

LIBRARIES FACILITIES FINANCING AUTHORITY (LFFA)
AND THE LIBRARY JOINT POWERS AUTHORITY (LJPA) BOARD

On Thursday November 9, 2023 at 9:00 AM

This is a hybrid in person and online provided meeting open to the public.

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 via Zoom:

Please click the link below to join the webinar:
<https://us06web.zoom.us/j/82356888325>

Or Telephone:

Dial (for higher quality, dial a number based on your current location):

888 788 0099 (Toll Free) or 833 548 0276 (Toll Free)

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

Public comment: There are three ways to comment during this meeting. 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 an email to the Library Board Clerk at 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.

- All correspondences received prior to 12:00 p.m. on the Wednesday preceding a LJPA Meeting will be distributed to Board members to review prior to the meeting. Information submitted after 12 p.m. on that Wednesday may not have time to reach Board members, nor be read by them prior to consideration of an item.

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

- Type your comment using the “Q&A” feature found on the Zoom 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 using computer audio:

- During the comment period for that agenda item, use the “raise hand” icon found on the Zoom control bar
- The moderator will announce your name or the last 3 digits of your phone number when it is your turn to speak
- 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 meeting using telephone audio:

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

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



MEETING AGENDAS FOR

I. SANTA CRUZ LIBRARIES FACILITIES FINANCING AUTHORITY (LFFA)

AND

II. SANTA CRUZ CITY/COUNTY LIBRARIES JOINT POWERS AUTHORITY (LJPA)

THURSDAY NOVEMBER 9, 2023

9:00 A.M. for LFFA Meeting;

LJPA Meeting Starts Immediately Following the LFFA Meeting

**Location:
Downtown Branch Library
224 Church Street,
Santa Cruz, CA 95060**

PLEASE NOTE:

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 (831) 427-7706 at least five days in advance so that we can arrange for such special assistance, or email library_admin@santacruzpl.org.

Agenda and Agenda Packet Materials: The LFFA and LJPA agendas and the complete agenda packet containing public records, which are not exempt from disclosure pursuant to the California Public Records Act, are available for review on the website: www.santacruzpl.org and at Library Headquarters, located at 117 Union Street, Santa Cruz, California, during normal business hours.

Agenda Materials Submitted after Publication of the Agenda Packet: Pursuant to Government Code §54957.5, public records related to an open session agenda item submitted after distribution of the agenda packet are available at the time they are distributed or made available to the legislative body on the website at: www.santacruzpl.org and are also available for public inspection at Library Headquarters, 117 Union Street Santa Cruz, California, during normal business hours, and at the LFFA and LJPA meeting.

Need more information? Contact clerk's office at 831-427-7700 ext. 7618.

I. SANTA CRUZ LIBRARIES FACILITIES FINANCING AUTHORITY (LFFA)

1. CALL TO ORDER / ROLL CALL

Board Members Matt Huffaker, Mali LaGoe, Jamie Goldstein and Carlos Palacios

2. ADDITIONAL MATERIALS

Additional information submitted after distribution of the agenda packet.

3. ADDITIONS AND DELETIONS TO AGENDA

4. ORAL COMMUNICATION

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 respond to 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.

5. LIBRARY DIRECTOR REPORT

Library Director's Report for November 2023 (p.6-7)

6. CONSENT CALENDAR

A. Consider the August 3, LFFA Board Meeting Minutes

Staff Recommendation: Approve Board Meeting Minutes for August 3, 2023 (p.8-9)

B. Special Tax Bond Quarterly Financial Reports as of September 30, 2023

Staff Recommendation: Accept and file the attached financial statements of the Community Facilities District No. 2016-1 as of September 30, 2023. (p.10-12)

C. Annual Community Facilities District Reports for the FY ended June 30, 2023.

Staff Recommendation: Accept the Annual CFD Reports for the FY ended June 30, 2023. (p.13-20)

D. Annual Meeting Schedule for 2024

Staff Recommendation: Adopt Annual Meeting Schedule for 2024. (p.21-22)

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.

7. GENERAL BUSINESS

Other 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.

8. PROJECT UPDATES AND COMMENTS BY BOARD MEMBERS

9. SCHEDULED UPCOMING MEETINGS

February 8, 2024	Aptos Branch Library	Anticipated Upcoming Agenda Items
9:00 am	7695 Soquel Drive Aptos, CA 95003	<ul style="list-style-type: none">• 2nd Quarter Reports• Annual Election of Chair and Vice Chair

10. ADJOURNMENT

Adjourned to a Regular Meeting of the Libraries Facilities Financing Authority (LFFA) to be held on Thursday February 8, 2024 at 9:00 a.m. at the Aptos Branch Library, 7695 Soquel Drive, Aptos, CA 95003.

November 9, 2023



Library Director's Report to the LFFA

APTOS: Library Services Suspended.

Construction is Underway. The existing 8,000 sf building, built in 1975, suspended services in June 2021. Demolition took place on May 18, 2022 with a formal groundbreaking on June 11, 2022. The new 12,000 sf library will feature flexible community, meeting and study rooms; garden and terrace areas; a local history section; children, teen and adult reading areas; it will also maximize its energy efficiency. Project Team: Design-Build by Anderson Brule Architects and Bogard Construction; Project Management and Administration by Santa Cruz County Department of Public Works Capital Projects Division. Punch walk occurred August 31. Opening day print collection was delivered October 4th and is currently stored in the community room. There are, however, construction delays. The Library anticipates the Branch's opening day in January.

BOULDER CREEK: Construction Complete (A new project is being planned)

Complete Interior remodel of the existing 4,500 sf library includes new infrastructure (HVAC, plumbing, entry, electrical, and lighting); upgrades throughout to comply with accessibility standards and increased exterior lighting of the parking lot; complete redo of the children's area; renovation of the main room and meeting room. Project Team: Design by Jayson Architecture; Construction by CRW builders; Construction Management by Bogard Construction, Project Management and Administration by Santa Cruz County Department of Public Works Capital Projects Division. Currently, the Library is researching costs for a natural gas generator. The intent with the generator is to have the Library serve as a community resource center. The Library reopened May 7, 2022.

BRANCIFORTE: Construction Complete

The renovation builds on the character of this iconic mid-century building (1967), refreshing the 6,800 SF interior for improved flexibility, function, and accessibility with areas for adult reading, children, and teens; electrical and telecommunication upgrades; the project also includes the development of a new community room and a children's outdoor patio. Design by Jayson Architecture; JPB Designs builder; construction management by Bogard. The library reopened on May 13, 2023.

CAPITOLA: Construction Complete

The previous temporary facility has been replaced with a stunning new 11,700 sf library. The new branch opened to the public in June and is already quite busy. A hub for community activity, the new library features a large meeting room, expanded children's wing, study and reading rooms, outdoor deck, fireplace and teen space. An energy efficient design makes this one of the greenest buildings in the Library system. The new library opened June 12, 2021.

DOWNTOWN SANTA CRUZ: The library at 224 Church Street remains open.

City of Santa Cruz is preparing for the final bond issuance for the new Downtown Library and Affordable Housing Project on Cedar Street. The Building forward infrastructure grant was submitted. Notification of award is expected in September 2023. The Downtown Library Affordable Housing project at Cedar and Lincoln Street (Lot 4) incorporates a new 41,000+ square foot facility with a large community room and outdoor rooftop deck, an upgraded children's programming room, teen room, and special collections room for page 6 genealogy and local history. The affordable housing component features 124 units of very low-income housing with greenspaces, 243 parking spaces, and 258 bike parking spaces. Griffin Structures serves as the Owner's Representative; Eden Housing and For the Future Housing are the affordable housing

team; Jayson Architecture is the master architect for the Library project. Construction is set to begin in 2025, with completion in late 2027.

FELTON: Construction Complete

The Felton Library branch operated for nearly 60 years in a historic church building; a charming, but not a modern library. The first Measure S project to be completed, the new 9,000 sf branch located on 2 acres of land connects to the Felton Discovery County Park. This stunning space includes comfortable reading areas, free computers/WiFi, teen and children's areas, community room and adjacent discovery park. Teall Messer architect, Noll and Tam interior, Thompson Builders contractor. The Library opened in February 22, 2020.

GARFIELD PARK: Construction Complete

The renovation brought new life to the historic 2,300 sf Carnegie library building (1915) with refreshed and cohesive design. Features include central seating area around the fireplace, children's area, a more open plan, better use of windows for natural light, meeting room and refreshed outdoor space. Design by Jayson Architecture; CRW builders, construction management by Bogard. The Library reopened on June 11, 2022. The Library was closed January 23 and 24, 2023 to make minor repairs to the floor. The new interior Branch sign was installed in September 2023.

LA SELVA BEACH: Construction Complete (A new project is being planned)

The project included replacement of dilapidated interior finishes plus new lighting, electrical, and mechanical systems. Sliding glass wall between the adult and children's areas improves acoustics, lighting and flexibility. Lounge seating areas are provided for both children and adults for reading, tutoring and community programs; and an expanded deck increases usable outdoor space. Jayson Architecture design, C2Builders construction. Renovation completed March 20, 2021. A contract has been awarded for installing a new HVAC system.

LIVE OAK: Construction Complete

The Live Oak Library renovation revitalized the children's area, transforming it into an ocean themed learning space. New acoustic wood ceiling and wall treatments, carpeting and redesigned seating completed the functional yet playful setting. A custom designed wall separates the children's collections from an "under-the-sea" inspired reading lounge and homework room. Design by Jayson Architecture. Live Oak Library branch reopened October 1, 2022.

LIVE OAK ANNEX: Construction began April 2022

The new Library Annex is attached to the Simpkins Swim Center. It provides a Library programming room and individual study rooms for patrons. Design by Noll and Tam; CRW builders, construction management by Bogard. The Santa Cruz Board of Supervisors selected team Sobrante dba ARTful Catalyst LLC on January 10, 2023, to provide the public art for the Live Oak Library Annex project. Construction delays continue. There is no anticipated date for opening at this time. Punch walk is scheduled for December 14th.

SCOTTS VALLEY: Construction Complete

This 13,150-sf library was opened in 2011 with design by Group 4, transforming a previous roller rink with contemporary library features such as flexible space, dedicated areas for children, teens and adults, community room and courtyard. A new roof, HVAC system, and parking lot repairs page 7 were completed in early 2021; seismic and operational upgrades were made. The Grand Reopening of the Scotts Valley Library branch took place August 6, 2022. Additional work to provide a brighter lighting solution and relocate the thermostat to the community room occurred in early October.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



**SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM**

**SANTA CRUZ LIBRARIES FACILITIES FINANCING AUTHORITY
(LFFA)**

Hybrid in person and online provided meeting

**REGULAR MEETING MINUTES
THURSDAY AUGUST 3, 2023**

9:00 A.M.

1. ROLL CALL

PRESENT: Carlos Palacios, Mali LaGoe, Chloe Woodmansee, Matt Huffaker
STAFF: Yolande Wilburn, Library Director; Edith Driscoll, Treasurer

2. ADDITIONAL MATERIALS

None

3. ADDITIONS AND DELETIONS TO AGENDA

The Agenda of August 3, 2023 was approved by consensus.

4. ORAL COMMUNICATIONS

None

5. LIBRARY DIRECTOR REPORT

A. Library Director's Report – August 2023

Library Director Yolande Wilburn reported on the recent activities of the libraries and the status of facilities. The construction of the Aptos Branch Library is making good progress. However, a few delays are pushing the grand opening into November. The Live Oak Annex is still under construction. A punch list walk is expected for mid-August.

6. CONSENT CALENDAR

RESULT: APPROVED CONSENT CALENDAR

- A. Approved Minutes of June 1, 2023.**
 - B. Accepted and Filed the Financial Statements of the CFD No.2016-1 as of June 30.2023.**
- [UNANIMOUS]**

MOVER: Mali LaGoe
SECONDER: Matt Huffaker
AYES: Palacios, LaGoe, Woodmansee, Huffaker

7. GENERAL BUSINESS

None

8. PROJECT UPDATES BY BOARD MEMBERS

None

9. SCHEDULED UPCOMING MEETINGS

10. ADJOURNMENT

The Libraries Facilities Financing Authority (LFFA) adjourned at 9:07 a.m. to the Regular Meeting on Thursday November 2, 2023 at 9:00 a.m. at the Aptos Branch Library, 7695 Soquel Drive, Aptos, CA 95003. (Exact location is still TBD due to construction.)

ATTEST: _____
Helga Smith, Clerk of the Board

All documents referred to in these minutes are available in the Santa Cruz Public Libraries – Library Headquarters Office, 117 Union Street, Santa Cruz.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

AGENDA: November 9, 2023
TO: Libraries Facilities Financing Authority Board
FROM: LFFA Treasurer-Controller
RE: Special Tax Bond Quarterly Financial Reports as of September 30, 2023

RECOMMENDATION

Accept and file the attached financial statements of the Community Facilities District No. 2016-1 as of September 30, 2023.

DISCUSSION

The attached statements provide your Board with a summary of the activity and balances for funds held in trust at Bank of New York as well as an accounting of bond and special tax distributions as of September 30, 2023.

The first attachment, Improvement Fund Activity and Balances of Member Accounts Held in Trust at Bank of New York as of September 30, 2023, provides your Board with an accounting of the funds received into member trust accounts and distributed to members from both the 2017 and the 2020 bond issuances. As of September 30, 2023, the total balance in trust accounts with Bank of New York for these funds is \$1,758,582.32.

The 2017 Special Tax Bond was sold in June 2017. As of September 30, 2023, all 2017 bond funds have been drawn down to reimburse eligible expenditures. The remaining \$0.89 is interest income.

The second attachment, Member Distribution Summary as of September 30, 2023, provides your Board with an accounting of the \$40,962,660 total bond proceeds received from the two bond issuances as well as a reporting of the \$19,788,783 special tax that has been allocated to each member. Because the City of Capitola and the County of Santa Cruz have received their full distribution amounts the special tax remaining after debt payments are made will be distributed only to the City of Santa Cruz and the City of Scotts Valley until they also reach their maximum distribution amount through either bond proceeds or special tax payments.

Attachment #1 – Improvement Fund Activity and Balances of Member Accounts Held in Trust of Bank of New York

Attachment #2 – Member Distribution Summary

SANTA CRUZ LIBRARIES FACILITIES FINANCING AUTHORITY**Community Facilities District No. 2016-1****2017 & 2020 Special Tax Bonds****Improvement Fund Activity and Balances of Member Accounts Held in Trust at Bank of New York****As of September 30, 2023****Summary of activity and account balances of bond funds held in trust at Bank of New York**

Description	Santa Cruz Cnty	Santa Cruz City	Capitola	Scotts Valley	Total
2017 Bonds					
Proceeds	\$ 13,100,000.00	\$ 500,000.00	\$ 7,526,447.00	\$ 500,000.00	\$ 21,626,447.00
Excess Cost of Issuance	11,756.08	448.70	6,754.33	448.70	19,407.81
Interest	465,064.78	22,723.24	263,490.15	23,524.55	774,802.72
Available funds	13,576,820.86	523,171.94	7,796,691.48	523,973.25	22,420,657.53
Drawdowns	(13,576,820.86)	(523,171.60)	(7,796,691.48)	(523,972.70)	(22,420,656.64)
Current balance 2017 Bonds	-	0.34	-	0.55	0.89
2020 Bonds					
Proceeds	15,386,032.00	-	1,824,947.00	2,094,000.00	19,304,979.00
Excess Cost of Issuance	-	-	-	11,825.62	11,825.62
Interest	266,478.60	-	661.79	3,983.95	271,124.34
Available funds	15,652,510.60	-	1,825,608.79	2,109,809.57	19,587,928.96
Drawdowns	(13,893,930.70)	-	(1,825,608.79)	(2,109,808.04)	(17,829,347.53)
Current balance 2020 Bonds	1,758,579.90	-	-	1.53	1,758,581.43
September 30, 2023 Balance at BNY:	\$ 1,758,579.90	\$ 0.34	\$ -	\$ 2.08	\$ 1,758,582.32

Santa Cruz Libraries Facilities Financing Authority
Community Facilities District No. 2016-1
Maximum Distribution Amounts & Member Distribution History
As of September 30, 2023

Modified authorized distribution amounts and member balances.

Object Code	Member	Original Distribution Percentage	Authorized Distribution Amount	Bond Proceeds	Special Tax Distribution	Total Distributions	Balance to Distribute	Modified Distribution Percentage
75236	City of Capitola	12.90%	\$ 10,000,000	\$ 9,358,148	\$ 641,852	\$ 10,000,000	\$ -	0.00%
75237	City of Santa Cruz	40.32%	31,250,000	500,449	14,226,176	14,726,625	16,523,375	98.66%
75238	City of Scotts Valley	4.84%	3,750,000	2,606,275	918,543	3,524,818	225,182	1.34%
75239	County of Santa Cruz	41.94%	32,500,000	28,497,788	4,002,212	32,500,000	-	0.00%
	Total	100.00%	<u>\$ 77,500,000</u>	<u>\$ 40,962,660</u>	<u>\$ 19,788,783</u>	<u>\$ 60,751,443</u>	<u>\$ 16,748,557</u>	

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

AGENDA: November 9, 2023
TO: Libraries Facilities Financing Authority Board
FROM: LFFA Treasurer-Controller
RE: 2022-2023 Community Facilities District Reports

RECOMMENDATION

Accept the Annual Community Facilities District Reports for the fiscal year ended June 30, 2023.

DISCUSSION

Per the Joint Community Facilities Agreement, paragraph 4, Annual Reporting: Each Member shall, no later than 90 days after the end of the Member's fiscal year, file with the Authority a written report (the "Annual CFD (Community Facilities District) Report") containing the following information for the prior fiscal year:

- i. The amount of Bond proceeds received and expended during such fiscal year, any cash balance of Bond proceeds remaining on hand at the end of such fiscal year, and a summary of the Facilities for which Bond proceeds were expended.
- ii. The amount of Special Taxes received and expended during such fiscal year, any cash balance of Special Taxes remaining on hand at the end of such fiscal year, and a summary of the Facilities for which Special Taxes were expended.

The Annual CFD Reports for the fiscal year ended June 30, 2023, are provided as attached.

Attachment #1 City of Santa Cruz
Attachment #2 City of Capitola
Attachment #3 County of Santa Cruz
Attachment #4 City of Scotts Valley

Facilities Projects Summary

Branciforte Branch Library – 230 Gault St., Santa Cruz, CA 95062

The building was signed off in May. The work that continued until the end of the fiscal year was minor contractor repair work (touch up painting, irrigation fixes, etc.). The remaining open item is furniture procurement for some interior finishes. Notice of Completion has not been filed yet but targeting to have documents ready in early October for Council approval.

Downtown Branch Library – 224 Church St., Santa Cruz, CA 95060

Design, permitting, and construction of a new or remodel of the old branch library, associated on and off-site improvements, utilities, furniture, fixtures, and equipment.

Garfield Park Branch Library – 705 Woodrow Ave., Santa Cruz, CA 95060

Notice of completion was filed in Fiscal Year 2023. There are minor ongoing work using the Measure S funds including additional signage and fire alarm service changes.

Annual Community Facilities District Report
Proceeds and Expenditures of
Library Facilities Financing Authority Bond and Special Tax Revenue
For the City of Capitola
For the fiscal year ended June 30, 2023

This report is prepared pursuant to the Santa Cruz Libraries Facilities Financing Authority Joint Exercise of Powers agreement, paragraph 4: Annual Reporting, dated January 6, 2017; which requires each member to file with the Authority a written report containing the following information for the prior fiscal year:

1. The amount of Bond proceeds received and expended during the fiscal year, any cash balance of Bond proceeds remaining on hand at the end of the fiscal year and a summary of the Facilities for which Bond proceeds were expended.
2. The amount of Special Taxes received and expended during the fiscal year, any cash balance of Special Taxes remaining on hand at the end of the fiscal year and a summary of the Facilities for which Special Taxes were expended.

	On hand July 1, 2022	Received	Expended	On hand June 30, 2023
Proceeds from Bonds				
CAPITOLA LIBRARY	\$ -	\$ -	\$ -	\$ -
Total Proceeds from Bonds:	\$ -	\$ -	\$ -	\$ -
Special Taxes				
CAPITOLA LIBRARY	\$ -	\$ -	\$ -	\$ -
Total Special Taxes:	\$ -	\$ -	\$ -	\$ -

I certify that to the best of my knowledge and belief that the representations contained in this report are true and accurate.



 Jim Malberg, Finance Director
 City of Capitola

**The County of Santa Cruz
Annual Community Facilities District Report
Proceeds and Expenditures of Libraries Facilities Financing Authority Bond and
Special Tax Revenue
Fiscal Year Ended June 30, 2023**

This report is prepared pursuant to the Santa Cruz Libraries Facilities Financing Authority Joint Exercise of Powers Agreement, paragraph 4: Annual Reporting, dated January 6, 2017; which requires each member to file with the Authority a written report (the "Annual CFD Report") containing the following information for the prior fiscal year:

- i. The amount of Bond proceeds received and expended during the fiscal year, any cash balance of Bond proceeds remaining on hand at the end of the fiscal year and a summary of the Facilities for which Bond proceeds were expended.
- ii. The amount of Special Taxes received and expended during the fiscal year, any cash balance of Special Taxes remaining on hand at the end of the fiscal year and a summary of the Facilities for which Special Taxes were expended.

	On hand July 1, 2022	Drawdowns and related adjustments	Expenses and related adjustments	On hand June 30, 2023
Proceeds from Bonds				
APTOS LIBRARY	\$ 218.00	\$ 5,007,895.20	\$ 5,007,904.10	\$ -
BOULDER CRK LIBRARY	-	-	-	-
FELTON LIBRARY	-	-	-	-
LA SELVA LIBRARY	-	-	-	-
LIVE OAK LIBRARY/PORTOLA	-	-	-	-
LIVE OAK LIBRARY/ANNEX	-	2,643,119.95	2,643,119.95	-
Total Proceeds from Bonds:	\$ 218.90	\$ 8,640,805.15	\$ 8,641,024.05	\$ -

Special Taxes				
UNALLOCATED ¹	\$ 138,509.22	\$ -	\$ 138,509.22	\$ -
APTOS LIBRARY	1,305,487.76	-	1,305,487.76	-
BOULDER CRK LIBRARY	3,991.13	-	3,991.13	-
FELTON LIBRARY	997,121.88	-	310,990.71	686,130.97
LA SELVA LIBRARY	147,383.08	-	109,894.00	37,489.08
LIVE OAK LIBRARY/PORTOLA	-	-	-	-
LIVE OAK LIBRARY/ANNEX	-	-	-	-
Total Special Taxes:	\$ 2,592,532.87	\$ -	\$ 1,868,912.82	\$ 723,620.05

¹Funds received by the County but not yet allocated to a County libraries project.

I certify that to the best of my knowledge and belief that the representations contained in this report are true and accurate.

DocuSigned by:

10/19/2023
Nicole Coburn, Assistant County Administrative Officer

¹Bond proceeds in this report represent amounts that have been drawn down by the County of Santa Cruz from bond funds held in trust at the Bank of New York Mellon and distributed by the Libraries Facilities Financing Authority (LFFA) upon request. For an accounting of bond funds remaining at the Bank of New York Mellon please see the LFFA's Improvement Fund Activity & Balances of Member Accounts report.

²Special Taxes are collected by the LFFA and distributed to members twice annually in January and June, or as soon as practical.

³Unallocated special taxes have been received by the County but not yet allocated to a County libraries project.

Facilities Projects Summary

Aptos Branch Library – 7695 Soquel Dr. Aptos, CA 95003

Design and permitting of a major renovation and possible addition to existing branch library to include upgrades to the existing building including but not limited to structural, roofing, mechanical, electrical, plumbing, data systems, building interiors and finishes, and site improvements.

Boulder Creek Branch Library – 13390 W. Park Ave. Boulder Creek, CA 95006

Design of accessibility, circulation design, lighting, power, data and utility upgrades, and other interior and site improvements at existing branch library.

Felton Branch Library – Gushee St, Felton, CA 95018

Design, permitting and construction of a new branch library of approximately 9,000 square feet, single story building, associated on and off-site improvements, utilities, furniture, fixtures and equipment.

La Selva Branch Library – 316 Estrella Ave, La Selva Beach, CA 95076

Design, permitting, and renovation of existing branch library including accessibility, mechanical, power and data systems, circulation desk, and other interior and patio improvements, plus furniture, fixtures and equipment.

Live Oak Branch Library – 2380 Portola Drive, Santa Cruz, CA 95062

Design and permitting, as required, of upgrades to existing mechanical system, circulation desk, reference desk and other interior upgrades at existing branch library.

Live Oak Library Annex – 979 17th Avenue, Santa Cruz, CA 95062

Design and permitting of a building addition and renovation of a portion of an existing community center including but not limited to structural, roofing, mechanical, electrical, plumbing and data systems, building interiors and finishes, and site improvements.

**Annual Community Facilities District Report
Proceeds and Expenditures of
Library Facilities Financing Authority Bond and Special Tax Revenue
For the City of Scotts Valley
Fiscal Year Ended June 30, 2023**

This report is prepared pursuant to the Santa Cruz Libraries Facilities Financing Authority Joint Exercise of Powers Agreement, paragraph 4: Annual Reporting, dated January 6, 2017; which requires each member to file with the Authority a written report (the "Annual CFD Report") containing the following information for the prior fiscal year:

- i. The amount of Bond proceeds received and expended during the fiscal year, any cash balance of Bond proceeds remaining on hand at the end of the fiscal year and a summary of the Facilities for which Bond proceeds were expended.
- ii. The amount of Special Taxes received and expended during the fiscal year, any cash balance of Special Taxes remaining on hand at the end of the fiscal year and a summary of the Facilities for which Special Taxes were expended.

	On hand July 1, 2022	Bond Proceeds Received	Expended	[1] On hand June 30, 2023
<u>PROCEEDS FROM BONDS</u>				
Scotts Valley Library	\$ -	\$ 1,480.39	\$ 1,480.39	\$ -
	On hand July 1, 2022	Special Taxes Received	Expended	On hand June 30, 2023
PROCEEDS FROM SPECIAL TAXES				
Scotts Valley Library	\$ -	\$ 28,995.59	\$ 109,894.11	\$ (80,898.52)
Interest Earnings	-	21,732.24	21,732.24	-
	<u>\$ -</u>	<u>\$ 50,727.83</u>	<u>\$ 131,626.35</u>	<u>\$ (80,898.52)</u>

[1] See Note section for negative balance explanation.

I certify that to the best of my knowledge and belief that the representations contained in this report are true and correct.

DocuSigned by:
Stephanie Hill
F02FB7A6F0CB4C8
Stephanie Hill, Administrative Services Director

10/13/2023 | 11:14 PDT
Date

Balance of bond proceeds are held in trust at the Bank of New York Mellon and distributed to members by the LFFA upon request. As of 6/30/2023, all funds have been distributed.

Special Taxes are collected by the LFFA and distributed to members of the Authority by the Treasurer twice annually in January and June, or as soon as practical.

**Annual Community Facilities District Report
Facilities Projects Summary of
Library Facilities Financing Authority Bond and Special Tax Revenue
For the City of Scotts Valley
Fiscal Year Ended June 30, 2023**

Scotts Valley Library - 251 Kings Village Road, Scotts Valley, CA 95066

Design and planning for replacement of the HVAC system, roof repairs, installation of sound attenuation equipment, major building improvements and parking lot improvements.

Painting of exterior deck.

Construction of outside shed for storage.

Exterior and interior improvements including major seismic upgrades, enclosing the fireside room, constructing a new entrance vestibule, moving the circulation desks, redesignating areas for age groups, and updating fixtures, carpet, paint and landscaping.

Annual Community Facilities District Report
 Notes to Proceeds and Expenditures of
 Library Facilities Financing Authority Bond and Special Tax Revenue
 For the City of Scotts Valley
 Fiscal Year Ended June 30, 2023

NOTE TO REPORT-

1. Special Taxes are collected by the LFFA and distributed to members of the Authority by the Treasurer twice annually in January and June, or as soon as practical. There are timing issues for when the revenues are received compared to expenditures. The City of Scotts Valley is supplementing funding from the City's other Library revenues, to be reimbursed as Special Tax revenues are received. Below shows the supplemental funding and the related Special Tax to be distributed at a future date.

City of Scotts Valley Supplemental Funding:	
Special Tax related supplemental funding for Fiscal Year Ended June 30, 2022	\$ 144,284
Special Tax related supplemental funding for Fiscal Year Ended June 30, 2023	\$ 80,899
	<u>\$ 225,182</u>
Santa Cruz Libraries Facilities Financing Authority CFD 2016-1 Statement:	
Balance to Distribute to City of Scotts Valley as of June 30, 2023	\$ 225,182

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Libraries Facilities Financing Authority
FROM: Eric Howard, Interim Library Director
RE: Annual Meeting Schedule 2024

RECOMMENDATION

Adopt Annual Meeting Schedule 2024

DISCUSSION

The Library is proposing the attached meeting schedule for 2024

Attachment: Annual Meeting Schedule



2024 Meeting Dates

LFFA (Libraries Facilities Financing Authority)
Immediately followed by the LJPA (Library Joint Powers Authority)

**All meetings are held on
Thursdays at 9:00 am**

Meeting Date	Time	Location
February 8	9:00 am	Aptos Branch Library
May 2	9:00 am	Scotts Valley Branch Library
June 6	9:00 am	Branciforte Branch Library
August 1	9:00 am	Live Oak Annex
November 7	9:00 am	Downtown Branch Library

II. SANTA CRUZ CITY/COUNTY LIBRARIES JOINT POWERS AUTHORITY (LJPA)

1. CALL TO ORDER / ROLL CALL

Board Members Matt Huffaker, Mali LaGoe, Jamie Goldstein and Carlos Palacios

2. ADDITIONAL MATERIALS

Additional information submitted after distribution of the agenda packet.

3. ADDITIONS AND DELETIONS TO AGENDA

4. ORAL COMMUNICATION

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

5. REPORT BY LIBRARY DIRECTOR

A. Library Director's Report – November 2023 (p.26-27)

6. REPORT BY FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES (SCPL)

A. Friends of SCPL – Report (oral)

7. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

A. Commissioners' Report (oral)

8. 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. Consider the August 3, 2023 Meeting Minutes
Staff Recommendation: Approve the August 3, 2023 Board Meeting Minutes
(p.28-30)

- B. Analysis of Patron Count Data. 1st Qtr. Report FY 2023-24
Staff Recommendation: Accept and File Analysis of Patron Count Data from July through September 2023 (p.31-36)
- C. Community Impact Measures for 1st Qtr. FY 2023-24
Staff Recommendation: Accept and File 1st Qtr. Community Impact Measures for FY 2023-24 (p.37-42)
- D. Financial Report for 4th Qtr. FY 2022-23
Staff Recommendation: Accept and File Financial Report for 4th Qtr. FY 2022-23. (p.43-63)
- E. Incident Report for 1st Qtr. FY 2023-24
Staff Recommendation: Accept and File 1st Qtr. Incident Report for FY 2023-24 (p.64-66)
- F. Work Plan for 1st Qtr. FY 2023-24
Staff Recommendation: Accept and File 1st Qtr. Work Plan for FY 2023-24 (p.67-76)
- G. 2024 Holiday Closure Schedule
Staff Recommendation: Approve 2024 Holiday Closure Schedule (p.77-78)
- H. 2024 Annual Meeting Schedule
Staff Recommendation: Approve 2024 Annual Meeting Schedule (p.79-80)
- I. Library Sales Tax Revenue Update for 1st Qtr. FY 2023-2024
Staff Recommendation: Accept and File Library Sales Tax Revenue Update for 1st Qtr. FY 2023-2023. (p.81-83)
- J. Remote Work Policy.
Staff Recommendation: Accept and File Remote Work Policy (p.84-99)

9. GENERAL BUSINESS

- A. Summer Reading Recap – Presentation by Jessica Goodman, Adult Programs and Services Manager and Heather Norquist, Youth Programs and Services Manager.
- B. Cost Benefit Analysis for Library Administrative Services Contract.
Staff Recommendation: Motion to award a contract for Cost Benefit Analysis for Library Administrative Services to Matrix Consulting Group, LTD., San Mateo, California for a not-to-exceed amount of \$100,000, in a form approved by the LJPA Legal Counsel and provide direction for funding the contract. The Professional Services Agreement is included as attachment. (p.100-126)

- C. Proposals for the Director of Libraries Executive Search.
Staff Recommendation: Motion to choose Teri Black and Company LLC for the Director of Libraries executive recruitment. (p.127-180)

Other 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.

10. COMMENTS BY BOARD MEMBERS

11. SCHEDULED UPCOMING MEETINGS

February 8, 2024	Aptos Branch Library	Anticipated Upcoming Agenda Items:
9:00 am	7695 Soquel Drive Aptos, CA 95003	<ul style="list-style-type: none"> • 2nd Qtr. Reports • Annual Election of Chair and Vice Chair

12. ADJOURNMENT

Adjourned to the next regular meeting of the LJPA to be held on Thursday, February 8, 2024 at 9:00 am [immediately following the LFFA meeting] at the Aptos Branch Library, 7695 Soquel Drive, Aptos CA 95003.

WRITTEN CORRESPONDENCE



Director’s Report to the Library Joint Powers Authority Board

Library Team

On October 19th, Director Yolande Wilburn retired. On October 11th, the JPAB voted to begin a nationwide search for a new Director and placed her Assistant Director, Eric Howard, into the Interim role.

The Library is interviewing for twelve Library Assistant II positions. It seeks to have most of the newly recruited staff onboarded and trained in time for the winter holidays.

Current Vacancies:

Number of Vacancies	Title	Full/Part Time hours	Status
1	Library Director	1.0	Recruitment pending
9	Library Assistant II (2 SV, CAP, FEL, BC, GP, 3 DTN)	.50	Recruitment in progress
3	Library Assistant II (2 DTN, GP)	.75	Recruitment in progress
1	Information Specialist (DTN)	1.0	Recruitment in progress
2	Librarian I/II (CAP, SV)	1.0	Recruitment in progress
1	Library Specialist	1.0	Recruitment in progress

Facilities

The Aptos Branch Library and the Live Oak Annex are the next library locations to open through Measure S funding. Aptos Branch Library and the Live Oak Annex continue to experience construction delays. A punch list walk for Live Oak Annex is scheduled for December 14th. The Aptos Branch will likely open in January.

Featured Programs and Services

The Library is offering many excellent programs and services this fall and winter. We invite you to review them all on our calendar at www.santacruzpl.org. Here are two upcoming focuses:

Adult and Teen:

The Library in partnership with United Against Hate and Santa Cruz County United for Safe and Inclusive Communities (SCCUSIC), a program of the Resource Center for Nonviolence, is sponsoring nine impactful programs in November. Our partnership seeks to empower local residents to take action in our communities to restore respect and civil discourse, embrace the strength of diversity and build inclusive and equitable communities for all.

Youth:

The Library kicked off its Youth Poet Laureate Series in October and the program continues through the winter. The Library is also expanding its READ program to support young readers and is recruiting for credentialed teachers to work part time at its branches in Scotts Valley and Boulder Creek.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



**SANTA CRUZ CITY/COUNTY LIBRARIES
JOINT POWERS AUTHORITY BOARD
(LJPA)**

Hybrid in person and online provided meeting

**REGULAR MEETING MINUTES
THURSDAY AUGUST 3, 2023**

9:00 A.M.

1. ROLL CALL

PRESENT: Carlos Palacios, Mali LaGoe, Chloe Woodmansee, Matt Huffaker
STAFF: Yolande Wilburn, Library Director

2. ADDITIONAL MATERIALS

None

3. ADDITIONS AND DELETIONS TO AGENDA

The Agenda of August 3, 2023 was approved by consensus.

4. ORAL COMMUNICATIONS

None

5. REPORT BY LIBRARY DIRECTOR

Library Director Yolande Wilburn reported on the recent activities of the Library.

6. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT

Bruce Cotter, Executive Director, submitted his report on the recent activities and future plans of the Friends of the Santa Cruz Public Libraries.

7. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

No report from the LAC.

8. CONSENT CALENDAR

RESULT: APPROVED CONSENT CALENDAR

- A. Approved the June 1, 2023 Board Meeting Minutes.**
- B. Accepted and Filed Analysis of Patron Count Data from January through June 2023.**
- C. Accepted and Filed 4th Qtr. Community Impact Measures for FY 2023.**
- D. Accepted and Filed 4th Qtr. Incident Report for FY 2023.**
- E. Accepted and Filed 4th Qtr. Work Plan for FY 2023.**
- F. Accepted and Adopted Updated Policy #312, Statement of Commitment to Racial and Social Equity. [UNANIMOUS]**

MOVER: Mali LaGoe

SECONDER: Matt Huffaker

AYES: Palacios, Woodmansee, LaGoe, Huffaker

9. GENERAL BUSINESS

Live Oak and Scotts Valley Library Lease Agreements

RESULT:

Approved the attached lease agreements between the County of Santa Cruz and the Santa Cruz Public Libraries for the Live Oak Library facility located at 2380 Portola Drive in Santa Cruz and for the Scotts Valley Library facility located at 251 Kings Village Road in Scotts Valley. [UNANIMOUS]

MOVER: Mali LaGoe

SECONDER: Chloe Woodmansee

AYES: Palacios, Woodmansee, LaGoe, Huffaker

10. COMMENTS BY BOARD MEMBERS

None

11. WRITTEN CORRESPONDENCE

Downtown Library & Affordable Housing Project Tentative Schedule.
Remaining Measure S Funds – City of Santa Cruz Library Projects.

12. ADJOURNMENT

Final adjournment at 9:17 am to the next regular meeting of the LJPA to be held on Thursday, August 3, 2023 at 9:00 am [immediately following the LFFA meeting] at the Aptos Branch Library, 7695 Soquel Drive, Aptos CA 95003. (Exact location TBD – depending on Aptos Branch opening.)

ATTEST: _____
Helga Smith, Clerk of the Board

All documents referred to in these minutes are available in the Santa Cruz Public Libraries – Library Headquarters Office, 117 Union Street, Santa Cruz, CA 95060.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Yolande Wilburn, Director of Libraries
RE: Patron Count Data and Analysis, 2022 – 2023

STAFF RECOMMENDATION

Accept and File Patron Count Data and Analysis, 2022 – 2023

DISCUSSION

This report provides an analysis of the patron count data extracted from the SenSource People Counting System. Data between October 1, 2022 to September 30, 2023 from branches with less than 5,000 square feet of space (hereinafter “Small-Sized Branches”), between 5001 – 10,000 square feet of space (hereinafter “Medium-Sized Branches”), and over 10,001 square feet of space (hereinafter “Large-Sized Branches”) were analyzed. During the aforementioned time period, library staff served approximately 559,100 patrons at nine locations. The following describes noteworthy trends:

Small-Sized Branches

- Boulder Creek saw a 10.60% increase in patron visits from quarter 4 of Fiscal Year (hereinafter “FY”) 2023 to quarter 1 of FY 24. The addition of the Boulder Creek branch to the Mobile Wellness Clinic schedule¹ should contribute to an increase in patron count.
- Staff at the Garfield Park location served 34,359 patrons from 10/1/22 – 9/30/23.

Medium-Sized Branches

- Branciforte saw a 77.84% increase of patrons between quarter 4 of FY 23 to quarter 1 of FY 24. The grand reopening of Branciforte occurred during FY 2023’s quarter 4.
- From 10/1/22 – 9/30/23, staff at the Felton location saw 8,815 more patron compared to the Scotts Valley location.
- Live Oak saw a 0.94% increase of patrons between quarter 4 of FY 23 to quarter 1 of FY 24

¹ Santa Cruz Public Libraries partnered with Common Spirit Health/Dignity Mobile Wellness Clinic to provide physical, mental, and economic health to patrons. For more information, please visit: <https://santacruzpl.libcal.com/event/11379101>.

Large-Sized Branches

- Patron count at Downtown remained nearly the same between quarter 4 of FY 23 to quarter 1 of FY 24. Staff at the Downtown location served 154,074 patrons from 10/1/22 – 9/30/23.
- Scotts Valley saw an 11.48% increase in patrons between quarter 4 of FY 23 to quarter 1 of FY 24.
- From 10/1/22 – 9/30/23, staff at the Capitola served 123,958 patrons. This total represents the 2nd highest number of patrons served among all locations.

Information on Sensors

13 sensors are operational. The following gives information about each sensor:

Sensor Name	Commissioned	Data Range for this Report	Full Year Data Available?
Capitola Door 1	9/20/22	10/1/22 – 9/30/23	Yes
Capitola Door 2	8/2/22	10/1/22 – 9/30/23	Yes
Downtown Door 1	8/2/22	10/1/22 – 9/30/23	Yes
Downtown Door 2	8/2/22	10/1/22 – 9/30/23	Yes
Scotts Valley Main	9/13/22	10/1/22 – 9/30/23	Yes
Felton Door 1	8/3/22	10/1/22 – 9/30/23	Yes
Live Oak Door 1	9/13/22	10/1/22 – 9/30/23	Yes
Garfield Park Door 1	9/13/22	10/1/22 – 9/30/23	Yes
Garfield Park Door 2	9/13/22	10/1/22 – 9/30/23	Yes
La Selva Door 1	3/8/23	3/9/23 – 9/30/23	No
La Selva Door 2	3/8/23	3/9/23 – 9/30/23	No
Boulder Creek Door 1	8/3/22	10/1/22 – 9/30/23	Yes
Branciforte Door 1	1/12/23	5/15/23 – 9/30/23	No
Aptos Main	Not Connected	N/A	No

Comparison of Total Patron Counts from 2022 – 2023²

This below provides the number of patron count served at each location:

Small-Sized Branches		Medium-Sized Branches		Large-Sized Branches	
Garfield Park	34,359	Felton	71,822	Downtown	154,074
<i>La Selva Beach</i>	20,403	Live Oak	51,266	Capitola	123,958
Boulder Creek	19,513	<i>Branciforte</i>	19,635	Scotts Valley	63,007

Comparison of Total Patron Counts: FY 2023’s Quarter 4 versus FY 2024’s Quarter 1

Small-Sized Branches	Quarter 4	Quarter 1	% Change
Boulder Creek	5,284	5,844	10.60%
La Selva Beach ³	8,992	8,662	-3.67%
Garfield Park	9,322	9,973	6.98%

² Full year data is not available for Branciforte and La Selva Beach.

³ Sensors at La Selva Beach Branch Library came online on March 8, 2023.

Medium-Sized Branches	Quarter 4	Quarter 1	% Change
Felton	17,645	19,201	8.82%
Live Oak	13,932	14,063	0.94%
Branciforte ⁴	7,384	13,132	77.84%

Large-Sized Branches	Quarter 4	Quarter 1	% Change
Downtown	39,453	39,408	-0.11%
Capitola	31,293	33,350	6.57%
Scotts Valley	15,457	17,231	11.48%

Day and Hour Heatmap

Authorized users can access more data to make informed decisions on library hours adjustments. To illustrate, the following provides heatmaps of the average patron count by hour of three locations between 7/1/23 – 9/30/23. During this time period, most branches were open from 10 a.m. to 6 p.m. Monday through Thursday and 10 a.m. to 5 p.m. Friday through Saturday. La Selva Beach Branch Library is closed on Mondays.

Large-Sized Branches

Scotts Valley, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p
Su	0	0	0	0	0	0	0	0
Mo	29.23	26	23.54	24.77	28.38	30.54	27.31	16.85
Tu	35.62	28.69	25.62	24	28.38	33.08	31	14.77
We	32.54	26.85	30.54	53.54	39.77	36.85	30.77	18.92
Th	32.46	24.62	24.69	26.54	26.69	39.15	32.15	16.54
Fr	38.62	29.38	25.31	23.46	31.38	30.77	25.38	0
Sa	30.57	29.14	26.54	27.46	32.54	22.31	18.23	0

Key	
	0
	≥ 10
	≥ 20
	≥ 30
	≥ 40
	≥ 50
	≥ 60

Analysis: Scotts Valley saw an unusual increase of patron average on Wednesdays between 1-2pm.

Capitola, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p
Su	0	0	0	78.15	59	49.31	35.38	0
Mo	74.46	45.85	49.46	50.85	50.31	48.92	44.46	30.77
Tu	57.77	47.15	45.85	50.62	49.69	73.54	49.69	31.46
We	72	52.92	51.92	52.54	53.08	55	41.92	33
Th	66.77	51.46	53.69	51.92	54.15	54.46	41.54	32
Fr	58.38	45.69	49.85	52.54	49.15	51.92	37.38	0
Sa	54.57	52.71	53.29	50.86	48.21	46.71	45.93	0

Key	
	0
	≥ 10
	≥ 20
	≥ 30
	≥ 40
	≥ 50
	≥ 60
	≥ 70

Analysis: This location saw an unusual increase of an average patron count on Tuesdays between 3-4pm.

⁴ The grand reopening of the Branciforte Branch Library occurred during FY 2023's quarter 4.

Downtown, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p
Su	0	0	0	100.15	64.54	62.31	43.85	0
Mo	66.46	45	58.23	67.31	62.31	62.23	53.38	39.46
Tu	66.69	57.69	62.77	66	57.77	56.77	51.46	37.85
We	73.69	54.54	68	73.54	74.31	64.15	60.23	45
Th	80.69	57.46	55.15	74.62	66.92	60.85	55.54	45.08
Fr	67.15	52.38	54.23	69.15	63.08	59.38	50.46	0
Sa	62.86	44.29	50.57	64.79	66.21	59.29	45.29	0

Key	
	0
	≥ 20
	≥ 40
	≥ 60
	≥ 80
	≥ 100
	≥ 110

Analysis: Downtown saw an average over 100 patrons Sundays at 1 to 2pm.

Medium-Sized Branches

Felton, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p
Su	0	0	0	0	0	0	0	0
Mo	39.15	33	40.23	33.77	36.08	30.46	30	19.54
Tu	32.15	27.31	31.08	37.77	30.92	44.77	35.62	21.23
We	33.54	26.54	31.77	38.23	37.08	35.92	31.15	23.54
Th	39.92	36.31	34.62	29.54	38	43	40.62	23.92
Fr	32.46	30.38	25.46	26.23	31	33.08	29.08	0
Sa	28	25.5	30.85	29.38	27.54	26.08	20.92	0

Key	
	0
	≥ 10
	≥ 20
	≥ 30
	≥ 40
	≥ 50
	≥ 60

Analysis: The location saw an unusual increase of patron average on Tuesday between 3-4pm.

Live Oak, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p
Su	0	0	0	0	0	0	0	0
Mo	25.92	20.69	22.62	24.77	22.69	22.08	22.85	14.85
Tu	32.46	32	23.62	19.77	23.54	22.85	21	15.23
We	36.85	19.85	23.15	27.15	26.38	26.85	22.46	15.62
Th	32.08	24.92	21.46	24.15	22.85	23.69	25.77	14.08
Fr	26.85	19.31	23.85	26.31	26.46	25	24.54	0
Sa	24.14	19.64	24.71	16.71	21.14	21.36	16.43	0

Key	
	0
	≥ 10
	≥ 20
	≥ 30
	≥ 40
	≥ 50

Analysis: This location usually is the busiest when the branch opens between 10am to 11am Tuesdays, Wednesdays, and Thursdays.

Branciforte, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p	Key
Su	0	0	0	0	0	0	0	0	0
Mo	21.85	16.77	20.54	30.23	20	21.38	23.15	16.54	≥ 5
Tu	25.08	21.62	20.23	21.31	20.62	21.31	21.15	15.08	≥ 10
We	25.31	23.62	22.85	27.38	25.62	27.54	22.77	18	≥ 15
Th	24.54	17.77	21.54	24.15	27.15	24.77	21.23	16.54	≥ 20
Fr	21.23	17.38	20.69	19.85	24.92	25.69	21.77	0	≥ 25
Sa	29.07	19.29	19.93	18.07	19.57	16.5	17.79	0	≥ 30

Analysis:

- The location appears to be busier on Wednesdays.
- There has been an unusual increase of average patron count between 1-2pm on Mondays.

Small-Sized Branches

Boulder Creek, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p	Key
Su	0	0	0	0	0	0	0	0	0
Mo	6.46	7.31	5.92	10.46	8.08	12	10.08	5	≥ 3
Tu	7.23	7.38	10.46	9.85	8.15	17.85	10.69	5.77	≥ 6
We	14.92	10.46	10.08	10.77	11.85	13.69	10.31	6.62	≥ 9
Th	12.38	14.92	9.62	8.62	8.54	14.38	10.62	7.38	≥ 12
Fr	9.92	7.85	8.46	7.85	8.38	10.85	7.54	0	≥ 15
Sa	13.93	7.07	10.21	11.43	10	7.86	5.29	0	≥ 18

Analysis

- The location experienced an unusual increase of patron average Tuesdays from 3-4pm.
- The branch serves over an average of 10 patrons on Wednesdays from 10am to 5pm.

La Selva Beach, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p	Key
Su	0	0	0	0	0	0	0	0	0
Mo	0	0	0	0	0	0	0	0	≥ 5
Tu	15.54	12.69	13.46	14.15	21	17.15	15.31	13	≥ 10
We	22.08	24	13.31	14.38	20.69	16.62	13	13.15	≥ 15
Th	18.92	14.23	17.38	21.77	19.54	18	14.54	13.38	≥ 20
Fr	18.31	15.85	15.54	20.62	22.08	14.23	15.77	0	≥ 25
Sa	21.14	21.14	21	22.07	19.57	13.86	17.36	0	≥ 25

Analysis: Saturdays appear to be the busiest at La Selva Beach.

Garfield Park, 7/1/23 – 9/30/23

Days	10a	11a	12p	1p	2p	3p	4p	5p	Key
Su	0	0	0	0	0	0	0	0	0
Mo	17.62	12.62	13.08	14.92	14.77	18.85	18.54	12.62	≥ 5
Tu	14.85	12.77	14.31	14.15	13.62	17.46	16.08	10.15	≥ 10
We	29.08	21.38	21.69	15.92	20.69	20.08	17.77	15.31	≥ 15
Th	17.31	14	16.15	16.54	17.46	18.15	20.85	18.54	≥ 20
Fr	18.08	13.23	15.23	16.31	18.23	16.77	16.62	0	≥ 25
Sa	18.57	12.79	17.36	14.79	14.21	15.21	14.21	0	≥ 30

Analysis: Wednesdays appear to be the busiest at the Garfield Park branch with an average patron count of over 20 for five hours.

Report Prepared by: Gregory Yeh, Management Analyst

Reviewed and Approved by: Yolande Wilburn, Director of Libraries

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Yolande Wilburn, Library Director
RE: 1st Quarter Community Impact Measures

STAFF RECOMMENDATION

Accept and File Community Impact Measures for 1st Qtr. FY23/24

DISCUSSION

This 1st quarter report covers the time period of July 1, 2023 through September 30, 2023 and compares this data to the previous year.

- Total circulation system-wide increased by 8% due to the opening of SV, B40 and LIV.
- Total number of new registrations increased by 2%.
- Total hours of public internet computer use system-wide increased by 30%.
- Total sessions of public internet use increased by 34%.
- Total hours of meeting room use system-wide increased by 601%.
- The total number of programs held system-wide increased by 89%.
- The total number of program attendees system-wide increased by 65%.
- The total number of SCPL App circulation increased by 9.3%.

Note: Wireless use statistics by branch are no longer available as of FY 22-23. We are in the process of replacing our current wireless controller with an updated system. The custom statistical reports which had been written for the old software are not compatible with the new system, so as branches have been migrated to the new controller it is no longer possible to generate monthly wireless usage reports.

Branch closures and re-openings had an effect on some of the data. The dates were as follows

Branch	Closure date	Re-opening date
B40	2/1/2021	5/13/2023
CAP	4/28/2018	12/15/2021
GAR	2/1/2021	6/11/2022
LIV	8/21/2021	10/1/2022
SCV	7/30/2021	8/6/2022

Attachment:

1st Quarter Community Impact Measures FY23/24

Report Prepared by: Kira Henifin, Principal Management Analyst
Christine Campbell, Library Assistant IV

Reviewed and Forwarded by: Yolande Wilburn, Library Director

CIRCULATION BY BRANCH														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%			0%	0	0
Boulder Cree	4,701	5,536	18%	4,404		0%	5,068		0%			0%	4,701	5,536
Branciforte	0	11,454	N/A	0		0%	2		0%			0%	0	11,454
Capitola	56,372	43,548	-23%	43,569		0%	44,553		0%			0%	56,372	43,548
Downtown	42,357	32,033	-24%	34,241		0%	37,979		0%			0%	42,357	32,033
Felton	24,456	18,663	-24%	17,104		0%	16,949		0%			0%	24,456	18,663
Garfield Par	7,725	9,546	24%	6,551		0%	9,196		0%			0%	7,725	9,546
La Selva Bea	7,565	6,179	-18%	6,218		0%	6,625		0%			0%	7,565	6,179
Live Oak	40	16,934	N/A	12,836		0%	17,527		0%			0%	40	16,934
Scotts Valley	16,626	27,719	67%	22,052		0%	25,885		0%			0%	16,626	27,719
Outreach	5,906	4,547	-23%	4,654		0%	5,062		0%			0%	5,906	4,547
TOTAL	165,748	176,159	6%	151,629		0%	168,846		0%			0%	165,748	176,159
Digital Bran	121,916	137,800	13%	123,424		0%	124,352		0%	127,695		0%	121,916	137,800
Total incl. D	287,664	313,959	8%	275,053		0%	293,198		0%			0%	287,664	313,959
SCPL APP CIRCULATION														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	2	0	0%	0		0%	0		0%	0		0%	2	0
Boulder Cree	148	150	1%	188		0%	170		0%	223		0%	148	150
Branciforte	0	438	0%	0		0%	0		0%	153		0%	0	438
Capitola	2,074	1,852	-11%	1,681		0%	2,002		0%	1,832		0%	2,074	1,852
CMS	567	167	-71%	522		0%	353		0%	166		0%	567	167
Downtown	1,416	1,614	14%	1,241		0%	1,507		0%	1,618		0%	1,416	1,614
Felton	660	501	-24%	519		0%	486		0%	509		0%	660	501
Garfield Par	184	277	51%	183		0%	337		0%	306		0%	184	277
La Selva Bea	538	446	-17%	572		0%	522		0%	448		0%	538	446
Live Oak	2	450	N/A	467		0%	481		0%	477		0%	2	450
Outreach	165	102	-38%	120		0%	162		0%	127		0%	165	102
Scotts Valley	420	810	9%	686		0%	912		0%	976		0%	420	810
TOTAL SYST	6,176	6,807	10%	6,179		0%	6,932		0%	6,835		0%	6,176	6,807

NEW REGISTRATIONS														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Chang	FY22/23	FY23/24
Aptos	81	137	69%	64		0%	111		0%	107		0%	81	137
Boulder Creek	118	87	-26%	64		0%	91		0%	111		0%	118	87
Branciforte	22	237	N/A	20		0%	31		0%	191		0%	22	237
Capitola	582	511	-12%	420		0%	532		0%	515		0%	582	511
Downtown	720	677	-6%	563		0%	699		0%	553		0%	720	677
Felton	209	158	-24%	150		0%	208		0%	212		0%	209	158
Garfield Park	135	119	-12%	74		0%	116		0%	115		0%	135	119
La Selva Beach	78	60	-23%	43		0%	57		0%	47		0%	78	60
Live Oak	56	221	N/A	215		0%	280		0%	219		0%	56	221
Scotts Valley	384	279	-27%	267		0%	130		0%	300		0%	384	279
Outreach	118	67	-43%	251		0%	381		0%	121		0%	118	67
TOTAL	2,503	2,553	2%	2,131		0%	2,636		0%	2,491		0%	2,503	2,553

HOURS OF PUBLIC INTERNET COMPUTER USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Chang	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%	0		0%	0	0
Boulder Creek	336	355	6%	251		0%	271		0%	451		0%	336	355
Branciforte	0	795	N/A	0		0%	0		0%	342		0%	0	795
Capitola	2,504	2,346	-6%	2,095		0%	2,230		0%	2,540		0%	2,504	2,346
Downtown	7,873	8,744	11%	7,139		0%	7,288		0%	8,553		0%	7,873	8,744
Felton	775	866	12%	664		0%	813		0%	681		0%	775	866
Garfield Park	231	610	164%	229		0%	390		0%	382		0%	231	610
La Selva Beach	101	82	-19%	79		0%	115		0%	75		0%	101	82
Live Oak	5	1,266	N/A	796		0%	1,183		0%	1,474		0%	5	1,266
Scotts Valley	775	1,324	71%	1,065		0%	1,367		0%	1,234		0%	775	1,324
TOTAL SYST	12,600	16,388	30%	12,318		0%	13,657		0%	15,732		0%	12,600	16,388

SESSIONS OF PUBLIC INTERNET USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%	0		0%	0	0
Boulder Cree	482	624	29%	363		0%	432		0%	581		0%	482	624
Branciforte	0	1,252	0%	0		0%	0		0%	634		0%	0	1,252
Capitola	3,521	3,272	-7%	2,991		0%	3,155		0%	3,258		0%	3,521	3,272
Downtown	7,601	8,165	7%	6,532		0%	7,154		0%	8,460		0%	7,601	8,165
Felton	1,238	1,436	16%	1,026		0%	1,226		0%	1,175		0%	1,238	1,436
Garfield Par	419	865	106%	344		0%	610		0%	672		0%	419	865
La Selva Bea	202	138	-32%	164		0%	209		0%	153		0%	202	138
Live Oak	18	1,926	N/A	1,124		0%	1,776		0%	2,005		0%	18	1,926
Scotts Valley	1,233	2,071	68%	1,725		0%	2,133		0%	1,993		0%	1,233	2,071
TOTAL SYST	14,714	19,749	34%	14,269		0%	16,695		0%	18,931		0%	14,714	19,749

HOURS OF MEETING ROOM USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%	0		0%	0	0
Boulder Cree	11	127	N/A	137		0%	247		0%	116		0%	11	127
Branciforte	0	171	0%	0		0%	0		0%	38		0%	0	171
Capitola	268	1132	322%	1173		0%	1399		0%	1155		0%	268	1,132
Downtown	98	431	340%	607		0%	641		0%	476		0%	98	431
Felton	57	486	753%	400		0%	1011		0%	716		0%	57	486
Garfield Par	0	0	0%	0		0%	0		0%	0		0%	0	0
La Selva Bea	0	0	0%	0		0%	0		0%	0		0%	0	0
Live Oak Ann	0	0	0%	0		0%	0		0%	0		0%	0	0
Scotts Valley	4	724	N/A	821		0%	1017		0%	746		0%	4	724
TOTAL HOU	438	3,071	601%	3138		0%	4,315		0%	3247		0%	438	3,071

NUMBER OF PROGRAMS

	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%	0		0%	0	0
Boulder Cree	16	54	238%	24		0%	20		0%	39		0%	16	54
Branciforte	0	43	0%	0		0%	0		0%	30		0%	0	43
Capitola	80	91	14%	101		0%	100		0%	119		0%	80	91
Downtown	146	204	40%	187		0%	197		0%	205		0%	146	204
Felton	57	85	49%	80		0%	73		0%	112		0%	57	85
Garfield Par	11	26	136%	21		0%	27		0%	30		0%	11	26
La Selva Bea	32	39	22%	44		0%	59		0%	53		0%	32	39
Live Oak	0	55	0%	40		0%	71		0%	79		0%	0	55
Scotts Valley	12	70	483%	51		0%	71		0%	74		0%	12	70
Outreach	53	121	128%	49		0%	61		0%	125		0%	53	121
Virtual	18	16	-11%	29		0%	19		0%	25		0%	18	16
TOTAL	425	804	89%	626		0%	698		0%	891		0%	425	804

PROGRAM ATTENDANCE

	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24	% Change	FY22/23	FY23/24
Aptos	0	0	0%	0		0%	0		0%	0		0%	0	0
Boulder Cree	295	648	120%	297		0%	240		0%	795		0%	295	648
Branciforte	0	356	0%	0		0%	0		0%	1,157		0%	0	356
Capitola	1,295	1,382	7%	1,211		0%	1,623		0%	1,851		0%	1,295	1,382
Downtown	861	1,398	62%	1,093		0%	2,150		0%	2,008		0%	861	1,398
Felton	527	1,142	117%	630		0%	826		0%	1,493		0%	527	1,142
Garfield Par	259	389	50%	295		0%	670		0%	632		0%	259	389
La Selva Bea	473	467	-1%	376		0%	746		0%	736		0%	473	467
Live Oak	0	712	0%	393		0%	871		0%	1,166		0%	0	712
Scotts Valley	202	1,093	441%	814		0%	1,397		0%	1,428		0%	202	1,093
Outreach	2,164	2,482	15%	955		0%	1,765		0%	4,784		0%	2,164	2,482
Virtual	136	207	52%	229		0%	311		0%	421		0%	136	207
TOTAL	6,212	10,276	65%	6,293		0%	10,599		0%	16,471		0%	6,212	10,276

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: 4th Quarter Financial Report

STAFF RECOMMENDATION

Accept and File Financial Report for 4th Qtr. FY 2022-2023.

DISCUSSION

The fourth quarter financial report covers April 1, 2023 through June 30, 2023. All financial figures included in this report are unaudited.

Attachments: 4th Quarter Financial Reports

Contained herein is the preliminary, UNAUDITED Library Financial Dashboard summary report for the Quarter ending June 2023. At Quarter's end, the NET operating results were <\$379,516> with year-to-date net operating results of \$1,442,174. In general, preliminary revenues are behind the budget target by 2.1% and expenditures are under budget by 18.5%.

This "dashboard" summary includes only major revenue and expenditure lines items that are key to monitoring operating trends and allow us to provide a 1pg summary report. Items not reported individually but included in the "Other expenditures" line item below include contractually obligated accounts such as debt service, software licensing fees, and admin support (management, personnel, accounting, budgeting, payroll, etc.).

Net Operations (major accounts)			Percent of Budget Comparison			
	4th Quarter (Apr-Jun)	Fiscal Year to Date	Annual Adj. Budget FY 2022/23	YTD Actuals	Months Completed	Positive / (Negative)
Revenue:						
⁽¹⁾ Sales Tax	\$ 2,400,592	\$ 10,572,557	\$ 10,875,331	97.2%	100.0%	(2.8%)
MOE - Member Contributions	\$ 1,798,245	\$ 7,381,827	7,276,853	101.4%	100.0%	1.4%
Other Revenue	643,052	1,002,050	1,213,623	82.6%	100.0%	(17.4%)
TOTAL REVENUES	\$ 4,841,889	\$ 18,956,433	\$ 19,365,807	97.9%	100.0%	(2.1%)
Expenditures:						
⁽²⁾ Payroll	\$ 3,021,926	\$ 11,356,159	\$ 13,611,956	83.4%	100.0%	16.6%
⁽³⁾ Books (w/Grants)	\$ 545,691	\$ 1,619,343	2,464,141	65.7%	100.0%	34.3%
Janitorial Services	\$ 148,617	\$ 419,121	393,525	106.5%	100.0%	(6.5%)
Building and Facility	\$ 94,530	\$ 284,497	290,761	97.8%	100.0%	2.2%
Rent (Equip, Building, Land)	\$ 69,220	\$ 284,076	283,844	100.1%	100.0%	(0.1%)
⁽⁴⁾ Utilities	\$ 129,166	\$ 556,841	681,295	81.7%	100.0%	18.3%
⁽⁵⁾ Other expenditures	\$ 1,212,254	\$ 2,994,223	3,771,172	79.4%	100.0%	20.6%
TOTAL EXPENDITURES	\$ 5,221,405	\$ 17,514,259	\$ 21,496,694	81.5%	100.0%	18.5%
⁽⁶⁾ Net Gain / (Loss)	\$ (379,516)	\$ 1,442,174	\$ (2,130,887)			

Key Balance Sheet items	4th Quarter (Apr-Jun)	Trust Balances as of 06/30/2023			
		Trust	Balance	Trust	Balance
⁽⁷⁾ Equipment Reserve	836,314	McCaskill- Hist	224,177	Leet-Corday	100,382
⁽⁷⁾ 20% Reserve	3,413,689	McCaskill- Vis	180,182	Morely	13,889
⁽⁹⁾ Fund Balance-Beginning Available	7,752,558	Finkeldey	9,148	Hale	48,157
Net Change in Fund Balance	(379,516)	Whalen ⁽⁸⁾	3,599	Carolyn Virginia Claeey	18,130
⁽⁹⁾ Fund Balance-Ending Available	7,373,042				

Notes:

- ⁽¹⁾ For sales tax, September, December, March, and June include the State's estimated revenue plus any balances for actuals vs. estimates for the prior 3-months (true-up). The subsequent months (October, January, April, and July) tend to be lower as they contain the lower state estimates. There has been an increase in how much sales tax the City receives due to online purchases.
- ⁽²⁾ For the current fiscal year, the following months have more than two pay periods, which will create higher monthly payroll costs: December and June. The month's completed % is adjusted to reflect year-end accrual of the last pay period. There is a major decrease in payroll cost due to less part-time employees since branches have been closed due to renovations.
- ⁽³⁾ Books with grants allocates funds from the Friends of the Santa Cruz Public Libraries. Since the Library does not know their financial commitment until January of each year, the Library will treat this as mid-year adjustment.
- ⁽⁴⁾ The average utility total is approximately \$45,000 monthly. Currently the Aptos branch is still being remodeled and should reopen in the Fall of 2023.
- ⁽⁵⁾ For the Quarter ending in June, the four largest expenditures within 'Other expenditures' included: [Loans and grants at \$400k], [Financial services - outside at \$152k], [Copier supplies at \$124k], and [Other capital outlay at \$121k].
- ⁽⁶⁾ Due to COVID-19 there were significant reductions in both Other Revenue and Total Expenditures since there are closures for both businesses and public entities.
- ⁽⁷⁾ The Library's reserves were changed on September 1, 2016 to: (1) reduce from 2 months to 15% the primary reserve and (2) formally establish a capital reserve with a target balance of \$400,000 (formally the informal reserve for fleet/equipment replacement). The Equipment Reserve includes fund balances from Library JPA - Technology, Felton Branch Reserve, Library JPA - Vehicle Replacement and Library JPA - Equipment. On November 2, 2017, the Library's reserves were increased from 15% to 20%.
- ⁽⁸⁾ Whalen trust balance will be closed at the beginning of the next fiscal year.
- ⁽⁹⁾ Beginning & Ending Available Fund Balance is unaudited and before consideration of remaining contractual encumbrances (administrative support, legal, janitorial, equip & material purchases, etc.).

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	4/30/2023 Month-To-Date Actual	5/31/2023 Month-To-Date Actual	6/30/2023 Month-To-Date Actual
Expenditures				
Fund 951 -- Library Joint Powers Authority				
Object 51000 -- PERSONNEL SERVICES				
51110	Regular full time	515,198.79	524,047.98	659,918.70
51111	Regular part time	69,447.39	72,603.31	97,314.53
51114	Overtime	607.66	0.00	426.46
51115	Termination pay	0.00	7,928.98	0.00
51122	Temporary	34,140.03	33,391.20	54,103.86
51130	Other pay	0.00	345.63	239.95
51150	Vehicle-phone-data allowance	212.00	212.00	158.50
51201	Retirement contribution	35,634.36	36,202.05	47,772.60
51202	F.I.C.A.	1,771.89	1,784.57	2,939.26
51203	PERS unfunded liability	106,475.01	108,351.51	137,759.39
51204	PERS prepay adjustment	0.00	0.00	(11,797.00)
51210	Group health insurance	122,216.66	120,915.67	93,496.34
51212	Group dental insurance	7,149.91	7,303.26	5,560.60
51213	Vision insurance	1,223.05	1,254.04	950.30
51214	Medicare insurance	8,743.63	9,020.11	11,523.45
51215	Employee assistance program	323.45	344.21	344.44
51220	Group life insurance	153.78	156.16	120.45
51221	Disability insurance	3,819.43	3,829.64	4,831.65
51222	SDI	2,103.09	2,234.30	2,836.83
51230	Unemployment insurance	5,545.12	5,728.81	7,449.47
51240	Workers' compensation	16,092.29	16,399.07	23,066.51
Total PERSONNEL SERVICES		930,857.54	952,052.50	1,139,016.29
Object 52000 -- SERVICES				
52131	Claims management services - outside	569.15	508.30	1,257.15
52135	Financial services - outside	43,982.00	43,982.00	63,697.00
52139	Medical services	0.00	0.00	348.00
52150	Merchant bank fees	53.16	48.01	97.88
52155	Courier services	465.64	229.78	260.07
52199	Other professional & technical services	7,500.00	6,642.32	25,007.76

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	4/30/2023 Month-To-Date Actual	5/31/2023 Month-To-Date Actual	6/30/2023 Month-To-Date Actual
Expenditures				
Fund 951 -- Library Joint Powers Authority				
Object 52000 -- SERVICES				
52201	Water, sewer and refuse	6,376.16	6,123.39	8,384.44
52211	Janitorial services	37,364.70	34,625.24	76,627.19
52223	Equip annual inventory charge - internal	0.00	0.00	2,875.00
52226	Vehicle work order charges - internal	0.00	208.06	55.00
52227	Vehicle fuel island charges - internal	1,467.45	1,920.79	1,655.34
52240	Office equipment operation/maint	0.00	0.00	1,245.54
52241	Vehicle maintenance costs - outside	0.00	124.63	0.00
52244	Other equipment operation/maintenance	4,111.88	0.00	4,205.22
52246	Building and facility o & m - outside	24,548.58	20,034.59	49,947.27
52247	Landscaping maintenance services	0.00	3,574.00	2,878.94
52248	Software maintenance services	49,273.62	12,832.20	28,134.34
52249	Hardware maintenance services	683.19	2,109.74	1,669.92
52261	Equipment, building and land rentals	23,540.00	23,540.00	22,140.00
52269	Equipment lease-outside	2,579.58	2,579.58	2,579.58
52302	Travel and meetings	244.09	509.14	467.49
52304	Training	1,422.00	16,128.28	12,345.99
52403	Telecommunications service - outside	3,821.33	10,557.76	36,807.39
52932	Liability insurance/surety bonds-interna	3,598.00	3,598.00	3,592.00
52933	Liability insurance/surety bonds-outside	1,495.00	0.00	0.00
52960	Advertising	45.00	1,122.64	14,039.83
52961	Dues and memberships	545.16	580.00	300.00
52972	Printing and binding-outside	299.80	6,727.33	2,389.12
Total SERVICES		213,985.49	198,305.78	363,007.46
Object 53000 -- SUPPLIES				
53101	Postage charges	635.55	832.30	742.47
53102	Office supplies	782.77	1,571.80	2,376.87
53106	Books and periodicals	75,724.23	178,746.78	288,329.71
53107	Books and periodicals-grants & donations	1,025.21	1,226.75	638.46
53108	Safety clothing and equipment	865.66	1,766.55	2,973.31

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	4/30/2023 Month-To-Date Actual	5/31/2023 Month-To-Date Actual	6/30/2023 Month-To-Date Actual
Expenditures				
Fund 951 -- Library Joint Powers Authority				
Object 53000 -- SUPPLIES				
53109	Copier supplies	0.00	311.88	0.00
53112	Library functional supplies	10,341.48	17,684.25	20,324.30
53113	Janitorial supplies	5,075.64	4,572.36	1,487.59
53311	Electricity	16,774.61	18,838.78	15,075.63
53312	Natural gas	4,311.22	1,313.29	782.04
Total SUPPLIES		115,536.37	226,864.74	332,730.38
Object 54000 -- OTHER MATERIALS AND SERVICES				
54990	Miscellaneous supplies and services	11,982.92	51,775.16	39,218.27
Total OTHER MATERIALS AND SERVICES		11,982.92	51,775.16	39,218.27
Object 56000 -- OTHER CHARGES				
56960	Loans and grants	0.00	0.00	400,040.97
56995	Refunded fees and fines	54.99	95.96	(2.94)
Total OTHER CHARGES		54.99	95.96	400,038.03
Object 57000 -- CAPITAL OUTLAY				
57401	Office furniture/equipment	678.99	0.00	475.28
57409	Computer equipment	24,605.94	33,936.00	65,076.00
57990	Other capital outlay	1,738.43	47,638.87	71,733.37
Total CAPITAL OUTLAY		27,023.36	81,574.87	137,284.65
Total Library Joint Powers Authority		1,299,440.67	1,510,669.01	2,411,295.08
Total Expenditures		1,299,440.67	1,510,669.01	2,411,295.08
Revenues				
Fund 951 -- Library Joint Powers Authority				
Object 41000 -- TAXES				
41211	Sales and use tax	738,551.80	860,623.21	801,416.50
Total TAXES		738,551.80	860,623.21	801,416.50
Object 43000 -- GRANTS				
43210	State operating grants and contributions	0.00	10,586.00	19,507.02

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	4/30/2023 Month-To-Date Actual	5/31/2023 Month-To-Date Actual	6/30/2023 Month-To-Date Actual
Revenues				
Fund 951 -- Library Joint Powers Authority				
Object 43000 -- GRANTS				
43266	State capital grants - CEC	0.00	0.00	20,000.00
43311	Maintenance of effort contributions	621,318.40	606,404.42	570,522.27
43354	County of SC - reimbursements	0.00	0.00	3,653.27
Total GRANTS		621,318.40	616,990.42	613,682.56
Object 45000 -- FINES AND FORFEITS				
45131	Library fines	2,032.54	6,379.79	2,344.01
Total FINES AND FORFEITS		2,032.54	6,379.79	2,344.01
Object 46000 -- MISCELLANEOUS REVENUES				
46110	Pooled cash and investment interest	37,616.28	9,020.26	15,477.93
46190	Interest earnings - other	3,026.83	2,344.98	3,164.91
46309	Donations - library - Friends of the Lib	0.00	9,500.00	484,585.00
46910	Miscellaneous operating revenue	0.00	0.00	309.61
46990	Miscellaneous non-operating revenue	0.00	0.00	(45.95)
Total MISCELLANEOUS REVENUES		40,643.11	20,865.24	503,491.50
Object 49000 -- OTHER FINANCING SOURCES				
49201	Sales of surplus equipment	0.00	0.00	13,550.00
Total OTHER FINANCING SOURCES		0.00	0.00	13,550.00
Total Library Joint Powers Authority		1,402,545.85	1,504,858.66	1,934,484.57
Total Revenues		1,402,545.85	1,504,858.66	1,934,484.57
Total		103,105.18	(5,810.35)	(476,810.51)

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 931 -- McCaskill - Local History					
Object 11000 -- Cash and investments					
11101	Pooled cash	226,609.30	3,496.94	0.00	230,106.24
11901	Allow for FV of invest w/City-cur unrstr	(4,829.30)	0.00	1,546.61	(6,375.91)
Total Cash and investments		221,780.00	3,496.94	1,546.61	223,730.33
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	217.08	446.36	217.08	446.36
Total Receivables - current		217.08	446.36	217.08	446.36
Object 31000 -- Fund balance					
31999	Budgetary fund balance	0.00	27,078.79	0.00	27,078.79
Total Fund balance		0.00	27,078.79	0.00	27,078.79
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(221,997.08)	0.00	0.00	(221,997.08)
Total Net assets		(221,997.08)	0.00	0.00	(221,997.08)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	1,763.69	3,943.30	(2,179.61)
33410	Appropriations control	0.00	0.00	27,078.79	(27,078.79)
Total Control accounts		0.00	1,763.69	31,022.09	(29,258.40)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	1,546.61	1,546.61	0.00
Total Other equity/net asset accounts		0.00	1,546.61	1,546.61	0.00
Total McCaskill - Local History		0.00	34,332.39	34,332.39	0.00
Fund 932 -- McCaskill - Visually Impaired					
Object 11000 -- Cash and investments					
11101	Pooled cash	182,137.18	2,810.67	0.00	184,947.85
11901	Allow for FV of invest w/City-cur unrstr	(4,046.91)	0.00	1,077.73	(5,124.64)
Total Cash and investments		178,090.27	2,810.67	1,077.73	179,823.21
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	182.56	358.76	182.56	358.76
Total Receivables - current		182.56	358.76	182.56	358.76

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 932 -- McCaskill - Visually Impaired					
Object 31000 -- Fund balance					
31999	Budgetary fund balance	0.00	5,943.91	0.00	5,943.91
Total Fund balance		0.00	5,943.91	0.00	5,943.91
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(178,272.83)	0.00	0.00	(178,272.83)
Total Net assets		(178,272.83)	0.00	0.00	(178,272.83)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	1,260.29	3,169.43	(1,909.14)
33410	Appropriations control	0.00	0.00	5,943.91	(5,943.91)
Total Control accounts		0.00	1,260.29	9,113.34	(7,853.05)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	1,077.73	1,077.73	0.00
Total Other equity/net asset accounts		0.00	1,077.73	1,077.73	0.00
Total McCaskill - Visually Impaired		0.00	11,451.36	11,451.36	0.00
Fund 933 -- Estate Proceeds - Finkeldey					
Object 11000 -- Cash and investments					
11101	Pooled cash	9,246.97	142.68	0.00	9,389.65
11901	Allow for FV of invest w/City-cur unrstr	(196.19)	0.00	63.98	(260.17)
Total Cash and investments		9,050.78	142.68	63.98	9,129.48
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	8.82	18.21	8.82	18.21
Total Receivables - current		8.82	18.21	8.82	18.21
Object 31000 -- Fund balance					
31999	Budgetary fund balance	0.00	230.23	0.00	230.23
Total Fund balance		0.00	230.23	0.00	230.23
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(9,059.60)	0.00	0.00	(9,059.60)
Total Net assets		(9,059.60)	0.00	0.00	(9,059.60)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	72.80	160.89	(88.09)

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 933 -- Estate Proceeds - Finkeldey					
Object 33000 -- Control accounts					
33410	Appropriations control	0.00	0.00	230.23	(230.23)
Total Control accounts		0.00	72.80	391.12	(318.32)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	63.98	63.98	0.00
Total Other equity/net asset accounts		0.00	63.98	63.98	0.00
Total Estate Proceeds - Finkeldey		0.00	527.90	527.90	0.00
Fund 934 -- Whalen Estate - Felton Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	3,702.25	0.00	0.00	3,702.25
11901	Allow for FV of invest w/City-cur unrstr	(79.48)	0.00	23.87	(103.35)
Total Cash and investments		3,622.77	0.00	23.87	3,598.90
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	3.58	0.00	3.58	0.00
Total Receivables - current		3.58	0.00	3.58	0.00
Object 31000 -- Fund balance					
31999	Budgetary fund balance	0.00	3,626.35	0.00	3,626.35
Total Fund balance		0.00	3,626.35	0.00	3,626.35
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(3,626.35)	0.00	0.00	(3,626.35)
Total Net assets		(3,626.35)	0.00	0.00	(3,626.35)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	27.45	0.00	27.45
33410	Appropriations control	0.00	0.00	3,626.35	(3,626.35)
Total Control accounts		0.00	27.45	3,626.35	(3,598.90)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	23.87	23.87	0.00
Total Other equity/net asset accounts		0.00	23.87	23.87	0.00
Total Whalen Estate - Felton Branch		0.00	3,677.67	3,677.67	0.00

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 935 -- Robert Leet-Corday Estate					
Object 11000 -- Cash and investments					
11101	Pooled cash	101,471.03	1,565.87	0.00	103,036.90
11901	Allow for FV of invest w/City-cur unrstr	(2,152.91)	0.00	702.09	(2,855.00)
Total Cash and investments		99,318.12	1,565.87	702.09	100,181.90
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	96.74	199.87	96.74	199.87
Total Receivables - current		96.74	199.87	96.74	199.87
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(99,414.86)	0.00	0.00	(99,414.86)
Total Net assets		(99,414.86)	0.00	0.00	(99,414.86)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	798.83	1,765.74	(966.91)
Total Control accounts		0.00	798.83	1,765.74	(966.91)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	702.09	702.09	0.00
Total Other equity/net asset accounts		0.00	702.09	702.09	0.00
Total Robert Leet-Corday Estate		0.00	3,266.66	3,266.66	0.00
Fund 936 -- Morley Estate-La Selva Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	14,039.24	216.64	0.00	14,255.88
11901	Allow for FV of invest w/City-cur unrstr	(297.87)	0.00	97.14	(395.01)
Total Cash and investments		13,741.37	216.64	97.14	13,860.87
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	13.38	27.65	13.38	27.65
Total Receivables - current		13.38	27.65	13.38	27.65
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(13,754.75)	0.00	0.00	(13,754.75)
Total Net assets		(13,754.75)	0.00	0.00	(13,754.75)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	110.52	244.29	(133.77)
Total Control accounts		0.00	110.52	244.29	(133.77)

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General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 936 -- Morley Estate-La Selva Branch					
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	97.14	97.14	0.00
Total Other equity/net asset accounts		0.00	97.14	97.14	0.00
Total Morley Estate-La Selva Branch		0.00	451.95	451.95	0.00
Fund 937 -- Hale Trust-Scotts Valley Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	48,679.08	751.21	0.00	49,430.29
11901	Allow for FV of invest w/City-cur unrstr	(1,032.82)	0.00	336.82	(1,369.64)
Total Cash and investments		47,646.26	751.21	336.82	48,060.65
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	46.41	95.88	46.41	95.88
Total Receivables - current		46.41	95.88	46.41	95.88
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(47,692.67)	0.00	0.00	(47,692.67)
Total Net assets		(47,692.67)	0.00	0.00	(47,692.67)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	383.23	847.09	(463.86)
Total Control accounts		0.00	383.23	847.09	(463.86)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	336.82	336.82	0.00
Total Other equity/net asset accounts		0.00	336.82	336.82	0.00
Total Hale Trust-Scotts Valley Branch		0.00	1,567.14	1,567.14	0.00
Fund 951 -- Library Joint Powers Authority					
Object 11000 -- Cash and investments					
11101	Pooled cash	8,543,362.88	18,298,912.09	17,327,027.32	9,515,247.65
11121	Change fund	0.00	100.00	0.00	100.00
11901	Allow for FV of invest w/City-cur unrstr	(162,014.33)	0.00	105,553.67	(267,568.00)
Total Cash and investments		8,381,348.55	18,299,012.09	17,432,580.99	9,247,779.65
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	6,948.46	17,880.84	6,948.46	17,880.84
12190	Other interest receivable	661.71	25,397.48	22,894.28	3,164.91

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 951 -- Library Joint Powers Authority					
Object 12000 -- Receivables - current					
12201	Taxes receivable - current	845,292.02	10,572,816.93	10,616,692.45	801,416.50
12301	Accounts receivable - billed	0.00	484,585.00	0.00	484,585.00
12303	Accounts receivable - booked	345,521.64	7,381,566.05	7,156,565.42	570,522.27
12321	Utility accounts receivable - billed	0.00	31,665.29	31,665.29	0.00
12501	Grants receivable	0.00	43,160.29	0.00	43,160.29
Total Receivables - current		1,198,423.83	18,557,071.88	17,834,765.90	1,920,729.81
Object 14000 -- Other current assets					
14290	Prepaid expenses - other	400.00	0.00	400.00	0.00
Total Other current assets		400.00	0.00	400.00	0.00
Object 21000 -- Payables					
21101	Accounts payable	(277,642.08)	5,071,757.87	5,308,552.00	(514,436.21)
21105	Manual accounts payable	(5,019.92)	5,019.92	20,047.78	(20,047.78)
21201	Salaries and benefits payable	0.00	55.24	0.00	55.24
21504	Use tax payable	(77.34)	7,698.26	7,620.92	0.00
Total Payables		(282,739.34)	5,084,531.29	5,336,220.70	(534,428.75)
Object 31000 -- Fund balance					
31591	Committed - cash flow/unexpected expend	(1,982,478.15)	0.00	1,431,210.65	(3,413,688.80)
31701	Fund Balance - Unassigned	(7,314,954.89)	1,431,210.65	0.00	(5,883,744.24)
31998	Budgetary reserve for encumbrances	0.00	2,786,332.22	2,828,750.76	(42,418.54)
31999	Budgetary fund balance	0.00	3,483,118.11	2,939,297.73	543,820.38
Total Fund balance		(9,297,433.04)	7,700,660.98	7,199,259.14	(8,796,031.20)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	17,925,179.87	36,776,086.19	(18,850,906.32)
33210	Expenditure/expense control	0.00	18,047,630.14	533,371.49	17,514,258.65
33310	Estimated revenue control	0.00	2,298,140.42	22,967.46	2,275,172.96
33410	Appropriations control	0.00	641,157.31	3,417,732.11	(2,776,574.80)
33510	Encumbrances control	0.00	2,828,750.76	2,828,750.76	0.00
Total Control accounts		0.00	41,740,858.50	43,578,908.01	(1,838,049.51)

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 951 -- Library Joint Powers Authority					
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	38,369,483.42	38,369,483.42	0.00
Total Other equity/net asset accounts		0.00	38,369,483.42	38,369,483.42	0.00
Total Library Joint Powers Authority		0.00	129,751,618.16	129,751,618.16	0.00
Fund 956 -- Library JPA - Technology					
Object 11000 -- Cash and investments					
11101	Pooled cash	259,343.67	4,002.09	0.00	263,345.76
11901	Allow for FV of invest w/City-cur unrstr	(562.93)	0.00	6,734.00	(7,296.93)
Total Cash and investments		258,780.74	4,002.09	6,734.00	256,048.83
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	5.76	510.84	5.76	510.84
Total Receivables - current		5.76	510.84	5.76	510.84
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(258,786.50)	0.00	0.00	(258,786.50)
Total Fund balance		(258,786.50)	0.00	0.00	(258,786.50)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	6,739.76	4,512.93	2,226.83
Total Control accounts		0.00	6,739.76	4,512.93	2,226.83
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	6,734.00	6,734.00	0.00
Total Other equity/net asset accounts		0.00	6,734.00	6,734.00	0.00
Total Library JPA - Technology		0.00	17,986.69	17,986.69	0.00
Fund 958 -- Library JPA - General Capital Assets					
Object 11000 -- Cash and investments					
11101	Pooled cash	0.00	284,255.88	284,255.88	0.00
Total Cash and investments		0.00	284,255.88	284,255.88	0.00
Object 17000 -- Capital assets					
17210	Infrastructure	579,683.02	0.00	0.00	579,683.02
17211	Accumulated depreciation - infrastructur	(387,276.57)	0.00	11,591.44	(398,868.01)
17320	Lease improvements - buildings	2,037,699.42	9,412.50	0.00	2,047,111.92
17321	Accumulated deprec - lease imp-buildings	(2,005,051.21)	0.00	4,190.81	(2,009,242.02)

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General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 958 -- Library JPA - General Capital Assets					
Object 17000 -- Capital assets					
17510	Machinery and equipment	2,427,446.17	253,382.61	59,105.74	2,621,723.04
17511	Accumulated depreciation - M&E	(2,091,737.30)	59,105.74	128,224.83	(2,160,856.39)
17710	Software	3,983.14	0.00	0.00	3,983.14
17711	Accumulated amortization-software	(3,983.14)	1,084.60	1,084.60	(3,983.14)
17720	Intangible leases	0.00	8,614,152.16	0.00	8,614,152.16
17722	Accumulated amortization - leases	0.00	0.00	192,854.16	(192,854.16)
17910	Construction in progress	71,353.85	0.00	0.00	71,353.85
Total Capital assets		632,117.38	8,937,137.61	397,051.58	9,172,203.41
Object 21000 -- Payables					
21613	Interest payable - leases	0.00	0.00	11,304.82	(11,304.82)
Total Payables		0.00	0.00	11,304.82	(11,304.82)
Object 29000 -- Other noncurrent liabilities					
29905	Lease liability	0.00	436,975.38	8,393,444.92	(7,956,469.54)
Total Other noncurrent liabilities		0.00	436,975.38	8,393,444.92	(7,956,469.54)
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	18,163.50	0.00	0.00	18,163.50
Total Fund balance		18,163.50	0.00	0.00	18,163.50
Object 32000 -- Net assets					
32103	Invest in cap assets pr to 4/1/02-Librar	(1,291,588.96)	0.00	0.00	(1,291,588.96)
32106	Investment in capital assets - Library	641,308.08	202,677.96	321,465.99	522,520.05
Total Net assets		(650,280.88)	202,677.96	321,465.99	(769,068.91)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	4,307,076.08	0.00	4,307,076.08
33210	Expenditure/expense control	0.00	424,130.14	5,184,729.86	(4,760,599.72)
Total Control accounts		0.00	4,731,206.22	5,184,729.86	(453,523.64)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	14,604,668.49	14,604,668.49	0.00
39119	Lease/subcription clearing	0.00	156,422.52	156,422.52	0.00
Total Other equity/net asset accounts		0.00	14,761,091.01	14,761,091.01	0.00
Total Library JPA - General Capital Assets		0.00	29,353,344.06	29,353,344.06	0.00

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 960 -- Felton Branch Reserve					
Object 11000 -- Cash and investments					
11101	Pooled cash	1,270.59	1,271.80	2,542.39	0.00
11901	Allow for FV of invest w/City-cur unrstr	(26.96)	26.96	0.00	0.00
Total Cash and investments		1,243.63	1,298.76	2,542.39	0.00
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	1.21	0.00	2.42	(1.21)
Total Receivables - current		1.21	0.00	2.42	(1.21)
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(1,244.84)	0.00	0.00	(1,244.84)
31999	Budgetary fund balance	0.00	1,244.84	0.00	1,244.84
Total Fund balance		(1,244.84)	1,244.84	0.00	0.00
Object 33000 -- Control accounts					
33110	Revenue control	0.00	1.21	0.00	1.21
33210	Expenditure/expense control	0.00	1,244.84	0.00	1,244.84
33410	Appropriations control	0.00	0.00	1,244.84	(1,244.84)
Total Control accounts		0.00	1,246.05	1,244.84	1.21
Total Felton Branch Reserve		0.00	3,789.65	3,789.65	0.00
Fund 961 -- Library JPA - Vehicle Replacement					
Object 11000 -- Cash and investments					
11101	Pooled cash	516,045.87	7,963.41	0.00	524,009.28
11901	Allow for FV of invest w/City-cur unrstr	(10,948.92)	0.00	3,570.62	(14,519.54)
Total Cash and investments		505,096.95	7,963.41	3,570.62	509,489.74
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	491.96	1,016.47	491.96	1,016.47
Total Receivables - current		491.96	1,016.47	491.96	1,016.47
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(505,588.91)	0.00	0.00	(505,588.91)
31999	Budgetary fund balance	0.00	28,500.00	0.00	28,500.00
Total Fund balance		(505,588.91)	28,500.00	0.00	(477,088.91)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	4,062.58	8,979.88	(4,917.30)

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 961 -- Library JPA - Vehicle Replacement					
Object 33000 -- Control accounts					
33410	Appropriations control	0.00	0.00	28,500.00	(28,500.00)
Total Control accounts		0.00	4,062.58	37,479.88	(33,417.30)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	3,570.62	3,570.62	0.00
Total Other equity/net asset accounts		0.00	3,570.62	3,570.62	0.00
Total Library JPA - Vehicle Replacement		0.00	45,113.08	45,113.08	0.00
Fund 962 -- Library JPA Trusts					
Object 11000 -- Cash and investments					
11101	Pooled cash	18,327.13	282.82	0.00	18,609.95
11901	Allow for FV of invest w/City-cur unrstr	(388.85)	0.00	126.80	(515.65)
Total Cash and investments		17,938.28	282.82	126.80	18,094.30
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	17.47	36.10	17.47	36.10
Total Receivables - current		17.47	36.10	17.47	36.10
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(17,955.75)	0.00	0.00	(17,955.75)
Total Fund balance		(17,955.75)	0.00	0.00	(17,955.75)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	144.27	318.92	(174.65)
Total Control accounts		0.00	144.27	318.92	(174.65)
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	126.80	126.80	0.00
Total Other equity/net asset accounts		0.00	126.80	126.80	0.00
Total Library JPA Trusts		0.00	589.99	589.99	0.00
Fund 963 -- Library JPA - Capital Equipment					
Object 11000 -- Cash and investments					
11101	Pooled cash	69,999.98	1,080.21	0.00	71,080.19
11901	Allow for FV of invest w/City-cur unrstr	(123.89)	0.00	1,845.64	(1,969.53)
Total Cash and investments		69,876.09	1,080.21	1,845.64	69,110.66

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 93*,95*,96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 963 -- Library JPA - Capital Equipment					
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	0.18	137.88	0.18	137.88
Total Receivables - current		0.18	137.88	0.18	137.88
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(69,876.27)	0.00	0.00	(69,876.27)
Total Fund balance		(69,876.27)	0.00	0.00	(69,876.27)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	1,845.82	1,218.09	627.73
Total Control accounts		0.00	1,845.82	1,218.09	627.73
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	1,845.64	1,845.64	0.00
Total Other equity/net asset accounts		0.00	1,845.64	1,845.64	0.00
Total Library JPA - Capital Equipment		0.00	4,909.55	4,909.55	0.00
Total		0.00	159,232,626.25	159,232,626.25	0.00

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	Year-To-Date Ado Budget	Year-To-Date Adj Budget	Year-To-Date Adjustments	Year-To-Date Actual	Year-To-Date Encumbrances	Bdgt. to Act. Variance	Pct. Spent
Fund 951 -- Library Joint Powers Authority								
Expenditures								
Object 51000 -- PERSONNEL SERVICES								
51110	Regular full time	6,484,822.00	6,988,385.00	503,563.00	6,253,496.88	0.00	734,888.12	89.5%
51111	Regular part time	1,237,074.00	1,637,074.00	400,000.00	933,550.19	0.00	703,523.81	57.0%
51114	Overtime	5,000.00	5,000.00	0.00	2,083.94	0.00	2,916.06	41.7%
51115	Termination pay	0.00	0.00	0.00	41,359.60	0.00	(41,359.60)	0.0%
51122	Temporary	825,000.00	462,369.66	(362,630.34)	464,266.12	0.00	(1,896.46)	100.4%
51130	Other pay	0.00	0.00	0.00	2,282.72	0.00	(2,282.72)	0.0%
51132	Special vacation pay	0.00	0.00	0.00	18,475.70	0.00	(18,475.70)	0.0%
51150	Vehicle-phone-data allowance	1,260.00	1,260.00	0.00	2,971.49	0.00	(1,711.49)	235.8%
51201	Retirement contribution	469,005.00	469,005.00	0.00	430,276.57	0.00	38,728.43	91.7%
51202	F.I.C.A.	63,113.00	63,113.00	0.00	24,159.11	0.00	38,953.89	38.3%
51203	PERS unfunded liability	1,396,809.00	1,396,809.00	0.00	1,285,610.06	0.00	111,198.94	92.0%
51204	PERS prepay adjustment	0.00	0.00	0.00	(11,797.00)	0.00	11,797.00	0.0%
51210	Group health insurance	1,943,867.00	1,943,867.00	0.00	1,357,542.85	0.00	586,324.15	69.8%
51212	Group dental insurance	116,535.00	116,535.00	0.00	81,320.12	0.00	35,214.88	69.8%
51213	Vision insurance	18,732.00	18,732.00	0.00	13,852.11	0.00	4,879.89	73.9%
51214	Medicare insurance	108,708.00	108,708.00	0.00	108,942.88	0.00	(234.88)	100.2%
51215	Employee assistance program	4,356.00	4,356.00	0.00	3,742.25	0.00	613.75	85.9%
51220	Group life insurance	1,969.00	1,969.00	0.00	1,736.02	0.00	232.98	88.2%
51221	Disability insurance	86,241.00	86,241.00	0.00	45,795.69	0.00	40,445.31	53.1%
51222	SDI	39,084.00	39,084.00	0.00	29,957.05	0.00	9,126.95	76.6%
51230	Unemployment insurance	66,005.00	66,005.00	0.00	65,985.66	0.00	19.34	100.0%
51240	Workers' compensation	203,443.00	203,443.00	0.00	200,548.63	0.00	2,894.37	98.6%
Total PERSONNEL SERVICES		13,071,023.00	13,611,955.66	540,932.66	11,356,158.64	0.00	2,255,797.02	83.4%
Object 52000 -- SERVICES								
52131	Claims management services - outside	12,000.00	12,000.00	0.00	8,876.15	0.00	3,123.85	74.0%
52135	Financial services - outside	527,783.00	537,401.39	9,618.39	547,499.00	0.00	(10,097.61)	101.9%
52139	Medical services	1,000.00	1,000.00	0.00	2,984.30	0.00	(1,984.30)	298.4%
52150	Merchant bank fees	600.00	600.00	0.00	595.89	0.00	4.11	99.3%
52155	Courier services	2,000.00	2,691.67	691.67	2,568.26	0.00	123.41	95.4%
52199	Other professional & technical services	205,000.00	294,000.00	89,000.00	174,957.18	0.00	119,042.82	59.5%
52201	Water, sewer and refuse	81,985.00	81,985.00	0.00	78,106.83	0.00	3,878.17	95.3%
52202	Hazardous materials disposal	500.00	500.00	0.00	0.00	0.00	500.00	0.0%
52211	Janitorial services	321,525.00	393,525.00	72,000.00	419,120.55	0.00	(25,595.55)	106.5%
52223	Equip annual inventory charge - internal	1,725.00	1,725.00	0.00	2,875.00	0.00	(1,150.00)	166.7%

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	Year-To-Date Ado Budget	Year-To-Date Adj Budget	Year-To-Date Adjustments	Year-To-Date Actual	Year-To-Date Encumbrances	Bdgt. to Act. Variance	Pct. Spent
Fund 951 -- Library Joint Powers Authority								
Expenditures								
Object 52000 -- SERVICES								
52226	Vehicle work order charges - internal	11,795.00	11,795.00	0.00	3,502.39	0.00	8,292.61	29.7%
52227	Vehicle fuel island charges - internal	18,163.00	18,163.00	0.00	23,121.20	0.00	(4,958.20)	127.3%
52230	Vehicle pool car charges - internal	0.00	0.00	0.00	44.00	0.00	(44.00)	0.0%
52240	Office equipment operation/maint	7,590.00	6,190.00	(1,400.00)	4,967.90	0.00	1,222.10	80.3%
52241	Vehicle maintenance costs - outside	6,500.00	6,500.00	0.00	807.44	0.00	5,692.56	12.4%
52244	Other equipment operation/maintenance	10,975.00	12,575.00	1,600.00	14,170.65	0.00	(1,595.65)	112.7%
52246	Building and facility o & m - outside	290,761.00	290,761.00	0.00	284,497.40	0.00	6,263.60	97.8%
52247	Landscaping maintenance services	55,950.00	55,950.00	0.00	30,655.94	0.00	25,294.06	54.8%
52248	Software maintenance services	409,019.00	412,019.00	3,000.00	307,489.77	0.00	104,529.23	74.6%
52249	Hardware maintenance services	30,000.00	45,000.00	15,000.00	21,559.65	0.00	23,440.35	47.9%
52261	Equipment, building and land rentals	283,844.00	283,844.00	0.00	284,076.00	0.00	(232.00)	100.1%
52269	Equipment lease-outside	18,000.00	18,000.00	0.00	31,067.92	0.00	(13,067.92)	172.6%
52302	Travel and meetings	19,800.00	13,800.00	(6,000.00)	2,751.92	0.00	11,048.08	19.9%
52304	Training	98,760.00	104,760.00	6,000.00	74,032.53	0.00	30,727.47	70.7%
52403	Telecommunications service - outside	354,085.00	354,085.00	0.00	220,086.25	0.00	133,998.75	62.2%
52932	Liability insurance/surety bonds-interna	43,170.00	43,170.00	0.00	43,170.00	0.00	0.00	100.0%
52933	Liability insurance/surety bonds-outside	93,000.00	93,000.00	0.00	82,225.24	0.00	10,774.76	88.4%
52960	Advertising	31,570.00	31,570.00	0.00	23,332.05	0.00	8,237.95	73.9%
52961	Dues and memberships	37,453.00	37,453.00	0.00	34,488.22	0.00	2,964.78	92.1%
52972	Printing and binding-outside	32,600.00	32,600.00	0.00	19,778.79	0.00	12,821.21	60.7%
Total SERVICES		3,007,153.00	3,196,663.06	189,510.06	2,743,408.42	0.00	453,254.64	85.8%
Object 53000 -- SUPPLIES								
53101	Postage charges	7,000.00	7,000.00	0.00	7,598.36	0.00	(598.36)	108.5%
53102	Office supplies	25,650.00	27,550.00	1,900.00	20,411.83	0.00	7,138.17	74.1%
53106	Books and periodicals	1,393,533.00	2,266,035.17	872,502.17	1,595,461.10	0.00	670,574.07	70.4%
53107	Books and periodicals-grants & donations	21,923.00	198,105.57	176,182.57	23,881.62	0.00	174,223.95	12.1%
53108	Safety clothing and equipment	16,510.00	16,510.00	0.00	14,122.97	0.00	2,387.03	85.5%
53109	Copier supplies	6,680.00	4,580.00	(2,100.00)	612.27	0.00	3,967.73	13.4%
53112	Library functional supplies	171,500.00	171,500.00	0.00	175,086.15	0.00	(3,586.15)	102.1%
53113	Janitorial supplies	33,500.00	33,500.00	0.00	30,894.55	0.00	2,605.45	92.2%
53311	Electricity	205,275.00	205,275.00	0.00	207,837.45	0.00	(2,562.45)	101.2%
53312	Natural gas	39,950.00	39,950.00	0.00	50,810.21	0.00	(10,860.21)	127.2%
Total SUPPLIES		1,921,521.00	2,970,005.74	1,048,484.74	2,126,716.51	0.00	843,289.23	71.6%

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	Year-To-Date Ado Budget	Year-To-Date Adj Budget	Year-To-Date Adjustments	Year-To-Date Actual	Year-To-Date Encumbrances	Bdgt. to Act. Variance	Pct. Spent
Fund 951 -- Library Joint Powers Authority								
Expenditures								
Object 54000 -- OTHER MATERIALS AND SERVICES								
54990	Miscellaneous supplies and services	205,423.00	250,646.22	45,223.22	181,062.46	0.00	69,583.76	72.2%
54992	Capital outlay expensed (periods 13/14)	0.00	0.00	0.00	376,789.33	0.00	(376,789.33)	0.0%
Total OTHER MATERIALS AND SERVICES		205,423.00	250,646.22	45,223.22	557,851.79	0.00	(307,205.57)	222.6%
Object 56000 -- OTHER CHARGES								
56960	Loans and grants	0.00	671,587.87	671,587.87	408,163.13	0.00	263,424.74	60.8%
56995	Refunded fees and fines	2,000.00	2,000.00	0.00	494.17	0.00	1,505.83	24.7%
Total OTHER CHARGES		2,000.00	673,587.87	671,587.87	408,657.30	0.00	264,930.57	60.7%
Object 57000 -- CAPITAL OUTLAY								
57401	Office furniture/equipment	18,000.00	18,000.00	0.00	0.00	0.00	18,000.00	0.0%
57402	Vehicle equipment	0.00	83,499.00	83,499.00	64,392.39	0.00	19,106.61	77.1%
57409	Computer equipment	240,000.00	374,625.17	134,625.17	184,756.79	0.00	189,868.38	49.3%
57990	Other capital outlay	200,000.00	317,711.08	117,711.08	72,316.81	0.00	245,394.27	22.8%
Total CAPITAL OUTLAY		458,000.00	793,835.25	335,835.25	321,465.99	0.00	472,369.26	40.5%
Object 59000 -- OTHER FINANCING USES								
59191	Intra-entity fund transfer out	54,999.00	0.00	(54,999.00)	0.00	0.00	0.00	0.0%
Total OTHER FINANCING USES		54,999.00	0.00	(54,999.00)	0.00	0.00	0.00	0.0%
Total Expenditures		18,720,119.00	21,496,693.80	2,776,574.80	17,514,258.65	0.00	3,982,435.15	81.5%
Revenues								
Object 41000 -- TAXES								
41211	Sales and use tax	10,666,565.00	10,875,331.00	208,766.00	10,572,556.70	0.00	302,774.30	97.2%
41993	Libraries parcel tax	110,000.00	110,000.00	0.00	0.00	0.00	110,000.00	0.0%
Total TAXES		10,776,565.00	10,985,331.00	208,766.00	10,572,556.70	0.00	412,774.30	96.2%
Object 43000 -- GRANTS								
43110	Federal operating grants & contributions	0.00	30,000.00	30,000.00	30,000.00	0.00	0.00	100.0%
43199	Other federal revenues	0.00	0.00	0.00	116,740.03	0.00	(116,740.03)	0.0%
43210	State operating grants and contributions	0.00	153,090.69	153,090.69	56,091.02	0.00	96,999.67	36.6%
43266	State capital grants - CEC	0.00	0.00	0.00	20,000.00	0.00	(20,000.00)	0.0%
43310	Local operating grants and contributions	0.00	8,000.00	8,000.00	0.00	0.00	8,000.00	0.0%
43311	Maintenance of effort contributions	6,115,273.00	7,276,853.00	1,161,580.00	7,381,826.50	0.00	(104,973.50)	101.4%
43354	County of SC - reimbursements	0.00	10,250.00	10,250.00	6,687.27	0.00	3,562.73	65.2%
Total GRANTS		6,115,273.00	7,478,193.69	1,362,920.69	7,611,344.82	0.00	(133,151.13)	101.8%

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 6/30/2023; Period = 0,1..12,13,14; Fund = 951

Acct	Title	Year-To-Date Ado Budget	Year-To-Date Adj Budget	Year-To-Date Adjustments	Year-To-Date Actual	Year-To-Date Encumbrances	Bdgt. to Act. Variance	Pct. Spent
Fund 951 -- Library Joint Powers Authority								
Revenues								
Object 44000 -- CHARGES FOR SERVICES								
44630	Room rentals-library JPA	4,640.00	4,640.00	0.00	0.00	0.00	4,640.00	0.0%
Total CHARGES FOR SERVICES		4,640.00	4,640.00	0.00	0.00	0.00	4,640.00	0.0%
Object 45000 -- FINES AND FORFEITS								
45131	Library fines	12,000.00	12,000.00	0.00	34,348.70	0.00	(22,348.70)	286.2%
Total FINES AND FORFEITS		12,000.00	12,000.00	0.00	34,348.70	0.00	(22,348.70)	286.2%
Object 46000 -- MISCELLANEOUS REVENUES								
46110	Pooled cash and investment interest	92,840.00	92,840.00	0.00	153,333.77	0.00	(60,493.77)	165.2%
46115	Unrealized gain/loss-invest held by City	0.00	0.00	0.00	(105,526.71)	0.00	105,526.71	0.0%
46190	Interest earnings - other	5,253.00	5,558.00	305.00	25,397.26	0.00	(19,839.26)	456.9%
46303	Donations - library	13,100.00	43,809.31	30,709.31	20,558.22	0.00	23,251.09	46.9%
46309	Donations - library - Friends of the Lib	26,773.00	632,620.84	605,847.84	517,711.76	0.00	114,909.08	81.8%
46910	Miscellaneous operating revenue	22,000.00	22,000.00	0.00	6,684.61	0.00	15,315.39	30.4%
46990	Miscellaneous non-operating revenue	0.00	0.00	0.00	(297.65)	0.00	297.65	0.0%
Total MISCELLANEOUS REVENUES		159,966.00	796,828.15	636,862.15	617,861.26	0.00	178,966.89	77.5%
Object 48000 -- OTHER CHARGES (PROPRIETARY FUNDS)								
48101	Gain on sale of capital assets	0.00	0.00	0.00	13,550.00	0.00	(13,550.00)	0.0%
Total OTHER CHARGES (PROPRIETARY FUNDS)		0.00	0.00	0.00	13,550.00	0.00	(13,550.00)	0.0%
Object 49000 -- OTHER FINANCING SOURCES								
49122	From Library Private Trust Fund	22,190.00	59,069.28	36,879.28	0.00	0.00	59,069.28	0.0%
49191	Intra-entity fund transfer in	0.00	29,744.84	29,744.84	1,244.84	0.00	28,500.00	4.2%
Total OTHER FINANCING SOURCES		22,190.00	88,814.12	66,624.12	1,244.84	0.00	87,569.28	1.4%
Total Revenues		17,090,634.00	19,365,806.96	2,275,172.96	18,850,906.32	0.00	514,900.64	97.3%
Total Library Joint Powers Authority		(1,629,485.00)	(2,130,886.84)	(501,401.84)	1,336,647.67	0.00	(3,467,534.51)	(62.7%)
Total		(1,629,485.00)	(2,130,886.84)	(501,401.84)	1,336,647.67	0.00	(3,467,534.51)	(62.7%)

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: 1st Qtr. SCPL Incident Report

STAFF RECOMMENDATION

Accept and File Incident Report for 1st Qtr. FY 2023-2024.

DISCUSSION

The 1st quarter incident report shows the number of incidents occurred system-wide by branch and the number of suspensions issued by branch.

Going forward we will provide additional details regarding specific infractions.

Attachment: Incident Report for 1st Qtr. FY 2023-2024

Prepared by: Kira Henifin,
Principal Management Analyst

Reviewed and forwarded by: Eric Howard, Interim Library Director

SCPL Incident Report by Branch - FY 23/24															
	QTR 1			QTR 2			QTR 3			QTR 4			YTD Totals		
	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change
Aptos	0	0	0%	Closed	Closed	0%	Closed	0	0%	Closed	0	0%	0	0	0.0%
Boulder Creek	4	2	0%	3	0	0%	3	0	0%	2	0	-100%	12	0	-100.0%
Branciforte	0	14	0%	Closed	0	0%	2	0	0%	6	0	0%	8	0	0.0%
Capitola	5	6	20%	1	0	-100%	2	0	-100%	2	0	-100%	10	0	-100.0%
Downtown	41	43	5%	30	0	-100%	52	0	-100%	54	0	-100%	177	0	-100.0%
Felton	6	5	-17%	10	0	-100%	13	0	-100%	2	0	-100%	31	0	-100.0%
Garfield Park	1	1	0%	5	0	0%	1	0	0%	2	0	0%	9	0	-100.0%
La Selva Beach	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0.0%
Live Oak	4	6	50%	1	0	-100%	5	0	-100%	7	0	-100%	17	0	-100.0%
Scotts Valley	0	5	0%	0	0	0%	2	0	0%	2	0	0%	4	0	0.0%
TOTAL	61	82	34%	50	0	-100%	80	0	-100%	77	0	127	268	0	-100.0%

Suspensions by Branch															
	QTR 1			QTR 2			QTR 3			QTR 4			YTD Totals		
	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change	FY 22/23	FY 23/24	% Change
Aptos	0	0	0%	Closed	Closed	0%	0	0	0%	Closed	Closed	0%	0	0	0.0%
Boulder Creek	1	1	0%	0	0	0%	1	0	0%	0	0	0%	2	0	0.0%
Branciforte	0	6	0%	Closed	0	0%	0	0	0%	2	0	0%	2	0	0.0%
Capitola	1	3	0%	0	0	0%	1	0	-100%	1	0	-100%	3	0	-100.0%
Downtown	17	33	94%	18	0	-100%	34	0	-100%	29	0	-100%	98	0	-100.0%
Felton	1	3	200%	4	0	-100%	2	0	-100%	1	0	-100%	8	0	-100.0%
Garfield Park	0	0	0%	1	0	0%	1	0	0%	0	0	0%	2	0	0.0%
La Selva Beach	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0.0%
Live Oak	0	2	0%	1	0	0%	0	0	0%	2	0	0%	3	0	0.0%
Scotts Valley	0	0	0%	0	0	0%	0	0	0%	2	0	0%	2	0	0.0%
TOTAL	20	48	140%	24	0	-100%	39	0	-100%	37	0	-100%	120	0	-100.0%

* Reopenings

Felton 2/22/20, La Selva Beach 3/20/21, Capitola 6/12/21, Boulder Creek 5/7/22, Garfield Park 6/11/22, Scotts Valley 8/6/22, Live Oak 10/1/22, Branciforte 5/13/23

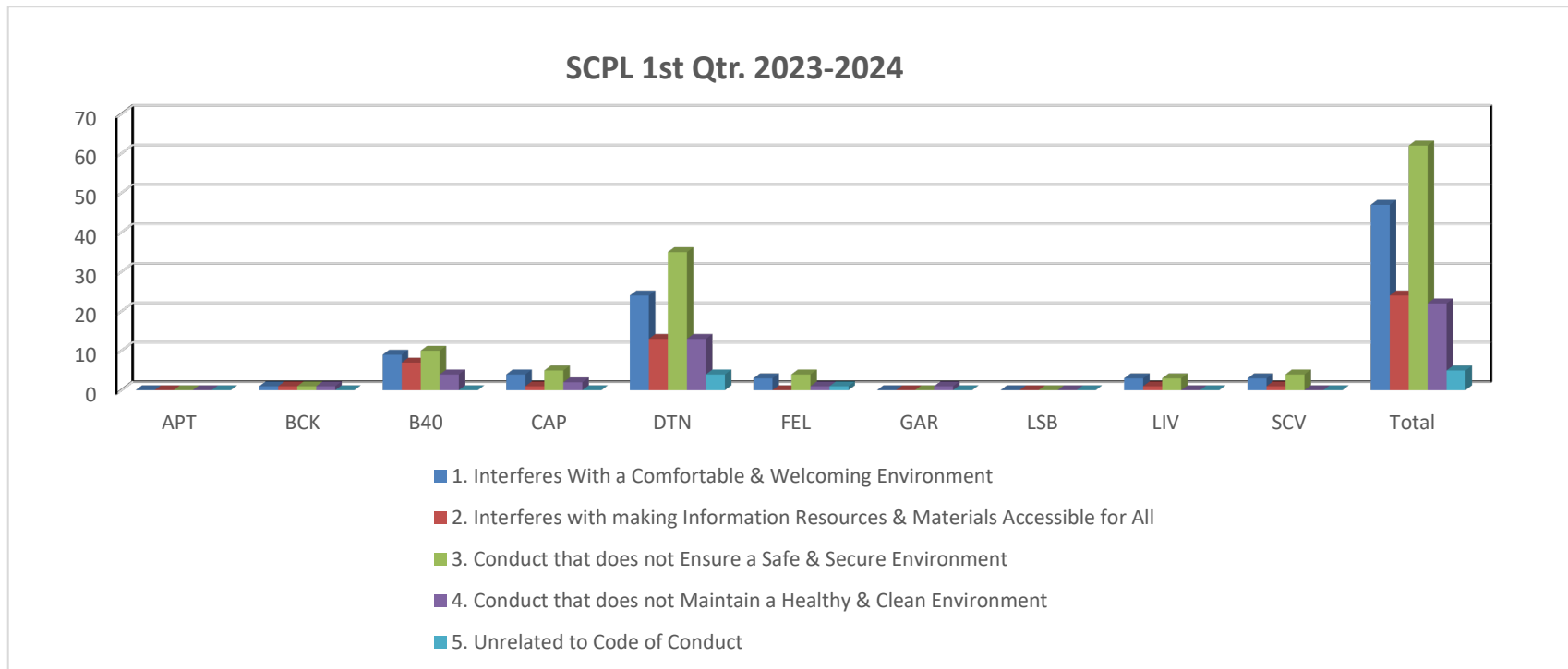
SCPL Summary of Incident Infractions - FY 23/24

The Library's Patron Code of Conduct is comprised of 5 categories. Within each category, are multiple types of infractions (5 or more), that may occur. A single incident might begin with the violation of a single infraction and then escalate to a violation of several different infractions, potentially resulting in an ejection for the day or a suspension. As a result, the total number of infractions will be much higher than the total number of incidents.

1st Qtr. Summary

Out of the 5 infraction categories, the highest infractions occurred within category 3.) Conduct that does not Ensure a Safe & Secure Environment at 62 or 15% of all infractions followed by category 1.) Interferes With a Comfortable and Welcoming Environment with 47 infraction or 12%.

Infractions Categories - 1st Qtr. FY 23/24	APT	BCK	B40	CAP	DTN	FEL	GAR	LSB	LIV	SCV	Total
1. Interferes With a Comfortable & Welcoming Environment	0	1	9	4	24	3	0	0	3	3	47
2. Interferes with making Information Resources & Materials Accessible for All	0	1	7	1	13	0	0	0	1	1	24
3. Conduct that does not Ensure a Safe & Secure Environment	0	1	10	5	35	4	0	0	3	4	62
4. Conduct that does not Maintain a Healthy & Clean Environment	0	1	4	2	13	1	1	0	0	0	22
5. Unrelated to Code of Conduct	0	0	0	0	4	1	0	0	0	0	5



Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: FY 2024 First Quarter Workplan

RECOMMENDATION

Accept and file FY 2024 First Quarter Workplan.

DISCUSSION

Attached, please find the first quarter workplan. The first quarter runs from July through the end of September. This report represents a change from prior workplans, because it attempts to align with the main goals, strategies and objectives of the new Strategic Plan. Staff are still developing the format and aim to represent their work in an online dashboard that will be developed in approximately a year.

Of special note, the first quarter includes the Library's Summer Reading Program, the Library's busiest quarter in terms of programs and services. The report provides highlights from Adult and Youth Services as well as its development in collections and information technology.

Strategic Plan Successes

Adult Programming and Services

- Provided a total of 426 programs, in person and online, including digital literacy tutoring, tax assistance, social services through partnerships with the Library's Life Literacies Center and Veterans services, with 3110 participants.
- Hosted 131 tutoring sessions for English-language learners in partnership with the Santa Cruz Volunteer Center Literacy Program
- Provided 34 sessions of People & Stories discussion programs and book services in County Correctional Facilities with 423 total participants

Create and support safe and friendly places

- A series of Antiracism Book Circles, in partnership with The Resource Center for Nonviolence, creating a courageous space for participants to engage in collaborative, antiracist, learning by cultivating inclusivity, curiosity, and mutual respect.
 - "My approach to responding to racist comments/ideas have become much less confrontational and more productive."
 - "If I could draw my reaction to the book and this group it would be a picture of me having my mind blown."
 - The Resource Center for Nonviolence awarded SCPL an "Inspirator Reward" for extraordinary service and contributions to the Santa Cruz Community. "Your life long dedication to nonviolence, antiracism, and direct action to make the world a better place is an inspiration to us all!"
- Bystander Intervention training: Participants learned hands-on skills about how to de-escalate a hate incident before it leads to violence, how to create a safe space, and how to support the person being targeted
 - "I would love to see similar meetings around how to start/have real conversation with people engaged in irrational "high conflict" mentality that creates division (politics, religion, race, gender, age, economics, ability, etc), spurred by social media and often resulting in rage, violence, bullying or suicide. Thank you!"
- Safety in Santa Cruz community discussion group: Public service providers shared their perspectives about safety, addiction, homelessness, and mental health, in a discussion about what is working, what is missing, and how we might create solutions
- Community Climate Circles: Hosted 9 sessions providing weekly space for our community to unite, share, listen, learn from each other, grow together and increase community courage and resilience in the face of climate change and environmental degradation.
- National Voter Registration Day: Created broad awareness of voter registration opportunities to encourage potential voters who may not register otherwise.

Foster Inclusion

- Poetry: During Summer Reading we provided 22 poetry workshops to support creative self-expression through poetry and collage
 - One participant created a visual poem (aka collage) of trees and fog to help heal from the CZU fires.
- Chinese Calligraphy: In these 4 programs, participants created calligraphy art while embracing the festive spirit of the Mid-Autumn Festival, a traditional event that families celebrate to enjoy a sense of togetherness.
- English-language Literacy: Hosted 131 tutoring sessions for adult English-language learners in partnership with the Santa Cruz Volunteer Center Literacy Program
- CreateAbility Hour: This new monthly inclusive program focuses on fun and creative activities and social opportunities for adults with developmental differences and their caregivers.
- Latin American Heritage Month Film Festival: In September we began a series of films celebrating the arts and cultures of Latin America
- Glimpses of World History lecture series started with 2 illustrated talks focusing on major movements that have shaped global history over the past two centuries
- Began hosting the Dignity Mobile Wellness Clinic at Felton to support the physical, mental and economic health and well-being of patrons and provide equitable care to underserved communities. The clinic has Bilingual (English & Spanish) staff who provide:
 - Evaluation and treatment of both acute and chronic health care needs
 - Screenings for diabetes, high blood pressure, and cancer
 - Referrals to community providers for specialty care, including mental health
 - Help navigating the health care system and local resources
- Santa Cruz Free Guide Staff Training focused on implementing trauma informed practices, Crisis Intervention/De-Escalation, and building empathy.
- Munching with Mozart music programs: Brought back this popular monthly series of free noon-time concerts with the Santa Cruz County Music Teachers' Association

Support all members of society

- Rising Scholars: With the financial support of the Friends of the Santa Cruz Public Libraries, we began providing books to incarcerated students enrolled in Rising Scholars classes in the County Jail to use in their final presentations. The Rising Scholars program at Cabrillo College is a ground-breaking initiative to support justice-impacted students on their educational journey. Students who have experienced the criminal justice system can face significant barriers to academic and career success. Colleges with programs for incarcerated and formerly incarcerated students proudly form the Rising Scholars Network.
 - “Thank you so much! You have open a door in my education and help me. Really thank you are my library”
 - “Thank you guys so much for us! I’ve never been a big reader until all thanks to you guys! We appreciate it! Thank you again”
- People & Stories reading and discussion classes for people incarcerated in our County jails:
 - “People had surprisingly intelligent and insightful views. It creates a great way of bonding differently”
 - “...learn that books can help learn to cope and develop skills.”
 - “Learn more English as a Spanish speaker and be in a respectful environment where everyone’s talk is valuable.”

Strengthen and support learning and measure the impact

- Artificial Intelligence Monthly Meetup discussions began at Idea Fab Labs about the implementation and implications of this rapidly advancing field
- Artificial Intelligence & Society: Issues and Opportunities: Began hosting a new series of presentations and discussions with Community Television of Santa Cruz County about AI and how it will impact society. The September discussion explored AI and Education.
- Exam Proctoring: Supported 5 students’ education
- Tech Help
 - Provided 201 appointments systemwide serving patrons with diverse technology needs, such as a returning college student who needed to navigate online instruction and a patron developing skills to use Google Cal/Docs for a promotion at work.
 - Re-started tech help at Felton
- Tech Talks hands-on workshop topics: Mac Basics, ChatGPT Prompting Basics, Chatbot Privacy Strategies, Gmail App Features (Apple / Android), Identifying Deepfakes (Apple / Android)
 - “Great presentation by the hosts, and with the google doc outline, and the slides, with well-balanced interaction with attendees who had comments and questions.”
 - “Getting insights into using my tech devices more effectively”
 - “Everything in this class is valuable. Thank you!”
 - “The presenters were nonjudgemental and patient”

- Genealogical Society lecture series participants learned research techniques to find records of genealogical importance when searching FamilySearch's huge collection of images not yet indexed
- William Saroyan's Life and Works: Archivist from the Saroyan literary foundation spoke about the ways Saroyan's books and plays represent a gallery of American life and the immigrant experience and his deep connections to California, the Bay Area, and the San Lorenzo Valley.

Support and prepare staff to meet organizational needs and ensure excellent customer service

- Hired new Library Information Specialist for Adult Programs & Services at the Downtown library

Youth Programming and Services

The youth service team developed and supported

- 92 programs for ages 0-5 with 2337 attendees
- 165 programs for ages 6-11 with 2609 attendees
- 30 programs for ages 12-18 with 335 attendees

Summer Reading Participation: This year we saw a large increase in participants of all ages, including 2,042 children ages 0-11, 403 teens ages 12-18 and 1,136 adults. These numbers represent an increase of 50% more children than last year, 59% more teens, and 99% more adults. Total participation increased by 64% over last year. Having librarians serving youth at every branch was helpful in conducting school outreach to promote the program. Youth Librarians also promoted SRP while tabling at outreach events including Santa Cruz Kids' Day, Earth Day, the Live Oak Farmers' Market, the Pleasure Point Street Fair, the Japanese Cultural Festival, Juneteenth, and Summer Lunch Sites.

With funding from the State Library's Lunch at the Library Grant, we provided 12 popup programming events at 9 summer meal sites serving youth, distributing 905 books and 543 craft kits to 905 participants. Our Bookmobile staff brought SRP to all the bookmobile sites and arranged for a special bilingual magic show at Nueva Vista Community Resources.

Create an organizational culture of equity and inclusion and provide equitable and relevant services to all

- The Library expanded its RE.A.D. program. The program begins now in Sept this year instead of October. The Library also added two new branches into the program: Scotts Valley and Branciforte.
- The SCPL hosted local storyteller Madrone D'Ardenne of Tiny House Theater at the Scotts Valley Library on Friday, September 22nd, attracting fifty five participants. Madrone used her unique style of puppetry to tell a fun and engaging story to the audience. Three more library branches will also be hosting Madrone once a month from October to December.
- SC County Poet Laureate, Farnaz Fatemi, held her first workshops across the county for different age groups: Scotts Valley (Tweens); Felton (Kids ages 6-8); Branciforte (Tweens).

Create and support safe and friendly places

- The Magic of Germar- SCPL hosted Gerardo Martinez at the Garfield Branch Library on Wednesday, July 19, where he provided an absolutely incredible and fun magic show that was perfect for children; creating animal shaped balloons among many others hilarious “sight of hand” tricks and treats with a wide variety of props. The event drew 55 community members, who exhibited a lot of awe and laughter.
- Tom Noddy’s Bubble Magic 169 participants attended this program at Felton on July 27th.
- Family Movie Matinee at Felton
 - 7/19 How to Train Your Dragon in celebration of Disability Pride Month (12 attendees)
 - 8/16 School of Rock for back to school month (23 attendees)
 - 9/20 Encanto celebrating Latin American Heritage Month (47 attendees)
 - Kids and their adults alike have enjoyed the movies and free popcorn we provide. As this program has caught on, we have had more feedback from families saying thank you for having this wonderful free movie matinee program. Encanto was especially popular with families singing along. We are continually thanked by adults and caregivers, including our homeschool classes, who seem to be making this event a regular treat for their students.
- DIY Monthly Crafts at Felton serve an average of 30 children / month.
- Preschool Storytime & Craft at Felton took an August break and has returned, as well. For September, we had an average of 24 attendees and it is expected to grow. We get a huge amount of praise for our storytimes and patrons are loving the crafts.
- In-house programs at Downtown: several programs were held in July and September, including Lego Engineering, glass painting and Perler beads were very successful with 15-30 attendees.

Foster inclusion

- Recover and Thrive feedback. We had a mom tell staff at Live Oak how great the program was for her son. “He reads everything now and it’s much easier for him to comprehend what he is reading.” She wanted to extend his online learning lessons.
- Downtown Advisory Council of Teens has been gaining traction with 6-11 participants at each meeting. The group is advising on programs and spaces and will begin doing service projects such as writing holiday cards to troops overseas as well. The Downtown ACT Group has been making suggestions on how to improve the Downtown Teen area on a shoestring budget, to entice teens Downtown until the new building has been completed.

- North County Advisory Council of Teens has also increased its numbers, slowly, with 3 more members. We expect to see more participation from teens post-SCV Teen Pizza party, and outreach Jackie has done with SLV High and Charter School, and adding exciting new workshops, such as the Teen Public Art Workshop for fall. Due to the transformation of the Felton Teen Room to include the teen collection and create a more inviting space for teens, we have seen an increase in teens which is also reflected in the growing number of teens who joined the North County Advisory Council of Teens (ACT) in September. Feedback from teens is positive and we are getting more ideas from ACT members on what type of furnishings we shall acquire in the future to serve their needs.
- In September, the Scotts Valley librarians tabled at the Scotts Valley High School's Volunteer Opportunity Fair along with the Friends of the Scotts Valley Library. The Friends offered volunteer opportunities while the librarians collected ideas as to what interests the students to hopefully create a future program based on those interests. Additionally, the SV High School librarian would like to collaborate on a card drive for the freshman class this fall.
- Combined age Storytime at Capitola Going strong! We have consistent attendance, and a couple of playdates have been arranged because of it.
- Are You Ready to Learn with Andre Thierry Music Program. SCPL hosted Andre Thierry at the Garfield Park Branch Library on Wednesday, September 20th, in which he exhibited interactive ways to share a mix of African and Native American Blues and French Kreole dance melodies with elements of Afro-Caribbean music. Children and their families enjoyed singing and dancing together with the artist. The instruments he introduced are the vest rub boards, drums, and accordion; all are popular Zydeco instruments. The event drew 30 community members, many of whom expressed enjoyment and appreciation.
- Chinese Calligraphy for the Mid-Autumn Festival. Families joined in together in this intergenerational program held at Felton (13 attendees), Capitola (18 attendees), La Selva (14 attendees), and Scotts Valley (10 attendees)
- Toddler Time at Live Oak: A Mom told staff that she was feeling pretty depressed and her friend who also brings her child to Toddler Time said that she just needs some Librarian "Julie Time" and she'll feel much better after she comes to Toddler Time.
- At Felton: One mother came in for book suggestions was on the verge of tears asking for help finding books for their child who is exploring their gender identity. This mother said that she was having difficulty finding books that didn't use binary pronouns (she/her; he/him) and she was desperate to find books that reflected what her child was experiencing. The Felton librarian pointed her toward a display and referred her to other individual titles. Here's what she had to say to the Felton librarian in an email,
 - "It was such a pleasure meeting you yesterday! You and your colleagues were so helpful and thoughtful in your responses to my inquiry. Thank you so very much for the work you're doing and the support you're opening up for me, our family and our community—we're so grateful and excited."

Support all members of society

- Librarians brought the Summer Reading Program to Juvenile hall, providing two evening poetry programs presented by Nancy Gomez Miller from the Santa Cruz Poetry Project. Fourteen teens participated in SRP in Juvenile Hall, receiving books to keep as incentive prizes.
- Librarians met with Dr. Jennifer Izant Gonzales, Director of Alternative Education for the COE, and Juvenile Hall Superintendent Sara Ryan to provide input on the remodeling of the Juvenile Hall library space. They are working to improve the space and make it more welcoming by adding new furniture, bookshelves and a place to display student artwork

Strengthen and support learning and measure the impact

- Make & Explore STEAM program took a break for August, but has returned and is going strong for fall! Felton has an average of 25 attendees.
- Soquel High freshmen have library cards for use in their report writing. Teachers are calling/emailing to schedule class visits.
- On 9/14, the SCV librarians tabled at the Scotts Valley High School's Volunteer Opportunity Fair along with the Friends of the SV Library. The Friends offered volunteer opportunities while the librarians collected ideas as to what interests the students to hopefully create a future program based on those interests. Additionally, the SV High School librarian would like to collaborate on a card drive for the freshman class this fall.
- In August, Youth Librarians tabled at the Live Oak School District Welcome Back BBQ. We received this note of thanks:
 - Good afternoon Julie, On behalf of Live Oak School District we would like to thank you for your partnership and continued support to our Live Oak community. Our families and staff left our 2nd annual Welcome Back BBQ with an abundance of knowledge thanks to the Library booth. We look forward to having you join us next year!!! With Gratitude, Crystal
- In August, Downtown Librarians tabled at the Westlake Elementary Back to School Night. We shared information about our programs and services and gave out library card applications. We also offered lots of swag.
- Also in August, Downtown Librarians tabled at the Family Resource Fair at Mission Hill Middle School. We had information and flyers about our programs and services and talked to a lot of people about what we have to offer. We also gave out lots of swag. The best part was watching all of the groups on MS students running around with SCPL orange sunglasses.
- In September, two groups of students from Costanoa High School visited the Downtown Library. Every student was given an overview of our services and programs and was issued a library card

- In September, SCPL staff tabled the Queer, Trans, & Allied Youth Summit at Watsonville High School. There was a very good turnout and the SCPL table helped over 100 people. SCPL also took several fliers to share with youth librarians including those for the Santa Cruz County Diversity Center.
- SCPL talked to over 170 PVUSD staff members at the annual Districtwide Back-to-School Breakfast in August.
- SCPL visited the afterschool programs at Schapiro Knolls and San Andreas Housing in September. Staff gave away books and journals to the students.
- The Library's Youth Programs Manager joined the LOSD Community Partners Consortium, designed to support open communication, collaboration and connection among organizations serving the LOSD education community.

Collection Management and Library Information Technology

Promote diverse collections, including local history, music, and art, through programming and exhibits

- With support from the California State Library, staff created 10 additional Get Out & Explore Kits, bringing the total number of kits to 20. These kits contain a State Parks Pass, nature guides, binoculars, and a compass. These kits are in addition to the State Park Passes that checkout without any peripherals. The SCPL marketing team is working with Santa Cruz Metro to encourage residents to use public transportation and “get out and explore” the parks in our county.
- With support from the California State Library, staff added an additional 40 State Parks Passes to the collection, bringing the total number of circulating passes to 285. Most of these passes are checked out, with a holds queue.
- SFJazz, Live-Stream concert at SCV Branch: First annual SFJazz concert held between the SCPL and SFJazz program. This provided a ‘live’ concert interactive experience between SCPL, SFJazz and other Library and School participants.

Strengthen and support learning and measure the impact

- Borrowed 519 books from other libraries for SCPL patrons through Inter-Library Loan, extending access to print materials beyond the SCPL collection.
- Collection Management Staff worked with the K-12 team on how to make library card drives more engaging, less transactional, and ultimately showing the power of having a library card.

Support and prepare staff to meet organizational needs and ensure excellent customer service

- SCPL Firewall Upgrade/Replacement: Replaced end of life (EOL) redundant firewalls with the latest Firewall appliance and services. The new Firewall provides modern, more robust cybersecurity protections and detection services. Ensuring the SCPL network is protected by the latest protections

Foster inclusion

- Received 948 suggestions for purchase for SCPL's collection through the Suggest a Purchase form on the library website. These suggestions included new titles, additional copies of existing titles, authors, and general topics.

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Yolande Wilburn, Library Director
RE: Holiday Closure Schedule 2024

RECOMMENDATION

Adopt Holiday Closure Schedule 2024

DISCUSSION

The Library is proposing the attached Holiday Closure schedule for 2024.

Attachment: Holiday Closure Schedule 2024



2024 Library Closure Schedule for the Santa Cruz Public Library System

January	Monday, January 1 st New Year's Day
	Monday, January 15 th Martin Luther King Jr. Day
February	Monday, February 19 th Presidents Day
April	Thursday, April 25 th Spring Staff Training Day
May	Monday, May 27 th Memorial Day
June	Wednesday, June 19 th Juneteenth
July	Thursday, July 4 th Independence Day
September	Monday, September 2 nd Labor Day
October	Thursday, October 17 th Autumn Staff Training Day
November	Monday, November 11 th Veterans Day
	Thursday, November 28 th Thanksgiving Day
	Friday, November 29 th Day After Thanksgiving
December	Tuesday, December 24 th Christmas Eve (Close at 2pm)
	Wednesday, December 25 th Christmas Day
	Tuesday, December 31 st New Year's Eve (Close at 2pm)
January 2025	Wednesday, January 1 st New Year's Day

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: Annual Meeting Schedule 2024

RECOMMENDATION

Adopt Annual Meeting Schedule 2024

DISCUSSION

The Library is proposing the attached meeting schedule for 2024

Attachment: Annual Meeting Schedule



2024 Meeting Dates

LFFA (Libraries Facilities Financing Authority)
Immediately followed by the LJPA (Library Joint Powers Authority)

**All meetings are held on
Thursdays at 9:00 am**

Meeting Date	Time	Location
February 8	9:00 am	Aptos Branch Library
May 2	9:00 am	Scotts Valley Branch Library
June 6	9:00 am	Branciforte Branch Library
August 1	9:00 am	Live Oak Annex
November 7	9:00 am	Downtown Branch Library

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Eric Howard, Interim Library Director
RE: Library Sales Tax Revenue Update

STAFF RECOMMENDATION

Accept and File Library Sales Tax Revenue Update 1st Qtr. for FY 2023-24

BACKGROUND

The County of Santa Cruz respectfully submits the Library Sales Tax Revenue Update. This report covers actual receipts for the 2022-23 and 2023-24 fiscal years.

Attachments: 1st Qtr. FY 2023-24 Library Sales Tax Revenue Update

Report Prepared by: Nicole Coburn,
Assistant County Administrative Officer

Reviewed and Forwarded by: Eric Howard, Interim Library Director

October 31, 2023

TO: Each Member of the Board of Directors of the Library Financing Authority

LIBRARY SALES TAX REVENUE UPDATE

Dear Members of the Board of Directors:

The purpose of this letter is to provide an update on the Library Sales Tax actual receipts for the 2022-23 and 2023-24 fiscal years.

In 2022-23, the Library Financing Authority received sales tax revenue totaling \$13,575,445, or \$406,555 (-2.9%) less than the adopted budget. This is consistent with the estimate provided in June and is a \$131,789 (-1.0%) decrease from 2021-22 actual receipts, as shown in the attached history.

In 2023-24, actual revenue from the Library Sales Tax is slightly higher than the estimated amount. For the 1st quarter, sales tax revenue totaled \$3,567,361, which is \$47,494 (1.3%) more than the 1st quarter estimate provided to the Authority in June. This results in a total sales tax estimate of \$13,555,062, or 0.4% more than the adopted budget, for 2023-24.

This office will provide an update in January when sales tax revenue for the 2nd quarter of 2023-24 is known. If you have any questions, please call me at 454-2100.

Sincerely,

DocuSigned by:



Nicole Coburn

Nicole Coburn
Assistant County Administrative Officer

Attachment

cc: Library Director, Santa Cruz City/County Library System
Library Director, Watsonville Library
County Administrative Officer
City Managers
Auditor-Controller-Treasurer-Tax Collector
Finance Director, City of Santa Cruz
Finance Director, City of Watsonville

Library Sales Tax Receipts - Quarterly and Annual

Year	Quarter	Quarterly Actual*	Annual		
			Actual*	Change over Prior Year	% Change over Prior Year
2013-14	1	2,308,067			
2013-14	2	2,271,714			
2013-14	3	2,211,364			
2013-14	4	2,082,934	\$8,874,079	\$509,639	6.09%
2014-15	1	2,321,923			
2014-15	2	2,338,481			
2014-15	3	2,295,975			
2014-15	4	2,183,913	\$9,140,291	\$266,212	3.00%
2015-16	1	2,458,685			
2015-16	2	2,516,897			
2015-16	3	2,378,260			
2015-16	4	2,244,832	\$9,598,675	\$458,384	5.01%
2016-17	1	2,503,646			
2016-17	2	2,571,786			
2016-17	3	2,487,745			
2016-17	4	2,334,143	\$9,897,319	\$298,645	3.11%
2017-18	1	2,650,310			
2017-18	2	2,701,663			
2017-18	3	2,548,173			
2017-18	4	2,445,825	\$10,345,970	\$448,651	4.53%
2018-19	1	2,621,108			
2018-19	2	3,060,073			
2018-19	3	2,755,632			
2018-19	4	2,509,718	\$10,946,530	\$600,560	5.80%
2019-20	1	2,763,878			
2019-20	2	2,808,769			
2019-20	3	2,898,615			
2019-20	4	1,932,316	\$10,403,578	(\$542,952)	-4.96%
2020-21	1	2,948,620			
2020-21	2	2,946,224			
2020-21	3	2,887,198			
2020-21	4	2,997,846	\$11,779,888	\$1,376,310	13.23%
2021-22	1	3,502,644			
2021-22	2	3,416,562			
2021-22	3	3,455,708			
2021-22	4	3,332,321	\$13,707,234	\$1,927,347	16.36%
2022-23	1	3,537,556			
2022-23	2	3,560,062			
2022-23	3	3,395,404			
2022-23	4	3,082,424	\$13,575,445	(\$131,789)	-0.96%
2023-24	1	3,567,361			
2023-24	2	3,542,261			
2023-24	3	3,378,427			
2023-24	4	3,067,011	\$13,555,062	(\$20,384)	-0.15%
2023-24 Total Receipts Net of Fees/Costs			\$13,535,862		

History for additional years going back to Fiscal Year 1997-98 is available upon request.

* Bold Amounts are Estimated

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Yolande Wilburn, Director of Libraries
RE: Remote Work Policy

This report provides an overview of the remote work policy. As part of the administrative services agreement with the City of Santa Cruz, all staff are considered employees of the City of Santa Cruz. On 9/1/2023, the Santa Cruz City's Chief People Officer issued an administrative procedural order regarding a remote work policy. The City will offer remote work option at the discretion of the Director of Libraries.

SUMMARY OF THE POLICY

Staff eligible for remote work must remain in good standing, meet job performance expectations, and comply with the terms of the agreement. The following provides an overview of the policy:

- *Remote Work Agreement:* All staff must have an agreement approved by their direct supervisor and Director of Libraries. Denials cannot be appealed or grieved.
- *Remote Day Maximum:* Remote work can only occur no more than (2) days in a (5) day work week. If the employee works less than (5) days, they can only work remotely no more than one (1) day during the week.
- *Disciplinary Action:* Any breach of an approved agreement by the employee may result in the termination of the agreement and/or disciplinary action, including termination of employment.

ATTACHMENT

- II-60 Remote Work Policy

Report Prepared by: Gregory Yeh, Management Analyst

Reviewed and Approved by: Yolande Wilburn, Director of Libraries

TO: Department Heads
SUBJECT: REMOTE WORK POLICY

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ATTACHMENTS: Remote Work Agreement
 Attachment A

A. PURPOSE

While the original version of this Administrative Procedure Order (APO) arose out of necessity in response to the COVID-19 pandemic, the City will continue to offer remote work as an option for those employees for whom this work arrangement is appropriate, based on their department’s operational needs and the employee’s job duties.

The purpose of this APO is to provide guidance on the City’s hybrid work environment, which allows for a combination of on-site and remote work. A hybrid work arrangement

offers departments flexibility in determining the best way to meet operational needs. While hybrid remote/on-site work at the City is not a condition of employment, it can be requested by employees on a voluntary basis, subject to approval by their Department Head or the Department Head's designee (collectively referred to as Department Head).

A hybrid work environment has many benefits, including:

- Improves recruitment and retention of employees by providing flexibility.
- Expands employment opportunities.
- Creates operational resiliency by ensuring continuity of business operations during emergencies and disruptions.
- Saves time and increases productivity for staff.
- Increases environmental sustainability by reducing commuting, parking, and operational energy. Reduces carbon emissions.

Remote work is an arrangement that allows an employee to perform City work at an approved alternate worksite, which is typically the employee's home. Even when approved to work remotely, employees must retain the ability to report to the City worksite for meetings, coverage, emergencies, or other operational reasons unless otherwise approved by their Department Head.

Additionally, under California law all City employees are required to serve as Disaster Service Workers should the need arise, and employees must comply with this obligation regardless of their remote work status.

B. ELIGIBILITY

The business and operational needs of the department will determine the feasibility of working remotely. A remote work arrangement is not an employee's right or entitlement. Not every City position nor every City employee will be eligible or suitable to work remotely. Even if a particular position can be performed remotely, not every employee in that position may be eligible to work remotely. Individual eligibility is at the discretion of the department. Departments will determine which employees are eligible for remote work based upon balancing business needs and job duties. Should a department deny a request for remote work, it will provide the employee with an explanation of the denial. Such denials are not subject to a right to appeal nor is it grievable under any applicable MOU.

Employees eligible for remote work must remain in good standing, meet job performance expectations, and comply with the terms of the Remote Work Agreement (Agreement) they make with their supervisor. Failure to meet expectations or comply with the terms of the Agreement may be a basis for the termination of the Agreement, as described below. Employees may, at times, also be required to return to work on site at the City on scheduled remote work days for meetings, covering for other employee absences, or other operational reasons.

1. **Eligibility Considerations**

- The operational needs of the employee's department and the City.
- The potential for disruption to City operations.
- The ability of the employee to perform their specific job duties from a location separate from their City worksite (Alternate Worksite) without diminishing the quantity or quality of work performed.
- The degree of face-to-face interaction with other City employees and the public that the employee's position requires.
- The portability of the employee's work, including the employee's ability to remotely access tools, equipment, and materials necessary to perform their job functions.
- The ability to create a functional, reliable, safe, and secure Alternate Worksite for the employee.
- Risk factors, such as confidentiality of work and secure computer access, associated with performing the employee's job duties from a remote location.
- The ability to measure the employee's work performance from a remote worksite.
- The employee's job performance as determined by their last performance review.
- The employee's supervisory responsibilities.
- The employee's need for supervision.
- The employee's ability to work independently.
- Other considerations deemed necessary and appropriate by the employee's immediate supervisor, Department Head, or the Chief People Officer (Human Resources Director).

C. REMOTE WORK ASSIGNMENT AND EXPECTATIONS

1. **Remote Work Agreement**

Remote work is only permitted when there is a preapproved Agreement. Any Agreement is only valid for the time period specified in the Agreement. The Agreement is invalid after this time unless the City approves an extension in writing. The City may, in its discretion, decide to terminate the Agreement earlier. Employees will be given a minimum of two (2) weeks' notice if the Agreement is terminated before the original termination date, unless there is an urgent business need or emergency needing quicker action.

2. **Remote Day Maximus**

Remote work under this APO allows for employees to work remotely no more than two (2) days in a five (5)-day work week and one (1) day in a work week less than five (5) days. Requests to work remotely outside of this standard requires City Manager approval. Approval of such requests is very rare and will be made only under exceptional circumstances.

3. **Department Head Approval**

Employee acknowledges and agrees that the Agreement is subject to the discretion of the Department Head. Agreements will be approved on a case-by-case basis consistent with the eligibility considerations above.

4. **Breaks and Work Schedule Deviation**

Non-exempt employees (eligible for overtime) shall be assigned a work schedule in the Agreement, including rest and meal breaks (Work Schedule), if it differs from their regular Work Schedule. Any deviation from the Work Schedule must be approved in advance, in writing, by the employee's supervisor. Non-exempt employees must take meal and rest breaks while remote working, just as they would if they were reporting to work at their City worksite. Non-exempt employees may not incur overtime working remotely without prior written authorization from their supervisor. A non-exempt employee who fails to secure written authorization before incurring overtime may face discipline in accordance with the City's policy for working unauthorized overtime.

5. **Communication**

All remote work employees are required to be accessible in the same manner as if they are working at their City worksite during the established remote Work Schedule, regardless of the designated location for Alternate Worksite. Employees must be accessible via telephone, email, and/or network access to their supervisor and other City employees while telecommuting, as if working at their City worksite. Employees shall forward their City phone to their Alternate Worksite phone on their remote work days. They will check their City-related business phone messages and emails on a consistent basis, as if working at their City worksite.

6. **Full Scheduled Hours**

All remote working employees shall work their full scheduled hours, according to the Work Schedule. Remote work is especially encouraged on partial workdays to help lower the City's carbon footprint. Employees are required to maintain an accurate record of all hours worked at the Alternate Worksite and make that record available to their supervisor upon request, which may include tracking in the City's timecard system.

7. **Availability**

While remote working, employees shall adhere to the following:

- Be available to the department via any of the following methods: telephone, email, and/or network access during all designated work hours. Employees must be ready to report to their worksite when necessary for meetings, coverage, emergencies, or other operational reasons as determined by their supervisor, manager, or Department Head.
- Have the Alternate Worksite be set up for productive work, with, for instance, reliable and secure Internet and/or wireless access and a designated area supportive of uninterrupted audio and video conferencing.
- Employees should be focused on and engaged in City business during their scheduled work time, regardless of where they perform that work. Just as when they are working in City facilities, if employees who are working remotely need to conduct personal business during their scheduled work hours, they must do so during their meal and rest breaks.

- All periods of employee's unavailability must be approved in advance by the employee's supervisor in accordance with department policy and documented accordingly.
- Employees must notify their supervisor promptly when unable to perform work assignments because of equipment failure or other unforeseen circumstances. If needed, the employee should come into their City worksite or take appropriate leave if they cannot conduct their work remotely.

8. **Geographic Work Location**

The expectation is that employees who perform remote work will do so from their personal residence or an identified consistent location. This best ensures that the employee will be available to meet the City's operational needs (including reporting to the City worksite if needed) as well as to perform their duties as a Disaster Service Worker should that need arise.

9. **Out of State Remote Work**

Out of state remote work presents numerous challenges, such as different tax laws, health insurance plan availability, labor laws, and more, and makes it impossible for employees to report to work quickly if required to do so to meet operational needs or perform their duties as Disaster Service Workers. For these reasons, out-of-state work options are not allowed. Appeals of this prohibition must be made to the City Manager. Any decision by the City Manager shall be final.

10. **Job Offers**

Job offers may not be extended with a commitment of ongoing remote work, as departments' operational needs change and flexibility is paramount in determining where employees are needed.

D. GENERAL DUTIES, OBLIGATIONS, AND RESPONSIBILITIES

Employees must adhere to the provisions set forth in this APO and the terms of the Agreement. Any deviation from the Agreement requires prior written approval from the employee's supervisor.

- Every employee who works remotely must meet with their supervisor and together complete a written Agreement that includes details, such as the employee's remote work location, Work Schedule (including details specifying when the employee will work remotely and the days that they will work on-site in a City facility), and the expectations that will apply while the employee is working remotely. The Appendix to this APO includes a sample Agreement that may be used to guide this conversation. The Remote Work Agreement may be modified with approval of the Department Head to match the business needs of the department.
- All existing duties, obligations, responsibilities, and conditions of employment remain unchanged. Remote working employees are expected to abide by all City and departmental policies and procedures, rules and regulations, applicable Memoranda of Understanding, and all other official City documents and directives.

- Employees authorized to perform work at an Alternate Worksite must meet the same standards of performance and professionalism expected of City employees in terms of job responsibilities, work product, timeliness of assignments, and contact with other City employees and the public.
- The supervisor and the employee must develop a plan for what work the employee will be performing while they are working remotely and specify how and when that work must be completed. It shall be the supervisor's responsibility to ensure that the employee clearly understands what is expected of them and the employee's responsibility to fulfill those expectations.
- Supervisors should conduct 1:1 and team meetings with employees who are working remotely with at least the same frequency as they conduct such meetings with on-site employees. These meetings may occur via Zoom, Microsoft Teams, teleconference, or other remote means. In addition to these formal check-ins, supervisors should have regular brief check-ins with employees who are working remotely, just as they would with on-site employees.
- Employees shall continue to abide by practices, policies, and procedures for requests of sick, vacation, and other leaves of absences. Requests to work overtime, use vacation leave, or take other time off from work must be pre-approved in writing by each employee's supervisor. If an employee becomes ill while working under an Agreement, they shall notify their supervisor immediately and record on their timesheet any hours not worked due to illness.
- Workers' Compensation benefits will apply only to injuries arising out of, and in the course of, employment as defined by Workers' Compensation law. Employees must report any such work-related injuries to their supervisor immediately. The City shall not be responsible for injuries or property damage unrelated to such work activities, including injuries to third persons when said injuries occur at the Alternate Worksite.
- All of the employee's existing supervisory relationships, lines of authority, and supervisory practices remain in effect. Prior to the approval of this Agreement, supervisors and employees shall agree upon a reasonable set of operational goals and objectives to be accomplished. An employee's failure to agree to the goals and objectives will result in a denial of remote work request. Supervisors shall use reasonable means to ensure that timelines are adhered to and that goals and objectives are achieved.
- The City will not set up or inspect the employee's remote workspace. The employee is responsible for configuring their space in a manner that allows them to perform their job duties safely and comfortably. The City will consider disability-based requests for equipment on an individualized basis and consistent with the City's Reasonable Accommodation Policy and the law. Employees are encouraged to use the ergonomic checklist provided in Attachment A to ensure that the remote work site is ergonomically appropriate for them. It may be possible in some instances for a department to provide an employee with equipment or furniture to assist with their ergonomic set-up, but this is not guaranteed. If an employee is unable to set up their remote workspace in a manner that allows them to perform their work in a safe and ergonomically correct manner, remote work will not be available to the employee.

- Employees are responsible for controlling interruptions during their work hours, including ensuring that their designated workspace is quiet and free of distractions, with reliable and secure Internet and/or wireless access.
- Remote work is not intended to be used, and should not be used, as a substitute for personal, non-work-related reasons (e.g., dependent care, running errands, going to appointments, etc.). Requests for leave or time off work for non-work-related reasons should be made under the appropriate leave policy.

E. INFORMATION TECHNOLOGY REMOTE ACCESS CRITERIA, EQUIPMENT, AND SECURITY

Most employees working remotely will require secure Internet access, a computer, and a phone; other equipment may also be necessary. Currently, a variety of solutions have been implemented to facilitate remote access to the City's Technology Resources and Systems¹. The use of the City's remote access offering is subject to all the conditions set forth in this APO as well as *APO I-82 Technology Use Policies*. As the City determines the appropriate standard configuration for remote access, the policy will be updated.

- Remote access to City-hosted Technology Resources and Systems using the City's Virtual Private Network (VPN) solution will be from City-issued devices only. All VPN remote access shall be managed by the City's IT Department. City IT technicians will assist with configuring and enabling remote access on City-issued devices via normal procedures and operations, and during normal business hours.
- Remote access to the City's Microsoft-hosted M365 solution can be from City-issued or personally owned devices. City IT technicians will not assist with configuring personally owned devices, except as needed for Multi-Factor Authentication (MFA) as described below.
- Any employee working remotely that is accessing the City's Technology Resources and Systems or M365 solution will be required to utilize an MFA method designated by the IT Department. This may include a requirement to install an MFA application on a personally owned device (cell phone or tablet). Employees that do not have a City-issued device and do not wish to install an MFA application on their personally owned device will be denied remote access.
- City IT technicians will support remote staff. However, City IT technicians will not provide services at the home or alternate location of a City employee. Additionally, City IT technicians are not responsible for performing service, troubleshooting, or repair on the employee's personal devices and equipment, including Internet services or other non-City-issued infrastructure used by the employee.
- Remote access utilizing a VPN connects employees to the City's network as if they were at a City facility. When using the City's remote access solutions, employees must understand that while their devices are remotely connected to the network, they are conducting City business and are subject to the same rules and regulations that apply to the City, including all provisions of the City's Technology Use Policies, *APO I-82 Technology Use Policies*.

¹ See APO I-82 Technology Use Policies for definitions of "Technology Resources and Systems."

- If the City has provided City-issued equipment, employees agree to follow the City's APO for the use of such equipment. Employees will report to their supervisor any loss, damage, or unauthorized access to City-owned equipment, immediately upon discovery of such loss, damage, or unauthorized access.
- Employees working remotely are doing so at their own request. The City shall not be responsible for costs associated with the use of computer and/or cellular equipment, including energy, data, Wi-Fi (wireless network), maintenance costs, network costs, home maintenance, home workspace furniture, ergonomic equipment, liability for third party claims, or any other incidental costs. Remote work is not a justification in and of itself for any data or device stipends. For more information on data and device stipends see *APO I-82 Technology Use Policies*.
- Employees must take reasonable precautions to ensure that their devices (*e.g.*, computers, laptops, tablets, smart phones, etc.) are secure before connecting remotely to the City's network and must close or secure all connections to the City's technology resources (*e.g.*, remote desktop, VPN connections, etc.) when not conducting work for the City. Additionally, all devices connected to the City's internal networks must have up-to-date virus and malware protection, as well as ensuring that all operating systems patches are up to date. Users of devices that are not City owned must configure their equipment to comply with the IT departmental security requirements.
- Employees shall ensure that all official City documents are retained and maintained according to normal operating procedures in the same manner as if working at a City worksite and in accordance with the Public Records Act.
- Employees shall exercise the same precautions to safeguard electronic and paper information, protect confidentiality, and adhere to the City's records retention policies, especially as it pertains to the Public Records Act. Employees must safeguard all sensitive and confidential information (both on paper and in electronic form) relating to City work that they access from the Alternate Worksite or transport from their City worksite to the Alternate Worksite. Employees must also take reasonable precautions to prevent third parties from viewing or in any way accessing or handling sensitive and confidential information that they access from the Alternate Worksite or transport from their City worksite to the Alternate Worksite. Employees must return all records, documents, and correspondence to the City at the termination of the Agreement or upon request by their supervisor, Department Head, or Human Resources.
- Good judgment and common sense should always prevail regarding the appropriate use of the City's remote access tools. It is the responsibility of each City employee to use the City's remote access tools and resources in a lawful, professional, and courteous manner.
- It is up to the requesting department to ensure that proper clearance has been obtained for the employee to perform work for the City of Santa Cruz, and the clearance complies with the terms in *I-82.7 Technology Access upon Termination or Leave*.

F. LIBRARY INFORMATION TECHNOLOGY REMOTE ACCESS CRITERIA, EQUIPMENT, AND SECURITY

The following defines the technology resources and system standards for City employees supporting the Santa Cruz Public Library System via remote work.

- Remote access to Library-hosted Technology Resources and Systems using the Library's VPN solution will be from Library-issued devices only. All VPN remote access shall be managed by the Library's IT Department. Library IT technicians will assist with configuring and enabling remote access on Library-issued devices via normal procedures and operations and during normal business hours.
- Any employee working remotely that is accessing the Library's Technology Resources and Systems via the Library's VPN solution will be required to utilize a MFA method designated by the Library's IT Department. This may include a requirement to install an MFA application on a personally owned device (cell phone or tablet). Employees that do not have a Library-issued device and do not wish to install an MFA application on their personally owned device can be configured to receive a one-time passcode sent to their Library email account. Employees who do not agree to utilize an MFA method will be denied remote access.
- Library IT technicians will support remote staff. However, Library IT technicians will not provide services at the home. Additionally, Library IT technicians are not responsible for performing service, troubleshooting, or repair on the employee's personal devices and equipment, including Internet services or another non-Library-managed infrastructure used by the employee.
- Staff-owned devices are prohibited from being plugged into a wired data connection with the Library. Any computer equipment procured via a grant or gift that is able to connect to the Internet must undergo an IT cybersecurity review and documentation process before being approved for use.
- To ensure the security and integrity of Library systems, staff members will be required to bring their library-issued devices to the Library IT Department for regular maintenance and updates. The Library IT Department will provide advanced notification when these maintenance sessions need to take place.
- All other standards of this section apply to City employees supporting the Santa Cruz Public Library System. As the Library IT Department further determines the appropriate standard configuration for remote access, the policy will be updated.

G. COMPENSATION

Remote work is optional and working remotely does not change employee compensation. There is no differential for remote work. Employees working remotely who need to return to the City work location will not be compensated for travel, gas, or lodging.

H. PROCESS FOR AN EMPLOYEE TO REQUEST TO REMOTE WORK

To make a request for a remote working arrangement, employees must complete an Agreement and file the completed document with their supervisor or manager.

The employee's supervisor or manager will provide the Agreement to the Department Head, or their designee. In consultation with or based on information provided by the employee's supervisor or manager, the Department Head, or their designee, will make a determination regarding the employee's request to work remotely.

The Department Head will consider requests on a case-by-case basis consistent with the conditions and equipment and security criteria and eligibility considerations above and other factors relevant to the employee's request to remotely work.

The decision of the Department Head regarding an employee's request is final and binding. Neither the employee nor the employee's employee organization possesses any right to appeal or grieve the decision.

I. REVOCATION OF REMOTE WORK

The department may determine that remote work is no longer appropriate for the position or that the employee is no longer meeting the eligibility requirements for remote work. This can be due to changes affecting or altering the department's operations, the employee's remote work site, employee performance issues, or other concerns. The responsibilities of the position may change making remote work no longer appropriate. In this situation, the employee would be required to resume working exclusively at the City location. This decision is entirely within the discretion of the Department Head.

Any breach of the Agreement by the employee may result in termination of the Agreement and/or disciplinary action, up to and including termination of employment.



City of Santa Cruz Remote Work Agreement

Employee Remote Work Agreements require the following to be considered.

Employee Name - First: _____ M.I.: _____ Last: _____
 Job Title: _____ Work Phone: _____
 Work Email: _____ Supervisor: _____
 Department: _____ Division: _____

Remote Work Plan

Remote Work Start Date: _____ Remote Work End Date: _____

Remote Work Plan: Describe the work performed while working remotely.

Designated Remote Work Location: Home Other: _____

Will a personal home computer be used to access Microsoft 365 content? Yes No

Are you currently on an Alternate Schedule (i.e. 9/80)? Yes No

Up to two days per week are permitted as remote. If you are on an alternate schedule (i.e., 9/80) then your regularly scheduled day off is considered one of your remote days. The goal is to have staff in the office three days a week.

Please identify your remote days:

Payroll Week 1:	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Payroll Week 2:	Sun	Mon	Tue	Wed	Thu	Fri	Sat

Communications Strategy

Identify the primary communication method while working remotely as identified with your Supervisor/Manager:

Microsoft 365 Teams Email Phone Other _____

Remote Work Equipment

Requested remote work equipment: Laptop Monitor

Employee Acknowledgment

I acknowledge that I have read the written copy of the City of Santa Cruz Remote Work Policy and understand the terms of this policy and I agree to abide by them.

Signature: _____ Date: _____

Approvals

Supervisor/Manager Name: _____

Supervisor/Manager Signature: _____ Date: _____

Dept. Head Name: _____

Dept. Head Signature: _____ Date: _____

City Manager Signature: _____ Approved: Yes No

Review and Denial

Reason(s) for denial of the request (e.g. operational need, performance, portability of job duties, in-person nature of job duties, etc.):

ERGONOMICS SELF-ASSESSMENT CHECKLIST AND SELF-CERTIFICATION FOR THE HOME WORKSTATION

The office ergonomics self-assessment and self-certification is part of the City’s Telework Policy. All employees who are approved to work from home are required to complete the self-assessment checklist. As you go through the assessment please note your responses and submit the completed checklist to your supervisor.

If adjusting your workstation is beyond your skill level, or if you are already experiencing discomfort after completing this self-assessment please talk to your supervisor and/or Human Resources to determine the next steps.

Employee Information			
Name			
Title		Department	
Date		Supervisor	

When completing the self-assessment use this guide for optimum postures.

1 Monitor
Screen height slightly below eye level, lower for bifocals. Reduces awkward neck bends.

2 Body Alignment
In-line with monitor/keyboard. Eliminates twisting.

Lower Back
Back rest upright with lumbar support at the belt line. Supports the natural curve of the spine.

Forearms
About a 90° elbow bend. Supports relaxed posture for shoulder and arms.

3 Wrists
Wrists should be slightly above the wrist rest with minimal bend. Reduces strain to ligaments.

Office Ergonomics At-A-Glance

4 Monitor Glare
Reduce by repositioning monitor angle or closing blinds.

5 Legs
About a 90° knee bend. This may require a footrest. Supports neutral hip and spine posture.

6 Feet
Resting flat on the floor or footrest. Also supports neutral spine and allows the chair to properly support the back.

Please answer the following questions. If you select NO, review the recommended actions for potential solutions.

Sitting and Posture - Chair	Yes/No	Recommended Actions
Does your chair provide lumbar/lower back support?		<ul style="list-style-type: none"> Adjust chair back support Adjust backrest angle Purchase a back-support cushion
Are your feet resting flat on the floor or on a footrest? <i>Your knees should be bent at a 90 degree or right angle and your thighs should be horizontal to the floor.</i>		<ul style="list-style-type: none"> Adjust chair height Purchase a footrest

ERGONOMICS SELF-ASSESSMENT CHECKLIST AND SELF-CERTIFICATION FOR THE HOME WORKSTATION

Sitting and Posture - Chair	Yes/No	Recommended Actions
Are your shoulders relaxed, and do your armrests provide forearm support?		<ul style="list-style-type: none"> • Adjust armrest height • Remove armrests
Do the armrests prevent you from sitting close to your workstation?		<ul style="list-style-type: none"> • Adjust armrest height • Remove armrests
Is there adequate clearance under the desk? <i>There should approximately 2-inches clearance between thighs and desk.</i>		<ul style="list-style-type: none"> • Clear area under the desk of obstructions • Raise or lower workstation • Raise or lower chair
Is the seat pan properly adjusted? There should be <i>approximately 2-inches</i> (2-3 fingers) clearance between back of your knees and the seat pan.		<ul style="list-style-type: none"> • Adjust the seat pan • Adjust chair back support • Purchase a back-support cushion
Comments:		

Keyboard and Mouse	Yes/No	Recommended Actions
Is the keyboard, mouse, and desk surface at elbow height? <i>Elbows should be close to sides at a 90-110 degree angle.</i>		<ul style="list-style-type: none"> • Adjust workstation height if possible. • Adjust chair height and use footrest if needed. • Move closer to keyboard and mouse
Are your forearms and wrists straight and parallel to the floor? <i>Wrists should be aligned with forearms to prevent flexion or extension</i>		<ul style="list-style-type: none"> • Keep forearms and wrists straight and parallel when using the keyboard and mouse • Request an ergonomic keyboard (fixed split angle, adjustable angle, or contoured) if an option. • Request a vertical mouse if an option.
Are your wrists protected from edges or hard surfaces?		<ul style="list-style-type: none"> • Request a wrist rest/gel pad
Does your mouse provide palm support?		<ul style="list-style-type: none"> • Request a larger mouse • Request a wrist rest
Comments:		

ERGONOMICS SELF-ASSESSMENT CHECKLIST AND SELF-CERTIFICATION FOR THE HOME WORKSTATION

Monitor	Yes/No	Recommended Actions
Is the monitor aligned or centered directly in front of you?		<ul style="list-style-type: none"> Align the monitor If using dual monitors equally, center both in front of you If using secondary monitor intermittently, center primary monitor and place secondary monitor on the side of the dominant eye approximately at a 30 degree angle
Is the top of your screen at or slightly below eye level? <i>Too high or too low causes neck flexion or extension. Note: The height may need to be adjusted lower if you wear bifocals or progressive lenses.</i>		<ul style="list-style-type: none"> Adjust height of monitor Add or remove monitor stand
Is your monitor approximately 18"-29" from your eyes – arm's length? <i>Too close can cause eye strain. Too far may lead to forward head posture and leaning to view screen. Note: The position of the monitor depends on the size of the monitor, font, screen resolution, and user vision.</i>		<ul style="list-style-type: none"> Adjust monitor distance Modify text size as needed Modify screen color or contrast as needed
Is your monitor free from glare?		<ul style="list-style-type: none"> Reposition monitor (perpendicular to window/strong light source) Cover windows Purchase antiglare screen covers
Comments:		

Laptop	Yes/No	Recommended Actions
If you're using a laptop for prolonged periods of time, do you use the following: <ul style="list-style-type: none"> A full-sized keyboard and mouse; Docking station with full-sized monitor or a laptop stand 		<ul style="list-style-type: none"> Request/purchase appropriate laptop accessories
Comments:		

ERGONOMICS SELF-ASSESSMENT CHECKLIST AND SELF-CERTIFICATION FOR THE HOME WORKSTATION

Workspace and Tools	Yes/No	Recommended Actions
Are frequently used items within arm's reach?		<ul style="list-style-type: none"> • Avoid overreaching • Rearrange workspace
Is there adequate light for writing and reading documents?		<ul style="list-style-type: none"> • Purchase an additional light source
Are documents off the flat work surface and located between your keyboard and monitor?		<ul style="list-style-type: none"> • Purchase an in-line document holder
When writing or keying while talking on the phone, do you use a headset or speakerphone?		<ul style="list-style-type: none"> • Purchase a headset or use speakerphone. Avoid cradling the phone
Comments:		

Breaks	Yes/No	Recommended Actions
Do you take microbreaks?		<ul style="list-style-type: none"> • Set a reminder to take a microbreaks (1-2 minutes) at least once per hour • Include a stretching routine in your micro breaks
Do you take regular eye or visual breaks? <i>These breaks help prevent eye fatigue.</i>		<ul style="list-style-type: none"> • Follow 20-20-20 rule: Every 20 minutes refocus eyes on an object 20 feet away for 20 seconds
Are your activities varied throughout the day?		<ul style="list-style-type: none"> • Avoid long periods of continuous computer use by performing a variety of small tasks/errands.
Comments:		

I certify that I have conducted an ergonomic self-assessment of my home workstation and have made adjustments as recommend.

Employee Signature: _____

Date: _____

Chair Carlos Palacios
 Vice Chair Jamie Goldstein
 Board Member Mali LaGoe
 Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
 TO: Library Joint Powers Authority Board
 FROM: Eric Howard, Interim Director of Libraries
 Marisol Gómez, Assistant Finance Director, City of Santa Cruz
 RE: Award Contract for Cost Benefit Analysis for Library Administrative Services

STAFF RECOMMENDATION

Motion to award a contract for Cost Benefit Analysis for Library Administrative Services to Matrix Consulting Group, LTD., San Mateo, California for a not-to-exceed amount of \$100,000, in a form approved by the LJPA Legal Counsel and provide direction for funding the contract. The Professional Services Agreement is included as Attachment 1.

DISCUSSION

On July 19, 2023, a Request for Proposal (RFP) was released for Cost Benefit Analysis for Library Administrative Services with the following schedule:

- Release of RFP July 19, 2023
- Deadline for written questions August 2, 2023
- Proposals due August 30, 2023

The RFP was sent to over sixty vendors, outreach included small businesses and posting to the Library JPA, City of Santa Cruz, Library Consultant Directory and California Society of Municipal Finance Officers (CSMFO) websites.

The six-person evaluation committee, collaboratively selected by the Director of Libraries and the Assistant City Manager for Santa Cruz, consisted of the below staff from the LJPA, City of Santa Cruz and the County:

Organization	Title
Library JPA	Assistant Director of Libraries
Library JPA	Principal Management Analyst
City of Santa Cruz	Assistant City Manager
City of Santa Cruz	Finance Director
City of Santa Cruz	Chief People Officer
County of Santa Cruz	Assistant County Administrative Officer

In response to the RFP, proposals were received from four firms. The evaluation committee independently evaluated the four qualified proposals, and later interviewed the top two firms on October 9, 2023.

The proposals were evaluated using the following criteria:

- Adherence to the RFP requirements
- Firm background information
- Firm qualifications, expertise, and experience
- Team qualifications, expertise and experience
- Technical approach/work plan
- Cost proposal
- References
- Project understanding, plan and approach
- Quality of presentation

The two firms interviewed were:

- Matrix Consulting Group LTD
- MGT of America Consulting LLC

Both firms under consideration offer excellent multi-jurisdictional analytical services. The evaluation committee found the proposal and interview with the Matrix Consulting Group, LTD (Matrix) team superior, most notably in their understanding of the scope of work, and how they reflected such in their workplan. The evaluation committee noted that the proposed outcomes reflected Matrix' experience from previous work with JPAs and the project objectives were in alignment with Matrix' approach, as the vendor found it important to build consensus throughout the project, in order to be successful.

A copy of the cumulative score sheet is provided as Attachment 2.

If the Board chooses to award the contract, direction on funding the contract should be provided along with the award. Given recent staffing vacancies, staff will return to the Board with a proposed timeline and associated staffing for the project in February 2024.

Attachment:

Professional Services Agreement
Cumulative Score Sheet

PROFESSIONAL SERVICES AGREEMENT WITH

Matrix Consulting Group, Ltd.

FOR COST BENEFIT ANALYSIS FOR LIBRARY ADMINISTRATIVE SERVICES

THIS AGREEMENT for professional services is made by and between the Library Joint Powers Authority, aka Library Services Authority, which shall include the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz (hereinafter “LSA or LJPA”) and Matrix Consulting Group, Ltd. (“Consultant”) (each is referred to individually as a “Party” and collectively, as the “Parties”) as of November 9, 2023 (the “Effective Date”).

NOW, THEREFORE, in consideration of each other’s mutual promises, the Parties hereto agree as follows:

SECTION 1: SCOPE OF WORK

Consultant will furnish services as defined and described in the Scope of Work, attached hereto as Exhibit A Scope of Work and incorporated herein.

SECTION 2: RESPONSIBILITIES OF CONSULTANT

All work performed by Consultant, or under Consultant’s direction, shall be rendered in accordance with the generally accepted practices, and to the standards of, Consultant's profession. Consultant represents and warrants that Consultant: (i) is fully experienced and properly qualified to perform the work and services provided for herein, (ii) has the financial capability required for the performance of the work and services, and (iii) is properly equipped and organized to perform the work and services in a competent, timely, and proper manner, in accordance with the requirements of this Agreement.

Consultant shall not undertake any work beyond the **Scope of Work** set forth in **Exhibit A** unless such additional work is approved in advance and in writing by LJPA. The cost of such additional work shall be reimbursed to Consultant by LJPA on the same basis as provided for in Section 4.

If, in performing the work, it is necessary to conduct field operations, security and safety of the job site will be the Consultant's responsibility excluding, the security and safety of any facility of the Santa Cruz Public Libraries within the job site which is not under the Consultant's control.

Consultant shall meet with Eric Howard, Acting Director of the Santa Cruz Public Libraries (SCPL), hereinafter called "Director", or other designated and authorized SCPL personnel, or third parties as necessary, on all matters connected with carrying out of Consultant’s services described in Exhibit A Scope of Work. Such meetings shall be held at the request of either Party. Review and SCPL approval of completed work shall be obtained monthly, or at other intervals as may be mutually agreed upon during the course of this Agreement. Review, approval, or acceptance of Consultant’s work by SCPL or others shall not relieve Consultant from responsibility for errors and omissions in Consultant’s work.

SECTION 3: RESPONSIBILITIES OF THE LJPA

LJPA shall make available to Consultant all necessary data and information in the LJPA's possession and shall actively assist Consultant in obtaining such information from other agencies and individuals as

needed. Consultant is entitled to reasonably rely upon the accuracy and completeness of such data and information, and Consultant shall provide LJPA prompt written notice of any known defects in such data and information.

The Director may authorize a staff person to serve as his or her representative. The work in progress shall be reviewed at such intervals as may be mutually agreed upon between the Parties. The LJPA will be the sole judge of acceptable work, provided that such approval will not be unreasonably withheld or delayed. If the work is not acceptable, LJPA will inform Consultant of the changes or revisions necessary to secure approval.

SECTION 4: FEES AND PAYMENT

For services actually performed, the LJPA will compensate Consultant at the rates set forth in the **Fee Schedule** detailed in **Exhibit B** and in accordance with the terms set forth therein. Payment for Consultant's services in carrying out the entire the Scope of Work shall be made within the budget limit, or limits shown, upon Exhibit B Fee Schedule. Such payment shall be considered the full compensation for all personnel, materials, supplies, and equipment used by Consultant in the Scope of Work. Markups shall not be charged for any approved sub-consultants or subcontractors.

Consultant agrees that the payments to Consultant specified in this Section 4 will constitute full and complete compensation for all obligations assumed by Consultant under this Agreement. Where conflicts regarding compensation may occur, the provisions of this section apply.

Variations from the budget for each task which are justified by statements indicating personnel time expended and submittal of a revised budget are only allowed with prior LJPA approval; however, in no event shall the total fee charged for the Scope of Work set forth in Exhibit A Scope of Work exceed the budget of **\$100,000** without advance written LJPA authorization in the form of an amendment or change order.

Invoices shall detail the time worked by each class of employee on each task and the expenses incurred for which billing is made. Invoices shall indicate the percentage completion of each work task as identified in Exhibit A Scope of Work and the overall percentage of completion of the total required services. Unless otherwise specified in the fee schedule, payments shall be made monthly by the LJPA within 30 days based on itemized invoices from the Consultant which list the actual costs and expenses.

SECTION 5: TRAVEL REIMBURSEMENT POLICY

The LJPA shall not be responsible for any travel, meal, or lodging reimbursements to Consultant and/or Consultant's employees. The total fees and costs of Consultant's services shall not exceed the amount described in the Fee Schedule.

General Rule

1. Exceptions to any of the above requirements require advance written permission from the Director or LJPA's designated agent contracting with the Consultant.
2. Tips and gratuities will not be reimbursed.
3. Alcoholic beverage purchases will not be reimbursed.
4. Consultants will exercise prudence in incurring reimbursable expenses.

5. The LJPA has the sole discretion to deny any Consultant/contractor proposed reimbursable expense the LJPA has determined to be excessive or an inappropriate use of public funds.

SECTION 6: CHANGES IN WORK

LJPA may negotiate changes in the Scope of Work. No changes in the Scope of Work shall be made without the written approval of LJPA and Consultant. Any change requiring compensation in excess of the sum specified in Exhibit B shall be approved in advance in writing by the LJPA. Only LJPA's authorized representative(s) is authorized to approve changes to this Agreement on behalf of LJPA.

SECTION 7: TIME OF BEGINNING AND SCHEDULE FOR COMPLETION

The term of this Agreement shall be on the effective date of this Agreement and terminating on upon project completion. Consultant shall begin work as specified in a written authorization (e.g. Notice to Proceed) to perform services. The written authorization to perform work shall not be issued until after this Agreement has been approved and authorized by the LJPA.

The Work Schedule for completion of the work shall be as shown upon Exhibit C Work Schedule. In the event that major changes are ordered, the schedule for completion as stated in Exhibit C Work Schedule may be adjusted by LJPA so as to allow Consultant a reasonable period of time within which to complete any additional work which may be required as a result of the ordered changes.

Neither party will be held responsible for delay or default caused by declared emergencies, natural disasters, or any Force Majeure event which is beyond the party's reasonable control. Consultant will, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and will, upon the cessation of the cause, diligently pursue performance of its obligations in this Agreement.

The LJPA reserves the right to obtain the item(s) and/or services covered by this Agreement from another source during any on-going suspension of service due to the circumstances outlined above.

Consultant acknowledges that it is necessary for Consultant to complete its work on or before the completion date set forth in Exhibit C Work Schedule in order to allow the LJPA to achieve its objectives for entering into this Agreement. The Parties therefore agree that time is of the essence in the performance of this Agreement.

SECTION 8: TERMINATION

The LJPA may terminate the Agreement for convenience by providing written notice to Consultant not less than 10 calendar days prior to an effective termination date.

The LJPA or Consultant may terminate the Agreement for cause by providing written notice to the other party not less than 30 calendar days prior to an effective termination date.

The LJPA may, at its option, allow Consultant to cure its failure to perform within 15 business days (or longer period authorized in writing by the LJPA) from the date of the LJPA's termination notice. The termination shall be become effective if Consultant has not cured within such time period to the LJPA's satisfaction.

Consultant may terminate this Agreement for cause if the LJPA fails to cure a material default in performance within a period of 30 calendar days (or such longer period agreed to by the Consultant), from date of the Consultant's written termination notice specifying the default in performance.

Upon notice of termination by either the LJPA or Consultant, the Consultant will immediately act to not incur any additional obligations, costs or expenses, except as may be reasonably necessary to terminate its activities. The LJPA's only obligation to the Consultant will be just and equitable payment for services authorized by, and received to the satisfaction of, the LJPA up to and including the effective date of termination less any amounts withheld. All finished or unfinished work or documents procured or produced under the Agreement will become property of the LJPA upon the termination date. In the event of Consultant's failure to perform pursuant to the Agreement, the LJPA reserves the right to obtain services elsewhere and Consultant will be liable for the difference between the prices set forth in the terminated Agreement and the actual cost to the LJPA. Termination of the Agreement pursuant to this paragraph shall not relieve the Consultant of any liability to LJPA for additional costs, expenses, or damages sustained by LJPA due to failure of the Consultant to perform pursuant to the Agreement. LJPA may withhold any payments to Consultant for the purpose of set-off until such time as the exact amount of damages due LJPA from Consultant is determined. After the effective date of termination, Consultant will have no further claims against the LJPA under the Agreement. No other compensation will be payable for anticipated profit on unperformed services.

SECTION 9: INSURANCE

Prior to the beginning of and throughout the duration of the Agreement, Consultant will maintain and comply with the Insurance Requirements as set forth in Exhibit D. Consultant will insure the LJPA against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder. The insurance coverages required shall not in any way limit the liability of the Consultant.

SECTION 10: INDEMNIFICATION

Consultant agrees, to the fullest extent permitted by law, to indemnify, defend, and hold harmless the Santa Cruz Public Libraries, Library Joint Powers Authority, Library Services Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officials, officers, employees, agents, and volunteers (collectively, "Indemnitees") from and against any and all liability, claim, action, loss, injury, damage, judgment, or expense, including attorneys' fees and costs ("Losses") caused by or resulting from the negligence, recklessness, or willful misconduct of Consultant, Consultant's officers, employees, agents, or subcontractors in any way related to this Agreement. Consultant's duty to indemnify and hold harmless Indemnitees shall not apply to the extent such Losses are caused by the sole or active negligence or willful misconduct of Indemnitees, as determined by an adjudicatory body or court of competent jurisdiction, as applicable. The obligation to defend shall arise regardless of any claim or assertion that Indemnitees caused or contributed to the Losses.

SECTION 11: EQUAL EMPLOYMENT OPPORTUNITY/NON-DISCRIMINATION POLICIES

LJPA's policies promote a working environment free from abusive conduct, discrimination, harassment, and retaliation; and require equal opportunity in employment for all regardless of race, religious creed (including religious dress and grooming practices), color, national origin (including language use restrictions), ancestry, religion, disability (mental and physical), medical condition, sex, gender (including gender identity and gender expression), physical characteristics, marital status, age, sexual orientation, genetic information (including family health history and genetic test results), organizational affiliation, and

military or veteran status, or any other consideration made unlawful by local, State or Federal law. LJPA requires Consultant to comply with all applicable Federal and State and local equal employment opportunity laws and regulations, and Consultant is responsible for ensuring that effective policies and procedures concerning the prevention of abusive conduct, discrimination, harassment, and retaliation exist in Consultant's business organization.

SECTION 12: LEGAL ACTION/ATTORNEYS' FEES

If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees in addition to any other relief. The laws of the State of California, with jurisdiction in the Santa Cruz County Superior Court, shall govern all matters relating to the validity, interpretation, and effect of this Agreement and any authorized or alleged changes, the performance of any of its terms, as well as the rights and obligations of Consultant and the LJPA.

SECTION 13: AMENDMENTS

This Agreement may not be amended in any respect except by way of a written instrument which expressly references and identifies this particular Agreement, which expressly states that its purpose is to amend this particular Agreement, and which is duly executed by the LJPA and Consultant. Consultant acknowledges that no such amendment shall be effective until approved and authorized by the LJPA's authorized representative. No representative of the LJPA is authorized to obligate the LJPA to pay the cost or value of services beyond the scope of services set forth in Exhibit A Scope of Work. Such authority is retained solely by the Director, or designee. Unless expressly authorized by the Director, Consultant's compensation shall be limited to that set forth in Exhibit B, Fee Schedule.

SECTION 14: MISCELLANEOUS PROVISIONS

1. Project Manager. Director reserves the right to approve the project manager assigned by Consultant to said work. No change in assignment may occur without prior written approval of the LJPA.
2. Consultant Services Only. Consultant is employed to render professional services only and any payments made to Consultant are compensation solely for such professional services.
3. Independent Contractor. In the performance of this Agreement, it is expressly understood that Consultant, including each of Consultant's employees, agents, subcontractors or others under Consultant's supervision or control, is an independent contractor solely responsible for its own acts and omissions, and shall not be considered an employee of the LJPA or City of Santa Cruz, the City of Scotts Valley, the City of Capitola, or the County of Santa Cruz for any purpose. Consultant agrees to comply with AB5, codified at Labor Code section 2750.3, and shall indemnify, defend and hold harmless the LJPA, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, or the County of Santa Cruz, their respective officials, officers, employees, and agents against any claim or liability, including attorneys' fees and costs, arising in any manner related to this Agreement that an employee, agent or others under Consultant's supervision or control was misclassified.
4. Consultant Not an Agent. Except as LJPA may specify in writing, Consultant shall have no authority, express or implied, to act on behalf of LJPA in any capacity whatsoever as an agent. Consultant shall have no authority, express or implied, pursuant to this Agreement to bind LJPA to any obligation whatsoever.

5. Subcontractors. Consultant shall obtain prior approval of the LJPA prior to subcontracting of any work pursuant to this Agreement. If at any time, the LJPA determines any subcontractor is incompetent or unqualified, Consultant will be notified and will be expected to immediately cancel the subcontract. Consultant shall require and verify that all subcontractors maintain insurance meeting all of the requirements stated herein, including naming the LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officers, officials, employees, agents, and volunteers as additional insureds. Any modification to the insurance requirements for subcontractors must be agreed to by the LJPA in writing.
6. Assignment. This Agreement shall not be assigned without first obtaining the express written consent of the Director or after approval of the LJPA Board of Directors. Neither party may assign this Agreement unless this Agreement is amended in accordance with its terms.
7. Conflicts of Interest. Consultant owes LJPA a duty of loyalty in performing the work and services under this Agreement. Consultant covenants (on behalf of Consultant and Consultant's employees, agents, representatives, and subcontractors) that there is no direct or indirect interest, financial or otherwise, which would conflict in any manner or degree with the performance of services required under this Agreement. Consultant acknowledges and agrees to comply with applicable provisions of conflict of interest law and regulations, including the Political Reform Act, Section 1090 of the Government Code, and the LJPA's conflict of interest code. Consultant will immediately advise LJPA if Consultant learns of a conflicting financial interest of Consultant during the term of this Agreement.
8. LJPA Property. The work, or any portion, of Consultant in performing this Agreement shall become the property of LJPA. The Consultant may be permitted to retain copies of such work for information and reference in connection only with the provision of services for the LJPA. All materials and work product, whether finished or unfinished, shall be delivered to LJPA upon completion of contract services or termination of this Agreement for any reason. Unless otherwise provided herein, Consultant agrees that all copyrights which arise from creation of project-related documents and materials pursuant to this Agreement shall be vested in the LJPA and Consultant waives and relinquishes all claims to copyright or other intellectual property rights in favor of LJPA. Any work product related to this Agreement shall be confidential, not to be used by the Consultant on other projects or disclosed to any third party, except by agreement in writing by the LJPA, or except as otherwise provided herein.
9. Intellectual Property and Indemnity. Consultant represents to LJPA that, to the best of Consultant's knowledge, any Intellectual Property (including but not limited to: patent, patent application, trade secret, copyright and any applications or right to apply for registration, computer software programs or applications, tangible or intangible proprietary information, or any other intellectual property right) in connection with any services and/or products related to this Agreement does not violate or infringe upon any Intellectual Property rights of any other person or entity.

To the fullest extent permitted by law, Consultant agrees to indemnify, defend, and hold harmless LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees, and agents, from any and all claims, demands, actions, liabilities, damages, or expenses (including reasonable attorneys' fees and costs) arising out of a claim of infringement, actual or alleged, direct or contributory, of any Intellectual Property rights in any way related to Consultant's performance under this Agreement or to the LJPA's authorized intended or actual use of Consultant's product or service under this Agreement. This provision shall survive termination or expiration of this Agreement.

If any product or service becomes, or in the Consultant's opinion is likely to become, the subject of a claim of infringement, the Consultant shall, at its sole expense: (i) provide the LJPA the right to continue using the product or service; or (ii) replace or modify the product or service so that it becomes non-infringing; or (iii) if none of the foregoing alternatives are possible even after Consultant's commercially reasonable efforts, in addition to other available legal remedies, LJPA will have the right to return the product or service and receive a full or partial refund of an amount equal to the value of the returned product or service, less the unpaid portion of the purchase price and any other amounts, which may be due to the Consultant. LJPA shall have the right to retrieve its data and proprietary information at no charge prior to any return of the product or termination of service.

10. Confidentiality.

- a. Consultant shall not acquire any ownership interest in data and information ("LJPA Data") received by Consultant from LJPA, which shall remain the property of the LJPA. Certain information may be considered confidential ("Confidential Information"). Confidential Information shall mean all non-public information or proprietary materials (in every form and media) disclosed or made available directly or indirectly through any means of communication, either verbally or in writing, to Consultant in connection with this Agreement. Unless otherwise required by law, Consultant shall not, without LJPA's written permission, use or disclose LJPA Data and/or Confidential Information other than in the performance of the obligations under this Agreement. As between Consultant and LJPA, all LJPA Confidential Information shall remain the property of the LJPA. Consultant shall not acquire ownership interest in the LJPA's Confidential Information.
- b. Consultant shall be responsible for ensuring and maintaining the security and confidentiality of LJPA Data and Confidential Information, protect against any anticipated threats or hazards to the security or integrity of LJPA Data and Confidential Information, protect against unauthorized access to or use of LJPA Data and Confidential Information that could result in substantial harm or inconvenience to LJPA or any end users; and ensure the proper return and/or disposal of LJPA Data and Confidential Information upon termination of this Agreement with notice to the LJPA.
- c. Consultant shall take appropriate action to address any incident of unauthorized access to LJPA Data and Confidential Information, including addressing and/or remedying the issue that resulted in such unauthorized access, notifying LJPA as soon as possible of any incident of unauthorized access to LJPA Data and Confidential Information, or any other breach in Consultant's security that materially affects LJPA or end users; and be responsible for ensuring compliance by its officers, employees, agents, and subcontractors with the confidentiality provisions hereof. Should confidential and/or legally protected LJPA Data be divulged to unauthorized third parties, Consultant shall comply with all applicable federal and state laws and regulations, including but not limited to California Civil Code sections 1798.29 and 1798.82 at Consultant's sole expense. Consultant shall not charge LJPA for any expenses associated with Consultant's compliance with these obligations.
- d. Consultant shall defend, indemnify and hold harmless LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees and agents against any claim, liability, loss, injury or damage (including attorneys' fee and costs) arising out of, or in connection with, the unauthorized use, access, and/or disclosure of LJPA Data and/or Confidential Information by Consultant and/or its agents,

employees or sub-contractors, excepting only loss, injury or damage caused by the sole negligence or willful misconduct of the LJPA. This provision shall survive the termination or expiration of this Agreement.

11. Consultant's Records. Consultant shall maintain accurate accounting records and other written documentation pertaining to the costs incurred relating to this Agreement for examination and audit by the LJPA, State, or federal government, as applicable, during the period of this Agreement, and for a period of at least five years from the date of the final LJPA payment for Consultant's services, unless otherwise stated herein. If Consultant engages a subcontractor to perform work related to this Agreement with a cost of \$10,000 or more over a 12-month period, such subcontract shall contain these same requirements. This provision shall survive the termination of this Agreement.
12. California Public Records Act. LJPA is a public agency subject to the disclosure requirements of the California Public Records Act ("CPRA"). If Consultant's proprietary information is contained in documents or information submitted to LJPA, and Consultant claims that such information falls within one or more CPRA exemptions, Consultant must clearly mark such information "Confidential and Proprietary," and identify the specific lines containing the information. In the event of a request for such information, LJPA will make best efforts to provide notice to Consultant prior to such disclosure. If Consultant contends that any documents are exempt from the CPRA and wishes to prevent disclosure, it is required to obtain a protective order, injunctive relief or other appropriate remedy from a court of law in Santa Cruz County before the LJPA is required to respond to the CPRA request. If Consultant fails to obtain such remedy within the time the LJPA is required to respond to the CPRA request, LJPA may disclose the requested information without any liability to Consultant. Consultant further agrees that it shall defend, indemnify and hold LJPA, LSA, SCPL, City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, their respective officials, officers, employees and agents harmless against any claim, action or litigation (including but not limited to all judgments, costs, and attorney's fees) that may result from denial by LJPA of a CPRA request for information arising from any representation, or any action (or inaction), by the Consultant.
13. Compliance with Laws. All activities of Consultant, its employees, subcontractors and/or agents will be carried out in compliance with all applicable federal, state, and local laws and regulations.
14. Licensure. Consultant warrants that Consultant, its subcontractors and/or agents (if any) has/have complied with any and all federal, state, and local licensing requirements and agrees to provide proof of a current City of Santa Cruz Business Tax Certificate if:
 - Consultant, its subcontractor(s) and agent(s) or its business is/are located in the City of Santa Cruz;
 - Will perform actual work in the City of Santa Cruz for 6 or more days annually; or
 - Will use company vehicles to deliver within the City of Santa Cruz for 6 or more days annually.For additional information and licensing requirements, view the City's [Business Licenses and Permits webpage](#) or call the Revenue and Taxation division at 831/420-5070.
15. Living Wage. Every contract for services to the City of Santa Cruz for \$10,000 or more, is subject to City of Santa Cruz Living Wage Ordinance number 2000-25. If applicable, Consultant agrees to comply with the requirements of the Living Wage ordinance as provided in Santa Cruz Municipal Code Chapter 5.10.

16. Prevailing Wages for Public Work. Intentionally Omitted.
17. Dispute Resolution. The Parties agree to attempt in good faith to resolve through negotiation any dispute, claim or controversy arising out of or relating to this Agreement. Either party may initiate negotiations by providing written notice in letter form to the other party, setting forth the subject of the dispute and the relief requested. Promptly upon such notification, the Parties shall meet at a mutually agreeable time and place in order to exchange relevant information and perspective, and to attempt to resolve the dispute. In the event that no resolution is achieved, and if, but only if, the parties mutually agree, then prior to pursuing formal legal action, the parties shall make a good faith effort to resolve the dispute by non-binding mediation or negotiations between representatives with decision making power, who, to the extent possible, shall not have had substantive involvement in the matters of the dispute. To the extent that the dispute involves or relates to a public works project, the Parties agree to attempt to resolve the dispute by complying with the claims process as set forth in Public Contract Code sections 9204(e), 2010420104.6, but without waiving the requirements of the California Tort Claims Act, Gov't Code section 800 et seq. unless otherwise agreed to by the Parties.
18. Force Majeure. Neither party hereto shall be considered in default in the performance of its obligation hereunder to the extent that the performance of any such obligation is prevented or delayed by an act of God, natural disaster, pandemic, acts of terrorism, war, or other peril, which is beyond the reasonable control of the affected party and without the negligence of the respective Parties. Each party hereto shall give notice promptly to the other of the nature and extent of any Force Majeure claimed to delay, hinder or prevent performance of the services under this Agreement. Each Party will, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and will, upon the cessation of the cause, diligently pursue performance of its obligations in this Agreement. In the event either party is prevented or delayed in the performance of its respective obligation by reason of such Force Majeure, there may be an equitable adjustment of the schedule and Consultant compensation based on LJPA's sole discretion.
19. Complete Agreement. This Agreement, along with any exhibits and attachments, is the full and complete integration of the Parties' agreement with respect to the matters addressed herein, and that this Agreement supersedes any previous written or oral agreements between the Parties with respect to the matters addressed herein. Unless otherwise stated, to the extent there is any conflict between this Agreement and any other agreement (written or oral), the terms of this Agreement shall control.
20. Severability. The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render the other provisions unenforceable, invalid or illegal.
21. Waiver. Waiver by any party of any portion of this Agreement shall not constitute a waiver of the same or any other portion hereof.
22. Governing Law. This Agreement shall be governed by and interpreted in accordance with California law.
23. Contract Interpretation. Each party acknowledges that it has reviewed this Agreement and that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement.

24. Notices. If either party shall desire or is required to give notice to the other such notice shall be given in writing, via email and concurrently delivered by overnight FedEx [or priority U.S. Mail], addressed to recipient as follows:

To CITY OF SANTA CRUZ
On behalf of LJPA:
Finance Department
Marisol Gómez
1200 Pacific Avenue, Suite 290
Santa Cruz, CA 95060
mgomez@santacruzca.gov
(831) 420-5232

To CONSULTANT:
Matrix Consulting Group, Ltd.
Richard P Brady
rbrady@matrixcg.net
(650) 868-0507

Changes to the above information shall be given to the other party in writing ten (10) business days before the change is effective.

25. Counterparts. The Parties may execute this Agreement in two or more counterparts, which shall, in the aggregate, be deemed an original but all of which, together, shall constitute one and the same instrument. A scanned, electronic, facsimile or other copy of a party's signature shall be accepted and valid as an original.

26. Warranty of Authority. The signatories to this Agreement warrant and represent that each is authorized to execute this Agreement and that their respective signatures serve to legally obligate their respective representatives, agents, successors and assigns to comply with the provisions of this Agreement.

[SIGNATURES ON FOLLOWING PAGE]

Approved As To Form:

By: *Barbara H Choi* Date: 10/24/23
 Barbara H. Choi, LJPA Assistant Legal Counsel

CONSULTANT

By: *Richard Brady* Date: Oct 25, 2023
 Printed: Richard Brady Title: President

CONSULTANT

By: *Courtney Ramos* Date: Oct 26, 2023 RPB
 Printed: Courtney Ramos Title: Vice President

Library Joint Powers Authority

By: _____ Date: _____
 Printed: _____ Title: _____

- Signature Requirements for Business Entity:
- a. Corporation – 2 officer signatures required (one from each group, unless person signing holds officer positions in both Group 1 and 2):
 - Group 1: Chief Executive Officer, Chairman of the Board, President, or Vice President
 - Group 2: Secretary, Assistant Secretary, Chief Financial Officer, Treasurer, Assistant Treasurer
 - b. Partnership - Signature of General Partner, or signature of partner who is authorized to execute documents per the Certificate of Partnership. If authorized partner is a corporation, follow Corporation signature requirement.
 - c. LLC- For a member-managed LLC, signature of any member. For a manager-managed LLC, signature of the manager. If the LLC has corporate officer designations, follow Corporation signature requirement.

EXHIBIT A: SCOPE OF WORK

4 Technical Approach and Work Plan

This section of our proposal describes our approach and proposed work plan to completing Section 4 Preliminary Scope of Services.

A Technical Approach

The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- A principal of the firm is always involved on each project. For this project, we would commit a Senior Vice President of the firm as Project Manager.
- We approach our projects with a firm grounding in formal analytical methodologies. All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of proven project management techniques.
 - Input from staff through interviews and surveys.
 - Input from other stakeholders (e.g., department heads, elected officials).
 - Detailed data collection and analysis derived from primary sources.
 - Extensive reviews of facts, findings, conclusions, and recommendations.
 - Detailed implementation plans.

This approach has provided our clients with valuable assistance and advice in dealing with important public policy issues.

The City of Santa Cruz and Santa Cruz Public Libraries have an existing shared administrative services agreement. The purpose of this study is to review the agreement and ensure that it meets the needs of all parties involved. The study is split into three phases:

- **Phase 1 – Discovery:** During this phase, the project team would work with staff at the Library to understand the current workflows associated with administrative support as well as the services outlined in the shared services agreement. *The deliverable of this phase will be a document outlining the current services and the workflow processes.*
- **Phase 2 – Research:** During this phase, we would develop alternative service delivery options for the Library to understand the most effective and efficient use

of administrative support. *The deliverable of this phase would be three different options of administrative services delivery models.*

- **Phase 3 – Recommendations:** During this phase, the costing analysis of the administrative service delivery models will be developed. For each model presented in Phase 2, the costing analysis will be conducted, as well as an implementation timeline. *The deliverables of this phase will be a combination of Phase 1, Phase 2, and final report summarizing the cost benefit analysis of the alternative options.*

Based on our understanding of the scope of services, we believe the outlined phases are set up appropriately to allow for us to get an understanding of the existing state of operations before proposing alternative options.

As part of our approach, we would want to involve all key stakeholders in each Phase to ensure that we are considering any historical information that may influence potential options, as well as any future considerations that may have impacts on these options. As such, we do propose adding to each Phase a meeting with the key stakeholders to discuss initial thoughts and concerns, as well as a meeting at the end of each phase to review the deliverable.

The following section (Work Plan) provides our detailed task plan for completing the requested scope of services.

B Work Plan

The following workplan outlines our approach for conducting this engagement.

Phase 1 – Discovery

Task 1 | Project Kickoff Meeting

Upon selection, we will conduct a project initiation meeting with key staff to discuss project goals, refine project approach, finalize project schedule and discuss a data collection listing of information needed to conduct the engagement. Project planning will include project communications commitments. This step is critical to establishing a set of stakeholders that will be involved throughout the project, as well as ensure client engagement.

TASK RESULT – Listing of data needs for the study.

Task 2 | Current State Assessment (Discovery)

The first phase of the scope is 'discovery', understanding the current state of operations for the City and the Library's shared services agreement. We will start developing our understanding current operations of the services under review through the following activities:

- Conduct individual interviews with key staff at the City of Santa Cruz and the Santa Cruz Public Library.
- Discuss current administrative workflows and level of communication.
- Review the current agreement of services and document the services and support being provided.
- Develop an understanding of the technology utilized between the two agencies.
- Document the historical and current cost agreements.

Once these efforts have been concluded, the project team will develop a current state assessment documenting the existing agreement between Santa Cruz and the Public Library. This will also be the conclusion of Phase 1 (Discovery).

TASK RESULT – Current state assessment of workflows and shared services agreement.

Phase 2 – Research

Task 3 | Best Practices Assessment of Administrative Services

In this task the project team will develop an assessment of organizational strengths and potential improvement needs in a 'gap assessment' through the use of best management practices.

In this task, we will utilize a series of best management practices for the administrative services areas being shared between the Library and the City. This will allow us to understand the key services that need to be provided in order for an agency to function. This will be considered the initiation of Phase 2 (Research), as the development of any models must ensure that the models contain key components.

TASK RESULT – Comparison of current administrative services against industry best practices in terms of shared services as well as service level delivery.

Task 4 | Development of Service Delivery Alternative Models

In this task, we will focus on analyzing and evaluating alternatives for the Administrative Functions being shared and provided. Areas to be evaluated during this task include:

- **Service Portfolio:** The assessment of this area will develop a recommended service portfolio for the near term and for the future and make recommendations for movement of specific functions between entities, if needed, to increase efficiency and effectiveness.
- **Service delivery approach:** This will include a summary of the current approach utilized to provide services (in-house, contracted, shared service) and the alternatives that exist.
- **Service levels:** In this effort, we will first outline the current service level provided for the individual service areas and then provide a recommended service level for each service area. Where appropriate we will make recommendations for changes in service levels based on anticipated growth or anticipated service demands.
- **Key Performance Indicators:** Finally, we will develop for each service area, a set of recommended performance indicators. The recommended indicators will, where feasible, focus on outcomes of the service provided not outputs to provide more meaningful context and usability.

This analysis will allow us to develop up to three (3) different administrative service delivery models for consideration. These models may vary in who provides the services, the staffing levels, as well as the types of services.

TASK RESULT – The result of this task would be three (3) different administrative service delivery modes.

Task 5 | Review Service Delivery Alternative Models

As discussed in our technical approach, prior to concluding Phase 2, we will want to have a meeting with key stakeholders to discuss the three different service delivery models. This will allow us to evaluate if there are any initial / major concerns with these models, as well as if there are any other factors that must be considered.

Upon the conclusion of this meeting, we will refine and finalize the service delivery models and document it in a draft report, concluding Phase 2 (Research).

TASK RESULT – The result of this task would be stakeholder meeting on the service delivery approaches, and final document summarizing the approaches.

Task 6 | Cost Benefit Analysis

Once the service delivery models have been developed, a detailed cost benefit analysis will be conducted. The cost benefit analysis will focus on estimating the total costs incurred, as well as any cost efficiencies or benefits that may incur from use of shared service agreements.

The excel-based costing model(s) will be provided to staff for review to ensure that all personnel and non-personnel costs are factored when considering any shifting of services.

TASK RESULT – The result of this task would be draft cost impact of each of the service delivery alternatives.

Task 7 | Organizational and Staffing Analysis of Administrative Services

The project team will conduct a detailed assessment of the organizational and staffing structure needed for administrative functions. This includes the following:

- **Evaluate the organizational structure.** We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.
- **Evaluate staff utilization and deployment compared to service levels and workload.** This analysis will evaluate staff utilization by comparing staffing allocations against both current and desired service levels and existing and projected workload.
- **Develop Staffing Recommendations.** This analytical effort will develop a staffing allocation (both number and type of positions) based upon current and projected service levels, workload, and processes. Staffing metrics will be provided for use in evaluating future staffing modifications based on trigger points, service requirements or workloads. Along with recommendations regarding staffing allocations, we will evaluate and provide recommendations on training requirements for staff that will improve operations and support staff development and succession planning.

During this task, the project team will also analyze those issues identified from the best practices assessment and service delivery alternatives to determine if other operational changes should be implemented to increase efficiency or effectiveness of service provision and staff utilization. The preliminary recommendations developed will be presented for review with key stakeholders prior to finalization.

TASK RESULT – The result of this task would be an analysis of the organizational, management and operational choices in service delivery, service levels and staffing.

Phase 3 – Recommendations

Task 8 | Prepare a Final Report and Provide an Implementation Plan

Upon the conclusion of the preceding tasks, we will prepare a report which summarizes the results of each of the previous work tasks described above and clearly delineates the recommended changes.

This report would include: a description of the study methodology, detailed evaluation including the recommended organizational structure, staffing requirements, operational improvements, analysis of major work processes and recommendations for modification, key performance indicators, and identification of opportunities to enhance service delivery through more effective technology utilization.

The report will also include a discussion of each of the service delivery models. The final report will be supplemented with an implementation plan that can be utilized to guide implementation and put all recommendations into a logical timeline that provides a roadmap to the organization's transformation.

The analysis would be reviewed in draft form with the internal review team. Once this review is completed, the project team will review all comments received, edit and finalize the report and present the final report to the leadership team and/or elected officials as requested.

TASK RESULT – The result of this task would be the draft and final report and implementation plan together with all of the technical documents developed during the study process.

All project team members will be involved in each phase of the analysis and the scope. The detailed hours spent by each individual team member will vary depending on the expertise needed. For example, if there is the need for a more in-depth costing analysis, our Financial Analyst will provide greater support in that task; whereas if there is a greater need for organizational and staffing review, our Technical Analyst will provide support.

We are committed to staffing this project with full-time, permanent Matrix Consulting Group employees. Additionally, we have many other staff with similar technical areas of expertise that we could rely upon to help bridge any resource-related issues at any point throughout the project. If any staffing changes are proposed, we will discuss with and gain approval from the City prior to implementing.

EXHIBIT B: FEE SCHEDULE

SUBMITTAL 2 COST PROPOSAL

Proposers must complete and submit a **Cost Proposal** with their Proposal submittal by the Proposal Submittal Due date. It is the Proposer's responsibility to state all costs required to provide the services outlined in **Section 4 Preliminary Scope of Services**. Costs shall include, but not be limited to, direct labor, overhead, fringe benefits, profit, subcontractor costs, and other direct costs (ODC) such as materials, supplies, taxes, and travel. A Proposer's failure to submit a Cost Proposal will deem the Proposal non-responsive.

The Proposer agrees to hold pricing submitted in response to this solicitation for 180 days from the proposal submittal date.

- a. Please use the template provided below to submit the cost proposal
- b. Identify any expenses that would not be covered through this fee structure and would be required in order to implement the firm's program.
- c. Please provide a statement of fees for such additional services or other related services.

Activity	Hours	Cost	Total
Phase 1 – Discovery Deliverable 1.1	40	\$166.25	\$6,650
Phase 1 – Discovery Deliverable 1.2	60	\$172.50	\$10,350
Phase 1 – Discovery Subtotal	100		\$17,000
Phase 2 – Research Deliverable 2.1	20	\$215.00	\$4,300
Phase 2 – Research Deliverable 2.2	40	\$181.25	\$7,250
Phase 2 – Research Deliverable 2.3	200	\$152.75	\$30,550
Phase 2 – Research Subtotal	260		\$42,100
Phase 3 – Recommendation Deliverable 3.1	230	\$151.09	\$34,750
Phase 3 – Recommendation Deliverable 3.2	30	\$205.00	\$6,150
Phase 3 – Recommendation Subtotal	260		\$40,900
Grand Total	620		\$100,000

EXHIBIT C: WORK SCHEDULE

C Schedule

The schedule to complete the study would be 10 months. This schedule is shown below:

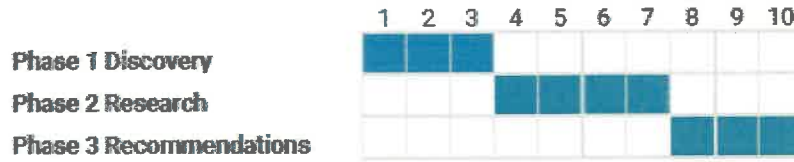


EXHIBIT D: INSURANCE REQUIREMENTS

A. CERTIFICATE REQUIREMENTS

The City and the Santa Cruz Public Libraries, Library Joint Powers Authority will be issued a Certificate of Insurance (a Memorandum of Understanding will not be accepted) with the following minimum requirements:

- Certificate(s) will show current policy number(s) and effective dates,
- Coverage and policy limits will meet, or exceed, requirements below,
- The Certificate Holder will be City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority, Risk Management, 1200 Pacific Avenue, Suite 290, Santa Cruz, CA 95060,
- Certificate will be signed by an authorized representative,
- An endorsement, if required below, will be provided to show the Santa Cruz Public Libraries, Library Joint Powers Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officers, officials, employees, and volunteers as additional insureds, and
- Coverages must be maintained during the term of the Agreement with the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, unless a longer duration is required as specified below.

B. MINIMUM SCOPE AND LIMITS OF INSURANCE

Consultant acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amount of coverage required of Consultant and its contractor(s). If Consultant and its contractor(s) maintains broader insurance coverage and/or higher limits than the minimums shown below, the City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority requires and shall be entitled to the broader insurance coverage and/or higher limits maintained by Consultant and its contractor(s). Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City of Santa Cruz and the Santa Cruz Public Libraries, Library Joint Powers Authority. Coverage will be at least as broad as:

- **COMMERCIAL GENERAL LIABILITY (CGL): \$1,000,000 PER OCCURRENCE; \$2,000,000 AGGREGATE**
Proof of coverage for \$1 Million per occurrence including products and completed operations, property damage, bodily injury, personal and advertising injury will be provided on Insurance Services Office (ISO) Form CG 00 01 covering CGL.
- **WORKERS' COMPENSATION AS REQUIRED BY THE STATE OF CALIFORNIA, WITH STATUTORY LIMITS, AND EMPLOYER'S LIABILITY INSURANCE: \$1,000,000 per accident for bodily injury or disease.**
The Worker's Compensation policy must be endorsed with a waiver of subrogation in favor of the City for all work performed by the Consultant and Consultant's contractor(s) and their respective employees.
(Not required if Consultant and/or its contractor(s) provide(s) written verification it has no employees)
- If Consultant or its Contractor(s) has/have no employees, such party shall complete and sign a Workers' Compensation Exemption Declaration and Release of Liability.

- **PROFESSIONAL LIABILITY:**
If the Work includes professional services, including without limitation design or engineering, such professional shall procure and maintain professional errors and omissions coverage written on a standard industry policy with liability limits of no less than \$2,000,000 each occurrence or claim, and \$2,000,000 general aggregate. Consultant shall provide the City and the Santa Cruz Public Libraries, Library Joint Powers Authority with a certificate of insurance evidencing the professional's errors and omissions coverage in accordance with these requirements.

C. OTHER INSURANCE PROVISIONS

The insurance policies are to comply with the following provisions:

- **ADDITIONAL INSURED STATUS**
The Santa Cruz Public Libraries, Library Joint Powers Authority, the City of Santa Cruz, the City of Scotts Valley, the City of Capitola, and the County of Santa Cruz, as well as each entity's respective officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Consultant including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage will be provided in the form of an endorsement to Consultant insurance at least as broad as ISO Form CG 20 10 11 85, or if not available, through the addition of both CG 20 10 CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 (if a later edition is used).
- **PRIMARY COVERAGE**
For any claims related to this Agreement, Consultant's and/or its Contractor's insurance coverage will be primary insurance as respects the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, its officers, officials, employees, agents, and volunteers. Any insurance or self-insurance maintained by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority, its officers, officials, employees, agents, or volunteers will be excess of Consultant's or its Contractor(s)' insurance and will not contribute with it.
- **NOTICE OF CANCELLATION**
Each insurance policy required above shall state that the coverage shall not be canceled, except with notice to the City and the Santa Cruz Public Libraries, Library Joint Powers Authority.
- **WAIVER OF SUBROGATION**
Consultant and its Contractor(s) shall agree to grant to the City a waiver of any right to subrogation, except as otherwise not applicable, which any insurer of said Consultant and its contractor(s) may acquire against the City and the Santa Cruz Public Libraries, Library Joint Powers Authority by virtue of the payment of any loss, including attorney's fees under such insurance. Consultant and its contractor(s) shall agree to obtain any endorsement that may be necessary to effectuate this waiver of subrogation, but this provision applies regardless of whether or not the City and the Santa Cruz Public Libraries, Library Joint Powers Authority has received a waiver of subrogation endorsement from the insurer.
- **EXCESS LIABILITY/UMBRELLA INSURANCE POLICIES**
Consultant may use excess liability/umbrella policies to meet the required liability limits on the condition that they provide all of the insurance coverages required herein, including, but not limited

to, primary and non-contributory, additional insured, Self-Insured Retentions (SIRs), indemnity, and defense requirements. The excess liability/umbrella insurance policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying CGL insurance. No insurance policies maintained by the Additional Insureds, whether primary or excess, and which also apply to a loss covered hereunder, shall be called upon to contribute to a loss until the Consultant's primary and excess liability policies are exhausted.

- DURATION OF COVERAGE

CGL & Excess Liability/Umbrella policies for any construction related work, including, but not limited to, maintenance, service, or repair work, shall continue coverage for a minimum of 5 years for Completed Operations liability coverage. Such insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

- SELF-INSURED RETENTIONS (SIR)

Self-insured retentions must be declared to and approved by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority. City and the Santa Cruz Public Libraries, Library Joint Powers Authority may require Consultant to purchase coverage with a lower retention or provide proof of ability to pay losses and related expenses. The policy language shall provide, or be endorsed to provide, that the self insured retention may be satisfied by either the named insured or City and the Santa Cruz Public Libraries, Library Joint Powers Authority.

- ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A: VII, unless otherwise acceptable to the City and the Santa Cruz Public Libraries, Library Joint Powers Authority.

- CLAIMS MADE POLICIES

If any of the required policies provide coverage on a claims-made basis:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not *replaced with another claims-made policy form with a Retroactive Date* prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of *five (5) years* after completion of contract work.

- VERIFICATION OF COVERAGE

Consultant and its contractor(s) will furnish the City and the Santa Cruz Public Libraries, Library Joint Powers Authority with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this clause) and a copy of the Declarations and Endorsement Page of the CGL and Excess Liability/Umbrella Policies listing all policy endorsements to be approved by the City and the Santa Cruz Public Libraries, Library Joint Powers Authority before work commences. However, failure to obtain the required documents prior to the work beginning will not waive

the Consultant's and its contractor's obligation to provide them. The City and the Santa Cruz Public Libraries, Library Joint Powers Authority reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

D. CONTRACTORS AND SUBCONTRACTORS

Consultant shall require and verify that all contractors and subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that City and the Santa Cruz Public Libraries, Library Joint Powers Authority is an additional insured on insurance required from contractors and subcontractors.

E. SPECIAL RISKS/CIRCUMSTANCES

City and the Santa Cruz Public Libraries, Library Joint Powers Authority reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances and provide notice to Consultant.









2023-10-24 PSA Matrix Consulting Group.refor matted.FINAL.BHC Sig (002)

Final Audit Report

2023-10-26

Created:	2023-10-25
By:	Michelle Melkun (mmelkun@matrixcg.net)
Status:	Signed
Transaction ID:	CBJCHBCAABAAs5uec0afmDCsX-OQiT08MnMDnPLXAf07

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-  Document created by Michelle Melkun (mmelkun@matrixcg.net)
2023-10-25 - 9:56:31 PM GMT- IP address: 98.42.231.205
-  Document emailed to Richard Brady (rbrady@matrixcg.net) for signature
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-  Email viewed by Richard Brady (rbrady@matrixcg.net)
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-  Document e-signed by Richard Brady (rbrady@matrixcg.net)
Signature Date: 2023-10-25 - 10:12:45 PM GMT - Time Source: server- IP address: 108.84.155.25
-  Document emailed to Courtney Ramos (cramos@matrixcg.net) for signature
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-  Document e-signed by Courtney Ramos (cramos@matrixcg.net)
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-  Agreement completed.
2023-10-26 - 5:42:08 PM GMT

RFP: FIN2336
CUMULATIVE SCORE SHEET

Proposer	Phase 1 Written Evaluation (55 Points Total Possible)	Cost Proposal (15 Points Total Possible)	Phase 2 Oral Interviews (30 Points Total Possible)	Total (100 Points Total Possible)
Matrix Consulting Group LTD	51.63	11.34	28.08	91.05
MGT of America Consulting LLC	48.35	15.00	22.68	84.37
Joseph R. Matthews	38.96	14.13	-	53.09
Advancing with Purpose LLC	45.73	5.91	-	51.63

Chair Carlos Palacios
Vice Chair Jamie Goldstein
Board Member Mali LaGoe
Board Member Matt Huffaker



STAFF REPORT

DATE: November 9, 2023
TO: Library Joint Powers Authority Board
FROM: Cathy Bonino, Principal HR Analyst, Human Resources Dept, City of Santa Cruz
RE: Proposals for the Director of Libraries Executive Search

STAFF RECOMMENDATION

Motion to choose Teri Black and Company LLC for the Director of Libraries executive recruitment.

DISCUSSION

The Director of Libraries resigned from the City of Santa Cruz and therefore the City in conjunction with the Library Joint Powers Authority (JPA) Board will be searching for a replacement Director of Libraries through an executive search firm.

The City's Human Resources (HR) Department oversees the recruitment process for all newly hired regular city employees and are tasked with the oversight of the recruitment for the Director of Libraries.

HR requested and received executive search proposals from three firms, including:

- Teri Black and Company LLC
- CPS HR
- LibraryIQ

All proposals were reviewed by Cathy Bonino, Principal HR Analyst and Sara De Leon, Chief People Officer in the Human Resources Department at the City.

The proposals were evaluated using the following criteria:

- Availability to start the search process
- Expected timeline for completion
- Experience with Library executive recruitments
- Qualifications/Experience
- Assigned Recruiter (s)

- Methodology and Scope of work
- Diversity Recruiting
- City's previous experience with consultants
- Cost/Guarantee

Based upon the above criteria and the analysis of all proposals, the HR Department recommends Teri Black and Company LLC given minimal cost differences and the City's HR Department's very positive experiences with this company. Past recruitments have proven the quality of their work and based on their professionalism, accountability, strong candidate network given their reputation as a recruiting firm, and personalized outreach to candidates. The cost of Teri Black and Company is \$10,000 more than CPS but which HR believes is worth the extra cost. The HR Department has no experience working with CPS's executive recruitment services but nonetheless they are a reputable HR consulting firm and would be HR's second choice. The cost difference of the final proposal, LibraryIQ, is nearly triple the cost of the other two proposals and is not recommended at this time.

A synopsis comparison of the proposals is attached along with the individual proposals.

Attachment: Comparison matrix of Executive Search firm Proposals
Teri Black and Company LLS Proposal
CPS Proposal

LibraryIQ Proposal

LIBRARY DIRECTOR EXECUTIVE RECRUITMENT PROPOSALS - Santa Cruz Public Libraries - November 2023

Compiled by Cathy Bonino, HR City of Santa Cruz

	Availability to Start	Timeline	Experience with Libraries	Qualifications	Assigned Recruiter	Methodology and Scope	Diversity Recruiting	City HR Reference	Cost/Guarantee
CPS	Upon receipt of executed contract	13 weeks	2023: Deputy Director of Community Services, Library Director, City of Richmond; Library Director Sonoma County. 2018-2022 Various public agencies @ Director level Qty - 12	HR consultants 35 years; Executive recruitment over 20 years	PM Pamela Derby and SME Susan Hildreth, have conducted successful recruitments for Cities of Berkeley, Monterey and Richmond and Marin County	Standard Executive Recruitment	57% of candidates female, ethnic minorities or both. Diversity organizations outreach, Zoom info contract - diversity sourcing filter	No experience with CPS for executive recruitment, only testing material and classification study.	\$25,000; if candidate terminates employment in one year CPS will provide professional services at no cost to re-appoint; City responsible for expenses: advertising, travel and background checks.

Teri Black and Company LLC	Upon formal engagement	100-120 days (14-17 weeks)	Most recent completion of Executive Director search for Southern CA Library Cooperative, Library Division Heads for City of Palo Alto, City Librarian for the City of Santa Clara. Other relevant successful Director/Asst Director recruitments: City of Pleasanton, Sunnyvale, Redwood City, Burbank.	Founded in 2006 and the most established female founded and owned executive search firm serving local governments in the US. Known for delivering personalized service. 90% of business is repeat customers and client referrals.	Tina White, COO, Senior Recruiter supported by Teri Black.	Standard Executive Recruitment	Last 4 years, more than 40% of placements from unrepresented groups; 2022 - 59% of successful candidates were of minority representation and nearly 60% of total placements female.	Significant experience with Teri Black. Excellent services and experience.	\$24,000 - Professional fee plus \$11,000 reimbursable expenses (advertising, brochure, admin support, shipping, background checks, travel. If selected candidate terminates employment for any reason in the first year with no other finalist, consultant will provide necessary services to secure a replacement. Professional services fee discounted up to 50%. Adt'l expensed paid by client.
Library IQ	Immediately	90-180 days (13-26 weeks)	19 Public/City Libraries were listed without reference to dates and without specificity to how many Director recruitment/fills but rather all were grouped as management and non-management library positions	Not sure how long have been providing executive searches. Proposal states "for more than 35 years we have focused on a single mission: Help communities flourish through enhanced public library operation".	Senior VP of Sales, Joy McAvoy, LibraryIQ Partnership Director Dave Degrandchamp, LibraryIQ HR Recruiter Naila Morris	Many items were missing from the original proposal. Additional information was received.	Nothing stated in the proposal	No experience or knowledge of this company.	33% of annual first year conversion. Fee is split between a retainer 50% to initiate the search and 50% of the fee due upon successful placement of candidate. If the salary is \$17,000 per month or \$204,000 annually the fee would be \$67,320.



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TERI BLACK & COMPANY, LLC

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LETTER OF TRANSMITTAL

October 26, 2023

Mr. Carlos Palacios
Board Chair
Santa Cruz City/County Libraries Joint Powers Authority
c/o City of Santa Cruz Human Resources
809 Center Street, Room 6
Santa Cruz, CA 95060

Dear Mr. Palacios:

Thank you for contacting Teri Black & Company (TBC) regarding the opportunity to assist the **Santa Cruz City/County Libraries Joint Powers Authority (LJPA)** with its efforts to successfully recruit a new **Director of Libraries**. We are the recruiter of choice for many California communities and would be honored to represent the Authority with this important endeavor.

A woman-owned firm founded in 2006, TBC is known for delivering the most personalized executive search services to clients and candidates in our industry. The firm's business goals are to produce quality results and establish long-term relationships with our customers. Personalized service and inclusivity have never been more important in our industry as outstanding candidates often have many options when considering a job change.

The attention we devote to ensuring an exceptional candidate experience is also reflected in our **consistent success with diverse placements**. For the last four years, more than **40 percent of our placements** were from underrepresented populations. In **2022** alone, **59 percent** of our **successful candidates** were of **minority representation** and nearly **60 percent** of our total placements were females. Our results in 2023 promise to be similar. With our extensive network and incomparable approach to client and candidate care, **our consultants consistently produce outstanding results**. As a result, nearly all of our business is a result of repeat customers.

TBC is not driven by volume, which is another feature that sets us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. Headquartered in Los Angeles, TBC is the most established female founded and owned executive search firms serving local government in the United States. Detailed information about the firm and our clients is available on our website - www.tbcrecruiting.com.

If retained, you have my commitment that the LJPA will receive the highest level of care and attention. Please do not hesitate to reach out if you have any questions or need additional information regarding our services or qualifications.

Sincerest regards,



Teri Black
President
teri@tbcrecruiting.com

PROPOSAL

Executive Search Services

for the

**SANTA CRUZ CITY/COUNTY
LIBRARY JOINT POWERS AUTHORITY**

to recruit a

DIRECTOR OF LIBRARIES

TB & CO.

October 2023



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I. CREDENTIALS, QUALIFICATIONS & COMMITMENT

Teri Black & Company (TBC), a woman-owned California Limited Liability Company (LLC), has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive local government professionals** for our clients throughout the Western United States. Our reputation for managing successful and inclusive recruitments is unparalleled.

Our experience with recruiting **Library professionals** is wide ranging. Most recently, we have completed an Executive Director search for the Southern California Library Cooperative, recruitments for Library Division Heads for the City of Palo Alto, and a City Librarian for the City of Santa Clara. Other relevant successful Director and/or Assistant Director recruitments include projects for the Cities of Pleasanton, Sunnyvale, Redwood City, and Burbank among others.

As evidence of our **clients' high satisfaction levels**, nearly **90%** of our projects are generated through repeat business and client referrals. Because we are driven by a concern for **quality results rather than volume**, we limit the number of recruitments the firm handles at any given time. In addition, we are careful to only partner with clients that appreciate the value of **highly personalized services** and the importance of finding qualified candidates who would be a good fit rather than simply attracting individuals who meet minimum qualification criteria. This has been an important corporate value since the firm's inception.

The attention we devote to ensuring an exceptional candidate experience is also reflected in our **consistent success with diverse placements**. For the last four years, more than **40 percent of our placements** were from underrepresented populations. In **2022** alone, **59 percent of our successful candidates** were of **minority representation** and nearly **60 percent** of our total placements were females. Our results in 2023 promise to be similar.

LJPA will also find that our **commitment to candidate care is incomparable**. From initial conversations during the active recruiting period, personalized coaching as they prepare for final interviews, all the way to professional development debriefings at the end of a process – **no other firm invests the amount of time and level of attention in candidates than we do**. Our treatment of applicants is a direct reflection of our customers' values, and we consistently receive feedback that our service is simply unmatched.

Senior Recruiter/COO Tina White will serve as the lead recruiter and will be closely supported by Teri Black and the entire TBC support team. Our recruiters maintain a **strong network** throughout various local government disciplines through their involvement and membership with numerous professional associations.

II. RECRUITMENT STRATEGY

The executive search strategy that follows describes four complete phases of a comprehensive recruitment for a Director level position.

PHASE I

Client Feedback & Involvement

The lead recruiter will work closely with the Client to design a customized candidate profile, recruitment strategy, and timeline in accordance with the Client's desires and expectations. It is our goal to gain a complete understanding of the experience, knowledge, expertise, and strengths the organization is seeking in the new professional, as well as learn about the department's priorities, current and upcoming challenges, organizational culture, and composition of the overall management team.

For TBC to represent the opportunity with conviction and credibility, we prefer to get as much information and feedback as possible before the recruitment is officially launched. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon launching each assignment.

Strategy Refinement

Following the gathering of feedback, TBC will develop a detailed timeline for the project along with a proposed methodology for attracting the best possible candidates. The timeline and overall strategy will be reviewed and approved by the Client prior to execution.

Material Development & Production

Immediately following the client feedback activities, the lead recruiter will draft advertising and recruitment brochure text for the Client's review. This information (description of community, culture, organization, ideal candidate profiles, compensation/benefits, etc.) should accurately summarize what was learned from the feedback sources.

PHASE II

Advertising & Marketing

Once the lead recruiter develops a clear understanding of what the Client is seeking, TBC will create a customized advertising campaign specifically for this search. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

Once the advertising is executed, TBC will distribute the recruitment brochure with a personalized cover letter to our national network of professional contacts in our database. Both e-mail and traditional mail are utilized in our marketing efforts. The job will also be promoted through the firm's social media presence via LinkedIn, Facebook, and Twitter.



Personalized Outreach

As an intensive follow-up to the direct mail campaign, the recruiter will personally contact the individuals targeted and generate new contacts through referrals made by respected sources. The most impressive candidates are usually found this way and it frequently requires several persuasive conversations to attract them into a recruitment if they are content and successful in their current position. Most highly qualified candidates will not necessarily respond to an advertisement; therefore, extensive proactive outreach is required.

Our clients pay for results and that's exactly what we deliver. Unlike many other recruiting firms serving the public sector, TBC invests whatever time is necessary to generate a number of outstanding candidates from which the Client can make a selection. While most of our competitors charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours, travel or meetings dedicated to any given project.

PHASE III

Resume Assessment

While the lead recruiter will review resumes as they are received, a final detailed review of each submission will be conducted immediately following the closing date of the recruitment. Those candidates determined to be the most highly qualified will be selected for screening interviews.

The TBC online application system was introduced to the market more than a decade ago and was the first in the public sector executive search industry. Leveraging the power, reach, and accessibility of the internet, TBC pioneered a modern digital experience for both candidates and clients. Since then, some of our competitors have followed suit, but TBC continues to set the bar with enhanced website and online application security features, strong passwords, and secure candidate database storage to keep candidate information safe and confidential.

Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group frequently amounts to 6-12 candidates. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to more than 20 for highly coveted opportunities. The screening interviews are typically conducted by video or phone.

Recruitment Report

Following the completion of the screening interviews, the lead recruiter will develop a written report that includes: a master list of all the applicants, resumes and cover letters for each candidate interviewed, a one-page profile summarizing each candidate's professional history, plus an overview of the recruiter's initial assessment of each individual based on their experience and the results of their screening interview.

TBC will send the written report to the Client in advance of a scheduled meeting that will be dedicated to reviewing the results of the recruitment, discussing each candidate screened, and planning for the final stage of the selection process.

Candidate Communications & Care

Throughout the entire recruitment, TBC will take responsibility for communicating with the candidates during each stage of the search. In addition, the Client should feel free to refer any inquiries from potential or existing candidates directly to the lead recruiter at any time during the engagement. We handle all administrative aspects of the assignment.

TBC is **extremely attentive to internal candidates**. Our recruiters make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We strive to exceed the expectations of candidates throughout our engagements as it is critical that all the participants, regardless of whether-or-not they are selected, have a **positive** experience, and leave the process with a **favorable impression** of the Authority and its members.

PHASE IV

Selection Process

TBC will design and administer an appropriate final selection process in partnership with the Client. Most traditional selection processes entail at least one or two rounds of initial interviews followed by the appointing authority interviewing and spending quality time with the top candidates.

Our team will prepare the materials for all the interviews, arrange for follow-up interviews with the Client, and coordinate all logistics with the candidates. If additional selection activities are desired, TBC will assist with designing and facilitating written exercises, presentations, problem-solving scenarios, etc. We tailor the process to best meet the Client's needs and will assist the decision makers with deliberations. Lastly, it is critical that candidates' confidentiality be respected and maintained to the greatest degree possible to maintain the integrity of the process.

Given the fierce and relentless competition for the best talent, **we now encourage our clients to be flexible and nimble with regard to how the final stages of each process are structured**. To land the best options for our clients, we frequently recommend a targeted and highly accelerated approach if we think a uniquely talented candidate warrants such attention. We tailor our processes to best meet our Client's needs with the end goal in mind. Our professional fee includes the equivalent of one day of facilitated panel interviews either by video or in-person.

Negotiations

Following the final process and the Client's selection of its top candidate, TBC is available to assist with negotiations on compensation, benefits, start date and other transition details.

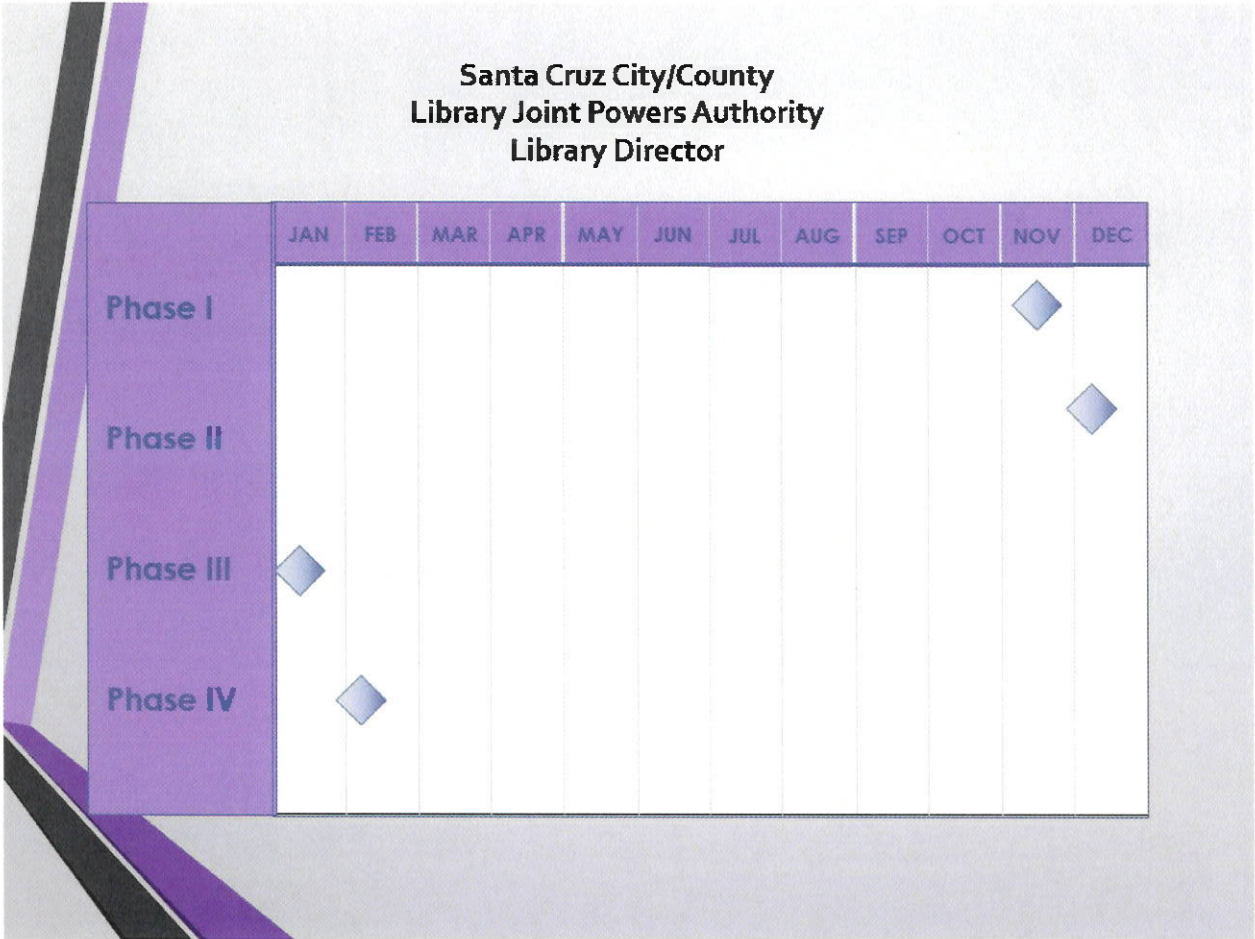
Background & References

Once the negotiations are completed, TBC will conduct a **thorough background and in-depth reference checks**. Our background check is performed by a licensed private investigator and entails credit, driving record, civil, criminal, and academic credential records checks. Court records checks include county, state, and federal systems. Media, internet, and social networking checks are also included.

To ensure objectivity, the reference checks are not conducted by the lead recruiter, rather, they are handled by another recruiter or representative of TBC. A written report identifying the references and summarizing their feedback is provided to the Client for review and recordkeeping.

III. PROJECT TIMELINE

TBC is prepared to begin work upon formal engagement. The entire recruitment can be completed within approximately 100-120 days. A visual of a projected timeline is portrayed below and assumes that work will commence in November.



IV. PROFESSIONAL FEES & GUARANTEE

The professional fee for this assignment is \$24,000. This includes all work outlined in Phases I – IV in the proposal’s scope of work. Because of our results-oriented philosophy, the professional fee covers the entire scope of work. Services include conference calls/video meetings for the purposes of gathering stakeholder feedback on candidate profile, briefing client on results of recruitment, and assistance with onsite facilitation of LJPA interviews¹, assisting the client with selection deliberations, and conducting background and reference check. Professional fees and expenses are typically billed monthly.

REIMBURSABLE EXPENSES² (NOT TO EXCEED)

Advertising	\$3,250
Recruitment Brochure design & mailing	\$1,500
Administrative support	\$4,250
Shipping & FedEx	\$ 200
Background & records checks	\$ 600
Consultant Travel (air & ground transportation, & 1- night hotel)	\$1,200
<hr/>	
Project expenses (NTE)	\$11,000

Placement Guarantee

If a candidate selected and appointed by the LJPA terminates employment for any reason before the completion of the first year of service and there is not another available finalist with whom the Authority chooses to proceed, then the Consultant will provide LJPA with the necessary services required to secure a replacement. A professional services fee will be provided at a discounted rate of up to 50% of the original fee dependent on scope of work needed to fill the position³. Additional expenses will be covered by the Client.

Fee for Additional Placements & Discounts

Because of the challenging market for top talent, our clients are increasingly taking advantage of selecting more than one outstanding candidate from a single recruitment that will benefit the organization in a different capacity. In these instances, a \$4,500 placement fee per additional candidate placed will apply and will include completion of background check records review as well as reference checking.

¹ Our professional fee includes one day of facilitated panel interviews either by video or in-person.

² Reimbursable Expenses by Category are an estimation. Invoices may reflect actual expense amounts in any given category that are above or below the estimated amount, however, total expenses billed during the project shall not exceed the total "Project Expenses (NTE)" amount as stated.

³To be negotiated at the time of re-engagement and will be dependent on scope of work needed to refill the position.

V. PROFESSIONAL REFERENCES

Client: Southern California Library Cooperative
Tel: 818-359-6111
Contact: Gary Shaffer, Director of Library, Arts & Culture/City of Glendale
Email: GShaffer@glendaleca.gov
Searches: **Executive Director**

Client: City of Santa Clara **Tel:** 408.615.2161
Contact: Aracely Azevedo, Director of Human Resources
Email: AAzevedo@SantaClaraCA.gov
Searches: **City Librarian**, Economic Development Officer, Housing & Community Services Manager, Human Resources Director, Fire Chief, Assistant Finance Director, Assistant Public Works Director, Risk Manager, Finance Director, City Planner, City Manager (partial – negotiations only), Accounting Manager, Assistant Finance Director, Assistant Community Development Director, Planning Manager

Client: City of Palo Alto **Tel:** 650.329.2294
Contact: Sandra Blanch, Human Resources Director
Email: Sandra.Blanch@cityofpaloalto.org
Searches: **Library Services Division Heads**, Assistant Director Community Services (current), Equity & Inclusion Program Manager, Deputy City Manager, Assistant City Managers, Assistants to the City Manager, Assistant City Attorney, Police Chief, Fire Chief, Public Works Director/City Engineer, Director of Planning & Community Environment, Assistant Director of Planning & Development Services, Utilities Director, Community Services Director, Assistant Director of Administrative Services, Chief Transportation Official, Chief Procurement Officer, Senior Management Analyst – Planning Development Services, Chief Financial Officer (current)

Client: City of Burbank **Tel:** 818.238.5026
Contact: Betsy McClinton, Management Services Director
Email: emccclinton@burbankca.gov
Searches: **Library Director**, Assistant Community Development Director – Business & Economic Development, Financial Services Director, Deputy Finance Director, Public Works Director, Workers' Compensation Administrator, Chief Information Officer, Assistant Community Development Director – Planning, Assistant Management Services Director, Assistant Community Development Director – Building Official, Purchasing Manager, Assistant Public Works Director (current)

VI. RECRUITERS & STAFF PROFILES

Tina White, Senior Recruiter/COO

Tina White retired as City Manager of Poway, California in May 2019 and joined the firm in early 2020. She has a long-term passion for recruiting the best talent possible and has been a powerful addition to the TBC team assisting our clients in both Southern and Northern California. Tina attributes her success in recruitments to ensuring that she understands the needs of the position and the organization, looking beyond the job description. Consistent with our recipe for success, she ensures the selected candidates not only have the necessary skills and abilities, but that they are the right “match” for our clients.

Under Tina’s leadership, the City of Poway consistently ranked as one of California’s safest cities and among the best California cities in which to raise a family. As City Manager, she oversaw an operating budget of \$90 million, a workforce of more than 200 full-time employees, and capital improvement projects totaling \$34 million in fiscal year 2017-18. Prior to being appointed City Manager, she served as Poway’s Assistant City Manager for more than six years.

Tina’s career in local government spans nearly 30 years, working for the cities of El Cajon and Poway and for Helix Water District. Moving up through the ranks, she was responsible for human resources, finance, information technology, customer services and a water conservation team. She also worked for five years as a municipal law paralegal and legal administrator for a law firm that represented several cities and special districts. Tina holds a Bachelor’s degree in Public Administration from San Diego State University.

Tina White will be the lead recruiter on this project. Tina has recently led all of TBC’s library, arts, and community services related recruitments.

Teri Black, President

Following a distinguished career in local and federal government, Teri has been dedicated to executive search since 1999. Serving communities with populations in the millions to as small as 1,500 for over 20 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts and utility agencies. She has managed hundreds of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as the first Chief of Staff in the U.S. Department of Justice/Office of Community Oriented Policing Services (COPS) in the Clinton Administration where she helped to oversee an annual budget of \$1.8 billion and more than 300 employees. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood, and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

Teri earned her Master's degree in Public Administration from the University of Southern California and holds a bachelor's degree in Criminal Justice from California State University, Fullerton. She is a graduate of the UCLA Anderson School of Management's invitational certificate program for entrepreneurs.

Tracey Carlson, Director of Client & Candidate Care

Tracey is responsible for managing the numerous administrative activities and logistical coordination associated with TBC recruitments and special projects. Her 15 years of project management experience benefits the company in many ways. From overseeing our massive database, ensuring contractual requirements are met and interacting with candidates to coordinating background checks, she is involved with all aspects of the search process.

Tracey is also charged with the most difficult responsibility in the practice – managing Teri’s calendar! In addition, she serves as an outstanding resource for candidates and sets a high bar for the firm’s commitment to five-star quality service. In a nutshell, she serves as Teri’s invaluable “right hand” in ensuring that all client and candidate needs are met.

Prior to joining the firm nearly 12 years ago, Tracey held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA.

Lucia Vo, Recruiting Assistant

Lucia interfaces extensively with our candidates and works alongside Tracey to help ensure our clients and candidates receive the proper care and support. A great deal of her time is spent handling incoming calls, researching candidates and new clients, monitoring our online application system, responding to e-mails, and assisting candidates with their submissions.

Lucia has worked in various administrative capacities in the private sector throughout Europe and the United States. She graduated from Technic University Kosice in Slovakia majoring in Business Administration.

Monica Irons, Hiring & Special Projects Manager

With over 36 years of private and public sector experience in human resources, Monica serves as technical and strategic support to the Senior Recruiters and conducts reference checks and additional due diligence on candidates. She served as the Director of Human Resources for the City of San Luis Obispo for nearly two decades and offers incredible experience in recruiting, hiring and retaining talent as well as training and organizational development.

Monica has a Bachelor’s degree in Business Administration from Cal Poly San Luis Obispo and is a graduate of the Senior Executive Institute at the University of Virginia.

Cindi Maudlin, Special Projects Manager

Serving as Special Projects Manager & Assistant to the President and CEO, Cindi is charged with overseeing special projects for the firm such as implementing new software, designing our approach to social media, keeping our operations as green as possible - all things related to keeping us on our toes when it comes to efficiency and accountability. She also manages the firm’s community philanthropic efforts.

Cindi holds a Bachelor's degree in English from Loyola Marymount University and has been with the firm since 2007.

VII. COMPANY CONTACT INFORMATION

Business address: 25500 Hawthorne Blvd., Suite 1158
Torrance, CA 90505

Telephone: 424.296.3111

Web site: www.tbcrecruiting.com

Federal Tax ID: 13-4346458

Primary Contact: Teri Black
teri@tbcrecruiting.com
Office: 424.296.3111 Mobile: 310.781.0878

Company Officers: Teri Black, President
Joseph E. Brann, CEO

VIII. COMPREHENSIVE LIST OF CLIENTS

Cities

- ◆ Agoura Hills
- ◆ Alameda
- ◆ Alhambra
- ◆ Aliso Viejo
- ◆ Antioch
- ◆ Anaheim
- ◆ Arlington, TX
- ◆ Arroyo Grande
- ◆ Ashland, OR
- ◆ Belmont
- ◆ Berkeley
- ◆ Beverly Hills
- ◆ Brisbane
- ◆ Buena Park
- ◆ Burbank
- ◆ Burlingame
- ◆ Campbell
- ◆ Cannon Beach, OR
- ◆ Carlsbad
- ◆ Carmel-by-the-Sea
- ◆ Carpinteria
- ◆ Chandler, AZ
- ◆ Colorado Springs, CO
- ◆ Concord
- ◆ Costa Mesa
- ◆ Cupertino
- ◆ Cypress
- ◆ Daly City
- ◆ Davis
- ◆ Del Mar
- ◆ Denver, CO
- ◆ Dublin
- ◆ East Palo Alto
- ◆ El Cajon
- ◆ Emeryville
- ◆ Escondido
- ◆ Eugene, OR
- ◆ Fairfield
- ◆ Fort Worth, TX
- ◆ Fremont
- ◆ Fresno
- ◆ Fullerton
- ◆ Glendale
- ◆ Goleta
- ◆ Half Moon Bay
- ◆ Hayward
- ◆ Healdsburg
- ◆ Hermiston, OR
- ◆ Hermosa Beach
- ◆ Hillsborough
- ◆ Huntington Beach
- ◆ Imperial Beach
- ◆ Indian Wells
- ◆ Indio
- ◆ Irvine
- ◆ Laguna Niguel
- ◆ La Habra
- ◆ La Mesa
- ◆ La Palma
- ◆ La Quinta
- ◆ Lakewood, CO
- ◆ Livermore
- ◆ Lomita
- ◆ Lompoc
- ◆ Long Beach
- ◆ Los Alamitos
- ◆ Los Altos
- ◆ Los Banos
- ◆ Los Gatos
- ◆ Lynwood
- ◆ Manhattan Beach
- ◆ Marina
- ◆ Manteca
- ◆ Menlo Park
- ◆ Milpitas
- ◆ Modesto
- ◆ Moreno Valley
- ◆ Morgan Hill
- ◆ Mountain View
- ◆ Murrieta
- ◆ Napa
- ◆ National City
- ◆ Newport Beach
- ◆ Novato
- ◆ Oakland
- ◆ Oxnard
- ◆ Pacifica
- ◆ Palo Alto
- ◆ Pasadena
- ◆ Petaluma
- ◆ Piedmont
- ◆ Pismo Beach
- ◆ Pittsburg
- ◆ Pleasanton
- ◆ Prescott Valley, AZ
- ◆ Pomona

- ◆ Poway
- ◆ Provo City, UT
- ◆ Rancho Cordova
- ◆ Redlands
- ◆ Redwood City
- ◆ Rohnert Park
- ◆ Riverside
- ◆ Roseville
- ◆ San Bruno
- ◆ San Diego
- ◆ San José
- ◆ San Leandro
- ◆ San Luis Obispo
- ◆ San Mateo
- ◆ Santa Ana
- ◆ Santa Barbara
- ◆ Santa Clara
- ◆ Santa Clarita
- ◆ Santa Cruz
- ◆ Santa Monica
- ◆ Santa Paula
- ◆ Santa Rosa
- ◆ Seaside
- ◆ Sierra Vista, AZ
- ◆ Signal Hill
- ◆ South Pasadena
- ◆ South San Francisco
- ◆ Sunnyvale
- ◆ Surprise, AZ
- ◆ Torrance
- ◆ Tracy
- ◆ Truckee, Town of
- ◆ Turlock
- ◆ Tustin
- ◆ Vallejo
- ◆ Ventura
- ◆ Vista
- ◆ Walnut Creek
- ◆ West Hollywood
- ◆ Westminster
- ◆ West Sacramento
- ◆ Woodside, Town of
- ◆ Yucca Valley, Town of

Counties

- ❖ Alameda
- ❖ Contra Costa
- ❖ Denver, CO (City/County)
- ❖ Lane, OR
- ❖ Los Angeles
- ❖ Merced
- ❖ Monterey
- ❖ Napa
- ❖ San Diego
- ❖ Santa Barbara

Special Districts/Authorities/Non-profits

- Ashland, OR Parks Commission
- Beach Cities Health District
- Calleguas Municipal Water District
- Castaic Lake Water Agency
- Central County Fire Department
- Goleta Water District
- Hi-Desert Water District
- Indio Water Authority
- Menlo Park Fire Protection District
- Mesa Consolidated Water District
- Metropolitan Water District of Southern California
- Municipal Water District of Orange County
- Sacramento Metropolitan Fire District
- San Ramon Valley Fire Protection District
- South Bay Regional Public Communications Authority
- Southern California Association of Governments
- Southern California Library Cooperative
- The Annenberg Foundation Trust at Sunnylands
- West Basin Municipal Water District

PROPOSAL

City of Santa Cruz

Executive Recruitment Services for
Director of Libraries

October 25, 2023

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

2450 Del Paso Road, Suite 220

Sacramento, CA 95834

P: 916-471-3358

masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

October 25, 2023

Cathy Bonino
Principal HR Analyst
Human Resources Department
City of Santa Cruz
809 Center St. Room 6
Santa Cruz, CA 95060

Submitted via email to: cbonino@santacruzca.gov

Subject: Executive Recruitment for Director of Libraries

Dear Ms. Bonino:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Santa Cruz (City) with the recruitment of a new Director of Libraries. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; **as a Joint Powers Authority**, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 100 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Texas, Colorado and Southern California.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through *more than 20 years* of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting

does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of similar recent recruitments to show our experience with these type of recruitments.

Agency	Title	Year Completed
City of Richmond, CA	Deputy Director of Community Services, Library (Director)	2023
Sonoma County Library, CA	Library Director	2023
Placentia Library District, CA	Supervising Librarian (Outreach Services)	2022
City of Monterey, CA	Library Director	2022
County of Douglas, OR	Library Director	2022
County of Flathead, MT	Library Director	2022
County of Marin, CA	Director of County Library Services	2021
Berkeley Public Library, CA	Director of Library Services	2020
City of Palo Alto, CA	City Librarian (Completed Phases I and II - recruitment on hold due to COVID)	2020
Nevada County, NV	County Librarian	2020
Sonoma County Library, CA	Library Chief Financial Officer	2020
Sonoma County Library, CA	Library Director	2018
City of Louisville, CO	Director of Library and Museum Services	2018
Garfield County Public Library District, CO	Executive Director	2018

Our Approach

Key Stakeholder Involvement

The City Manager, with the advice and consent of the Library Joint Powers Board, must be intimately involved in the search for a new Director of Libraries. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Manager, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the City Manager to define the professional and personal qualities required of the Director of Libraries. CPS HR has developed a very effective process that will permit the City Manager to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Manager wishes to establish with the Director of Libraries; and ultimately, the professional and personal qualities required of the Director of Libraries.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Director of Libraries. We will contact the City Manager and the newly appointed Director of Libraries within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on

business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new Director of Libraries uniquely suited to the City's needs.



Phase I: Our consultant will meet with the City Manager to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the City Manager to determine the process best suited to the City of Santa Cruz.

Phase I - Develop Candidate Profile and Recruitment Strategy

- Task 1 - Review and Finalize Executive Search Process and Schedule**
- Task 2 - Key Stakeholder Meetings**
- Task 3 - Candidate Profile and Recruitment Strategy Development**
- Task 4 - Develop Recruitment Brochure**

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Director of Libraries. Activities will include:

- Identifying key priorities for the new Director of Libraries and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City Manager wishes to establish with the Director of Libraries.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Director of Libraries in light of the discussions above.

- Discussing recruitment and selection strategies for the City Manager’s consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cps hr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

- Task 1 – Place Advertisements**
- Task 2 - Identify and Contact Potential Candidates**
- Task 3 – Resume Review and Screening Interviews**
- Task 4 – City Manager Selects Finalists**

The recruitment process is tailored to fit the City’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
<ul style="list-style-type: none"> ● CPS HR website ● Library Journal ● American Libraries ● Library Leadership & Management Association ● Public Library Association ● Western City 	<ul style="list-style-type: none"> ● American Library Association ● LinkedIn ● DiversityJobs.com ● National League of Cities ● Association of Specialized, Government and Cooperative Library Agencies

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing

ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Director of Libraries brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the City Manager. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Manager to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.

- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of new Director of Libraries can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Semi-finalist Interviews									➤							
Reference/ Background Checks											➤					
Final Interviews												➤				
Appointment													➤			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Our executive recruitment team will work collectively to fulfill the City’s needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Manager, Executive Recruitment	Pamela Derby	(916) 471-3126	pderby@cpsshr.us
Subject Matter Expert	Susan Hildreth	(916) 471-3329	resumes@cpsshr.us
Executive Recruiter	Al Bonnenfant	(916) 471-3311	abonnenfant@cpsshr.us

Team Biographies

Pamela H. Derby, Manager, Executive Recruitment

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions. **Ms. Derby and Ms. Hildreth have conducted successful Library Director recruitments for the cities of Berkeley, Monterey and Richmond in addition to Marin County.**

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board’s liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

Susan Hildreth, Subject Matter Expert

Ms. Hildreth is a nationally recognized expert in Library Service. She is the former director of the Institute of Museum and Library Services where she was appointed by President Obama and unanimously confirmed by the US Senate.

Ms. Hildreth is the former city librarian for both the Seattle and San Francisco Public Libraries and the state librarian of California. The Seattle Public Library includes the world-renowned Central Library and 26 new and expanded branches. The Library operated on a \$50 million budget, had 650 staff members, served 14 million visitors, and circulated 12 million books and materials in 2010.

Ms. Hildreth was president of the Public Library Association in 2006 was a member of the American Library Association Council. She is a member of the California Library Association and served as its president and treasurer. She graduated cum laude from Syracuse University and holds a master's degree in Library Science from the University at Albany and a master's degree in Business from Rutgers University.

Ms. Hildreth served as the interim Library Director for the Sonoma County Library District and assisted with the recruitment for the permanent Director. She has just assisted Ms. Derby with the Director of Library Services recruitment for the Berkeley Public Library.

Al Bonnenfant, M.A., SPHR

Al Bonnenfant is a highly accomplished human resources professional with a diverse blend of management and human resources experience spanning over 30 years. His core expertise is in human resources, business development, industrial engineering and operations. Throughout his career, he has demonstrated success as a progressive partner in executing collaborative solutions, inspiring cultural change, and focusing on organizational effectiveness. A hallmark of his style is being a coalition-builder and business partner focused on the interaction between sincere relationships and the achievement of organization, employee and client goals and objectives. He has worked in almost all areas of HR, but most notably, recruiting, onboarding, succession planning, leadership development, employee relations, safety and compliance, and workers' compensation. He has applied both private and public sector experience in his roles as a Business Manager, Human Resources Business Partner, and Human Resources Director.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization’s needs.

CLIENT/POSITIONS	CONTACT(S)
<p>City of Monterey 580 Pacific Street Monterey, CA 93940</p> <p>Library Director (2022)</p>	<p>Nat Rojanasathira, Assistant City Manager (831) 646-3431 rojanasathira@monterey.org</p>
<p>County of Marin 3501 Civic Center Drive Suite 414 San Rafael, CA 94903</p> <p>Director of County Library Services (2021)</p>	<p>Diane Ooms, Principal Personnel Analyst (415) 473-3045 Dooms@marincounty.org</p>
<p>Berkeley Public Library 2090 Kittredge Street Berkeley, CA 94704</p> <p>Director of Library Services (2020)</p>	<p>Diane Davenport, Chair, Selection Committee; Member Board of Library Trustees (510) 847-9244 dianeledavenport@gmail.com</p>

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee*	
Professional Services for Full Recruitment (Fixed Flat Fee)	\$25,000

**Professional fees would be billed and paid monthly.*

One-Year Service Guarantee

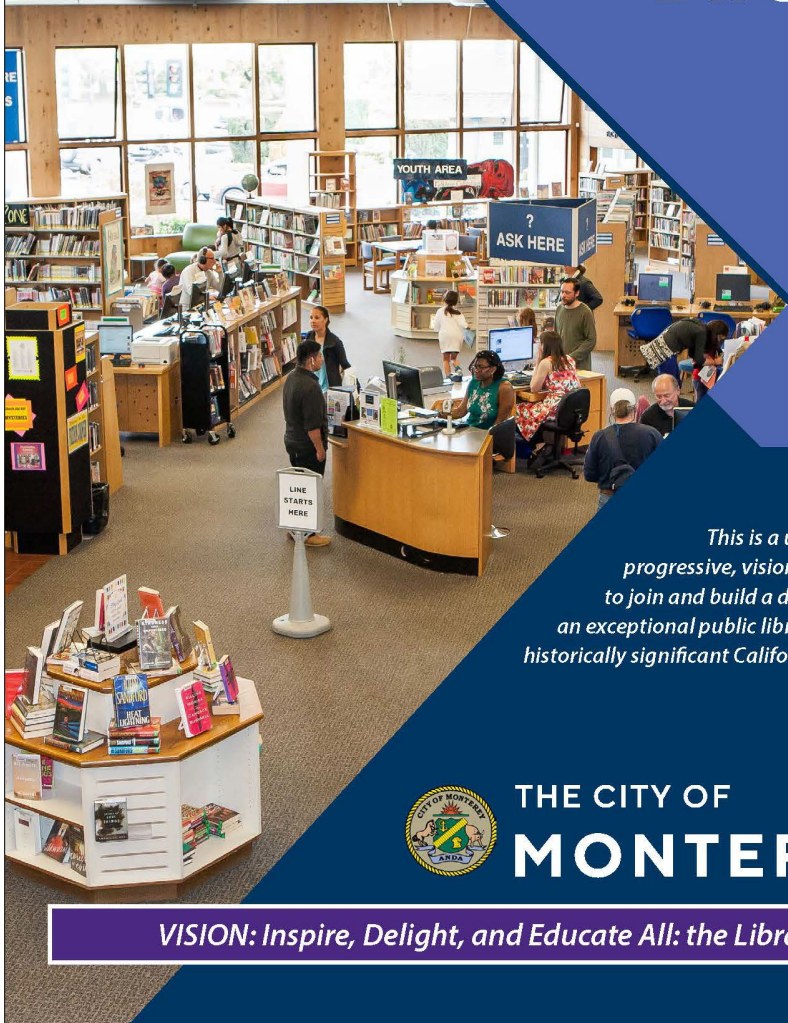

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Santa Cruz in this important endeavor.




Appendix A: Sample Brochure



Library Director

This is a unique opportunity for a progressive, visionary library professional to join and build a dedicated staff in leading an exceptional public library in this beautiful and historically significant California coastal community.



THE CITY OF
MONTEREY

VISION: Inspire, Delight, and Educate All: the Library IDEA!

MISSION

Monterey Public Library is a welcoming community, cultural, and learning center for people of all ages. We encourage discovery, share the joy of reading, celebrate Monterey's history and heritage, and protect the right to know.



MONTEREY PUBLIC LIBRARY

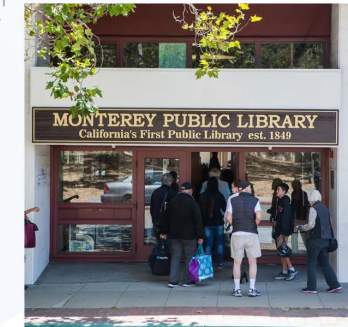
For more than 170 years the Monterey Public Library (MPL) has upheld a reputation for delivering excellent, forward-thinking library services responding to ever-evolving community needs. From its founding in 1849 as the first public library in California, MPL has played a vital role in the civic, cultural, educational, and economic life of the City of Monterey and surrounding communities. As its service population has grown and as the local economy and community have changed, the Library's array of services, materials, and technology continues to adapt.

Monterey is an economic, educational, and cultural hub for the region. Prior to the pandemic, the Library was a bustling destination, visited on average by over 800 people each day. MPL has consistently exceeded California statewide averages for library service metrics including circulation, program attendance, and Internet usage. MPL has about the same number of cardholders as the City has residents, an indication of its popularity among the broader community. The Library has an excellent location at the edge of downtown, on a prominent corner surrounded by other civic facilities such as the historic City Hall, police and fire headquarters, and the school district office. A facility feasibility study for renovation and expansion of the Library was completed in 2020 (to learn more, go to: https://monterey.org/services/library/get_involved/facility_feasibility_study.php).

The City of Monterey is a world-wide travel and tourist destination, and those tourism and conference activities were drastically impacted by the COVID-19 pandemic over the past two years. The pandemic created a major loss of revenue and forced the City to make significant cuts to municipal services. The Library's budget was reduced from \$3.2 million in FY 2019-20 to \$1.4 million in FY 2020-21 and has been partially restored to \$2.2 million in FY 2021-22. The Library staff was likewise reduced to 12.3 FTE currently, with increases slated for the new fiscal year. The City's revenue base has been significantly rebounding recently, and City leadership is committed to rebuilding service excellence in its Library and Museums. As the City continues to recover from its budget difficulties, the new Library Director will have the opportunity to work collaboratively with the Board of Library Trustees (Board), the City Leadership Team, and all library stakeholders to find innovative, strategic, and effective avenues to reimagine programs and rebuild this treasured City asset and its dedicated staff.

The Library Director also works with the active Monterey Public Library Friends & Foundation non-profit organization that helps organize events and raise funds to support Library programs. The Friends & Foundation recently completed its first ever comprehensive fundraising campaign and exceeded its goal of \$200k, raising \$350k over 18 months during the height of the pandemic.

To learn more, go to:
<https://www.monterey.org/services/library/index.php>



■ BOARD OF LIBRARY TRUSTEES

Unlike other City boards and commissions, the Board of Library Trustees is an administrative board established by the Monterey City Charter. Appointed by the City Council to four-year, staggered terms, the five-member Board's mission is to oversee the administration and operation of the Monterey Public Library. It also serves as a conduit for Monterey's citizens to the Monterey City Council in a joint effort to provide superior library service to the citizens of Monterey. In the fulfilling of this mission the Board of Trustees recommends the Library's budgets, maintains and recommends expenditures from the Library Trust Fund, hires and oversees the Library Director, reports Library developments and needs to the City Council, and approves and develops policies and procedures for operating the Library and providing support for the Library staff.

■ MUSEUMS & CULTURAL ARTS DIVISION

In addition to directing the operations of the Monterey Public Library, the Library Director oversees the Museums & Cultural Arts Division activities in coordination with the City Manager's Office and the Museums & Cultural Arts Commission. The City's Museums include the Colton Hall Museum (site of the 1849 California Constitutional Convention), Old Monterey Jail, Presidio of Monterey Museum, Pacific Biological Laboratories, and Cannery Row Worker Shacks. Other Division activities include the Alvarado Gallery at the Monterey Conference Center, cultural programs, and the City's public art collection.



■ BECOME PART OF A COMMUNITY

One of California's most historic cities, Monterey was home to the Native Rumsen people for thousands of years, was the original capital of Alta California, and features more historic buildings in its downtown than any other city west of Santa Fe. Known for preservation of its history, culture, and natural environment, Monterey is also a leader in creating a sustainable community by striking a balance between tourists and residents. The City covers an area of approximately 8 square miles and has a resident population of 30,218, which daily rises to 70,000. Monterey attracts over 4 million visitors annually and is famous for its dazzling waterfront including the Monterey Bay Aquarium, Fisherman's Wharf, Cannery Row and a scenic Coastal Recreation Trail that connects surrounding communities. There are over two miles of City-maintained beaches and the Monterey Bay National Marine Sanctuary featuring harbor seals, sea otters, and migrating whales, and providing opportunities for kayaking, surfing, swimming and biking along the waterfront.



Monterey is called the "language capital of the world" due to its military and educational language institutions and private sector companies providing translation services. 23 percent of the population speak a wide variety of languages other than English at home. Academic institutions including the Naval Postgraduate School, Defense Language Institute, Middlebury Institute of International Studies, Monterey Peninsula College, and nearby CSU Monterey Bay contribute many short-term residents to the area, including a unique demographic of military students and families. Monterey's population includes a higher proportion of young adults (25-34 years old) and older adults (55+ years) compared with County and Statewide averages.

The Monterey Peninsula Unified School District (MPUSD) operates a public middle school and high school that serve Monterey. The campuses are located within walking distance of the Library and downtown area. While only 6% of the population fall within this age group, the release of some 2,000 12- to 18-year-olds on weekday afternoons has a significant impact on Library operations. Many MPUSD students live in neighboring communities and wait in the Library until a bus, parent or guardian can transport them home.



■ THE CITY ORGANIZATION

The City operates under the Council-Manager form of government and currently has 380 full-time and regular part-time employees. The annual City budget is approximately \$145 million (about \$80 million General Fund). Monterey is a full-service city that provides police, fire, public works, planning, recreation, parks, library and museum services. The City also operates its own conference center, sports center, parking, campground, cemetery, beaches, and marina facilities.

To learn more go to: www.monterey.org

Library Priorities and Strategic Initiatives 2021 - 2023 (Adopted 12/20)

1. **Organizational Excellence** – Rebuild and Reorganize Staffing and Operations, and Enhance Fund Development.
2. **Digital Strategy** – Install and Assess RFID, Explore Automated Material Handling, Implement New Content Management System, Enhance Public Technology, Provide Technology Training, and Digitize California History Room Materials.
3. **Learning and Literacy** – Enhance Virtual and In-person Programs for All Ages.
4. **A Welcoming Community Space for All** – Balance Facility Needs of Diverse Groups, Advocate for Library Renovation Project, and Replace the Bookmobile.
5. **Balanced Physical and Digital Collections and Enhanced Information Sources in all Formats** – Keep Collections Current, Outsource Cataloging and Processing, and Explore Regional Shared Catalog.





IDEAL CANDIDATE

The Board of Library Trustees is seeking an experienced, progressive, visionary leader committed to reimagining library services in response to community needs. The next Director will be able to invigorate stakeholders and create buy-in around the initiatives necessary to innovate, raise funds, and accomplish strategic goals. Exceptional communication skills – that include public speaking, active listening, and effective writing – are essential to the success of the next Director. This committed public servant will be politically astute and possess the ability to collaborate with their City colleagues while advocating for the needs of the Library. Also important is the ability to effectively lead and manage change and address short-term challenges while fostering a long-term vision.

Additional characteristics identified by the Board include:

- » Teambuilding skills – The need to rebuild and reorganize, and the ability to value, recognize, and nurture staff.
- » Strong advocacy and fundraising skills.
- » Analytical and budgetary skills.
- » Knowledge of museum management.
- » Technological savviness and a willingness to explore innovative approaches.
- » Strong interpersonal skills and the ability to interact effectively with the broad spectrum of Library stakeholders both individually and in groups, from unhoused patrons to City leadership.
- » Adeptness at juggling priorities and at conflict resolution.
- » A team-oriented, can-do attitude and sense of humor.
- » Supports transparency, justice, equity, diversity, inclusion, and belonging.

EDUCATION AND EXPERIENCE

Completion of a Master of Library Science Degree from a college or university accredited by the American Library Association and eight (8) years of increasingly responsible experience in professional public library administration at a supervisory level. Equivalent combination of education and experience may be considered.

COMPENSATION AND BENEFITS

Salary is \$186,984 per year. Salary negotiations for all bargaining units are ongoing, and this salary may increase in July 2022. In addition, the City of Monterey offers an attractive benefits package, including:

Retirement: CalPERS 2.7% @ 55 with highest year formula is provided for current City of Monterey employees or new employees who were hired prior to January 1, 2013 and who are currently active or have been active within six months of the date of hire in the CalPERS retirement system. The employee retirement contribution for these employees is 11% and is deducted on a pre-tax basis. The CalPERS retirement formula for new employees who do not meet the criteria stated above is 2% @ 62 with highest three-year compensation. The employee retirement contribution is 6.5% and is deducted on a pre-tax basis. The City participates in the Medicare portion of Social Security.

Health Plan Spending Fund: A minimum of \$899 per month up to \$2,540 per month, dependent upon level of participation (cash-in-lieu of benefits is \$300) may be used to purchase medical benefits for the employee and dependents through the PERS Health Plan Program, dependent dental, additional life insurance, dependent care, and/or health care expenses through a Section 125 Flexible Spending Account.

Dental: Fully paid employee premium.

Vision: Fully paid premium for employee and eligible dependents.

Life Insurance: \$65,000 policy paid by the City, with an option to purchase additional coverage up to \$350,000.

Deferred Compensation: City will match employee contributions up to a maximum of \$100 per month.

Tuition Reimbursement: \$1,000 per fiscal year.

Short Term / Long Term Disability Plan

Flexible Spending Account

Additional Wellness Benefits: Includes Fitness Pass, Fitness Activity Plan (up to 40 hours leave), City Recreation Program Fees, Employee Assistance Program.

Voluntary Group Legal Services Plan

Voluntary Unpaid Leave: Up to 80 hours of unpaid leave per calendar year.

Management Leave: 40 hours of Management Leave at the beginning of each calendar year. Newly hired managers awarded leave on a prorated basis.

Holidays: 13 paid days annually plus 1 floating holiday.

Sick Leave*: 12 days per year.

Vacation*: 1-5 years/10 days; 5-10 years/15 days; 10-15 years/17 days; 15-20 years/20 days; 20+ years/23 days.

* Relocation assistance, initial sick leave and vacation balances, and initial vacation accrual rate negotiable.

The City of Monterey is an Equal Opportunity Employer

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit your résumé, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues, who will not be contacted in the early stages of the process) by **Tuesday, May 31st**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2013>

For further information contact:

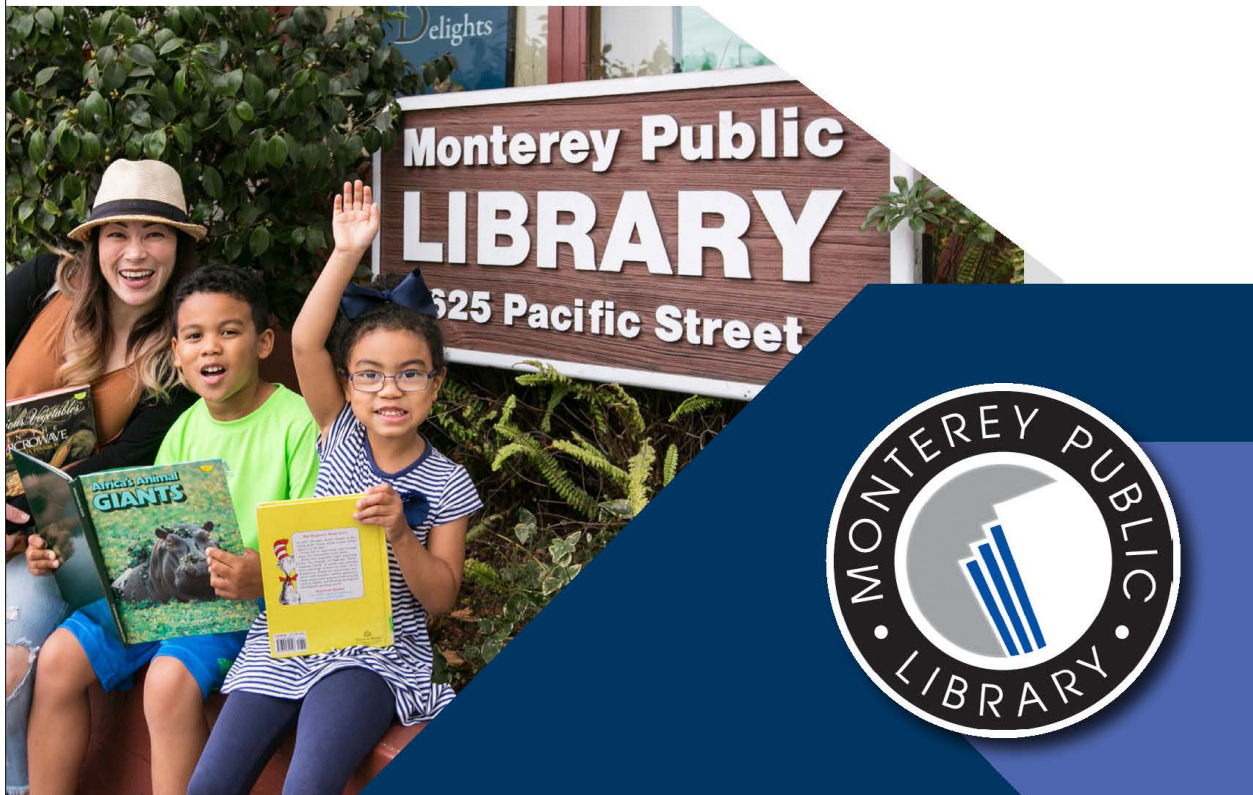
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Pam Derby
(916) 471-3126
E-mail: pderby@cpshr.us

Website: www.cpshr.us

Résumés will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the Board of Library Trustees. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks. The appointed candidate must provide proof of COVID-19 vaccination, or request (and receive approval for) a religious or medical exemption to the COVID-19 vaccination, prior to employment.



LIBRARY SERVICES PROPOSAL

Santa Cruz Public Libraries



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October 18, 2023

Dear Santa Cruz Public Libraries Board of Trustees,

Thank you for the opportunity to provide information about a partnership with Library IQ, a division of LS&S to provide interim-director and executive search services to the Santa Cruz Public Libraries. For more than 35 years, we have focused on a single mission: Help communities flourish through enhanced public library operation.

Thanks also for the opportunity to present to the Board.

A partnership with LS&S results in peace of mind knowing that library professionals with decades of experience are there to provide high-quality library services tailored to local community needs.

The enclosed proposal details how LS&S will bring expertise and extensive experience to developing and operating public libraries that will exceed the Santa Cruz Public Libraries' needs.

Thank you for your interest and consideration.

Respectfully,

David Degrandchamp

Regional Sales Executive

David.Degrandchamp@LibraryIQ.com

586.899.7355

EXECUTIVE SUMMARY

LS&S partners with communities to provide more public library services than any system in the country. Leveraging a true partnership model, LS&S has focused on a single mission for 35 years: Helping communities flourish through enhanced public library service. With deep expertise in public library strategy, best practices and innovation, LS&S powers strong libraries and strong communities.

In support of Santa Cruz Public Libraries, LS&S is offering two models of service in order for you to evaluate the cost benefits: 1) Talent Acquisition Services including Interim Director and 2) National Search services are a core offering as LS&S recruits all levels of Library Professionals in support of library operations on a national level.

TALENT ACQUISITION SERVICES

LS&S proposes a collaborative strategic process that will guide Santa Cruz Public Libraries operations and decision making. The proposed project will provide an interim Library Director to serve as an immediate backfill for your current Interim Director and position. The proposed transition plan enables the Santa Cruz Public Libraries to have an MLS-degreed leader, who can provide daily guidance and support to current staff, ensure adherence to policies and procedures and maintain necessary Santa Cruz Public Libraries and State reporting. While undergoing leadership change, it is important to ensure grants, key support vendor processes and community partnerships continue to be managed.

LS&S offers an experienced leader, who will conduct a preliminary review to provide Santa Cruz Public Libraries with an objective view of current operations while providing insights that will be valuable in the recruitment and selection of the Director position. The goal is to recruit leadership that has the experience and desire to serve the community for years to come and the capacity to ensure long-term community health and vitality.

LS&S proposes a two-phase engagement to recruit and select the best possible leadership and provide extensive support during the first year of employment, including training and professional development and access to our LS&S peer network. In addition, you will have visibility into our complete suite of available LibraryIQ products including strategic planning, collections management, technology, marketing and grant support.

PHASE ONE

Provide immediate leadership by placing an interim Library Director onsite until a permanent Director is hired and onboarded. During this phase, the interim Director will conduct a brief

preliminary operational review and work to maintain current standards, processes and policies while ensuring strong communications with the Santa Cruz Public Libraries staff and other stakeholders as necessary and/or required by the Santa Cruz Public Libraries. In addition, the immediate needs and medium-term priorities will be outlined to ensure leadership recruitment aligns with the necessary skills required for success.

PHASE TWO

Concurrent to Phase I, Library IQ, a division of LS&S will immediately launch a national search with a regional focus to recruit for the Library Director position. LS&S will bear recruitment costs associated with the searches, which may include postings placed across library publications and proactive recruitment both internally to LS&S and across professional networks of library talent seeking advancement and growth. LS&S will review applications, screen candidates, conduct initial interviews and provide a panel of candidates along with recommendation for review and selection by Santa Cruz Public Libraries. Upon placement, the Interim Director will work with the new Library Director to ensure smooth transition.

PROPOSED INTERIM DIRECTOR

Patricia Crosby, MLIS

Patricia joined LS&S in early 2018 as Library Director for Escondido Public Library. Prior to LS&S, Patricia worked for the Pickens County Library System in Pickens, SC, where she administered all library programs and services and developed community partnerships with organizations, businesses and educational centers, including Clemson University. Prior to Pickens County, Patricia spent many years at Toledo Lucas County Library System in Ohio, first as a librarian and then as a manager. Patricia brings a diverse skill set and over 20 years of library experience focusing on organization performance, customer service, strategic planning, organizational effectiveness and community engagement. She holds an MLIS and Certificate in Archival Administration from Wayne State University, as well as a Masters of History and Bachelor of Arts in History from University of Toledo.

Recent interim roles include:

Palm Desert Public Library
El Centro Public Library
Shasta Public Library
Dover Public Library

LS&S LEADERSHIP

Sue Considine, MLIS | *VP Library Operations East/Central Region*

Always at the forefront of industry thought leadership, Sue has been developing and growing public libraries for decades. She facilitated the creation and implementation of the first library makerspace in the nation at the Fayetteville Free Library (NY) where she served as the Library

Executive Director from May 2001 – August 2018. Since 2018, Sue has been providing library consulting services and presentations internationally. Sue’s consulting work was focused in the following areas: Organizational Design, Strategic Planning, Board Development, Community Engagement, Staff Training and Development, Innovation and Change, Emerging Technology Integration and Space Planning. She received her BA in English Literature from the State University of Albany (NY) and her MLIS from Rockefeller College, State of New York at Albany. Sue also has certificates in Strategic HR Leadership and is a certified grant writer. She inspires library excellence.

Heidi Dolamore, MLIS | *VP Library Operations West Region*

Heidi is an expert in public library strategy, leadership and staff development who has worked in California libraries since 2006. She conducted assessment and visioning for statewide library cooperatives and created professional development courses on library management. Heidi was Director of Library Services at the Berkeley Public Library in California where she created a leadership development program to spark innovation and launched a STEM initiative to elevate libraries as a destination for hands-on science learning. She was also Assistant Director of the San José Public Library where she initiated and managed a significant broadband enhancement. Heidi earned a Master of Library and Information Studies from the University of British Columbia in Vancouver, Canada. She was a Graduate Fellow in Germanic Language and Literature at Washington University in St. Louis, MO and earned a BA in Art History from Bryn Mawr College in PA.

Joe McAvoy | Senior Vice President

Joe has been with LS&S for 3 years and brings extensive experience in services and software in the public sector. Joe has spent the majority of his career in the executive search, recruiting and software industries supporting Federal, Education/State and Local government customers as well as Fortune 500 companies. Joe leads the sales and service delivery organization and brings over 25 years of experience to our library search practice.

Todd Frager | *Chief Executive Officer*

Todd has been with LS&S for five years and brings with him extensive experience in public-private partnerships. Spending the majority of his career building solutions to support the K12, Higher Education and Homeschooling industry. Under Todd’s leadership, LibraryIQ was created to bring innovation and products to the library space. Todd is a member of ICMA and volunteers as a Board Member and Treasurer of the ARC of Carroll County, MD. Todd has executive experience at the education technology firms Blackboard, Inc., Moodlerooms and Spectrum K-12 Solutions. Todd earned an MBA from the University of Baltimore and BBA in Finance and Economics from James Madison University

COST SUMMARY

The pricing contained in this section is for both Talent Acquisition as well as Managed Services. Pricing below reflects thorough review of the Santa Cruz Public Libraries' budget and practices and will secure operations to provide high quality library services. LS&S management is turnkey and includes all operations except capital improvements and other building and equipment maintenance.

Cost Proposal for Talent Acquisition Services:

Interim Director - \$14,000/month, minimum three-month commitment. May require a per diem rate for expenses based on the candidate.

Full-time Director on a contract to hire basis - Santa Cruz Public Libraries will be charged at a rate of base salary multiplied by 1.65 on a monthly basis or 33% of annual first year compensation should the Santa Cruz Public Libraries elect to hire the Director in the 12 twelve months after placement.

Executive Search - 33% of annual first year conversation. Fee is split between a retainer 50% to initiate the search and 50% of the fee due upon successful placement of a candidate.

LIBRARY SERVICES PROPOSAL

Santa Cruz Public Libraries



Overview

LibraryIQ is a division of Library Systems & Services (LS&S), LLC, one of the largest library networks in the U.S. LS&S partners with local governments to operate high-quality, patron-focused public libraries in communities nationwide.

Recruiting

LibraryIQ has an extensive background in recruiting library professionals and fulfilling key library leadership roles. Over the past 10 years, LibraryIQ has successfully recruited candidates to fill the following Library Directors positions as well as management and non-management roles:

- Escondido Public Library, California
- Moorpark City Library, California
- Riverside County Library System, California
- Upland Public Library, California
- Osceola Public Library, Florida
- Millington Public Library, Tennessee
- Sam T. Wilson Public Library, Tennessee
- Carnegie of Homestead, Pennsylvania
- Huntsville Public Library, Texas
- Jackson County Library System, Oregon
- Collegedale Public Library, Tennessee
- Camarillo Public Library, California
- Red Oak Public Library, Texas
- Manassas Park City Library, Virginia
- Palmdale City Library, California
- City of Moreno Valley Library Services, California
- Shasta Public Libraries, California
- Santa Clarita Public Library, California
- El Centro Library, California

Responses

Availability and Timeline for beginning the project and anticipated completion (length of time for entire process). LibraryIQ can begin recruitment immediately; the project will take around 90-180 days for completion.

Does your company facilitate formal interviews such as a subject matter expert and/or community interview panel(s)? Yes, LibraryIQ will facilitate all formal interviews.

Does your proposal include conducting a comprehensive background check? Yes, LibraryIQ will conduct comprehensive background checks based on all necessary requirements.

Does your proposal include development of a recruitment advertising brochure? Yes, LibraryIQ will develop and deliver a recruitment advertising brochure for the Santa Cruz Public Library Director role.

Can you please provide more details on the advertising campaign. LibraryIQ will conduct a nationwide search for the Santa Cruz Public Library Director role; the team will use the LibraryIQ database of Library Directors and leaders at every US Public Library

Who specifically would be working on this recruitment as project lead? Senior VP of Sales: Joe McAvoy, LibraryIQ Partnership Director: Dave Degrandchamp, LibraryIQ HR Recruiter: Naila Morris

Cost

Full-time Director on a contract to hire basis - Santa Cruz Public Libraries will be charged at a rate of base salary multiplied by 1.65 on a monthly basis or 33% of annual first year compensation should the Santa Cruz Public Libraries elect to hire the Director in the 12 twelve months after placement.

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