

LIBRARY JOINT POWERS AUTHORITY (LJPA)

On Thursday February 6, 2025 at 9:00 AM

All LJPA Board Meetings are held in-person and open to the public. Members of the public may also view the meetings via the alternative methods provided below as a courtesy. Please note that if the Zoom or YouTube connection malfunctions for any reason, and no Board Members are attending via teleconference, the meeting will continue in-person without remote access.

Public Viewing:

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

Public Participation:

Members of the public may provide public comments to the Board in-person during the meeting for any item on the agenda or within the subject matter jurisdiction of the Board. Any public comment for a specific item on the agenda must be received prior to the close of the public comment period for that item.

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



SANTA CRUZ CITY/COUNTY LIBRARIES JOINT POWERS AUTHORITY BOARD

REGULAR MEETING

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

THURSDAY February 6, 2025

9:00 A.M.

**In-Person Location:
Aptos Branch Library
7695 Soquel Drive, Aptos, CA 95003**

PLEASE NOTE:

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment please call the Library Administration Office at (831) 427-7706 at least five days in advance so that we can arrange for such special assistance, or email library_admin@santacruzpl.org.

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

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

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

1. CALL TO ORDER / ROLL CALL

Board Members Nicole Coburn, Matt Huffaker, Jamie Goldstein, and Mali LaGoe

2. ADDITIONAL MATERIALS

Additional information submitted after distribution of the agenda packet.

3. ADDITIONS AND DELETIONS TO AGENDA

4. PUBLIC COMMENT

Any member of the community may address the Board during this Public Comment period on any "Consent Calendar" item on today's agenda or on any topic not on today's agenda but within the subject matter jurisdiction of the Board. Please note, however, that for non-agendized items, the Board is not able to undertake extended discussion or take any action today without notice. Such items may be referred to staff for appropriate action, such as individual follow-up or placement on a future agenda. If you intend to address a subject or item that is on the Agenda, please hold your comments until that item 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 Public Comment; A MAXIMUM of 30 MINUTES is set aside for Public Comment at this time.

5. REPORT BY LIBRARY DIRECTOR

A. Library Director's Report – February 6, 2025 (p.6-11)

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

A. Friends of SCPL – Report (oral)

7. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

A. Commissioners' Report (oral)

8. CONSENT CALENDAR

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

A. Consider the October 31, and December 9, 2024 Board Meeting Minutes Staff Recommendation: Approve the October 31 and December 9, 2024 Board Meeting Minutes (p.12-17)

- B. Analysis of Patron Count Data. 2nd Qtr. Report FY 2024-2025
Staff Recommendation: Accept and File Analysis of Patron Count Data from September to December 2024 (p.18-24)
- C. Community Impact Measures for 2nd Qtr. FY 2024-2025
Staff Recommendation: Accept and File 2nd Qtr. Community Impact Measures for FY 24/25 (p.25-30)
- D. Incident Report for 2nd Qtr. FY 2024-2025
Staff Recommendation: Accept and File 2nd Qtr. Incident Report for FY 24/25 (p.31-33)
- E. Work Plan for 2nd Qtr. FY 2024-2025
Staff Recommendation: Accept and File 2nd Qtr. Work Plan for FY 24/25 (p.34)
- F. CA Sate Library Foundation Bulletin Publication
Staff Recommendation: Informational only (p.35-36)
- G. Revised Policy #303 Confidentiality of Library Records and Patron Data Privacy Policy
Staff Recommendation: Approve revised policy #303 (p.37-42)
- H. Libraries and Well-Being. A case study.
Staff Recommendation: Informational only. (p.43-86)
- I. Corrected Holiday Closure Schedule for 2025
Staff Recommendation: Adopt the corrected Holiday Closure Schedule for 2025. (p.87-88)
- J. Amending the City of Santa Cruz Personnel Complement and Classification and Compensation Plans for the Library.
Staff Recommendation: 1) Review the City's Classification and Compensation Plans for the FY 2025 budget personnel complement by implementing approved compensation adjustments and position changes which affect the Library; and

2) Adopt a budget adjustment amending the FY 25 budget in the amount of \$80,927.81 to fund compensation increases related to the 2021 Compensation Study as identified below. (p.87-92)

9. GENERAL BUSINESS

- A. Election of Chair and Vice Chair for 2025
Staff Recommendation: Elect the Calendar year 2025 Board Chair and Vice-Chair as the City of Santa Cruz and the City of Scotts Valley respectively. (p.93)
- B. FY 26 Budget Assumptions for Draft Budget Proposal
Staff Recommendation: Review and discuss Budget Assumptions for FY 26. (p.94-95)
- C. Sustainable Promotion: Presentation by Ana Maria Treadwell

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

10. COMMENTS BY BOARD MEMBERS

11. SCHEDULED UPCOMING MEETINGS

May 1, 2025	Scotts Valley Branch	Anticipated Upcoming Agenda Items:
9:00 am	251 Kings Village Road, Scotts Valley, CA 95066	<ul style="list-style-type: none">• Award Contract for Library Print Materials• 3rd Qtr. Reports

12. ADJOURNMENT

Adjourned to the next regular meeting of the LJPA to be held on Thursday, May 1 2025 at 9:00 am [immediately following the LFFA meeting] at the Scotts Valley Branch Library, 251 Kings Village Road, Scotts Valley CA 95066.

13. WRITTEN CORRESPONDENCE

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.

February 6, 2025

Director's Report to the Library Powers Authority Board

Activity

The 2nd fiscal quarter of the year has proven to be a busy one with major touchstones with the Live Oak Library Annex open house on November 23rd, and internal library budget prep meetings during December. Additionally, stakeholders I have met with recently include:

- San Lorenzo Valley and Scotts Valley Rotary Clubs (talks)
- California State Library's Directors Forum in Pasadena
- State Library's Catalyst Library Leadership Program at Asilomar (panelist)
- California Libraries Learn continuing education program for the State Library (advisor)
- State Library's AI and Libraries Advisory Team
- Santa Cruz Works' Titans of Tech event (in support of FSCPL's Sarah Beck)
- New County Supervisors Kim De Serpa and Monica Martinez
- Erica Padilla-Chavez, CEO Second Harvest Food Bank
- Evan Morrison, Executive Director of People First of Santa Cruz County
- Ginger Shulick Porcella, Executive Director of the MAH scheduled for 2/14
- Casey Protti, Owner, Bookshop Santa Cruz scheduled for 2/28
- Richard Dwyer, Facilities Coordinator Scotts Valley Theater (2/11)

Library Team

We are in the interview process for the next Assistant Director of Libraries. Sarah Harbison has taken over as Interim Asst Director from Laura Whaley effective 2/1 until the new candidate is in place.

New Hires and Promotions:

- Eileen Dunn has been promoted to Accounting Asst II in Library Headquarters effective 10/12/24
- John Yarbrow has been hired as Bookmobile Library Asst II effective 12/7/24
- Sarah Fleck has been hired as Librarian I at La Selva Beach effective 12/7/24
- Eric Chalfant has been promoted to Library Asst III, Bookmobile Branch Manager effective 12/7/24
- Alicia Hernandez has been promoted to Library Asst III, Felton Branch Manager effective 12/7/24
- Dana Gier has been promoted to Library Asst III, Garfield Park Branch Manager effective 12/7/24
- Elizabeth Lopez has been hired as Library Asst III at the Downtown Library effective 12/7/24

- Ann Young has returned the Library Information Technology team on a temporary basis to assist with the Library Website Migration Project beginning in January, 2025

Helga Smith, Administrative Assistant II in Library Headquarters Administration, is out on FMLA.

Current Positions in Recruitment:

Vacant	Library Assistant II	283-085	SEIU	0.750
Vacant	Librarian II	750-006	Mid Mgmt	1.000
Vacant	Library Assistant II	283-089	SEIU	1.000
Vacant	Library Assistant II	283-068	SEIU	0.500
Vacant	Library Information Specialist	285-002	SEIU	1.000
Vacant	Assistant Director of Libraries	830-001	Mid Mgmt	1.000

Staff Departures:

- Phillip Boulton (“Felton Phil”), Branch Manager for Felton, resigned effective 11/22/24
- Oscar Hernandez, Librarian at Branciforte Library, resigned effective 12/12/24
- Ken Madonia, Service Field Crew Leader for Facilities, retired effective 12/27/24

Services

Our new Training Coordinator has been kept busy with onboarding her third cohort of new hires, scheduling them into two-week intensive training programs before they are fully released to their unit assignments. We will be spending the rest of FY25 investigating the effectiveness of this approach and looking for ways to streamline the process and get new hires to their units earlier.

Our new Volunteer Coordinator is in the process of moving all volunteer applications and hours tracking into the online Better Impact system the Library has long subscribed to. This is a simple online system that tracks and reports volunteer hours by location and activity and replaces the written hours tracking used previously at branches. Since July 1st, this system reports 52 volunteers have donated 1,263 hours of their time.

Project SCOUT tax assistance for those with reportable income of \$64,000 or less will start in February at Aptos, Capitola and Downtown locations.

Outreach

In November, Jail Reach expanded its offering of PlayAway mp3 audiobooks from Juvenile Hall to the Blaine Street Women’s Facility. These self-contained devices are an excellent option for people with learning and reading challenges. New books on parenting and wellness, including meditation, spirituality, sobriety, and women’s health issues are popular. Women in the Blaine St. facility have been especially enjoying the new crochet books. The Boundless Minds library is filling up with new books on mythology, Aztec culture, biography, drawing, manga, poetry and literature.

In November Senator John Laird visited the Boundless Minds Library to present a certificate celebrating the collaboration between the County Office of Education, Santa Cruz County Probation, the Friends of the Santa Cruz Public Libraries and SCPL that made this onsite resource possible. Additionally, Jail Reach delivered 3D Puzzles and “Boundless Minds” beanies to students at Juvenile Hall on Christmas Eve.

The Sheriff's Department reimbursed SCPL for materials that were lost or damaged while checked out to Jail Reach patrons. They reimbursed \$4,538.85 for FY 23/24. These funds will be used to replace those materials or to purchase other materials for the Jail Reach collection.

Libraries

The Live Oak Library Annex (LOLA) Open House took place in November and it was a glowing success. The UCSC Mexican folkloric dance group, *Grupo Folklórico Los Mejicas*, brought many people out to celebrate. Since the Open House, SCPL has offered library service hours at LOLA each Wednesday and Friday afternoon. LOLA staff help maintain the collection of about 500 books, empty the bookdrop, and assist patrons with library related questions.

We continue to coordinate with the County and local Friends chapters on the installation of solar panels at Capitola Library, installation of new fencing at Aptos Library, and the potential for a permanent backup generator for Felton Library.

In early December, The City of Santa Cruz, Eden Housing and For The Future Housing announced the Downtown Library & Affordable Housing Project has been granted the final funding award needed to begin construction. We are anticipating groundbreaking to occur in Spring and will be working with Friends of the SCPL on a community engagement event celebrating this progress shortly before that date.

Upcoming

The Library Website Migration Project has launched in December and is anticipated to be complete by mid-Summer. This effort multiple project teams representing staff from across the organization to review current web content and identify components that need updating or do not need migrating; assess vendors; and facilitate actual migration. The programmer responsible for our current website, Ann Young, has returned from retirement to consult on this project to facilitate the move of web content into the selected vendor's structure.

To accommodate the robust staff engagement required of both, we will shift much of the strategic planning project work to begin as the website migration completes.

Youth Programming Highlights

- **Downtown:** Sewing for Kids and Afterschool STEAM: Minecraft have started. Both programs have had good attendance with sewing being consistently full (over 20 participants). The Minecraft program is modeled after the one already in place at the Aptos branch with laptops with Minecraft Educational loaded on them for kids to play in a closed world moderated by library staff and volunteers. Sewing for Kids is a new program for kids ages 7-12 where a different hand-sewing project is offered each month. The project is designed to be completed in an hour even if the participant has no previous sewing experience.

- **Boulder Creek, Downtown and Aptos Branches** offered a special winter program: Fratello Marionettes presented *A North Pole Review*.
- **Scott's Valley's** Spooktober Celebration was a huge success with 225 attendees!

Early Literacy/Kindergarten Readiness

- **Felton** celebrated a "Special Winter Holidays Preschool Storytime & Winter Luminary Craft" program where we learned about different ways people across different cultures celebrate this season of light, beginning with Diwali in fall, and Bodhi Day, Christmas, Hanukkah, Kwanzaa, and the Solstice, in December, ending in the Lunar New Year! 23 people attended and families reported that they loved the storytime and that the Luminary Craft made it extra special!

Safe After School

- **Felton's** Make & Explore! Programs were a hit this December! Children loved making their simple circuit snowman cards, as well as cinnamon salt dough ornaments, which has become a Felton Library family tradition.

Teens

- **North County Advisory Council of Teens** saw an explosion of participation in October with 7 new members! Local teens learned about volunteer opportunities, enjoyed free pizza, and had time to relax making a 3-d hand-sewn ghost ornament for spooky season! The teens told me that they had a great time and are excited to come back. The teens returned for the next two weeks to help out with our Lego program and reported having a great time and that it helped them de-stress.

School Partnerships

- As part of the COE's Inside Education program, Heather Norquist and Jackie Danziger toured the SLV Middle School campus and the Hartman School at Juvenile Hall to learn about the unique programs offered at each location.

Community Partnerships

- **Scott's Valley:** Emily Bresett met with representatives from youth serving organizations in the Scotts Valley area representing the library in the United Way Youth Leadership process. Emily and Brian Gnerre also met with Scotts Valley Parks and Recreation to discuss possible collaborations providing after school programming for Scott's Valley Library tweens and teens.
- **Garfield Park:** Jr. Rangers programs on 10/16, 11/21, and 12/19 in partnership with Cal State Park Rangers saw increased attendance compared to previous series offered.

Youth Programs and Services Manager Heather Norquist attended several valuable trainings offered by community partners:

- Youth Action Network Convening, an opportunity to discuss strategies for increasing youth engagement and leadership with other youth-oriented organizations.
- Annual First Five Literacy Network for Raising A Reader meeting with area Head Start teachers presented by First 5 and PVUSD.

- Amah Mutsun Educator Workshop highlighting local history of and resources to share with youth about First Peoples in our region.
- Screening of *Fentanyl High* and follow up discussion about the dangers of fentanyl and the life-saving benefits of Narcan presented by the SCCOE.

Adult Programming:

Grants:

- Librarian Rowan Rammer was awarded a Digital Literacy Workshop Incentive grant from the Public Library Association and AT&T to continue the important and popular technology and digital literacy workshops and tech help sessions for patrons.
- Librarian Lorena Lopez was awarded a Stargazing Kits grant from the California State Parks and the California State Library Parks Pass program that includes two new telescopes for our Library of Things collection.

Fall Program Highlights:

- **Aptos** held a 4-part Digital Skills Workshop series of Iphone & Ipad Basics, Computer Safety, Design with Canva, and Getting Started with Mac OS11 on Your Laptop. At the Plus Size Masc Clothing Swap multiple patrons voiced excitement over finding items that were their size and gender affirming. Shakespeare Saturdays started a 5-week series exploring the play Much Ado About Nothing.
- **Boulder Creek** has a new volunteer-led Quilting with Friends group.
- **Branciforte** has a new volunteer-led monthly Book Club.
- **Capitola** hosted the Gaza Surf Club: Film Screening and Discussion. The November 2024 State Ballot Measures forum with the League of Women Voters Santa Cruz County, co-sponsored by AAUW, brought an overflowing crowd of 125 people to become more informed voters. The branch now hosts a new monthly program, Zentangle Art.
- **Downtown** hosted Santa Cruz Shakespeare's A Christmas Carol: Dramaturgy Talk, the League of Women Voters' November 2024 State Ballot Measures forum, and a new Spirituality of Aging 6-week series.
- **Felton** started Tenants' Rights 1-on-1 Counseling.
- **Garfield Park** started a new Conversations in Español club.
- **La Selva Beach** had a Bird Talk & Walk.
- **Live Oak Library Annex** held 12 ongoing volunteer-led English Language Conversation Group meetings.
- **Scotts Valley** held a talk about Myth-Busting Menopause, a Photo Management Workshop, a Sumi-e Japanese Ink Painting class, and started a new monthly Tech Discussion Meetup.
- Our **Veterans Connect** information booths popped up at Aptos, Boulder Creek, Capitola, and Scotts Valley.
- **Virtual Tech Talks workshops on Zoom** topics included AI Prompting for Learning, Digital Safety Tips, and Parental Controls.
- **Offsite** - Bestselling author Leila Mottley joined local UCSC alumnus, community organizer, and social entrepreneur Ayo Banjo in conversation at the Resource Center for Nonviolence.

Upcoming Adult Program Highlights:

- **Aptos** will have Estate Planning Basics for You & Your Family in January.
- **Boulder Creek** will screen the documentary Little Penguin Love Island, the story of the world's smallest penguins looking for love on Australia's biggest island, and host a discussion with the film's director, science journalist and filmmaker Anne Roth in February.
- **Branciforte** is starting a new monthly writing workshop.
- **Capitola** will offer a 5-part series in January, "What Got You Here WILL Get You There: Approaching the Job Market after 60," including a guest presenter on using AI in your job search. The branch will also host Chinese Calligraphy for the Lunar New Year in January.
- **Downtown** will host author Rob Osler in conversation with Nina Simon in January to discuss his new historical mystery, *The Case of the Missing Maid*, featuring his new character Harriet Morrow, a bike-riding, trousers-wearing, young lesbian protagonist, in turn-of-the-century Chicago. Downtown will start a new monthly live jazz music lunchtime concert series in February.
- **Felton** is offering The Art of Listening, an interactive two-part seminar on communication skills in January. In March, Master Composters will offer a Basic Composting Workshop.
- **Garfield Park** will host a Westside Author Talk with retired pastry chef Stephany Buswell in January. In February the branch will have a Writing Group for 55+.
- **Scotts Valley** will offer Sumi-e Japanese Ink Painting classes in January.
- **Boulder Creek, Capitola, Garfield Park, and Live Oak Library Annex** will each host, between January-April, "Understanding the California Farmworker Experience" with Dr. Ann López, Executive Director of the Center for Farmworker Families.
- **Boulder Creek, Garfield Park, and Live Oak Library Annex** will offer performances of Music of the West African Kora in March.

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



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

In person and online provided meeting

**REGULAR MEETING MINUTES
THURSDAY OCTOBER 31, 2024**

9:00 A.M.

1. ROLL CALL

PRESENT: Jamie Goldstein, Nicole Coburn, Mali LaGoe, Matt Huffaker
STAFF: Christopher Platt, Library Director

2. ADDITIONAL MATERIALS

None

3. ADDITIONS AND DELETIONS TO AGENDA

The Agenda of October 31, 2024 was approved by consensus.

4. ORAL COMMUNICATION

None

5. REPORT BY LIBRARY DIRECTOR

Library Director Christopher Platt presented a report on the recent activities of the Library. Eric Howard resigned from the library and Laura Whaley is the Interim Assistant Director for the next three months, followed by Sarah Harbison unless the position has been filled permanently. Jesse Silva has been promoted to Librarian III, Outreach Manager.

6. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT

Sarah Beck, Executive Director of the Friends of Santa Cruz Public Libraries, gave an

7. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)

Mike Termini, Chair of the LAC, reported on the recent meeting.

8. CONSENT CALENDAR

RESULT: APPROVED CONSENT CALENDAR

- A. Approved the August 1, 2024 Board Meeting Minutes.**
- B. Accepted and Filed 1st Qtr. Analysis of Patron Count Data.**
- C. Accepted and Filed 4th Qtr. Financial Report 23/24.**
- D. Accepted and Filed 1st Qtr. Community Impact Measures for FY 24/25.**
- E. Accepted and Filed 1st Qtr. Incident Report for FY 24/25.**
- F. Accepted and Filed 1st Qtr. Workplan for 24/25.**
- G. Approved the attached lease agreement between the County of Santa Cruz and the Santa Cruz Public Libraries for the Aptos Library facility located at 7695 Soquel Drive, Aptos.**
- H. Adopted Holiday Closure Schedule 2025.**
- I. Adopted Annual Meeting Schedule 2025.**
- J. Approved the transfer of funds from the FY 25 operating budget to the Downtown Library Opening Day collection project in the amount of \$159,335.**

- K. Approved and amended the FY 25 library operating budget accepting the E-rate revenue in the amount of \$93,065.65 and budgeting these funds for use in the library's technology division.**

[UNANIMOUS]

MOVER: Nicole Coburn

SECONDER: Matt Huffaker

AYES: Coburn, Goldstein, LaGoe, Huffaker

9. GENERAL BUSINESS

- A. Library Safety Guidelines. Presentation by Laura Whaley, Interim Assistant Director**

The Board members showed appreciation for the presentation. Director Coburn suggested that Library Staff should be connected with the Sheriff's Office regarding active shooter training. The Sherriff's Office is already connected with the police departments and they are in alignment regarding protocols. This would be very helpful to the Library as well.

Director Huffaker inquired about the external communication tool and mentioned the CruzAware tool and some of the other regional communication platforms to help get information out to the community in the event of an emergency.

Chair Goldstein suggested portable air filters for the different branches which the Library already uses in the event of smoke or air pollution.

B. Revised Collection Development Policy #302

Library Director Platt introduced the revised Collection Development Policy #320 and the Board asked a number of questions.

Director Coburn questioned the condition of having to be a SCPL cardholder who is a Santa Cruz County resident in order to submit a formal request for reconsideration. She pointed out that many people work in the County but live elsewhere due to the high cost of housing in Santa Cruz. The Board suggested an amendment to the Revised Policy.

RESULT: Adopted the Revised Collection Development Policy #320 with the following amendment: forms will only be accepted from SCPL cardholders who are residents of Santa Cruz County or who can provide proof of current, regular employment in Santa Cruz County.

MOVER: Nicole Coburn

SECONDER: Matt Huffaker

AYES: Coburn, Goldstein, LaGoe, Huffaker

C. Updated 10-Year Financial Plan from Baker Tilly – Board review only.

10. COMMENTS BY BOARD MEMBERS

11. SCHEDULED UPCOMING MEETINGS

12. ADJOURNMENT

Final adjournment at 9:40 am to the next regular meeting of the LJPA to be held on Thursday, February 6, 2025 at 9:00 am [immediately following the LFFA meeting] at the Aptos Branch Library, 7695 Soquel Drive, Aptos CA 95003.

13. WRITTEN CORRESPONDENCE

ATTEST: _____
Helga Smith, Clerk of the Board

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

4. SCHEDULED UPCOMING MEETINGS

5. ADJOURNMENT

Final adjournment at 2:53pm to the next regular meeting of the LJPA to be held on Thursday, February 6, 2025 at 9:00 am [immediately following the LFFA meeting] at the Aptos Branch Library, 7695 Soquel Drive, Aptos CA 95003.

6. WRITTEN CORRESPONDENCE

ATTEST: _____
Clerk of the Board

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

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



SANTA CRUZ CITY/COUNTY LIBRARIES JOINT POWERS AUTHORITY BOARD

SPECIAL MEETING

MONDAY DECEMBER 9, 2024

2:00 P.M.

1. CALL TO ORDER / ROLL CALL

Board Members Nicole Coburn, Matt Huffaker, Jamie Goldstein, and Mali LaGoe

2. PUBLIC COMMENT

None

3. GENERAL BUSINESS

Marisol Gomez, City of Santa Cruz Assistant Finance Director, and Library Director Platt presented the final report on the Cost Benefit Analysis for the Library Administrative Services project. The Board discussed the scenarios outlined in the report of which there were six options. No decisions were made at this time.

The Board discussed the importance of this report when negotiating the upcoming M.O.E. due to expire June 30, 2025.

RESULT: Received the final report on the Costs Benefit Analysis for the Library Administrative Services project.

MOVER: Matt Huffaker

SECONDER: Mali LaGoe

AYES: Coburn, Goldstein, LaGoe, Huffaker

4. SCHEDULED UPCOMING MEETINGS

5. ADJOURNMENT

Final adjournment at 2:53pm to the next regular meeting of the LJPA to be held on Thursday, February 6, 2025 at 9:00 am [immediately following the LFFA meeting] at the Aptos Branch Library, 7695 Soquel Drive, Aptos CA 95003.

6. WRITTEN CORRESPONDENCE

ATTEST: _____
Clerk of the Board

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

Chair Jamie Goldstein
 Vice Chair Matt Huffaker
 Board Member Mali LaGoe
 Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
 TO: Library Joint Powers Authority Board
 FROM: Christopher Platt, Library Director
 RE: FY 25 2nd Qtr. Patron Count Data by Branch

STAFF RECOMMENDATION

Accept and file the FY 25 2nd Qtr. patron count data by branch.

DISCUSSION

This report provides patron count data by branch extracted from the SenSource People Counting System. The second quarter report quantifies the time period between October 1, 2024 to December 31, 2024.

Definition of Branches and Information on Sensors

Branch with less than 5,000 square feet of space (hereinafter “Small-Sized Branches”), are between 5001 – 10,000 square feet of space (hereinafter “Medium-Sized Branches”), and over 10,001 square feet of space (hereinafter “Large-Sized Branches”) were analyzed.

The following information pertains to the location of the sensors at each branch location. There are a total of 13 sensors for the system.

Sensor Name	Size Definition	Commissioned
Aptos Main	Large-Sized Branch	2/4/24
Boulder Creek Door 1	Small-Sized Branch	8/3/22
Branciforte Door 1	Medium-Sized Branch	1/12/23
Capitola Door 1	Large-Sized Branch	9/20/22
Capitola Door 2		8/2/22
Downtown Door 1	Large-Sized Branch	8/2/22
Downtown Door 2		8/2/22
Felton Door 1	Medium-Sized Branch	8/3/22
Garfield Park Door 1	Small-Sized Branch	9/13/22
Garfield Park Door 2		9/13/22
La Selva Door 1	Small-Sized Branch	3/8/23
La Selva Door 2		3/8/23
Live Oak Door 1	Medium-Sized Branch	9/13/22
Scotts Valley Main	Large-Sized Branch	9/13/22

During the 2nd quarter period, library staff welcomed approximately 200K patrons at ten locations. The following describes noteworthy trends:

Small-Sized Branches

- Boulder Creek saw a 17% increase in patron visits from the same time last year.
- Garfield Park saw a 1% increase in patron visits from the same time last year.
- La Selva Beach saw a -15% decrease in patron visits from the same time last year.

Medium-Sized Branches

- Branciforte saw a 2% increase in patron visits from the same time last year.
- Felton saw a -8% decrease in patron visits from the same time last year.
- Live Oak saw a 9% increase in patron visits from the same time last year.

Large-Sized Branches

- Aptos welcomed 29,572 visitors in the quarter.
- Capitola saw a -19% decrease in patron visits from the same time last year.
- Downtown saw a 14% increase in patron visits from the same time last year.
- Scotts Valley saw a 32% increase in patron visits from the same time last year.

Day and Hour Heatmap

Heatmapping is available through the patron count system. Heatmaps can illustrate patron visits by day and hour.

Most of the library branches are open from 10 a.m. to 6 p.m. Monday through Thursday and 10 a.m. to 5 p.m. Friday through Saturday. La Selva Beach Branch Library is closed on Mondays.

Large-Sized Branches

Aptos- 2nd Qtr. Heatmap by Average Visitor									
Aptos	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday		59	53	53	46	52	61	43	22
Tuesday		69	58	52	45	50	64	74	29
Wednesday		48	39	48	45	50	62	46	29
Thursday		44	44	39	42	43	48	49	18
Friday		56	56	51	52	49	42	31	
Saturday		50	53	53	56	49	45	31	
*Aptos Opened on Sunday, February 4, 2024									

Capitola- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday		58	46	48	47	47	64	56	28
Tuesday		63	51	46	49	48	56	51	25
Wednesday		62	53	51	50	53	54	44	26
Thursday		43	32	39	33	29	40	35	20
Friday		63	45	49	41	37	38	32	
Saturday		58	48	50	52	48	42	33	

Downtown- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday					16	103	91	66	
Monday		88	65	77	91	86	85	73	44
Tuesday		101	80	80	81	88	82	75	47
Wednesday		83	71	73	101	88	91	83	49
Thursday		108	78	66	84	76	69	57	35
Friday		97	77	87	91	84	76	74	
Saturday		99	75	80	105	106	88	67	

Scotts Valley- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday		31	27	26	32	44	46	33	16
Tuesday		58	37	38	32	44	55	39	22
Wednesday		35	27	42	99	64	49	33	19
Thursday		30	26	25	26	30	51	35	17
Friday		52	35	30	27	39	44	28	
Saturday		43	35	35	34	32	29	18	

Medium-Sized Branches

Felton- 2nd Qtr. Heatmap by Average Visitor								
	10a	11a	12p	1p	2p	3p	4p	5p
Sunday								
Monday	34	29	36	26	34	33	25	16
Tuesday	36	27	34	38	38	37	31	16
Wednesday	33	24	24	25	33	36	25	16
Thursday	36	34	26	24	29	32	23	15
Friday	25	26	31	27	30	40	37	
Saturday	32	29	37	33	30	29	23	

Live Oak- 2nd Qtr. Heatmap by Average Visitor								
	10a	11a	12p	1p	2p	3p	4p	5p
Sunday								
Monday	24	22	23	24	24	28	25	12
Tuesday	37	39	24	22	26	28	24	14
Wednesday	39	23	25	20	22	23	22	12
Thursday	27	21	20	21	21	23	24	10
Friday	22	27	26	30	30	26	25	
Saturday	20	22	21	24	26	22	15	

Branciforte- 2nd Qtr. Heatmap by Average Visitor								
	10a	11a	12p	1p	2p	3p	4p	5p
Sunday								
Monday	24	18	22	24	25	27	23	11
Tuesday	24	22	23	50	23	27	22	14
Wednesday	24	23	23	27	32	27	24	15
Thursday	21	17	20	18	22	23	17	10
Friday	23	18	20	25	23	22	20	
Saturday	28	20	19	21	19	20	15	

Small-Sized Branches

Boulder Creek- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday		12	10	10	12	11	11	8	4
Tuesday		9	7	11	9	11	15	12	5
Wednesday		15	14	9	19	20	21	14	6
Thursday		12	10	11	8	10	18	10	5
Friday		15	11	9	10	11	16	10	
Saturday		17	9	10	12	11	11	5	

Garfield Park- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday		17	15	16	19	19	23	19	9
Tuesday		16	15	16	16	18	22	17	11
Wednesday		20	14	18	16	19	19	17	9
Thursday		15	12	14	14	16	18	19	11
Friday		16	13	15	16	17	16	17	
Saturday		17	15	16	14	19	14	14	

La Selva Beach- 2nd Qtr. Heatmap by Average Visitor									
	10a	11a	12p	1p	2p	3p	4p	5p	
Sunday									
Monday									
Tuesday		13	15	13	11	15	14	13	8
Wednesday		18	25	10	10	16	17	14	9
Thursday		16	10	8	9	12	11	8	16
Friday		20	12	17	12	14	13	13	
Saturday		10	15	19	17	14	16	14	

Key			
	≥1		≥50
	≥10		≥60
	≥20		≥70
	≥30		≥80
	≥40		≥90

Attachment: FY 25 2nd Qtr. Patron Data County Comparison Report

Report Prepared by: Kira Henifin, Principal Management Analyst

Reviewed and Approved by: Christopher Platt, Library Director



Visitor Count By Branch
Data Provided by SenSource

FY 25
2nd
Qtr. Report

	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD		
	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change
Aptos (Reopen 2/4/24)		29,643			29,572		24,875			33,598				59,215	
Boulder Creek (Reopened 5/7/22)	5,897	6,048	3%	5,789	6,781	17%	6,465			6,503			18,151	12,829	-29%
Branciforte (Reopened 5/13/23)	13,303	13,213	-1%	13,220	13,535	2%	14,628			14,590			41,151	26,748	
Capitola	37,867	29,294	-23%	33,915	27,393	-19%	35,456			29,576			107,238	56,687	-47%
Downtown	40,157	58,000	44%	47,521	54,061	14%	62,934			61,433			150,612	112,061	-26%
Felton	19,656	18,249	-7%	19,612	18,084	-8%	23,192			20,618			62,460	36,333	-42%
Garfield Park (Reopened 6/11/22)	11,040	9,909	-10%	10,323	10,448	1%	11,846			11,537			33,209	20,357	-39%
La Selva Beach	9,798	8,035	-18%	9,118	7,721	-15%	9,816			8,407			28,732	15,756	-45%
Live Oak (Reopened 10/1/22)	14,316	13,108	-8%	13,087	14,325	9%	15,606			15,017			43,009	27,433	-36%
Scotts Valley (Reopened 8/6/22)	17,205	20,342	18%	16,447	21,782	32%	20,500			20,590			54,152	42,124	-22%
TOTAL	169,239	205,841	22%	169,032	203,702	21%	225,318	0		221,869	0		563,589	409,543	-27%

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: 2nd Quarter Community Impact Measures

STAFF RECOMMENDATION

Accept and File Community Impact Measures for 2nd Qtr. FY24/25

DISCUSSION

This 2nd quarter report covers the time period of October 1, 2024 through December 31, 2024 and compares this data to the previous year.

- Total circulation system-wide increased by 15%.
- Total number of new registrations increased by 26%.
- Total hours of public internet computer use system-wide increased by 3%.
- Total sessions of public internet use increased by 13%.
- Total hours of meeting room use system-wide increased by 46%.
- The total number of programs held system-wide increased by 33%.
- The total number of program attendance system-wide increased by 36%.
- The total number of SCPL App circulation increased by 24%.

Attachment:

2nd Quarter Community Impact Measures FY24/25

Report Prepared by:

Christine Campbell, Library Assistant IV

Reviewed and Forwarded by: Christopher Platt, Library Director

CIRCULATION BY BRANCH														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chang	FY23/24	FY24/25
Aptos	0	28,196		0	30,336		21,803			28,192			0	58,532
Boulder Cree	5,536	6,055	9%	6,121	6,787	11%	6,681			6,095			11,657	12,842
Branciforte	11,454	11,987	5%	10,624	13,634	28%	11,839			10,801			22,078	25,621
Capitola	43,548	29,159	-33%	37,586	30,331	-19%	34,939			28,174			81,134	59,490
Downtown	32,033	29,488	-8%	28,768	33,621	17%	30,719			28,531			60,801	63,109
Felton	18,663	17,900	-4%	16,579	18,369	11%	18,408			16,649			35,242	36,269
Garfield Par	9,546	10,163	6%	9,004	11,095	23%	10,594			9,627			18,550	21,258
La Selva Bea	6,179	4,328	-30%	6,205	4,588	-26%	5,538			4,131			12,384	8,916
Live Oak	16,934	15,553	-8%	15,121	18,675	24%	17,040			15,205			32,055	34,228
Scotts Valley	27,719	27,536	-1%	22,435	23,872	6%	26,669			25,228			50,154	51,408
Outreach	4,547	5,843	29%	5,014	5,809	16%	3,710			6,695			9,561	11,652
TOTAL	176,159	186,208	6%	157,457	197,117	25%	187,940			179,328			333,616	383,325
Digital Bran	137,800	148,926	8%	152,270	158,562	4%	161,269			154,508			290,070	307,488
Total incl. D	313,959	335,134	7%	309,727	355,679	15%	349,209			333,836			623,686	690,813
NEW REGISTRATIONS														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	137	636	364%	122	491	302%	966			684			259	1,127
Boulder Cree	87	114	31%	73	101	38%	142			108			160	215
Branciforte	237	223	-6%	130	186	43%	207			167			367	409
Capitola	511	501	-2%	416	359	-14%	478			373			927	860
Downtown	677	1,037	53%	598	853	43%	875			769			1,275	1,890
Felton	158	215	36%	108	155	44%	189			174			266	370
Garfield Par	119	118	-1%	102	90	-12%	123			113			221	208
La Selva Bea	60	75	25%	61	67	10%	82			69			121	142
Live Oak	221	325	47%	201	214	6%	195			268			422	539
Scotts Valley	279	376	35%	256	312	22%	285			272			535	688
Outreach	67	120	79%	271	126	-54%	110			104			338	246
TOTAL	2,553	3,740	46%	2,338	2,954	26%	3,652			3,101			4,891	6,694

HOURS OF PUBLIC INTERNET COMPUTER USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	1,330		0	1,265		858			1,534			0	2,595
Boulder Cree	355	630	77%	499	509	2%	435			490			854	1,139
Branciforte	795	926	16%	870	946	9%	957			966			1,665	1,872
Capitola	2,346	1,800	-23%	2,082	1,456	-30%	2,252			1,847			4,428	3,256
Downtown	8,744	9,923	13%	8,195	7,318	-11%	8,843			9,640			16,939	17,241
Felton	866	947	9%	817	1,033	26%	882			867			1,683	1,980
Garfield Par	610	462	-24%	475	814	71%	572			499			1,085	1,276
La Selva Bea	82	50	-39%	133	64	-52%	41			89			215	114
Live Oak	1,266	1,336	6%	1,205	1,209	0%	1,438			1,401			2,471	2,545
Scotts Valley	1,324	1,385	5%	1,316	1,379	5%	1,514			1,391			2,640	2,764
TOTAL SYST	16,388	18,789	15%	15,592	15,993	3%	17,792			18,724			31,980	34,782
SESSIONS OF PUBLIC INTERNET USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	2,073		0	1,997		1,535			2,284			0	4,070
Boulder Cree	624	858	38%	774	656	-15%	705			762			1,398	1,514
Branciforte	1,252	1,572	26%	1,270	1,460	15%	1,566			1,594			2,522	3,032
Capitola	3,272	2,503	-24%	2,837	2,031	-28%	3,183			2,487			6,109	4,534
Downtown	8,165	8,604	5%	7,308	8,353	14%	8,113			8,780			15,473	16,957
Felton	1,436	1,356	-6%	1,306	1,408	8%	1,515			1,386			2,742	2,764
Garfield Par	865	702	-19%	740	699	-6%	854			834			1,605	1,401
La Selva Bea	138	117	-15%	193	126	-35%	85			180			331	243
Live Oak	1,926	1,716	-11%	1,662	1,585	-5%	1,925			1,798			3,588	3,301
Scotts Valley	2,071	2,168	5%	1,966	2,026	3%	2,266			2,008			4,037	4,194
TOTAL SYST	19,749	21,669	10%	18,056	20,341	13%	21,747			22,113			37,805	42,010

HOURS OF MEETING ROOM USE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	1380		0	1391		861			1343			0	2,771
Boulder Cree	127	124	-2%	146	166	14%	163			120			273	290
Branciforte	171	347	103%	256	378	48%	371			368			427	725
Capitola	1132	1190	5%	1254	1160	-7%	991			1170			2,386	2,350
Downtown	431	375	-13%	470	444	-6%	539			480			901	819
Felton	486	499	3%	539	479	-11%	594			559			1,025	978
Garfield Par	0	0		0	0		0			0			0	0
La Selva Bea	0	0		0	0		0			0			0	0
Live Oak An	0	0		0	0		0			0			0	0
Scotts Valley	724	946	31%	823	1084	32%	1082			923			1,547	2,030
TOTAL HOU	3,071	4,861	58%	3488	5102	46%	4,601			4963			6,559	9,963

NUMBER OF PROGRAMS														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	131		0	157		65			140			0	288
Boulder Cree	54	52	-4%	64	83	30%	55			53			118	135
Branciforte	43	58	35%	58	53	-9%	78			63			101	111
Capitola	91	74	-19%	104	93	-11%	99			95			195	167
Downtown	204	118	-42%	205	172	-16%	207			191			409	290
Felton	85	112	32%	76	125	64%	87			112			161	237
Garfield Par	26	43	65%	31	57	84%	41			44			57	100
La Selva Bea	39	42	8%	48	40	-17%	61			54			87	82
Live Oak	55	88	60%	72	112	56%	88			84			127	200
Scotts Valley	70	71	1%	68	96	41%	71			91			138	167
Outreach	121	131	8%	106	115	8%	114			133			227	246
Virtual	16	22	38%	16	23	44%	19			24			32	45
TOTAL	804	942	17%	848	1,126	33%	985			1,084			1,652	2068

PROGRAM ATTENDANCE														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	1,858		0	1,924		800			2,339			0	3,782
Boulder Cre	648	585	-10%	788	959	22%	774			685			1,436	1,544
Branciforte	356	290	-19%	360	214	-41%	517			594			716	504
Capitola	1,382	843	-39%	967	1,299	34%	1180			1,301			2,349	2,142
Downtown	1,398	1,162	-17%	1,497	2,251	50%	1803			1,989			2,895	3,413
Felton	1,142	1,431	25%	995	1,258	26%	2069			2,671			2,137	2,689
Garfield Par	389	474	22%	396	412	4%	670			546			785	886
La Selva Bea	467	563	21%	617	513	-17%	847			744			1,084	1,076
Live Oak	712	995	40%	1,092	1,500	37%	982			1,317			1,804	2,495
Scotts Valley	1,093	1,430	31%	1,265	2,210	75%	1713			1,731			2,358	3,640
Outreach	2,482	2,962	19%	4,326	4,300	-1%	3,162			3,466			6,808	7,262
Virtual	207	208	0%	254	248	-2%	250			324			461	456
TOTAL	10,276	12,801	25%	12,557	17,088	36%	14,767			17,707			22,833	29,889

SCPL APP CIRCULATION														
	1st Qtr.			2nd Qtr.			3rd Qtr.			4th Qtr.			YTD	
	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Change	FY23/24	FY24/25	% Chan	FY23/24	FY24/25
Aptos	0	1,170		0	1,506		702			1,383			0	2,676
Boulder Cre	150	152	1%	142	172	21%	168			132			292	324
Branciforte	438	346	-21%	402	553	38%	378			359			840	899
Capitola	1,852	1,104	-40%	1,365	1,042	-24%	1,251			1,038			3,217	2,146
CMS	167	157	-6%	95	127	34%	107			137			262	284
Downtown	1,614	1,215	-25%	1,429	1,315	-8%	1,402			1,332			3,043	2,530
Felton	501	358	-29%	532	469	-12%	464			500			1,033	741
Garfield Par	277	311	12%	278	383	38%	278			343			555	#REF!
La Selva Bea	446	341	-24%	567	323	-43%	515			368			1,013	664
Live Oak	450	402	-11%	427	435	2%	450			480			877	837
Outreach	102	110	8%	125	165	32%	99			119			227	275
Scotts Valley	810	1,073	32%	839	1,200	43%	992			981			1,649	2,273
TOTAL SYST	6,807	6,739	-1%	6,201	7,690	24%	6,806			7,172			13,008	14,429

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: FY 24/25 2nd Qtr. SCPL Incident Report

STAFF RECOMMENDATION

Accept and File FY 24/25 2nd Qtr. Incident Report.

DISCUSSION

The attached report shows the number of incidents that have occurred system-wide by branch, and the number of suspensions issued by branch. The report also compares this information to the prior year.

Attachment: Incident Report for 2nd Qtr. FY 24/25

Prepared by: Kira Henifin,
Principal Management Analyst

Reviewed and forwarded by: Christopher Platt, Library Director

SCPL Incident Report by Branch - FY 24/25															
	QTR 1			QTR 2			QTR 3			QTR 4			YTD Totals		
	FY24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change
Aptos	0	14			3		2			4			6	17	183%
Boulder Creek	2	3	50%	3	5		0			2			7	8	14%
Branciforte	14	5	-64%	5	12		9			16			44	17	-61%
Capitola	6	25	317%	3	16		10			10			29	41	41%
Downtown	43	64	49%	34	68		56			46			179	132	-26%
Felton	5	3	-40%	8	7		9			2			24	10	-58%
Garfield Park	1	1	0%	7	2		4			3			15	3	-80%
La Selva Beach	0	0		0	1		1			0			1	1	0%
Live Oak	6	4	-33%	5	4		5			1			17	8	-53%
Scotts Valley	5	4	-20%	2	3		6			4			17	7	-59%
TOTAL	82	123	50%	67	121		102			88			339	244	-28%

Suspensions by Branch															
	QTR 1			QTR 2			QTR 3			QTR 4			YTD Totals		
	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change	FY 24	FY 25	% Change
Aptos	0	0			0		1			0			1	0	
Boulder Creek	1	0	-100%	2	0		0			1			4	0	-100%
Branciforte	6	2	-67%	4	4		4			8			22	6	600%
Capitola	3	3	0%	3	4		4			5			15	7	-53%
Downtown	33	36	9%	28	45		45			33			139	81	-42%
Felton	3	1	-67%	3	0		4			0			10	1	-90%
Garfield Park	0	0		0	1		0			1			1	1	0%
La Selva Beach	0	0		0	0		0			0			0	0	0%
Live Oak	2	1	-50%	2	2		1			0			5	3	-40%
Scotts Valley	0	0		0	0		1			0			1	0	50%
TOTAL	48	43	-10%	42	56		60			48			198	99	-50%

* Aptos Reopened February 4, 2024

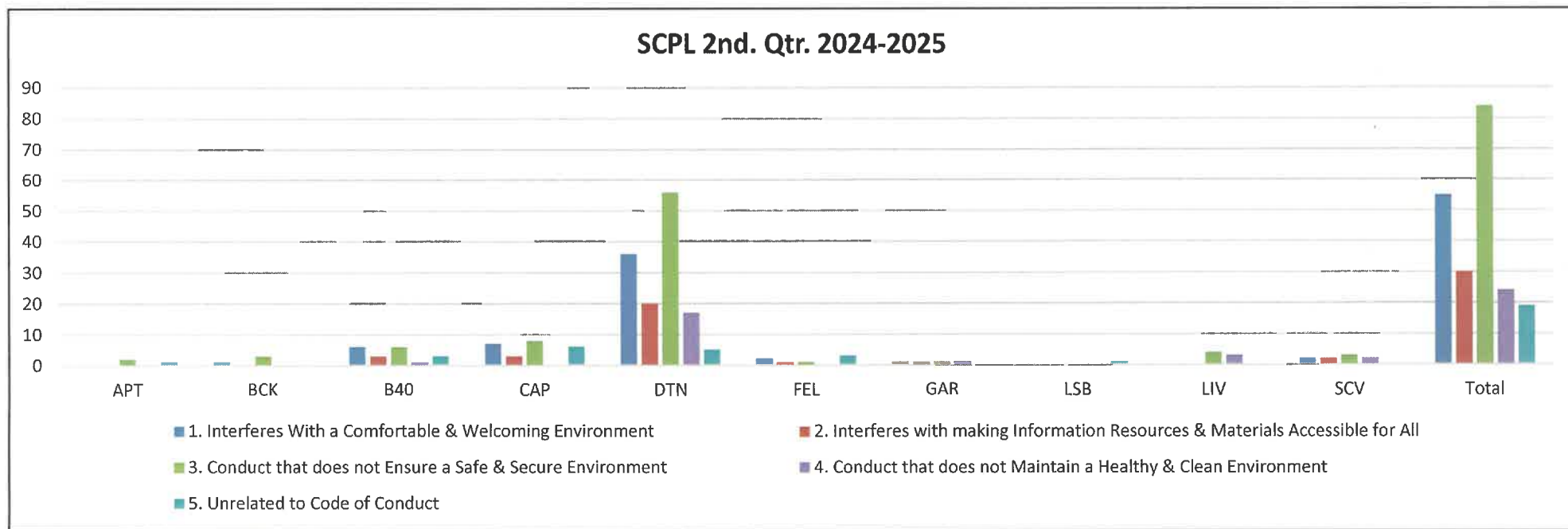
SCPL Summary of Incident Infraction Categories - FY 24/25

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

2nd. Qtr. Infraction Category Summary

Out of the 5 Infraction Categories, the highest infractions occurred within Category 3.) Conduct that does not Ensure a Safe & Secure Environment at 84, down from 91, followed by Category 1.) Interferes With a Comfortable and Welcoming Environment with 55 up from 39.

Infraction Categories	APT	BCK	B40	CAP	DTN	FEL	GAR	LSB	LIV	SCV	Total
1. Interferes With a Comfortable & Welcoming Environment	0	1	6	7	36	2	1	0	0	2	55
2. Interferes with making Information Resources & Materials Accessible for All	0	0	3	3	20	1	1	0	0	2	30
3. Conduct that does not Ensure a Safe & Secure Environment	2	3	6	8	56	1	1	0	4	3	84
4. Conduct that does not Maintain a Healthy & Clean Environment	0	0	1	0	17	0	1	0	3	2	24
5. Unrelated to Code of Conduct	1	0	3	6	5	3	0	1	0	0	19



Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: FY 24/25 2nd Quarter Workplan

RECOMMENDATION

The 2nd Qtr. workplan is one of the duties of the Assistant Library Director. Since the position is currently vacant, a report will be provided as soon as the position has been filled.

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: Bulletin Publication

STAFF RECOMMENDATION

No decision to be made. For review only.

After reading this very article on Laura Steffens Suggett, a friend of ours observed, “We all grew up taking libraries for granted, but of course there’s a lot of history to learn about how they were developed out here in the west.”¹ Interestingly, her comment is a perfect entrée into the story of Laura.

At the turn of the 20th century, libraries in California were at a critical crossroads. Unlike today, the California State Library (CSL) was a closed entity, serving exclusively state legislators and officials; a handful of tax-supported town/city libraries were in their infancy, barely able to support themselves fiscally or geographically. There were more people living outside the city/town boundary than within. It was not until the ninth State Librarian James L. Gillis (1857-1917) took the office in 1899 when fundamental changes started to take place in California. He modernized the CSL by opening it to all Californians, hiring professional staff, correcting the prevalent nepotism, and establishing library schools. Moreover, he unified a supermajority of new public libraries to the county library system, so as to create a far more financially sustainable model surviving and thriving up to now in the state of California. Despite his untimely death in October 1917, Gillis succeeded in modernizing and developing California libraries, in large part due to his two able assistants, Laura Steffens Suggett (1874-1946), and Harriet G. Eddy (1876-1966) who assisted him in implementing the county library system.

As Second Assistant State Librarian, Laura is one of the most important pioneers in the history of California libraries. She was Gillis’s very first hire in 1902. After graduating from Stanford University and four years’ graduate study in Germany, Laura helped him to transform the CSL into a true leader of all California libraries, and assisted him in planning and launching the California county library system. As head of the Extension Department, she led a series of library experiments to reach out to underserved residents through her four divisions, Traveling Libraries, Study Club, Public Libraries, and Books for the Blind. In addition, she created California’s first

union catalog that enabled the beginning of interlibrary (ILL) service in the state. Today, we can still trace her resulting work when using WorldShare of OCLC (**O**nline **C**omputer **L**ibrary **C**enter), or Link+ in California.

To celebrate their lives and achievements for the first time in history, two biographical projects came into being. They are *A bright Star over the California State Library: the Life and Work of Laura Steffens Suggett* (published in four parts in 2024 **Bulletin**, #141 through #144), and *Harriet G. Eddy and California County Libraries: a New Interpretation* (published as 2021 Special Edition). The projects are made possible through collaboration between the publisher, California State Library Foundation, and author Hui-Lan Titangos, a librarian at Santa Cruz Public Libraries.

We hope that you will enjoy our biographical projects. We also hope that more projects will be added to the list, so that we can remember the past, savor the present, and plan for a better and brighter future.

¹ Bone, Deborah. Laura Steffens Suggett. Email; Sun, 5 January 2025, 10:50 PM

Report Prepared by: Hui-Lan Titangos, Librarian II

Reviewed and Forwarded by: Christopher Platt, Library Director

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Board
FROM: Christopher Platt, Director of Libraries
RE: Confidentiality of Library Records and Patron Data Privacy Policy #303

STAFF RECOMMENDATION

Motion to approve and file the revised Confidentiality of Library Records and Patron Data Privacy Policy #303 as written.

DISCUSSION

The Confidentiality of Library Records and Patron Data Privacy Policy #303 was last revised on June 6, 2019. Below are summarized changes to the policy:

Information We Keep About You: Incorporated additional document into policy. Library no longer ask for gender, driver's license numbers or expiration dates when registering for a library card.

Choice and Consent: The Library collects limited personal information for administrative purposes, such as creating statistical reports, marketing, and registering for programs. Often, photographs may be included in these reports. The updated policy states that patrons may be photographed during programs for promotional purposes, with staff notifying them through verbal alerts or signage. Parents/guardians may be asked to sign a release form for images of their children used in marketing or on social media platforms.

Links to Other Sites: Expanded statement and included Data Privacy Webpage link, "The Library's website contains links to other websites and uses third-party vendors to provide and connect to digital collections, streaming media content, databases, and more. Some of these sites and vendors may collect and share the information you provide to them in order to use their services. You can choose not to use these third-party vendors. The Library is not responsible for the privacy practices of these other sites or third-party vendors, which may differ from the privacy practices described in this policy. For more information regarding third-party vendors, please visit our Data Privacy webpage."

Lendable Technology: A new section was added regarding patron data privacy when using the Library's collection of Lendable Tech. Any device where personal information is entered, is equipped with an automated system to clear personal data.

FISCAL IMPACT None.

ATTACHMENT

Confidentiality of Library Records and Patron Data Privacy Policy #303

Report Prepared by: Jennifer Yeung, Management Analyst

Reviewed and Approved by: Christopher Platt, Director of Libraries



Confidentiality of Library Records and Patron Data Privacy Policy

JPAB Policy #303
Approved: 06/2019
Last Revised: 01/2025
Review Schedule: 12/2029

Santa Cruz Public Libraries (hereinafter the "Library") is dedicated to upholding the privacy and intellectual freedom of its patrons. We are committed to protecting your privacy by keeping your personally identifiable information confidential wherever feasible.

This policy outlines how the Library collects, uses, safeguards, and, when appropriate, discloses patron data, ensuring a balance between providing effective library services and maintaining a high standard of data privacy.

The Library complies with all sections of the State of California Public Records Act (including California Government Code Title 1, Division 10, Chapter 7 "Library Records and Similar Matters"). The Library respects the privacy of all patrons regarding the use of this Library system.

Unless otherwise stated herein, the Library shall not disclose any Library registration, circulation, requests for reference information, or internet use records of Library users to any person (except for a person acting within the scope of their duties within the administration of the Library), or to any local, state, or federal agency (except where required by law). The Library may also disclose such information for authorized law enforcement investigations in emergency circumstances or where required by law.

The Library adheres to the following best practices for securing patron data:

- Gather only the data considered necessary to perform the specific service.
- Retain the data only as long as necessary to provide the service.
- Limit access to the data to those who use it to perform their job duties.

PATRON REGISTRATION AND CIRCULATION RECORDS

The Library collects and retains information provided by its patrons from the registration form they complete when they register for a library card. This information includes:

- Name
- Mailing Address
- Telephone Numbers
- Birth Date
- Residence Address if different from Mailing Address
- School
- Full-time College Student (Yes/No)
- Email Address for Notices (Optional)

When paper forms are used for registration, the patron's information is then uploaded and retained electronically. Once the registration process is complete, the paper forms are destroyed.

The Library also collects and tracks patron circulation records electronically. This includes the number of items checked out. This information is used by the Library to track borrowed materials, manage the Library's collection, and plan for library services.

When an item is checked out, that item is recorded under the patron's Library card account in the Library's electronic system. However, when that Library material is returned, the record of that item is no longer retained under the patron's Library card account, except as needed for payment of fines or if patrons have opted in to maintaining their reading history. (Please note, the number of items checked out continues to be retained—no titles). A history of holds notices and overdue notices sent may be maintained if the patron has opted in to email or text notices.

INFORMATION FOR ADMINISTRATION OF LIBRARY SERVICES

The Library collects limited personal information for the administration of library services. These administrative services include the creation of hold records, fine billing and collection, marketing and registration for library programs and services, and the creation of organizational statistical reports, including but not limited to the Library's circulation count, website visits, and WiFi usage.

In the case of unpaid fines, the Library keeps a record of the item number, the date the fine was incurred, and the amount of the fine. Once the fines are paid, the record of the returned item is deleted from the Library's electronic database. In the event that the fines on the account warrant a restitution, the Library may submit the request to a third-party collection agency with an emphasis on material recovery. A detailed record of the amount owed, payments, returns, dates, credit reported, and any updates to balances, addresses, or phone numbers will be provided to the third-party agency. This information is retained on the patron's Library card account even after the fine is cleared. Please note that the third-party collection agency's records retention policy may differ from the Library.

INFORMATION COLLECTED AND STORED AUTOMATICALLY

When a patron visits the Library website or downloads information, certain information will be automatically gathered and stored electronically about the visit, including:

- The internet protocol address from which access to our website is gained.
- The type of browser and operating system used to access the Library's site.
- The date and time of access to the Library's site.
- The pages visited, for how long, and the address of the website from which the initial visit to www.santacruzpl.org was launched, if any.

The information collected does not identify individuals personally. The Library uses this information to help make its website more useful to visitors and to learn about the number of visitors to its site and the types of technology its visitors use.

Credit card information provided for fines and fees or services processed through the Library's website is used only for that intended purpose and is transmitted via encryption, to a credit card processor.

CHOICE AND CONSENT

Patrons may choose to provide additional data such as preserving their circulation records to maintain personal reading lists or receive reading suggestions. If a patron voluntarily chooses to provide additional information, this information will be retained by the Library pursuant to this policy.

The Library will not sell, license or disclose personal information to any third-party without patron consent, unless the Library is compelled to do so by law.

Additionally, patrons may be photographed during Library programs to be used for promotional purposes. Library staff and volunteers may inform patrons of this through verbal notifications or signage. Parents/guardians may be asked to sign a release form for images or portraits of their child taken during program participation if the Library intends to use these images in marketing materials or on social media platforms.

LINKS TO OTHER SITES

The Library's website contains links to other websites and uses third-party vendors to provide and connect to digital collections, streaming media content, databases, and more. Some of these sites and vendors may collect and share the information you provide to them in order to use their services. You can choose not to use these third-party vendors. The Library is not responsible for the privacy practices of these other sites or third-party vendors, which may differ from the privacy practices described in this policy. For more information regarding third-party vendors, please visit our [Data Privacy](#) webpage.

NETWORK SECURITY

For network security purposes and to ensure that the Library networks and internet services remain available to all users, the Library uses software programs to monitor network traffic and identify unauthorized attempts to upload or alter information, or otherwise cause damage to the Library network. If such monitoring reveals evidence of possible abuse, violation of Library policies, or criminal activity, system personnel may provide the results of such monitoring to appropriate officials or authorities. The Library does not attempt to identify individual users or their usage habits; however, the Library recognizes that it may be compelled to identify such information, or disclose it in the context of an authorized law enforcement investigation or prosecution.

Unauthorized attempts to upload information or alter information on this service are strictly prohibited and may be punishable under the Computer Fraud and Abuse Act of 1986 and 18 U.S.C. Section 1030.

PUBLIC USE OF LIBRARY'S ON-SITE COMPUTERS

For public use of the Library's on-site computers, the Library utilizes a computerized reservation system that requires patrons to log in with their Library card account number and password. Anyone, for any reason, may request a guest pass from Library staff to use an on-site computer. All on-site computers are equipped with automated systems that clear personal data after each new session, ensuring no electronic tracking of the workstation.

LENDABLE TECHNOLOGY

The Library has a collection of lendable technology devices that can be checked out using a patron's Library card account and used either in the Library or at home. Any device where personal information is entered, such as a laptop, is equipped with an automated system to clear personal data. Patrons should also take steps to protect their personal data when using these devices and refer to the provided instruction manual. The Library will not retain any

personally identifiable information shared in connection with lendable technology. For more information, please visit our [Lendable Technology](#) webpage.

SECURITY MEASURES

Security measures involve both managerial and technical policies and procedures to protect against the loss and the unauthorized access, destruction, use, or disclosure of data. Managerial measures include internal organizational procedures that limit access to data and ensure that those individuals with access do not utilize the data for unauthorized purposes. Technical security measures to prevent unauthorized access including encryption for the transmission and storage of data, limits on access through use of passwords, and storage of data on secure servers or computers to protect against unauthorized access.

The Library permits only authorized Library staff with assigned confidential passwords to access personal data stored in the Library's computer system for the purpose of performing work related to the administration of the Library.

UPDATES AND NOTICE

The Library strives to keep Library users informed of the policies governing the collection and retention of personally identifiable information, as well as the reasons for which the information is needed to provide library services. The Library reserves the right to change or modify this privacy statement at any time, and in its sole discretion. If the Library revises this policy, the changes will be posted on the Library's homepage.

Should Library users have questions, concerns, or feedback about the Library's handling of their private information, they may submit written correspondence to the Santa Cruz Public Libraries Administration Office, addressed to the Director of Libraries.

Libraries & Well-Being

**A Case Study from
The New York Public Library**

2024



New York
Public
Library



“Public libraries—those enduring and adaptive positive institutions—provide us with information, inspiration, and connection for staying resilient in adversity and for imagining and creating more fulfilling lives and thriving communities. This report helps us see and relate to libraries as important resources for, and centers of, flourishing.”

—Dr. Martin E.P. Seligman

Zellerbach Family Professor of Psychology and Founding Director of the Positive Psychology Center at the University of Pennsylvania

Welcome

November
2024

The white paper you're about to read is a contribution to positive psychology, a field studying the traits, experiences, and institutions enabling individuals and communities to thrive. It is the result of an evolving partnership between The New York Public Library's Strategy and Public Impact team and the Humanities and Human Flourishing Project within The University of Pennsylvania's Positive Psychology Center.

Our two teams—situated within the largest public library system in the country, and a center established by the founder of positive psychology, Dr. Martin Seligman—share an interest in exploring the ways public and cultural institutions contribute to individual well-being and support flourishing communities. Our collaboration focuses on illuminating a new dimension in the study of well-being—namely, the positive impact of public libraries on individual and collective flourishing.

NYPL regularly surveys its patrons to understand and improve how the Library fits into—and adds value to—their lives. We strive to identify the unique power of public libraries, pinpointing precise mechanisms of positive impact, so that we can preserve and strengthen that impact. When designing our latest system-wide patron survey, we were inspired by Dr. Seligman's book *Flourish: A Visionary New Understanding of Happiness and Well-Being* to incorporate measures of well-being into our questions to capture a unique type of impact that has been rarely measured in library spaces before.

This inspiration was guided by the overarching research question: do patrons perceive that their use of the Library positively impacts their well-being? If so, in which ways?

Patrons responding to NYPL's system-wide survey overwhelmingly self-reported that the Library did, indeed, have a positive impact on their well-being. Dr. Seligman's PERMA model posits five building blocks of well-being: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. Patrons' responses to structured and open-ended survey questions pointed to a Library impact that spans all five PERMA dimensions to improve their professional, academic, and personal lives. Further, respondents highlighted important aspects of public space that can engender PERMA experiences and support flourishing through personal transformation.

Continued

The Humanities and Human Flourishing Project provided expert guidance in validating and contextualizing these survey results. This marked the beginning of our working relationship, the first product of which is this white paper outlining public libraries' relevance to positive psychology and providing evidence that public libraries serve as centers of well-being within their communities.

We look forward to continuing this collaboration in the future, conducting research together that will further illuminate the role of public libraries in the promotion of the well-being of individuals and communities across the country.

In the meantime, we hope you'll be informed and inspired by the encouraging findings outlined in this report.

Daphna Blatt, *Senior Director of Strategy & Public Impact*
Dr. E.K. Maloney, *Patron Impact and Satisfaction Researcher*

THE NEW YORK PUBLIC LIBRARY

Dr. James O. Pawelski, *Professor of Practice and Founding Director of the Humanities and Human Flourishing Project*

Dr. Katherine N. Cotter, *Associate Director of Research at the Humanities and Human Flourishing Project*

POSITIVE PSYCHOLOGY CENTER, UNIVERSITY OF PENNSYLVANIA

This report is presented in partnership by The New York Public Library Strategy and Public Impact team and the Humanities and Human Flourishing Project at the Positive Psychology Center at the University of Pennsylvania as part of an ongoing collaboration to study and advocate for the role of public libraries within the communities they serve. To learn more, visit: nypl.org/wellbeing

Special Thanks: The authors would like to thank two additional members of NYPL's Strategy and Public Impact team for their substantive contributions to this work. Dr. Katarzyna Kowalska advised on survey construction, fielding methodology, and conceptual analysis, and Dr. Ricardo Rivera led patron focus groups and qualitative analysis of free-text responses. Additional thanks to NYPL's Creative Services team for their support in the production of this report.

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Libraries & Well-Being

Summary & Key Takeaways

Findings from a 2023 survey of NYPL patrons show that the vast majority of responding patrons report that the Library positively contributes to their well-being. Our analysis of survey results, informed by positive psychology's PERMA model of well-being, indicates that this impact occurs across three stages of flourishing, comprising 20 factors of benefit.

1 Libraries create a foundation for well-being.

Library spaces and resources provide the preconditions necessary for well-being to occur. NYPL patrons report that Library spaces, services, and materials provide them with a sense of **stability, safety, refuge, and peace**, and allow them to **escape** and **focus**.

92% of respondents reported feeling somewhat to very "calm/peaceful" after visiting the Library, resulting in an overall 76% indexed calmness rating.

2 Libraries foster the core elements of well-being.

These preconditions activate the elements of positive psychology's PERMA framework of well-being—Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. NYPL patrons report that their Library usage:

- Generates the positive emotions of **comfort** and **joy**
- Promotes their engagement with the world, through **discovery, inspiration, and enrichment**
- Fosters relatedness, by providing **connection, care, and support**
- Helps them find meaning, via **knowledge, reflection, and purpose**
- Facilitates their accomplishments by supporting their **productivity**

74% of respondents reported that their Library use positively affects how equipped they feel to cope with the world.

90% of respondents reported that their Library use positively affects how much they love to learn new things.

3 Libraries promote personal development beyond well-being.

These preconditions and components of well-being combine to produce the fruits of flourishing: NYPL patrons report that their Library usage supports their **growth** and **expansion**.

88% of respondents reported that their Library use has supported their personal growth.

Continued

Further analysis demonstrates impact based on socioeconomic status and patterns of library use. While this report directly draws upon the experiences of NYPL patrons, it presents a theoretical model of how and in which ways libraries impact well-being—which is likely relevant to libraries across the nation.

4 The positive impact of libraries on well-being is highest for patrons living in lower income communities.

While surveyed patrons across all demographic segments self-reported Library impact on their well-being, the degree of impact was inversely related to neighborhood income levels.

73% of respondents living in lower-income ZIPs reported that their Library use positively affects their “feeling that there are people in their lives who really care about them,” versus **48%** in higher-income ZIPs.

5 This positive contribution to well-being is also higher for patrons with more physical and time-intensive library usage.

While surveyed patrons across all usage types self-reported NYPL’s positive impact on their well-being, patrons who spent time in the Library’s spaces and attended programs reported consistently higher impact than e-only users.

82% of space users and **79%** of program attendees report that their use of the Library positively affects how optimistic they are about the future, versus **58%** of e-only users.

6 These findings demonstrate that public libraries support the flourishing of their patrons—and thereby help strengthen their communities.

This evidence argues for public libraries, including NYPL, to be on the map, and at the table, for community discussions about individual and collective well-being.

Overall, **80%** of respondents reported that their Library use had a big positive impact on at least one element of their well-being.

Libraries & Well-Being

20 Factors of Patron Well-Being Experienced Across 3 Stages

1 Libraries Create a Foundation for Well-Being

Stability	Safety	Refuge
Escape	Peace	Focus

2 Libraries Foster the Core Elements of Well-Being

POSITIVE EMOTION	ENGAGEMENT	RELATIONSHIPS	MEANING	ACCOMPLISHMENT
Comfort	Discovery	Connection	Knowledge	Productivity
Joy	Inspiration	Care	Reflection	
	Enrichment	Support	Purpose	

3 Libraries Promote Personal Development Beyond Well-Being

Expansion	Growth
-----------	--------

Introduction

In our divided, unequal, and commercialized society, libraries stand out as among the last truly public institutions. Providing access without financial, social, or physical barriers, public libraries make a unique contribution to promoting individual and collective flourishing throughout the communities they serve. Until recently, empirical work measuring the impact of public libraries on well-being has been sparse; this new partnership between The New York Public Library and the University of Pennsylvania marks the beginning of a thread of work investigating psychological well-being within the context of public libraries.

This paper sets out to establish a relationship between public libraries and the well-being of library patrons. By aligning with positive psychology and positive humanities research delineating the relationship between public cultural institutions and flourishing—and drawing connections to parallel concepts from prior research on the impact of public libraries on community building, social and cultural capital, and civic engagement—we construct an empirically testable relationship between library use and individual well-being, with important implications for collective flourishing.

In November and December 2023, The New York Public Library designed and fielded a comprehensive, system-wide survey of its patrons. One of the survey's goals was to test the hypothesis that the Library has a positive impact on its patrons' well-being. To meet this goal, we adapted well-being measures developed, validated, and used by researchers in the field of positive psychology for our survey. The survey included quantitative indicators assessing patrons' perceptions of the Library's impact on their well-being, along with open-ended questions asking patrons to qualitatively describe the Library's role in, and contribution to, their lives. We supplemented our survey with targeted focus groups to explore these questions in synchronous, in-depth discussions.

In this report, we combine our quantitative and qualitative analyses of this survey and its supplementary focus

groups into an articulation of NYPL's positive contributions to its patrons' well-being. Specifically, we delineate three main stages through which the Library supports the flourishing of its patrons:

- First, Library spaces and resources provide the **preconditions necessary** for flourishing to occur.
- Second, these preconditions activate the elements of positive psychology's **PERMA framework** of well-being.
- Third, these preconditions and components of well-being combine to produce the fruits of flourishing: **growth and expansion**.

This paper begins by presenting a theoretical framework for flourishing, drawing upon Dr. Martin Seligman's seminal work in positive psychology alongside Dr. James Pawelski and Dr. Katherine Cotter's contributions to the field of the positive humanities. It then presents the methodology for, and findings of, the NYPL patron survey, proceeding through the three pathways through which the Library positively impacts the flourishing of its patrons.

Theoretical Framework

We understand flourishing as a broad term that involves both well-being and ill-being. Psychologically, well-being involves the cultivation and preservation of positive conditions (e.g., belonging, purpose in life), experiences (e.g., achieving mastery), and states (e.g., positive emotions). Conversely, ill-being involves the presence of negative conditions (e.g., loneliness, lack of meaning), experiences (e.g., trauma), and states (e.g., anxiety, depression). Flourishing occurs when an individual experiences relatively high levels of well-being and relatively low levels of ill-being (Cotter & Pawelski, 2022).

Of course, well-being and ill-being do not exist in isolation from one another. Individuals with high well-being are less likely to have high ill-being, and vice

versa. With that said, however, this likelihood is less strong than might be expected, and the connection between them is actually rather weak (Keyes, 2002, 2007). So it is not impossible for an individual to experience both high well-being and high ill-being. For that reason, we cannot simply take these two components to be the opposites of each other; instead, we need to study each component on its own to assess overall levels of flourishing. Further, it can be helpful to consider a comprehensive profile to identify positive factors that promote and preserve well-being or mitigate and prevent ill-being, and negative factors that aggravate and entrench ill-being or destroy and obstruct well-being (Pawelski, 2016). Although mainstream psychology has focused largely on the mitigation of ill-being, the examination of well-being has become more common in recent years thanks largely to the field of positive psychology, and understanding well-being in and of itself is now recognized as an important endeavor.

Here we focus on psychological well-being through the perspective of positive psychology. Although recent years have seen the examination of a range of well-being outcomes within the field of positive psychology, a dominant theoretical model remains the PERMA framework (Seligman, 2011) that delineates five core components making up well-being:

- The experience of **positive emotions**, such as happiness and contentment (Fredrickson, 2001)
- Feelings of **engagement** in one's life and broader society (Seligman, 2011)
- The cultivation of positive **relationships** and feelings of belonging (Forgeard et al., 2011; Reis & Gable, 2003)
- Finding **meaning** in oneself and one's life (King & Napa, 1998)
- The experience of **accomplishment** and capability (Sen, 1993).

Other work within positive psychology and related fields has identified additional salient well-being factors, including having interesting and perspective-changing experiences (Oishi & Westgate, 2022), experiencing autonomy and agency (Ryan & Deci, 2000; Ryff & Singer, 1998), using one's signature strengths (Peterson & Seligman, 2004), developing one's character

(Kristjánsson, 2015), and having transcendent experiences, such as experiences of awe (Keltner, 2023).

Much of positive psychology research has focused on individual experiences of well-being (e.g., happiness, life satisfaction) or on individual traits (e.g., character strengths, virtue), but a third pillar focuses on positive institutions (Seligman & Csikszentmihalyi, 2000). Fields such as positive organizational scholarship (Cameron & Spreitzer, 2012) and systems informed positive psychology (Kern et al., 2020) go beyond a focus on the individual. Within this third pillar, investment in civic institutions meant for use by the public has been positioned as a necessary foundation for increasing well-being throughout society (Adler & Seligman, 2016; Dalmer et al., 2022; Klinenberg, 2018).

Aligned with positive psychology is the new field of the positive humanities. The positive humanities are an interdisciplinary field of academic scholarship, scientific research, and creative practice concerned with the relationship between culture and flourishing (Pawelski, 2022). This field integrates the scientific study of well-being with approaches and perspectives used within the arts and humanities for a more comprehensive approach to flourishing. Both scientific (e.g., Shim et al., 2019, 2021) and humanistic (e.g., Proctor, 1998; Small, 2014; Felski, 2020) scholarship has documented the flourishing benefits of engaging with the arts and humanities. A growing body of research has examined the flourishing benefits of a variety of arts and humanities activities, and an area of research particularly relevant for libraries has focused on museums.

Museums, and especially art museums, have been the sites of the first wave of empirical work asking whether experiences in public institutions can have an impact on flourishing, what forms this impact may take, and the mechanisms underlying the impact (see Cotter & Pawelski, 2022 for review). Research has found that art museum visitation and engagement is associated with beneficial outcomes connected to the PERMA model (e.g., increased positive emotion, Camic et al., 2016; Thomson et al., 2018; enhanced connections and relationships, Herron & Jamieson, 2020; Roberts et al., 2011). But research has also shown benefits to areas of flourishing outside the PERMA framework, including improved mental health (D' Cunha et al., 2019; Fancourt

& Steptoe, 2018), reduced stress levels (Clow & Fredhoy, 2006; Grossi et al., 2019), enhanced senses of subjective health and well-being (D’Cunha et al., 2019; Grossi et al., 2019; Schall et al., 2018), and reflection on one’s place in the broader community and society (Smith, 2014; Waszkielewicz, 2006).

Further, art museums have undertaken a variety of initiatives and programs aimed toward supporting the flourishing of their audiences. Many of these programs have focused specifically on the needs of older adults and those with age-related medical conditions (e.g., dementia). Through these efforts, program participants have felt less isolated (Flatt et al., 2015; Roe et al., 2016; Rosenberg et al., 2009) and depressed (D’Cunha et al., 2019) and experienced greater emotional well-being (Camic et al., 2016; Rosenberg et al., 2009) and quality of life (D’Cunha et al., 2019; Thomson et al., 2018). This work suggests that, beyond the benefits of typical engagement, these institutions can intentionally increase the flourishing of their audiences through program conceptualization and implementation. Although both art museums and libraries are public institutions, less research of this kind has been conducted in the field of public libraries, even though they are often mentioned alongside museums as key public institutions in supporting flourishing (e.g., Pawelski, 2022).

Libraries differ from museums in ways that may suggest distinct, or additional, pathways to cultivating well-being in patrons. American public libraries have historically committed themselves to supporting the self-actualization of their community members through the provision of shared resources and opportunities for the acquisition of knowledge (Gangewere, 2011). Like art museums, public libraries offer engagement with cultural materials (such as books and multimedia offerings, cultural programs, and exhibits) and are spaces in which the community congregates. However, libraries are also free and welcoming third spaces for people of all social backgrounds to work, read, or relax. Public libraries offer programs and classes for all ages; provide opportunities for both direct and indirect civic engagement; and provide shared resources for public consumption in a non-commercialized context. Individuals are likely to visit public libraries on a more regular basis than art museums, integrate library visitation and resources into the pursuit of their life goals in multiple domains, and extend their library relationship beyond

the library’s walls by bringing its materials home with them, and engaging with them there.

Given these dynamics, the scale and nature of libraries’ contributions to their patrons’ well-being are likely to differ from those of art museums. In the research discussed in this paper, we apply this argument to The New York Public Library specifically, assessing the degree and qualities of the Library’s impact on well-being, as reported by responding patrons.

Data and Methods

In November and December 2023, The New York Public Library fielded a survey asking patrons about their: Library attitudes, behavior, and awareness; perception of Library impact on their well-being, and demographics. Survey distribution took two formats: an online survey accessible via the website and disseminated in Library newsletters, and a paper format, distributed via intercept strategy at select libraries across the NYPL system. The survey was available in English, Spanish, French, Chinese, Russian, and Bengali. In total, there were 2,401 respondents to the survey, 1,765 to the online format and 636 to the paper version. Only respondents who did not answer at least one of the independent and dependent variables were excluded from this analysis, resulting in an analytic sample of 1,974 respondents.

This report is a descriptive and theoretical analysis of the Library’s positive contribution to its patrons’ flourishing. Its theoretical and mechanistic arguments arise from a synthesis of quantitative and qualitative analysis of patron responses. The quantitative element derives from our analysis of responses to structured survey questions encompassing patrons’ perceived impact on stages of well-being and their emotional experiences after visiting physical Library locations. The qualitative element centers on our analysis of the survey’s open-ended, free-response question “How would your life be different without The New York Public Library?,” combined with our analysis of supplementary focus groups exploring patrons’ relationships with the Library in more depth. A more detailed discussion of the data and methods, including the descriptive characteristics of the analytic sample, can be found in the data and methods chapter at the end of this report.

1 Libraries Create a Foundation for Well-Being

Environmental Preconditions

The first stage to flourishing enabled by NYPL patrons' relationship with the Library involves qualities of Library spaces and resources that provide the necessary preconditions for well-being to occur. These preconditions, derived from our analysis of surveyed patrons' free-text responses, and covered in depth below, are: **stability, safety, refuge, escape, peace,** and **focus.**

Based on our survey findings, we argue that PERMA elements—for example, Engagement and Meaning—are more likely to be experienced within physical and psychological environments characterized by these preconditions. In their own words, patrons articulated that the Library is an environment unlike any other in the city: one uniquely equipped to activate elements of well-being and support the pursuit of their full potential, however they define that for themselves. It's easy to grasp the connections between:

- Positive emotions and an underlying sense of stability and safety, along with escape from negative experiences
- Engagement and a quiet, calm, and peaceful environment that allows for focus
- Relationships and a sense of refuge and home
- Meaning and stability
- Accomplishment and focus

Stability

When reflecting on the role the Library plays in their lives, respondents often rooted their statements in the idea that the Library's **stable**, enduring presence is something they can rely on. The reliability of the Library allowed the institution to become a large part of patrons' lives, both temporally—in terms of spending many hours a day there, over years of their lives—and emotionally. Patrons' ability to rely on the Library—to consider its presence as a non-negotiable, stable resource—allows them to navigate their city, and their lives, with assurance.

PATRON VOICES

“A touchstone for me”

“Just knowing it's there makes me feel better about my life in the city”

“A place to rely on”

How patrons would feel without the Library:

“Lost”

Safety

As a complement to the Library's institutional stability and reliability, respondents appreciated the **safety** of the Library. This safety was described as both objective, in that the Library spaces are themselves safe spaces, and subjective, in the feelings of safety and security they engender in patrons. In a city environment in which many people are always 'on' and scanning their environments, the Library's safety gives patrons the chance to fully relax and reduce vigilance.

PATRON VOICES

“A free space where we can...feel comfortable and safe”

“It feels safe here”

“The library provides a sense of security”

Refuge

As safe places reliably turned to in times of need, patrons describe how Library locations are seen as a **refuge**. Over time, respondents described how a reliably safe place to rest and recharge takes on the character of a **home**, providing the type of environment in which patrons can release and process their emotions, or simply feel as though they can fully exist as their true, authentic selves.

PATRON VOICES

“This is my safe haven”

“A home away from home”

“I get there and I feel like I am home”

“Space where I can just be me”

Escape

Respondents shared that the Library offered them a way to **escape** present circumstances, experiences, or emotions that may be associated with ill-being. This escape could be physical—escaping a difficult home life or the hectic nature of New York City by spending time in Library spaces—or emotional, using books or other media to transport them to other worlds. Using the Library in this way led to seeing the physical Library locations as a way to escape stress and anxiety.

PATRON VOICES

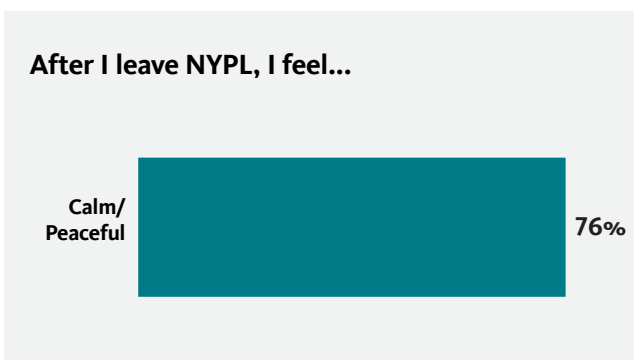
“Books transport me”

“Libraries are a good place...to escape to”

“Positive escape from day to day stress”

Peace

The survey included a structured question asking patrons about the extent to which they felt **calm** or **peaceful** after visiting the Library, on a scale from 1 (not at all) to 7 (very much so). We operationalized this scale as a thermometer, whose maximum value of 100% would have been obtained if every single respondent said they felt very calm or peaceful after a Library visit. Patrons’ responses resulted in an overall calm/peaceful score of 76%, out of a total possible 100%.



In their free text responses, patrons described Library locations as spaces that are **quiet**, calm, peaceful, serene, and tranquil. These qualities of space allow patrons to feel less stressed, and more at ease and in balance, than in other locations in which their life unfolds.

PATRON VOICES

“I depend on the library for quiet time”

“Islands of calm, and I find balance within them”

“A place to go...to quiet the mind”

“Private and peaceful atmosphere”

Focus

The aspects of the Library’s built and social environment highlighted in this section—safety, reliability, peace, and intentional design of space to create distraction-free environments—facilitate patrons’ **focus** and concentration. Patrons reported highly valuing time spent in Library spaces because they make it easier for them to enter into a clear, calm mental state that lends itself to focusing attention on tasks, goals, and personal pursuits. The ability to focus is highly linked to two dimensions of PERMA that will be discussed in this report’s second chapter: Engagement and Accomplishment. Acting in combination, these qualities of Library spaces thus pave the way for experiences of PERMA.

PATRON VOICES

“Having the mental and physical space to study”

“Able to concentrate and focus on tasks”

How patrons would feel without the Library:

“Distracted”

CONTEXTUAL RESEARCH

An underexplored area in the research on public institutions and flourishing is understanding the environmental preconditions that allow patrons to experience well-being. Just as plants cannot flourish without a supportive environment, it is important to note the physical and social environments that are conducive to human flourishing (Lomas et al., 2024). What is it about public libraries and museums that allow them to serve as a nourishing soil in which visitors can plant themselves and flourish?

To begin answering this question, we can turn to scholarship that considers which environmental qualities and conditions are conducive to flourishing. We can consider as one component the material environments and requirements for flourishing to occur (Maslow, 1954; Rao & Min, 2018), such as sufficient shelter, safety, or nutrition. But we can expand this consideration, as Rao and Min (2018) suggest, to also include, amongst other resources, access to information sufficient to engage civically within society, to public spaces that are free and flexible in their engagement pathways, and to education to promote the acquisition of knowledge. From such a material environment perspective, public libraries provide vital resources that support flourishing.

If we also consider some of the core psychological needs connected with flourishing, such as the needs for autonomy, relatedness, and competence (Ryan & Deci, 2000), we can examine the degree to which different environments are likely to meaningfully fulfill each of these needs. For instance, if we consider the need for autonomy within the public library environment, we can see how the varied resources, programs, and ways of engagement available could promote autonomous decisions regarding how to engage with these institutions. Competence can easily be linked with the missions of public libraries to provide a wealth of knowledge and resources to patrons through which they can feel better equipped to navigate life's challenges. Thus, we can consider both the material and intangible qualities of public library environments as necessary qualities in promoting flourishing in patrons.

Earlier work on the role of public libraries in society, and especially in their provision of public space, supports our argument that the combination of the built, social, and cultural environment of the public library creates the conditions under which flourishing can occur. Like public parks, public libraries are one of the few remaining third spaces in society where people can go to spend time without the expectation of spending money or defending their right to be present (Elmborg, 2011).

Prior research indicates that library environments can offer respite in a variety of social and built environments: in a dense urban environment, they may be places to decompress, while in a sparsely populated rural environment they may be places to feel part of a community and interact with others (Peterson, 2023; Sung, 2020; Svendsen, 2013). Across multiple life stages, the third space of the library serves special functions: for caregivers with small children to interact with other children, for teens and young adults to forge their identities, for working adults to further their careers, and for older adults with physical disabilities or fewer social connections to spend time in a social context (Cahill et al., 2020; Ziegler & Schwanen, 2011).

Lastly, the library extends beyond its own architecture by allowing its patrons to access, engage with, and bring into their homes, cultural materials and resources. Engagement with these resources creates opportunities for escape into different worlds and expansion into new modes of thought. In a broader sense, the institution of a public library can create feelings of trust in public institutions more generally, as users come to know they can rely on the library to fulfill their needs, increasing their belief that public assets truly exist for their benefit.

Prior research in anthropology, sociology, and library studies explains why third spaces such as those available in libraries are essential sites of respite in several social and cultural contexts and act as important spaces for individuals to exist.

“

Initially, it was like ‘okay I need to go here to focus and get work done.’ But now it plays the role of like, ‘This place gives me some balance from the hectic schedule of work, just to have a peaceful space to recalibrate and let go...’ It’s a necessity now.

2 Libraries Foster the Core Elements of Well-Being

The second stage of flourishing enabled by NYPL patrons' relationship with the Library occurs when the Library's environmental preconditions activate the elements of positive psychology's PERMA framework of well-being—Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment—and generate a range of beneficial factors. NYPL patrons report that their Library usage:

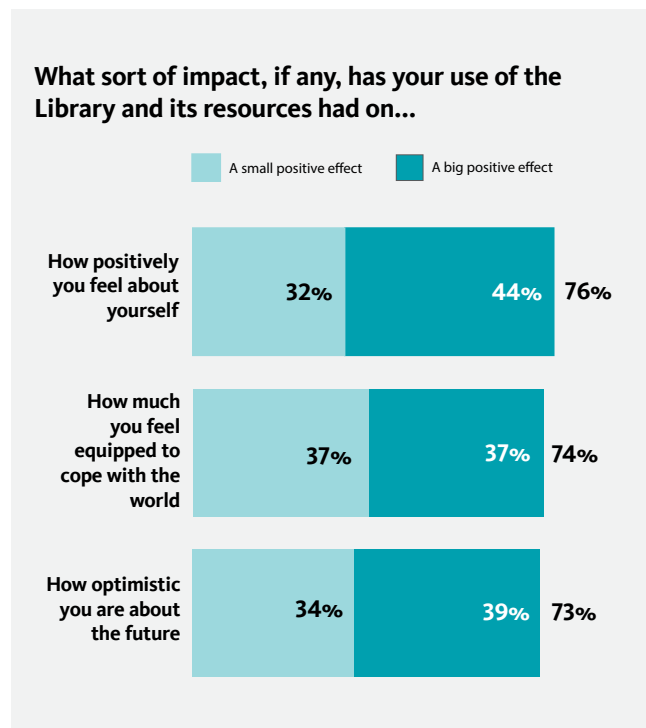
- Generates the positive emotions of **comfort** and **joy**
- Promotes their engagement with the world, through **discovery, inspiration, and enrichment**
- Fosters relatedness, by providing **connection, care, and support**
- Helps them find meaning, via **knowledge, reflection, and purpose**
- Facilitates their accomplishments by supporting their **productivity**

We begin this section by showing how respondents experience the five dimensions of PERMA through their Library relationship—both in their responses to structured survey questions asking respondents to reflect on how the Library makes them feel, has supported their specific goals in various areas of life, and has impacted stages of well-being, and in their own words from free-text responses and focus groups. We then delve into contextual research on the impact and value of libraries to explain exactly how NYPL, and libraries more broadly, may be having such an effect on our patrons.

Positive Emotion

The first pillar within the PERMA framework of well-being is the experience of Positive Emotion. Positive Emotion in itself is a broad concept, containing high-arousal states (e.g., happiness, joy), low-arousal states (e.g., contentment, serenity), and future-oriented positive feelings (e.g., optimism, hope). This category also includes the prevention and alleviation of negative emotional experiences to address ill-being alongside well-being.

Responses to our structured survey questions reflect NYPL's impact on patrons' experience of positive emotion in areas of self-esteem, ability to cope with stress, and optimism for the future. Over 70% of respondents felt that their use of the Library has had a big or small positive impact on measures of positive emotion adapted from positive psychology research: how positively they feel about themselves (76%), how much they feel equipped to cope with the world (74%), and how optimistic they are about the future (73%). More than a third of respondents perceived a big positive effect on all of these three items; the largest proportion (44%) for how positively they feel about themselves.



Respondents' free-text comments reinforced the finding that patrons view the Library as a place where they feel positive emotions, including high-energy positive feelings such as joy and pleasure, and lower-energy, reflective feelings, such as comfort and optimism for the future. Respondents also view the Library as a place to alleviate the experience of negative feelings or develop resources to cope with negative feelings.

Comfort

One way that respondents framed the Library’s impact on their emotions was as a source of **comfort** and **hope** in moments of uncertainty and stress. They described the Library as providing a sense of solace in difficult times or during destabilizing life transitions. They also noted that the Library helps them connect to a hopeful and empowered outlook on the future and their own agency in the world.

PATRON VOICES

“A balm for my mind and heart”

“It offers us hope that we can do something, that we can make a change, that we can advance”

How patrons would feel without the Library:

“Despairing”

“Stressed”

Joy

Respondents directly connected the Library to intensely positive emotions, such as **joy**, and its frequent companion, **pleasure**, and sustained **happiness**, which was so intrinsic to their Library experience that the place itself became imbued with positive feelings, literally becoming their “*happy place*.” Respondents looked forward to visiting the Library: a place filled with resources to enjoy and be entertained by, and an environment in which they can reliably enhance their mood or shift towards a more positive outlook on life.

PATRON VOICES

“One of my big joys for the day...bringing these bright spots into my life”

“My happy place”

“Things to enjoy”

How patrons would feel without the Library:

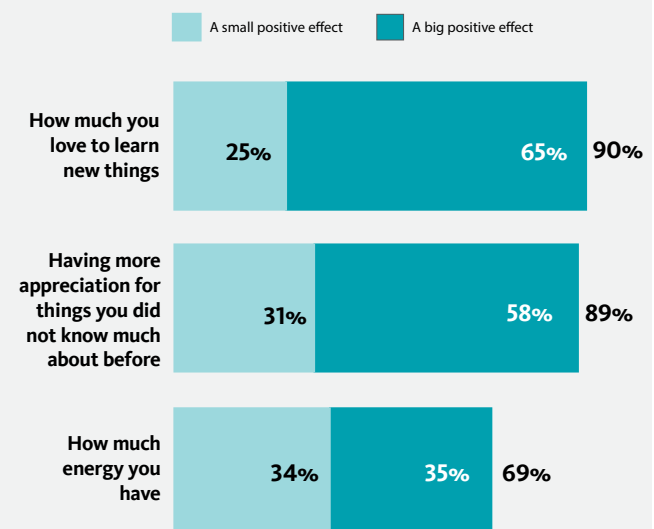
“Depressed”

Engagement

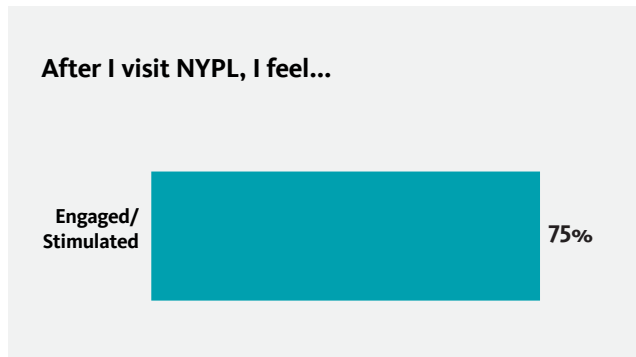
The second component of PERMA is Engagement. Engagement as a concept is similar to the idea of flow—a state in which one is fully occupied with the present moment, engaging with the task at hand.

Our structured questions measuring engagement focused on enjoyment of learning, satisfaction with gaining knowledge, and energy levels. Of all five dimensions of PERMA, the relationship between Library use and impact on engagement was the strongest. Ninety percent of respondents in the analytic sample felt that their use of the Library increased how much they love to learn new things, with 65% of the sample reporting the Library had a big positive effect and 24% a small positive effect. Only two percentage points lower, 88% of the analytic sample, reported the Library having a positive effect on appreciation for things they did not know much about before. Almost two-thirds of the analytic sample, 58%, felt their use of the Library had a big positive effect and 31% a small positive effect. Respondents were somewhat less likely to report the Library having a positive effect on how much energy they have, but still more than two-thirds of the respondents—69%—did feel the Library had an effect on this measure.

What sort of impact, if any, has your use of the Library and its resources had on...



We also asked respondents about the extent to which they felt engaged or stimulated after visiting the Library, on a scale from 1 (not at all) to 7 (very much so). We operationalized this scale as a thermometer, whose maximum value of 100% would have been obtained if every single respondent said they felt very engaged after a Library visit. Patrons' responses resulted in an overall engagement score of 75%, out of a total possible 100%.



In their free-text responses, patrons described the Library as supporting their engagement through three pathways: facilitating the discovery and exploration of their interests, providing inspiration and motivation, and creating enrichment in their lives. These pathways involved creating a newfound or enhanced enjoyment of learning, providing a sense of abundance of cultural materials to discover, inspiration from the Library's built and social environment, and helping patrons grow into their identities as readers and learners.

Discovery

Respondents felt that the Library afforded them a way to explore ideas deeply and broadly, via engagement with the Library's abundant free materials. A secondary way in which this concept was articulated was through developing their **interests** using the materials, space, and staff of the Library.

Respondents appreciated the Library's lack of financial limits to exploration, enabling them to make more adventurous decisions to explore new authors, genres, or topics, and allowing intensive exploration of many materials on a single topic, because they did not have to pay to acquire these resources. Further, patrons described how the ability to browse shelves in-person or the collection online could lead to the **discovery** of a new genre or subject of book the patron would not have found otherwise.

Patrons also noted that the Library foregrounds and fosters their identities as readers, and encourages and nurtures their pursuit of their curiosity. Respondents highlighted the role of the Library in their discovery of new ideas and topics, leading to the feeling of excitement and interest that comes from being stimulated intellectually.

PATRON VOICES

“Nurture my curiosity”

“Intellectual stimulation”

“My ability to engage in life”

“Foster my love for books and reading”

“Read more broadly...freely...passionate, incautious, prolific [reading]”

How patrons would feel without the Library:

“Boring”

“Apathetic”

“More expensive”

Inspiration

Respondents reported feeling **inspired** by the Library's spaces and **motivated** by engaging in their pursuits alongside other patrons who were also working, reading, or learning alongside them, even if they did not know each other or even interact during their Library visit. Beyond inspiration to explore or create, respondents also shared that the Library provided a more diffuse sense of inspiration to engage more deeply in life or the task at hand.

PATRON VOICES

“Inspired to live a full, informed, healthy life”

“Surrounded me with life's possibilities”

“Feel motivated to do work alongside people who need to do the same”

“Beautiful atmosphere of learning and reading”

Enrichment

The final way respondents wrote about the Library’s impact on engagement was through experiencing **enrichment** that adds color and vitality to their lives. In these responses, patrons highlighted the benefits they received from accessing the abundance of cultural resources provided freely by the Library. This enrichment was directly tied to a higher quality of life.

PATRON VOICES

“I deeply depend on the library for enrichment, and a higher quality of life”

“Colorful”

How patrons would feel without the Library:

“Diminished”

“Starved”

“Empty”

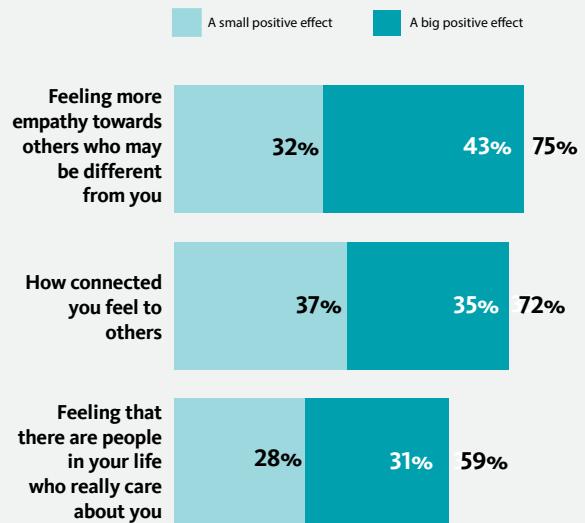
Relationships

PERMA’s third pillar of well-being is Relationships, focusing on the importance of social connection, a sense of belonging, and support from others in times of need.

The survey’s structured questions, adapted from measures validated by positive psychology, covered two strands within this domain. The first addressed relational benefits, asking patrons about feeling connected to and cared for by others. The second addressed the extension of relation to others by asking patrons about their empathy towards others who may be different from them.

Respondents were more likely to report the Library had an effect on the external-facing relational benefits, with 75% of respondents saying their use of the Library had a positive effect on feeling more empathy for others who may be different from them. The reception of relational benefits was slightly lower, with 72% of respondents reporting a positive effect on how connected they feel to others in their community. Fifty-nine percent of respondents reported that their Library use had a positive effect on feeling that there are people in their life

What sort of impact, if any, has your use of the Library and its resources had on...



who really care about them, which was the strongest statement pertaining to relational benefits. While this proportion is lower than the other two statements, still more than half of the analytic sample felt that their use of the Library had a small or big impact on feeling that others really care about them.

Two of our structured post-visit sentiment measures cover relational feelings arising from a Library visit: feeling like part of a community, and feeling seen and heard. Patrons reported experiencing both of these relational sentiments, with 70% of all possible points received for the former, and 66% for the latter.

After I visit NYPL, I feel...



“

...love the vibe and aura of this place...brings so much energy and positivity in my everyday life and keeps me motivated to do better in my personal and professional life.

Respondents were also directly asked whether their use of Library resources supported them in their relationships. Forty-six percent of patrons in the analytic sample responded positively to this indicator. We see some of the most variation amongst respondent types for this measure, which we will explore in the Synthesis of Impact section.

Has the use of the Library's resources supported you in your...



In their free-text responses, patrons articulated the relationship and connection benefits received from The New York Public Library in three distinct ways: experiences of **connection**, receiving **care**, and finding **support** from Library staff.

Connection

Respondents described the Library as supporting their experience of a full spectrum of **connectedness**, and further, a sense of **community** that arises from the feelings of connection to others within a shared built environment. One end of that spectrum involves the connection and contact that arises from simply being in the presence of other community members—through existing alongside others in the same environment, participating in a program with others, or engaging with the same cultural object as others. The other end of this spectrum involves patrons deeply connecting to each other at the Library and, through the relationships they forge with each other, building enduring support systems for themselves.

Patrons acknowledged the Library's contribution to making them feel connected to their neighborhood, city, and world. They appreciated the Library's embodiment of welcome and inclusion, which creates an environment in which they can build their social skills by meeting and interacting with new people.

PATRON VOICES

“A place for such diverse neighbors to interact and form bonds”

“NYPL makes me feel connected to fellow New Yorkers and to my sense of home here”

“A real sense of community, bonding and belonging”

“Human contact”

“Created a support group”

How patrons would feel without the Library:

“Isolated”

“Distant”

“Cut off”

Care

A secondary relational benefit mentioned in patrons' free-text responses focused on the experience of relational emotions: the reception of **care** and **kindness** via the atmosphere of the Library, other patrons, and staff members. Some respondents articulated this as a sense of warmth and inclusion. Others spoke about an environment imbued with love and respect, and of feeling listened to by Library staff and other patrons.

PATRON VOICES

“We care about each other, and wish the best for our fellow citizens”

“Warm welcoming environment”

How patrons would feel without the Library:

“Colder”

“Exclusionary”

Support

A third relational benefit articulated by our respondents is the ability to rely on the help and assistance of Library staff, and to benefit from their knowledgeable guidance in navigating resources within the Library and beyond. Patrons shared that their lives would be more difficult without this **support**, which often came from receiving **help** from staff and other patrons. In a broader sense, NYPL was seen as a supportive institution patrons could rely on to feel equipped to pursue their goals and handle life's questions.

PATRON VOICES

“Help I trust”

“Myriad of ways that it can be there for me and provide support in my life”

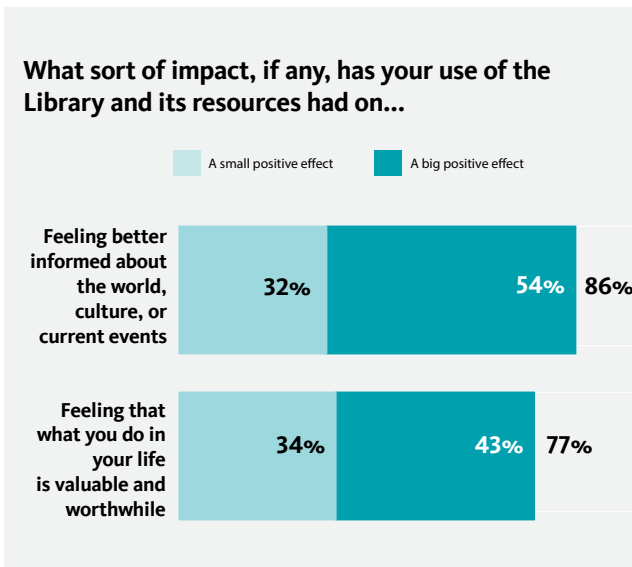
How patrons would feel without the Library:

“Difficult”

Meaning

The third dimension of PERMA is Meaning: feeling connected to a purpose for one's life, being part of—and informed about—something bigger than oneself, and having a sense that one is valuable and that one's actions are worthwhile.

The survey's structured questions addressed meaning by asking respondents whether their Library use supported their feeling informed about the world, and/or that their activities are valuable and worthwhile. Over three-quarters of the analytic sample felt their use of the Library had a positive effect on both, with 86% perceiving a positive effect on feeling better informed about the world, culture, or current events and 77% on feeling that what you do in your life is valuable and worthwhile. More than half of the analytic sample (54%) felt the Library has a big positive effect on feeling informed, and more than a third (43%) a big positive effect on feeling that what one does in one's life is valuable and worthwhile.



In their free-text responses, patrons described the Library adding meaning to their lives through supporting their pursuit of information and knowledge, providing dedicated space and time to reflect and introspect on their lives, and nurturing their sense of purpose and fulfillment.

Knowledge

As would be expected, respondents noted that Library resources supported their literacy throughout their lives, and connected them to **information, knowledge,** and current affairs in their neighborhood, city, and beyond. Respondents reported that through their use of the resources available at NYPL, they were able to gain an understanding of the world and how it works, accumulating knowledge and insight such that they felt “*enlightened*” and “*awakened*.” Access to knowledge regarding current affairs, history, and literature gave patrons a tangible route to answer their questions, feel informed, and learn about themselves. Respondents felt that without NYPL, they would be “*ignorant*” or “*naive*.” The Library provides its patrons with an increased understanding of the world, and of their place within it.

PATRON VOICES

- “Enrich my understanding of the world”
- “Literate”
- “Awareness”
- “A place of awakening”

How patrons would feel without the Library:

- “Ignorant”
- “Naive”

Reflection

Respondents shared that the Library serves as a unique space to **introspect**—to **reflect** on where they are on their life’s journey. In near-spiritual tones, patrons described the Library as a place where they could commune with themselves, process feelings or difficult times, and regroup and plan for their future. Respondents felt that the Library was a reliable “*place to collect one’s thoughts*” that was especially helpful during times of personal upheaval or changes in life stage.

PATRON VOICES

- “Place to collect one’s thoughts”
- “A stress free environment to plan the next step of your life, especially in transition periods”

Purpose

Respondents also shared that their relationship with the Library helps foster their sense of **purpose** and **fulfillment**, both as individual selves and as citizens within their communities. Patrons described how their Library relationship supports their sense of being useful, valuable, contributing members of society.

PATRON VOICES

- “Visiting the library gives me a goal every week”
- “Makes me feel useful”
- “The library gives you a sense of direction”
- “Fruitful both in an empirical utilitarian way as well as in non-tangible ways such as mental and emotional”

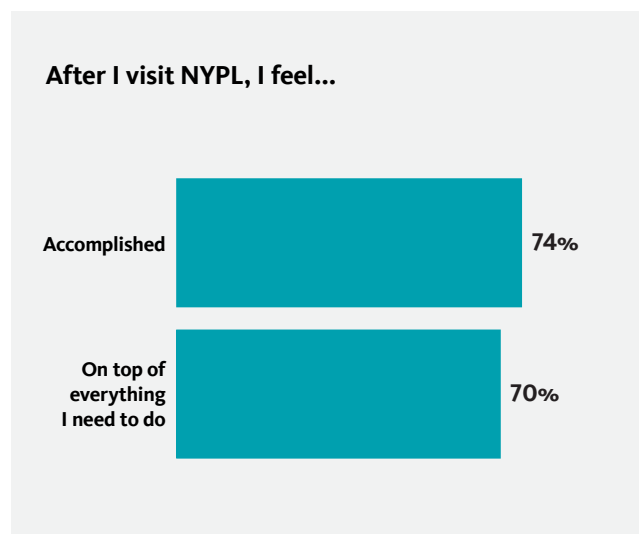
How patrons would feel without the Library:

- “Vacuum”
- “I probably would get into more mischief”

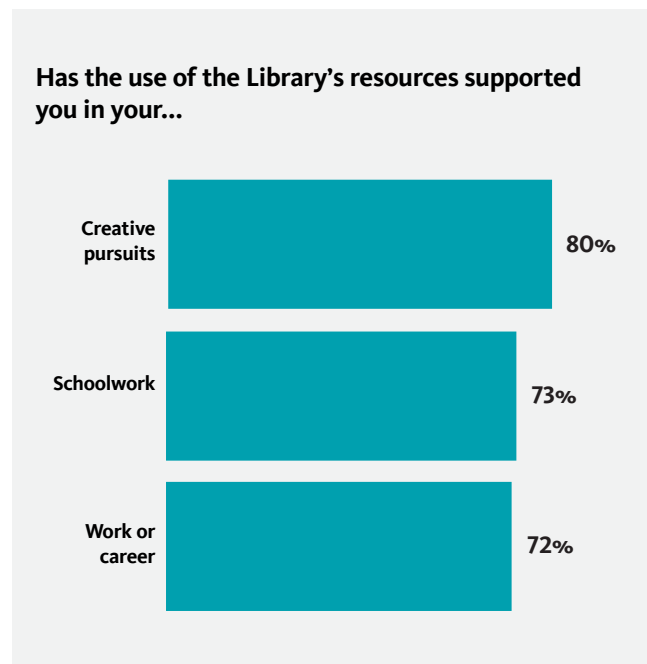
Accomplishment

The final pillar of well-being within the PERMA framework is Accomplishment: the fulfillment of one’s goals, and the feeling of mastery from doing something and doing it well.

The Library contributes to its patrons’ sense of accomplishment by supporting their productivity and the pursuit of their goals in multiple domains of their lives. In structured questions, the vast majority of respondents reported feeling a sense of accomplishment after a Library visit, with 74% of a possible 100 points garnered on the post-visit sentiment scale. Most also reported feeling on top of everything they need to do, with 70% of all possible points reported by respondents.



More than 70% of respondents in the analytic sample felt that the Library has helped them achieve their goals in several areas: creative pursuits (80%), school (73%), and work or career (72%). Interestingly, the highest share of respondents reported gains in creative goals, even more so than school and career, suggesting that respondents value the use of the Library for accomplishing non-employment related goals and getting a sense of accomplishment through working on personal projects or learning new creative skills.



Productivity

NYPL patrons span the socio-demographic spectrum of New Yorkers—and, as such, have a diverse set of goals and aspirations. But they are united in turning to the Library to pursue goals and be productive across various life domains: professional, relational, creative, and educational. Coming to the Library put respondents in a mental state of activity, which helped them accomplish everything from making progress on long-term goals to doing daily tasks. Without the Library, respondents felt they would be behind in their desired pursuits.

PATRON VOICES

“Being here allows me to do what I need to do”

“Help my kids excel in school”

“Work on personal projects”

“Conduct business”

How patrons would feel without the Library:

“Further behind”

Discussion of PERMA Results

Respondents to this survey reported that The New York Public Library supports their well-being along all five dimensions of the PERMA model. The most consistently reported dimension of perceived impact was Engagement, especially in the sense of loving to learn new things, and the least was Relationships. However, across the vast majority of structured items, over half of respondents reported experiencing a positive effect of some sort, whether on their internal states or their external accomplishments.

These findings lead us to consider how—via which specific mechanisms—NYPL, and public libraries more broadly, positively impact their patrons' well-being.

While our analysis of this survey cannot disentangle the exact pathways through which our patrons experience these effects, we can draw on academic research that, when put in conversation with our findings, fills in mechanistic gaps. These connections can, in turn, point to questions that could be studied in future causal research.

The following review of interdisciplinary research covering public library impact on individuals and communities spans the fields of sociology, library studies, information science, and psychology. It provides essential contextual information about the potential mechanisms by which well-being is supported within the library and through its resources.

CONTEXTUAL RESEARCH

Public libraries serve multiple roles within their communities: third space, educational and learning center, doorway to culture and information. They provide their patrons with opportunities to form connections with others, build trust in individuals and institutions, decrease feelings of loneliness, meaningfully engage with cultural materials, and participate in civic life.

As “third spaces,” public libraries allow their patrons to experience a potent combination of shared purpose, engagement, and belonging. They cultivate a simultaneously specific and variegated atmosphere for visitors: a quiet space for working, reading, and self-reflection that also promotes engagement, interest, motivation, and social connection (Peterson, 2023). People who may otherwise rarely come into contact exist alongside each other for extended periods of time, participate in the same parallel activities or hobbies, or share the same cultural object, creating feelings of relation and similarity that may otherwise not exist (De Backer, 2021; Robinson, 2020).

In their provision of shared public space and programming for all ages, public libraries foster and maintain social connections that counter isolation and disseminate social capital. At a time when Dr. Vivek H. Murthy, the Surgeon General of the United States, has declared an epidemic of loneliness, these opportunities for connection are essential (*Office of the Surgeon General, 2023*). The opportunities for social connection offered by public libraries also facilitate the creation of social capital—a social scientific term for the material and affective benefits that can be accrued from social

ties—for example, information about job openings, aid in times of emergency, or opportunities to expand one's perspective (Granovetter, 1973; Oliphant, 2014; Scott, 2011; Sørensen, 2021).

Social capital takes two forms: bonding social capital, or social relationships between individuals who are similar in social background and interests, and bridging social capital, or connections between individuals who are different socio-economically or who do not have similar interests. Libraries foster the development of both bonding and bridging social capital, largely in their provision of public spaces and programs, which bring people together (Johnson, 2012; Svendsen, 2013; Vårheim, 2014; Vårheim et al., 2008).

Within the context of library programs, patrons can forge temporary or more enduring relationships with each other, and/or come to view library staff as a social resource for help, knowledge, or advice. These kinds of relationships, and trust in one's community, have been linked to integration into one's community for immigrants, career advancement or opportunities, and increased subjective well-being (Johnson, 2012; Svendsen, 2013; Vårheim, 2014; Vårheim et al., 2008).

Social capital also links to the development of generalized trust, or how much an individual generally trusts others in one's community (Rothstein & Stolle, 2008); increased levels of trust in general others is associated with greater levels of cooperation and prosocial behavior. Existing together in the public space of the library may also engender generalized trust through

exposure to a diverse representation of community members and experiencing the feelings of togetherness and community.

Social capital can be seen as a precursor for the development of a sense of belonging to a larger community, which is one element of relatedness. Prior research on well-being has found that individuals with higher levels of social capital and generalized trust tend to have increased levels of subjective well-being and decreased feelings of loneliness (Abbott & Freeth, 2008; Helliwell et al., 2017). Research conducted in the library context has illustrated the benefits that immigrant program attendees receive from the social connections they make at the library (Vårheim, 2014), and that individuals experiencing homelessness receive from a space where they can exist safely and peacefully (Hodgetts et al., 2008).

A parallel concept to social capital is cultural capital (Bourdieu, 1984), which takes three forms: objective cultural capital (cultural objects that hold cultural currency by being valued by economic or social elites), embodied social capital (the skills, dispositions, and tastes needed to navigate social institutions as if one naturally belongs in them), and institutional capital (credentials, identities, and roles that provide authority and respect). Cultural capital can confer significant benefits in terms of socioeconomic status. For example, hiring processes often advantage candidates who are culturally similar in experiences, leisure interests, and institutional credentials to the hirers (Rivera, 2012). Similarly, children and teens from higher class backgrounds are more comfortable navigating complex bureaucratic institutions to get their needs met, leading to better educational and occupational outcomes (Lareau, 2015).

Public libraries offer access to all three forms of cultural capital (Goulding, 2008). Most directly, they provide objectified cultural capital through the ability to borrow books and media, and offer access to archival materials including artwork, diaries, and key historical documents. They provide embodied cultural capital through their social environment, which creates opportunities for individuals to learn how to act in a social space and integrate the cultural norms into their way of existing. Embodied cultural capital is also taught to library patrons via programs, especially in language classes for new immigrants or programs that help navigate institutions, unmasking the hidden or unspoken cultural expectations behind their rules and norms. Finally, public libraries have been shown to facilitate the acquisition of institutional cultural capital through,

for example, resources on college applications and career development (Summers & Buchanan, 2018; Wojciechowska & Topolska, 2021).

Cultural capital connects to flourishing through the pathways of engagement, meaning-making, and accomplishment. Engaging with the objectified cultural capital offered by public libraries can influence patrons to reconsider their place in society, what gives their lives meaning, and what they want to do with their lives. The positive humanities in particular have outlined this relationship between engagement with human culture and flourishing (Pawelski, 2022; Cotter & Pawelski, 2022). Public libraries also provide embodied and institutional cultural capital that directly facilitate their patrons' accomplishment—for example, resources to attain educational credentials, employment opportunities, and cultural integration.

Finally, libraries offer opportunities for civic engagement and civic participation. Public library usage activates patrons' civic identities by creating a context of shared resources—public goods, or civic assets—in a noncommercial environment available for the whole community. The collective ownership of library resources and spaces engenders shared responsibility and a civic-minded outlook, which may also increase generalized trust. Public libraries are also among the few public institutions that children can meaningfully be a part of even before attending school. They also provide opportunities for individuals to directly participate in civic activities, by attending community and volunteer events, registering as voters, or obtaining information about upcoming elections. Civic engagement can positively impact well-being through increasing a sense of meaning, self-efficacy in the realm of political impact, and personal responsibility (Fenn et al., 2021; Wray-Lake et al., 2019). Some research has shown that civic participation can have stronger effects on well-being for those who are marginalized in society by cultivating hope and meaning in their lives (Birger Sagiv et al., 2022).

Libraries promote the cultivation of social, cultural, and human capital, engender feelings of belonging and community, and create opportunities for civic engagement. These are in themselves not fully separable, as they all affect each other directly and indirectly. For example, when individuals feel a strong sense of belonging to a community, they are more likely to have higher levels of social capital, and vice versa. Similarly, engaging more deeply in cultural objects may evoke reflection on one's place in society and increase civic engagement.

3 Libraries Promote Personal Development Beyond Well-Being

The third and final stage of flourishing enabled by NYPL patrons' relationship with the Library goes a step beyond the PERMA model of well-being. It involves the Library's support of patrons' individual growth and the expansion of themselves and their worlds. In essence, respondents find that their use of the Library and its resources leads to a lasting change in themselves and the way they view the world.

In the prior section, we show how Library patrons experience the dimensions of PERMA through their use of the space, materials, and other resources available through the Library, and through their interactions with other patrons and Library staff. However, these experiences of PERMA typically manifest as a temporary shift in mental or emotional state, rather than a lasting change. For example, patrons described feelings of joy engendered from being within the physical space of the Library and engagement from becoming engrossed in a library book. These PERMA experiences are positive and important, but transient. Alongside these temporal experiences of well-being, we also found a qualitatively different type of outcome in the free-text responses from patrons, which described a more lasting change. In their own words, patrons expressed feeling that their Library use had a more consequential effect that went beyond PERMA: a transformation in themselves and how they experience the world around them through personal growth, learning, and expansion.

While the positive impact of public library use on externally validated components of well-being is an achievement in its own right, we argue that this final stage of flourishing is categorically different, due to its enduring and transformative nature. We conceptualize this outcome as possibly occurring as a result of repeated and accretive PERMA experiences from Library use, which act as catalysts for enduring growth and self-actualization, the pinnacle of Maslow's (1954) hierarchy of needs.

This self-actualization and the fulfillment of one's potential, which patrons typically articulated in terms of growth and expansion, can be seen as the evidential

flower and fruit of flourishing. In some of the most heartwarming responses to the survey's free-response question, respondents described the Library as an essential component of transformation in their lives. The types of enduring change articulated by patrons tended to take two forms: the first, expansion of the self and their perception of the world around them and the second of growth, learning, and development as a person.

Expansion

In the first type of transformation, patrons articulated their use of the Library as creating a sense of personal and world **expansion**. Through their use of Library resources, patrons gained a deeper understanding of their place within the world, and the feeling that they could—and do—have an impact on their world and on those around them. Further, they could more easily see the interconnectedness of a globalized world and the breadth of existing perspectives on societal issues and life itself. Patrons articulating this effect described it as a nurturing of open-mindedness and empathy, which opened doors to the outside world, and let them connect to and explore it on their own terms.

PATRON VOICES

“Helps me expand my boundaries in all kinds of ways”

“NYPL helps me see the world through other people’s eyes...in more depth, and broader perspectives”

“Aware of the largeness of the world around me”

“Opened doors”

How patrons would feel without the Library:

“Smaller”

“Narrower”

Growth

The second type of “beyond PERMA” outcome which patrons expressed in the free response question was a feeling of personal **growth** and **learning** contributing to the achievement of their full potential.

While experiences of PERMA inside the Library or through its resources could involve learning new skills (Accomplishment) or gaining knowledge and information (Engagement), this second type of personal growth is broader, pointing to a meaningful realization of goals and an authentic self, spanning across all dimensions of life: personal, social, and professional.

Patrons shared that without access to the Library and its supportive resources, they would still be ‘stuck’ in an old version of themselves, unable to evolve. In other words, patrons tied their Library use to growing into larger, more fully-realized, or more well-rounded versions of themselves.

PATRON VOICES

“Essential to my learning and development as a human being”

“Professional development, personal and spiritual growth”

How patrons would feel without the Library:

“My potential would be reached halfway”

The survey also included a structured question focusing on the Library’s impact on patrons’ personal growth. Eighty-eight percent of respondents in the analytic sample said that their use of the Library and its resources had supported them in their personal growth. Across the set of questions assessing goal achievement, personal growth was the type of growth respondents were most likely to say the Library’s resources had impacted, more than creative, career, work, or school-related outcomes.

Has the use of the Library’s resources supported you in your...

Personal growth



88%

CONTEXTUAL RESEARCH

Prior literature helps contextualize how temporal experiences of well-being elements can lead to more permanent individual growth. For example, experiencing autonomy and competence, two basic psychological needs (Ryan & Deci, 2000) related to PERMA, have been associated with greater creative performance and global life satisfaction (Van den Broeck et al., 2016) and are further theorized to be vital to resilience and growth (Vansteenkiste & Ryan, 2013).

Mihaly Csikszentmihalyi (1991) argued that flow experiences render the organization of the self experiencing it more complex and lead to growth. Further, several of the flourishing components identified in this survey—meaning, hope, and optimism—have been more generally associated with personal growth (Yu et al., 2023).

There has been very little academic research on experiences of personal growth as an outcome of library use. While some studies, mentioned earlier in this paper, have shown lasting benefits in trust, connectedness, and social and cultural capital arising from library use, almost none have focused on personal transformation or change in one’s worldview. This is an area in which future research could have a particularly impactful role.

Synthesis of Impact

Up to this point, we have illustrated that NYPL patrons associate their use of the Library and its resources with positive well-being impacts along all five dimensions of the PERMA framework, as well as with stages of flourishing that precede and follow from it. These effects have been shown across all types of Library patrons responding to the survey.

NYPL's user base reflects the underlying diversity of the area it serves. Everyone who comes to the Library arrives with their own unique set of life circumstances and desired goals; thus, it is likely that there are differences in the Library's impact on well-being, depending on patrons' demographic characteristics and patterns of Library use.

In this section, we explore how the degree of the Library's positive impact on patrons' self-reported well-being may depend on patrons' socioeconomic status, as well as patterns of Library usage. We hypothesize that individuals who are economically disadvantaged may report stronger Library impacts on their well-being because they may not have access to other, non-Library sources to support their flourishing. We also hypothesize that patrons who use the Library in more physical and time-intensive ways may report a stronger well-being effect from the Library vs. patrons with more transactional and remote usage, because they experience a stronger treatment of all the Library has to offer.

In the following two sections we group our results, split by the independent variable, into the following three types of measures:

- **Perceived impact on well-being:** respondents' self-reported perception of the Library's impact on them, with the options "no effect," "a small positive effect," and "a big positive effect."
- **Post-visit sentiment:** the extent to which respondents experienced specific emotions following their most recent visit to an NYPL location.

- **Goal achievement:** whether respondents' see their use of the Library as supporting them in achieving their goals in specific life domains.

We use both a derived measure of income, coming from respondents' ZIP codes, as well as binary indicators of their usage types, to look for differences in well-being effects across different patron types.

Respondent Income

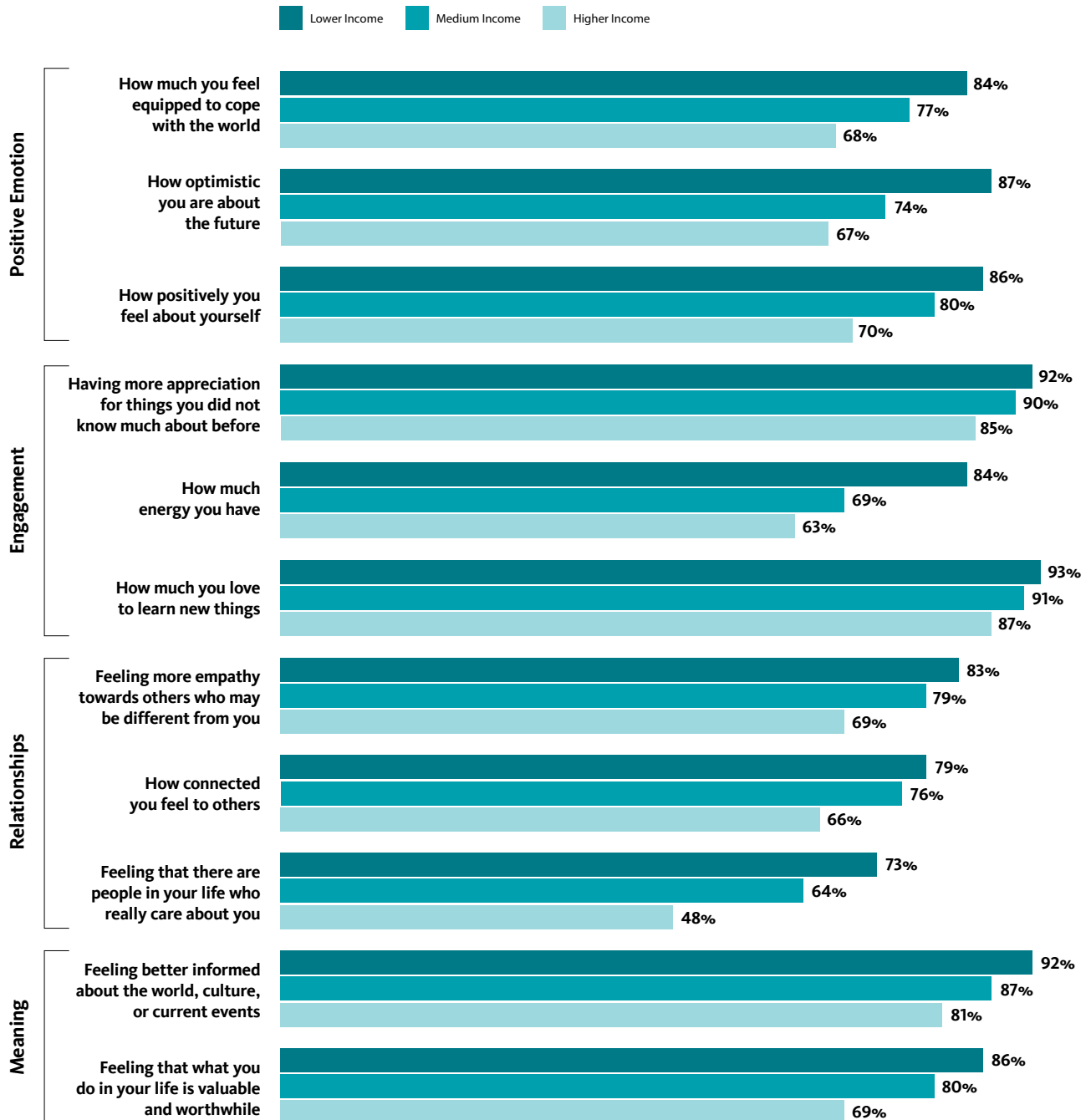
Perceived Impact on Well-Being

First, we examine the percentage of respondents in each income bracket who felt the Library had a positive effect on their perceived well-being. Across all measured items, respondents living in lower-income ZIP codes report the highest levels of positive Library impact, and respondents living in higher-income ZIP codes reported the lowest. These differences are especially pronounced in the items measuring the Relationship dimension of PERMA. For example, 73% of respondents in lower-income ZIP codes report that the Library positively impacts their feeling like *there are people who really care about them*, compared to 48% of respondents living in higher-income areas—a 25 percentage point difference. Similarly, 79% of respondents living in lower-income areas report that the Library positively impacts *how connected they feel to others*, vs. 66% of respondents living in higher-income areas—a 13 percentage point difference.

The Engagement dimension of PERMA contained two of the smallest differences by income: six and seven percentage points for the Library's positive impact on *how much I love to learn new things* and *having more appreciation for things you did not know about before*, respectively. This dimension also had the second largest difference for the Library's positive impact on *how much energy you have*, with 84% of respondents in lower-income ZIP codes reporting a positive impact, compared to 63% of respondents in higher-income ZIP codes—a 21 percentage point difference.

Impact on Well-Being Dimensions

By income of respondent's ZIP code



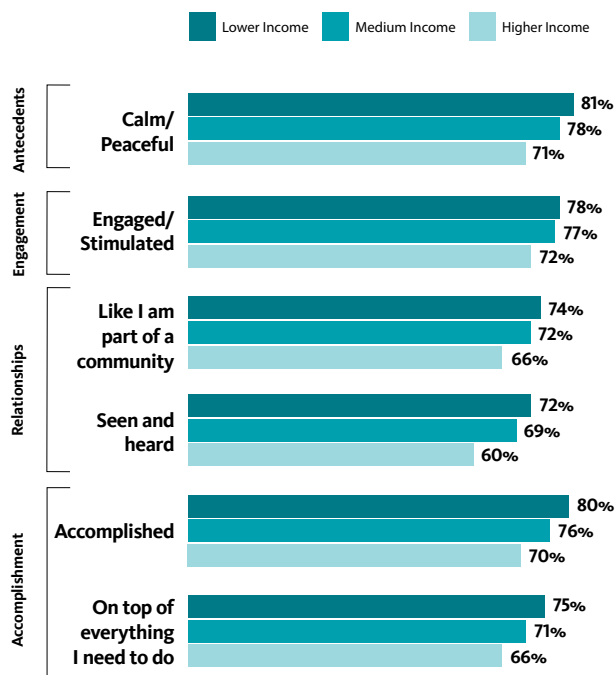
Note: The synthesis plots combine small positive effect and big positive effect into one positive effect percentage, to ease interpretation of the plots.

Post-Visit Sentiment

In our second measure of well-being, the affective impact of a Library visit, we see the same pattern, with respondents living in lower-income areas being most likely to report feeling *any* of these emotions, and those living in higher-income areas the least likely to do so. This was especially strong for feeling seen and heard, with a 12 percentage point difference between those in lower (72%) and higher (60%) income ZIP codes. The smallest difference between respondents living in lower or higher income ZIP codes came from the feeling of being engaged or stimulated, with only a six percentage point difference—78% versus 72%, respectively.

Impact on Post-Visit Sentiment

By income of respondent's ZIP code



Goal Achievement

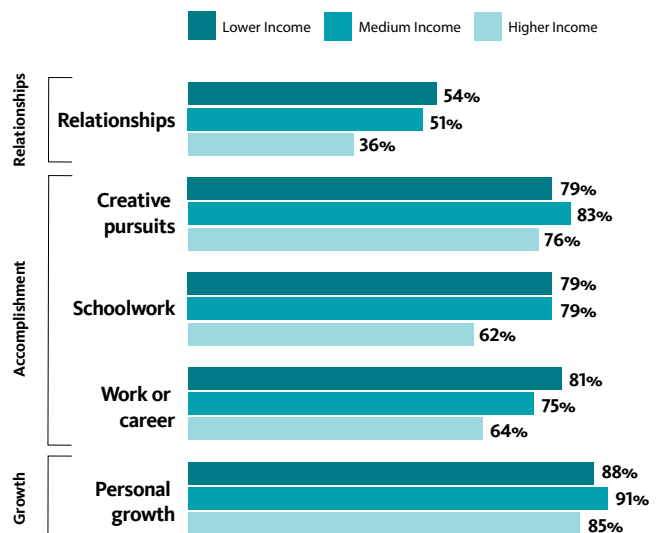
We see a largely similar pattern when it comes to the structured questions focusing on the Library's positive impact on respondents' pursuit of their goals, across different dimensions of life. Across all five goal categories, respondents in higher-income ZIP codes had the lowest proportion self-reporting that their use of the Library supported their goals. The biggest difference between

respondents in higher- and lower-income ZIP codes comes again in the area of relationships, with 54% of respondents living in lower-income ZIP codes reporting Library support in that area, vs. 36% in higher-income ones—an 18 percentage point difference.

There were also large differences between respondents living in lower- and higher-income ZIP codes along the work and school dimensions, with about 80% of respondents in lower-income areas—62–64% of respondents in higher-income areas—reporting Library impact. Interestingly, those living in medium-income ZIP codes report the highest agreement with the Library supporting their creative pursuits (83%) and personal growth (91%), a variation from the dominant pattern of respondents living in lower-income ZIP codes reporting the greatest impact. However, the differences between respondents living in lower- and medium-income ZIP codes were not statistically significant. In fact, the differences between all three income groups do not exceed seven percentage points in either of these two dimensions, indicating that there is less of a differential effect along income lines in the Library's nurturing of its patrons' personal growth and creativity.

Impact on Goal Achievement

By income of respondent's ZIP code



Overall, we find that our respondents who live in ZIP codes with a median household income under \$50,000

a year generally report the strongest well-being effects tied to their use of the Library and its resources. This differential is especially strong for relational benefits and the smallest for engagement, goal accomplishment associated with creativity, and the flourishing outcome of personal growth. This last finding is especially interesting, because it shows that respondents experience flourishing through their use of the Library regardless of their initial state of well-being.

Respondent Pattern of Library Use

In our second analysis of Library impact by respondent characteristics, we split our respondents into categories based on their usage characteristics. Our categories are:

- Materials users, who use library materials such as books, CDs, or DVDs in our branch libraries or special collections in our research libraries
- Holds users, a subset of materials users who place items on advance hold and then pick up them in person
- Computer and technology users who come to the Library to access desktop computers and Wi-Fi
- Space users who work, read, study, and relax in the public space provided by the Library
- Program attendees, who visit the Library to be part of a program or class
- E-only users, whose relationship with the Library is entirely digital, focusing on e-books, digital audiobooks, and databases accessible remotely

Respondents—other than those in our e-only category—can fall into multiple usage categories, reflecting the fact that patrons can simultaneously use the Library across two or more categories, such as space and computer usage or materials and program attendance.

Perceived Impact on Well-Being

The graph below collapses the scale of perceived impact on well-being by the dimension of PERMA the statements operationalize, to allow for easier interpretation of the results. To summarize the impact, we take the average percentage of users in each use type who report a small or big positive Library effect on the statements that fall into that PERMA dimension.

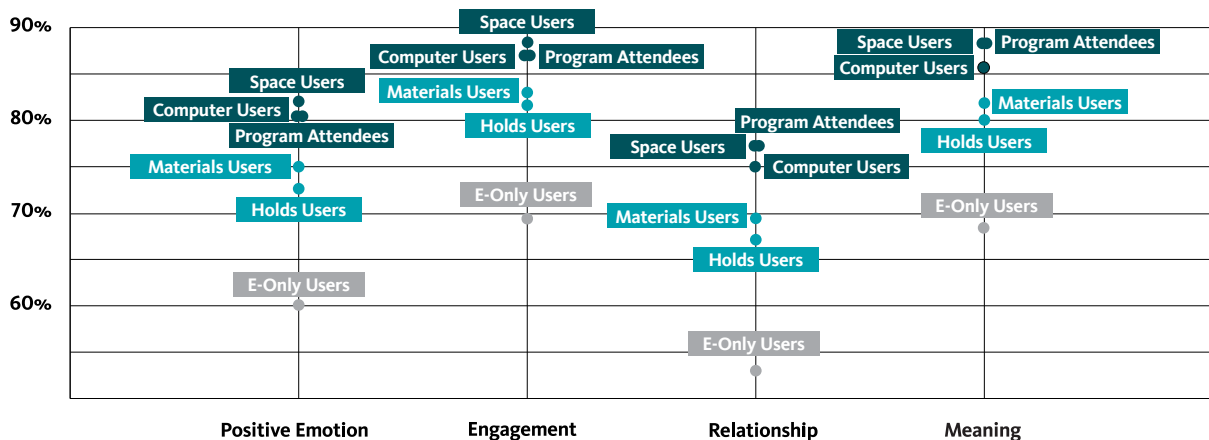
To provide an illustrative example, we can take the Positive Emotion dimension of PERMA and the subset of materials users. First, we calculate the percentage of materials users who report a small or big positive effect on the three statements capturing engagement:

- How positively you feel about yourself (77%)
- How optimistic you are about the future (73%)
- The extent to which you can cope with stress in the future (74%)

The average across these three items capturing Positive Emotion is 74.6%, which is the value plotted in the illustration below.

We see a consistent pattern across the elements of PERMA: the deeper and more time-intensive a

Impact on Perception of Well-Being Measures



No measures in the set of perceived impact on well-being scale corresponded to the concept of Accomplishment in PERMA, and thus it is not presented in this plot. Please refer to the data & methods chapter for more detail on which survey items corresponded to PERMA dimensions and stages of flourishing.

respondents' Library use, the larger their average self-reported impact. Respondents in the e-only category, who never physically visit Library locations, report the lowest impact on their well-being. Respondents who spend longer amounts of time inside Library spaces—our space users, computer users, and program attendees—report the highest levels of impact. Materials and holds users fall in between these two extremes, with slightly lower average perceived impact than program, computer, or space users, but considerably more than our e-only users.

Post-Visit Sentiment

The post-visit sentiment analysis does not include our e-only users. Because e-only users do not visit physical Library locations, they did not answer any questions about how visiting the Library makes them feel. Additionally, for ease of plot interpretation, we group usage types into three categories: materials and holds users, program attendees, and computer and space users.

These results follow a similar, although not identical pattern, to those in the section above. Materials and

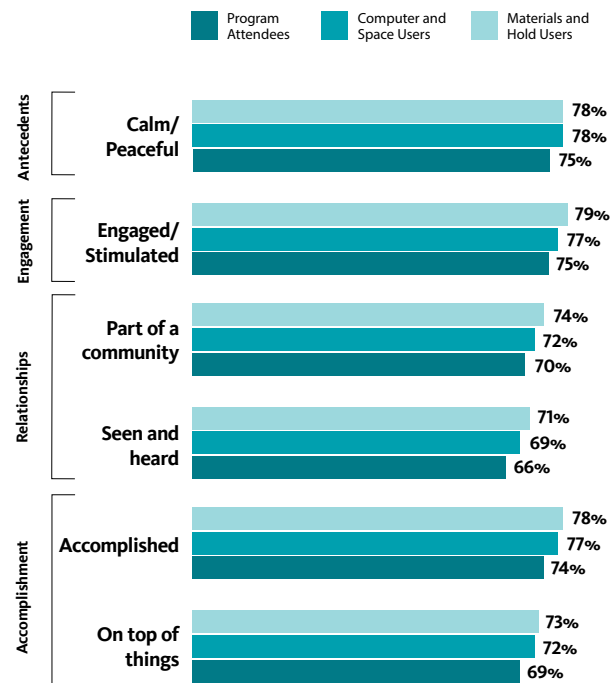
holds users were least likely to report strongly feeling any of these sentiments. Program attendees were the most likely to report strongly feeling any of these sentiments, perhaps because they were most likely to have interacted with others in the course of their visit. However, the differences across all items were small, never exceeding a five percentage point difference.

Goal Achievement

Finally, we examine differences in the Library's support of patron's goal achievement across respondents' usage types. These differences generally follow the aforementioned relationship in which the more physical and time-intensive the type of usage, the stronger the reported Library impact. Program attendees have the greatest percentage of respondents indicating that their use of the Library and its resources supported them in their goals, especially goals in the arena of relationships. Across all categories, the lowest percentage of respondents indicating that the Library and its resources supported their goals were the materials, holds, and e-only users.

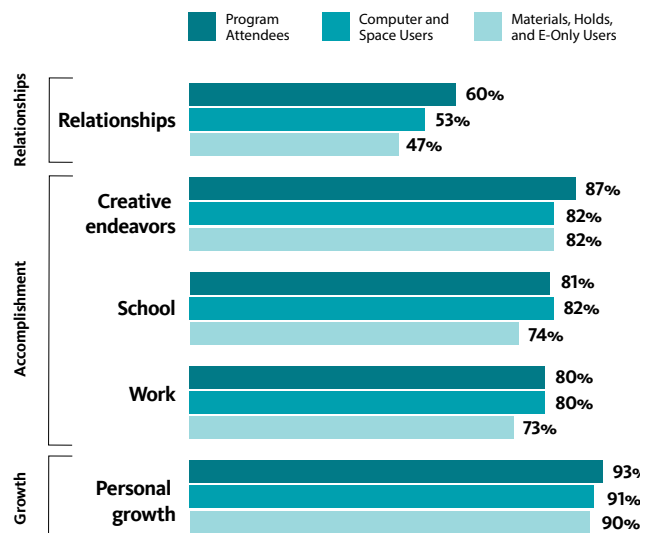
Post-Visit Sentiment

By usage type



Goal Achievement

By usage type



Both analyses of the independent variables follow a strikingly similar pattern. Although the impact of Library usage on well-being is high across all groups of respondents, we see the highest impact for respondents who live in the lowest income ZIP codes of the Library's service area, and for respondents who use the Library in more physical and time-intensive ways. The differential impact is most apparent along the Relationships

dimension and least different along the Engagement dimension across all types of measures. These two groups are not completely independent, as there is considerable overlap between one's sociodemographic status and the ways in which one uses the Library. Future work should aim to disentangle the specific mechanisms leading to these effects.

“

Where I can get my mind primed for when I get back to school... I started coming because I noticed that to get to a certain point in my life I needed to take certain actions, and the library provided that quiet space where I could do that and focus.

Discussion & Conclusions

Respondents to NYPL's patron survey overwhelmingly reported that their use of the Library and its assets—spaces, materials, staff, technology, programs, and other patrons—positively impacted their well-being. In their free-text responses, many patrons also acknowledged and appreciated that this impact extended beyond them, to benefit their families, communities, and New York City overall.

This work is descriptive and correlational—not causal—in nature; however, we believe these results provide meaningful evidence of the Library's role in supporting individuals' flourishing. These findings are a testament to public libraries' contributions to the health of their communities. As such, they point to the possible benefits of public libraries playing a more active and prominent role in discussions about the health and well-being of communities across the country. While the survey findings discussed here are specific to New York City, we believe it is likely that similar well-being effects could be found in public libraries in other urban, suburban, and rural communities throughout the United States.

In recent years, public libraries across the country have had their activities, funding, and, in some cases, very existence threatened by budget cuts, calls for book banning, and attempts at politicization. Given this climate, the findings from this survey hold specific, urgent meaning both within New York City and beyond, because they show the full extent of what is at stake when communities face a loss of access to all that public libraries have to offer.

In their free-text responses, our patrons made clear that their sense of the Library as a stable resource they can rely on to be there for them is an essential precondition for the positive impact the Library has on their well-being. In 2023 and 2024, the New York, Brooklyn, and Queens Public Libraries experienced city funding cuts that led to a loss of Sunday service. While funding was ultimately restored a few months later, allowing for a restoration of those closed hours, real or threatened

disruptions to service undermine libraries' perceived stability and reliability in the eyes of their patrons. Given this paper's findings, this erosion of stability could reduce the well-being returns that public libraries are able to generate for their communities.

Further, in communities across the country—including, in this year, New York City—public funding debates sometimes pit public library budgets against the need to invest more in public safety. Our survey findings can add nuance to this discussion as well. Respondents stated that NYPL locations **are** places of public safety—public spaces where they both feel safe, and are safe. As such, libraries should be seen as valuable contributors to any community's matrix of public safety.

Limitations

The primary limitations of this analysis come from two areas: sampling and measurement. Our sample consists of an online convenience sample and an in-person sampling strategy that was designed to be as representative as possible of the in-person visitors to 14 locations across NYPL's service area. However, our sample may not perfectly capture the underlying population of the NYPL patron base. It is possible that those who did respond to the survey and chose to answer the well-being questions have a strong relationship with the Library and an underlying desire to report positive impact along these measures.

Second, the ideal way of measuring impact is through a causal inference research design, rather than asking respondents to reflect on their perception of a program or organization's impact. By obtaining repeated measures of well-being indicators over time, or before and after a single library visit, and associating them with patterns of library usage, we could make a stronger case about a causal relationship between library use and flourishing.

While our conclusions are not causal, our analysis clearly demonstrates that respondents conceive of, and communicate about, the Library as an important contributor

to their well-being. Rather than dismissing or devaluing the felt experience of individuals, we argue that we should view it as important evidence in and of itself.

Future Research

The work presented here outlines a complex picture relating the use of public libraries to individual and collective well-being and broader flourishing. With these findings, we make the case for understanding the role of public institutions—and, specifically, public libraries—not only in their direct provision of services, but in what those services allow their users to achieve: their full potential.

These findings suggest multiple lines of further research to pursue, in order to fill in the initial outline we've sketched here, and to uncover mechanisms of impact that could ultimately lead to specific recommendations for interventions and policies. For example, how similar would these well-being findings from New York City look in other urban locations, or suburban or rural ones? Would different needs, resources, and lifestyles in different socio-demographic environments lead to different degrees or patterns of library impact on patrons' well-being? Can we better disentangle how different types of library usage are related to experiences of well-being? Is it the time-intensity of usage or the likelihood of interacting with others at the library that most directly, or most deeply, contributes to well-being effects?

Additionally, this work was more focused on how public library usage can be associated with higher levels of well-being, rather than with the alleviation of ill-being. Future research could explore how library use might mitigate negative mental health experiences and emotional suffering. Additional research could also go beyond psychological flourishing to explore the effect libraries have on other aspects of flourishing, including physical health, supportive communities, and care for the environment.

“

[The Library] offers us hope that we can do something, that we can make a change, that we can advance. It gives us a chance to start again.

Data & Methods

In November and December 2023, The New York Public Library fielded a survey focusing on our patrons' library attitudes and impact, behavior and awareness, and demographics. Survey distribution took two formats: an online survey accessible via the website and disseminated in Library newsletters, and a paper format, distributed via intercept strategy at select libraries across the NYPL system. NYPL consists of both branch and research libraries. Both research and branch library users were included in the sample, with alternative questions relating to their library usage corresponding to the type of library from which respondents were sampled.

Paper survey distribution was done via a multi-stage clustering sampling strategy. First, all branch libraries were clustered using the k-means algorithm into groups based on demographic data of each branch's service area and their library usage data from fiscal years 2023, 2022, and 2019. Demographic data included racial-ethnic demographic characteristics, socioeconomic status indicators, rates of access to technology and Wi-Fi, and the total population living in the library's service area. Library usage variables included values corresponding to library usage indicators, averaged monthly: check-outs, program attendance and sessions, computer sessions, and visits. Monthly average visits, program sessions, program attendees, median income, and service area population were log-transformed to account for right-tailed skewness. All metrics were scaled, such that each metric has a mean of 0 and a standard deviation of 1 for purposes of model fit.

A k-means model with 4 clusters was selected as the best fitting model by assessing the extent to which branch libraries within a cluster were different from each other on these metrics. Two more clusters were added by hand due to their specific characteristics: first, branch libraries that serve as hubs for a borough or serve a specific purpose (e.g. Bronx Library Center, Andrew Heiskell Braille and Talking Book Library) and the four research libraries. Libraries were then selected randomly, proportional to size, from the clusters,

resulting in 15 branch libraries. The research library chosen for sampling—The New York Public Library for the Performing Arts—was not selected randomly but chosen by hand due to its unique role as serving as both a research library and a lending library. One selected branch library, Morris Park Library, was temporarily closed during the survey collection period so it was not included in the sample of in-person paper survey distribution. The table below displays the final in-person library sample, the borough in which each is located, and the general income level of its service area. Bronx Library Center and the Library for the Performing Arts do not have associated income levels, because they serve as hubs for larger communities.

Branch Name	Borough	Income Level
Harlem	Manhattan	Lower Income
Harry Belafonte 115th St	Manhattan	Lower Income
Mariners Harbor	Staten Island	Medium Income
Huguenot Park	Staten Island	Medium Income
Throgs Neck	Bronx	Medium Income
Morrisania	Bronx	Lower Income
Sedgwick	Bronx	Lower Income
Grand Concourse	Bronx	Lower Income
High Bridge	Manhattan	Lower Income
Epiphany	Manhattan	Medium Income
53rd Street Branch	Manhattan	Medium Income
New Amsterdam	Manhattan	Higher Income
Jefferson Market	Manhattan	Higher Income
Bronx Library Center	Bronx	Not Applicable
Library for the Performing Arts	Manhattan	Not Applicable

Periods of two-to-three hours during the primary week of survey data collection were proportionally sampled based on visit frequency statistics, and volunteers distributed surveys to incoming patrons initially on an interval strategy, depending on the estimated number of visitors to the library. After a relatively high refusal rate to take the survey, the interval strategy was removed and every patron entering the library during the two to three hour period was asked to take the survey. A link

and invitation to the online survey was available on the nypl.org website’s front page throughout the survey period and sent out in weekly Library newsletters and on Library social media accounts. The survey was available in English, Spanish, French, Chinese, Russian, and Bengali. In total, there were 2,401 respondents to the survey, 1,765 to the online format and 636 to the paper version.

Format	Number of Respondents
Online	1,765
Paper	636

Variables

The survey was conceptualized as a comprehensive assessment of patrons’ relationships with the Library. As such, it asked about a number of library usage, access, and impact areas. In this analysis, we focus on the library impact variables corresponding to dimensions of well-being as well as types of library usage and a respondent’s area’s income level.

Theoretical Variables & Method

The theoretical and mechanistic arguments of this paper rely on our analysis of responses to structured survey questions, combined with an analysis of one open-ended question in the survey: “How would your life be different without The New York Public Library?” One thousand six-hundred and forty-three participants responded to this question with valid answers. To analyze this question, we employed a mixed-methods approach, with two authors inductively coding the responses after reviewing all 1,643 comments and one author using a topic modeling approach. We landed on a three-bucket structure encompassing 20 different elements, displayed on page 8 and discussed throughout chapters 1, 2, and 3.

Dependent Variables

For the empirical testing of the relationship between library use and flourishing, we used three types of measures of well-being: perceived impact of the Library and its resources on elements of well-being, post-visit sentiment impressions, and the support of the Library in goal achievement.

Perceived Impact on Well-Being

Our first set of dependent variables are modified versions

of the items on the European Social Survey used by Huppert & So (2013) to measure subjective flourishing across European countries. These items originally measured an individuals’ level of well-being across the domains of flourishing, so we modified them to focus on the respondent’s perception of how their usage of the library may have impacted how they felt along these dimensions. The wording of the question was as follows: “What sort of impact, if any, has your use of the Library and its resources had on...” with the options no impact, a small positive impact, and a large positive impact. There were a total of 11 items in a matrix format.

Due to the modifications of original items, and the novelty of introducing well-being concepts to a library context, these questions were tested in focus groups and interviews with patrons at branch libraries across NYPL to assess how they would be received by respondents to the survey.

Post-Visit Sentiment

Our second measure of well-being asks respondents to reflect on how they feel after leaving the Library. Emotion words were selected both a priori given our interest in well-being as conceptualized by Seligman (2011), but also supplemented by emotions provided by patrons through focus groups and interviews. Given the set of emotions: accomplished, engaged/stimulated, calm/peaceful, like I am on top of everything I need to do, seen and heard, and like I am part of a community, respondents chose a point along a seven-point scale from 1 (not at all) to 7 (very much so). We conceptualized this measure as a thermometer scale, in which if everyone selected “very much so” for an emotion or feeling, we would consider that achieving all of the possible points. The scale was shifted down by one point during the calculation of the metric.

Goal Achievement

The final measure of well-being pertains to how a respondent’s use of the Library and its resources supported his, her, or their goals. Respondents were asked “Has the use of the Library’s resources supported you in your:” school work, work or career, creative pursuits, personal growth, and relationships, with the options: no, yes, and does not apply to me.

Each of these dependent variables corresponded with a dimension of PERMA or the antecedent environmental

Question	Pre	P	E	R	M	A	G
Perceived Impact on Well-Being							
How positively you feel about yourself							
How much you love to learn new things							
How optimistic you are about the future							
The extent to which you feel that what you do in your life is valuable and worthwhile							
How much energy you have							
The extent to which you feel that there are people in your life who really care about you							
How connected you feel to others							
How much you feel equipped to cope with the world							
Feeling like you are better informed about the world, culture, or current events							
Feeling more empathy towards others who may be different from you							
Having more appreciation for things you did not know much about before							
Post-Visit Sentiment							
Accomplished							
Calm/peaceful							
Like I am on top of everything I need to do							
Seen and heard							
Like I am part of a community							
Engaged/stimulated							
Goal Achievement							
School work							
Work or career							
Creative pursuits							
Personal growth							
Relationships							
Pre = Preconditions P = Positive Emotion E = Engagement R = Relationships M = Meaning A = Accomplishment G = Growth							

conditions needed for PERMA or the resulting personal growth consequence of PERMA. The table above illustrates which dependent variables are associated with each category.

Independent Variables

The primary independent variables used in the synthesis part of our analysis were those corresponding to different types of library usage and demographic variables associated with socioeconomic status, particularly the income of the respondents' ZIP code. For the former, respondents were asked their relative frequency of particular library usage when they visited their NYPL library location, with the options never, every once in a

while, sometimes, and most of the time or every time. The types of library usage asked about varied slightly depending on whether the library was a branch or research library, but all of the items could be split into several overarching types: materials (books, CDs, DVDs) usage, a subset of materials usage in which users placed items on hold to pick up, usage of library technology (computers and/or Wi-Fi), program attendance, and usage of library spaces.

These items were binarized to classify individuals as users of that type of library offering such that for materials and space usage, if a respondent said they did either sometimes or most of the time or every time,

they were classified as a materials user or a space user, respectively. Holds users are a subset of materials users who say they pick up materials they had placed on hold most of the time or every time. Because a smaller percentage of respondents tend to attend programs or use computers, these were binarized such that if a respondent indicated that they attended programs or used computers every once in a while, sometimes, or most of the time or every time, they were classified as program attendees or computer users, respectively. Respondents can fall into multiple types of usage depending on their responses and their depth of library usage. A portion of the online sample are our e-only users, who never come to physical NYPL locations and only use e-resources available from the Library in e-books/audiobooks and digital collections. These respondents do not fall into any of the other types of usage, as they only use the library electronically and never in person.

The second independent variable concerns the income level of a respondent. The survey did ask respondents to self-disclose their household's total annual income, but 30% of respondents who answered the question selected "prefer not to say." It is likely that those respondents who declined to answer the question were not evenly distributed across the income distribution, but rather fall on either extreme of the distribution. Due to this, we instead rely on the ZIP code of a respondent, drawing the median household income for that area from the 2021 American Community Survey five-year estimates. For those who did not provide their ZIP code, we first used their self-disclosed income, and then if they did not provide their income, we used the income of their branch's service area. These incomes were then categorized into three levels: lower-income, corresponding to under \$50,000 a year, medium income, between \$50,000 and \$99,999 a year, and higher-income, above \$100,000 a year.

Method

Because this is an exploratory, descriptive study of the perceived impact of library usage on subjective well-being, these analyses are themselves descriptive and not predictive. We report the percentages of respondents falling into perceived impact of library usage on dimensions of well-being, and then investigate how this relationship is different depending on a library user's type of usage and their income level.

Because this survey was entirely voluntary and not

compensated financially, there was a fair amount of both item non-response and survey non-completion. For respondents who did not respond to the specific question being analyzed, we remove them from the sample for that item only. For example, if a respondent answered enough questions to be categorized as a materials user but did not answer the space usage question, they would still be included in the statistics for materials users but not space users: we did not do list-wise deletion across all items in the analysis, which would be typical for predictive modeling. Only those who did not answer **at least one** of the independent and dependent variables were excluded from the analysis, resulting in an analytic sample of 1,974 respondents. The following table shows the descriptive statistics of the analytic sample.

Descriptive Characteristics of the Analytic Sample

Variable	N = 1,974
Materials User	1,362 (73%)
Space User	879 (46%)
Computer User	858 (47%)
Program Attendee	971 (51%)
Holds User	777 (45%)
E-Only User	125 (6.3%)
Income	
Lower	377 (20%)
Medium	762 (40%)
Higher	754 (40%)
Survey Format	
Online	1,442 (73%)
Paper	532 (27%)
1 n (%)	

The most common type of user was a materials user, with almost three-quarters of the sample, followed by program attendees, who comprise almost half of the sample. Next are computer and space users, falling slightly under half of the sample. The smallest group are our e-only users, who make up only 6.3% of the sample. This population is likely undersampled due to these users not coming to physical library locations or going on the website, but rather only accessing library materials through third-party apps such as Libby. A larger proportion of the sample comes from the online sample than the paper sample, with slightly more than a quarter of respondents taking the survey on paper through the multi-stage clustering strategy.

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The New York Public Library

Founded in 1895, The New York Public Library is the nation's largest public library system with a unique combination of neighborhood libraries throughout the Bronx, Manhattan, and Staten Island and four scholarly research centers—the Stephen A. Schwarzman Building, the Library for the Performing Arts, the Schomburg Center for Research in Black Culture, and the Thomas Yoseloff Business Center at the Stavros Niarchos Foundation Library (SNFL). Serving millions of patrons a year both in person and online, the Library offers free materials, classes, and programs for users of all ages.

The Humanities and Human Flourishing Project, Center for Positive Psychology, University of Pennsylvania

The Humanities and Human Flourishing Project seeks to understand, assess, and advance the effects of arts and humanities engagement on the flourishing of individuals and communities. It is situated within the University of Pennsylvania's Positive Psychology Center, whose mission is to promote research, training, education, and the dissemination of positive psychology.

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*The New York Public Library
is central to my family's
well-being and life.*

—Patron, New Amsterdam Library



nypl.org/wellbeing

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: Corrected - Holiday Closure Schedule 2025

RECOMMENDATION

Adopt the corrected Holiday Closure Schedule 2025

DISCUSSION

At the Board meeting in October 2024 the Library proposed the attached Holiday Closure schedule for 2025. Two entries have been corrected (in red) in the attached schedule for 2025, which now show the correct day/date in April and in November. No other changes have been made.

Attachment: Corrected Holiday Closure Schedule 2025



2025 Library Closure Schedule for the Santa Cruz Public Library System

January	Wednesday, January 1 st New Year's Day Monday, January 20 th Martin Luther King Jr. Day
February	Monday, February 17 th Presidents' Day
April	Thursday, April 23rd Spring In-Service Day Correct date: Thursday, April 24 th Spring in Service Day
May	Monday, May 26 th Memorial Day
June	Thursday, June 19 th Juneteenth
July	Friday, July 4 th Independence Day
September	Monday, September 1 st Labor Day
October	Thursday, October 30 th Autumn In-Service Day
November	Monday, November 11th Veterans Day Correct day: Tuesday, November 11 th Veterans Day Thursday, November 27 th Thanksgiving Day Friday, November 28 th Day After Thanksgiving
December	Wednesday, December 24 th Christmas Eve (Close at 2pm) Thursday, December 25 th Christmas Day Wednesday, December 31 st New Year's Eve (Close at 2pm)
January 2026	Thursday, January 1 st New Year's Day

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: Amending the City of Santa Cruz Personnel Complement and Classification and Compensation Plans for the Library

RECOMMENDATION: Motion to:

- 1) Review the City’s Classification and Compensation Plans for the FY 2025 budget personnel complement by implementing approved compensation adjustments and position changes which affect the Library; and

- 2) Adopt a budget adjustment amending the FY 25 budget in the amount of \$80,927.81 to fund compensation increases related to the 2021 Compensation Study as identified below.

BACKGROUND

The City has historically aimed to bring employee pay within ten percent of the market and accomplished this as of the Fiscal Year (FY) 2025 budget through the implementation of three compensations increases approved by Santa Cruz City Council on September 12, 2023 (Phases I and II), and March 26, 2024 (Phase III).

Item
General Funded Classification Adjustments (4/1/2023) – SEIU
Safety Boot Stipend Increase (6/1/23) – SEIU

Phase I/II Implementation of 2021 Compensation Study (9/12/23) – SEIU And OE3 Supervisors
Duty Assignment Differential, Overtime, and Fatigue Pay (9/26/23) – SEIU and OE3 Supervisors
Phase III Implementation of 2021 Compensation Study (3/26/24) All Others – SEIU, OE3 Supervisors and Managers

With classifications now within 10% of the market, the City has an opportunity to address operational needs by increasing compensation for classifications that have historically been less than 10% below the market rate. In the past, the City has prioritized raising compensation for classifications that were more than 10% below market.

As a result, classifications falling between 1% and 9.9% below market have been deferred in favor of addressing those further from the market standard.

The following considerations have been influential in the recommendations provided, including:

- Public safety and community well-being, including emergency response and Continuity of operations.
- Fiscal Sustainability, including revenue generation and avoiding the high cost of system downtime and service disruption.

Additionally, classifications with a known market standing as of the 2021 Compensation Study and having recent or current recruitment and retention challenges have been prioritized. Recruitment and retention challenges have been identified using three metrics, including: vacancy rate, turnover rate, and time to hire. For ease, these three metrics are defined as follows:

- **Vacancy Rate:** Calculates the percentage of vacant positions in an organization over a specific period. In this rate vacancy due to leaves of absence, such as work-related injury has been included.
- **Turnover Rate:** Calculates the percentage of employees who leave the organization within a specific period.
- **Time to Fill:** Measurement of the time it takes to fill a vacant position from the initial job posting to offer acceptance.

DISCUSSION: The staff report includes consideration of compensation increases and classification and personnel authorization changes. The following applicable City job classifications are used by the Library and are recommended to receive compensation increases to sustain and/or improve library services and address recruitment/retention challenges.

INFORMATION TECHNOLOGY (IT)

The Library depends on a robust, interconnected IT infrastructure to power critical library services. IT personnel are essential in maintaining, updating, and troubleshooting systems that keep daily operations running smoothly. In light of the fact that over 69% of state and local government entities encountered ransomware attacks in 2023, along with the

significant service disruptions caused by the CrowdStrike-related outage on July 19, 2024, the need for highly skilled IT professionals is more evident than ever. These experts are crucial for protecting the Library's technical assets, quickly responding to cyber incidents, and restoring essential services to ensure operational resilience.

Much of this staffing improvement is linked to trends in the private sector. As private sector hiring increases, there is concern that the City/Library could once again experience attrition, with IT staff seeking compensation that better aligns with their skill level, which may affect the Library's ability to maintain its current level of readiness.

Compensation adjustments are recommended to attract and retain skilled professionals in these high-demand areas, ensuring continued operational excellence and support of major system changes. HR recommends approval for compensation increases for key IT personnel, including IT Specialists I, II, and III; Programmer Analyst I and II; IT Manager. These positions are critical to the ongoing functionality and security of essential Library services.

The 2021 Compensation Study identified these classifications market positions as follows.

Grade	Title	Current Market Standing	Proposed Increase
144/145	IT Specialist I/II	-1.9%	1.9%
232	IT Specialist III	-1.9%	1.9%
726	Network & System Administrator	-7.5%	7.5%
705/706	Programmer Analyst I/II	-8.7%	8.7%
832	IT Manager	-9.5%	8.7%

FISCAL IMPACT

The fiscal impact from the adopted Class and Compensation study for the FY 25 Library Operating Budget will be \$80,927.81. It is recommended that these funds come from the Library's available fund balance which as of the most recent financial report of 6/30/25 was \$8M.

Report Prepared by: Sara DeLeon, Human Resources Director

Reviewed and Forwarded by: Kira Henifin, Principal Management Analyst
Christopher Platt, Library Director

Attachment: FY 25 Budget Adjustment for Class and Compensation Plan

**City of Santa Cruz
BUDGET ADJUSTMENT REQUEST**

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

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

TO: FINANCE DIRECTOR
FROM:

DATE:

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

<u>ACCOUNT</u>	EXPENDITURE EDEN ACCOUNT TITLE	
TOTAL EXPENDITURE		

NET: \$ _____

Purpose:

REQUESTED BY	DEPARTMENT HEAD APPROVAL	ACCOUNTING APPROVAL	FINANCE DIRECTOR APPROVAL	CITY MANAGER APPROVAL

Chair Jamie Goldstein
 Vice Chair Matt Huffaker
 Board Member Mali LaGoe
 Board Member Nicole Coburn



STAFF REPORT

AGENDA: February 6, 2025

TO: Libraries Facilities Financing Authority

FROM: Christopher Platt, Library Director

SUBJECT: Annual Election of Board Chair and Board Vice-Chair

RECOMMENDATION

Elect the Calendar year 2025 Board Chair and Vice-Chair as the City of Santa Cruz and the City of Scotts Valley respectively.

BACKGROUND

The LFFA agreement requires that at the first meeting of the new year (January/February) 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

The rotation is as follows for the next 4 years:

YEAR	CHAIR	VICE-CHAIR
2025	City of Santa Cruz	City of Scotts Valley
2026	City of Scotts Valley	County of Santa Cruz
2027	County of Santa Cruz	City of Capitola
2028	City of Capitola	City of Santa Cruz

Report Prepared by: Kira Henifin
 Principal Management Analyst

Reviewed and Forwarded by: Christopher Platt, Library Director

Chair Jamie Goldstein
Vice Chair Matt Huffaker
Board Member Mali LaGoe
Board Member Nicole Coburn



STAFF REPORT

DATE: February 6, 2025
TO: Library Joint Powers Authority Board
FROM: Christopher Platt, Library Director
RE: FY 26 Operating Budget Assumptions for Draft Budget Proposal

RECOMMENDATION

Review and discuss budget assumptions for FY 26.

BACKGROUND

The Library's draft budget plan will be presented at the next Library Joint Powers Authority (LJPA) meeting in May. This report seeks to provide some of the larger implications for the changing budget constraints that will need to be considered.

The Library provided a balance budget for FY 25 due to the reliance on the fund balance to cover operating costs. The available fund balance as of 6/30/24 sits at just over \$8M.

There are a few outstanding decisions that will be made in the next couple of months that will affect the FY 26 Library operating budget. The first is the updated LJPB MOE agreement between the jurisdictions. The implications of the MOE will affect our revenue projections for FY 26 and beyond.

In conjunction with the MOE decision, the LJPB is also discussing the path forward for the administrative services provided to the Library. Currently, the Library contracts with the City of Santa Cruz for its administrative services. The City of Santa Cruz updated their central service allocation plan and assessed Library costs should be closer to \$1,197,931 for FY 25. This increase is approximately \$600K higher than the previous year. Given the step rise in costs and the re-negotiation of the MOE, the City agreed to postpone the increase and instead increase the administrative cost by 4.5% in order to provide the LJPA with time to explore its options. Under this temporary agreement, the cost for administrative services provided by the City for the Library

will be \$602,287 in FY 26. At the December 9, 2024 LJPB meeting, the Board was presented with three scenario options ranging from \$989,917 to \$1,275,171.

As part of the administrative services provided is the Library use of the City's financial software for processing accounts payable, accounts receivable, payroll, and financial reports. The City has plans to replace their financial software. The City's current financial software, Tyler Eden, will reach its end life in 2027. The City has completed a 16-month RFP process and has awarded a contract to Workday Solutions. The implementation is estimated to take place over two main phases and three years, with an estimated final go-live in Fall/Winter 2026. The costs of the implementation and subscription will be split between the City of Santa Cruz's General Fund, the Library and Enterprise Funds based on full time equivalents (FTEs). The Library's share of these costs are below:

- Based on 117 FTE (10% of total city), Library's share of annual Workday ERP + CamTeller cashiering subscriptions for next few years will be \$53,461. This is applied only to the modules of Workday and the Cashiering subscription that apply to the Library and is approx. \$10k less than the annual Library costs of the current Eden and other systems it will replace.
- Library's share of Year 1 implementation costs above that subscription cost are \$464,030. These 1-time costs only apply to library-applicable ERP implementation, we are not factored into the 1-time costs for other depts that require utility billing, greater cashiering support, specialized tech implementation. Library's 1-time costs represent about 8% of total 1-time costs.
- Library's share of Year 2 implementation costs above the subscription reduce to \$44,492 as the project is slated to fully wrap by June 30, 2026.
- These amounts are the LJPA totals, no MOE formula yet applied. Subscription costs will start when the contract is signed with implementation costs spaced out at milestones throughout the project.

As presented the cost allocations seem fair and straightforward. As the main employee facing database the FTE based formula makes sense and will of course offer some workflow/accessibility improvements aside from the annual cost savings. These costs could become part of the overall administrative services discussions but until that has been finalized, the Library is listing these expenditures as separate one-time costs to the Library's budget.

DISCUSSION

Given the aforementioned budget assumptions, along with scheduled increases to personnel and facility operating costs, the Library's FY 26 draft budget plans to balance its operating budget using available fund balance monies. Without the FY 26 projected revenues, MOE and Admin Services agreements, we are unable to estimate the amount that will be used from these funds. Again, as of 6/30/24 the balance of these funds was just over \$8M.

FISCAL IMPACT

Unknown at this time. The FY 26 Draft Budget will have this information available at the Board's May meeting.

Report Prepared by: Kira Henifin, Principal Management Analyst

Reviewed and Forwarded by: Christopher Platt, Library Director