

Chair Martin Bernal
Vice Chair Jenny Haruyama
Board Member Susan Mauriello
Board Member Jamie Goldstein



**SANTA CRUZ CITY/COUNTY LIBRARIES
JOINT POWERS AUTHORITY BOARD
REGULAR MEETING**

JANUARY 12, 2017

9:00 A.M.

**[IMMEDIATELY FOLLOWING THE SANTA CRUZ LIBRARIES
FACILITIES FINANCING AUTHORITY (LFFA)]**

**DOWNTOWN BRANCH MEETING ROOM
224 CHURCH STREET, SANTA CRUZ, CA 95060**

1. CALL TO ORDER / ROLL CALL

Board Members Jamie Goldstein, Jenny Haruyama, Susan Mauriello, and Chair Martin Bernal

2. PRESENTATIONS

3. ADDITIONAL MATERIALS

Additional information submitted after distribution of the agenda packet.

4. ADDITIONS AND DELETIONS TO AGENDA

5. 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 aside for Oral Communications at this time.

REPORT OUT FROM CLOSED SESSION OF DECEMBER 1, 2016

The Joint Powers Board completed a six-month review of the Library Director's performance and voted in favor of a step increase.

6. REPORT BY LIBRARY DIRECTOR

A. Library Director's Report – January 2017 (PG.4)

7. REPORT BY FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES

8. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

9. COMMENTS BY BOARD MEMBERS

10. 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. Receive Minutes of December 1, 2016
RECOMMENDED ACTION: Approve Minutes. (PG.5-7)
- B. Articles about Santa Cruz Public Libraries.
RECOMMENDED ACTION: Receive Articles. (PG.8-12)
- C. Receive Financial Snapshot for November 2016. (PG.13-23)
RECOMMENDED ACTION: Receive Financial Snapshot.

11. 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.

- A. Annual Election of Board Chair and Board Vice-Chair
RECOMMENDED ACTION: Elect Board Chair and Board Vice-Chair (PG.24-25)
- B. Strategic Plan 2017 – 2021
RECOMMENDED ACTION: Approve Strategic Plan (PG.26-72)
- C. FY 2016 Fund Balance Spending Plan
RECOMMENDED ACTION: Approve Fund Balance Spending Plan (PG.73-77)
- D. Naming Policy
RECOMMENDED ACTION: Approve Naming Policy (PG.78-80)

12. ADJOURNMENT

Adjourned to a Regular Meeting of the Library Joint Powers Authority Board to be held on Thursday, February 2, 2017 at 9:00 a.m. [immediately following the LFFA meeting] at the Downtown Branch Meeting Room located at 224 Church St. Santa Cruz, CA 95060.

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.

Library Director's Report - January 2017

Organization

The reorganization of SCPL continues. In December, Janis O'Driscoll has been appointed the Assistant Director of the Santa Cruz Public Libraries. Sue Graziano, Manager of Programs and Partnerships, retired. The Library is currently searching for three Librarian IIIs to serve as regional managers. Interviews will take place in January.

Many librarians and information specialists were reassigned to branches in early December. Moves have been completed. Four branch managers have been reclassified. Two branch managers have been shifted to other locations. Paula Jansen has been hired to serve as the branch manager in Felton.

Collections

As a result of a grant to send staff to the Leber International Book Fair in Spain, over 250 Spanish language titles were added to the collection this fall.

Planning

Luis Herrera, city librarian for the San Francisco Public Library met with a small group of staff members and City leaders to discuss urban library buildings and homelessness. He is a founding board member of the Digital Public Library of America, serves on the Board of Trustees of the Latino Community Foundation, served as chair of the California Council for the Humanities and was named the Library Journal's Librarian of the Year in 2012. He had great ideas and insights for the downtown branch.

**SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM
LIBRARY JOINT POWERS AUTHORITY BOARD
(LJPA)**

**REGULAR MEETING MINUTES
THURSDAY, DECEMBER 1, 2016
9:00 A.M.**

1. ROLL CALL

PRESENT: Chair Jamie Goldstein; Vice Chair Martin Bernal; Susan Mauriello (Board Member)

ABSENT: Jenny Haruyama (Board Member)

STAFF: Library Director Susan Nemitz

2. PRESENTATIONS

None

3. ADDITIONAL MATERIALS

None

4. ADDITIONS AND DELETIONS TO AGENDA

The Agenda of December 1, 2016 was approved by consensus.

5. ORAL COMMUNICATIONS

None

6. REPORT BY LIBRARY DIRECTOR

A. Library Director's Report –December 2016

7. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT

Vivian Rogers, Development Consultant with the Friends of the Santa Cruz Public Libraries, reported on the Friends of the Libraries activities.

8. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

Commissioner Nancy Gerdt reported on the 21st Century Library Tour Presentation – by Barbara Gorson and the review of the data collected from community and staff regarding the Strategic Plan.

9. COMMENTS BY BOARD MEMBERS

None

10. CONSENT CALENDAR

A. Approve Minutes of September 1, and November 3, 2016 meeting.

ACTION: Approved Minutes

**LJPA Meeting
December 1, 2016**

- B. Receive Monthly Narrative Report for October 2016.
ACTION: Received Report.
- C. Receive Monthly Performance Measures for October 2016.
ACTION: Received Report.
- D. Receive Financial Snapshot for July – September 2016.
ACTION: Received Financial Snapshot.
- E. Receive Articles about Santa Cruz Public Libraries
ACTION: Received Articles.
- F. Security Incidents Log from September 20th 2016 through October 20th, 2016
ACTION: Received Security Incidents Log.

RESULT: **APPROVED CONSENT ITEMS 10A., 10.B., 10.C., 10.D., 10.E., and 10F.**
[UNANIMOUS]

MOVER: Martin Bernal (Vice Chair)

SECONDER: Susan Mauriello (Board Member)

AYES: Goldstein, Bernal, Mauriello,

ABSENT: Jenny Haruyama (Board Member)

11. GENERAL BUSINESS

- A. Update on Naming Rights Policy – Presentation by Amy Chirman.
ACTION: Received update
- B. Staff Changes
ACTION: Approved Staff Changes

**RESULT: APPROVED THE FOLLOWING STAFF CHANGES:
CREATION OF 3 REGIONAL MANAGER/LIBRARIAN III'S AND THE ASSISTANT
DIRECTOR POSITION.
DELETION OF MANAGER OF SYSTEM SERVICES/SUPPORT, PROGRAMS DIVISION
MANAGER, ON SITE SERVICES MANAGER AND ONE LIBRARIAN II POSITION.
[UNANIMOUS]**

MOVER: Susan Mauriello (Board Member)

SECONDER: Martin Bernal (Vice Chair)

AYES: Bernal, Goldstein, Mauriello

ABSENT: Jenny Haruyama (Board Member)

**LJPA Meeting
December 1, 2016**

12. ADJOURNMENT

The Library Joint Powers Authority Board (LJPA) adjourned at 10:03 a.m. to resume General Business Item 8. A of the Libraries Facilities Financing Authority (LFFA).

Final Adjournment of the Library Joint Powers Authority Board (LJPA) at 10:21 a.m. to a Closed Session - Public Employee Performance Evaluation [Cal. Govt. Code §54957 (b)] and to the next Regular Meeting Thursday, January 12, 2017 at 9:00 a.m. immediately following the Libraries Facilities Financing Authority (LFFA) meeting, at the Downtown Branch Meeting Room, located at 224 Church St., Santa Cruz, CA 95060.

ATTEST: _____
Ivan Sumano-Vargas, Substitute 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.

Seeking solutions: Santa Cruz library system tackling homelessness, access issues

3/4



Santa Cruz Library staff erect a canopy every Thursday to offer free coffee and listen to the concerns and needs of local homeless, some of the more frequent visitors to libraries in all communities. (Dan Coyro -- Santa Cruz Sentinel)[↗](#)

By [Jessica A. York](#), Santa Cruz Sentinel

Posted: 12/31/16, 3:52 PM PST | Updated: 2 days ago

[20 Comments](#)



Santa Cruz Library Director Susan Nemitz talks with library regular Steve Wheelock outside the downtown branch. Library staff erects a canopy every Thursday for 'Coffee Talk,' when library staff listen to needs voiced by the homeless who are some of the more frequent library patrons. (Dan Coyro -- Santa Cruz Sentinel)

Getting involved

What: Santa Cruz Public Libraries seeking volunteers.

Why: Under development homeless programming.

Who: Librarian Maile McGrew-Fredé.

Programs: Community forum, speaker, film series and Coffee Hour/Working Together.

Information: 427-7700, ext. 779, mcgrewfredem@santacruzpl.org.

SANTA CRUZ >> Across from City Hall, the Santa Cruz Public Libraries' Downtown branch has long served as a concentrated gathering point for the city's homeless, inside during the day, around the building at night.

The downtown branch's visible congregation — as with other branches around the county — ebbs and flows, depending on the time of the month, the state of the weather, the intensity of police and security crackdown at other locations and other factors, officials said.

Some recent peaks have arisen during a [weekly protest of the city's camping restriction laws](#) and after the Homeless Services Center's June 2015 funding shortfall forced it to shutter access to its campus during the daytime to those who did not have beds inside already.

This summer, in an effort to improve safety and reduce crime, the city Parks and Recreation Department posted signs along its San Lorenzo River levee, eliminating use of off-path areas where homeless people are known to congregate.

As the 10-branch library system develops a large-scale strategic plan with community input and a voter-approved \$67 million library facilities improvement bond, addressing the role of homelessness has remained a key piece of the puzzle, authorities said.

The homelessness issue was high on the list of issues facing the library system during the majority of 10 community strategic planning sessions, including about 1,000 people, said Library Director Susan Nemitz.

"As we went out to the community, too, though, I have to say that our public at large said over and over, we don't want to come downtown anymore," Nemitz said. "Which is really hard to hear, because we need to have a space that's welcoming to everyone."

The new library director, who hails from Minnesota, said she was unprepared for Santa Cruz's level of homelessness when she arrived six months ago. The library does not keep statistics on its number of homeless visitors, library officials said.

"If you look at our incident reports, we've had some significant incidents," Nemitz said. "It's such a small percentage of the homeless population, and not all of our incidents are homeless people. But I think there are some security issues and concerns."

Nemitz said that homeless library patrons causing problems often are suffering from mental health issues and are "a small portion of the population." Many people who appear to be homeless are using the libraries "well and appropriately, and have always," she said.

Jenny "Gangster" Evans, who has been homeless on and off for the last eight years, sat on a bench in front of the downtown branch library before it opened Friday. While rearranging her possession next to a sleeping acquaintance, the 46 year old said she has struggled with addiction and comes to the library because "there ain't no other place to go." Evans said that while homeless, people's perception and treatment of her tends to change based on the company she is keeping at the time.

"A lot of these people out here, there's all different walks of life. We're all different inside. But outside, just because of how we dress or how we look doesn't mean that we're a bad person or we're a criminal," said Evans, gesturing to a small group around her at the library. "That's how Santa Cruz treats the homeless here — like they're a criminal. It's not right."

Evans said she felt safe in Santa Cruz, but described its take on homelessness as unhelpful and "weird."

Santa Cruz resident Clark Shipley gave voice to a faction of the community's concerns in a letter to the Sentinel during the spring. Shipley said during a visit that he had observed a group of about 25 apparently homeless people outside of the downtown library, "arguing, fighting, cussing, and harassing everyone in the general vicinity."

"This is not a place for kids or people that would like to visit and find something to read or reference," Shipley wrote. "The downtown branch is a daytime hang out for people that don't have anywhere else to go. If that's what the intention of the library is, then go for it 100 percent, but don't continue to masquerade as a public library."

The debate about how to make the library a safe and welcoming resource for all is one raging beyond Santa Cruz County's borders, said librarian Maile McGrew-Fredé. Looking to turn what some see as a problem into an opportunity, library staff members for the past six months have quietly launched a new informal weekly get together for an hour before the library opens each Thursday, named Coffee Talk.

An often changing group that has grown as large as 35 people area homeless people is invited to forge connections with branch staff and visiting service providers. Sometimes, seemingly minor issues such as having to keep watch over their possessions a half a block away have kept participants from attending, McGrew-Fredé said.

Although the informal program is primarily an effort to listen to what homeless patrons have to say about their needs, it has borne some fruit, said Nemitz. Library staff launched in October hour-long individual sessions with up to four participants, a program dubbed Working Together. A downtown social worker has begun coming regular to the event, keeping sort of unofficial "office hours" with those who need to find her, McGrew-Fredé said.

"People seek information in different worlds when they feel socially excluded," McGrew-Fredé said. "You and I might have a sense that we can walk up to any service desk and get what we need. Someone who doesn't have means and has run into so many obstacles that they are now on the streets doesn't have the same sense of trust in any system."

Coffee Talk is a step toward building that trust, McGrew-Fredé said. At times, participants highlight significant issues, such as the lack of sufficient 24-hour bathroom access and short-term lockable storage space. Other homeless visitors are people bring lighter topics, such as Steve Wheelock, a musician who wanted to share his story of recently purchasing a new and beloved harmonica.

"I play quite well. Very well. It blew my mind. I bought it yesterday," Wheelock said to Nemitz, who had stopped by a recent Coffee Talk to listen. "It cost me \$40. And it's beautiful."

Taking a note from recent public forums on housing affordability, library officials are in the midst of piecing together an ongoing homelessness forum series. McGrew-Fredé said she is seeking volunteers and ideas to get such an effort off the ground and also to expand the Working Together sessions, which sits down individuals with library staff or a trained volunteer, a laptop, phone access and tailored assistance.

What: Santa Cruz Public Libraries seeking volunteers.

Why: Under development homeless programming.

Who: Librarian Maile McGrew-Fredé.

Programs: Community forum, speaker, film series and Coffee Hour/Working Together.

Information: 427-7700, ext. 779, mcgrewfredem@santacruzpl.org.

TO: Library Joint Powers Authority Board
 FROM: Marcus Pimentel, City of Santa Cruz Finance Director 01/04/17
 RE: Library Financial Dashboard Report for the Quarter ended November 2016



SANTA CRUZ
 PUBLIC LIBRARIES
 Nov 16 Report
 Preliminary,
 Unaudited

Contained herein is the preliminary, UNAUDITED Library Financial Dashboard summary report for the month ended November 2016. At month's end, the NET operating results were \$240,095 with year-to-date net operating results of \$130,341. In general, preliminary revenues are behind the budget target by 0.9% and expenditures are under budget by 1.0%. Prior Fiscal Year 2015/2016 results and ending Fund Balance will be finalized during December and subsequently presented within the FY 2015-2016 financial report.

Net operations (major accounts)

	Last Quarter Results			Fiscal Year to Date	Percent of Budget Comparison	
	September	October	November		YTD Actuals	Months completed
Revenue:						
(1) Sales Tax	\$ 768,234	\$ 537,459	\$ 716,613	\$ 3,199,154	41.0%	41.7%
MOE- Member Contributions	458,305	459,456	459,606	2,295,277	41.6%	41.7%
Other Revenue	21,579	16,796	18,564	90,601	24.5%	41.7%
TOTAL REVENUE	\$ 1,248,118	\$ 1,013,711	\$ 1,194,783	\$ 5,585,033	40.8%	41.7%
Expenditures:						
(2) Payroll	\$ 631,101	\$ 690,462	\$ 683,241	\$ 3,398,260	36.8%	38.6%
(3) Books (w/Grants)	150,398	121,955	54,028	777,241	66.9%	41.7%
(4) Janitorial Services	14,000	14,000	14,000	70,000	32.0%	41.7%
Building & Facility	15,264	9,683	18,257	60,792	33.5%	41.7%
Rent (Equip, Building, Land)	25,888	25,888	25,888	129,440	41.7%	41.7%
Utilities	39,141	59,778	70,092	224,756	55.1%	41.7%
(5) Other expenditures	309,480	146,879	89,182	794,203	42.3%	41.7%
TOTAL EXPENDITURES	\$ 1,185,272	\$ 1,068,645	\$ 954,688	\$ 5,454,692	40.7%	41.7%
Net Gain / (Loss)	\$ 62,846	\$ (54,934)	\$ 240,095	\$ 130,341		1.0%

Key Balance Sheet items

	September		October		November		Trust Current Assets		Trust Current Assets (cont.)	
	September	October	September	October	September	October	November	Trust	Balance	Balance
(6) Equipment Reserve	400,000	400,000	400,000	400,000	400,000	400,000	Trust	240,279	95,799	95,799
(6) 15% Reserve	2,052,770	2,052,770	2,052,770	2,052,770	2,052,770	2,052,770	McCaskill- Hist	224,304	13,251	13,251
Fund Balance- Beginning Available	2,206,808	2,269,654	2,269,654	2,214,720	2,214,720	2,214,720	McCaskill- Vis	9,400	45,958	45,958
Net Change in Fund Balance	62,846	(54,934)	(54,934)	240,095	240,095	240,095	Finkeldey			
Fund Balance- Ending Available	2,269,654	2,214,720	2,214,720	2,454,815	2,454,815	2,454,815	Whalen	95,293	18,845	18,845

Notes:

- (1) For sales tax, September, December, March & 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 & July) tend to be lower as they contain the lower state estimates.
- (2) For the current fiscal year, the following month's have more than 2 pay periods which will create higher monthly payroll costs: July, December & June. The month's completed % is adjusted to reflect year-end accrual of the last payperiod.
- (3) Material purchases are typically higher at the beginning of the fiscal year and can consume the bulk of the annual budget allocation.
- (4) Since July, there has been a delay in billings due to a Janitorial services contract review. This line item has accordingly been accrued at \$14k per month until payments resume.
- (5) For the month ended in November, the four largest expenditures within 'Other expenditures' included: [Financial services - outside at \$59k]; [Library functional supplies at \$13k]; [Computer equipment at \$10k]; and [Training at \$7k].
- (6) 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 Capital Reserve will require a future budgetary adjustment to be fully funded.
- (7) 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 = 11/30/2016; Period = 0.1..12; Fund = 951

Acct Title	9/30/2016		10/31/2016		11/30/2016	
	Month-To-Date Actual	Actual	Month-To-Date Actual	Actual	Month-To-Date Actual	Actual
Fund 951 -- Library Joint Powers Authority						
Expenditures						
Object 51000 -- PERSONNEL SERVICES						
51110 Regular full time	331,770.01		329,682.81		331,340.28	
51111 Regular part time	74,782.02		76,626.37		75,143.68	
51114 Overtime	412.58		153.88		-	
51115 Termination pay	21.30		333.35		-	
51122 Temporary	64,263.52		68,565.13		64,352.81	
51130 Other pay	-		81.17		-	
51150 Vehicle-phone-data allowance	175.00		175.00		175.00	
51201 Retirement contribution	67,232.16		67,667.16		67,098.71	
51202 F.I.C.A.	3,389.68		3,601.57		3,397.58	
51210 Group health insurance	50,827.88		100,819.92		99,534.15	
51212 Group dental insurance	3,662.49		7,280.98		7,079.06	
51213 Vision insurance	597.12		1,183.60		1,174.82	
51214 Medicare insurance	6,427.39		6,438.10		6,369.48	
51215 Employee assistance program	283.72		283.72		280.26	
51220 Group life insurance	66.35		131.06		129.84	
51221 Disability insurance	2,458.90		2,474.90		2,455.06	
51230 Unemployment insurance	3,338.43		3,380.05		3,309.34	
51240 Workers' compensation	21,392.23		21,583.54		21,401.31	
Total PERSONNEL SERVICES	631,100.78		690,462.31		683,241.38	
Object 52000 -- SERVICES						
52131 Claims management services - outside	938.03		911.71		753.39	
52135 Financial services - outside	39,250.00		36,675.00		39,175.00	
52150 Merchant bank fees	154.96		147.19		147.60	
52199 Other professional & technical services	232,504.21		1,343.70		2,526.43	
52201 Water, sewer and refuse	7,636.79		6,900.34		4,447.89	
52211 Janitorial services	14,000.00		14,000.00		14,000.00	
52226 Vehicle work order charges - internal	901.04		348.07		124.50	
52227 Vehicle fuel island charges - internal	904.51		1,058.15		232.64	
52240 Office equipment operation/maint	-		686.99		35.00	

Marcus Pimentel, City

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 11/30/2016; Period = 0..1..12; Fund = 951

Acct	Title	9/30/2016 Month-To-Date Actual	10/31/2016 Month-To-Date Actual	11/30/2016 Month-To-Date Actual
52246	Building and facility o & m - outside	15,263.73	9,682.60	18,256.61
52247	Landscaping maintenance services	1,910.00	1,516.00	1,652.51
52248	Software maintenance services	2,137.87	16,696.98	2,318.37
52261	Equipment, building and land rentals	25,888.00	25,888.00	25,888.00
52302	Travel and meetings	339.15	714.01	1,514.02
52304	Training	5,325.22	12,244.32	6,812.14
52403	Telecommunications service - outside	14,732.01	34,758.06	49,621.03
52932	Liability insurance/surety bonds-interna	2,261.58	2,261.58	2,261.58
52933	Liability insurance/surety bonds-outside	-	896.00	-
52960	Advertising	1,250.94	2,150.82	104.86
52961	Dues and memberships	860.00	812.66	310.00
52972	Printing and binding-outside	757.48	534.88	534.59
	Total SERVICES	367,015.52	170,227.06	170,716.16
Object 53000 -- SUPPLIES				
53101	Postage charges	1,019.70	458.92	435.27
53102	Office supplies	1,330.08	796.52	1,117.16
53106	Books and periodicals	148,624.12	115,661.04	51,425.97
53107	Books and periodicals-grants & donations	1,774.29	6,293.77	2,602.22
53108	Safety clothing and equipment	1,530.95	407.41	456.62
53109	Copier supplies	-	2,803.24	-
53112	Library functional supplies	13,679.08	8,930.33	13,376.22
53113	Janitorial supplies	1,819.97	1,271.99	3,124.78
53311	Electricity	16,709.95	17,778.36	15,308.59
53312	Natural gas	210.96	341.61	714.36
	Total SUPPLIES	186,699.10	154,743.19	88,561.19
Object 54000 -- OTHER MATERIALS AND SERVICES				
54990	Miscellaneous supplies and services	3,226.79	2,983.27	1,541.91
	Total OTHER MATERIALS AND SERVICES	3,226.79	2,983.27	1,541.91
Object 56000 -- OTHER CHARGES				
56995	Refunded fees and fines	288.99	212.96	94.50
	Total OTHER CHARGES	288.99	212.96	94.50

Financial Status Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 11/30/2016; Period = 0..1..12; Fund = 951

Acct Title	9/30/2016 Month-To-Date Actual	10/31/2016 Month-To-Date Actual	11/30/2016 Month-To-Date Actual
Object 57000 -- CAPITAL OUTLAY			
57401 Office furniture/equipment	350.70	-	832.82
57409 Computer equipment	805.83	50,016.27	9,700.04
Total CAPITAL OUTLAY	1,156.53	50,016.27	10,532.86
Total Expenditures	1,189,487.71	1,068,645.06	954,688.00
Revenues			
Object 41000 -- TAXES			
41211 Sales and use tax	768,234.15	537,459.42	716,612.56
Total TAXES	768,234.15	537,459.42	716,612.56
Object 43000 -- GRANTS			
43190 Federal grants - other	-	1,600.00	-
43311 Maintenance of effort contributions	458,304.70	459,455.83	459,606.08
Total GRANTS	458,304.70	461,055.83	459,606.08
Object 45000 -- FINES AND FORFEITS			
45131 Library fines	35.99	-	-
45132 Lost library items	-	(15.00)	-
Total FINES AND FORFEITS	35.99	(15.00)	-
Object 46000 -- MISCELLANEOUS REVENUES			
46190 Interest earnings - other	2,014.40	817.73	742.65
46309 Donations - library - Friends of the Lib	2,240.94	-	-
46910 Miscellaneous operating revenue	17,287.57	14,393.05	17,821.27
Total MISCELLANEOUS REVENUES	21,542.91	15,210.78	18,563.92
Total Revenues	1,248,117.75	1,013,711.03	1,194,782.56
Total Library Joint Powers Authority	58,630.04	(54,934.03)	240,094.56
Total	58,630.04	(54,934.03)	240,094.56

Run: 12/29/2016 8:43 AM

General Ledger Balances

Criteria: Summarize By = Report,Fund, Object, Account; As Of = 11/30/2016; Period = 0,1,12; 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	237,855.50	0.00	0.00	237,855.50
11901	Allow for FV of invest w/City-cur unrstr	1,915.04	0.00	0.00	1,915.04
Total Cash and investments		239,770.54	0.00	0.00	239,770.54
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	508.28	0.00	0.00	508.28
Total Receivables - current		508.28	0.00	0.00	508.28
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(243,401.60)	0.00	0.00	(243,401.60)
Total Net assets		(243,401.60)	0.00	0.00	(243,401.60)
Total McCaskill - Local History		(3,122.78)	0.00	0.00	(3,122.78)
Fund 932 -- McCaskill - Visually Impaired					
Object 11000 -- Cash and investments					
11101	Pooled cash	222,047.88	0.00	0.00	222,047.88
11901	Allow for FV of invest w/City-cur unrstr	1,781.83	0.00	0.00	1,781.83
Total Cash and investments		223,829.71	0.00	0.00	223,829.71
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	474.50	0.00	0.00	474.50
Total Receivables - current		474.50	0.00	0.00	474.50
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(225,435.84)	0.00	0.00	(225,435.84)
Total Net assets		(225,435.84)	0.00	0.00	(225,435.84)
Total McCaskill - Visually Impaired		(1,131.63)	0.00	0.00	(1,131.63)
Fund 933 -- Estate Proceeds - Finkeldey					
Object 11000 -- Cash and investments					
11101	Pooled cash	9,305.48	0.00	0.00	9,305.48
11901	Allow for FV of invest w/City-cur unrstr	74.31	0.00	0.00	74.31
Total Cash and investments		9,379.79	0.00	0.00	9,379.79

General Ledger Balances

Criteria: Summarize By = Report,Fund, Object, Account; As Of = 11/30/2016; Period = 0,1..12; Fund = 93*, 95*, 96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 933 -- Estate Proceeds - Finkeldey					
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	19.89	0.00	0.00	19.89
Total Receivables - current		19.89	0.00	0.00	19.89
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(9,338.05)	0.00	0.00	(9,338.05)
Total Net assets		(9,338.05)	0.00	0.00	(9,338.05)
Total Estate Proceeds - Finkeldey		61.63	0.00	0.00	61.63
Fund 934 -- Whalen Estate - Felton Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	94,340.27	0.00	0.00	94,340.27
11901	Allow for FV of invest w/City-cur unrstr	751.27	0.00	0.00	751.27
Total Cash and investments		95,091.54	0.00	0.00	95,091.54
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	201.60	0.00	0.00	201.60
Total Receivables - current		201.60	0.00	0.00	201.60
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(94,040.98)	0.00	0.00	(94,040.98)
Total Net assets		(94,040.98)	0.00	0.00	(94,040.98)
Total Whalen Estate - Felton Branch		1,252.16	0.00	0.00	1,252.16
Fund 935 -- Robert Leet-Corday Estate					
Object 11000 -- Cash and investments					
11101	Pooled cash	94,841.17	0.00	0.00	94,841.17
11901	Allow for FV of invest w/City-cur unrstr	755.26	0.00	0.00	755.26
Total Cash and investments		95,596.43	0.00	0.00	95,596.43
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	202.67	0.00	0.00	202.67
Total Receivables - current		202.67	0.00	0.00	202.67

General Ledger Balances

Criteria: Summarize By = Report,Fund, Object, Account; As Of = 11/30/2016; Period = 0, 1, 12; 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 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(94,540.27)	0.00	0.00	(94,540.27)
Total Net assets		(94,540.27)	0.00	0.00	(94,540.27)
Total Robert Leet-Corday Estate		1,258.83	0.00	0.00	1,258.83
Fund 936 -- Morley Estate-La Selva Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	12,722.32	740.62	340.62	13,122.32
11901	Allow for FV of invest w/City-cur unstr	101.31	0.00	0.00	101.31
Total Cash and investments		12,823.63	740.62	340.62	13,223.63
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	27.19	0.00	0.00	27.19
Total Receivables - current		27.19	0.00	0.00	27.19
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(12,681.98)	0.00	0.00	(12,681.98)
Total Net assets		(12,681.98)	0.00	0.00	(12,681.98)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	0.00	400.00	(400.00)
Total Control accounts		0.00	0.00	400.00	(400.00)
Total Morley Estate-La Selva Branch		168.84	740.62	740.62	168.84
Fund 937 -- Hale Trust-Scotts Valley Branch					
Object 11000 -- Cash and investments					
11101	Pooled cash	45,498.47	0.00	0.00	45,498.47
11901	Allow for FV of invest w/City-cur unstr	362.32	0.00	0.00	362.32
Total Cash and investments		45,860.79	0.00	0.00	45,860.79
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	97.22	0.00	0.00	97.22
Total Receivables - current		97.22	0.00	0.00	97.22

General Ledger Balances

Criteria: Summarize By = Report,Fund,Object,Account; As Of = 11/30/2016; Period = 0,1...12; Fund = 93*, 95*, 96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 937 -- Hale Trust-Scotts Valley Branch					
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(45,354.11)	0.00	0.00	(45,354.11)
Total Net assets		(45,354.11)	0.00	0.00	(45,354.11)
Total Hale Trust-Scotts Valley Branch		603.90	0.00	0.00	603.90
Fund 938 -- Anna Gruber Living Trust					
Object 11000 -- Cash and investments					
11101	Pooled cash	18,624.63	0.00	0.00	18,624.63
11901	Allow for FV of invest w/City-cur unrstr	180.85	0.00	0.00	180.85
Total Cash and investments		18,805.48	0.00	0.00	18,805.48
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	39.80	0.00	0.00	39.80
Total Receivables - current		39.80	0.00	0.00	39.80
Object 32000 -- Net assets					
32311	Net assets held in trust-library prog.	(28,368.90)	0.00	0.00	(28,368.90)
Total Net assets		(28,368.90)	0.00	0.00	(28,368.90)
Total Anna Gruber Living Trust		(9,523.62)	0.00	0.00	(9,523.62)
Fund 951 -- Library Joint Powers Authority					
Object 11000 -- Cash and investments					
11101	Pooled cash	3,508,110.37	5,879,077.60	5,722,067.18	3,665,120.79
11901	Allow for FV of invest w/City-cur unrstr	25,454.58	0.00	0.00	25,454.58
Total Cash and investments		3,533,564.95	5,879,077.60	5,722,067.18	3,690,575.37
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	8,538.69	0.00	0.00	8,538.69
12190	Other interest receivable	981.69	3,821.47	4,060.51	742.65
12201	Taxes receivable - current	694,029.57	3,199,154.25	3,176,571.26	716,612.56
12301	Accounts receivable - billed	748,154.28	87.98	748,242.26	0.00
12303	Accounts receivable - booked	0.00	2,298,180.65	1,838,574.57	459,606.08
Total Receivables - current		1,451,704.23	5,501,244.35	5,767,448.60	1,185,499.98
Object 21000 -- Payables					
21101	Accounts payable	(298,381.47)	1,876,759.63	1,689,608.46	(111,230.30)

General Ledger Balances

Criteria: Summarize By = Report,Fund, Object, Account; As Of = 11/30/2016; Period = 0, 1, 12; 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 21000 -- Payables					
21201	Salaries and benefits payable	(298,526.96)	298,526.96	0.00	0.00
21502	Sales tax payable	0.00	3.89	3.89	0.00
21504	Use tax payable	(764.42)	1,549.96	918.81	(133.27)
Total Payables		(597,672.85)	2,176,840.44	1,690,531.16	(111,363.57)
Object 31000 -- Fund balance					
31591	Committed - cash flow/unexpected expend	(1,982,478.15)	0.00	0.00	(1,982,478.15)
31701	Fund Balance - Unassigned	(1,606,512.73)	0.00	0.00	(1,606,512.73)
31998	Budgetary reserve for encumbrances	0.00	662,123.69	1,114,707.71	(452,584.02)
31999	Budgetary fund balance	0.00	8,715,104.91	9,871,451.00	(1,156,346.09)
Total Fund balance		(3,588,990.88)	9,377,228.60	10,986,158.71	(5,197,920.99)
Object 33000 -- Control accounts					
33110	Revenue control	0.00	4,327,471.77	9,912,504.73	(5,585,032.96)
33210	Expenditure/expense control	0.00	5,242,752.71	34,835.20	5,207,917.51
33310	Estimated revenue control	0.00	9,248,396.00	78,568.00	9,169,828.00
33410	Appropriations control	0.00	623,055.00	8,636,536.91	(8,013,481.91)
33510	Encumbrances control	0.00	1,114,707.71	662,123.69	452,584.02
Total Control accounts		0.00	20,556,383.19	19,324,568.53	1,231,814.66
Object 39000 -- Other equity/net asset accounts					
39110	General journal clearing	0.00	10,137,252.65	10,137,252.65	0.00
Total Other equity/net asset accounts		0.00	10,137,252.65	10,137,252.65	0.00
Total Library Joint Powers Authority		798,605.45	53,628,026.83	53,628,026.83	798,605.45
Fund 956 -- Library JPA - Technology					
Object 11000 -- Cash and investments					
11101	Pooled cash	4,994.61	0.00	0.00	4,994.61
11901	Allow for FV of invest w/City-cur unrstr	39.77	0.00	0.00	39.77
Total Cash and investments		5,034.38	0.00	0.00	5,034.38
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	10.68	0.00	0.00	10.68
Total Receivables - current		10.68	0.00	0.00	10.68

General Ledger Balances

Criteria: Summarize By = Report,Fund, Object, Account; As Of = 11/30/2016; Period = 0, 1, 12; Fund = 93*, 95*, 96*

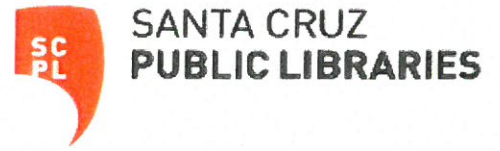
Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 956 -- Library JPA - Technology					
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(4,978.73)	0.00	0.00	(4,978.73)
Total Fund balance		(4,978.73)	0.00	0.00	(4,978.73)
Total Library JPA - Technology		66.33	0.00	0.00	66.33
Fund 958 -- Library JPA - General Capital Assets					
Object 17000 -- Capital assets					
17210	Infrastructure	579,683.02	0.00	0.00	579,683.02
17211	Accumulated depreciation - infrastructure	(308,279.04)	0.00	0.00	(308,279.04)
17320	Lease improvements - buildings	2,018,031.67	0.00	0.00	2,018,031.67
17321	Accumulated deprec - lease imp-buildings	(1,598,338.54)	0.00	0.00	(1,598,338.54)
17510	Machinery and equipment	2,374,303.03	0.00	0.00	2,374,303.03
17511	Accumulated depreciation - M&E	(1,713,118.21)	0.00	0.00	(1,713,118.21)
17710	Software	3,983.14	0.00	0.00	3,983.14
17711	Accumulated amortization-software	(4,541.95)	0.00	0.00	(4,541.95)
17910	Construction in progress	71,353.85	0.00	0.00	71,353.85
Total Capital assets		1,423,076.97	0.00	0.00	1,423,076.97
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	6,054.50	0.00	0.00	6,054.50
Total Fund balance		6,054.50	0.00	0.00	6,054.50
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	(140,569.76)	0.00	0.00	(140,569.76)
Total Net assets		(1,432,158.72)	0.00	0.00	(1,432,158.72)
Total Library JPA - General Capital Assets		(3,027.25)	0.00	0.00	(3,027.25)
Fund 960 -- Felton Branch Reserve					
Object 11000 -- Cash and investments					
11101	Pooled cash	1,187.60	0.00	0.00	1,187.60
11901	Allow for FV of invest w/City-cur unrstr	9.46	0.00	0.00	9.46
Total Cash and investments		1,197.06	0.00	0.00	1,197.06

General Ledger Balances

Criteria: Summarize By = Report, Fund, Object, Account; As Of = 11/30/2016; Period = 0, 1, ..12; Fund = 93*, 95*, 96*

Acct	Title	Beginning Balance	Year-To-Date Debits	Year-To-Date Credits	Ending Balance
Fund 960 -- Felton Branch Reserve					
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	2.54	0.00	0.00	2.54
Total Receivables - current		2.54	0.00	0.00	2.54
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(1,183.85)	0.00	0.00	(1,183.85)
Total Fund balance		(1,183.85)	0.00	0.00	(1,183.85)
Total Felton Branch Reserve		15.75	0.00	0.00	15.75
Fund 961 -- Library JPA - Vehicle Replacement					
Object 11000 -- Cash and investments					
11101	Pooled cash	379,569.00	0.00	0.00	379,569.00
11901	Allow for FV of invest w/City-cur unrstr	3,022.86	0.00	0.00	3,022.86
Total Cash and investments		382,591.86	0.00	0.00	382,591.86
Object 12000 -- Receivables - current					
12101	Pooled cash interest receivable	811.11	0.00	0.00	811.11
Total Receivables - current		811.11	0.00	0.00	811.11
Object 31000 -- Fund balance					
31701	Fund Balance - Unassigned	(322,346.40)	0.00	0.00	(322,346.40)
Total Fund balance		(322,346.40)	0.00	0.00	(322,346.40)
Total Library JPA - Vehicle Replacement		61,056.57	0.00	0.00	61,056.57
Total		846,284.18	53,628,767.45	53,628,767.45	846,284.18

Chair Martin Bernal
Vice Chair Jenny Haruyama
Board Member Susan Mauriello
Board Member Jamie Goldstein



STAFF REPORT

DATE: January 12, 2017
TO: Library Joint Powers Authority Board
FROM: Susan Nemitz, Library Director
RE: Annual Election of Board Chair and Board Vice-Chair

RECOMMENDATION

That by motion the Board elects the Calendar year 2017 Board Chair and Vice-Chair as the City of Santa Cruz and City of Scotts Valley respectively.

DISCUSSION

Staff Report presented in 2016 by the former LFFA Interim Executive Director Marcus Pimentel is attached for reference.

Attachment:

Staff Report from January 14, 2016



STAFF REPORT

AGENDA: January 14, 2016

DATE: January 5, 2016

TO: Library Facilities Financing Authority (LFFA) Board of Directors

FROM: Marcus Pimentel, Interim Executive Director

SUBJECT: Item 6.a. –Annual election of Board Chair and Board Vice-Chair

RECOMMENDATION

That by motion the Board elects the Calendar year 2016 Board Chair and Vice-Chair as the City of Capitola and City of Santa Cruz respectively.

BACKGROUND

The LFFA agreement requires that at the first meeting of January the Board shall elect a Chair and a Vice-Chair. The Chair is the presiding officer and shall sign all contracts of the LFFA unless otherwise provided by a Board resolution.

DISCUSSION

At the LFFA’s first meeting in January 2015, the Board established a rotation schedule that would set for 2016 the City of Capitola as the Chair and the City of Santa Cruz as the Vice-Chair. The rotation for 2016 and the next 4 years are as follows:

<i>Year</i>	<i>Chair</i>	<i>Vice-Chair</i>
2016	City of Capitola	City of Santa Cruz
2017	City of Santa Cruz	City of Scotts Valley
2018	City of Scotts Valley	County of Santa Cruz
2019	County of Santa Cruz	City of Capitola
2020	City of Capitola	City of Santa Cruz

Prepared and approved by:
Marcus Pimentel
Interim Executive Director

ATTACHMENTS:
None

Chair Martin Bernal
Vice Chair Jenny Haruyama
Board Member Susan Mauriello
Board Member Jamie Goldstein



STAFF REPORT

DATE: January 12, 2017
TO: Library Joint Powers Authority Board
FROM: Susan Nemitz, Library Director
RE: Draft Strategic Plan for January 2017 – June 2021

RECOMMENDATION

Approve Draft Strategic Plan

DISCUSSION

The Santa Cruz Public Libraries have recently completed a Strategic Plan. The process used a Community First data collection model that focused on one-to-one interviews, staff and patron surveys, ten community meetings and a technology survey of digital users. Over 1,000 individuals responded.

Ten Library Commissioners and staff read through the responses looking for patterns. The result is attached as a draft Strategic Plan for January 2017 through June 2021.

In addition, a draft work plan has been created for January 2017 through June 2018. In future years, work plans will coincide with the annual budget cycles. The draft work plan has not been vetted by staff or advisory groups. Consultation will occur in January.

Because many of the initiatives included in the plan are related to digital access, a Technology Plan has also been completed and is included for your information. SCPL participated in a national study called the Edge Toolkit Assessment for libraries. It included a survey of digital users and an evaluation of current library services bench-marked against libraries nationally.

Attachments:

1. Santa Cruz Public Libraries: Draft Strategic Plan for January 2017-June 2021
2. Santa Cruz Public Libraries: Draft Work Plan for 2017-FY2018
3. Draft IT Strategic Plan for the Santa Cruz Public Libraries
4. Edge Peer Comparison Report
5. Edge Recommendations Report
6. Impact Survey Results
7. Impact Survey Presentation

VISION:

Transform Lives and Strengthen Communities.

MISSION:

Connect, Inspire, Inform.

Our VALUES:

Relevance

Inclusiveness

Community Engagement

Responsive Service

Safe Environment

Free Access

Our PATH:

LEARNING

Develop programs, services and collections that nurture the learning goals of children and adults.

DIGITAL INCLUSION

Ensure that all residents have access to the training, devices, and internet they need to participate fully in community life.

TRANSFORMATIVE SPACES

Create enticing and inspiring multipurpose learning zones that support community needs and interests.

USER EXPERIENCES

Offer patron-centered services designed with input from residents so that each branch reflects its community.

ORGANIZATIONAL CAPACITY

Enhance skills of staff, provide thoughtful stewardship of public resources, and pursue strategic partners in the community.

BENCHMARKS:

INCREASE IN: *cardholders, circulation, visits, database use, computer use, program attendance.*

CAPACITY INCREASE IN: *Number of public access computers, hours of computer and wireless use, type and number of technology programs.*

MEASURE SUCCESS: *Analyze findings and amend functions to improve patron satisfaction.*

INCREASE PARTNERSHIPS: *Maintain current strategic partnerships and identify additional partners.*

Santa Cruz Public Libraries Strategic Plan 2017-2021: Premise and Process

The Santa Cruz Public Libraries (SCPL) are entering a period of transition and change. In June 2016, the voters gave their support to the improvement of each of SCPL's ten physical branches through either construction or renovation.

It falls to us now to consider the functions of these buildings. What services and programs will be relevant to our communities' values, needs, and goals? What kinds of buildings should we build? It is an exciting opportunity. We need a plan.

The Premise

In reviewing current public library research and practice, we have found that the most effective strategic plans begin with the community, and perhaps surprisingly, not in the Library. Creating programs and services and then going out to find audiences for them doesn't help an organization be relevant. Instead, ***we should start with the community and find out its priorities, passions, and values and then figure out where the Library can fit in.***

In her 2016 book, The Art of Relevance, Museum of Art and History Executive Director, Nina Simon, writes:

"Communities are made of people with shared dreams, interests, and backgrounds. The more you understand them, the more easily you can unlock relevant experiences with them...The most powerful way to gain access to a new community is not by creating programming or marketing campaigns you think might fit their interests. Instead it starts with networking...Listen to their interests and concerns. The more you understand what matters to them and what experiences they seek, the better you can assess whether and how you can connect with them."

How do we make those connections with the variety of communities that live in the SCPL service area? ***We should check in with the people we think we know, but we also need to have conversations with people we don't see in the Library.***

The Harwood Institute for Public Innovation has formed a partnership with the American Library Association to encourage libraries to "Turn Outward." Carlton Sears of the Institute explains: "*Turning outward means that we ask crucial questions that get at the heart of what community members desire for their town.*" Richard Harwood, founder of the Institute, says that Libraries are the perfect organizations to ask those questions: "*...libraries are some of the most trusted institutions in our nation's communities, making them a good place to start conversations. Community is the reference point for the approach of turning outward...*" (American Libraries, January 22, 2015)

Nina Simon and the Harwood Institute confirm that SCPL needs to engage with others, assess where it can have an impact, and find more innovative and effective ways for the Library to be part of the community. With that information, we can create a strategic plan that is relevant and continually renewed by remaining connected to the community.

The Library used several avenues to gather data in the fall of 2016:

- **one-to-one conversations with individuals**
- **Staff Day focus on strategic planning**
- **community meetings, one held at each branch**
- **online and hard-copy surveys distributed to both staff and public**
- **an online Impact Survey to better understand how the community uses its public technology resources and services**

Community First

In September and October 2016, Library Staff and Library Advisory Commissioners went into the community to initiate conversations with individuals, small groups, and organizations using the Harwood Institute model and the concepts from Nina Simon's book, The Art of Relevance.

17 staff people representing all levels of experience and responsibility comprised the internal Library Strategic Planning Steering Committee; the seven Library Advisory Commissioners served as the external steering committee. They gathered data, reported it, analyzed it, gave feedback, and drew conclusions.

Conversations

Community data collection began in September. Each person sought conversations with people they knew and people they didn't know. Some respondents were library users and many were not. Following a very short list of prompts, people were asked to describe their communities, including both the rewards and challenges of living in them. People reflected on the goals of their communities and how they thought progress could be made toward those goals. Together, the interviewer and the interviewee brainstormed the ways the Library might fit into solutions and strategies on the issues identified. Conversations were documented and participant demographics were noted. By December, nearly 100 conversations had been described.

Staff Day

On October 10, preliminary results from the first interviews were shared at Staff Day. Staff practiced the interview protocol with support from experienced interviewers, and were invited to also conduct interviews in the community if they could. Staff were asked to complete a written survey about their own views of the role of the public library in the community...actual and potential.

Community Meetings and Surveys.

From October 15-November 15, community meetings, one at each branch, were held to invite community comment. From September to November 15, there were opportunities for community members to contribute to the information gathering via social media, surveys placed in branches, and online surveys on the Library website. During the month of November, an online impact survey was conducted to better understand how our community uses and benefits from free access to computers and the Internet at the Library.

Approximately 1000 responses were received from all these sources.

Analysis and Patterns

In December, ten readers representing the staff and the Library Commissioners read through all the data looking for patterns in the results. The Strategic Plan draft presented here reflects the remarkably similar conclusions those readers came to. Across the Library service area, people identified these needs:

- desire for more morning and evening hours
- increased adult programming with particular interest in discussion/community forum events
- need for both quiet spaces AND interactive spaces in each facility
- flexible multipurpose areas in each building/meeting rooms for group activities
- more materials for all ages
- more technology access that includes both proper infrastructure and training opportunities
- development of more partnerships and services to address the needs of people without homes

Two barriers were consistently identified:

- high cost of housing (causes greater need for libraries because there are fewer financial resources for individuals to spend on computers, Internet, reading materials, information needs)
- traffic and gridlock (people feel isolated in their communities even with a car because driving is frustrating and mass transit is not well-developed; need to use local libraries as community centers)

Draft Strategic Plan

The attached draft strategic plan was developed in response to the community. It is anticipated that during the implementation of Measure S, the strategic plan will be reviewed every three years. The data gathering we began in 2016 will continue so that the Library can remain responsive to the community as it evolves.

Benchmarking and Data Analytics

SCPL will do a detailed benchmarking study using the California State Library statistics.

In addition, through an affiliation with the Peninsula Library Partnerships (PLP), Santa Cruz Public Libraries will access a new data resource, Gale Cengage Analytics on Demand. This product allows the Libraries to have access to detailed analysis of SCPL household level data to better understand communities' and patrons' needs. It will allow the system to understand variabilities in customer demographics and use by branch.

The Library expects the Turn Outward process of checking in with the community to continue as branches, services, and programs develop. SCPL intends to be proactive in learning community values and goals as it finds ways for the Library to fit into solutions and community progress. Community engagement will always be our first step.

January 2017

Santa Cruz Public Libraries
Draft Work Plan for 2017-FY2018
(Still needs consultation process)

1. Learning

Objectives	Special Projects	Updates
Adult Programming <ul style="list-style-type: none"> • Creative Aging • Life Skills 	<ul style="list-style-type: none"> • Local History • Veteran's Program • Workforce/Co-working • Homelessness • Measure Effectiveness 	
Youth Programming <ul style="list-style-type: none"> • Ready for Kindergarten • Student Success • Safe After School • School Partnerships 	<ul style="list-style-type: none"> • Storytime • Tales to Tails • School Visits • STEAM • Tutoring • Library Card Sign-up • Measure Effectiveness 	
Outreach <ul style="list-style-type: none"> • Bookmobile • Jails 	Measure Effectiveness	

2. Digital Inclusion

Objectives	Special Projects	Updates
Bandwidth	CENIC	
Tools and Resources	<ul style="list-style-type: none"> • Public PC's/Laptops • Wireless Printing 	
Digital Literacy	<ul style="list-style-type: none"> • Staff Training • Ongoing Curriculum • Open Labs • E Government 	
Innovation	<ul style="list-style-type: none"> • Makers Space • Digital Curation/Storage • TV Whitespaces Grant • Edge Survey/Evaluation 	

3. Transformative Spaces

Objectives	Special Projects	Updates
Measure S Implementation <ul style="list-style-type: none"> • Aptos • Boulder Creek • Branciforte • Capitola • Downtown • Felton • Garfield Park • La Selva Beach • Live Oak • Scotts Valley 	<ul style="list-style-type: none"> • Design/Approvals Capitola • Design/Approvals Felton • Predesign/Approvals Downtown • Concept Live Oak • Concept Scotts Valley • Architect Selection - County Small Projects • HVAC/IT/Security/Sustainability Standards • Declutter/Weeding Events • Rearrange Storage 	
LFFA	<ul style="list-style-type: none"> • Agreement • JPA Amendment • Timeline/Budget • Bond Issuance • Measure S Website 	

4. User Experience

Objectives	Special Projects	Updates
Hours/Staffing	<ul style="list-style-type: none"> • Hours, Hours, Hours • Decentralize Staff • Regionalization • Increase Permanent Staffing 	
Collections	<ul style="list-style-type: none"> • Collections Development Plan • Collection Inventory/Analysis • Review Floating Collection • Targeted Investments (Replacement, Spanish, Best Sellers, Hoopla, Downloadable Audio) 	
Convenience	<ul style="list-style-type: none"> • Website/Discovery • Linked Data • Marketing Plan • Book Drops • Charging Stations 	
Security	<ul style="list-style-type: none"> • Code of Conduct • Emergency Procedures • Security Training • Internal Cameras Evaluation 	

	<ul style="list-style-type: none"> • Guard Evaluation/Law Enforcement Coordination 	
Localization	<ul style="list-style-type: none"> • Branch Specialties • Community Information Database • Community Led Programming 	

5. Organizational Capacity

Objectives	Special Projects	Updates
Administration	<ul style="list-style-type: none"> • Structure • Policies • Staff Training • Budget Process/COA • Long Term Funding 	
Friends of the Library <ul style="list-style-type: none"> • Central • Local 	<ul style="list-style-type: none"> • MOU • Central Infrastructure • Diversified Funding • Strategic Plan • Policies • Fund Raising • Measure Effectiveness 	
Volunteers	<ul style="list-style-type: none"> • Increase Use • High Skill Volunteers • Measure Effectiveness 	
Planning Priorities Staff Training	<ul style="list-style-type: none"> • Technology • Security • Patrons with Special Needs 	

IT Strategic Plan

for the Santa Cruz Public Libraries

July 2017-June 2021



January 3, 2017

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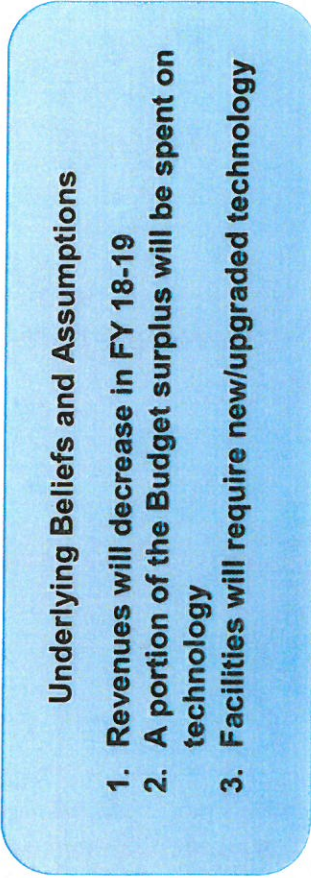
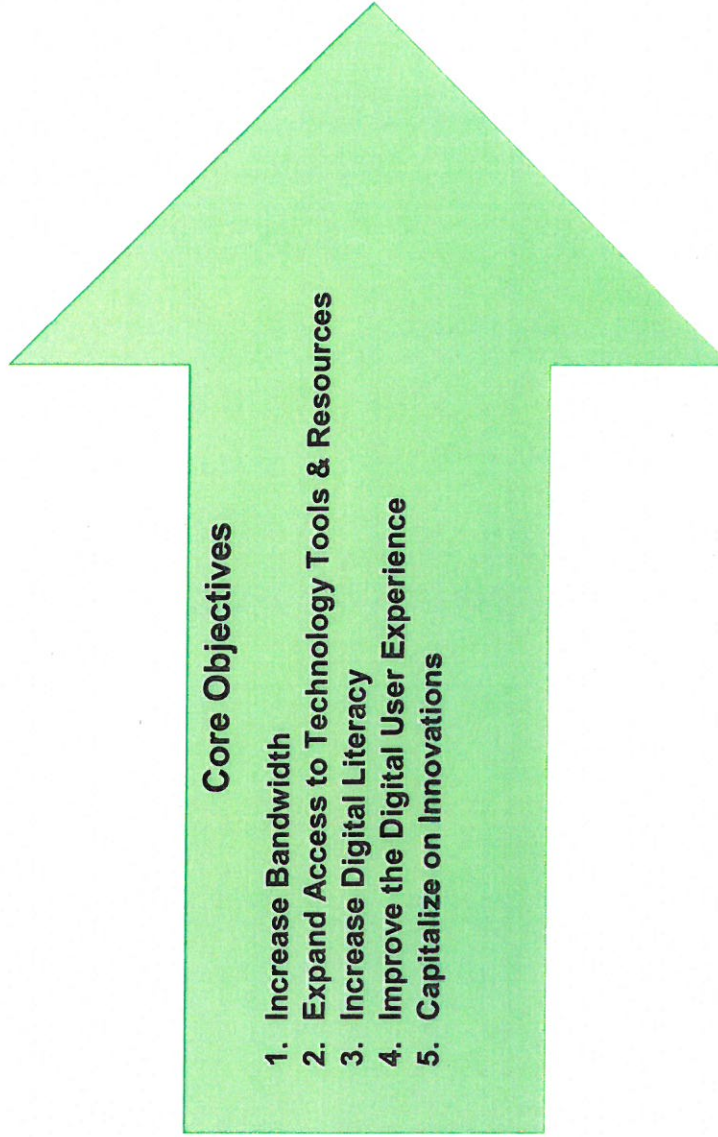
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Library Strategic Technology Plan: Digital Inclusion

Statement of IT Strategy: Building on the SCPL mission to "Connect, Inspire, Inform", Library Information Technology will lead multiple efforts to improve the democratic, social and economic vitality of our community through the use of information technologies, and to foster inclusive, sustainable, free access to technology.

State of Information Technology 2013- 2016

- Number of wireless users served: 1400/day, 500K/year average
- Number of hours used on Public PC's/year: 100K
- Number of Public PC's: 150
- Average Wired Bandwidth: 1GB
- Average Wireless Bandwidth: 65 Mbps
- Number of technology classes given: 20
- Number of Patron check out devices: 20
- Number of technology grants written & won: 5, with a value of \$68,400
- IT cost as a % of revenue: 11.5%
- Percentage of IT service requests being met: 97%



IT Strategic Plan: Vision

“The Library will lead multiple efforts to improve the democratic, social and economic vitality of our community and to foster inclusive, sustainable and free access to technology”.

The implementation of the Information Technology Strategic Plan will prepare the Santa Cruz Public Libraries and its communities to achieve the maximum benefit from information technology innovations, increasing technical capability, enhancing digital resources and learning, and delivering efficiencies in support of administrative functions

It puts in place infrastructure to enable all community members to communicate effectively, share and procure information securely, and collaborate locally and globally. With a continuing focus on patron and staff training, the strategy aims to empower the Library to innovate, staff to use IT systems effectively, and patrons to develop their digital literacy for discovering, evaluating, and creating information using digital technologies.

The IT Strategic Planning Process

In October of 2016, Library IT completed the Edge Toolkit Assessment. The Edge is a groundbreaking, first-of-its-kind management and leadership tool, helping libraries create a path for the continuous growth and development of their public technology services.¹ The Edge Toolkit provides libraries an overview of current public services and community engagement.² From operations to partnerships and programming, the toolkit generates recommendations for implementing best practices to align with future growth and community priorities.³ It also provides useful resources to demonstrate the library’s community service to community leaders. Edge was created with the vision that all people should have opportunities to enrich and improve their lives through open access to information, communication, and technology services provided by public libraries. Edge results and analysis can be found in Appendix A.

Senior management identified the American Libraries Association’s Future of Libraries Trends as a way to pinpoint emerging trends relevant to libraries and the communities they serve. Created by the Center for the Future of Libraries, this list of trends is available to help libraries and librarians understand how trends are developing and why they matter.

Beginning in October and ending in November, we ran a successful online survey, which was accessed via Public PC’s within the branches, as well as to all visitors of the SCPL website. There were 654 respondents. Known as the Impact Survey, it empowers us to ask our community directly about the technology services they use and need. Specifically, the Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, and digital literacy training, and helps gather information about how to improve those services to enable better patron outcomes. Impact survey results analysis can be found at Appendix B.

Next, we enlisted the assistance of LOCO (the Learning Organization, Communications & Operations), whose charter is to support the mission of the Santa Cruz Public Library System using Learning Organization principles to foster a culture of trust and open dialog throughout SCPL. LOCO is comprised of one representative from each division and job function within the Library. We created an advisory commission with the LOCO members, and named it ITSPAC, (the IT Strategic Planning Committee). ITSPAC met four times over a two-month period, and the relevant trends were researched, discussed and measured for their potential effectiveness within our Library system. ITSPAC also analyzed the Edge Assessment results as well as the Impact Survey results.

For each section within the plan, there is a set of objectives. Given the pace of advancements in information technologies, it is not possible to predict everything we might need to achieve within a four-year period and accordingly, the objectives are intentionally set at a high level. The activities have no order of prioritization, and the Library IT department will be utilizing scrums to plan and complete work. With Scrum, projects are completed in a series of fixed-length iterations called “sprints” that give Library IT a structure for completing projects at a steady pace. Milestones are frequently met, reinforcing the importance of proper planning and increased feedback from stakeholders.

We will examine progress against our objectives using key performance indicators, benchmarks, and targets. These measurements will ensure we maintain focus on the plan, so that it continues to meet community needs, allows us to react to the external environment, and is updated appropriately.

1,2,3 Edge at a Glance | Edge Assessment. (n.d.). Retrieved from <http://www.libraryedge.org/about-edge/edge-at-a-glance>

IT Strategic Plan: Principles and Assumptions

Digital Inclusion is a guiding principle of the Santa Cruz Public Libraries and is represented within this IT Strategic Plan. The federated nature of the Library System offers benefits, and at the same time can inject complexity and disorganization. To develop an IT Strategic Plan for the Libraries, a set of principles is required that can support the proper balance across the organization and support a common direction and alignment.

The following principles establish a shared approach to providing IT services.

Delivery of the Plan assumes:

Partnership and Collaboration

1. Library IT staff work in partnership with IT providers to ensure that IT delivery works as a strategic partner for the community. This is accomplished through a broad understanding of the ways in which the community might benefit from technology, and consequently, it requires the continued feedback from patrons, staff, management and Library IT.
2. Library IT takes responsibility to deliver IT services to the Library System and community members, enabled by a shared end-to-end support process that begins with strategic objectives and ends with patron engagement.
3. Supporting the digital inclusion strategy of the Library System is a shared desire of all primary services delivered.
4. The strategy also includes ways to improve the user experience of IT services. This is accomplished by integrating IT into building plans, delivering faster, more reliable digital access, and providing support and training for staff and community members using Library technology.
5. The IT Strategic Plan aligns with and supports divisional as well as regional needs-to allow adoption of digital technologies in teaching and outreach.
6. Partnership in IT goes beyond the boundaries of the Library and includes external vendors, the JPA, regional branches and local entities.

Efficiency and Effectiveness

7. The advantages and economies of maintaining a common infrastructure are made clear to promote adoption and show the value for money spent within the Library System.
8. IT services are delivered in a way that maximizes value to the community, taking into account total cost of ownership, fit within the current IT architecture, and benefits that can be realized.
9. IT services – whether created locally or centrally – that gain acceptance, have wide applicability and use, with clear benefits to staff and/or patrons, should be sustained.
10. Library information and patron data are treated as assets and governed appropriately; with the processes around them appropriately supported, including access, storage and curation. Data governance is not the function of any one group, but requires a shared responsibility throughout the Library System.

IT Strategic Plan: Objectives and Activities

Increase Bandwidth

The current IT infrastructure contains 150 public access computers, 20 laptops for patron checkout, 150 Staff computers and an average of 1400/day wirelessly connected patron devices (i.e., laptops, handheld mobile devices). All of these connections are con-currently made on a 1Gb broadband connection. As patrons continue to access more broadband-intensive content, our current broadband connection is impacted and bottlenecks occur. This strain on our broadband pipe will continue to increase as the community comes to expect access to new interactive, multimedia and high-resolution applications and programs. To that end, we must improve our broadband speeds and ensure that it is “future-proof”- meaning expandable beyond our current needs- in recognition that demand for speed will continue to grow.

CENIC is a world-class network on the California Research and Education Network (CalREN), a high-capacity network that meets the needs of 20 million users including the California K-12 system, California Community Colleges, the California State University System, California Public Libraries, the University of California System, Stanford, Caltech and USC. In addition, CENIC provides economies of scale that decreases connection costs significantly, while increasing connection speeds ten-fold, and is fully scalable up to 100Gb.

Objectives:

- Create a high-speed network infrastructure that will allow patrons to browse the Internet up to 10 times faster than current speeds and increase wireless reliability.
- Deploy the CENIC Network Operations Center (NOC) to monitor the network 24 hours a day, 7 days a week, 365 days a year.

Activities:

- 1.1. Create a redundant pipeline to the Internet.
- 1.2. Develop an infrastructure that supports the requirements of large-scale, secure data storage, preservation and discovery.
- 1.3. Provide appropriate infrastructure, tools and training to underpin the full cycle of Library data, including discovery, analysis, and curation.
- 1.4. Provide robust security to support system activities and network infrastructure.
- 1.5. Continue to collaborate with CENIC to further develop shared services, such as VOIP, and realize savings through economies of scale.
- 1.6. Replace Wireless Access Points (WAPs) with more reliable high-speed units.

Expand Access to Technology Tools & Resources

Digital Inclusion is defined as the “ability of individuals and groups to access and use information and communication technologies (ICTs).⁴ Digital inclusion encompasses not only access to the Internet but also the availability of hardware and software; relevant content and services; and training for the digital literacy skills required for effective use of information and communication technologies”.⁵

Objectives:

- Provide free public access to technology (hardware, software and high-speed connectivity).
- Provide equitable access to Internet-connected devices and online content.
- Ensure that community members can take advantage of the educational, economic and social opportunities available through these technologies.

Activities:

- 1.7. Increase the number of Public PC’s available in all branches and deploy new computers.
- 1.8. Deploy laptop check-outs at all branches.
- 1.9. Create computing spaces that are flexible, with adequate power outlets and charging options for patrons, with furniture that affords patrons the space and comfortable seating they require to work comfortably with technology.
- 1.10. Institute wireless printing from any patron device.
- 1.11. Increase digital literacy classes and on-demand technology support for patrons of all ages and abilities.
- 1.12. Provide digital literacy services around key community need areas such as education, employment, workforce development and civic engagement.

^{4,5} Building Digital Communities: A Framework for Action, from https://www.imls.gov/assets/1/AssetManager/BuildingDigitalCommunities_Framework.pdf

Increase Digital Literacy

Digital literacy is the ability to locate, evaluate, and use digital information. The digitally literate can efficiently find the information they seek, evaluate that information, and use that information effectively.⁶ The ability to recognize what information is needed and when to use it are additional components of digital literacy.⁷ Digital literacy also includes the ability to effectively use a range of technologies (e.g., computers, mobile devices) and Internet-enabled services (e.g., Blogs, Twitter, Facebook, YouTube).⁸ These different components of digital literacy are of equal significance. Without access, people cannot develop digital literacy; without digital literacy, they cannot gain maximum benefit from online resources.

Objectives:

- Provide free digital literacy support and training to the community

Activities:

- 1.13. Build a digitally literate staff, which in turn, builds a digitally literate community.
- 1.14. Hold regular “drop-in” tech help hours at every branch.
- 1.15. Hold regularly scheduled classes for patrons at each branch.
- 1.16. Partner with Senior centers and retirement homes to teach digital literacy.
- 1.17. Supply digital media lab technology that supports production and creation.
- 1.18. Develop Library-based digital literacy course content with self-guided tutorials accessible from anywhere, on any device.
- 1.19. Partner with schools to offer Cybersecurity and Digital Life classes for K-12.

^{6,7,8} American Library Association. *Presidential Committee on Information Literacy. Final Report.* (Chicago: American Library Association, 1989).

Improve the Digital User Experience

*“The user experience is the measure of your end-user’s interaction with your library: its brand, its product and its services”.*⁹ User Experience (UX) is an increasingly important area of focus across libraries, with rising consumer demand for usable, useful, and desirable technologies. With digital and virtual library services becoming commonplace, libraries are not immune to these developments and are challenged to not just provide services to their users but to do so in a way that is both engaging and satisfying.

Objectives:

- Improve and enhance the user experience in the following tech-related areas:
 - Spaces
 - Website
 - Catalog Discovery Layer

Activities:

- 1.20. Incorporate linked data into the catalog.
- 1.21. Adopt the BibFrame data model.
- 1.22. Create “technology rich” spaces at every branch.
- 1.23. Add charging stations at every branch.
- 1.24. On demand - on time laptop and PC resources at every branch.
- 1.25. Plan for incorporating a discovery layer within the catalog.
- 1.26. Continue expansion of the Django framework onto the SCPL website.

⁹ Michael Schofield and Amanda L. Goodman, “Using User Experience (UX) Design to Improve Library Services from the Web to the Circulation Desk,” online course (ALA Editions, 2015) accessed May 15, 2015.

Capitalize on Innovations

In the last 15 years, Libraries have undergone significant changes due to technological advances, and the ways in which patrons use Library services has changed with this progress. However, public libraries function in an environment where budget uncertainties and realignment of core services are a reality. Therefore, a balance between continuing to provide essential services and the need to continually update technology in order to meet the escalating digital information needs of our users is necessary. Library information technology must pursue strategic and innovative ways to deliver the technology required by users with fiscal agility and careful stewardship of funds. To that end, innovations that are both responsive and carefully devised are required to maintain expansion in our market.

Objectives:

- Increase curation infrastructure
- Facilitate makers' spaces
- Empower Digital Natives
- Support Connected Learning
- Increase broadband access to underserved communities
- Partner with technology innovators

Activities:

- 1.27. Increase the capabilities of our Storage Attached Network to support increased digital curation.
- 1.28. Grow the in-house Minecraft server and install on all youth computers in the system.
- 1.29. Expand the 3D printing program with more offerings at each branch.
- 1.30. Create makers' spaces that blend new technology with more traditional maker tools.
- 1.31. Implement TV Whitespaces (TVWS) broadband in underserved areas.
- 1.32. Partner with the San Jose State University School of Information (iJSU) and the Institute of Museum and Library Services (IMLS) and local/regional authorities to design and deploy TVWS emergency communications channels.

Appendix A: Edge Assessment



PEER COMPARISON REPORT
SANTA CRUZ PUBLIC LIBRARIES
SEPTEMBER 15, 2016

The Santa Cruz Public Libraries recently completed the Edge Assessment to evaluate its public access technology services and resources. This peer comparison report—along with the assessment evaluation, training opportunities, and action plan feature—is a management and leadership tool to aid the library planning process.

This report shows the Santa Cruz Public Libraries results in the context of other libraries serving populations of a similar size. Santa Cruz Public Libraries belongs to the "Large" peer group, made up of libraries serving communities with a population between 175,001 and 300,000. The peer library scores are derived from the results of a random sample of public libraries across the nation. The scores below will help the library understand the assessment results in the context of possible points and the average points attained by libraries in the Large peer group.

No library is expected to achieve 100% on the assessment. In fact, libraries are encouraged to focus on the particular service needs they have identified through community assessments, customer feedback, and community-wide initiatives. Peer scores should not be seen as competitive, but as reference points to support strategic planning. Libraries with below average scores for a targeted benchmark may choose to move resources to that area. Libraries with above average scores for particular benchmarks may have strategies and stories that can inspire other libraries.

Strategic Area	Benchmark	Points Achieved	Peer Average	Points Possible
Community Value	1. Digital literacy	5	49	75
	2. Digital tools and resources	85	80	105
	3. Meeting key community needs	105	89	130
	Total	195	218	310
Engaging the Community	4. Strategy and evaluation	80	85	155
	5. Strategic partnerships	65	45	75
	6. Sharing best practices	30	40	65
Total	175	170	295	
Organizational Management	7. Planning and policies	50	35	50
	8. Staff expertise	60	60	80
	9. Devices and bandwidth	75	60	135
	10. Technology management	80	65	90
	11. Technology inclusiveness	40	20	40
Total	305	240	395	
Overall Score		675	628	1000

Your score in context:

The overall score for Santa Cruz Public Libraries is 675 of 1000 possible points.

Santa Cruz Public Libraries is a member of the Large peer group (population between 175,001 and 300,000).

In a representative sample of libraries in the Large peer group scores ranged from 245-890.

The average score for libraries in the Large peer group was 559-701.

The table below shows your library's assessment results in the context of possible points and the average attained by libraries in the Large peer group. The results are shown at the indicator level to help identify areas where your library excels and to diagnose areas where additional activity might enhance patron outcomes.

Strategic Area	Benchmark	Points Achieved	Peer Average	Points Possible
Community Value	1. Digital literacy			
	1.1 Digital literacy group training	5	18	25
	1.2 Digital literacy individual training	0	31	50
	2. Digital tools and resources			
	2.1 Digital content creation	20	24	40
	2.2 Website content monitoring	30	26	30
	2.3 Website information resources	35	30	35
	3. Meeting key community needs			
	3.1 Workforce development	25	23	30
	3.2 eGovernment and legal	25	18	30
	3.3 Educational opportunities	35	30	40
	3.4 Health and wellness	20	18	30
	Engaging the Community	4. Strategy and evaluation		
4.1 Maintaining community relationships		40	36	45
4.2 Community analysis and assessment		10	15	40
4.3 Patron surveys		0	2	20
4.4 Technology services evaluation		25	15	25
4.5 Strategic planning		5	18	25
5. Strategic partnerships				
5.1 Partnership development		40	31	45
5.2 Technology outreach		25	14	30
6. Sharing best practices				
6.1 Community of practice		30	35	45
6.2 Annual survey		0	5	20
Organizational Management		7. Planning and policies		
	7.1 Data management policies	50	35	50
	8. Staff expertise			
	8.1 Staff technology training	40	34	40
	8.2 Staff technology competencies	0	13	20
	8.3 Patron technology support	20	13	20
	9. Devices and bandwidth			
	9.1 Device availability	0	2	30
	9.2 Bandwidth capacity	20	14	30
	9.3 Device session periods	30	28	35
	9.4 Peripheral technology equipment	25	18	40
	10. Technology management			
	10.1 Internet connectivity	35	25	35
10.2 Out-of-service devices	30	24	30	
10.3 Technology service metrics	15	16	25	
11. Technology inclusiveness				
11.1 Assistive technology	40	20	40	



Edge Recommendations Report

Santa Cruz Public Libraries

Sep 15, 2016

Recommendations

Filtered By:

Strategic Area: All

Benchmark: All

Level: All

Showing all of your 57 recommendations

Community Value

Benchmark 1

Libraries provide assistance and training with the goal of increasing the level of digital literacy in the community

1.1

The library has curricula for and provides regularly scheduled digital literacy training.

Provide structured and regularly scheduled classes on basic computer skills to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on office productivity software (e.g., word processing, spreadsheets, presentations) to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on Internet searching skills to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on social media to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on multi-media (e.g. photo, video, audio) to promote digital literacy in your community.

Level: 1

Provide assistance to patrons on using their personal devices (e.g. eReaders, iPods, tablets) either through one-on-one training support or through group sessions.

Level: 2

Provide technology training classes in languages other than English to support the development of digital literacy skills in ESL populations within your community.

Level: 3

1.2 The library provides individual assistance for digital literacy at all locations.

Provide individual assistance through one-on-one help available on-demand with library staff or volunteers for at least 10 minute sessions to promote digital literacy at the individual level.

Level: 1

Provide individual assistance through one-on-one help by appointment with library staff or volunteers for at least 30 minute sessions to promote digital literacy at the individual level.

Level: 2

Provide individual assistance through one-on-one training support for patrons on their personal devices (e.g. eReaders, iPods, tablets) to promote digital literacy at the individual level.

Level: 2

Provide individual technology assistance in languages other than English to support the development of digital literacy skills in ESL populations within your community.

Level: 3

Community Value

Benchmark 2
Libraries provide access to relevant digital content and enable community members to create their own digital content

2.1 The library supports the creation of digital content on public access computers.

Ensure photo editing software is available in at least 50% of locations.

Level: 2

Ensure video/audio recording and editing software is available in at least one location.

Level: 3

Ensure web development software is available on at least one public computer in at least one location.

Level: 3

Community Value

Benchmark 3
Libraries provide technology resources to help patrons meet important needs related to personal goals and community priorities

3.1 The library supports use of public technology for workforce development and entrepreneurship.

Host group instruction at least quarterly on using online job-seeking, career development, and small business development resources to promote workforce development and entrepreneurship.

Level: 3

3.2 The library supports use of public technology for eGovernment or legal purposes.

Host group instruction at least quarterly for patrons on navigating online government resources to support the use of public technology for eGovernment purposes.

Level: 3

3.3 The library supports use of public technology for patrons pursuing educational opportunities.

Host group instruction at least quarterly on using or navigating educational resources to support the use of public technology for patrons pursuing educational opportunities.

Level: 3

3.4

The library supports use of public technology for health and wellness purposes.

Volunteer to become a designated community access point for health and human services information assistance (211 service) to promote the library as a resource for health and wellness information.

Level: 3

Host group instruction at least quarterly on using or navigating health and wellness resources to promote the use of the library and its publicly accessible technologies for health and wellness purposes.

Level: 3

Engaging the Community

Benchmark 4

Libraries make strategic decisions based on community priorities for digital inclusion and innovation

4.1

The library has leaders who maintain on-going relationships with community leaders.

Deliver a presentation about library technology to community group(s) at least annually.

Level: 2

4.2

The library gathers feedback from the community about its public technology needs.

Include questions about community technology in a library-sponsored needs assessment survey to help your library determine your community's public technology needs.

Level: 2

Include community technology-related questions in a local government survey to help your library determine your community's public technology needs.

Level: 2

Conduct community-representative focus groups on the community's technology needs to help gather feedback from your community on its public technology needs.

Level: 2

Hold advertised forums on the community's technology needs to help gather feedback from your community on its public technology needs.

Level: 2

Conduct an assessment of community needs for technology resources in languages other than English to help gather feedback from diverse members of your community on their public technology needs.

Level: 3

Conduct an assessment of community needs for technology resources for people with disabilities to help gather feedback from diverse members of your community on their public technology needs.

Level: 3

4.3 The library surveys its patrons about technology use in strategic purpose areas.

Survey patrons annually about public technology use and outcomes in workforce development

Level: 1

Survey patrons annually about public technology use and outcomes in eGovernment

Level: 1

Survey patrons annually about public technology use and outcomes in Education

Level: 1

Survey patrons annually about public technology use and outcomes in Health & Wellness

Level: 1

4.5 The library makes strategic decisions based on information about community needs and priorities.

Incorporate digital inclusion and innovation goals in library's strategic planning and decision making.

Level: 1

Review and update technology-related goals in library's strategic plan at least annually.

Level: 2

Align library's technology resources and services with community needs.

Level: 3

Engaging the Community

Benchmark 5
Libraries build strategic relationships with community partners to maximize public access technology resources and services provided to the community

5.1

The library develops and maintains partnerships that amplify the library's reach, avoid duplication of effort, aid the library in planning or advocacy, or are otherwise mutually beneficial.

Bring basic computer and Internet training out into the community using mobile computer labs to link at-risk and disenfranchised customers with vital technology access and skills.

Level: 3

5.2

The library engages in technology outreach activities.

Develop and maintain a plan that ensures the assessment and recovery of technology services in the event of an emergency.

Level: 3

Engaging the Community

Benchmark 6
Libraries support continuous improvement in public access technology services by sharing expertise & best practices with other digital inclusion organizations

6.1

The library participates in a community of practice and shares public access technology knowledge, resources, and other tools.

Share technology training and curricula with other libraries or community-based organizations.

Level: 2

Share network management policies and practices with other libraries or community-based organizations.

Level: 2

Deliver at least one technology-related presentation at formal professional gatherings (in-services, conferences, webinars) annually.

Level: 3

6.2

The library conducts surveys to gather feedback about library technology.

Conduct annual survey to gather feedback from the community and includes question about patron satisfaction with library technology

Level: 1

Conduct annual survey to gather feedback from the community and includes question about personal importance of library technology

Level: 2

Conduct annual survey to gather feedback from the community and includes importance of library technology to others in the community

Level: 3

Organizational Management

Benchmark 8

Libraries have sufficient staff with technology expertise to help patrons achieve their goals

8.2

Library staff assigned to assist patrons are responsible for maintaining technology competencies.

Add technology competencies and responsibilities to job descriptions for public services staff.

Level: 1

Review technology related performance as part of annual employee evaluations.

Level: 2

Include expectations for technology performance in annual goal setting for public services staff.

Level: 3

Organizational Management

Benchmark 9

Libraries have sufficient devices and bandwidth to accommodate user demand

9.1

The library has a sufficient number of device hours available on a per capita basis.

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 1

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 2

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 3

9.2 The library meets or exceeds the minimum bandwidth capacity necessary to support public user demand.

Increase and manage your bandwidth to optimize the speed of your connection and improve the patron's Internet experience.

Level: 3

9.3 The library assures adequate time for patrons to complete tasks.

Provide internet-enabled devices for use outside the library.

Level: 3

9.4 The library provides peripheral equipment that enables patrons to complete tasks.

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (privacy screens for computer monitors)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (placing computer monitors so they can't be viewed by other patrons)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (installing partitions between workstations)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (having public computers in private rooms)

Level: 1

Provide wireless-enabled printers so patrons who connect to the public Wi-Fi have the ability to send documents to various printers within the network.

Level: 2

Provide multimedia production equipment (e.g. digital cameras, audio recorders, video cameras) for in-library public use.

Level: 3

10.3

The library tracks key measures about public technology services for planning purposes.

Monitor patron computer use through the collection of average wait times for public devices.

Level: 1

Monitor patron computer use through the collection of the number of requests for one-on-one technology help.

Level: 3

Appendix B: Impact Survey

Public access to the Internet improves the quality of life in our community

Public libraries are key providers of public access in our community

As using computers and the Internet has become a necessity across many facets of daily life, libraries serve as an important site for free access to computers and the Internet:

- According to Pew, 4 in 10 American adults do not have high-speed broadband at home.¹
- Library computer use is widespread: A third of Americans ages 14 and older (77 million people) use library computers and the Internet.²
- More than three-quarters of those who accessed the Internet at a public library had access elsewhere. These patrons used public access when they needed a faster connection, during gaps in access, while running errands or during lunch breaks, and to reduce isolation.³

Your library's public access at work

- At Santa Cruz Public Libraries there are 150 public access terminals and 55 wireless hotspots within the library system.
- Of the respondents, 316 (48%) used a computer in the library to access the Internet during the past 12 months, with frequencies as follows:
 - 73 (23%) did so once a week or more frequently;
 - 42 (13%) did so about 1-3 times a month;
 - 201 (64%) did so less than once a month.
- 50% (326) of respondents say that public access to computers and the Internet is important or very important to them, personally. 91% (592) say it is important or very important to have these resources available for others in our community.
- The beneficiaries of library Internet access often extend beyond the individual users; 37% (151) of users found information or performed tasks for other people using the library's computers or Internet connection.

LIBRARIANS MAKE A DIFFERENCE

Of survey respondents who use the library's public access technology, 54% got help from a librarian, library staff, or volunteer to use the library's computers and Internet.

Who uses Santa Cruz Public Libraries' public access?

- 90% (367) of Santa Cruz Public Libraries' public access technology users have alternative Internet access somewhere other than the library. Of those, 51% received help when they visited the library.
- Of the 430 respondents with alternative access who received help, 19% were 65 years and older.
- 24% of Santa Cruz Public Libraries' public access technology users are low income (below 200% of the poverty line).
- Of public technology users with no alternative access, 57% are low income.

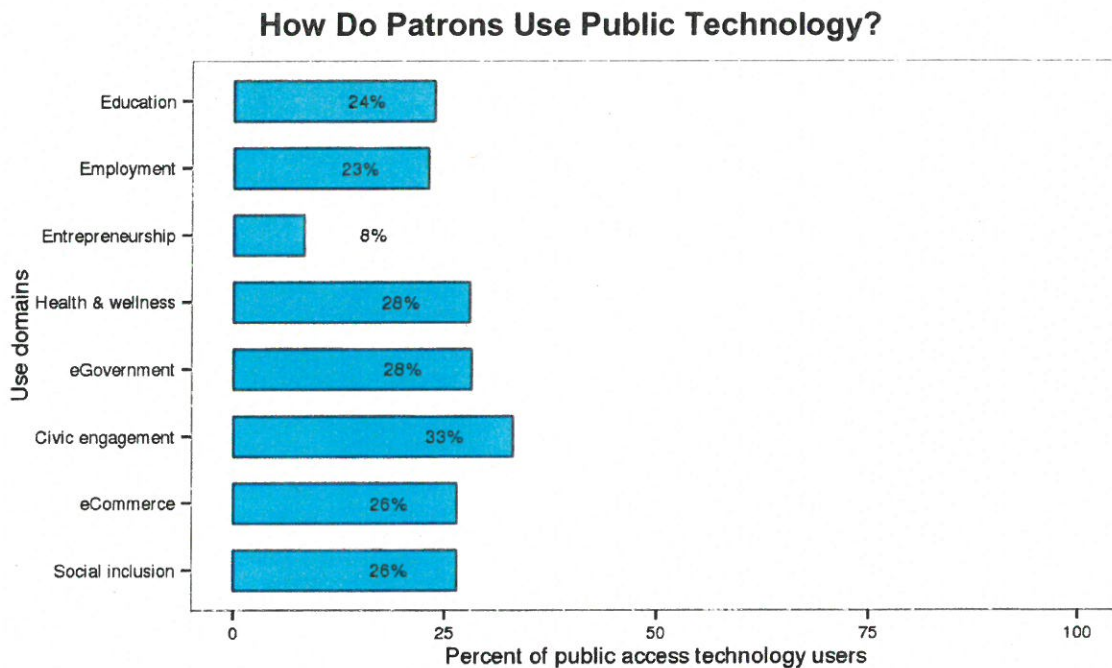
Major uses for library computers in our community

Employment

- 23% of public technology users at Santa Cruz Public Libraries used the library's public computers or wireless connection for employment purposes.
- 11% of users used the library's technology resources to apply for a job. 6% were granted an interview, and 4% were hired for a new position.

Education

- Of public technology respondents, 24% used library technology for educational purposes.
- Of those that used public technology for educational purposes, 69% took an online class, did research or did homework for a class.



This report features results on how Santa Cruz Public Libraries patrons use public access technology. The survey ran from October 24, 2016 to November 21, 2016 and 654 patrons completed the survey.

¹ Zickuhr, Kathryn, Lee Rainie, Kristen Purcell. (2013). Library services in the digital age. Pew Research Center's Internet & American Life Project. Washington, D.C. <http://libraries.pewinternet.org/2013/01/22/Library-services/>

² Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. (2010). Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries. (IMLS-2010-RES-01). Institute of Museum and Library Services. Washington, D.C. <http://impact.ischool.washington.edu/us-public-library-study.html>

How your community benefits from Internet access at Santa Cruz Public Libraries

November 2016

Key findings and highlights from surveys completed at Santa Cruz Public Libraries.

Public libraries are important to Americans

- 91% of Americans agree that libraries are important to their communities.
- 63% of Americans have a library card.
- 76% say their local library is important to them and their family.
- 77% of Americans say free access to computers and the Internet is a very important library service.

Your library's public access at work

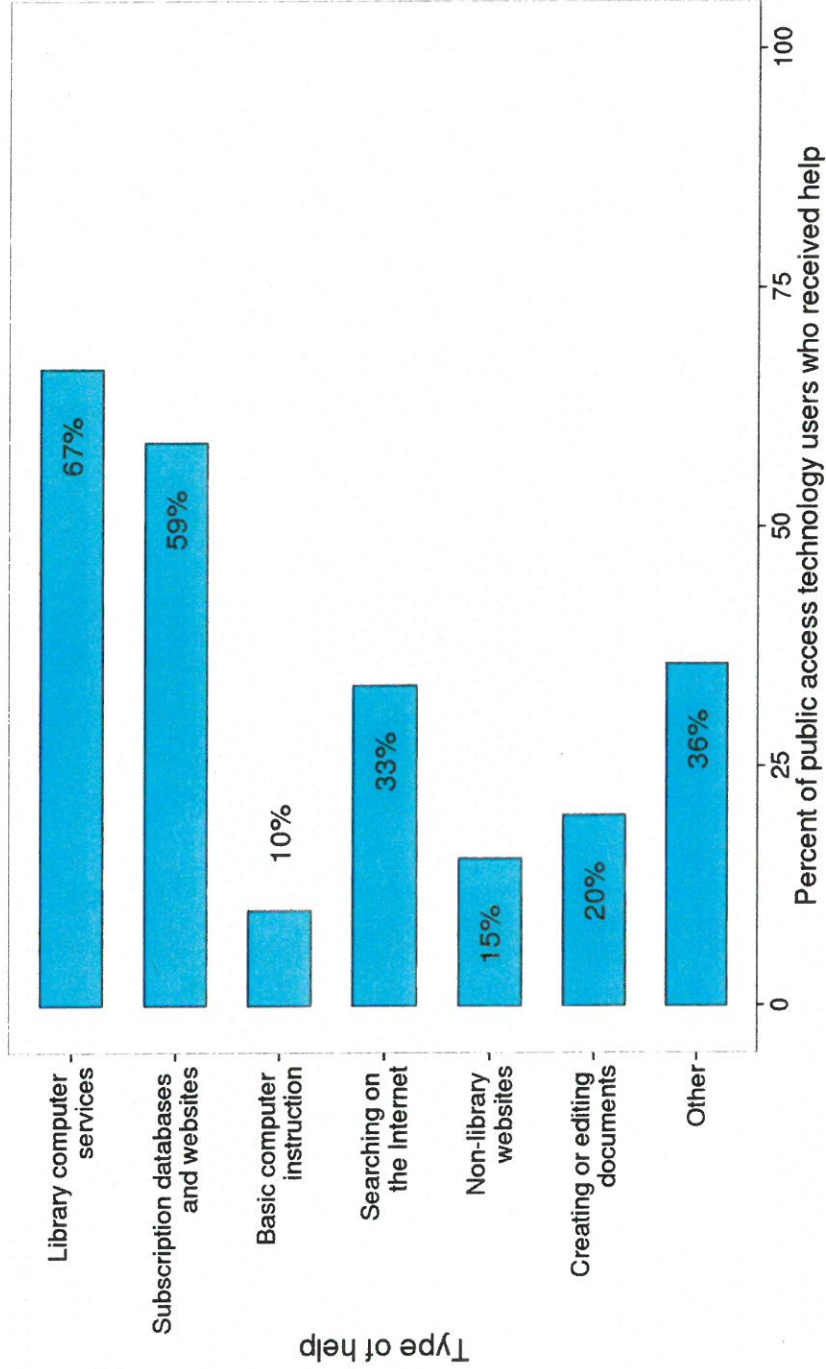
- 63% of Santa Cruz Public Libraries's survey respondents use the public access computers or wireless connection at the library.

Who uses Santa Cruz Public Libraries's public access?

- 24% of Santa Cruz Public Libraries's public technology users are low income (below 200% of the poverty line).
- 90% of users have regular access to the Internet somewhere other than the library.

Types of help users received from librarians

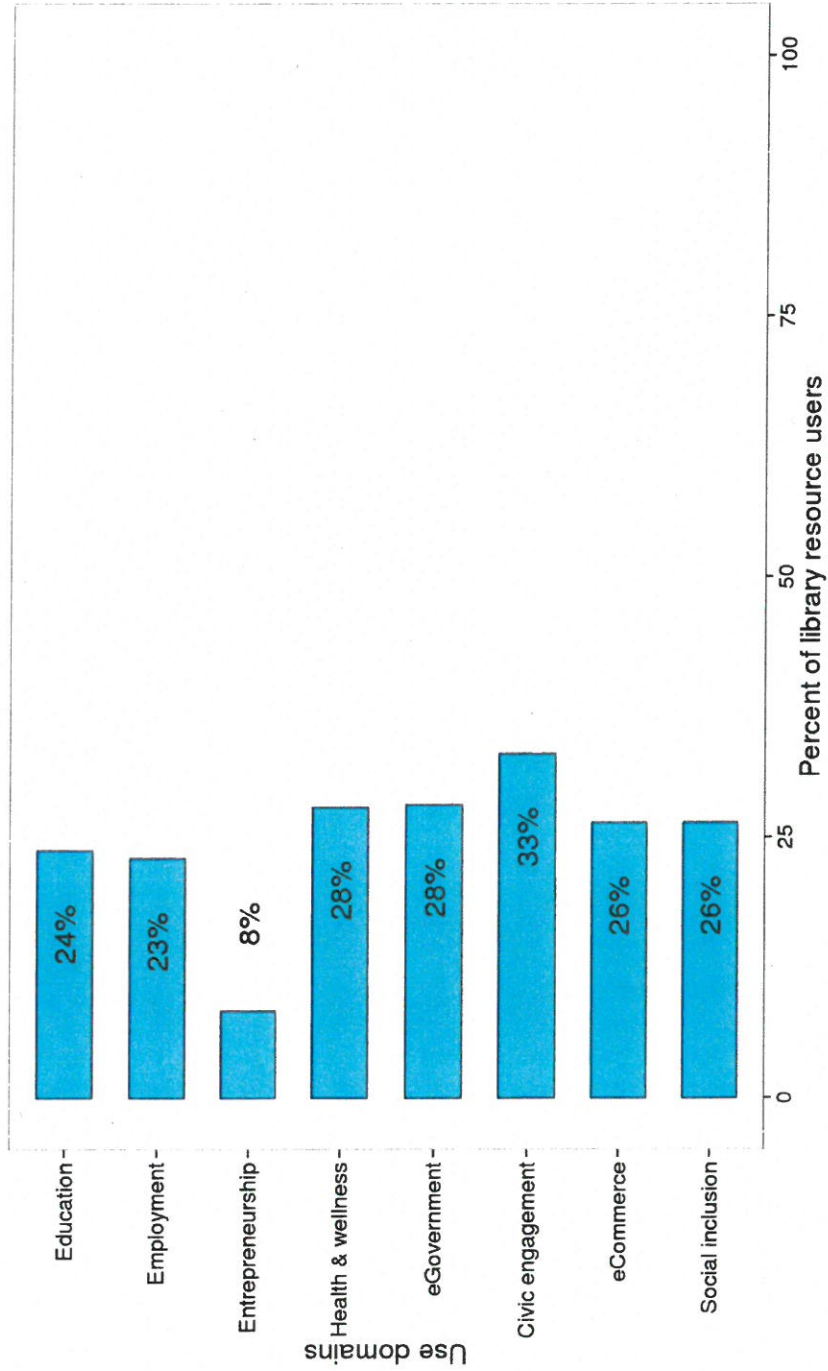
54% of users received help from library staff or volunteers when using a library computer or wireless network.



The library provides valuable help and resources

- 90% of Santa Cruz Public Libraries's public access technology users have alternative Internet access somewhere other than the library.
- 51% of public technology users who have computer access elsewhere received help when they visited the library.

How do people use library Internet connections?



Public access technology uses by activity area - Employment

- 23% of respondents who used the library's public technology did so for employment activities.
- 11% of users used the library's technology resources to apply for a job.
- 6% were granted an interview, and 4% were hired for a new position.



Public access technology uses by activity area - Education

- 24% of public technology users conducted educational activities using library computers or Internet.
- Of those that used public technology for educational purposes, 69% took an online class, did research or did homework for a class.



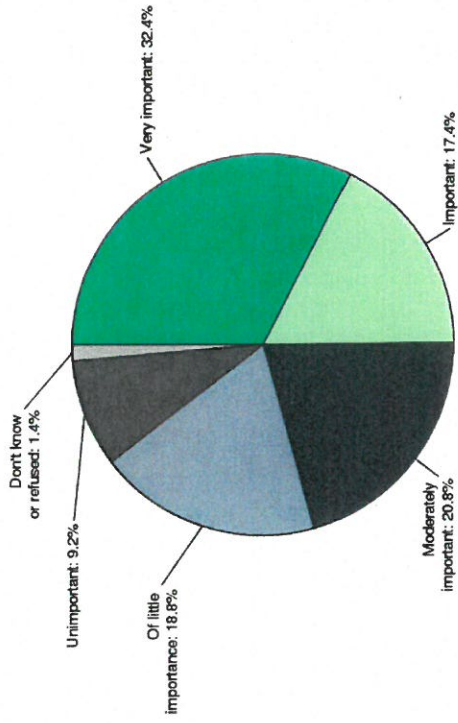
Public access technology uses by activity area - Health and wellness

- At Santa Cruz Public Libraries, 28% of public access technology users reported using library technology for health purposes.
- 16% of users reported learning about diet or nutrition; of those, 15% made a change to their diet.
- 14% of users reported learning about exercise or fitness; of those, 13% made a change in their exercise habits.

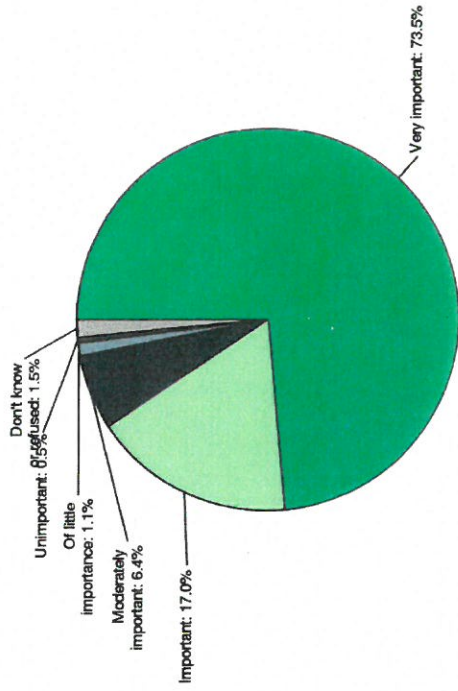


Importance of public library Internet access

Personally important



Important to the community



Thank you!

We hope this information has helped you to understand the critical role our library's computers and Internet access play in our community.

Chair Martin Bernal
Vice Chair Jenny Haruyama
Board Member Susan Mauriello
Board Member Jamie Goldstein



STAFF REPORT

DATE: January 12, 2017
TO: Library Joint Powers Authority Board
FROM: Susan Nemitz, Library Director
RE: FY 2016 Fund Balance Spending Plan

RECOMMENDATION

Authorize a \$1,000,000 budget adjustment for FY17 from available fund balance for the following:

\$400,000	Hours
\$300,000	Patron Computing
\$300,000	Library Materials

DISCUSSION

The Santa Cruz Public Library unrestricted fund balance as of close of FY2016 is expected to exceed \$2.3 million dollars. As a result of the strategic planning process, the Santa Cruz community identified the need for significant investments in three areas; additional open hours, patron computing, and high demand library materials to serve the needs identified in the community.

1. Hours - \$400,000

Uniformly, the residents of Santa Cruz requested that local libraries be open for more hours in their communities. Difficult commutes and transportation issues result in a desire for longer hours closer to homes. Parents with toddlers would like to see earlier opening times (10:00 a.m.) while families would like to see later closing times and more week end hours. Computer use puts greater pressure on hours of availability as patrons need to stay longer in buildings to complete their tasks. The need for additional hours were identified in one-to-one conversations, surveys and community meetings.

Current Hours by Region

Branch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours	Average
DT	1-5	10-7	10-7	10-7	10-7	10-5	10-5	54	
GP		10-5	2-7	11-5	2-7	1-5		27	
B40			10-6	11-7	10-6	1-5	1-5	32	
								113	38
SV		11-7	11-7	11-7	11-7	11-5	11-5	44	
Felton			1-6	1-6	11-6	11-5	10-2	27	
BC			11-6	11-6	11-6	11-5	12-5	32	
								103	34
Aptos		11-7	11-7	11-7	11-7	11-5	11-5	44	
Cap			11-7	11-7	11-7	11-5	11-5	36	
LO	1-5	11-7	11-7	11-7	11-7			36	
LS			10-5	1-6	10-5	1-5	1-5	27	
								143	36

Administrative staff reviewed current staffing levels by branch, programming capacity, community requests and regional coverage and have recommended the following changes in hours.

Proposed Hours

Branch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours	Average
DT	1-5	10-8	10-8	10-8	10-8	10-5	10-5	58	
GP		10-5	12-7	10-5	12-7	1-5	10-2	36	
B40			10-7	10-6	10-7	12-5	12-5	36	
								130	43
SV		10-7	10-7	10-7	10-7	10-5	10-5	50	
Felton	1-5		11-6	11-6	11-6	11-5	10-3	36	
BC			10-6	10-6	10-6	10-5	10-5	38	
								124	41
Aptos		10-7	10-7	10-7	10-7	10-5	10-5	50	
Cap			10-7	10-7	10-7	10-5	10-5	41	
LO	1-5	10-7	10-7	10-7	10-7	1-5		44	
LS			10-6	10-8	10-6	12-5	12-5	36	
								171	43

Changes in hours are reflected in red. This proposal would add 66 hours a week across the Library system. It would establish a minimum standard for each branch of 36 hours per week. It would add Sunday hours in the Valleys. It would expand morning, evening and Saturday access in all the regions.

This proposal would add 4.625 FTE to the library system. The Library system has reduced FTE by 37% over the last ten years. Twenty-five percent of staff hours are currently filled by temporary or on-call workers. Additional permanent staff creates ongoing capacity for program/service growth and innovation.

2. Patron Computing - \$300,000

Internet access, digital tools and computer skills are necessary to manage life in a modern society. Many community members lack access to some or all of these necessities. The library serves as a bridge to assist people with finding information on line, applying for jobs, downloading and filling out government forms, printing a document, and emailing their grandchildren in Connecticut. Where once, a book was the key to one's learning journey, today it is often a digital resource or tool.

Access to public computing is often the source of conflict within the Library. Computer time is rationed to one hour per day. There are not enough computers to meet current demand and the current inventory needs to be updated. Bandwidth has been inadequate but will grow substantially with the implementation of CENIC early this year.

Modern public libraries are proving flexible devices, such as laptops or tablets, can also assist in meeting the changing technology needs of the community and limitations on space. Wireless printing is common to serve patrons with their own devices. Technology updates implemented immediately could be utilized in the new buildings and reduce FFE expenditures. A one-time request for \$300,000 would update all current computers, add additional desktop computers and laptops for checkout at all branches, update printers and add wireless printing.

3. Library Materials - \$300,000

The Library is currently spending \$1.1 million or 8% of its budget on library materials, significantly below the national average of over 11%. A one-time investment of \$300,000 would bring library spending to over 10% for FY2017. It would allow the Library to purchase replacements to freshen the collection in anticipation of the building projects. It would provide the opportunity to strengthen the Spanish language collection, audio books, popular fiction, and adult nonfiction such as language learning. It would also help us expand access to Hoopla, digital content that is rationed due to popularity.

Fund Balance 6/16	\$	4,777,244
Required Reserves	\$	(2,452,770)
Available	\$	2,324,474
Proposed Spending:		
Hours	\$	400,000
Patron Computing	\$	300,000
Library Materials	\$	300,000
Total Spending	\$	1,000,000
Remaining Fund Balance	\$	1,324,474

Attachment:

Budget Adjustment Request

**City of Santa Cruz
BUDGET ADJUSTMENT REQUEST**

<input type="radio"/> Council Approval	Resolution No. _____
<input type="radio"/> Successor Agency	Resolution No. _____
<input checked="" type="radio"/> Administrative Approval	

<input checked="" type="radio"/> Current Fiscal Year
<input type="radio"/> Prior Fiscal Year

TO: FINANCE DIRECTOR
FROM: KIRA HENIFIN

DATE: 01/05/2017

<u>ACCOUNT</u>	REVENUE EDEN ACCOUNT TITLE	
TOTAL REVENUE		0

<u>ACCOUNT</u>	EXPENDITURE EDEN ACCOUNT TITLE	
951-36-50-3510-51110	Salary	400,000
951-36-54-3550-57409	Computer Equipment	300,000
951-36-3520-53106	Materials	300,000
TOTAL EXPENDITURE		1,000,000

NET: \$ (1,000,000)

Purpose:
LJPB 1/12/17 Approval: Allocate available general fund monies to the above accounts on a one-time basis.

REQUESTED BY	DEPARTMENT HEAD APPROVAL	ACCOUNTING APPROVAL	FINANCE DIRECTOR APPROVAL	CITY MANAGER APPROVAL
Kira Henifin <small>Digitally signed by Kira Henifin Date: 2017.01.05 10:53:34 -08'00'</small> 01/05/17				

Revised September 2012

Chair Martin Bernal
Vice Chair Jenny Haruyama
Board Member Susan Mauriello
Board Member Jamie Goldstein



STAFF REPORT

DATE: January 12, 2017
TO: Library Joint Powers Authority Board
FROM: Susan Nemitz, Library Director
RE: Library Naming Policy

RECOMMENDATION

Approve Naming Policy

DISCUSSION

The Joint Powers Board was presented a draft Library Naming Policy in December 2016. The Friends of the Library and members of local chapters have reviewed the document and suggested changes. The proposed policy was amended to allow local jurisdictions to approve local naming rights schemas and final naming rights contracts. Contracts will be written in a consistent manner, reported to the Joint Powers Authority and held by the Friends of the Library.

Attachment:

1. Library Naming Policy (Draft)

Library Naming Policy

LJPA Policy # _____

Adopted: xx/xx/2017

Revised: xx/xx/xxxx

Five-year Review Schedule: 2022

1. Purpose

This policy establishes the authority and process for philanthropic naming or re-naming of Santa Cruz Public Libraries interior and exterior spaces and features, major programs, and collections associated with specific branches. Philanthropic naming opportunities provide the Library with funds to meet strategic objectives.

2. History

The practice of Santa Cruz Public Libraries (the Library) has been to name each branch according to their geographic location in the county, in order to identify each branch with either the neighborhood where it is located or the neighborhood that it primarily serves. This practice has allowed library users to easily determine the general location of a library facility. Regional names are embedded in Library signage, marketing, and system-wide organizational practices; change to this would be complicated and expensive.

3. Naming Criteria

Santa Cruz Public Libraries interior and exterior spaces and features, major programs, and a collection associated with a specific branch may be named in honor of an individual, family, or entity. Naming or re-naming rights is the purview of the Joint Powers Authority (JPA) jurisdictions (City of Capitola, City of Santa Cruz, City of Scotts Valley and Santa Cruz County Boards) and is coordinated by the Library Joint Powers Authority Board (JPAB).

Naming opportunity is provided only to those that exemplify the attributes of integrity, civic leadership, and deep commitment to the Library and community.

Joint Powers Authority jurisdictions shall approve adding to the name of a specific, interior or exterior space or feature, major program, or collection associated with a specific branch only where the proposed individual, family or entity:

- a) reflects the spirit, values, and mission of the Library in support of free and equal access to information for all
- b) has provided extraordinary service and support to the Library system
- c) has made a significant monetary contribution to the Library
- d) has allowed the Library to significantly advance the provision of programs, services, or collections

4. Naming Process

The Friends of Santa Cruz Public Libraries shall propose a list of Naming Opportunities and the associated monetary valuation for each library branch to the JPAB.

This list will be reviewed by the JPAB to ensure that residents have a unified library experience as they visit branches across jurisdictions. This review will include:

- a) analysis of any possible conflict of interest issues that may affect the Library
- b) evaluation of the impact on future giving by the donor and others
- c) any other factors that could reflect on the Library

This list must be ratified by the appropriate JPA jurisdiction before discussion begin with a prospective donor. Naming right will be granted for monetary donations only.

The Library and the Friends of the Santa Cruz Public Libraries will coordinate the writing of contracts for the naming opportunity with the donor. Naming rights shall not extend beyond the normal life of any interior or exterior space or feature, major program, or collection associated with a specific branch. In the event that a named Library interior or exterior space or feature, major program, or collection is significantly altered within (a) 75% of the expected lifespan, or (b) a timeframe agreed upon in the naming rights contract, the JPA jurisdiction will carry the name forward in a similar capacity.

Each JPA jurisdiction will have final naming authority for library facilities within their boundaries. Naming rights contracts shall be reviewed and approved by the appropriate JPA jurisdiction and reported to the JPAB.

5. Naming Revocation

Any naming opportunity authorized by the local JPA jurisdiction can be revoked by a vote of that body.

If an individual, family, or entity for whom a naming commitment has been made violates the standards defined in section three (3. Naming Criteria) of this policy, the JPA jurisdiction may elect to remove the individual, family, or entity's name from the naming opportunity, interior or exterior space or feature, major program, or collection associated with a specific branch.

Before taking such action, the JPA jurisdiction shall undertake due diligence, including consultation with counsel, as to any legal ramifications that the jurisdiction may expect under any pre-existing agreement(s) related to naming opportunities or in regard to any other matter that may have legal bearing upon a proposed change in name.

Where unforeseen circumstances make it impossible for a donor to complete a monetary donation commitment after that commitment has been recognized by placing a name on an interior or exterior space or feature, major program, or collection associated with a specific branch, the JPA shall make reasonable efforts to work with the donor to create a plan for completion of the commitment. However, in certain circumstances it may be necessary and in the best interests of the Library to remove the donor's name choice from the naming opportunity.

6. Definitions

Donation: the making of a monetary gift, especially to a charity or public institution

Entity: a distinct group, organization, business, or corporation

Feature: a structure, form, prominent part, or characteristic

Monetary: of or relating to money

Naming: the titling of a Library interior or exterior space or feature, major program, or collection associated with a specific branch