closed
	Capitola	12-5P	10-7p	10-7p	10-7p	10-7p	12-5P	12-5P	51
	Downtown	12-5p	10-7p	10-7p	10-7p	10-7p	12-5P	12-5P	51
	Felton	1-5p	10-7p	10-7p	10-7p	10-7p	12-5p	12-5p	50
	Garfield Park	closed	closed	closed	closed	closed	closed	closed	closed
Need .5 FTE LA2	La Selva Beach *	closed	closed	11-6p	11-6p	11-6p	11-5p	11-5p	33
	Live Oak	closed	closed	closed	closed	closed	closed	closed	0
	Scotts Valley	closed	closed	closed	closed	closed	closed	closed	0
									218
DATE	BRANCH	SUN	MON	TUE	WED	THURS	FRI	SAT	TOTAL # OF HRS
February 1st	Aptos	closed	closed	closed	closed	closed	closed	closed	closed
	Boulder Creek *	closed	closed	11-6p	11-6p	11-6p	11-5p	11-5p	33
	Branciforte	closed	closed	closed	closed	closed	closed	closed	closed
	Capitola	12-5P	10-7p	10-7p	10-7p	10-7p	12-5P	12-5P	51
	Downtown	12-5P	10-7p	10-7p	10-7p	10-7p	12-5P	12-5P	51
	Felton*	1-5p	10-6p	10-6p	10-6p	10-6p	closed	1-5p	40
	Garfield Park*	closed	closed	11-6p	11-6p	11-6p	11-5p	11-5p	33
	La Selva Beach *	closed	closed	11-6p	11-6p	11-6p	11-5p	11-5p	33
	Live Oak *	1-5p	10-6p	10-6p	10-6p	10-6p	closed	1-5p	40
	Scotts Valley	closed	10-6p	10-6p	10-6p	10-6p	12-5p	12-5p	42
									323

In anticipation of lost revenue from the economic slowdown from the pandemic, the Library froze 13 positions, furloughed all staff through a 10% reduction in pay and workload, and suspended 67 positions among its temporary workforce. The latter heavily impacts the Library’s ability to manage public service hours, answer patron questions and conduct “materials handling,” which, put simply, is the ability of the organization to check in, shelve, transfer and pull library items requested by patrons.

Expectations for public service hours and legal obligations to the union cannot be met with the current staffing levels. Reductions were most heavily felt in the Library’s public facing positions and have hindered the support positions that provide effective library services, including IT as well as Collection Management Services which selects, purchases and processes Library items. Additional staffing strains exist for Library

services to the jails and the Library's bookmobile and staff training and onboarding. SCPL lacks adequate staff to provide traditional services that are expected for a modern public library, such as school outreach and educational programming and classes.

SCPL needs to begin the process for restoring library hours services as soon as possible. Over the next few months, working with a subcommittee of the Board, members of the Library Advisory Commission and the employee unions, SCPL needs to create a more uniform set of expectation for hours and staffing by branch and submit the appropriate budget request to the JPA (likely mid-year) for the longer-term staffing needs of a fully opened ten-branch system. Very specifically, SCPL would like to examine the over reliance on temporary staff. The administration believes this reliance has created uncertainty in staffing and exacted a high cost in the training and recruitment of temporary staff.



## STAFF REPORT

DATE: May 17, 2021  
TO: Library Advisory Commission  
FROM: Susan Nemitz, Library Director  
RE: The Plan for the Development of the Library's Strategic Plan

### RECOMMENDATION

Please review and endorse the Plan for the Development of the Library's Strategic Plan.

### DISCUSSION

The Library seeks to invest time and resources into updating its Strategic Plan during the 2021-2022 fiscal year. In addition to staff time, it intends to set aside \$15,000 for professional services, community events and a staff event to support this work.

Strategic planning has been an effective tool for improving organizational performance for many decades. Simply put, tracking changes that occur in the world which have the greatest potential to impact an organization and then developing a plan to respond to those changes is critical to the success of any organization. Organizations must revisit original aims and objectives to see if its analysis was correct and if it's achieving the work it set out to complete. Strategic planning is a tool, that when used effectively, helps bring into alignment an organization's mission, vision, values, goals and objectives, resource allocation, and activities.

It provides a useful framework for monitoring and reacting to dynamic environments, encouraging a culture of strategic thinking and creativity, identifying gaps in performance, and ultimately improving organizational decision making.

The next Strategic Plan seeks input from within the organization as well as its stakeholders and the community of Santa Cruz. The plan will have a strong bottom-up component to the planning process, both to ensure that the important views of those

lower down the organization are heard, and to ensure that these important people are part of the process and part of the plan. It is hoped then that the planning document that is produced will become a powerful vehicle to communicate the strategic message both within the organization as well as externally, fostering internal buy-in, and as a marketing tool which puts the values, mission, and activities of the Library within the wider context of the environment in which it acts.

Strategic planning remains an essential mechanism, methodology, and procedure for managers to monitor and react to the environment.

“The constructive dialogue and learning that should take place during strategic planning is perhaps more important than the specific plan produced. Strategic planning helps manage change through: 1. developing a clear sense of mission and desired service outcomes, 2. helping the agency understand the views of its stakeholders and clients, 3. encouraging an organizational culture of innovation and flexibility, 4. linking agency strategies with performance measures”

- *Frances S. Berry (2007) Strategic Planning as a Tool for Managing Organizational Change, International Journal of Public Administration, 30:3, 331-346, DOI: [10.1080/01900690601117812](https://doi.org/10.1080/01900690601117812)*

## **Previous Strategic Planning**

In September 2016, following the passage of Measure S in June 2016, the Library embarked on developing its strategic plan. The first community event to solicit input on the Library from the community was held in Capitola and occurred in November 2016. Following that meeting, community events were then organized in all of the branch libraries. Those conversations sought to understand community members' perspectives on the strengths and challenges that they observed within their neighborhoods. The conversations also sought to develop a vision for the Library from each neighborhood and to bring in partners for the branches.

The direction of those conversations drew on lessons from the Harwood Institute's philosophy. It's a model that is growing in popularity among libraries nationally and is supported by the American Library Association. From the Institute's homepage, the program encourages its participants to "Turn Outward." And states, "The Harwood Institute equips people, organizations, communities and networks with the tools to bridge divides, build capacity, and tackle shared challenges. By Turning Outward, we enable communities to become a collective force for change." Since the Library first began employing Harwood strategies in 2016, it has sent multiple staff through the Harwood training and intends to build on those strategies in the next Strategic Plan.

The last Strategic Plan was completed in 2017 and it was developed into a one-page plan for the Library. (Please see attached.) The Library had originally aimed to develop

a new Strategic Plan in 2020, but the challenges, staff reductions and uncertainty created by the global pandemic forced Library management to postpone it until now.

### **The Plan for the New Strategic Plan:**

A major goal for the new Strategic Plan is to update the Library's understanding of the needs of the community. A second goal is to reflect on the changing nature of librarianship and review the Library's mission and values and its' previous strategic plan. The Library will then evaluate the organization's performance and potential at meeting the needs of the community, given its resources. Lastly, the Library will work with the Library Advisory Commission (LAC) and the Joint Powers Authority (JPA) to develop a three-year plan to bring into alignment the Library's resources and operations with its mission and values.

This plan envisions seven stages to develop the final Strategic Plan:

1. Review the work behind the development of the previous strategic plan.
2. Review current models and tools used to develop strategic planning.
3. Pursue prioritized groups with survey questions and through focus groups using the Harwood model.
4. Pursue a SWOT analysis with Library Staff.
5. Analyze and synthesize the data and provide regular updates to the LAC and the Library Joint Powers Authority.
6. After a review of the data and information collected, the Library will work with the LAC and JPA to develop the Library's goals for the next three years.
7. Lastly, after the goals are established, the Library's strategic planning team will complete the final plan. From start to finish, the process should take eight months.

The completion and the vote by the JPA on the final plan in February 2022 are intended to provide the Library, the LAC and the JPA with sufficient time to consider the new Strategic Plan in its budget planning for the 2022/23 fiscal year.

### **Prioritized Groups for Focus Groups and Questionnaires**

- **City Staff from Capitola, Santa Cruz and Scotts Valley**
- **County Government Staff**
- **Educators**
- **Families with young children**
- **Seniors**
- **Teens**
- **Frequent library users (Youth and Adult)**
- **Friends of the Library**
- **Infrequent or nonusers of the Library**
- **LAC**
- **Library Partners and their clients**
- **Library Staff**

- **Members and partners of the BIPOC community**
- **Members and partners of the disabled community**
- **Members and partners of the Spanish speaking community**
- **People without housing**
- **Youth and adults who are incarcerated and people who were formerly incarcerated and partners.**

### **Timeline**

- **May 17, 2021: Discuss the Plan for the Strategic Plan with the LAC**
- **May 2021: Announce to Library staff and provide meeting schedule for the Strategic Planning Team**
- **June – August 2021: Develop tools and questionnaires and develop the strategy for the community evaluation**
- **September – October 2021: Evaluate needs of the community; compile responses; continue to review metrics and strategic plans used by other institutions. Provide an update at the September LAC meeting on the tools used to evaluate the community. Provide the same update at the October JPA meeting.**
- **November 2021: Present the results from the community evaluation to the LAC; recommend goals and review mission statement.**
- **December 2021: Provide the JPA with the LAC’s recommendation for goals and mission statement, seek input on changes and JPA approval on final goals. Begin developing Final Plan based on the JPA’s approved goals.**
- **January 2022: Present outline for the Draft Strategic Plan to the LAC and seek input.**
- **February 2022: Seek Board Approval for Final Strategic Plan.**
- **Provide quarterly updates on the results of the strategic plan for the next three years.**

## STAFF REPORT

DATE: May 17, 2021  
TO: Library Advisory Commission  
FROM: Susan M. Nemitz, Library Director  
RE: FY2022 Santa Cruz Public Library Budget

### RECOMMENDATION

Endorse the Proposed 2021-2022 Joint Powers Authority (JPA) Budget

### DISCUSSION

At the March JPA meeting, the Library requested that the Board:

1. Create a committee to recommend a five-year plan for the distribution of Maintenance of Effort contributions by May 15, 2021.
2. Instruct Library staff to submit a budget request in the FY22 budget process that strategically reduces the size of the Library fund balance.
3. Budget the current year estimate for the overhead for the City of Santa Cruz services inflated by 5% for FY22 and instruct the City of Santa Cruz finance staff to complete a cost study during the next year to re-estimate overhead costs for the future.
4. Appoint a subcommittee to determine the JPA's approach for managing the facility maintenance of Library branches. This subcommittee should recommend an organization and funding for both operating and capital maintenance. Findings should be complete by January 1, 2022 to affect the FY23 budget process.
5. Allocate \$400,000 to a SCPL capital facilities fund as a placeholder until a final recommendation is approved for the structure and funding of facility maintenance.

Approve carryforward authority for this fund because of the high cost and multiyear nature of capital projects.

The JPA Board voted to:

1. Authorize the Library Director, for purposes of budgeting, to plan for a 1- year MOE Agreement Extension with an increase of \$320,000, knowing that there are parallel processes to seek approvals through all Councils and the Board of Supervisors.
2. Direct staff to work with the Chair and Board members to come up with a scope and process to develop the successor 5-year MOE Agreement and for that process to be completed by December 2021.
3. Authorize staff to develop budget proposals to strategically reduce the size of library fund balance to \$500,000, bringing it down by \$1.5 million.
4. Approve the current budget estimate for City of Santa Cruz overhead services inflated by 5% as per prior years.
5. Review and return to the Board with a facilities capital set-aside budget recommendation that is an increase from the current \$100,000 but not as high as \$400,000, and also to consider the use of the fund balance to help fund the facilities master fund.
6. Direct staff to develop a plan to address agreements for the ongoing capital maintenance for all branches.
7. Direct staff to work with finance support of the City of Santa Cruz to really understand the numbers of the fund balance cycle.

On May 6, 2022, the Santa Cruz Public Libraries requested the Joint Powers Authority restore \$2,325,000 in base funding to begin the process for restoring Santa Cruz Public Libraries hours and service. As part of the FY2022 budget process, the system is looking for:

**New Requests – \$261,000**

**Management Analyst**

**\$100,000**

The Joint Powers Board has consistently requested lengthier content and deeper analysis in Board Packets. This position would provide budgetary information, data reporting, benchmarking, strategic planning support and policy drafts for the Boards and Management Team of the Library.

**Eliminate Overdue Fees**

**\$ 65,000\* (\*currently not in budget)**

The following attachment includes an analysis of removing barriers and enabling free access by eliminating overdue fines for all library materials. SCPL staff view this an essential first step in Equity work.

**Position changes**

**\$ 11,000**

Upgrade one Administrative Assistant and one Courier Driver position to a Library Assistant II and a Bookmobile Library Assistant II. Upgrade a Library Assistant II to a Library Assistant III to help supervise the CMS staff.

**Library Positions**

**\$ 100,000**

Additional Library Assistant II's (4.0 FTE) will be needed to open the Garfield Park, Boulder Creek and La Selva Beach Libraries and expand hours in March of 2022. Positions will be filled in January 2022 (costs have been prorated).

**Capital Maintenance of Facilities**

The Library would like carryforward authority for the account to plan for multiyear projects such as roof and HVAC replacement.

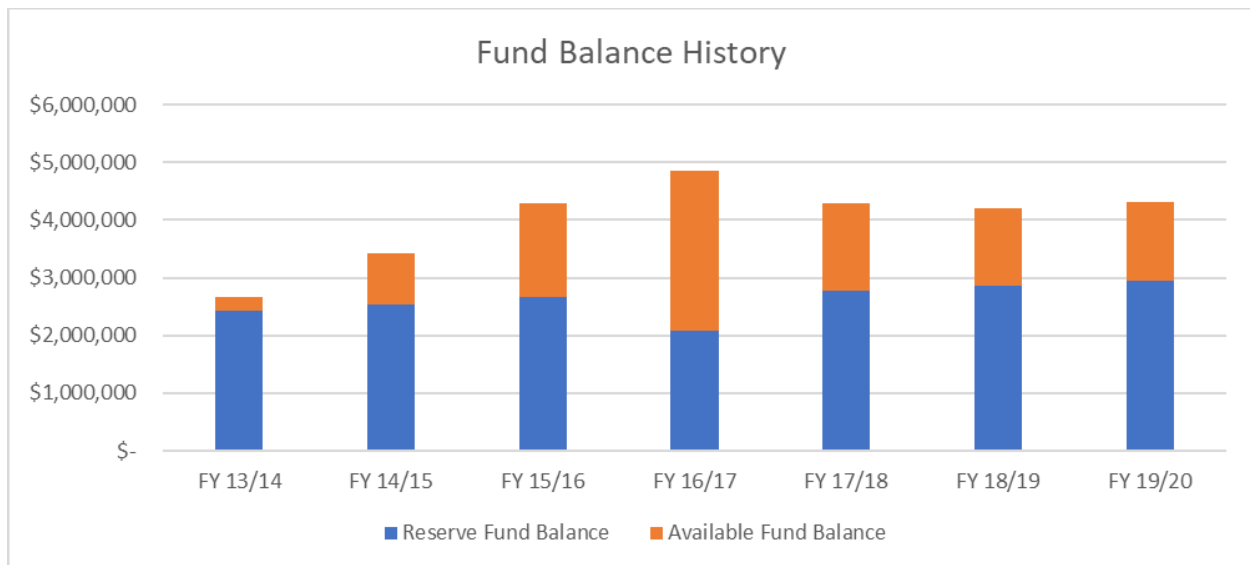
**Professional Assistance**

**\$ 50,000 (one-time funds)**

To achieve the workplan goals, the Library may need to hire professional assistance with strategic planning, Equity training, Capital maintenance planning and analysis of RFID.

**Fund Balance**

The Joint Powers Board has authorized the library to prepare a request that would reduce the fund balance by \$1.5 million to \$500,000. The proposal allows excess fund balance that could be used to fund recommendations of the hours and staffing subcommittee.



## **Attachments:**

Removing barriers and enabling free access by eliminating the overdue item fine for all library materials

Santa Cruz Public Libraries FY2022 Budget: Draft

### **Attachment**

#### **Removing barriers and enabling free access by eliminating the overdue item fine for all library materials.**

One summer evening, a young mother and her preschool aged son were visiting the Downtown branch, reading picture books together. The child placed his favorite books that they read together in a pile next to him. When his mother signaled that it was time to go home, he scooped up the pile of books and asked to take them home to read again before bed. His mother kindly explained that she could not check out any books on her library card because she owed the library money. The librarian working that evening overheard the exchange and offered to take a look at her account to see if they could find a way to check some books out. The mother declined, and the pair left for home empty-handed.

Library fines are creating barriers for the very people our library is supposed to help. Individual fines may be small, but their cumulative effect is a large burden to those who can least afford to lose access to library materials. The effect that blocked library cards has on our community is substantial. In early 2020, approximately 7% of patrons (about 11,500) were blocked from checking out library materials because they owed more than \$10 on their library accounts.

In January 2019, the American Library Association issued a resolution on monetary fines as a form of social inequity, stating that “libraries will need to take determined and pragmatic action to dismantle practices of collecting monetary fines.”<sup>1</sup>

In March 2021, California Assembly Member Evan Low introduced House Resolution 31, relative to National Library Week. The resolution, which is sponsored by the State Librarian, and supported by the California Library Association, will encourage cities, counties, and special districts to work with their public libraries to consider eliminating late fines for library patrons. Citing equity issues, the bill also acknowledges that, “During the pandemic, paying late fines puts an extra burden on already financially

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<sup>1</sup> American Library Association. Resolution on Monetary Library Fines as a Form of Social Inequity (January 2019).

[http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council\\_documents/2019\\_ms\\_council\\_docs/ALA%20CD%2038%20RESOLUTION%20ON%20MONETARY%20LIBRARY%20FINES%20AS%20A%20FORM%20OF%20SOCIAL%20JUSTICE%20Revised%201\\_27\\_0.pdf](http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council_documents/2019_ms_council_docs/ALA%20CD%2038%20RESOLUTION%20ON%20MONETARY%20LIBRARY%20FINES%20AS%20A%20FORM%20OF%20SOCIAL%20JUSTICE%20Revised%201_27_0.pdf)



strapped people, and collecting late fines is particularly onerous for libraries with buildings closed and staff working remotely.”<sup>2</sup>

One of SCPL’s values is free access. Over the past few years, the library has taken steps towards making this value a reality by eliminating small fees for replacement library cards, interlibrary loans, and most recently in September 2018, eliminating the \$0.25 per day overdue fine on children’s and teen materials. During the COVID-19 pandemic, the library implemented auto-renewal of library materials. These actions are reducing barriers to access of library resources and services for our community.

Eliminating overdue fines does not eliminate due dates. Borrowers will still be expected to return library materials on time, and checkout periods on library materials will remain unchanged. If an item is long overdue, the borrower will be charged the replacement cost of the item. If an item is damaged, the borrower will be charged according to the current damage/missing parts schedule.

Research and lots of recent experience from libraries that have recently gone fine-free show that overdue fines do not affect how fast people bring back books; return rates are the same before and after libraries go fine-free. And some libraries get more materials back after going fine-free for the following reasons:

1. Some people are ashamed to bring items back late and have to face library staff to pay a fine, and
2. Some people can’t afford to pay the fine, so they figure why bother bringing the stuff back?<sup>3</sup>

In Colorado, High Plains Library District removed fines on everything except DVDs. They tracked their circulation and after six months and found that 95% of materials were being returned within one week of when they were due. They found no increase in “patron disappoints” (the scenario where someone has put a hold on an item and is waiting for the previous borrower to return it).<sup>4</sup>

St. Paul Public Library (MN), Gleason Public Library (IL), and San Rafael Public Library (CA) libraries reported hold times (a good measure of late returns) were virtually

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<sup>2</sup> California Legislative Information. House Resolution 31 (March 2021). [https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\\_id=202120220HR31](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202120220HR31)

<sup>3</sup> Crist, B. (2019). Eliminating Fines FAQs. Colorado Virtual Library. <https://www.coloradovirtuallibrary.org/resource-sharing/eliminating-fines-faqs/>.

<sup>4</sup> DePriest, M. (2016). Removing Barriers to Access: Eliminating Fines and Fees on Children’s Materials. Colorado State Library. <http://www.cde.state.co.us/cdelib/removingbarrierstoaccess>.

unchanged after eliminating fines. Milton Public Library (VT) saw its on-time return rates actually increase after fine elimination!<sup>5</sup>

The Salt Lake City Library (UT) found that materials returned late decreased from 9% with overdue fines in place to 4% after ditching fines. They did have longer hold times after going fine-free, but attributed it to more people checking out items as the number of unique borrowers in the system increased by more than 10% during that same time.<sup>6</sup>

### **Improving the patron experience**

SCPL aims to improve interactions between patrons and library staff by changing the nature of the interaction from a debt collection conversation to something more enriching. SCPL has a friendly and talented staff who would much rather spend their time introducing patrons to new services and resources, such as reserving museum passes or streaming a film on their mobile device.

### **Impact on the library's budget**

Money collected from overdue fines currently makes up less than one half a percent of library revenue.

Though the amount of money collected from overdue fines is small as a percentage of revenue, it is not inconsequential. The amount collected in overdue fines was approximately \$65,000 per year prior to COVID. The American Library Association's Resolution on Monetary Library Fines as a Form of Social Inequity urges governing bodies of libraries to strengthen funding support for libraries so they are not dependent on monetary fines as a necessary source of revenue.<sup>7</sup>

### **Shouldn't the library teach responsibility?**

San Francisco Public Library recently released a white paper advocating for eliminating late fines that addressed the idea of "teaching responsibility." They argued that if the library does have a role in teaching public responsibility, it must do so in a way that does not interfere with its mission. From their white paper: "Responsibility is an important value for individuals and communities to practice, but not one that permits the library to overlook its essential function. If there is a conflict between teaching

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<sup>5</sup> Crist, B. (2019). Eliminating Fines FAQs. Colorado Virtual Library.

<https://www.coloradovirtuallibrary.org/resource-sharing/eliminating-fines-faqs/>.

<sup>6</sup> Bromberg, P. (2019). Fine Free. Salt Lake City Public Library.

[https://www.dropbox.com/sh/pk77n53ujmsi2ec/AADvJVNQnt0hWKZmprErd\\_9sa?dl=0](https://www.dropbox.com/sh/pk77n53ujmsi2ec/AADvJVNQnt0hWKZmprErd_9sa?dl=0).

<sup>7</sup> American Library Association. Resolution on Monetary Library Fines as a Form of Social Inequity (January 2019).

[http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council\\_documents/2019\\_ms\\_council\\_docs/ALA%20CD%2038%20RESOLUTION%20ON%20MONETARY%20LIBRARY%20FINES%20AS%20A%20FORM%20OF%20SOCIAL%20JUSTICE%20Revised%201\\_27\\_0.pdf](http://www.ala.org/aboutala/sites/ala.org.aboutala/files/content/governance/council/council_documents/2019_ms_council_docs/ALA%20CD%2038%20RESOLUTION%20ON%20MONETARY%20LIBRARY%20FINES%20AS%20A%20FORM%20OF%20SOCIAL%20JUSTICE%20Revised%201_27_0.pdf)

responsibility and ensuring equal access, the library is duty-bound to prioritize equal access.”<sup>8</sup>

### **Recommendation**

The ultimate goals for Santa Cruz Public Libraries are to eliminate barriers to usage for all patrons, increase access to materials, increase circulation of materials, and recover materials. Eliminating late fines for all library materials would help achieve these goals.

### **Further Reading on Libraries Eliminating Overdue Fines**

In San Jose, poor find doors to library closed.

<https://nyti.ms/2Q6V1P4>

Long Overdue: Why public libraries are finally eliminating the late-return fine.

<https://bit.ly/2xtinb9>

More libraries are going fine-free. That’s good for everyone.

<https://wapo.st/2TQ7IPc>

“We wanted our patrons back’ - Public libraries scrap late fines to alleviate inequity.

<https://n.pr/2veZ30y>

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<sup>8</sup> San Francisco Public Library. (2019). Long Overdue: Eliminating Fines on Overdue Materials to Improve Access to San Francisco Public Library. <http://bit.ly/LongOverdueReport>.

# FY 2021- 2022

## Santa Cruz Public Libraries Budget



Kira Henifin

# Santa Cruz Public Libraries

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May 6, 2021

Santa Cruz Public Libraries  
Joint Powers Authority Board  
117 Union Street  
Santa Cruz, CA 95060

Dear Board Members:

Thank you for giving the Santa Cruz Public Libraries the opportunity to convey the fiscal year 2021-2022 budget request. Library staff have never worked harder to improve programs and services than over the last twelve months in response to the Covid-19 pandemic, its subsequent economic strains, fire evacuations, and periods of dangerous air quality. The Library remains committed to supporting the community in its recovery. Over the past twelve months the staff have:

**1. Developed four phases of Library Service to safely operate within the State's Blueprint for a Safer Economy.**

After suspending the service of 67 temporary staff members, freezing positions and developing a furlough schedule, in the late spring of 2020, the Library implemented a curbside service and transformed its community and learning events into virtual programming. It also increased its telephone help service and lent out staff to 211 to support their work and explore possibilities for improving the Library's reference call line. In the summer, the Library opened an outdoor computer lab; provided services beyond its walls at school lunch sites across Santa Cruz County; continued with its services to the County jails and developed new and innovative programs to support the unemployed, families struggling with virtual learning and the community at large dealing with the unprecedented challenges. In late spring of 2020, the Library introduced a service to mail library items to patrons who were unable to visit the Library and removed late fees. In July 2020, the Library implemented the auto-renewal of all items to assist account holders even more.

By November, the Library transformed its services again to provide Grab & Go services, expanded its hours and provided public computer services at more branches and continued to deliver innovative programming. And in early spring, the Library introduced a new program to lend out technology, including hotspots and laptops. The Library also supported that effort with in person tech help for patrons.

The month of May kicks off the third stage which restores browsing for patrons and faster returns of items, since the science strongly supports that the Library no longer needs to quarantine its materials.

If the Library returns to pre-Covid staffing levels, the Library can restart other services throughout the summer, including the Interlibrary Loan Service, and prepare for more in person programming. By September, the Library expects to return to its pre-Covid operations if staffing is restored.

**2. Developed Innovative Programming**

The Library developed and launched a new type of programming that was both virtual and specifically tailored to support the community during the crisis. At the beginning of the pandemic, the Library contracted with therapists to support parents and their children through virtual programming. The Library also launched two popular series: Community Resilience and Shelter in Faith. Additionally, the Library moved its story time and other children's programming online and continued to strengthen its relationship with schools, resulting in powerful and successful programming, like the virtual Teen Volunteer to Career Expo.

The Library also worked beyond its walls by successfully gaining a state grant to deliver services to children and families at lunch sites across the County.

### **3. Supported Partners/Outreach Opportunities and Continued Services at the County Jail Facilities**

During the pandemic, the Library continued providing its robust programming and services to the County Jails.

It also maintained its partnerships and worked with them to operate outside the walls of the Library, including Encompass' Community Services and Wings Homeless Advocates.

The Bookmobile is also now returning to its full schedule.

The Library provided the skilled support and virtual platform for many organizations and partners in the community including the Aptos Friends and the Genealogical Society.

### **4. Increased Access to Resources**

During this period, the Library partnered with its vendors to make databases and all eResources immediately available to anyone who applied for a library card online.

The Library increased its mailing of library items to patrons.

It significantly expanded the access to databases and eBooks available through the online library card and partnered with local school districts to improve student access of the Library's online collection.

The Library for the first-time lent hotspots and other technology, including laptops. It also provided in person tutoring to assist patrons with the use of the new technology.

The Library expanded the reach of the Library's Wi-fi so that more people visiting the outside of the Library could access the Internet for free.

The Library also piloted a program at Downtown within the Grab & Go operation to provide Book Bundles for children and teens to make it easier for children to have access to more books.

### **5. Opened and Developed New Library Buildings**

The Library has remained busy as ever closing old buildings, planning for new ones and it opened La Selva Beach and at the time of this publication, the Capitola Library will open as well. Scotts Valley underwent improvements on its roof and will soon close for further renovation.

Branciforte, Boulder Creek, Garfield Park and Aptos required emptying and closure in preparation for renovations and in the case of Aptos, demolition and renewal.

In order to achieve our goals for next year the Library is requesting the restoration of base level funds as requested in the May Board packet and the following new items.

**New Requests – \$261,000 (\$65K not included)**

**Management Analyst \$100,000**

The Joint Powers Board has consistently requested lengthier content and deeper analysis in Board Packets. This position would provide budgetary information, data reporting, benchmarking, strategic planning support and policy drafts for the Boards and Management Team of the Library.

**Eliminate Overdue Fees \$ 65,000\*  
(currently not in budget)**

Appendix A includes a detailed analysis of removing barriers and enabling free access by eliminating overdue fines for all library materials. SCPL staff view this an essential first step in Equity work. Please see Appendix A for more detail.

**Position changes \$  
11,000**

Upgrade one Administrative Assistant and one Courier Driver position to a Library Assistant II and a Bookmobile Library Assistant II.

Upgrade a Library Assistant II to a Library Assistant III to help supervise the CMS staff.

**Library Positions \$  
100,000**

Additional Library Assistant II's (4.0 FTE) will be needed to open the Garfield Park, Boulder Creek and La Selva Beach Libraries and expand hours in March of 2022. Positions will be filled in January (costs have been prorated).

**Capital Maintenance of Facilities**

The Library would like carryforward authority for the account so that it can save for large projects such as roof and HVAC replacement.

**Professional Assistance \$ 50,000  
(one-time funds)**

To achieve the workplan goals, the Library may need to hire professional assistance with strategic planning, Equity training, Capital maintenance planning and analysis of RFID.

There remains a number of issues that will affect future library budgets and need to be addressed in the near future.

- SCPL needs a long term staffing plan that relies less on temporary employees and provides appropriate hours and services for all ten system branches.
- The City of Santa Cruz needs to complete a cost study in FY2022 to justify overhead service charges.
- The LFA needs to determine an allocation model for Library Funds and agreement must be reached as to the appropriate funding level for the City of Santa Cruz.
- SCPL needs to develop and fund a 10 year facility capital replacement plan.
- SCPL needs to develop and fund a facility operations and maintenance plan.
- The JPA needs to sign leases for all buildings with the appropriate jurisdiction.



- Downtown Library staff and Administrative staff must move into their appropriate facility and the system's Computer Server Room must move to an appropriate spot.

Sincerely,

Susan M. Nemitz  
Director

DRAFT



## Mission – Vision

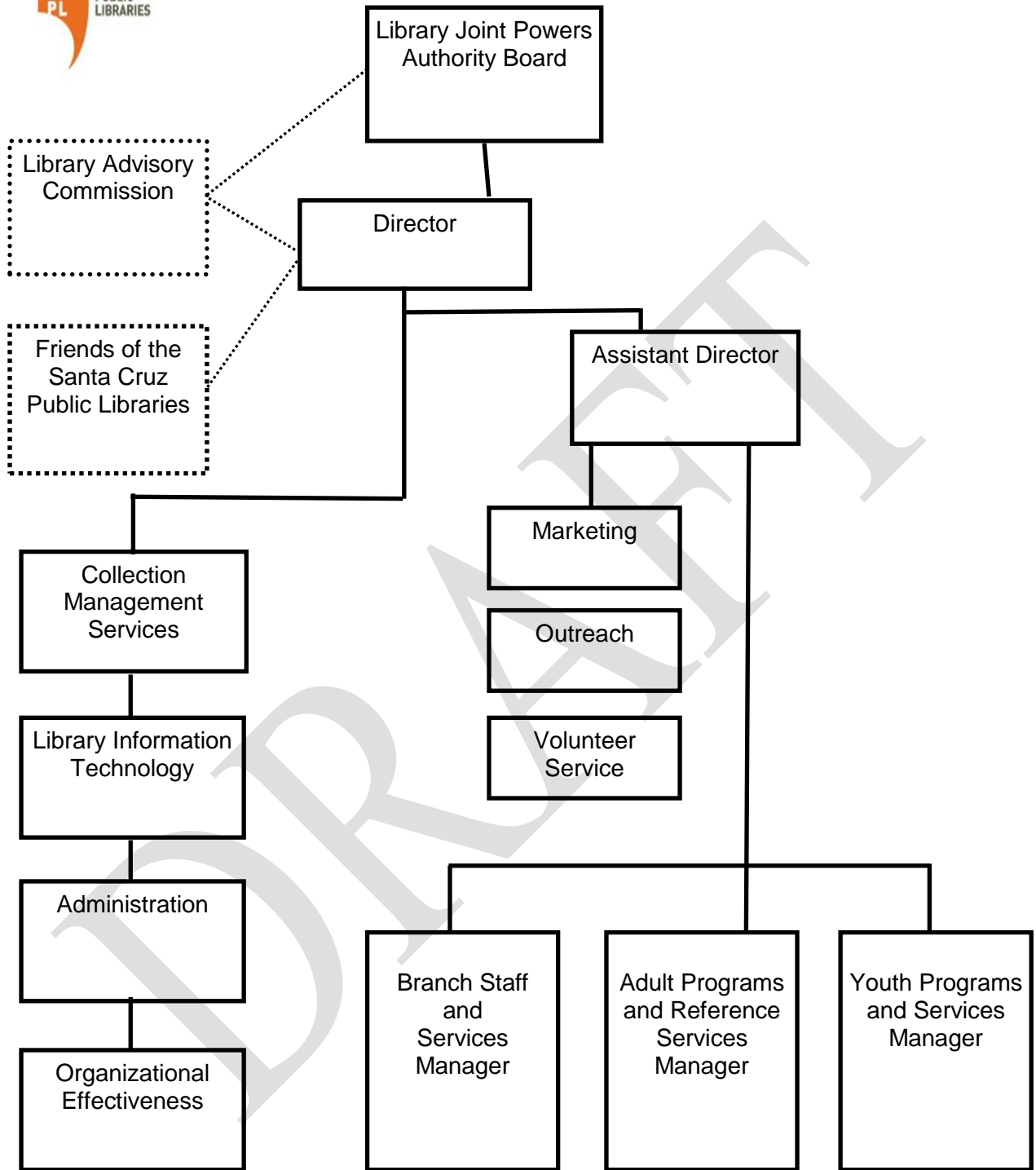
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### Mission

Connect, Inspire, Inform

### Our Vision

Transform lives & strengthen communities



## 2022 Goals

- Learning  
Develop programs, services, and collections that nurture the learning goals of children and adults
- Digital Inclusion  
Ensure that all residents have access to the training, devices, and internet they need to participate fully in community life.
- Transformative Spaces  
Create enticing and inspiring multipurpose learning zones that support community needs and interests.
- User Experiences  
Offer patron-centered services designed with input from residents so that each branch reflects its community.
- Organizational Capacity  
Enhance skills of staff, provide thoughtful stewardship of public resources, and pursue strategic partners in the community.



## FY 2021-2022 Workplan

1. Expanding Service Hours and Organizational Capacity

- a. Restore hours in the new fiscal year through an aggressive recruitment campaign to return to normal staffing levels.
- b. Develop an onboarding and training program.
- c. Develop and complete a new Strategic Plan.
- d. The Library will develop an updated emergency plan.
- e. Hire evaluations of RFID, solar and security systems.
- f. Assist the Friends of the Library in their capital campaign.
- g. Develop a long-term fiscal plan for facilities and maintenance.

## **2. Transformative Spaces**

- a. Close Live Oak and Scotts Valley.
- b. Open Live Oak, Scotts Valley, Boulder Creek, Branciforte and Garfield Park.
- c. Design and finance the new Downtown Library and support a public engagement process.

## **3. Learning**

- a. Broaden Community Based Programming.
- b. Integrate services system wide to support Life Literacy and Workforce Development.
- c. Deepen connection to the schools throughout the county.

## **4. Digital Inclusion**

- a. Build on lessons learned from providing in person tech help and improve the tech literacy curriculum.
- b. Evaluate the tech lending program and determine how to make it sustainable.
- c. Develop a technology plan to support library operations.

## **5. User Experiences**

- a. Develop the action plan on Equity, Diversity, and Inclusion (EDI), using a conceptual EDI framework to plan, implement, and evaluate all programs and services.
- b. Develop a new website.
- c. Launch a new room reservation system and develop policies for reserving Library spaces.
- d. Develop the new Felton Library branch as a resource center to support the long-term recovery of the survivors of the CZU lightning fires.

## Benchmarks

**Measure Use:** cardholders, circulation, visits, database use, computer use, and program attendance.

**Measure Capacity:** number of public access computer, hours of computer and wireless use, type and number of technology programs.

**Measure Satisfaction:** Analyze findings and amend functions to improve patron satisfaction.

**Measure Partnerships:** Maintain current strategic partnerships and identify additional partners.



# Governance, Funding, and Budget Overview

The Santa Cruz Public Libraries (SCPL) system is one of two library systems in Santa Cruz County. SCPL serves its region independently although it shares revenue sources with the Watsonville Public Library.

## Governance

The Santa Cruz Public Libraries operate under a Joint Powers Agreement among the County of Santa Cruz and the Cities of Capitola, Santa Cruz, and Scotts Valley.

Members of the Joint Powers Board are the County Administrative Officer from the County of Santa Cruz, the City Manager from the City of Capitola, the City Manager from the City of Santa Cruz, and the City Manager from the City of Scotts Valley.

The original Joint Powers Agreement was forged in 1996. In December 2015, all four jurisdictions approved the Fourth Amendment to the Joint Powers Agreement and that is the current governing document for the Santa Cruz Public Libraries.

## Library Advisory Commission

The Library Advisory Commission is intended to be a voice of the community to provide advice and feedback to the Governing Board and the Director of Libraries. The Commission will review programs and services and make necessary recommendations as they pertain to the provision of these programs and services.

The Commission consists of the following Commissioners who must be registered voters:

- Three (3) residents of unincorporated Santa Cruz County appointed by the serving at the pleasure of the County Board of Supervisors, with one each from Supervisorial Districts 1, 2 and 5.
- Two (2) Santa Cruz city residents appointed by and serving at the pleasure of the Santa Cruz City Council.
- One (1) Capitola resident appointed by and serving at the pleasure of the Capitola City Council.
- One (1) Scotts Valley resident appointed by and serving at the pleasure of the Scotts Valley City Council.

## Funding

Both the Santa Cruz Public Libraries system and the Watsonville Public Library are supported by City and County property and sales taxes and private donations. There are three sources of local public revenues:

- The Cities of Santa Cruz and Watsonville contribute money from their general funds.

- Property taxes allocated for library services are collected by the County in the unincorporated areas and the Cities of Capitola and Scotts Valley
- A quarter cent sales tax designated for public library service is collected throughout the County

A Library Financing Authority divides these revenues between the Santa Cruz Public Libraries and the Watsonville Public Library, based on a population formula which gives Watsonville credit for serving people who live in the unincorporated area close to that city.

SCPL library services are provided through the Fourth Amendment of the Library Joint Powers Agreement with the funds made available by the Santa Cruz County Library Financing Authority.

Santa Cruz Public Libraries has a modest income from bequests, fine revenue, donations from the public and the Friends of the Santa Cruz Public Libraries.

### **Budget**

The Budget process begins no later than March 31st of each year with the Board providing service and budgetary priorities leading to the development of the Director of Libraries proposed operating and capital budget. A Public Hearing on the proposed budget shall be held no later than May 31st with copies of the budget made available 10 days prior to the public hearing. To adopt a budget, unanimous approval by the Board is required (Fourth Amendment to the JPA; Section 8).



## Budget Overview

		2020	2021	2021	2021 Growth/ Loss	2022	2023
		Actual	Adopted Budget	Year End Estimate		Requested Budget	Projected Budget
<b>Expenditures by Activity:</b>							
Personnel Services *Est. costs including vacancy factor		10,247,529	9,717,508	8,207,699	-15.5%	11,950,092	12,308,595
Services, Supplies & Other Charges		2,580,726	3,150,180	2,916,814	-7.4%	3,404,451	3,574,674
Books & Materials		1,562,401	1,401,282	1,401,282		1,269,088	1,243,946
Capital Outlay		219,043	286,780	286,780		488,000	488,000
Total Budget - Expenditures		14,609,699	14,555,750	12,812,575		17,111,631	17,615,214
	Total Expenditures	\$14,609,699	\$14,555,750	\$12,812,575	-12.0%	\$17,111,631	\$17,615,214
<b>Activity Resources:</b>							
Taxes		8,069,015	6,913,172	8,688,433	25.7%	9,081,659	9,208,802
Member Contributions		5,737,090	5,795,273	5,795,273		6,115,273	6,115,273
Charges for Services		6,960					
Fines and Forfeits		94,049	70,250	70,250		70,250	70,250
Donations & Trusts		210,151	41,023	41,023		35,000	35,000
Other Financing Sources		3,782	141,140	141,140		120,000	120,000
	Total Resources	\$14,121,047	\$12,960,858	\$14,736,119	13.7%	\$15,422,182	\$15,549,325
<b>Sub Total Operational Savings or (Cost)</b>		<b>(\$488,652)</b>	<b>(\$1,594,892)</b>	<b>\$1,923,544</b>		<b>(\$1,689,449)</b>	<b>(\$2,065,889)</b>
Fund Balance Applied		\$488,652	\$1,594,892			(\$1,689,449)	(\$2,065,889)
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,923,544</b>		<b>\$0</b>	<b>\$0</b>
<b>Reserve Funds</b>							
Remaining Fund Balance		\$2,955,669	\$ 611,102	\$4,160,637		\$2,471,188	
20% Restricted Reserve		\$1,362,905	\$ 2,592,172	\$2,757,806		\$3,084,436	
		*City of Santa Cruz Year End Financial Report	*Estimate from FY 2021 Budget Process	*City of Santa Cruz 3rd Qtr Estimate from March 2021		*Estimate	

## Budget Overview

The Library, like most organizations, is climbing out of the pandemic which had the library closed and/or services severely hampered from March 2020 to (projected) June 2021.

Sales tax for has been projected to be fully recovered in FY 21/22 which is a 28.4 percent increase over the FY 20/21 adopted budget. The Library's other main sources of revenue, maintenance of effort, was unaffected during the pandemic and saw no changes in FY 20/21. The maintenance of effort projections for FY 21/22 are also on course as projected with an increase of 4.3 percent.

The Library is proposing the continuation of a fine free environment for patrons. This plan is supported by the California Library Association and believes the elimination of fines is an issue of compassion and equity for library patrons. Fines collected, pre-COVID, only account for roughly \$65,000 annually. The Library will continue to collect for library fees such as lost items.

The Library system is looking forward to ending furloughs in FY 21/22 and unfreezing previously frozen positions. The Library is also proposing the reinstatement of the temporary personnel budget back to its FY 20/21 funding. This will help the Library to gear up for resumed services, open hours, and the reopening of several reconstructed libraries.

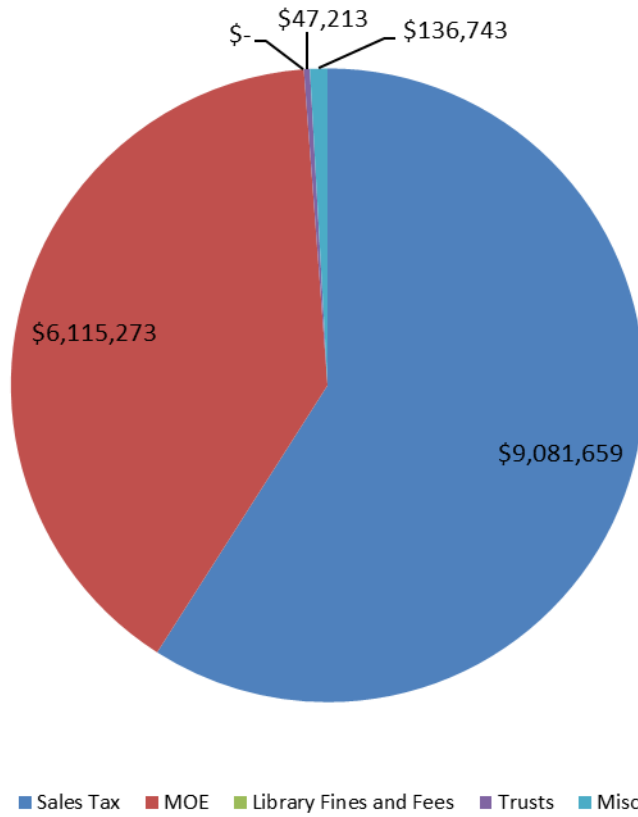
The Library is proposing two personnel changes in FY 22. The first change the Library would like to propose is reclassifying a vacant Administrative Assistant II position to a Library Assistant II. The second change the Library would like to make is reclassifying the Courier Driver position to a Bookmobile LA II. Finally, reclassifying a currently vacant Library Assistant II position to a Library Assistant III position to help manage the Collection Services staff. These changes would help to meet operational needs. The financial impact would be minimal and would amount to approximately \$11,000 annually.

The Library is also proposing additions to the personnel budget. The Library is proposing a Management Analyst and 4.0 FTE Library Assistant II (prorated at half a year).

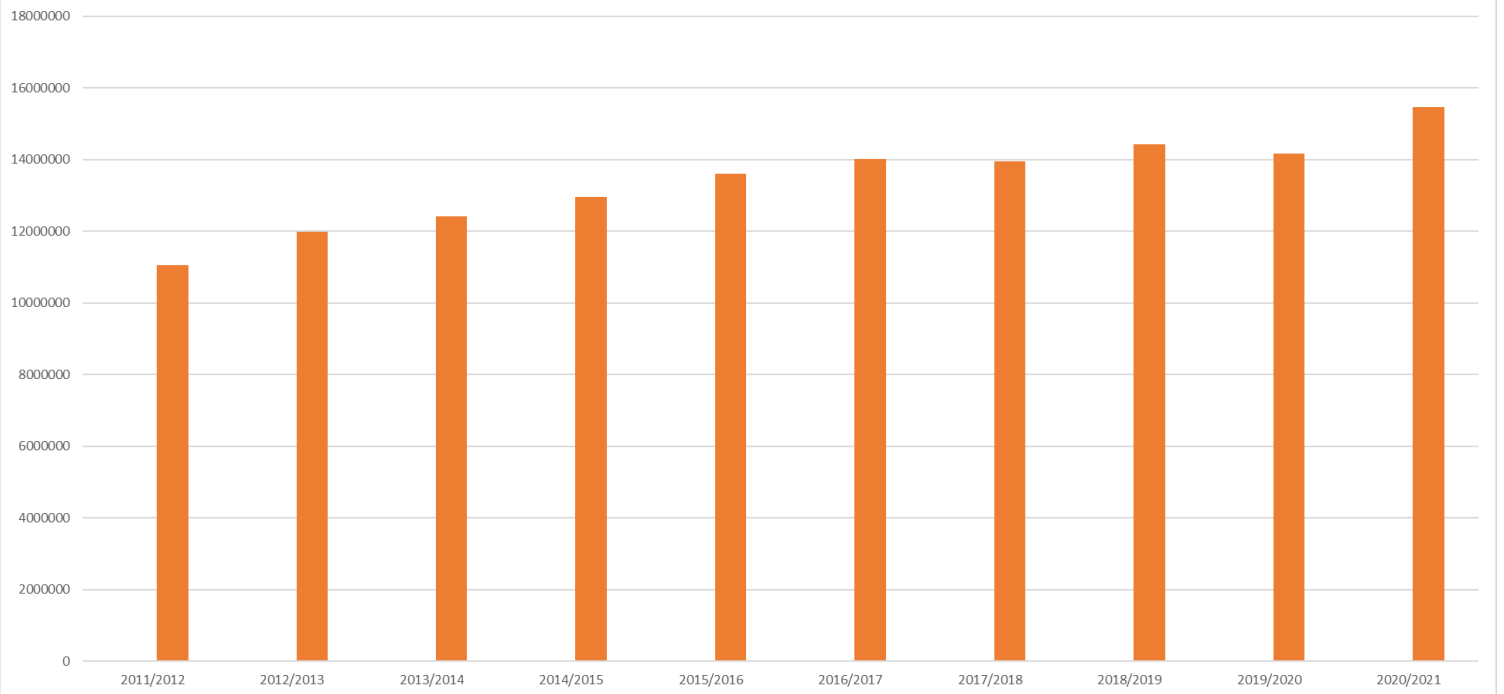
Considering the revenue, personnel and expenditure projections for FY 21/22 the library is projecting a deficit of \$1.7M. The Library's current fund balance is able to absorb this deficit while keeping the 20 percent reserve intact.

**Revenue**

## 2021-2022 Revenue



Revenue History



# Projected Library Revenues

Santa Cruz Public Libraries system is supported by City and County property and sales taxes and private donations. There are three sources of local public revenues:

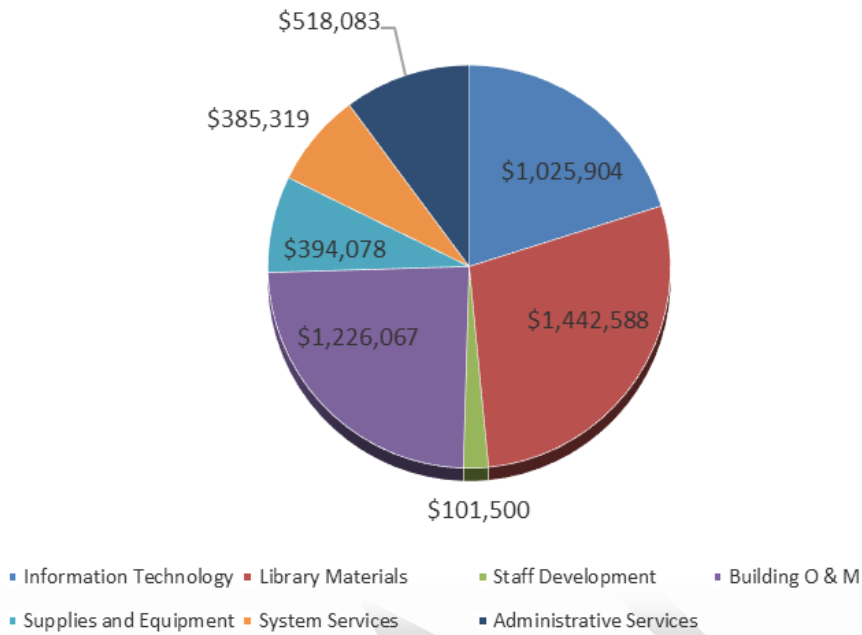
- The Cities of Santa Cruz and Watsonville contribute money from their general funds.
- Property taxes allocated for library services are collected by the County in the unincorporated areas and the Cities of Capitola and Scotts Valley.
- A quarter cent sales tax designated for public library service is collected throughout the County.
- The MOE agreement ends June 30, 2021 which at that time is expected to produce an excess of \$2.0 M.

Santa Cruz Public Libraries has a modest income from bequests, fine revenue, donations from the public and the Friends of the Santa Cruz Public Libraries, Inc.

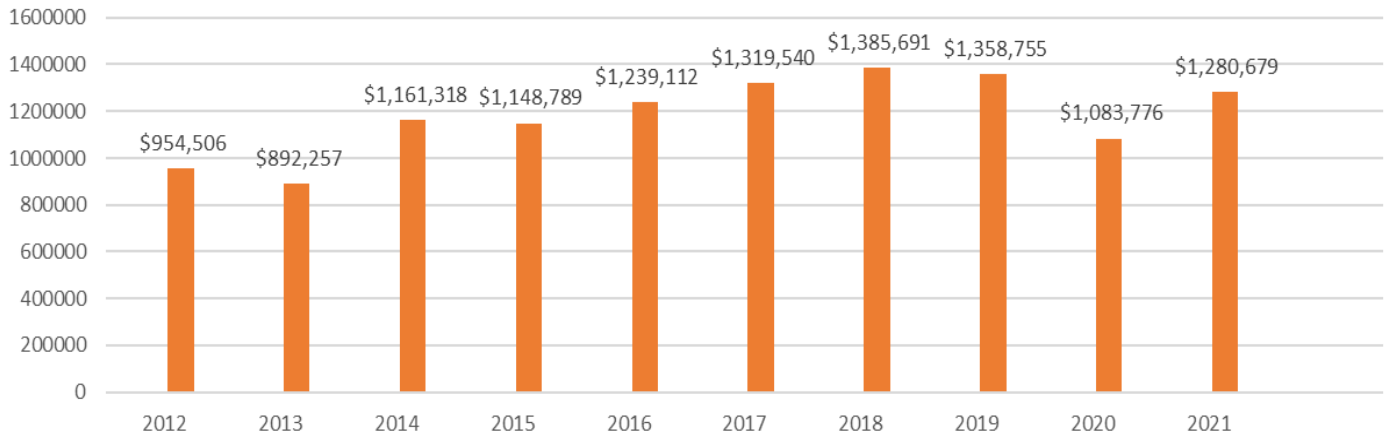
Budget Development Revenue Balances		2021	2021	2021	2022	Growth/Loss
Acct	Title	Ado Budget	Adj Budget	Year End Est	Dept Request	from YEE
<b>Fund 951 -- Library Joint Powers Authority</b>						
41211	Sales and use tax	\$ 6,913,172	\$ 7,313,172	\$ 8,688,433	\$ 9,081,659	4.5%
43110	Federal operating grants & contributions	\$ -	\$ -	\$ -	\$ -	-
43190	Federal grants - other	\$ -	\$ 1,000	\$ 1,000	\$ -	-
43210	State operating grants and contributions	\$ -	\$ -	\$ 10,000	\$ -	-
43310	Local operating grants and contributions	\$ -	\$ 300,000	\$ 300,000	\$ -	-
43311	Maintenance of effort contributions	\$ 5,795,273	\$ 5,795,273	\$ 5,795,273	\$ 6,115,273	5.5%
43354	County of SC - reimbursements	\$ -	\$ 18,780	\$ 49,347	\$ -	-
44630	Room rentals-library JPA	\$ 4,640	\$ 4,640	\$ 4,640	\$ 4,640	0.0%
45131	Library fines	\$ -	\$ -	\$ 8,496	\$ -	-
46110	Pooled cash and investment interest	\$ 92,840	\$ 92,840	\$ 92,840	\$ 92,840	0.0%
46190	Interest earnings - other	\$ 17,610	\$ 17,610	\$ 17,610	\$ 14,763	-16.2%
46303	Donations - library	\$ 13,100	\$ 49,836	\$ 49,836	\$ 13,100	-73.7%
46309	Donations - library - Friends of the Lib	\$ 27,923	\$ 406,655	\$ 406,655	\$ 27,923	-93.1%
46910	Miscellaneous operating revenue	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	0.0%
46916	Cash over/short	\$ -	\$ -	\$ -	\$ -	-
46990	Miscellaneous non-operating revenue	\$ -	\$ -	\$ 35	\$ -	-
49105	From Workers' Compensation Fund	\$ -	\$ -	\$ -	\$ -	-
49122	From Library Private Trust Fund	\$ 22,190	\$ 33,893	\$ 33,893	\$ 22,190	-34.5%
49191	Intra-Entity Fund Transfer	\$ (16,499)	\$ -	\$ -	\$ 28,500	-
49201	Sales of surplus equipment	\$ -	\$ -	\$ -	\$ -	-
<b>Total Library Joint Powers Authority</b>		\$ 12,878,749	\$ 14,042,199	\$ 15,466,558	\$ 15,409,388	-0.4%
<b>Total</b>		\$ 12,878,749	\$ 14,042,199	\$ 15,466,558	\$ 15,409,388	

**Non Personnel Expenditures**

### Non Personnel Expenditures by Library Function



### Collection Spending History (includes donations and trusts)



# System Operating Expenditures

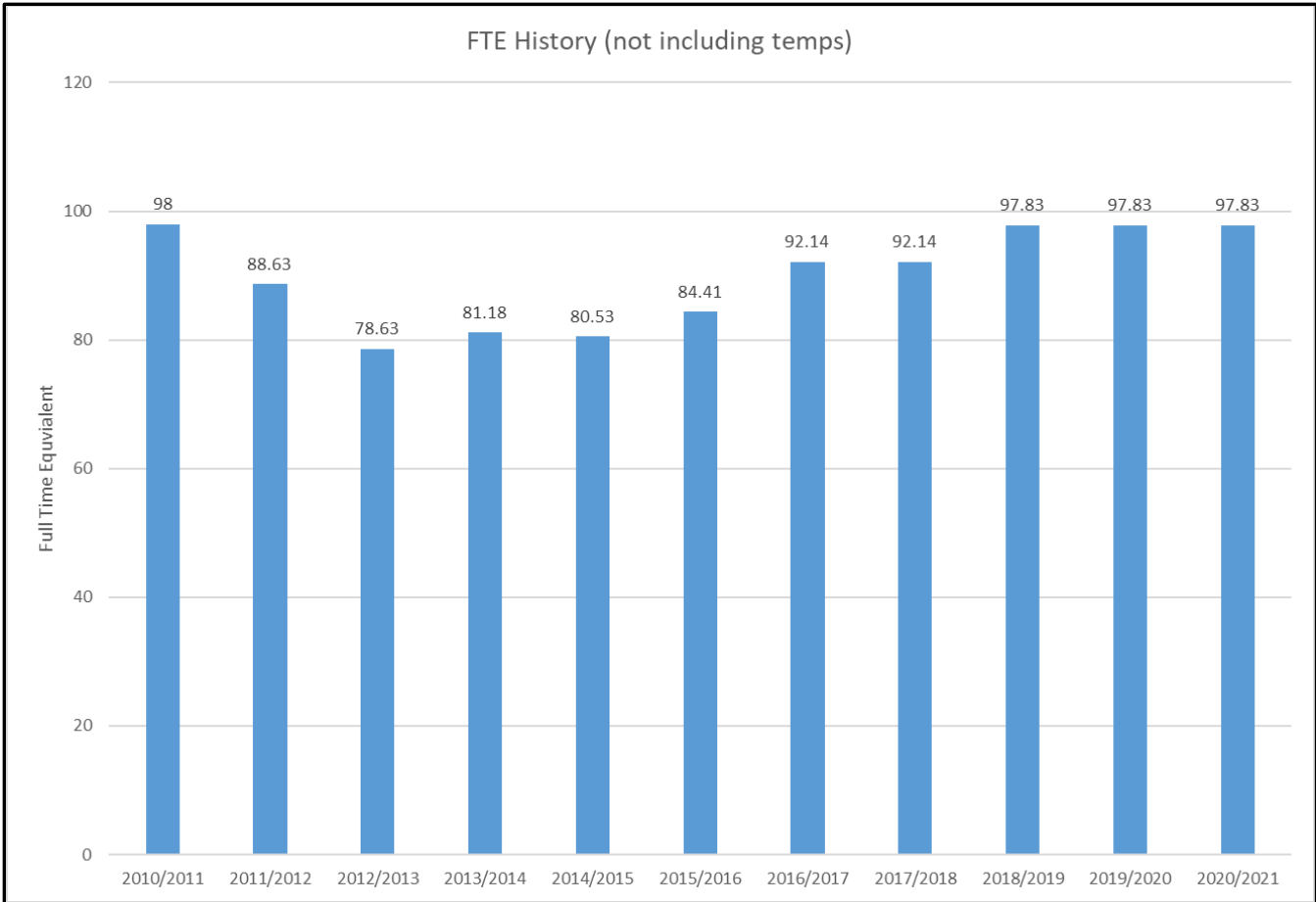
Budget Development Expenditure Balances		2021	2021	2021	2022
Acct	Title	Ado Budget	Adj Budget	Year End Est	Dept Request
<b>Fund 951 -- Library Joint Powers Authority</b>					
52131	Claims management services - outside	\$ 12,000	\$ 12,000	\$ 2,500	\$ 12,000
52135	Financial services - outside	\$ 485,560	\$ 485,560	\$ 485,560	\$ 518,083
52150	Merchant bank fees	\$ 1,200	\$ 1,200	\$ 200	\$ 600
52155	Courier services	\$ 2,410	\$ 2,926	\$ 2,172	\$ 2,926
52199	Other professional & technical services	\$ 162,300	\$ 171,234	\$ 171,234	\$ 108,300
52201	Water, sewer and refuse	\$ 74,460	\$ 74,460	\$ 6,500	\$ 79,885
52202	Hazardous materials disposal	\$ 500	\$ 500	\$ 500	\$ 500
52211	Janitorial services	\$ 307,275	\$ 307,275	\$ 27,500	\$ 296,700
52223	Equip annual inventory charge - internal	\$ 4,690	\$ 4,690	\$ 4,690	\$ 4,400
52226	Vehicle work order charges - internal	\$ 22,000	\$ 22,000	\$ 22,010	\$ 25,999
52227	Vehicle fuel island charges - internal	\$ 16,485	\$ 16,485	\$ 16,485	\$ 17,474
52240	Office equipment operation/maint	\$ 7,700	\$ 7,700	\$ 4,700	\$ 7,340
52241	Vehicle maintenance costs - outside	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
52244	Other equipment operation/maintenance	\$ 12,650	\$ 12,650	\$ 3,700	\$ 10,725
52246	Building and facility o & m - outside	\$ 191,412	\$ 191,412	\$ 31,607	\$ 265,132
52247	Landscaping maintenance services	\$ 43,800	\$ 58,800	\$ 24,500	\$ 43,800
52248	Software maintenance services	\$ 480,969	\$ 472,329	\$ 472,329	\$ 407,019
52249	Hardware maintenance services	\$ 43,000	\$ 43,000	\$ 43,000	\$ 30,000
52261	Equipment, building and land rentals	\$ 240,452	\$ 240,452	\$ 240,103	\$ 240,452
52269	Equipment lease-outside	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
52302	Travel and meetings	\$ 11,200	\$ 11,200	\$ -	\$ 19,200
52304	Training	\$ 57,300	\$ 57,300	\$ 10,000	\$ 82,300
52403	Telecommunications service - outside	\$ 221,385	\$ 221,385	\$ 219,800	\$ 240,585
52932	Liability insurance/surety bonds-interna	\$ 37,442	\$ 37,442	\$ 37,442	\$ 43,170
52933	Liability insurance/surety bonds-outside	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
52960	Advertising	\$ 31,570	\$ 31,570	\$ 31,570	\$ 31,570
52961	Dues and memberships	\$ 37,453	\$ 37,453	\$ 37,453	\$ 37,453
52972	Printing and binding-outside	\$ 32,600	\$ 32,600	\$ 32,600	\$ 32,600
53101	Postage charges	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
53102	Office supplies	\$ 23,250	\$ 23,250	\$ 6,400	\$ 24,250
53106	Books and periodicals	\$ 1,223,093	\$ 1,280,678	\$ 1,280,678	\$ 1,247,165
53107	Books and periodicals-grants & donations	\$ 21,923	\$ 120,603	\$ 120,603	\$ 21,923
53108	Safety clothing and equipment	\$ 13,910	\$ 13,910	\$ 6,060	\$ 13,910
53109	Copier supplies	\$ 6,005	\$ 6,005	\$ -	\$ 6,430
53112	Library functional supplies	\$ 171,500	\$ 171,500	\$ 171,500	\$ 171,500
53113	Janitorial supplies	\$ 24,750	\$ 24,750	\$ 2,000	\$ 28,000
53311	Electricity	\$ 195,525	\$ 195,525	\$ 6,000	\$ 205,275
53312	Natural gas	\$ 27,550	\$ 27,550	\$ 550	\$ 39,950
54990	Miscellaneous supplies and services	\$ 188,423	\$ 173,423	\$ 94,650	\$ 205,423
56960	Loans and grants	\$ -	\$ 600,000	\$ 600,000	
56995	Refunded fees and fines	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
57401	Office furniture/equipment	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
57402	Vehicle Equipment	\$ 35,000			\$ 80,000
57409	Computer equipment	\$ 150,000	\$ 150,000	\$ 168,780	\$ 240,000
57990	Other capital outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000
<b>Total Library Joint Powers Authority</b>		\$ 4,838,242	\$ 5,560,318	\$ 4,604,876	\$ 5,111,539
<b>Total</b>		\$ 4,838,242	\$ 5,560,318	\$ 4,604,876	\$ 5,111,539



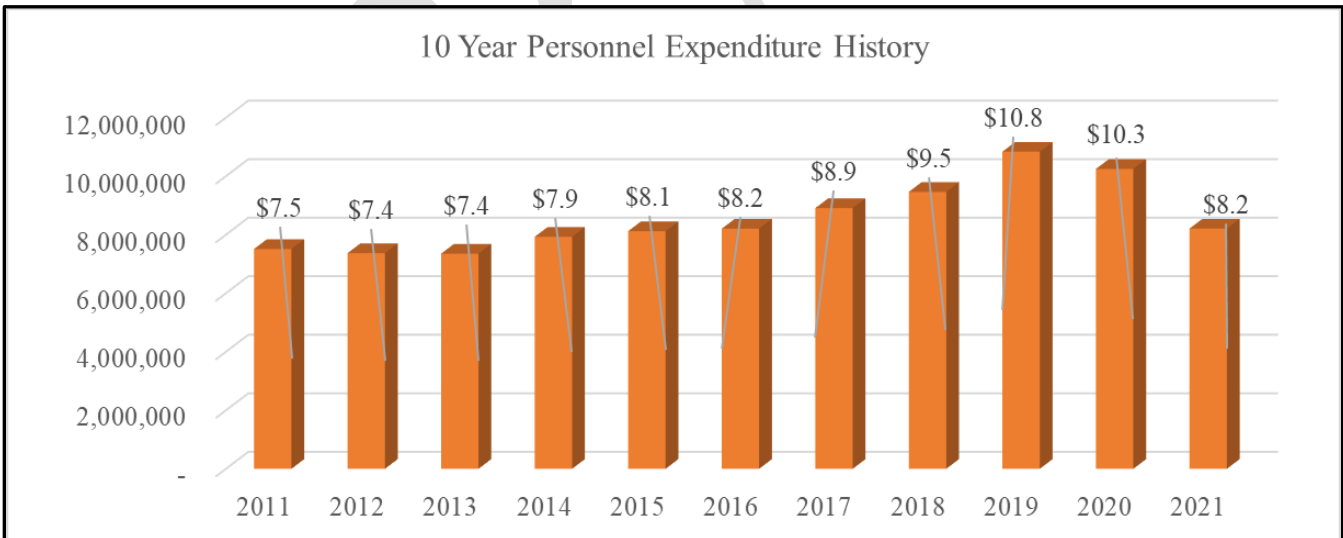
**Personnel Expenditures**

# Personnel Expenditures

Budget Development Expenditure Balances						
Acct	Title	2021 Ado Budget	2021 Adj Budget	2021 Year End Est	2022 Dept Request	% Change from YEE
<b>Fund 951 – Library Joint Powers Authority</b>						
51110	Regular full time	\$ 6,062,493	\$ 6,062,493	\$ 4,658,210	\$ 6,532,212	40.2%
51111	Regular part time	\$ 1,105,344	\$ 1,105,344	\$ 715,539	\$ 1,133,654	58.4%
51114	Overtime	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	
51115	Termination pay	\$ -	\$ -	\$ 47,828	\$ -	
51122	Temporary	\$ 50,000	\$ 50,000	\$ 50,000	\$ 825,000	1550.0%
51130	Other pay	\$ -	\$ -	\$ 2,169	\$ -	
51132	Special vacation pay	\$ -	\$ -	\$ 13,919	\$ -	
51150	Vehicle-phone-data allowance	\$ 2,964	\$ 2,964	\$ 2,641	\$ 2,857	8.2%
51201	Retirement contribution	\$ 460,973	\$ 460,973	\$ 340,085	\$ 470,113	38.2%
51202	F.I.C.A.	\$ 99,960	\$ 99,960	\$ 1,818	\$ 63,113	3372.5%
51203	PERS unfunded liability	\$ 1,137,607	\$ 1,137,607	\$ 844,173	\$ 1,253,071	48.4%
51204	PERS prepay adjustment	\$ -	\$ -	\$ -	\$ -	
51206	PERS Unfunded payment	\$ -	\$ -	\$ -	\$ -	
51210	Group health insurance	\$ 1,510,209	\$ 1,510,209	\$ 1,151,714	\$ 1,838,798	59.7%
51212	Group dental insurance	\$ 94,379	\$ 94,379	\$ 76,756	\$ 110,330	43.7%
51213	Vision insurance	\$ 16,033	\$ 16,033	\$ 12,650	\$ 17,548	38.7%
51214	Medicare insurance	\$ 100,571	\$ 100,571	\$ 76,870	\$ 105,029	36.6%
51215	Employee assistance program	\$ 4,152	\$ 4,152	\$ 3,300	\$ 4,148	25.7%
51220	Group life insurance	\$ 1,847	\$ 1,847	\$ 1,472	\$ 1,790	21.6%
51221	Disability insurance	\$ 79,098	\$ 79,098	\$ 32,212	\$ 82,234	155.3%
51222	SDI	\$ 30,260	\$ 30,260	\$ 23,194	\$ 37,912	63.5%
51230	Unemployment insurance	\$ 56,992	\$ 56,992	\$ 41,604	\$ 62,556	50.4%
51240	Workers' compensation	\$ 186,741	\$ 186,741	\$ 161,548	\$ 174,727	8.2%
<b>Total Library Joint Powers Authority</b>		\$ 11,004,623	\$ 11,004,623	\$ 8,257,699	\$ 12,720,092	54.0%
<b>Total</b>		\$ 11,004,623	\$ 11,004,623	\$ 8,257,699	\$ 12,720,092	



NOTE: In FY 2008 the Library staffed 120.63 FTE



## Fines and Fees Schedule

The Library is recommending the following fee schedule.

Description	Current	Proposed FY 2021-2022
Overdue Item Fine	25¢per day	No change
Lost Fine	Varies Based on Item	No change
Collection Agency Fee	\$20.00	No change
Damaged Item Fine	Varies Based on Item	No change
Flashdrive Fee	\$5.00	No change
Headphone Fee	\$3.00	No change
Library Card Replacement Fee	\$2.00	No change
Meeting Room Fee	Varies	No change
Missing Parts Fine	Varies Based on Item	No change
Print/Photocopying Fee	15¢per page	No change
Test Proctoring Fee	\$40.00	No change
Inter Library Loan	None	No Change

Note: Proposal for items in red (all fees) to be suspended.

## Appendix A:

### Position Listing by Classification

<b>Library Personnel Profile</b>	<b>FY 2019 Adopted Budget</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2020 Adopted Budget</b>	<b>FY 2022 Proposed Budget</b>
Accounting Assistant I	1.50	1.50	1.50	1.50
Administrative Assistant I/II	3.53	3.53	3.53	2.91
Assistant Director of Libraries	1.00	1.00	1.00	1.00
Bookmobile Library Assistant	1.80	1.80	1.80	2.80
Building Maintenance Worker I		1.00	1.00	1.00
Building Maintenance Worker II	2.00	1.00	1.00	1.00
Courier/Driver	1.00	1.00	1.00	
Director of Libraries	1.00	1.00	1.00	1.00
IT Specialist I/II	1.00	1.00	1.00	1.00
IT Specialist III	2.00	2.00	2.00	2.00
Librarian I/II	18.01	20.01	20.01	20.01
Librarian III	3.75	4.00	4.00	4.00
Library Assistant I	1.00	1.00	1.00	1.00
Library Assistant II	28.50	31.50	31.50	36.13
Library Assistant III	10.25	10.00	10.00	10.00
Library Assistant IV	2.00	2.00	2.00	2.00
Library Division Manager				
Library Information Specialist	5.00	5.00	5.00	5.00
Library Information Technology Manager	1.00	1.00	1.00	1.00
Library Specialist	2.00	2.00	2.00	2.00
Management Analyst				1.00
Manager System Services and Support	-			
Network Administrator	-			
Network & Systems Administrator	2.00	2.00	2.00	2.00
Principal Management Analyst	1.00	1.00	1.00	1.00
Programmer Analyst I/II	1.00	1.00	1.00	1.00
Service Field Crew Leader	1.00	1.00	1.00	1.00
Systems Administrator	-			
Systems Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator Assistant	0.50	0.50	0.50	0.50
	92.84	97.84	97.84	102.84
Change	-	5.00	-	5.00

Note: In 2008 the FTE for the library system was 120.63.

## Appendix B:

### Trust Fund Narratives

#### FINKELDEY TRUST

Donor: Stella A. H. Finkeldey, a teacher and principal in the Santa Cruz City School System, left her estate to the Santa Cruz Public Library in 1949.

Terms: "...the net income there from, plus the annual sum of \$100.00 from the principal, [shall] be used and expended solely for the purchase of musical literature for and to be kept in the music department of the Santa Cruz Public Library."

Balance of Trust as of 4/15/2021: \$9,384

Income: Interest earned is added to principal

Management: Held by the City Finance Department. Complete record is reflected in Library budget. CMS Manager manages the funds.

#### DOROTHY A. HALE TRUST

Donor: Dorothy A. Hale died in 2011 leaving the Library a bequest.

Terms: The Dorothy A. Hale Trust specifies that the Library use the funds for "the Scotts Valley Branch of the Santa Cruz Public Library System.

Balance of Trust as of 4/15/2021: \$48,789

Income: Interest earned is added to principal

Management: Held by the City Finance Department. Regional Manager, Laura Whaley, manages funds.

#### LEET-CORDAY TRUST

Donor: Robert Leet-Corday

Terms: The Leet-Corday Trust specifies that the Library use the funds for the Downtown (Central) Branch of the Santa Cruz Public Library System for "providing vibrant physical and virtual public spaces".

Balance of Trust as of

4/15/2021: \$101,700

Income: Interest earned is added to principal

Management: Held by the City Finance Department. DTN Regional Manager manages funds.

MCCASKILL TRUST – LOCAL HISTORY

Donor: Annie McCaskill, who died in 1981, named the City of Santa Cruz as one of the two residual legatees for her estate. The other was the First Presbyterian Church. Upon the death of her sister, Francis McCaskill, the City's share of the estate was to be divided into two equal parts: one for local history and the other for providing materials and services to people who are visually impaired. Francis McCaskill died in 1986, and the Library received its distribution during the summer.

Terms: Half the City's share is to be used "in establishing and maintaining a department in the City of Santa Cruz Public Library System devoted to the preservation of historical documents and objects and promulgation of the local history of the City of Santa Cruz and of the State of California." No limitations on only spending income.

Balance of Trust as of 4/15/2021: \$228,636

Income: Interest earned is added to principal

Management: Held by the City Finance Department. Asst. Director manages funds.

MCCASKILL TRUST – VISUALLY IMPAIRED

Donor: See above

Terms: Half the City's share of the McCaskill Trust is to be used "in establishing and maintaining a Braille department in the City of Santa Cruz Public Library System and for the purpose of providing Braille books, materials, records, and tapes for use of persons with defective sight."

Anticipating major cuts in the Library's 1986-87 materials budget, the Library Board agreed in July that \$15,000 in income from this Trust should be used to support the purchase of large print and talking book tapes for adults and children during the current fiscal year. It has been approved that continuing after this, the money could be spent in any way that benefitted the visually impaired and was not limited to the purchase of Braille materials.

Balance of Trust as of 4/15/2021: \$199,836

Income: Interest earned is added to principal

Management: Held by the City Finance Department. CMS Manager manages funds.

### JAMES MORLEY TRUST

Donor: James Morton Morley died on February 1, 2011, leaving the Library a bequest.

Terms: The James Morton Morley Trust specifies that the Library use the funds for “improvements or enhancements to the La Selva Beach Library Branch or the Aptos Branch if the La Selva Beach Branch has been or is scheduled to close”.

Balance of  
Trust as of  
4/15/2021: \$14,071

Income: Interest earned is added to principal

Management: Held by the City Finance Department. Regional Manger manages funds.

### RICHARDSON TRUST

Donor: Dr. James B. Richardson died in 1979, leaving the Library a Testamentary Trust for book purchases. His other legatees were the Cornell University Veterinary School and a personal friend.

Terms: The Richardson Will specifies that the Library use the funds “for the purchase of nonfiction books written for the general public, and not to include textbooks, technical or statistical books, or religious or sociological studies.”

Balance of  
Trust as of  
4/15/2021: \$350,000

Income: In 1981 the Superior Court ruled that all net income be distributed annually, one-fifth to Cornell (for research on dogs) and four-fifths to the Library.

Management: Held by Comerica Bank. Check is received annually in May and that is appropriated into the Library’s annual budget. CMS Manager manages this trust.

### WILLIAM COX SULZNER TRUST

Donor: William Cox Sulzner, also known as Lee Cox Sulzner, gave his estate to FSCPL to establish an endowment in his name.

Terms: “The net income of this fund shall be used to purchase mystery books, mystery tapes or other media, all of which shall bear my name as the donor.”



Balance of  
Trust as of  
4/15/2021: \$150,000

Income: Interest only.

Management: FSCPL holds this trust. CMS Manager manages this trust.

UTTER TRUST

Donor: Herman A. Utter and Ruth H. Utter Fourth Restatement of Trust Agreement dated May 7, 1992 restatement dated August 6, 2004

Terms: "To support the purchase of library materials and special library programs."  
(March 2017)

Balance of  
Trust as of  
4/15/2021: \$250,000

Income: Interest Only

Management: FSCPL holds this trust. Held at Community Foundation of Santa Cruz County.  
Asst. Director manages these funds.

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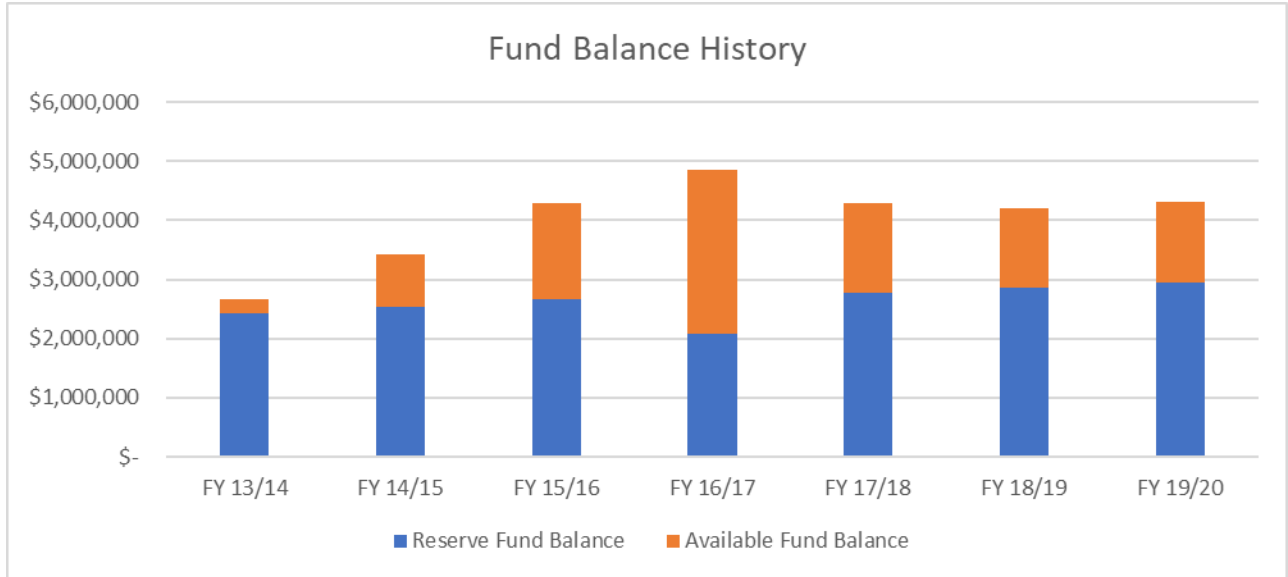
## Appendix C:

### Vehicle Replacement Schedule

Library FY 20/21 Vehicle Replacement Schedule						
#	Department	Description	Replacement Cost	Year Acquired	Year of Replacement	Savings Need/Yr to Meet Replacement Date
434	Courier	Ford Transit	\$45,000	2020	2030-31	\$4,500
528	Bldg Maint	Dodge Sprinter	\$45,000		2017-18	\$5,833
527	Bldg Maint	Ford Transit	\$35,000	2015	2024-25	\$3,500
529	Bldg Maint	Ford Transit	\$45,000	2019	2029-30	\$4,500
151	Outreach	Ford Escape Hybrid	\$35,000		2017-18	\$5,833
178	Outreach	Ford Escape Hybrid	\$35,000	2015	2024-25	\$3,500
531	Outreach	Frieghtliner	\$350,000	2016	2030-31	\$23,333
546	LIT	Ford Transit	\$35,000	2018	2028-29	
	Programs	Pedal Library	\$2,500	2016	2021-22	\$500
<b>TOTAL SAVINGS NEEDS PER YEAR</b>						<b>\$51,499</b>
<b>Savings Began in FY 11/12</b>						
**The Library System has chosen to abide by the City's vehicle replacement schedule which is defined as replacing vehicles every 100,000 miles or every 10 years.						

# Appendix D:

## Reserve and Fund Balance History



NOTE: FY 17/18 was increased from 15% to 20%.

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## Appendix E:

### Current Position Vacancy List

Accounting Assistant I	0.50
Administrative Assistant II	0.63
Bookmobile Library Assistant	0.80
Information Tech Specialist I	1.00
Librarian II	3.00
Library Assistant II	2.50
Library Information Specialist	1.00
Library Specialist/Training Coordinator	1.00
Programmer Analyst II	1.00
Vacancy Total	11.43

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