

FY 2021- 2022

Santa Cruz Public Libraries Budget



Kira Henifin

Santa Cruz Public Libraries

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May 6, 2021

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

Dear Board Members:

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

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

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

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

The month of May kicked off the third stage which restores browsing for patrons and faster returns of items.

When the Library returns to pre-Covid staffing levels, the Library will restart other services throughout the summer, like the Interlibrary Loan Service. By September, SCPL expects to return to its pre-Covid operations with full staffing restored.

2. Developed Innovative Programming

The Library developed and launched a new type of programming that was both virtual and specifically tailored to support the community during the crisis. At the beginning of the

pandemic, the Library contracted with therapists to support parents and their children through virtual programming. The Library also launched two popular series: Community Resilience and Shelter in Faith. Additionally, the Library moved its story time and other children's programming online and continued to strengthen its relationship with schools, resulting in powerful and successful programming, like the virtual Teen Volunteer to Career Expo.

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

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

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

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

The Bookmobile is now returning to its full schedule.

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

4. Increased Access to Resources

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

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

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

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

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

5. Opened and Developed New Library Buildings

The Library has remained busy as ever closing old buildings, planning for new ones and opening La Selva Beach and the Capitola Branch Library. Scotts Valley underwent improvements on its roof and will soon close for further renovation.

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

In order to achieve our goals for next year the Library requested the restoration of base level staffing at the May Board meeting packet and the following new items.

New Requests – \$261,000 (\$65K currently in base budget)

Management Analyst \$100,000

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

Eliminate Overdue Fees \$ 65,000* (currently in base budget)

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

Position changes \$ 11,000

Upgrade one Administrative Assistant to a Library Assistant II to help with marketing.

Upgrade Courier Driver position to a Bookmobile Library Assistant II to help operational needs.

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

Upgrade a Library Assistant I to a Library Assistant II to help with operational needs.

Library Positions \$ 100,000

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

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

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

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

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

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

Thank you so much for your continued support for the Santa Cruz Public Libraries.

Sincerely,

Susan M. Nemitz
Director



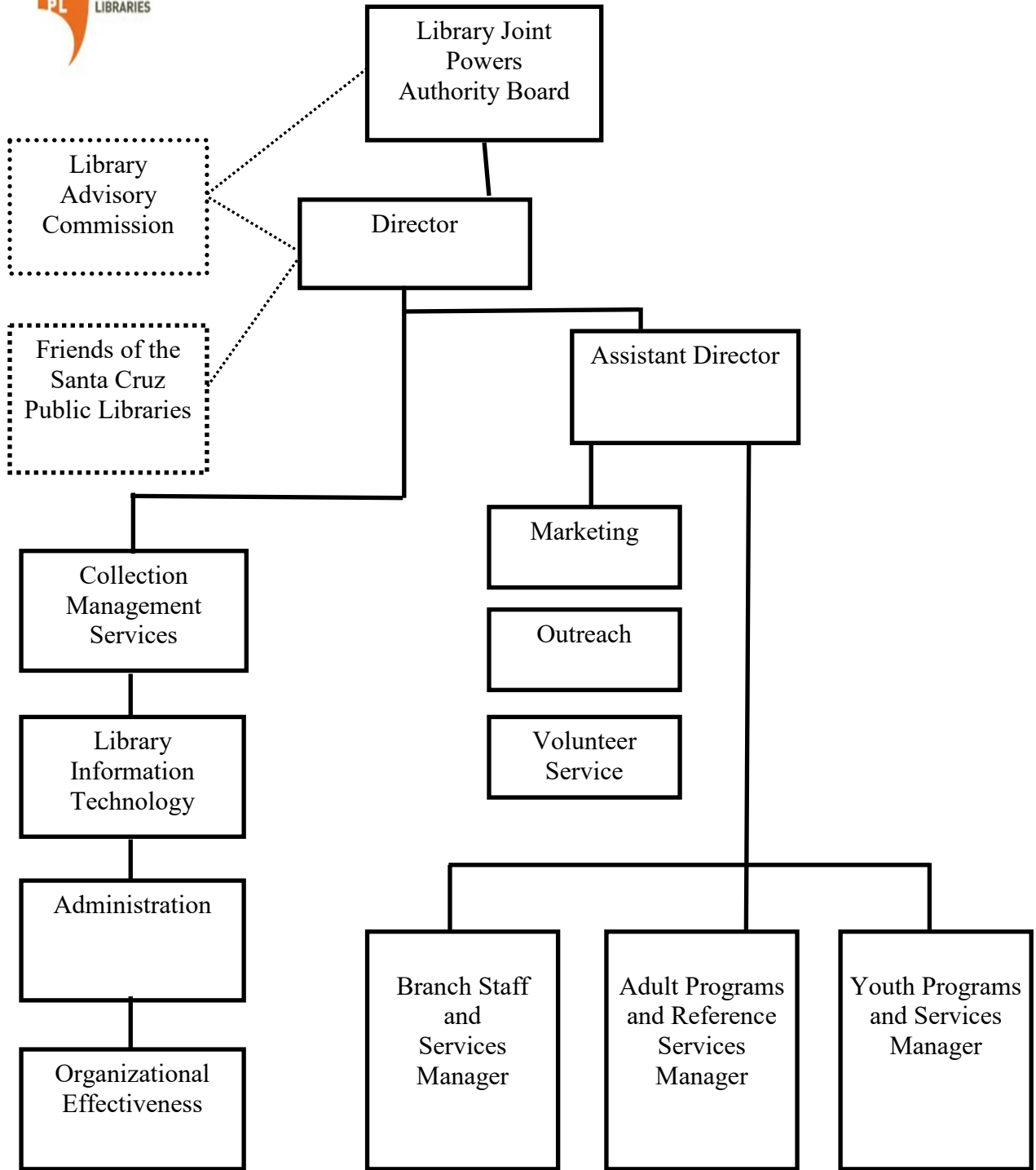
Mission – Vision

Mission

Connect, Inspire, Inform

Our Vision

Transform lives & strengthen communities



2022 Strategic Goals

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



FY 2021-2022 Workplan

1. Expanding Service Hours and Organizational Capacity

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

2. Transformative Spaces

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

3. Learning

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

4. Digital Inclusion

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

5. User Experiences

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

Performance Benchmarks

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

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

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

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



Governance, Funding, and Budget Overview

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

Governance

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

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

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

Library Advisory Commission

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

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

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

Funding

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

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

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

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

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

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

Budget

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

Budget Overview

		2020	2021	2021	2022	Growth/Loss		2023
		Actual	Adopted Budget	Year End Estimate	Requested Budget	From Adopted		Projected Budget
Expenditures by Activity:								
Personnel Services *Est. costs including vacancy factor		10,247,529	9,717,508	8,207,699	11,950,092	\$2,232,584	23.0%	12,308,595
Services, Supplies & Other Charges		2,580,726	3,150,180	2,916,814	3,434,451	\$ 284,271	9.0%	3,606,174
Books & Materials		1,562,401	1,401,282	1,401,282	1,269,088			1,243,946
Capital Outlay		219,043	286,780	286,780	488,000			488,000
Total Budget - Expenditures		14,609,699	14,555,750	12,812,575	17,141,631			17,646,714
	Total Expenditures	\$14,609,699	\$14,555,750	\$12,812,575	\$17,141,631	\$2,585,881	17.8%	\$17,646,714
Activity Resources:								
Taxes		8,069,015	6,913,172	8,688,433	9,081,659	\$2,168,487	31.4%	9,208,802
Member Contributions		5,737,090	5,795,273	5,795,273	6,115,273	\$ 320,000	5.5%	6,115,273
Charges for Services		6,960						
Fines and Forfeits		94,049	70,250	70,250	70,250			70,250
Donations & Trusts		210,151	41,023	41,023	35,000			35,000
Other Financing Sources		3,782	141,140	141,140	120,000			120,000
	Total Resources	\$14,121,047	\$12,960,858	\$14,736,119	\$15,422,182	\$686,063	4.7%	\$15,549,325
Sub Total Operational Savings or (Cost)		(\$488,652)	(\$1,594,892)	\$1,923,544	(\$1,719,449)			(\$2,097,389)
Fund Balance Applied		\$488,652	\$1,594,892		\$1,719,449			\$2,097,389
Total		\$0	\$0	\$1,923,544	\$0			\$0
Reserve Funds								
Remaining Fund Balance		\$2,955,669	\$ 611,102	\$4,160,637	\$2,441,188			
20% Restricted Reserve		\$1,362,905	\$ 2,592,172	\$2,757,806	\$3,084,436			
		*City of Santa Cruz Year End Financial Report	*Estimate from FY 2021 Budget Process	*City of Santa Cruz 3rd Qtr Estimate from March 2021	*Estimate			

Fund balance has been applied to the operating budget for FY 21/22 in order to help fund open hours, help finalize the strategic plan, and put into place an agreement for the management of the facilities.

Budget Overview

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

Sales tax for has been projected to be fully recovered in FY 21/22 which is a 31.4 percent increase over the FY 20/21 adopted budget. The Library's other main sources of revenue, maintenance of effort, was unaffected during the pandemic and saw no changes in FY 20/21. The maintenance of effort projections for FY 21/22 are also on course as projected with an increase of 5.5 percent.

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

Based upon the support from the Board, the Library system is ended furloughs for FY 21/22 on May 15th and released previously frozen positions. The Library is also reinstated the temporary personnel budget back to its FY 20/21 funding. This will help the Library to resume services, open hours, and the reopening of several reconstructed libraries.

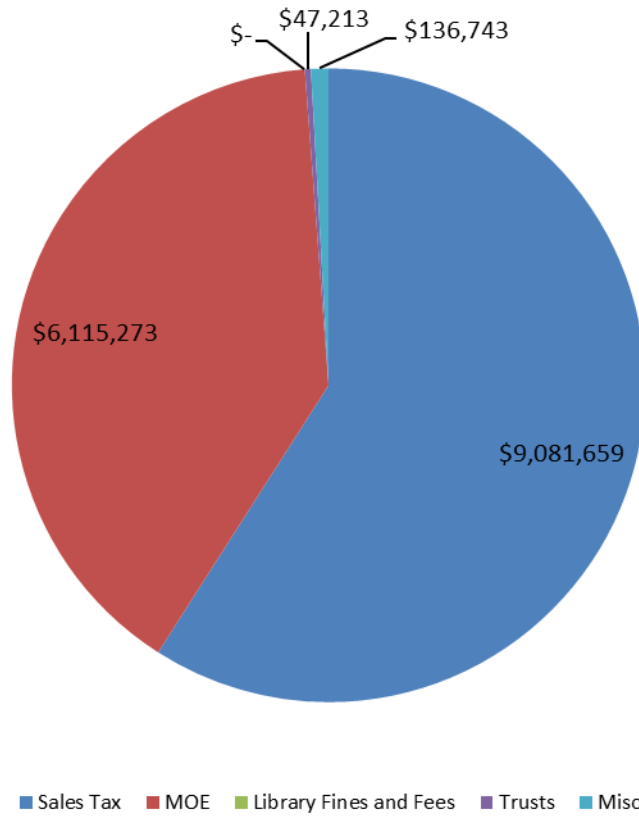
SCPL is proposing some personnel changes in FY 22. The first change the Library would like to propose is reclassifying a vacant Administrative Assistant II position to a Library Assistant II. The second change the Library would like to make is reclassifying the Courier Driver position to a Bookmobile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

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

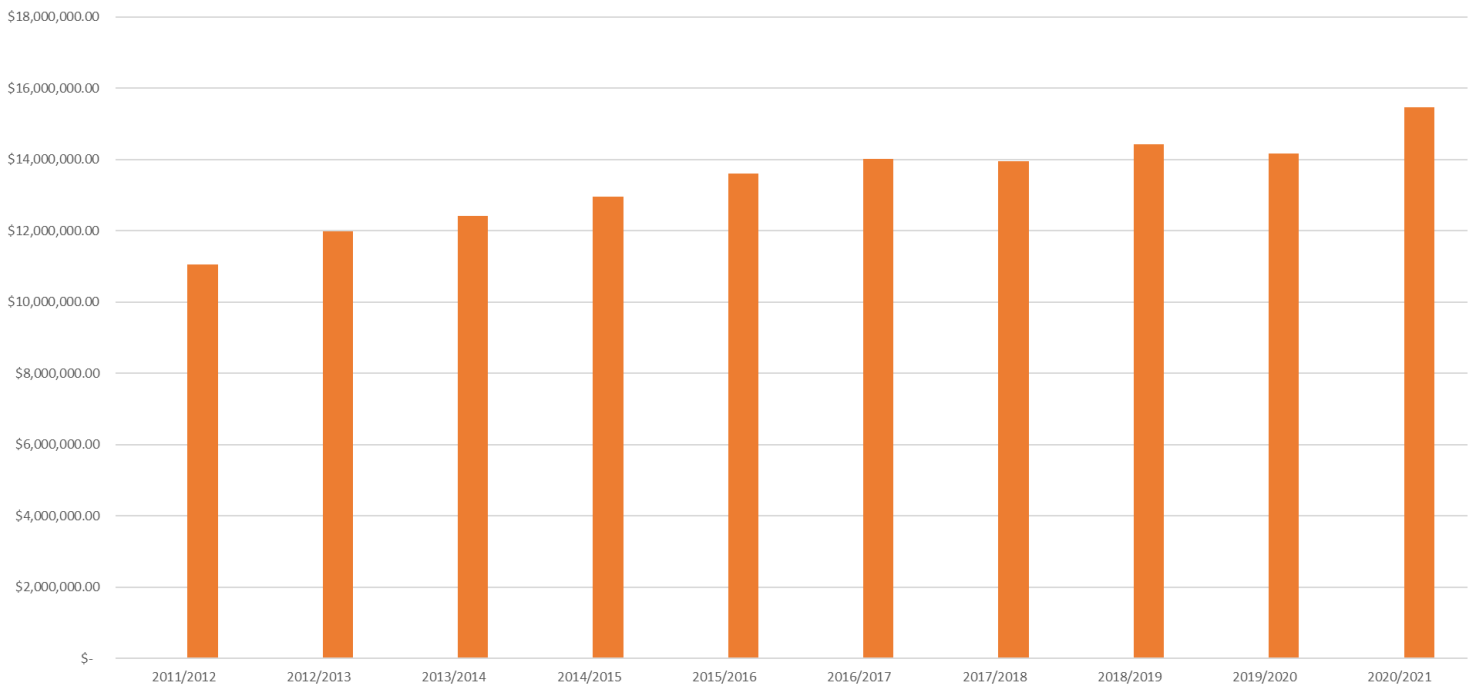
Considering the revenue, personnel and expenditure projections for FY 21/22 the library is projecting a deficit of \$1.7M. The Library's current fund balance is able to absorb this deficit while keeping the 20 percent reserve intact.

Revenue

2021-2022 Revenue



Revenue History



Projected Library Revenues

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

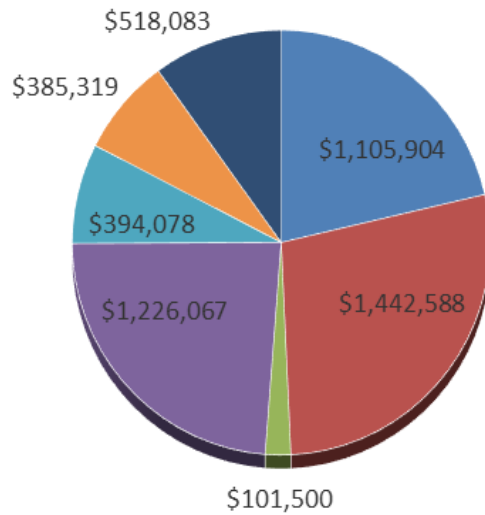
- The Cities of Santa Cruz and Watsonville contribute money from their general funds.
- Property taxes allocated for library services are collected by the County in the unincorporated areas and the Cities of Capitola and Scotts Valley.
- A quarter cent sales tax designated for public library service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

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

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

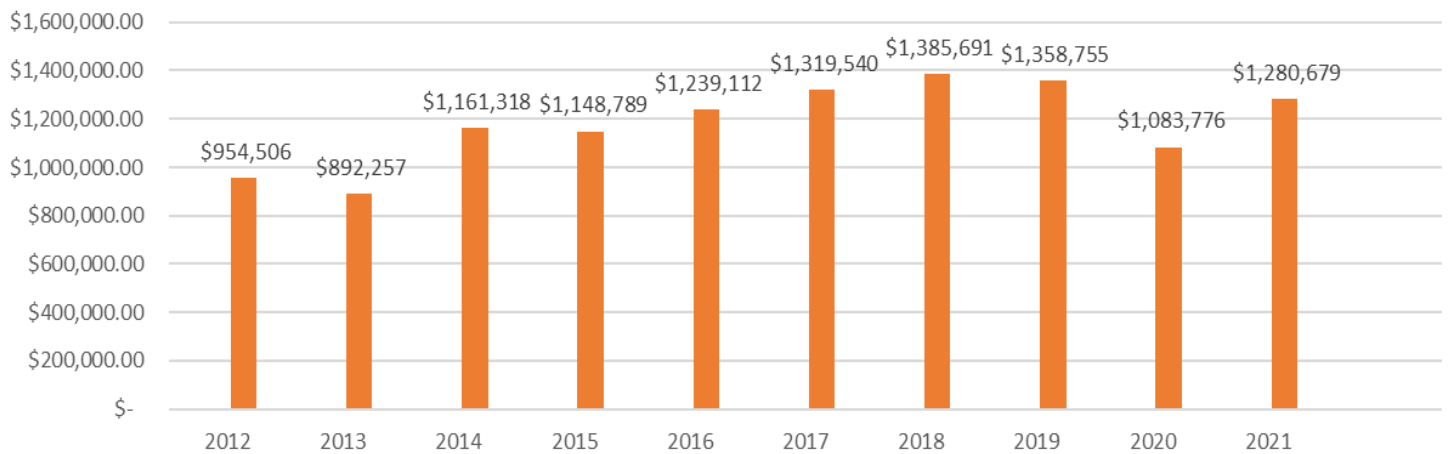
Non Personnel Expenditures

FY 21/22 Non Personnel Expenditures by Library Function



- Information Technology ■ Library Materials ■ Staff Development ■ Building O & M
- Supplies and Equipment ■ System Services ■ Administrative Services

Collection Spending History (includes donations and trusts)



System Operating Expenditures

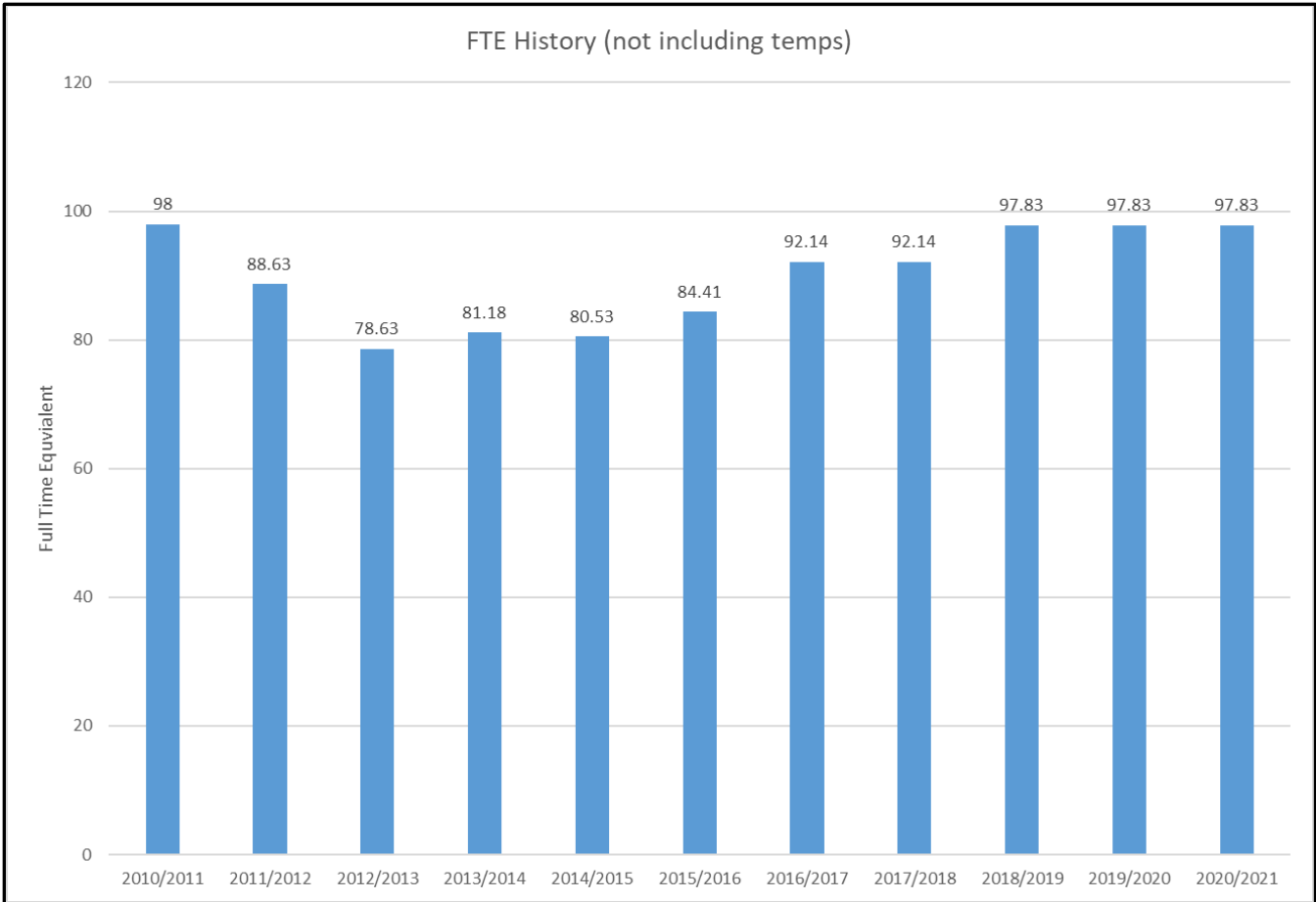
Budget Development Expenditure Balances						
Acct	Title	2021 Ado Budget	2021 Adj Budget	2021 Year End Est	2022 Dept Request	% Change from Adopted
Fund 951 -- Library Joint Powers Authority						
52131	Claims management services - outside	\$ 12,000	\$ 12,000	\$ 2,500	\$ 12,000	0%
52135	Financial services - outside	\$ 485,560	\$ 485,560	\$ 485,560	\$ 518,083	7%
52150	Merchant bank fees	\$ 1,200	\$ 1,200	\$ 200	\$ 600	-50%
52155	Courier services	\$ 2,410	\$ 2,926	\$ 2,172	\$ 2,926	21%
52199	Other professional & technical services	\$ 162,300	\$ 171,234	\$ 171,234	\$ 188,300	16%
52201	Water, sewer and refuse	\$ 74,460	\$ 74,460	\$ 6,500	\$ 79,885	7%
52202	Hazardous materials disposal	\$ 500	\$ 500	\$ 500	\$ 500	0%
52211	Janitorial services	\$ 307,275	\$ 307,275	\$ 27,500	\$ 296,700	-3%
52223	Equip annual inventory charge - internal	\$ 4,690	\$ 4,690	\$ 4,690	\$ 4,400	-6%
52226	Vehicle work order charges - internal	\$ 22,000	\$ 22,000	\$ 22,010	\$ 25,999	18%
52227	Vehicle fuel island charges - internal	\$ 16,485	\$ 16,485	\$ 16,485	\$ 17,474	6%
52240	Office equipment operation/maint	\$ 7,700	\$ 7,700	\$ 4,700	\$ 7,340	-5%
52241	Vehicle maintenance costs - outside	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	0%
52244	Other equipment operation/maintenance	\$ 12,650	\$ 12,650	\$ 3,700	\$ 10,725	-15%
52246	Building and facility o & m - outside	\$ 191,412	\$ 191,412	\$ 31,607	\$ 265,132	39%
52247	Landscaping maintenance services	\$ 43,800	\$ 58,800	\$ 24,500	\$ 43,800	0%
52248	Software maintenance services	\$ 480,969	\$ 472,329	\$ 472,329	\$ 407,019	-15%
52249	Hardware maintenance services	\$ 43,000	\$ 43,000	\$ 43,000	\$ 30,000	-30%
52261	Equipment, building and land rentals	\$ 240,452	\$ 240,452	\$ 240,103	\$ 240,452	0%
52269	Equipment lease-outside	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	0%
52302	Travel and meetings	\$ 11,200	\$ 11,200	\$ -	\$ 19,200	71%
52304	Training	\$ 57,300	\$ 57,300	\$ 10,000	\$ 82,300	44%
52403	Telecommunications service - outside	\$ 221,385	\$ 221,385	\$ 219,800	\$ 240,585	9%
52932	Liability insurance/surety bonds-interna	\$ 37,442	\$ 37,442	\$ 37,442	\$ 43,170	15%
52933	Liability insurance/surety bonds-outside	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	0%
52960	Advertising	\$ 31,570	\$ 31,570	\$ 31,570	\$ 31,570	0%
52961	Dues and memberships	\$ 37,453	\$ 37,453	\$ 37,453	\$ 37,453	0%
52972	Printing and binding-outside	\$ 32,600	\$ 32,600	\$ 32,600	\$ 32,600	0%
53101	Postage charges	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	0%
53102	Office supplies	\$ 23,250	\$ 23,250	\$ 6,400	\$ 24,250	4%
53106	Books and periodicals	\$ 1,223,093	\$ 1,280,678	\$ 1,280,678	\$ 1,247,165	2%
53107	Books and periodicals-grants & donations	\$ 21,923	\$ 120,603	\$ 120,603	\$ 21,923	0%
53108	Safety clothing and equipment	\$ 13,910	\$ 13,910	\$ 6,060	\$ 13,910	0%
53109	Copier supplies	\$ 6,005	\$ 6,005	\$ -	\$ 6,430	7%
53112	Library functional supplies	\$ 171,500	\$ 171,500	\$ 171,500	\$ 171,500	0%
53113	Janitorial supplies	\$ 24,750	\$ 24,750	\$ 2,000	\$ 28,000	13%
53311	Electricity	\$ 195,525	\$ 195,525	\$ 6,000	\$ 205,275	5%
53312	Natural gas	\$ 27,550	\$ 27,550	\$ 550	\$ 39,950	45%
54990	Miscellaneous supplies and services	\$ 188,423	\$ 173,423	\$ 94,650	\$ 205,423	9%
56960	Loans and grants	\$ -	\$ 600,000	\$ 600,000	\$ -	
56995	Refunded fees and fines	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0%
57401	Office furniture/equipment	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	0%
57402	Vehicle Equipment	\$ 35,000			\$ 80,000	129%
57409	Computer equipment	\$ 150,000	\$ 150,000	\$ 168,780	\$ 240,000	60%
57990	Other capital outlay	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000	50%
Total Library Joint Powers Authority		\$ 4,838,242	\$ 5,560,318	\$ 4,604,876	\$ 5,191,539	7%
Total		\$ 4,838,242	\$ 5,560,318	\$ 4,604,876	\$ 5,191,539	

Personnel Expenditures

Personnel Expenditures

Budget Development Expenditure Balances						
Acct	Title	2021 Ado Budget	2021 Adj Budget	2021 Year End Est	2022 Dept Request	% Change from Adopted
Fund 951 -- Library Joint Powers Authority						
51110	Regular full time	\$ 6,062,493	\$ 6,062,493	\$ 4,658,210	\$ 6,532,212	7.7%
51111	Regular part time	\$ 1,105,344	\$ 1,105,344	\$ 715,539	\$ 1,133,654	2.6%
51114	Overtime	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	0.0%
51115	Termination pay	\$ -	\$ -	\$ 47,828	\$ -	
51122	Temporary	\$ 50,000	\$ 50,000	\$ 50,000	\$ 825,000	1550.0%
51130	Other pay	\$ -	\$ -	\$ 2,169	\$ -	
51132	Special vacation pay	\$ -	\$ -	\$ 13,919	\$ -	
51150	Vehicle-phone-data allowance	\$ 2,964	\$ 2,964	\$ 2,641	\$ 2,857	-3.6%
51201	Retirement contribution	\$ 460,973	\$ 460,973	\$ 340,085	\$ 470,113	2.0%
51202	F.I.C.A.	\$ 99,960	\$ 99,960	\$ 1,818	\$ 63,113	-36.9%
51203	PERS unfunded liability	\$ 1,137,607	\$ 1,137,607	\$ 844,173	\$ 1,253,071	10.1%
51204	PERS prepay adjustment	\$ -	\$ -	\$ -	\$ -	
51206	PERS Unfunded payment	\$ -	\$ -	\$ -	\$ -	
51210	Group health insurance	\$ 1,510,209	\$ 1,510,209	\$ 1,151,714	\$ 1,838,798	21.8%
51212	Group dental insurance	\$ 94,379	\$ 94,379	\$ 76,756	\$ 110,330	16.9%
51213	Vision insurance	\$ 16,033	\$ 16,033	\$ 12,650	\$ 17,548	9.4%
51214	Medicare insurance	\$ 100,571	\$ 100,571	\$ 76,870	\$ 105,029	4.4%
51215	Employee assistance program	\$ 4,152	\$ 4,152	\$ 3,300	\$ 4,148	-0.1%
51220	Group life insurance	\$ 1,847	\$ 1,847	\$ 1,472	\$ 1,790	-3.1%
51221	Disability insurance	\$ 79,098	\$ 79,098	\$ 32,212	\$ 82,234	4.0%
51222	SDI	\$ 30,260	\$ 30,260	\$ 23,194	\$ 37,912	25.3%
51230	Unemployment insurance	\$ 56,992	\$ 56,992	\$ 41,604	\$ 62,556	9.8%
51240	Workers' compensation	\$ 186,741	\$ 186,741	\$ 161,548	\$ 174,727	-6.4%
Total Library Joint Powers Authority		\$ 11,004,623	\$ 11,004,623	\$ 8,257,699	\$ 12,720,092	15.6%
Total		\$ 11,004,623	\$ 11,004,623	\$ 8,257,699	\$ 12,720,092	

Note: A \$700K vacancy factor has been built into the FY 21/22 estimates.



NOTE: In FY 2008 the Library staffed 120.63 FTE



Fines and Fees Schedule

The Library is recommending the following fee schedule.

Description	Current	Proposed FY 2021-2022
Overdue Item Fine	25¢per day	\$0
Lost Fine	Varies Based on Item	No change
Collection Agency Fee	\$20.00	No change
Damaged Item Fine	Varies Based on Item	No change
Flashdrive Fee	\$5.00	\$0
Headphone Fee	\$3.00	\$0
Library Card Replacement Fee	\$2.00	\$0
Meeting Room Fee	Varies	\$0
Missing Parts Fine	Varies Based on Item	\$0
Print/Photocopying Fee	15¢per page	No change
Test Proctoring Fee	\$40.00	No change
Inter Library Loan	None	\$0

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

Public Service Hours/Staffing


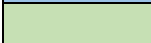
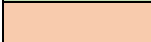
In the spring of 2020, prior to the conclusion of FY2020, the Library began reducing its operating budget in anticipation of the effects of the pandemic on projected revenue. The FY 2021 budget reduced library personnel spending by \$2.3 million from the original FY2020 budget.

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

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

- A review of branch hours will be conducted annually.
- A minimum number of hours will be maintained at small branches.
- Provision of Saturday and Sunday hours needs to occur somewhere in each region.
- Provision of morning, afternoon and evening hours needs to occur across each region.
- Use (circulation, computers, programs, visits) needs be considered.
- Building capacity and facility amenities such as program rooms need to be considered.
- Employee staffing levels, contracts, and cost need to be considered.
- New ways of extending hours will be pursued (e.g. Community Led Programming, checking rooms out to partners, scheduled community events like First Fridays).

Staff developed a three-tiered system, based upon the above criteria.

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

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

FY2022

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

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

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

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

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

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

expected for a modern public library, such as school outreach and educational programming and classes.

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

Appendix A: Position Listing by Classification

Library Personnel Profile	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Adopted Budget	FY 2022 Proposed Budget
Accounting Assistant I	1.50	1.50	1.50	1.50
Administrative Assistant I/II	3.53	3.53	3.53	2.91
Assistant Director of Libraries	1.00	1.00	1.00	1.00
Bookmobile Library Assistant	1.80	1.80	1.80	2.80
Building Maintenance Worker I		1.00	1.00	1.00
Building Maintenance Worker II	2.00	1.00	1.00	1.00
Courier/Driver	1.00	1.00	1.00	
Director of Libraries	1.00	1.00	1.00	1.00
IT Specialist I/II	1.00	1.00	1.00	1.00
IT Specialist III	2.00	2.00	2.00	2.00
Librarian I/II	18.01	20.01	20.01	20.01
Librarian III	3.75	4.00	4.00	4.00
Library Assistant I	1.00	1.00	1.00	
Library Assistant II	28.50	31.50	31.50	37.12
Library Assistant III	10.25	10.00	10.00	10.00
Library Assistant IV	2.00	2.00	2.00	2.00
Library Division Manager				
Library Information Specialist	5.00	5.00	5.00	5.00
Library Information Technology Manager	1.00	1.00	1.00	1.00
Library Specialist	2.00	2.00	2.00	2.00
Management Analyst				1.00
Manager System Services and Support	-			
Network Administrator	-			
Network & Systems Administrator	2.00	2.00	2.00	2.00
Principal Management Analyst	1.00	1.00	1.00	1.00
Programmer Analyst I/II	1.00	1.00	1.00	1.00
Service Field Crew Leader	1.00	1.00	1.00	1.00
Systems Administrator	-			
Systems Coordinator	1.00	1.00	1.00	1.00
Volunteer Coordinator Assistant	0.50	0.50	0.50	0.50
	92.84	97.84	97.84	102.84
Change	-	5.00	-	5.00

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

Appendix B:

Trust Fund Narratives

FINKELDEY TRUST

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

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

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

Income: Interest earned is added to principal

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

DOROTHY A. HALE TRUST

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

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

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

Income: Interest earned is added to principal

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

LEET-CORDAY TRUST

Donor: Robert Leet-Corday

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

Balance of
Trust as of
4/15/2021: \$101,700

Income: Interest earned is added to principal

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

MCCASKILL TRUST – LOCAL HISTORY

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

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

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

Income: Interest earned is added to principal

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

MCCASKILL TRUST – VISUALLY IMPAIRED

Donor: See above

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

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

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

Income: Interest earned is added to principal

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

JAMES MORLEY TRUST

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

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

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

Income: Interest earned is added to principal

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

RICHARDSON TRUST

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

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

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

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

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

WILLIAM COX SULZNER TRUST

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

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

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

Income: Interest only.

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

UTTER TRUST

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

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

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

Income: Interest Only

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

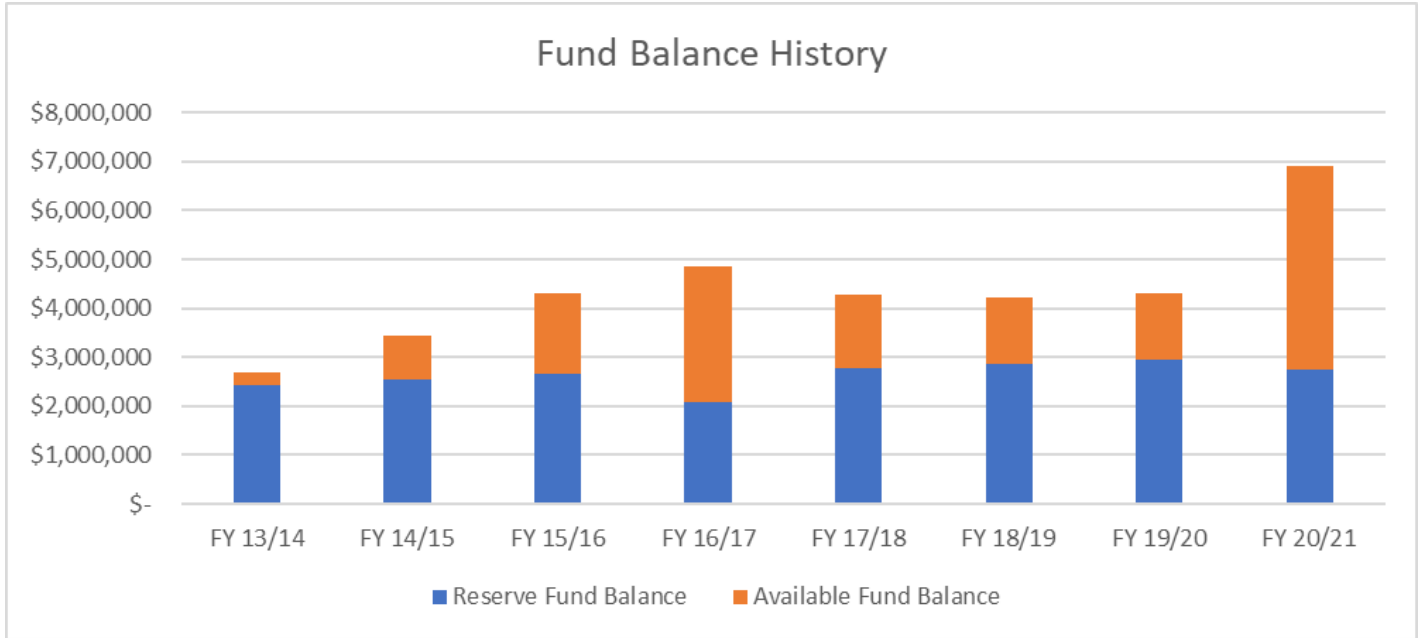
Appendix C:

Vehicle Replacement Schedule

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

Appendix D:

Reserve and Fund Balance History



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

Appendix E:

Current Position Vacancy List

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

NOTE: This FTE represents 15 staff people.