



AGENDA

Regular Meeting Board of Library Trustees | Altadena Library District
Community Room – Main Library – May 18, 2020 – 4:00 p.m.

IMPORTANT NOTICE REGARDING MAY 18, 2020 MEETING

This meeting is being conducted utilizing teleconference and electronic means consistent with the **State of California Executive Order N-29-20** dated March 17, 2020, regarding the COVID-19 pandemic. The live stream of the meeting may be viewed by visiting the Altadena Library District's YouTube channel at the following URL: <https://tinyurl.com/may2020ALDboardmeeting>.

SUBMISSION OF PUBLIC COMMENT: For those wishing to make Public Comments at the May 18, 2020 meeting, please submit your comments by email to be read aloud at the meeting. If multiple comments are submitted, only the first comment will be read aloud during the meeting. Email and Electronic Comments submitted online will be accepted up to two (2) hours prior to the start of the meeting. Email comments can be submitted to hello@altadenalibrary.org. Electronic Comments may also be submitted online at www.altadenalibrary.org/publiccomment.

Email and Electronic Comments will be submitted to the legislative body and shall become part of the record of the meeting.

If you wish to make public comment during the live meeting, you can call in to (626) 316-0997, or if the line is busy call (626) 316-0625, during the corresponding item of the agenda. For public comment on any non-agenda item, please plan to call at 5:00pm.

PUBLIC REQUESTS FOR DOCUMENTS: The District provides a public inspection copy of all materials included in the agenda packet distributed to the Board members. Members of the public who wish to obtain a copy of any document may do so by completing a Request for Public Document form and submitting it to Administration who will arrange for the documents to be copied at a charge of 15¢ per page. Request forms are available at the District Administration offices.

In compliance with the Americans with Disability Act, if you need special assistance to participate in the meeting, please contact Library Administration at (626) 798-0833 x113 at least 48 hours prior to the meeting so the Altadena Library District may make reasonable arrangements to ensure accessibility to the meeting.

I. Call to order

II. Closed Session (4:00 PM)

The Board of Trustees will recess into closed session pursuant to the Ralph M. Brown Act (Government Code Section 54960 et seq.) for purposes of the discussing and/or taking action on the following items:

PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Pursuant to Government Code Section 54957
TITLE: DISTRICT DIRECTOR

III. Open Session (5:00 PM)

- a. Roll Call
- b. Approval/Reordering of Agenda Items

- c. Adoption of Agenda
- d. Public Comment on Non-Agenda Items
- e. Special Presentations
 - Presentation by Mike Williams of Columbia Capital and Sara Mares of NBS on municipal funding options (Information)

IV. Consent Calendar

The Board of Library Trustees hereby approves the items and recommended actions in the Consent Calendar listed below:

- a. Approval of Minutes – Regular Meeting held April 27, 2020 - Pages # 4-6
- b. Departmental Monthly Reports – April 2020 - Pages # 7-20
 - Presentation by Mylinh Hamlington, Children’s and Family Services Manager on the Summer Reading Program

V. Consideration of Items Removed from the Consent Calendar

Items removed from the Consent Calendar discussed individually at this time.

VI. Reports (Information)

- a. Support Groups
 - i. Altadena Library Foundation - Page # 21-22
 - ii. Friends of the Altadena Library - Page # 23
- b. District Director’s Report - Pages # 24-26
 - i. Library General Operations
- c. Financial Reports – March 2020 - Pages # 27-40
- d. Board of Trustees Standing Committee Reports
 - i. Budget Committee - Pages # 41-42
- e. Board of Trustees Ad Hoc Committee Reports
 - i. California Voting Rights Act Committee
 - ii. District Director Evaluation Process
 - 1. Director 6 Month Evaluation
 - iii. Facilities Committee - Pages # 43-46
 - 1. Proposed Project List
- f. Liaison Reports
 - i. Government Relations - Pages # 47-48
- g. Trustee Reports

VII. Unfinished Business

- a. Emergency Protocols and Risk Minimization Discussion (Information)

VIII. New Business

- a. Review of ARG Architectural and Review Study Reports (Information) - Pages # 49-142
- b. Authorization for Director to hire an outside vendor for Political Consultation Work (Action) - Pages # 143-188
- c. Review of Proposed Budget FY20-21 (Information) - Pages # 189-192
- d. Review of Board Election Timeline (Information) - Pages # 193-195
- e. Letter of Support for Altadena Sheriff’s Station (Action) - Pages # 196-197

IX. Announcements & Planning

- a. Correspondence
- b. Proposed Future Agenda Items

- X. Adjournment**
 - a. Adjourn Meeting



MINUTES

Regular Meeting Board of Library Trustees | Altadena Library District
Community Room – Main Library – April 27, 2020 – 5:00 p.m.

IMPORTANT NOTICE REGARDING APRIL 27, 2020 MEETING

This meeting is being conducted utilizing teleconference and electronic means consistent with the State of California Executive Order N-29-20 dated March 17, 2020, regarding the COVID-19 pandemic. The live stream of the meeting may be viewed by joining Zoom Meeting ID: 891 826 790, <https://zoom.us/j/891826790> or by dialing +1 669 900 6833.

Submission of Public Comments: For those wishing to make Public Comments at the April 27, 2020 meeting, please submit your comments by email to be read aloud at the meeting. If multiple comments are submitted, only the first comment will be read aloud during the meeting. Email and Electronic Comments submitted online will be accepted up to two (2) hours prior to the start of the meeting.

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In compliance with the Americans with Disability Act, if you need special assistance to participate in the meeting, please contact Kylynn Chaney at (626) 798-0833 x118 at least 48 hours prior to the meeting so the Altadena Library District may make reasonable arrangements to ensure accessibility to the meeting.

1. **Call to order : 5:02 p.m.**

2. **Open Session**

a. Roll Call

Trustee Andruess, Trustee Capell, Trustee Clark, Trustee Kahn, Trustee McMullins

b. Approval/Reordering of Agenda Items

c. Adoption of Agenda

Moved by Trustee Andruess to Adopt the Agenda

Second by Trustee McMullins

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

d. Public Comment on Non-Agenda Items

Administrative Assistant Kylynn Chaney announced her resignation.

e. Special Presentations

- **Presentation of Altadena Library District Final Draft of the Annual Financial Report for FY 18/19, conducted by Nigro & Nigro (Action)**

Paul Kaymark presented the Audit Report

The Trustees asked questions about the legal requirements re: reserves, the reserves balance and the typical year revenues and expenses.

Moved by Trustee Kahn to accept the annual financial report

Second by Trustee Andruess

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

3. Consent Calendar

The Board of Library Trustees hereby approves the items and recommended actions in the Consent Calendar listed below:

- Approval of Minutes – Regular Meeting held February 24, 2020
- Approval of Minutes – Emergency Meeting held March 13, 2020
- Departmental Monthly Reports – February/March 2020
- Statistics – February 2020

Moved by Trustee Capell to approve the Consent Calendar with correction amendment to the February meeting minutes

Second by Trustee Kahn

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

4. Consideration of Items Removed from the Consent Calendar

Items removed from the Consent Calendar discussed individually at this time.

It was noted that the February Minutes will be corrected

7. Reports (Information)

a. Reports of Support Groups

- (i) Altadena Library Foundation
- (ii) Friends of the Altadena Library

b. District Director's Report – February 2020

- (i) Library General Operations – Director Winslow reported
- (ii) Communications Update – Chloé Cavelier provided an update the Communications during the Closure

c. Financial Reports – January 2020

Nicole Fabry presented the January and February Financials

d. Committee Reports

(i) Budget Committee

Trustee Andruess reported. Trustee Clark noted the upcoming Budget Committee meeting.

(ii) Facilities Committee

Trustee Capell reported, noting the upcoming Facilities Committee meeting.

(iii) California Voting Rights Act Committee

- **Demographer Proposal**

Trustee Clark reported

(iv) District Director Evaluation Process

- Updated Goals
Director Winslow went over the updated goals.
It was noted that there will be a closed session in May to review the updated goals, and 6-month evaluation.

e. Trustee Reports

Trustee Kahn

8. New Business

a. Resolution 2020-01 – Establishing Candidate Statement Policies (Action)

Moved by Trustee Capell to adopt Resolution 2020-01

Second by Trustee McMullins

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

b. Review and Approval of Updated Key Policy (Action)

Director Winslow reported

Moved by Trustee McMullins to approve the updated Key Policy

Second by Trustee Andruess

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

c. Emergency Protocols and Risk Minimization Discussion (Information)

Director Winslow reported on the progress of the emergency response and crisis management plan.

d. Designation of Applicant's Agent Resolution for Non-State Agencies (Action)

Moved by Trustee Kahn to adopt the Resolution

Second by Trustee McMullins

Roll Call Vote:

Trustee Andruess: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

9. Correspondence

10. Proposed Future Agenda Items

Closed Session for six month evaluation

Historical Building Designation Status

11. Adjournment

Moved by Trustee Andruess to Adjourn

Second by Trustee McMullins

Meeting adjourned at 7:32 p.m.



**BOARD OF LIBRARY TRUSTEES
PUBLIC SERVICES DIRECTOR’S REPORT for April 2020**

DEPARTMENT: Public Services Director
PREPARED BY: Estella Terrazas

MEETING DATE: May 18, 2020
LOCATION: Virtual

While the first few weeks of closure in March enabled getting accustomed to telecommuting, April still provided a learning curve. It is really interesting learning to meet with your staff and manage virtually. Should we ever have to close again, I gained perspective on setting standards for virtual work, ideas for creating schedules and imparting expectations for staff while working away from the library. In the month of April, I also got to enjoy the immense creativity of the Altadena Library staff, with their programming on the Internet.

Outreach/Programming Highlights

I got to participate in the initial discussions with the Pasadena Literary Alliance about partnership programming. We brainstormed various program ideas, including virtual Q&A sessions with authors regarding their favorite reads, traditional author panel programs, author to author discussions, and a whole lot of other ideas. Towards the end of the month, the list of ideas got pared down, and, now there is a committee working on a program regarding authors of mystery.

The Growing Together PASadena group held our first virtual meeting. The discussion centered on the different organizations sharing how their groups are faring during the pandemic and what services they are still offering to the public during the safer-at-home closures. It was sad but also heartening to hear how some of the agencies are able to provide food, toiletries and medical services to families in need. I enjoyed hearing what staff at the Sierra Madre and Pasadena Public Libraries were working on during the libraries’ closures.

Although for the first time in two years I did not work the Poetry & Cookies event, as always, I enjoyed hearing the poets share their stories!

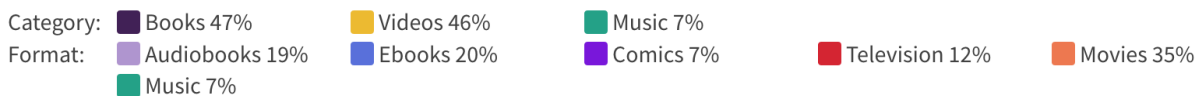
Library Collections Highlights

We went live with hoopla, an online platform offering electronic books and e audiobooks, but, also film and music. It is nice to be able to offer more types of resources to our patrons.

Circulation information from hoopla:



There were **401** total circs in April 2020 borrowed by **137** patrons. The average number of circs was **2.90** circs per patron, with **33** individual(s) using all **5** circs.



Circs By Category

PUBLIC SERVICES DIRECTOR'S REPORT for April 2020 continued.

To increase electronic resources to patrons during the facilities closure, we added twenty new titles to our digital magazine platform, Flipster. Eight of the titles are geared towards children, one is on parenting, and two are for teens.

I look forward to sharing some interesting statistics on cloudLibrary usage next month!

Reference Services

Staff answering our chat received about the same number of queries as we do when the facilities are open. In addition to chat, I answered telephone and email queries. The majority of questions for us centered on how to access hoopla and cloudLibrary, getting correct library account numbers, and people wondering about when they can return books. Helen M. also received a question about the Hollywood sign. I am glad we are able to remain open to helping our patrons access resources online and to help them navigate the closure.

Training Opportunities/Professional Development

I viewed the Association for Library Collections & Technical Services e-forum on the topic, Navigating the Impact of COVID-19 on Library Technical Services. Library professionals discussed working from home, the challenges of being away from their co-workers and solutions to working apart, meetings via online products, taking trainings, and working on other projects, such as database cleanup, reference and transcription projects.

Towards the end of the month, I received appointment to the American Library Association's Chapter Relations Committee for the term July 1, 2020 through June 30, 2022.



**BOARD OF LIBRARY TRUSTEES
REPORT for May 2020**

DEPARTMENT: Adult Services

MEETING DATE: 5/18/2020

PREPARED BY: Jesse Lopez

LOCATION: Community Room

April saw Adult Services adapting to the “new normal” of 2020 in a variety of ways.

1. I began a required weekly meeting with all Adult Services staff every Monday at 2pm on Zoom. This serves to build structure, routine, accountability and communication. It’s nice to have the staff check in after the weekend and update everyone with what they accomplished last week and what they will be working on this week. We are at 100% participation.
2. Each Friday, my staff are required to email me with an outline of what they accomplished in their work week, the webinars they participated in, and what their major takeaways were. Some staff are more detailed than others in their responses but we are at 100% compliance.
3. The variety of different webinars and professional development our staff have taken has been impressive. A few titles of programs include: EDI - Transgender Inclusion In Libraries. <https://ischool.sjsu.edu/webcasts/transgender-inclusion-libraries> ; Library 2.0 Library Leaders Are Failing Librarianship: Soft Skills Needed for Human Library Leadership <https://www.youtube.com/watch?v=4FeH-zuavq0&feature=youtu.be> ; IMLS Mitigating Covid19 When Managing Paperbased Circulating and Other Types of Collections. <https://www.ims.gov/webinars/mitigating-covid-19-when-managing-paper-based-circulating-and-other-types-collections> ; Yale Center for Emotional Intelligence ‘The Big Seven’-Strategies for Healthy Emotion Regulation in Uncertain Times <https://www.youtube.com/watch?v=sYhQMR8FrKc&feature=youtu.be>
4. I have been working with my team and Chloé coordinating and producing online content for our website. Chloé has been editing and posting “Nature Notes” with Wild LA Author Charles Hood, who was a key player in Read-a-dena programming. Mikayla has been producing a number of crafting videos and worked with a sewing instructor to make a hand sewn face mask DIY tutorial. Alice is working on a Zine program.
5. This month I have been working with Chloé on a joint program with the Pasadena Literary Alliance. Next month we will be producing a mystery writers program with some rather big author names in the genre. The plan is to build this relationship with PLA and work together on a summer reading program.
6. This month also laid the groundwork for our fully digital summer reading program. Our theme is “Imagine Your Story” and we are building a program with 3 tracks: “Dreamer, Fixer, Athlete.” Each track will have a selected book, a recommended reading list, suggested activities, and a keystone online program.

7. April also the continuance of our chat and phone reference service, but the service hasn't really grown or picked up traction since its' inception.



**BOARD OF LIBRARY TRUSTEES
CHILDREN'S REPORT for April 2020**

DEPARTMENT: Children's & Family Services

MEETING DATE: May 18, 2020

PREPARED BY: Mylinh Hamlington

LOCATION: Virtual Meeting

Programming Highlights:

- During the month of April, the children's and family services team and Diana collectively created 40+ videos from home of online content for our patrons. Chloe has been fantastic with all of the work that she has done editing and posting our videos on top of the other work that she has on her plate. Patrons and other community members have responded well to the content and a few of the videos have been viewed over 100 times.

Outreach

- Amanda volunteered as a reader for the We Need Diverse Books Creative Writing Awards where she read 30 personal essays by high school students submitted in the hopes of winning a \$10,000 scholarship. She found it interesting to read their work and learn what is important to these students.

Collection Development

- During the month of April, we shifted towards primarily purchasing e-materials. In addition to adding popular and high-quality fiction, I also focused on adding non-fiction titles that would be useful for students and families who are learning at home. I also made sure that we have a good collection of audiobooks that people can enjoy as a family.
- I selected fiction and non-fiction English and Spanish Vox books titles to purchase from Library Ideas. Vicki and Carlene were working on getting a quote for how much processing would be if it is done through Library Ideas but were having trouble getting that quote due to the pandemic. They decided to go ahead with the purchase without having the processing done by the company this time around and will have the shipment sent to the library once we reopen. I am excited to have a new format to introduce to patrons once we start circulating materials again.

Meetings

- Each week I attend the Monday virtual Management Meeting and hold a Wednesday Children's Team meeting. These weekly meetings are very helpful in keeping up with what others are doing, staying connected, and continuing to work as a cohesive library team.
- Growing Together Pasadena held a Zoom meeting on April 14th to check-in with all of the partners and see what services they have been providing during the shut-down. All of the organizations have been continuing to assist as much of the community as possible during this time. It was great to hear the different ways that our community is receiving aid and to be aware of what services are still available that we might want to share with our patrons.

Trainings

- In addition to this month's Equity, Diversity, and Inclusion training, everyone on the children's team took part in some great webinars and discussions.
- Helen Cate - all through WebJunction:
 - STRETCH your Storytime
 - Foundations of Early Childhood Development: It's All About Relationships
 - Accompanying the Young Reader: Helping to Choose Appropriate Books.
- Cindy:
 - The Art of Gathering in the Time of Covid-19 presented by CLA
 - Mental Health in the Time of Covid-19 presented by CLA
 - Beyond Routine Library Service to Immigrants from SJSU
 - Library Management during Covid-19 from SJSU
 - Book Clubs and Book Discussions in the time of Covid-19 from the California Center for the Book
 - Emotional Needs of Children and Youth during Covid-19 from NAMI
- Amanda:
 - My Leadership Journey: Jayanti Addleman, Hayward Library presented by CLA
 - Hoopla Training for Library Staff
 - How Covid-19 has Exposed Education In-Equities in the US hosted by the Association of Latino Administrators and Superintendents
 - My Leadership Journey, Patty Wong presented by CLA
 - Amanda is also continuing her training with the CLA New Leader's program. This month she took part in a Peer Review Grant Training and an HR Focus Group.
- Mylinh:
 - Ethics Compliance Training from the California Special Districts Association
 - Summer Reading Conversations with CLA
 - Stellar Series Non-Fiction from Booklist
 - The Science of Well-Being (ongoing) – Yale University
 - Identifying Local Organizations for Partnerships – catchup from the Mental Health Initiative trainings
 - Community Programming Ideas – catchup from the Mental Health Initiative trainings



Summer Reading Program

- The SRP team met twice in April to figure out what changes we needed to make to create a virtual SRP.
- We decided to change the theme from iRead's "Dig Deeper" to CSLP's "Imagine Your Story." Because so many people are staying home right now, we thought that the "Imagine Your Story" theme would be a better fit for this summer.
- All in-person programming and performances were cancelled. I am currently working on booking some virtual performances and each public service team is creating virtual programming options.
- Children's services is planning on creating SRP packets for families to pick up. This will include 1-2 of the same book titles for each age group (pre-k, K-2, 3-5), a paper guide to SRP, instructions for how to sign up online, a programming calendar, their completion gift of a small stuffed ALD owl, and supplies necessary to take part in programs that will be presented online as well as extra crafts and instructions.
- The SRP packets will be in paper bags and quarantined for a few days after they have been completed. We are still figuring out the best way to distribute these to patrons.



**BOARD OF LIBRARY TRUSTEES
TEEN SERVICES REPORT for April 2020**

DEPARTMENT: Teen Services

MEETING DATE:

PREPARED BY: Isabelle Briggs

LOCATION: Community Room

Highlights:

Teen Chat Hours had a total of ten visitors this month. Most of the questions were about how to use CloudLibrary and Hoopla.

The Teen Summer Reading Program is in final planning stages and it will focus on one book which participants are invited to read together over the summer. The book is "Take the Mic: Fictional Stories of Everyday Resistance," edited by Bethany C. Morrow.

Several teen volunteers have been in touch over the month inquiring about how they can get service hours during their summer break. We are working on initiatives where they can create content or contribute to programming from home.

I've attended several webinars from home about how to modify teen services for the shelter-in-place and have been reaching out to other Teen Librarians in the state to share ideas for summer reading and programming.



**BOARD OF LIBRARY TRUSTEES
TECHNICAL SERVICES REPORT for April 2020**

DEPARTMENT: Technical Services

MEETING DATE: May 18, 2020

PREPARED BY: Carlene Chiu

LOCATION: Community Room

The Technical Services staff has filled their time by completing many webinars for professional development that is relevant to our department covering a variety of topics. Mark has completed some cataloging webinars such as one on OCLC authority control and one called from Marc to BibFrame. Selena has focused on workflow and customer service webinars. Vicky participated in the Kohathon in which developers convene to improve Koha. I have focused on a combination of technical webinars such as those about open data, some on management, and some on COVID for my participation in the E.A.S.T (Emergency Action and Safety Team) Committee. Vicky participated in the Kohathon in which developers convene to improve Koha. Vicky also joined and participates in the Koha Acquisitions Interest Group. About Kohathon, Vicky states, "This was an informative webinar on different areas of our ILS. I saw real-life debugging with two developers! An introduction to a new search engine (Elastic Searching), how to do item search reports by plugging in different fields, an introduction to cataloging for non-catalogers, marketing Koha to patrons, and finally my favorite topic - acquisitions!"

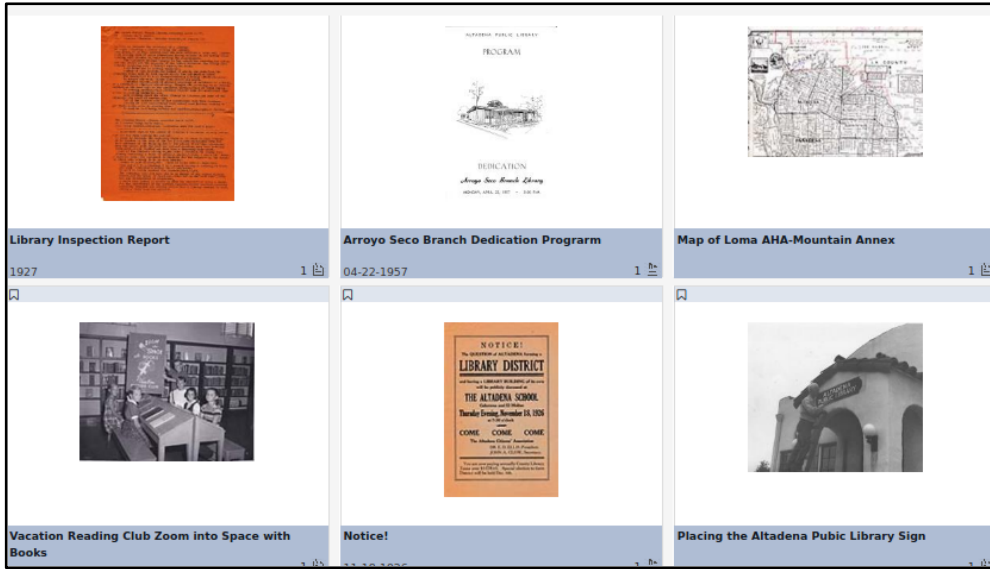
We finalized details with new vendors; Black Stone Audio for audiobooks, VOX books for children's audiobooks, and researched online newspaper options.

We cleaned up some records from home such as duplicate items that needed to be merged into one bibliographic record. Overall about 87 records were merged. We also deleted the records of about 30 magazine titles that no longer physically exist from the catalog. Overall, these actions will result in a cleaner catalog and make items easier to find for patrons.

In addition to committee work, the technical services staff has started to create an operations manual. We have begun to compile and write up technical services procedures so that there will be greater consistency in all we do and to streamline work processes.

Mark created a video about Star Wars for the public to view on the Library's Youtube channel to celebrate May the 4th (be with you). So far it has had 114 views!

Our digital archives are now live online at link <http://sclc-montage.auto-graphics.com>. Thanks to Lori (Library Clerk), who worked diligently on the project. This project, DigiLab, was sponsored by the Southern California Library Cooperative.



Screenshot from our online Digilab archival collection



**BOARD OF LIBRARY TRUSTEES
BRANCH REPORT for January 2019**

DEPARTMENT: Bob Lucas Branch

MEETING DATE: May 18, 2020

PREPARED BY: Diana Wong

LOCATION: Online

Professional Development

The BL staff made it through a full month working at home by directing their energy into professional development. While staff are committed to improving their skills and knowledge on a regular basis, daily happenings and their focus on immediate priorities often put professional development activities on the backburner. With the recent opportunity for uninterrupted blocks of time, the BL team completed a wide variety of online trainings that will help them better meet the needs of patrons and plan for programming.

- Microsoft Word-Beginner, Intermediate and Advanced
- Craft Programming for Adults
- Understanding and Supporting Patrons with Autism Spectrum Disorder
- Reader's Advisory Service
- Podcasts & Poetry: In the Time of Covid-19
- Online Book/Reading Clubs
- Media Literacy Training for Children & Young Adults
- USA Learns web-based program for ESL and Citizenship
- Harassment Prevention /Responding to Sexual Racial and Bulling Incident Involving Staff & Patrons
- Active Shooter Procedure for Libraries
- CloudLibrary-Best Practices and Acquisitions
- Diversity, Inclusion and Equity training

Staff Projects & Group Work

Throughout the month, Aaron and I added to the growing selection of videos on the District's YouTube channel with early literacy content and cooking demonstrations. With experience in video editing, Aaron stepped up by doing the majority of editing for BL created videos.

In the second half of the month, BL staff began brainstorming and working on pre-recorded children's content for summer reading. Michelle and Modesta will each be creating videos for two different crafts with step by step instructions. Their goal was to demonstrate simple crafts that could be done using supplies that one would typically find at home. Aaron is designing an adventure themed virtual escape room with puzzles and questions that will satisfy the bravest and cleverest of players. Lastly, I am putting together a brief clip discussing the science behind volcanic eruptions and demonstrating that with a homemade volcano.

Aaron also joined the team working with the Pasadena Literary Alliance to develop a series of author talks. While the group is still in the beginning stages of planning, he is very excited to be a part of the group and looks forward to gaining experience with library programming.

I have also spent the month working with the EAST committee on developing the phased recovery piece of the Crisis Management document. Working with the optimistic group of people, focused on drafting a plan that prioritized the safety of staff and the public has been a positive experience. We continue to meet weekly and will be developing procedures for modified library services.

Virtual Meetings

We are all living in the age of Zoom! I start off each week meeting with the other managers and share updates for the week. For me, these virtual meetings have been nice because I get to see the other managers weekly, which is more than I would under normal conditions.

The BL team continues to meet on a weekly basis for an hour each time. Our meetings typically begin with updates, then we move onto sharing our individual work. When we first started meeting over Zoom, the team spent time sharing takeaways from our individual online trainings. As of late though, we have shifted gears to discussing summer plans and possible programming opportunities that our team can take up in the near future.

There were two state-wide adult literacy meetings this month and both meetings were attended by over 70 participants. This was a great opportunity to learn how programs across the state are supporting their tutors and learners during this time. Unfortunately, nearly all literacy programs across the state reported a significant drop with tutoring activities. There was a general consensus that learners and tutors preferred in-person tutoring over virtual instruction.

Literacy Updates

This month was spent on reaching out to tutors and learners. Touching base with tutors was an easy task, as I am in regular communication with them via email. Not surprisingly, the majority of them are taking a break from tutoring. All but two tutors and three students had continued with literacy sessions during the shelter-in-place order. But, by the end of the month, only one pair continues on, meeting weekly over the telephone to practice reading.

Reaching out to learners took a little more time as I called each one individually. I was able to reach most of our 20 learners and it was pleasant to catch up with them. I even talked to a relatively new learner whom I have yet to meet, since he joined our program while I was on leave. All are healthy and have been keeping themselves busy.

April was National Volunteer Month and I sent out a video card to all the literacy volunteers thanking them for giving 1,062 hours tutoring learners on reading, writing and life skills in 2019.

**BOARD OF LIBRARY TRUSTEES
FACILITIES REPORT for APRIL 2020**

DEPARTMENT: Facilities
PREPARED BY: Jonathan Arevalo

MEETING DATE: MAY 18, 2020
LOCATION: Community Room

Facilities Highlights for the Month of April:

The Facilities Department continues in the month of April to expedite projects and issues that were mentioned in our Facilities Assessment Report and the normal day to day operations of the library.

A new circulating hot water pump was installed at the Main Library to help facilitate the flow of hot water throughout the building. This improvement was planned to be done this fiscal year and is also a positive move in helping with our sanitation practices.

A new ship ladder was installed to gain access to the second level of the Main Library roof. This will help with the safety of staff and any vendor that needs to gain access to that level.

Semi-Annual Preventative Maintenance (PM) was done on our Air Handler Units (AHU) to prepare us for the summer months. Some minor parts were replaced and all filters were changed.

Additional alarm sensors added to Bob Lucas and the Main Library outside maintenance room doors. These sensors were added to prevent theft of our landscape/janitorial equipment.

Gathering cost information for upcoming facilities projects to be done at the Main and Bob Lucas Libraries.



BOARD OF LIBRARY TRUSTEES

I.T. REPORT for April 2020

DEPARTMENT: Information Technology

MEETING DATE: May 25, 2020

PREPARED BY: Christopher Kellermeier

LOCATION: Zoom Meeting

During the closure, I.T. continues to support staff initiatives, staff remote working capabilities, and expansions on our digital resources. Standard procedure continues to be exercised on systems and hardware according to maintenance, cleaning, testing, and updating schedules:

Data Visualization (Open Data)	Disaster Recovery Testing (hardware failover)
Control Room Cleaning	System Maintenance and Testing
Future Proofing (eRate, WiFi upgrade, CCTV)	Systems' Updates
Training Videos	Electronic Resource Integrations

The following systems are slated for significant updates:

1. Koha ILS from version 19.05 to 19.11
 - a. Staff have received notice for webinars related to updates
 - b. Update is expected to be performed between June 7th and June 21st.
2. WiFi 5 to WiFi 6 and CCTV
 - a. Schedule is pending USAC notice of funding for ERate CAT 2 application.
 - b. We continue to evaluate CCTV camera solutions that will utilize the new ethernet drops provided by this CAT 2 expansion.



BOARD OF TRUSTEES REPORT

May 18, 2020

Referencing our April report to the Board of Trustees, we are taking action to address: *how to grow our board*. We have engaged the professional services of consultant, Gail Meltzer, CFRE, co-founder and partner of Core Strategies for Non-Profits. While she has offered a 3-Phase proposal, leading to assisting us in preparing for a capital campaign, we have signed an agreement for Phase 1, which entails examining all our documents, bylaws, handbook, policies and offering suggestions for changes as well as creating any pertinent documents we don't currently have. The purpose of Phase 1 is to ensure we are prepared to present ourselves to the community as an important Foundation ready to engage with dynamic people to serve as Directors of the Foundation Board.

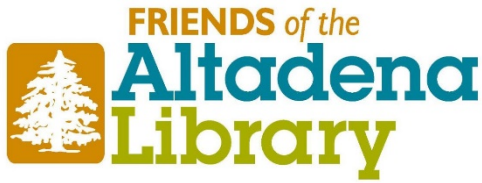
When we meet, May 20, not only will we hear an update from Ms Meltzer outlining her progress, we will also have an important conversation regarding our approach to Taste of 'Dena. Clearly, we will not be hosting a live event, but we will be exploring exciting options for virtual aspects, and ways to aid all our past vendors with gift certificates or some other form of loyalty as we live out the libraries strategic focus of being good neighbors.

We shared brief messages from each member about 'life in the time of covid'. Wow! While we all have in common the chaos, profound adjustment, both professionally and personally, the stories are so personal. I want to share just a few highlights:

- *We are safe and well in our surroundings. I am immune-compromised so I haven't been out much since March, and like many families with both parents who work, we struggle on the daily with our young one and his academics.*
- *My husband and I are working from home and managing our kids' schooling, which has been full of challenges but also rewarding. Professionally, my colleagues and I have had to reimagine what a museum is and learn a whole set of new skills . . . quickly.*
- *For the last several weeks, we have had our oldest grandson (6 and is in a k-1st grade combo class) stay with us. Without a home computer, he was losing ground, but, we have seen a big improvement in his reading and math skills. I just don't know how single parents with very limited resources are making it.*
- *I believe through the last couple months I, and so many people that I talk to, are learning what is really important in our lives. As far as work goes about half of our projects we had scheduled were thankfully able to continue as scheduled.*

- *I've been mostly well, and also somewhat overwhelmed at different times over the last two months. The past week has been one of the tougher ones. My immediate and extended family members are healthy and safe, as am I.*

The Altadena Library District is well-served by the current board of directors who are committed to our mission, and exploring ways to be stronger, more community focused and a dynamic voice for our library.



Given the present uncertainties, the Friends are continuing to plan only virtual events for the near future, with our next Virtual Board Meeting on Saturday May 23, our first ever Virtual Annual Meeting on Saturday June 6th, and a Virtual Book Pitch Party in early July.

On Saturday May 23 at noon, we will hold our Virtual May FOAL Board meeting.

Agenda items will include:

- (i) Discussion of proposed donation to the Library for the coming FY.
- (ii) Final planning for our Annual Meeting on June 6th.
- (iii) Report from the nominations committee regarding who will be standing as Board Officers at the Annual Meeting.
- (iv) Plans for a Virtual Book Pitch Party in July.

This meeting will be held virtually via Zoom. Those interested in attending should email the Friends at friends_altadenalibrary@yahoo.com to receive the meeting info.

On Saturday June 6 at 1pm, our Virtual Annual Meeting will feature a discussion of the unfair practices that determine which schools our kids can attend.

This meeting will also be held virtually via Zoom. Those interested in attending should again email the Friends at friends_altadenalibrary@yahoo.com to receive the meeting info.

The meeting will open with the FOAL Board election and presentation of the Library donation, after which bestselling author Tim DeRoche and former CA State Senator and education reform advocate Gloria Romero will discuss Tim's new book: **"A Fine Line: How Most American Kids Are Kept Out of the Best Public Schools."**

On May 17th 1954, in the Brown vs. Board of Education ruling, the Supreme Court declared that public education must be available to all on equal terms. But sixty-six years later, many of the best public schools remain closed to all but the most privileged families. Empowered by little-known state laws, school districts draw attendance zones around their best schools, indicating who is, and who isn't, allowed to enroll.

Tim and Gloria will discuss surprising parallels between current education policies and the redlining practices of the New Deal era, in which minority families were often denied mortgages and government housing assistance because they didn't live within certain desirable zones of the city. They will also talk about how the resulting inequities are impacting kids' education during the current crisis.

Their presentation will be followed by a Q&A session.

Claire Newman, Friends President, on behalf of the entire Friends Board.

Post Office Box 6633, Altadena, CA 91003 | friends_altadenalibrary@yahoo.com
altadenalibrary.org/friends | twitter.com/AltadenaFriends | facebook.com/AltadenaFriends



**BOARD OF LIBRARY TRUSTEES
DIRECTOR'S REPORT for May 2020**

DEPARTMENT: Administration

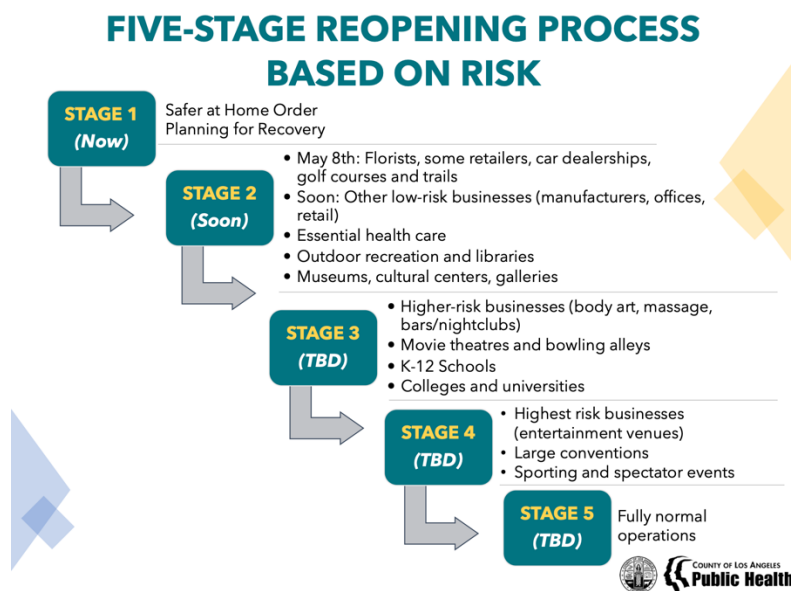
MEETING DATE: May 18, 2020

PREPARED BY: Nikki Winslow

LOCATION: Virtual Zoom Meeting

Re-Opening the Library during this Pandemic:

We have been following the announcements of Governor Newsom and the LA County Public Health Department to determine when it is considered safe to bring our staff back to work, and then ultimately having our patrons return to the buildings. As of writing this report on Tuesday, 5/12, we have moved into Stage 2 of the Five-Stage Re-Opening Process provided by LA County Public Health, which includes libraries (see image below).

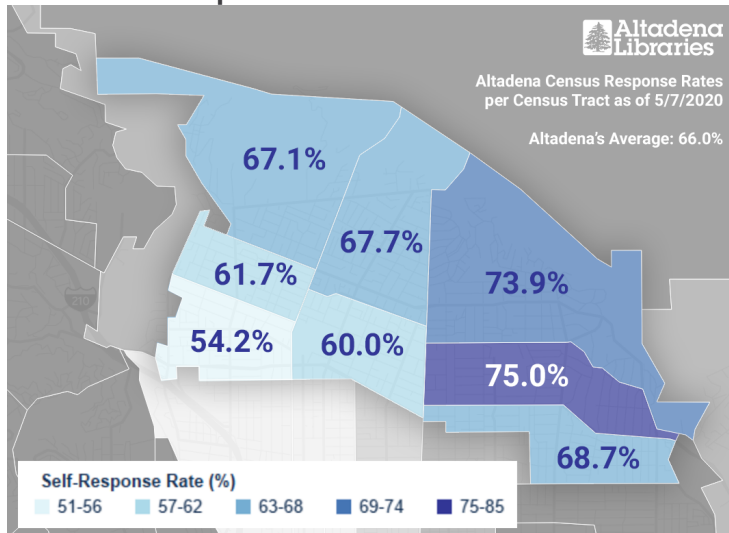


In coordination with Board President Katie Clark, I have decided to bring our staff back to work on Monday, May 18th. Referring to the Crisis Management Plan that was presented to the Board last month, this puts us in our Level 2. We are developing a Curbside Service model for our patrons, hopeful to have it implemented sometime this week. We have also created staggered staff schedules to minimize the number of staff in the building at a time to promote social distancing and have also purchased PPE (personal protective equipment), including fabric and disposable face masks, gloves, and hand sanitizer for staff use. We are also pursuing purchase of sneeze guards for public service desks to have in place for when we open to the public, at a date to be determined. Jonathan was also able to purchase industrial strength cleaners for us to wipe down and sanitize surfaces on a consistent schedule each day. We will also be working on moving furniture and other equipment to prepare for a social distanced environment for opening to the public. Overall I think we are all excited to get back to work but want to make sure we do so in as safe and secure manner as possible.

Human Resources Study:

We have almost concluded the Classification part of this process. Staff were emailed their draft classification on Monday, 4/27 to review and then either agree with their recommended classification and the job description or dispute one or both of these by Friday, 5/8. Nicole and I met with Koff & Associates to discuss the discrepancies that staff identified this week and will have the finalized classifications done and to staff by 5/22. The next phase of this process is the compensation study, which compares ALD to the other 12 nearby systems that we identified as the most similar to us. They did send us their preliminary results last week and Nicole is currently analyzing how much it would cost us to bump up the positions that are significantly underpaid compared to market standards. We should have a more complete picture to share with the Board about this entire study at the June 2020 Board meeting.

Census 2020 Update:



A big thank you to Chloé for continuing to keep an eye on the Census collection rates for the Altadena area and producing graphics like the one above, that was posted on all of our social media pages on 5/8/2020. I have also discussed the importance of counting as many people as possible during the presentations I have done with community organizations. As you can see, there is still work to do to get us closer to 100% collection, especially in certain areas of the community and I will continue working with Chloé and other members of my Management Team on ideas to outreach and promote this effort, especially knowing that the deadline has been extended to October 31.

Poetry & Cookies:

The Friends of the Altadena Library sponsored the Annual Poetry & Cookies event this year, held in a virtual format this year on the library's Zoom platform on Sunday 4/26. We had the ceremonial passing of the laurels to our two new Poets Laureate, Khadija Anderson and Jessica Abughattas. A HUGE thank you to Chloé for creating video and sound files of many of the poets from the Altadena Literary Review, available on our YouTube page and for also moderating the event on 4/26. We had over 30 of the poets do live readings during the event that day and upwards of 80 people in the Zoom room at times listening to their beautiful and inspiring poems. I can only imagine how wonderful it would've been in person after such a great online event and look forward to attending it in the future. For more information on our new Poets Laureate, history of poetry with ALD and how to get a copy of the book, please visit our website at: <http://www.altadenalibrary.org/poetry/>.



Regular Meetings:

The Management Team and I have continued to meet every Monday morning at 10am to update each other on what we and our teams are working on. We have also read some articles from the Stanford Social Innovation Review, a periodical we recently subscribed to, and shared what we discovered and learned from reading these articles on leadership and management.

We had another All-Staff Meeting on Friday, 5/8 as well. It was WONDERFUL to see everyone again and connect with them. I know I am really looking forward to being able to see them in person! We had the managers do a round robin style update and then left 15 minutes at the end for staff to ask any questions they might have about the re-opening, upcoming Budget Committee Meeting or anything else that may have come to mind.

The EAST (Emergency Action & Safety Team) has been meeting 1-3 times a week to continue drafting our Emergency Protocols and Crisis Management Plan, which was shared with the Board last month and no additional changes have been made to it at this time. In addition to that, they have been working with me to prepare the staff for returning to work on Monday 5/18, including a list of what staff should expect in a socially distanced work environment and what that entails. They are also busy developing a Curbside Service model and safe way to start taking returned items back into the buildings. They have been a very busy team the past month and I am so grateful to Helen Milner for her leadership on this team and for the many contributions of the rest of the members.

I appreciate the managers having weekly meetings with their staff to connect, update and share with each other during this isolated time. I anticipate us continuing to conduct staff meetings on the Zoom platform since we will have some staff working from home on certain days plus the bonus of natural social distancing when we hold meetings in a virtual style.

Pasadena Literary Alliance (PLA) & Open Book Videos:

The first interview for the Open Book On Location video series produced by ALD and PLA was recorded earlier this month. Author Les Klinger met virtually with authors Laurie R. King and David Morrell to discuss their work. The recording went so well and was so fruitful that Les is already recruiting more authors in his network to interview for future videos about more genres that we can produce in partnership with PLA. Chloé is working with their Open Book subcommittee to edit and finalize the video interview that will be released the last week of May. We will be sending out an e-blast announcing the series and introducing the authors in late May when the video will be posted on our YouTube channel. The Adult Services team has compiled a list of related reads that Chloé will use in our social media promotion of the first video. We are thrilled to be introduced to a new network of authors and to share in-depth conversations about a variety of genres with our community!





**BOARD OF LIBRARY TRUSTEES
FINANCE REPORT for May 2020**

DEPARTMENT: Administration

MEETING DATE: May 18, 2020

PREPARED BY: Nicole Fabry

LOCATION: Community Room

TITLE: Summary Report of Financial Statements for March 2020

March 2020 FINANCIAL STATEMENTS

The following financial reports are for the month of March 2020. The financial statements are unaudited. Currently we are at 75% of our budget year.

As indicated on this report, actual year-to-date expenditures exceed actual year-to-date revenues reflecting a net income of -\$193,622.58. ALD cash and cash equivalents are \$2,988,574.66.

ALD total assets equal \$6,055,851.96.

REVENUE HIGHLIGHTS

In March 2020 the District was able to take in only \$17,871.48 in overall income after closing on March 14, 2020 due to COVID-19.

EXPENDITURE HIGHLIGHTS

In March 2020 the District spent a total of 2,895.79 on Capital Expenditures, which included the purchase and installation of a new ladder for upper roof access and new cabinetry in the Facilities workroom.

PAYMENTS FROM SUPPORT ORGANIZATIONS

No payments to report.

Altadena Library District
Balance Sheet
As of March 31, 2020

Mar 31, 20

ASSETS**Current Assets****Checking/Savings****Cash & Cash Equivalents****Cash in Banks**

1001 · Pacific West - Checking	5,744.00
1002 · Pacific West - MMA	15,007.51
1021 · Chase General Acct...2951	163,193.87
1026 · Chase HY Svgs...6883	30,989.56
1041 · Chase HY Svgs...6875	936.24

Total Cash in Banks 215,871.18

Cash on Hand

1080 · Petty Cash	500.00
1081 · Cash Register - Main	150.00
1082 · Petty Cash - Branch	100.00
1083 · Cash Register - Branch	100.00

Total Cash on Hand 850.00

Cash with County

1010.00 · Cash in County Treasury	2,812,764.58
1013 · FMV - COLA Funds	(40,911.10)

Total Cash with County 2,771,853.48

Total Cash & Cash Equivalents 2,988,574.66

Total Checking/Savings 2,988,574.66

Other Current Assets

1400 · Property Taxes Rec - Secured	1,129,918.04
1401 · Parcel Assessment Receivable	372,583.65
1410 · Property Tax Rec - Unsecured	(1,531.09)

Total Other Current Assets 1,500,970.60

Total Current Assets

4,489,545.26

Fixed Assets**Capital Assets****Accumulated Depreciation**

1800 · Accum Depr (S & I)	(1,180,819.32)
1900 · Accum Depr (FF & E)	(24,481.72)

Total Accumulated Depreciation (1,205,301.04)

Depreciable Assets

1550 · Structures & Improvements	1,748,759.10
1700 · Furniture, Fixtures & Equipment	125,461.66

Total Depreciable Assets 1,874,220.76

Non-Depreciable Assets

1500 · Land	77,280.28
1510 · Artwork	102,500.00

Total Non-Depreciable Assets 179,780.28

Total Capital Assets 848,700.00

Total Fixed Assets 848,700.00

Altadena Library District
Balance Sheet
 As of March 31, 2020

	Mar 31, 20
Other Assets	
Deferred Outflows of Resources	
1990 · DOR - Pension Contributions	180,238.00
1991 · DOR - Pension Related	524,894.00
1993 · DOR - OPEB Related	7,322.00
Total Deferred Outflows of Resources	712,454.00
Prepays	
1076 · Prepaid Items & Deposits	5,152.70
Total Prepays	5,152.70
Total Other Assets	717,606.70
TOTAL ASSETS	6,055,851.96
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	1,100.00
Total Accounts Payable	1,100.00
Credit Cards	
2010 · UMB Card Services...3219	16,594.73
Total Credit Cards	16,594.73
Other Current Liabilities	
2005 · Accrued Expenses - Other	5,850.00
2050 · Accrued Vacation Payable	62,123.42
2100 · Payroll Payable	
2100.02 · Salaries & Benefits Payable	27,948.83
2100.03 · CalPers CLASSIC (EE Ded)	599.64
2100.04 · CalPers PEPRA (EE Ded)	4,685.54
2100.07 · CalPers 457 (EE Contribution)	534.66
2100.08 · CalPers 457 (EE Loan Repayment)	120.41
2100.09 · Disability Insurance	(248.44)
Total 2100 · Payroll Payable	33,640.64
Total Other Current Liabilities	101,614.06
Total Current Liabilities	119,308.79
Long Term Liabilities	
Deferred Inflows of Resources	
2601 · DIR - Pension Related	274,678.00
Total Deferred Inflows of Resources	274,678.00
2700 · Net Pension Liability	2,302,407.00
2701 · Net OPEB Liability	1,089,770.00
Total Long Term Liabilities	3,666,855.00
Total Liabilities	3,786,163.79
Equity	
3300 · Retained Earnings	1,093,201.80
Net Income	1,176,486.37
Total Equity	2,269,688.17
TOTAL LIABILITIES & EQUITY	6,055,851.96

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2019 through March 2020

	Jul '19 - Mar 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
DONATIONS AND GRANTS				
4705 · Altadena Library Foundation	10,800.00	10,000.00	800.00	108.0%
4710 · Friends of the Library	34,500.00	33,000.00	1,500.00	104.5%
4730 · Undesignated	22.17		22.17	100.0%
4740 · CA Library Literacy Services	18,000.00	18,000.00		100.0%
Total DONATIONS AND GRANTS	63,322.17	61,000.00	2,322.17	103.8%
FINES & FEES				
4305 · Fees	3,296.45	4,000.00	(703.55)	82.4%
4310 · MFM / Printer Revenue	8,415.43	5,500.00	2,915.43	153.0%
4340 · Passport Services Fees	85,015.00	120,000.00	(34,985.00)	70.8%
4350 · Sales of Products	1,252.00	1,500.00	(248.00)	83.5%
Total FINES & FEES	97,978.88	131,000.00	(33,021.12)	74.8%
INTEREST INCOME & ADJUSTMENTS				
4210 · Chase Bank	38.38	400.00	(361.62)	9.6%
Total INTEREST INCOME & ADJUSTMENTS	38.38	400.00	(361.62)	9.6%
OTHER REVENUE & ADJUSTMENT				
4910 · Miscellaneous Income	0.43			
4915 · Film Rental Revenue		2,000.00	(2,000.00)	
4930 · E-Rate Revenue		36,000.00	(36,000.00)	
4940 · Transfer in from Reserves		36,900.00	(36,900.00)	
4999 · Credit Card Rebates	5,000.00	10,000.00	(5,000.00)	50.0%
Total OTHER REVENUE & ADJUSTMENT	5,000.43	84,900.00	(79,899.57)	5.9%
PROPERTY TAXES				
4010 · Current-Year Secured				
4010.00 · Current Secured	2,576,019.39	2,556,700.00	19,319.39	100.8%
Total 4010 · Current-Year Secured	2,576,019.39	2,556,700.00	19,319.39	100.8%
4020 · Current-Year Unsecured				
4020.00 · Current Unsecured	86,918.20		86,918.20	100.0%
4020 · Current-Year Unsecured - Other		86,900.00	(86,900.00)	
Total 4020 · Current-Year Unsecured	86,918.20	86,900.00	18.20	100.0%
4030 · Prior-Year Secured				
4030.00 · Prior Secured	(9,374.33)	10,200.00	(19,574.33)	(91.9)%
4030.05 · Secured Tax Refunds	(27,670.43)			
Total 4030 · Prior-Year Secured	(37,044.76)	10,200.00	(47,244.76)	(363.2)%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(6,056.51)	10,200.00	(16,256.51)	(59.4)%
Total 4040 · Prior-Year Unsecured	(6,056.51)	10,200.00	(16,256.51)	(59.4)%
4050 · Homeowners Exemption	6,635.78	15,300.00	(8,664.22)	43.4%
4060 · Special Assessment				
4060.01 · Per Parcel Benefit Assessment	848,347.37		848,347.37	100.0%
4060.02 · Direct Assessments	402.45			
4060 · Special Assessment - Other		846,400.00	(846,400.00)	
Total 4060 · Special Assessment	848,749.82	846,400.00	2,349.82	100.3%
4070 · Supplemental Current				
4010.03 · SB 813 Supplemental	13,185.77			
Total 4070 · Supplemental Current	13,185.77			

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2019 through March 2020

	Jul '19 - Mar 20	Budget	\$ Over Budget	% of Budget
4075 · Supplemental Prior				
4030.03 · SB 813 Redemption	3,890.06			
Total 4075 · Supplemental Prior	3,890.06			
4080 · Penalties, Interest & Costs-Ref	8,938.49	10,000.00	(1,061.51)	89.4%
4220 · County Interest Allocation	19,644.01	21,000.00	(1,355.99)	93.5%
Total PROPERTY TAXES	3,520,880.25	3,556,700.00	(35,819.75)	99.0%
Total Income	3,687,220.11	3,834,000.00	(146,779.89)	96.2%
Expense				
CAPITAL EXPENSE				
7310 · Equipment, Furniture & Fixtures	20,232.30	46,700.00	(26,467.70)	43.3%
7320 · Structures & Improvements	23,038.72	65,600.00	(42,561.28)	35.1%
Total CAPITAL EXPENSE	43,271.02	112,300.00	(69,028.98)	38.5%
FACILITIES, GROUNDS & MAINT.				
7205 · Maintenance Contracts	9,889.26	13,300.00	(3,410.74)	74.4%
7210 · Building Maint & Repairs	18,102.56	29,500.00	(11,397.44)	61.4%
7220 · Landscape	15,116.87	18,400.00	(3,283.13)	82.2%
Total FACILITIES, GROUNDS & MAINT.	43,108.69	61,200.00	(18,091.31)	70.4%
LIBRARY MATERIALS				
6110 · Cataloging Expenses	10,375.21	22,000.00	(11,624.79)	47.2%
6115 · Electronic Databases & Subscrip	20,532.92	30,000.00	(9,467.08)	68.4%
6120 · Books	84,797.64	130,000.00	(45,202.36)	65.2%
6125 · Audio CD	1,384.57	15,000.00	(13,615.43)	9.2%
6130 · DVD's & Videogames	28,374.49	35,000.00	(6,625.51)	81.1%
6135 · Processing of Materials	29,864.22	50,000.00	(20,135.78)	59.7%
6140 · Periodicals	12,280.08	20,000.00	(7,719.92)	61.4%
6150 · Downloadables	10,279.42	30,000.00	(19,720.58)	34.3%
6155 · Library of Things	9.84	5,000.00	(4,990.16)	0.2%
Total LIBRARY MATERIALS	197,898.39	337,000.00	(139,101.61)	58.7%
MISCELLANEOUS EXPENSE				
7510 · Miscellaneous Expense	560.21			
Total MISCELLANEOUS EXPENSE	560.21		560.21	100.0%
OPERATING EXPENSES				
ADVERTISING & MARKETING				
6618 · Recruitment	1,924.19	1,800.00	124.19	106.9%
6627 · Advertising / Marketing	2,453.85	7,000.00	(4,546.15)	35.1%
Total ADVERTISING & MARKETING	4,378.04	8,800.00	(4,421.96)	49.8%
FEES				
6745 · Banking & Service Fees	1,558.54	2,000.00	(441.46)	77.9%
6746 · Payroll Fees	7,110.00	10,200.00	(3,090.00)	69.7%
7530 · County Tax Collection Fees	33,273.39	33,700.00	(426.61)	98.7%
Total FEES	41,941.93	45,900.00	(3,958.07)	91.4%
INSURANCE				
6430 · Insurance-Gen, Prop, Liab, Eq	33,011.34	33,000.00	11.34	100.0%
6432 · Earthquake Insurance	30,370.00	30,400.00	(30.00)	99.9%
Total INSURANCE	63,381.34	63,400.00	(18.66)	100.0%

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2019 through March 2020

	Jul '19 - Mar 20	Budget	\$ Over Budget	% of Budget
STAFF COSTS & PROF. DEVELOPMENT				
6623 · Trustee Prof. Development	240.00	1,000.00	(760.00)	24.0%
6625 · Training & Education	12,079.94	15,000.00	(2,920.06)	80.5%
6626 · Staff Recognition	2,475.44	3,000.00	(524.56)	82.5%
6710 · Meetings & Travel	10,348.76	9,000.00	1,348.76	115.0%
6730 · Mileage & Parking Reimbursement	1,748.94	2,000.00	(251.06)	87.4%
Total STAFF COSTS & PROF. DEVELOPMENT	26,893.08	30,000.00	(3,106.92)	89.6%
UTILITIES				
6920 · Electricity	27,170.25	50,000.00	(22,829.75)	54.3%
6930 · Natural Gas	2,342.79	5,000.00	(2,657.21)	46.9%
6940 · Water & Sewage	5,265.02	8,000.00	(2,734.98)	65.8%
6950 · Refuse	5,254.83	7,000.00	(1,745.17)	75.1%
Total UTILITIES	40,032.89	70,000.00	(29,967.11)	57.2%
6620 · Membership Dues & Subscriptions	13,753.27	13,000.00	753.27	105.8%
6740 · Postage & Delivery	4,991.68	8,000.00	(3,008.32)	62.4%
6750 · Printing & Reproduction	2,209.77	5,000.00	(2,790.23)	44.2%
6755 · Small Equipment	2,969.75	7,000.00	(4,030.25)	42.4%
6765 · Janitorial Supplies	5,779.18	6,000.00	(220.82)	96.3%
6770 · Operating Supplies	11,486.27	15,000.00	(3,513.73)	76.6%
6775 · Technical Services Supplies	3,866.26	5,000.00	(1,133.74)	77.3%
6780 · Operating Software	1,632.38	1,500.00	132.38	108.8%
6960 · Sales of Products	86.78	200.00	(113.22)	43.4%
6970 · Equipment Lease & Rental	15,501.29	26,600.00	(11,098.71)	58.3%
Total OPERATING EXPENSES	238,903.91	305,400.00	(66,496.09)	78.2%
PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	254,172.67	374,300.00	(120,127.33)	67.9%
5020 · Hourly	1,040,126.06	1,416,200.00	(376,073.94)	73.4%
Total 5000 · SALARIES & WAGES	1,294,298.73	1,790,500.00	(496,201.27)	72.3%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)	108,482.22	153,300.00	(44,817.78)	70.8%
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	17,016.09	25,000.00	(7,983.91)	68.1%
5210.02 · CalPers PEPPA (ER Contr)	54,082.39	90,000.00	(35,917.61)	60.1%
5218 · PERS Unfunded	147,894.00	147,900.00	(6.00)	100.0%
Total 5210 · PERS Retirement	218,992.48	262,900.00	(43,907.52)	83.3%
5222 · OPEB Contribution		60,000.00	(60,000.00)	
Total 5100 · Employer-Portion Taxes/Benefits	327,474.70	476,200.00	(148,725.30)	68.8%
5200 · Insurance				
5220 · Health Insurance	88,719.41	138,000.00	(49,280.59)	64.3%
5221 · Health Insurance - Retirees	49,429.25	77,700.00	(28,270.75)	63.6%
5230 · Dental Insurance	7,948.30	13,800.00	(5,851.70)	57.6%
5240 · Vision Insurance	2,866.33	4,100.00	(1,233.67)	69.9%
5260 · Life Insurance	1,120.55	1,400.00	(279.45)	80.0%
5270 · Workers' Compensation	31,233.41	31,300.00	(66.59)	99.8%
Total 5200 · Insurance	181,317.25	266,300.00	(84,982.75)	68.1%
Total PERSONNEL RELATED EXPENSES	1,803,090.68	2,533,000.00	(729,909.32)	71.2%

Altadena Library District
Profit & Loss Budget vs. Actual
 July 2019 through March 2020

	Jul '19 - Mar 20	Budget	\$ Over Budget	% of Budget
PROFESSIONAL & TECHNICAL				
INFORMATION TECHNOLOGY (IT)				
7135 · Technology Consulting	3,500.00	3,500.00		100.0%
7170 · Telecommunications	7,475.46	9,500.00	(2,024.54)	78.7%
7175 · Internet Service / E-Rate	10,338.21	42,000.00	(31,661.79)	24.6%
7180 · Technology Equipment	7,984.21	11,700.00	(3,715.79)	68.2%
7185 · Technology Maintenance Fees	17,594.66	21,000.00	(3,405.34)	83.8%
7190 · Website Development	361.45	1,500.00	(1,138.55)	24.1%
Total INFORMATION TECHNOLOGY (IT)	47,253.99	89,200.00	(41,946.01)	53.0%
PROFESSIONAL SERVICES				
7125 · Audit and Financial Consulting	19,039.57	61,200.00	(42,160.43)	31.1%
7130 · Legal Fees	47,087.64	107,000.00	(59,912.36)	44.0%
7140 · Architectural & Engineering	24,997.50	64,000.00	(39,002.50)	39.1%
7145 · Collection Agency	2,004.80	1,900.00	104.80	105.5%
7155 · Consultants - Other	14,977.51	88,000.00	(73,022.49)	17.0%
Total PROFESSIONAL SERVICES	108,107.02	322,100.00	(213,992.98)	33.6%
Total PROFESSIONAL & TECHNICAL	155,361.01	411,300.00	(255,938.99)	37.8%
PROGRAMS				
6200 · Youth Services	2,070.41	12,700.00	(10,629.59)	16.3%
6210 · Teen Services	1,028.75	5,400.00	(4,371.25)	19.1%
6220 · Adult Services	15,145.54	28,900.00	(13,754.46)	52.4%
6230 · Bob Lucas Branch Services	2,670.78	5,700.00	(3,029.22)	46.9%
6240 · Literacy Services	2,494.76	7,000.00	(4,505.24)	35.6%
6250 · Volunteer Services	871.18	2,500.00	(1,628.82)	34.8%
6260 · Summer Reading	4,258.41	9,200.00	(4,941.59)	46.3%
Total PROGRAMS	28,539.83	71,400.00	(42,860.17)	40.0%
Total Expense	2,510,733.74	3,831,600.00	(1,320,866.26)	65.5%
Net Ordinary Income	1,176,486.37	2,400.00	1,174,086.37	49,020.3%
Net Income	1,176,486.37	2,400.00	1,174,086.37	49,020.3%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2019 through March 2020

	Jul '19 - Mar 20	Jul '18 - Mar 19	\$ Change	% Change
Ordinary Income/Expense				
Income				
DONATIONS AND GRANTS				
4705 · Altadena Library Foundation	10,800.00	5,000.00	5,800.00	116.0%
4710 · Friends of the Library	34,500.00	11,638.25	22,861.75	196.4%
4730 · Undesignated	22.17	1,431.15	(1,408.98)	(98.5)%
4740 · CA Library Literacy Services	18,000.00		18,000.00	100.0%
4750 · Cal State Library		18,000.00	(18,000.00)	(100.0)%
Total DONATIONS AND GRANTS	63,322.17	36,069.40	27,252.77	75.6%
FINES & FEES				
4305 · Fees	3,296.45	2,927.54	368.91	12.6%
4310 · MFM / Printer Revenue	8,415.43	9,260.77	(845.34)	(9.1)%
4340 · Passport Services Fees	85,015.00	84,324.95	690.05	0.8%
4350 · Sales of Products	1,252.00	842.00	410.00	48.7%
4810 · Community Room Fees		580.00	(580.00)	(100.0)%
Total FINES & FEES	97,978.88	97,935.26	43.62	
INTEREST INCOME & ADJUSTMENTS				
4210 · Chase Bank	38.38	161.08	(122.70)	(76.2)%
Total INTEREST INCOME & ADJUSTMENTS	38.38	161.08	(122.70)	(76.2)%
OTHER REVENUE & ADJUSTMENT				
4910 · Miscellaneous Income	0.43		0.43	100.0%
4915 · Film Rental Revenue		5,800.00	(5,800.00)	(100.0)%
4920 · Reimbursements		400.55	(400.55)	(100.0)%
4930 · E-Rate Revenue				
4999 · Credit Card Rebates	5,000.00	5,000.00		
Total OTHER REVENUE & ADJUSTMENT	5,000.43	11,200.55	(6,200.12)	(55.4)%
PROPERTY TAXES				
4010 · Current-Year Secured				
4010.00 · Current Secured	2,576,019.39	2,414,259.34	161,760.05	6.7%
4010.01 · Revenue Residual		16,979.60	(16,979.60)	(100.0)%
4010.02 · Statutory Revenue		2,709.57	(2,709.57)	(100.0)%
Total 4010 · Current-Year Secured	2,576,019.39	2,433,948.51	142,070.88	5.8%
4020 · Current-Year Unsecured				
4020.00 · Current Unsecured	86,918.20	84,437.18	2,481.02	2.9%
Total 4020 · Current-Year Unsecured	86,918.20	84,437.18	2,481.02	2.9%
4030 · Prior-Year Secured				
4030.00 · Prior Secured	(9,374.33)	(6,853.14)	(2,521.19)	(36.8)%
4030.05 · Secured Tax Refunds	(27,670.43)	(31,468.92)	3,798.49	12.1%
Total 4030 · Prior-Year Secured	(37,044.76)	(38,322.06)	1,277.30	3.3%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(6,056.51)	(6,560.05)	503.54	7.7%
Total 4040 · Prior-Year Unsecured	(6,056.51)	(6,560.05)	503.54	7.7%
4050 · Homeowners Exemption	6,635.78	6,779.14	(143.36)	(2.1)%
4060 · Special Assessment				
4060.01 · Per Parcel Benefit Assessment	848,347.37	832,799.08	15,548.29	1.9%
4060.02 · Direct Assessments	402.45	(2,856.02)	3,258.47	114.1%
Total 4060 · Special Assessment	848,749.82	829,943.06	18,806.76	2.3%
4070 · Supplemental Current				
4010.03 · SB 813 Supplemental	13,185.77	13,206.06	(20.29)	(0.2)%
Total 4070 · Supplemental Current	13,185.77	13,206.06	(20.29)	(0.2)%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2019 through March 2020

	Jul '19 - Mar 20	Jul '18 - Mar 19	\$ Change	% Change
4075 · Supplemental Prior				
4030.03 · SB 813 Redemption	3,890.06	2,229.81	1,660.25	74.5%
Total 4075 · Supplemental Prior	3,890.06	2,229.81	1,660.25	74.5%
4080 · Penalties, Interest & Costs-Ref	8,938.49	8,867.43	71.06	0.8%
4220 · County Interest Allocation	19,644.01	20,478.01	(834.00)	(4.1)%
Total PROPERTY TAXES	3,520,880.25	3,355,007.09	165,873.16	4.9%
Total Income	3,687,220.11	3,500,373.38	186,846.73	5.3%
Expense				
CAPITAL EXPENSE				
7310 · Equipment, Furniture & Fixtures	20,232.30	26,607.41	(6,375.11)	(24.0)%
7320 · Structures & Improvements	23,038.72	11,889.00	11,149.72	93.8%
Total CAPITAL EXPENSE	43,271.02	38,496.41	4,774.61	12.4%
FACILITIES, GROUNDS & MAINT.				
7205 · Maintenance Contracts	9,889.26	8,434.29	1,454.97	17.3%
7210 · Building Maint & Repairs	18,102.56	18,024.29	78.27	0.4%
7220 · Landscape	15,116.87	15,493.80	(376.93)	(2.4)%
Total FACILITIES, GROUNDS & MAINT.	43,108.69	41,952.38	1,156.31	2.8%
LIBRARY MATERIALS				
6110 · Cataloging Expenses	10,375.21	16,922.70	(6,547.49)	(38.7)%
6115 · Electronic Databases & Subscrip	20,532.92	14,410.05	6,122.87	42.5%
6120 · Books	84,797.64	79,647.15	5,150.49	6.5%
6125 · Audio CD	1,384.57	7,225.81	(5,841.24)	(80.8)%
6130 · DVD's & Videogames	28,374.49	16,804.80	11,569.69	68.9%
6135 · Processing of Materials	29,864.22	28,824.21	1,040.01	3.6%
6140 · Periodicals	12,280.08	11,277.37	1,002.71	8.9%
6150 · Downloadables	10,279.42	14,068.75	(3,789.33)	(26.9)%
6155 · Library of Things	9.84	9.84	9.84	100.0%
Total LIBRARY MATERIALS	197,898.39	189,180.84	8,717.55	4.6%
MISCELLANEOUS EXPENSE				
7510 · Miscellaneous Expense	560.21	425.66	134.55	31.6%
7540 · Trustee Election				
Total MISCELLANEOUS EXPENSE	560.21	425.66	134.55	31.6%
OPERATING EXPENSES				
ADVERTISING & MARKETING				
6618 · Recruitment	1,924.19	404.25	1,519.94	376.0%
6627 · Advertising / Marketing	2,453.85	2,344.12	109.73	4.7%
Total ADVERTISING & MARKETING	4,378.04	2,748.37	1,629.67	59.3%
FEES				
6745 · Banking & Service Fees	1,558.54	1,527.83	30.71	2.0%
6746 · Payroll Fees	7,110.00	7,110.00		
7530 · County Tax Collection Fees	33,273.39	33,235.82	37.57	0.1%
Total FEES	41,941.93	41,873.65	68.28	0.2%
INSURANCE				
6430 · Insurance-Gen, Prop, Liab, Eq	33,011.34	26,138.73	6,872.61	26.3%
6432 · Earthquake Insurance	30,370.00	18,550.00	11,820.00	63.7%
Total INSURANCE	63,381.34	44,688.73	18,692.61	41.8%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2019 through March 2020

	Jul '19 - Mar 20	Jul '18 - Mar 19	\$ Change	% Change
STAFF COSTS & PROF. DEVELOPMENT				
6623 · Trustee Prof. Development	240.00	600.00	(360.00)	(60.0)%
6625 · Training & Education	12,079.94	4,799.12	7,280.82	151.7%
6626 · Staff Recognition	2,475.44	3,183.80	(708.36)	(22.3)%
6710 · Meetings & Travel	10,348.76	5,829.67	4,519.09	77.5%
6730 · Mileage & Parking Reimbursement	1,748.94	747.04	1,001.90	134.1%
Total STAFF COSTS & PROF. DEVELOPME...	26,893.08	15,159.63	11,733.45	77.4%
UTILITIES				
6920 · Electricity	27,170.25	24,630.07	2,540.18	10.3%
6930 · Natural Gas	2,342.79	2,343.25	(0.46)	
6940 · Water & Sewage	5,265.02	4,069.88	1,195.14	29.4%
6950 · Refuse	5,254.83	4,403.38	851.45	19.3%
Total UTILITIES	40,032.89	35,446.58	4,586.31	12.9%
6620 · Membership Dues & Subscriptions	13,753.27	11,932.76	1,820.51	15.3%
6628 · Volunteer Recognition		1,286.00	(1,286.00)	(100.0)%
6740 · Postage & Delivery	4,991.68	6,235.63	(1,243.95)	(20.0)%
6750 · Printing & Reproduction	2,209.77	4,243.03	(2,033.26)	(47.9)%
6755 · Small Equipment	2,969.75	5,305.05	(2,335.30)	(44.0)%
6765 · Janitorial Supplies	5,779.18	6,020.02	(240.84)	(4.0)%
6770 · Operating Supplies	11,486.27	15,749.86	(4,263.59)	(27.1)%
6775 · Technical Services Supplies	3,866.26		3,866.26	100.0%
6780 · Operating Software	1,632.38	1,369.79	262.59	19.2%
6960 · Sales of Products	86.78	37.22	49.56	133.2%
6970 · Equipment Lease & Rental	15,501.29	19,158.67	(3,657.38)	(19.1)%
Total OPERATING EXPENSES	238,903.91	211,254.99	27,648.92	13.1%
PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	254,172.67	306,747.18	(52,574.51)	(17.1)%
5020 · Hourly	1,040,126.06	942,216.62	97,909.44	10.4%
Total 5000 · SALARIES & WAGES	1,294,298.73	1,248,963.80	45,334.93	3.6%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)	108,482.22	101,954.77	6,527.45	6.4%
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	17,016.09	18,374.74	(1,358.65)	(7.4)%
5210.02 · CalPers PEPRA (ER Contr)	54,082.39	54,474.29	(391.90)	(0.7)%
5218 · PERS Unfunded	147,894.00	116,139.00	31,755.00	27.3%
Total 5210 · PERS Retirement	218,992.48	188,988.03	30,004.45	15.9%
Total 5100 · Employer-Portion Taxes/Benefits	327,474.70	290,942.80	36,531.90	12.6%
5200 · Insurance				
5220 · Health Insurance	88,719.41	91,437.36	(2,717.95)	(3.0)%
5221 · Health Insurance - Retirees	49,429.25	53,494.32	(4,065.07)	(7.6)%
5230 · Dental Insurance	7,948.30	11,014.47	(3,066.17)	(27.8)%
5240 · Vision Insurance	2,866.33	2,885.63	(19.30)	(0.7)%
5260 · Life Insurance	1,120.55	1,162.59	(42.04)	(3.6)%
5270 · Workers' Compensation	31,233.41	15,272.25	15,961.16	104.5%
Total 5200 · Insurance	181,317.25	175,266.62	6,050.63	3.5%
Total PERSONNEL RELATED EXPENSES	1,803,090.68	1,715,173.22	87,917.46	5.1%

Altadena Library District
Profit & Loss Prev Year Comparison
July 2019 through March 2020

	Jul '19 - Mar 20	Jul '18 - Mar 19	\$ Change	% Change
PROFESSIONAL & TECHNICAL				
INFORMATION TECHNOLOGY (IT)				
7135 · Technology Consulting	3,500.00		3,500.00	100.0%
7170 · Telecommunications	7,475.46	7,180.93	294.53	4.1%
7175 · Internet Service / E-Rate	10,338.21	20,335.89	(9,997.68)	(49.2)%
7180 · Technology Equipment	7,984.21	10,788.36	(2,804.15)	(26.0)%
7185 · Technology Maintenance Fees	17,594.66	15,182.96	2,411.70	15.9%
7190 · Website Development	361.45	851.96	(490.51)	(57.6)%
Total INFORMATION TECHNOLOGY (IT)	47,253.99	54,340.10	(7,086.11)	(13.0)%
PROFESSIONAL SERVICES				
7125 · Audit and Financial Consulting	19,039.57	46,742.52	(27,702.95)	(59.3)%
7130 · Legal Fees	47,087.64	281,360.42	(234,272.78)	(83.3)%
7131 · Legal Settlement		111,800.00	(111,800.00)	(100.0)%
7140 · Architectural & Engineering	24,997.50		24,997.50	100.0%
7145 · Collection Agency	2,004.80	2,067.45	(62.65)	(3.0)%
7155 · Consultants - Other	14,977.51	26,680.32	(11,702.81)	(43.9)%
Total PROFESSIONAL SERVICES	108,107.02	468,650.71	(360,543.69)	(76.9)%
Total PROFESSIONAL & TECHNICAL	155,361.01	522,990.81	(367,629.80)	(70.3)%
PROGRAMS				
6200 · Youth Services	2,070.41	6,581.42	(4,511.01)	(68.5)%
6210 · Teen Services	1,028.75	2,408.70	(1,379.95)	(57.3)%
6220 · Adult Services	15,145.54	15,397.61	(252.07)	(1.6)%
6230 · Bob Lucas Branch Services	2,670.78	3,724.06	(1,053.28)	(28.3)%
6240 · Literacy Services	2,494.76	1,930.87	563.89	29.2%
6250 · Volunteer Services	871.18	25.99	845.19	3,252.0%
6260 · Summer Reading	4,258.41		4,258.41	100.0%
Total PROGRAMS	28,539.83	30,068.65	(1,528.82)	(5.1)%
Total Expense	2,510,733.74	2,749,542.96	(238,809.22)	(8.7)%
Net Ordinary Income	1,176,486.37	750,830.42	425,655.95	56.7%
Net Income	1,176,486.37	750,830.42	425,655.95	56.7%

Altadena Library District
Profit & Loss
 March 2020

	Mar 20
Ordinary Income/Expense	
Income	
DONATIONS AND GRANTS	
4730 · Undesignated	21.17
Total DONATIONS AND GRANTS	21.17
FINES & FEES	
4305 · Fees	258.74
4310 · MFM / Printer Revenue	2,700.38
4340 · Passport Services Fees	4,885.00
4350 · Sales of Products	44.00
Total FINES & FEES	7,888.12
INTEREST INCOME & ADJUSTMENTS	
4210 · Chase Bank	5.80
Total INTEREST INCOME & ADJUSTMENTS	5.80
PROPERTY TAXES	
4030 · Prior-Year Secured	
4030.05 · Secured Tax Refunds	(743.59)
Total 4030 · Prior-Year Secured	(743.59)
4040 · Prior-Year Unsecured	
4040.00 · Prior Unsecured	3,047.02
Total 4040 · Prior-Year Unsecured	3,047.02
4070 · Supplemental Current	
4010.03 · SB 813 Supplemental	4,384.56
Total 4070 · Supplemental Current	4,384.56
4080 · Penalties, Interest & Costs-Ref	(0.62)
4220 · County Interest Allocation	3,269.02
Total PROPERTY TAXES	9,956.39
Total Income	17,871.48
Expense	
CAPITAL EXPENSE	
7310 · Equipment, Furniture & Fixtures	1,694.80
7320 · Structures & Improvements	1,200.99
Total CAPITAL EXPENSE	2,895.79
FACILITIES, GROUNDS & MAINT.	
7205 · Maintenance Contracts	300.54
7210 · Building Maint & Repairs	172.16
7220 · Landscape	60.86
Total FACILITIES, GROUNDS & MAINT.	533.56
LIBRARY MATERIALS	
6120 · Books	182.60
6130 · DVD's & Videogames	2,955.07
6150 · Downloadables	2,458.94
Total LIBRARY MATERIALS	5,596.61
OPERATING EXPENSES	
ADVERTISING & MARKETING	
6627 · Advertising / Marketing	129.98
Total ADVERTISING & MARKETING	129.98

Altadena Library District

Profit & Loss

05/08/20

March 2020

Accrual Basis

	Mar 20
FEEES	
6745 · Banking & Service Fees	120.66
6746 · Payroll Fees	790.00
Total FEEES	910.66
STAFF COSTS & PROF. DEVELOPMENT	
6625 · Training & Education	900.00
6626 · Staff Recognition	74.46
6710 · Meetings & Travel	211.26
6730 · Mileage & Parking Reimbursement	70.00
Total STAFF COSTS & PROF. DEVELOPMENT	1,255.72
UTILITIES	
6920 · Electricity	2,050.65
6940 · Water & Sewage	816.20
6950 · Refuse	583.87
Total UTILITIES	3,450.72
6620 · Membership Dues & Subscriptions	165.00
6740 · Postage & Delivery	547.50
6755 · Small Equipment	470.84
6765 · Janitorial Supplies	1,373.42
6770 · Operating Supplies	713.18
6775 · Technical Services Supplies	1,493.43
6780 · Operating Software	24.99
6970 · Equipment Lease & Rental	2,147.89
Total OPERATING EXPENSES	12,683.33
PERSONNEL RELATED EXPENSES	
5000 · SALARIES & WAGES	
5010 · Salaried	32,599.64
5020 · Hourly	110,328.88
Total 5000 · SALARIES & WAGES	142,928.52
5100 · Employer-Portion Taxes/Benefits	
5120 · Payroll Taxes (ER)	11,787.67
5210 · PERS Retirement	
5210.01 · CalPers CLASSIC (ER Contr)	2,791.48
5210.02 · CalPers PEPRA (ER Contr)	10,218.92
Total 5210 · PERS Retirement	13,010.40
Total 5100 · Employer-Portion Taxes/Benefits	24,798.07
5200 · Insurance	
5220 · Health Insurance	11,485.75
5221 · Health Insurance - Retirees	5,481.03
5230 · Dental Insurance	(185.92)
5240 · Vision Insurance	422.48
5260 · Life Insurance	267.46
Total 5200 · Insurance	17,470.80
Total PERSONNEL RELATED EXPENSES	185,197.39
PROFESSIONAL & TECHNICAL	
INFORMATION TECHNOLOGY (IT)	
7170 · Telecommunications	1,364.40
7180 · Technology Equipment	(164.24)
7185 · Technology Maintenance Fees	559.99
Total INFORMATION TECHNOLOGY (IT)	1,760.15
Total PROFESSIONAL & TECHNICAL	1,760.15

Altadena Library District
Profit & Loss
March 2020

	Mar 20
PROGRAMS	
6210 · Teen Services	29.19
6220 · Adult Services	1,281.81
6230 · Bob Lucas Branch Services	151.94
6240 · Literacy Services	113.14
6260 · Summer Reading	1,251.15
Total PROGRAMS	2,827.23
Total Expense	211,494.06
Net Ordinary Income	(193,622.58)
Net Income	<u>(193,622.58)</u>

**Altadena Library District Board of Trustees Meeting
May 18, 2020
Budget Committee Report**

The Board of Trustees Budget committee (Terry Andruess, Katie Clark) convened at 2:03 pm on 5/12/20 to review the proposed 2020/21 budget. Nikki Winslow and Nicole Fabry represented the Library. Cynthia Byerrum and Ian Berg from Eide Bailley, LLP were also in attendance and helped with the presentation.

Nicole presented a line by line overview of the proposed budget. The budget projects total revenues of **\$3,921,400**, an increase of **2%** from 2019/20, against total expenses of **\$3,921,400**, also an increase of **2 %**. Some of the highlights are listed below.

--**Revenues**: The increase in revenue is due primarily to a **\$161,900 transfer from Library reserves** to the Operating budget. This transfer will help offset slightly lower than expected revenue from our support groups, due to the Covid-19 restrictions. Revenue from Library services and passports is also budgeted to be lower. Most importantly, property tax revenue is expected to be flat due to the economic downturn. Annual growth in property taxes is an important contributor to revenue.

--**Expenses: Salaries and Wages** are budgeted to rise 5% overall, but 2% for hourly staff members. The overall increase is due to a jump in the salaried category when Nikki Winslow (salaried) replaced Cindy Cleary (hourly) as Director.

--Overall **Professional Services** were lower due to a sharp fall in legal expenses, but the budget for Consultants will stay high to cover possible fees regarding redistricting and a bond initiative for capital projects.

--The **Information Technology** budget will increase by \$14,300 (16%) as we continue to make improvements in IT infrastructure and services.

--**Library Material** expenses will fall sharply due to a shift in purchased A/V materials and a large drop in **Processing of Materials**. Expenditures for books will not change.

--Total **Insurance fees** rose sharply due to an increase in general liability and property insurance from SDRMA, our insurance broker.

--The **Programs** budget was reduced by 12% overall due primarily to concerns about lower attendance from the pandemic. The Summer Reading program budget, however, was increased by 9%.

--The **Capital Expenditures** budget was increased significantly (53%) to help complete some small projects next year. However, we must explore other sources of much higher funding for capital projects in the longer term.

--Overall, the Budget Committee is supportive of the proposed budget and recommended only a few modifications. It will be included in the next Board meeting packet for discussion.

At the conclusion of the meeting Cindy Byerrum and Ian Berg presented charts that **forecast an operating deficit within the next few years** if the library renews the parcel tax (Measure A) at its current level, does not identify new sustainable sources of revenue, and continues to operate in its current configuration. The Budget Committee plans to reconvene in the coming weeks to

discuss several future projection models addressing specific remedies, and recommends that the Board pay special attention to our financial profile in the coming months. It is likely that a variety of remedies will be required to substantially address long term challenges, quite apart from those wrought by the current pandemic. The Budget Committee will bring these projections and some more specific options back to the Board as soon as they are able. The meeting was adjourned at 3:30 pm.

**Altadena Library District Board of Trustees Meeting
May 18, 2020
Facilities Committee Report**

The Facilities Committee met on April 29th to walk through the final costing options that have been put together by ARG to update and upgrade our two libraries. Coming out of this meeting this committee has decided to pursue two simultaneous tracks for tackling this work:

- 1) Our library director, Nikki, and our facilities director, Jonathan, will work to develop a list of projects that can be completed within our existing budget focused on beautification and related enhancements of the Bob Lucas Branch and accessibility at the Main Branch. Here is the information that Jonathan has compiled and recommends that we try to accomplish in the next year:

Both the Bob Lucas Memorial Branch Library (1957) and the Main Library (1967) are in need of structural improvements and upgrades due to deferred maintenance and building code updates.

The Altadena Library District (ALD) would like to address some of these issues by working on the project list below. These projects are foundational in improving our library building structures and tackling our ADA issues.

The proposed projects are as follows:

PROPOSED PROJECTS	LOCATION	APPROXIMATE COST
Replacement of windows to energy efficient and aluminum frame	Bob Lucas Memorial Branch Library	\$9,000.00 - \$11,000.00
Replacement of roof from torch down to dimensional shingle	Bob Lucas Memorial Branch Library	\$15,000.00 - \$22,000.00
Complete asphalt overlay of parking lot	Bob Lucas Memorial Branch Library	\$14,000.00
Removing asphalt from north side of parking lot and adding 6 inch curb in preparation for reading court	Bob Lucas Memorial Branch Library	\$7,000.00 - \$9,500.00
Painting exterior of building	Bob Lucas Memorial Branch Library	\$6,000.00 - \$9,000.00
Landscape design for new reading court and front of library	Bob Lucas Memorial Branch Library	\$12,500 - \$25,000.00
Upgrade irrigation system	Bob Lucas Memorial Branch Library	\$2,000.00 - \$4,000.00
Upgrade water main and gate valve shutoffs that enter building	Main Library	\$9,000.00 - \$12,000.00
Repair and upgrade northwest ADA ramp entering Library off Mariposa Street	Main Library	Needs more review due to recent findings. County sidewalk not ADA compliant.
Replace Community Room AHU	Main Library	\$40,000.00

- 2) The Facilities Committee is recommending that the Board of Trustees take immediate steps to explore placing a bond measure on the November ballot. We face significant costs that cannot be avoided such as HVAC work and replacing the roof of the Main Branch in addition to other work that the community deserves to have completed such as increasing universal access to the Main Branch and none of this work can be completed within our existing budget.

- 3) We received notification that the Altadena Main Library is eligible for listing in the National Register, California Register, and as a Los Angeles County Landmark. The property will be added to the County's historic resource inventory and therefore the property meets the definition of a "qualified historic structure" per the State Historical Building Code (Section 18955 of Division 13, Part 2.7 of Health and Safety Code). As such, projects at the Library are subject to the SHBC. Please see the letter that ARG received on our behalf.

April 29, 2020

Evanne St. Charles
Architectural Resources Group
360 E. 2nd Street, Suite 225
Los Angeles, CA 90012

ALTADENA MAIN LIBRARY STATE HISTORICAL BUILDING CODE ELIGIBILITY

Dear Ms. Charles,


Thank you for your attached Historic Resource Assessment (HRA) for the Altadena Main Library ("Library") and attached email regarding the applicability of the State Historical Building Code (SHBC) to projects at the Library. The Department of Regional Planning concurs with the HRA's conclusion that the Altadena Main Library is eligible for listing in the National Register, California Register, and as a Los Angeles County Landmark. The property will be added to the County's historic resource inventory and therefore the property meets the definition of a "qualified historic structure" per the State Historical Building Code (Section 18955 of Division 13, Part 2.7 of Health and Safety Code). As such, projects at the Library are subject to the SHBC.

Clint Lee of the Department of Public Works implements the SHBC at the County. I recommend that you contact him regarding Library projects and SHBC applicability. His email is CLLEE@dpw.lacounty.gov and his phone number is (626) 458-3154.

If you have any questions about regarding this matter, please contact Dean Edwards at (213) 974-0087 or dedwards@planning.lacounty.gov.

Sincerely,

AMY J. BODEK, AICP
Director of Regional Planning

A handwritten signature in black ink that reads "A. Bruce Durbin". The signature is written in a cursive style with a large initial "A" and "B".

Bruce Durbin
Supervising Regional Planner

BD:DE

Attachments: Evanne St. Charles' Email; Altadena HRA

c: Clint Lee, DPW; Nikki Winslow, Altadena Library District



Congress of the United States
House of Representatives
Washington, DC 20515-2209

April 23, 2020

The Honorable Nancy Pelosi
Speaker of the House
H-232 The Capitol
Washington, DC 20515

The Honorable Kevin McCarthy
Minority Leader
H-204 The Capitol
Washington, DC 20515

Dear Speaker Pelosi and Minority Leader McCarthy:

We appreciate the inclusion of \$50 million in the Coronavirus Aid, Relief, and Economic Security (CARES) Act for libraries to expand Internet access across the country. This funding was a vital first step, but we will need to do more to help Americans stay informed and connected during this crisis. **We urge you to include at least \$2 billion in dedicated fiscal stabilization funding through the Institute of Museum and Library Services (IMLS) in the next COVID-19 response bill.**

Libraries are vital institutions not just for the resources they provide the American people, but the economic value they bring to communities, rural, suburban and urban. According to IMLS, Americans make more than 1.3 billion visits to public libraries each year. Libraries employ nearly 370,000 American workers and generate billions of dollars in economic activity, including the purchase of \$4 billion in books and other materials annually.

With libraries across the nation taking necessary steps to safeguard their employees and communities by closing their doors to mitigate the spread of COVID-19, we should do all we can to ensure library services continue, remotely for now and in-person in the future. Without an immediate robust infusion of federal support, libraries will be forced to make massive cuts, both in terms of staffing and purchases. These cuts would ripple throughout our communities, impacting support for education, workforce recovery, and access to computers and the Internet.

Additional federal support will also ensure libraries can continue providing essential services during this crisis. Libraries have expanded access to digital educational content, computing devices, and broadband connections. They have also been delivering books, boosting e-book offerings, movie rentals, and other reading and entertainment resources, and hosting online story times, virtual classes, exhibitions, and discussion groups.

Libraries have also gone above and beyond their missions to contribute to the COVID-19 response. They are leveraging their physical spaces to host local emergency planning meetings

and serving as distribution points for food, medical supplies, student laptops, books, and hotspots. They are also lending and using their 3D printers to print face-shields and related items for health workers. Finally, like other public and private institutions, libraries are meeting communities' demand for information resources, like career development for those who have been laid off.

If libraries can avoid huge cuts, they are uniquely positioned to lead communities in their recovery. Small businesses and entrepreneurs will rely on library resources to reconfigure business plans and conduct market research. At the same time, many of the millions of new job seekers in economic distress will depend on libraries to apply for assistance and improve their job search and interview skills. Students and adult learners will continue to need library books, digital resources, technology access, and hotspot lending.

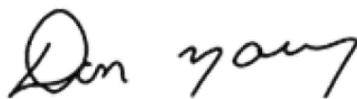
We urge the inclusion of \$2 billion to be distributed through IMLS under the Library Services and Technology Act (LSTA). The LSTA programs will allow relief to effectively and efficiently reach every state to meet local needs, particularly in low-income and rural areas. This funding should include a minimum state allotment of at least \$10 million and waive matching and maintenance of effort requirements. In addition, \$200 million would be reserved for direct grants from IMLS to support libraries most impacted by COVID-19 and \$40 million for IMLS to administer these funds and conduct outreach, research, and data collection.

We must ensure libraries across the country can continue providing needed services to our communities, keep employees working, and prepare to reopen stronger than ever. We thank you for your longstanding commitment to our public libraries and your consideration of our request as you craft the next COVID-19 response measure.

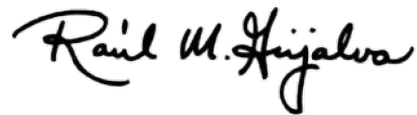
Sincerely,



ANDY LEVIN
Member of Congress



DON YOUNG
Member of Congress



RAÚL M. GRIJALVA
Member of Congress

SANFORD D.
BISHOP, JR.
Member of Congress

SUZANNE BONAMICI
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BRENDAN F. BOYLE
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SALUD CARBAJAL
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ANTHONY G. BROWN
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ANDRÉ CARSON
Member of Congress



**BOARD OF LIBRARY TRUSTEES
ARG Final Reports**

DEPARTMENT: Administration

MEETING DATE: May 18, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Review of Architectural and Review Study ARG Reports

BACKGROUND:

The Board of Trustees selected ARG as the firm to perform an architectural and design review of our two facilities at our regular Board meeting held August 26, 2019. Their work commenced in the beginning of November with a kickoff meeting with the Facilities Committee. At this meeting, ARG staff and the Committee established a timeline and strategy to reach out to the community to guide this process.

Town Halls were held at both the Main and Bob Lucas Libraries in November 2019 to gather feedback from the community about the changes they would like to see in terms of updates and renovations. Following that ARG attended the ALD All-Staff meeting in the beginning of December to learn the staff's perspective on needed changes to both buildings as well. Once these meetings were completed, ARG compiled a list of the feedback received and went to work on a couple of different design options to present.

The Facilities Committee again met with ARG to review the design options and limit each building to two to present to the community. Town Halls were again held in January at both libraries where these designs were shown to the community and again ARG collected the opinions and suggestions for change and ultimately which was the preferred option for both sites.

Following these public meetings, ARG incorporated additional changes to the design and then moved into the cost estimation phase of this project. The first draft of the estimates was presented to the Facilities Committee in February (for Main Library) and March (for Bob Lucas Library). The numbers for both building projects in totality came in over \$20 million so we held a meeting with ARG in March to identify the necessary parts of the project at Main Library that would get the building into ADA compliance, and as a group agreed to organize the report into Priority 1-3 columns, and then a fourth Optional Column (found on pages 46-47 of the report), taking the costs down to \$8,317,622 to complete Priority 1.

We also discussed the Bob Lucas project, which had a total price tag of \$1,970,592 to complete all recommended work. As mentioned in the Facilities Committee report in the Board Package, Jonathan and I are working on tackling some of the recommended projects in the report in the next year using our existing maintenance and operating budget, as well as some of the capital funding that is still available for use at this time.

Overall we were extremely happy with our experience in working with ARG. They were knowledgeable, flexible and very committed to fulfilling any request for change to the reports that was requested. Both building reports are attached following this memo.

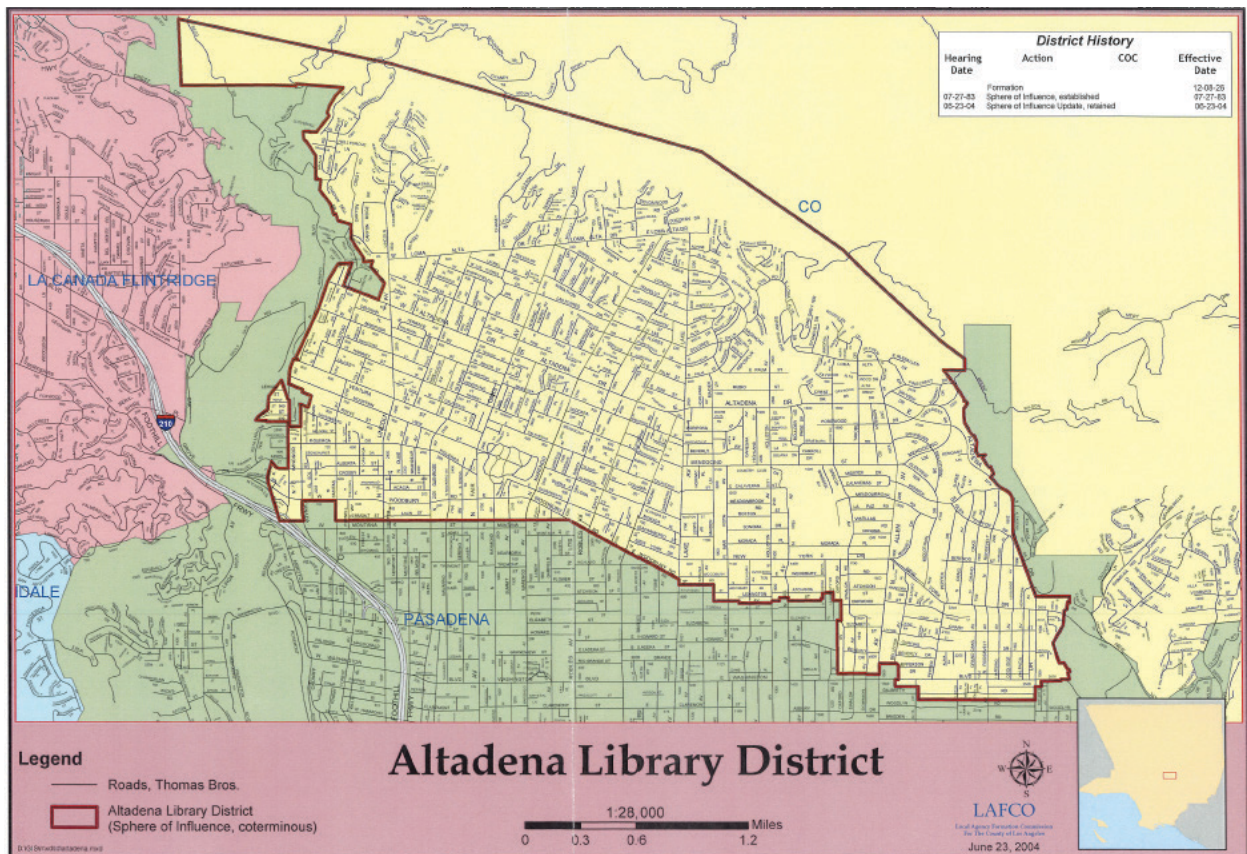
MASTER PLAN

BOB LUCAS MEMORIAL BRANCH LIBRARY & LITERACY CENTER

ALTADENA LIBRARY DISTRICT | April 2020



Architectural
Resources Group



Client

Altadena Library District

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Altadena, CA 91001

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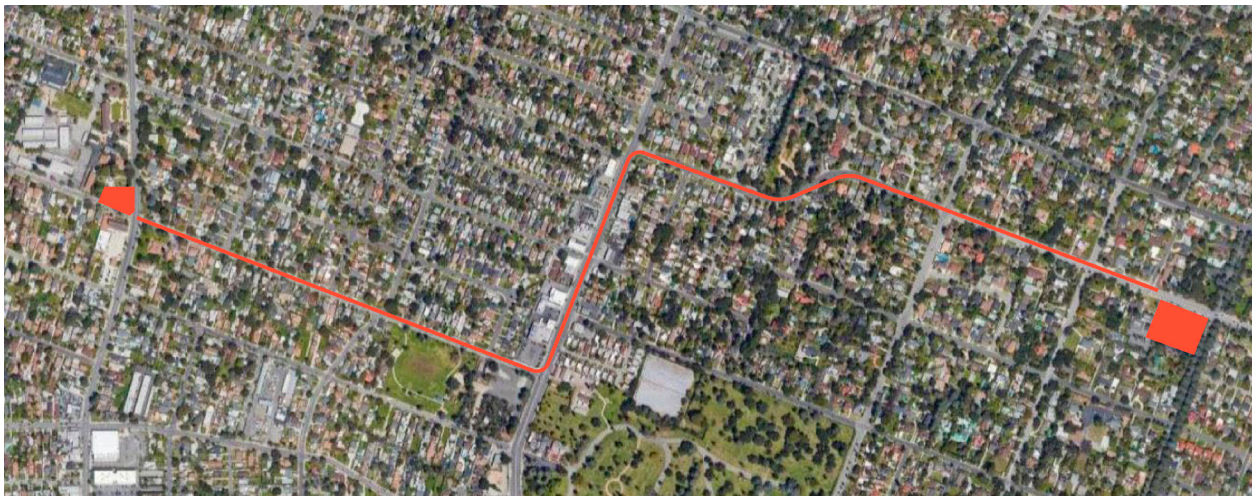
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Part I

Introduction





Bob Lucas Memorial Branch & Main Library locations, Google Maps

Introduction

1.1 Project Overview

Architectural Resources Group, Inc. (ARG) has prepared this Master Plan to guide the Altadena Library District (ALD) in facilities stewardship for the Altadena Main Library (Main) and the Bob Lucas Memorial Branch Library & Literacy Center (Branch). The ALD operates as an independent special use district within the city of Altadena, an unincorporated area of Los Angeles County. This study was undertaken at the ALD's request, with support and direction by the Facilities Committee.

The ALD recently completed a strategic planning process, to set the framework and priorities for the district's future. Both the Main Library and the Branch are important assets to the local community and the ALD identifies its institutional goals as follows:

Vision Statement

The Altadena Library District provides free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.

Mission Statement

The Altadena Library District provides free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.

The physical characteristics of both libraries have remained relatively unchanged over the last 50 years, but require structural, MEP systems, and accessibility upgrades to bring it up to current fire life safety, code, and operational standards. The conceptual design for the Main anticipates using the California Historical Building Code (CHBC) to meet project goals. ALD's primary goals in addressing future upgrades are:

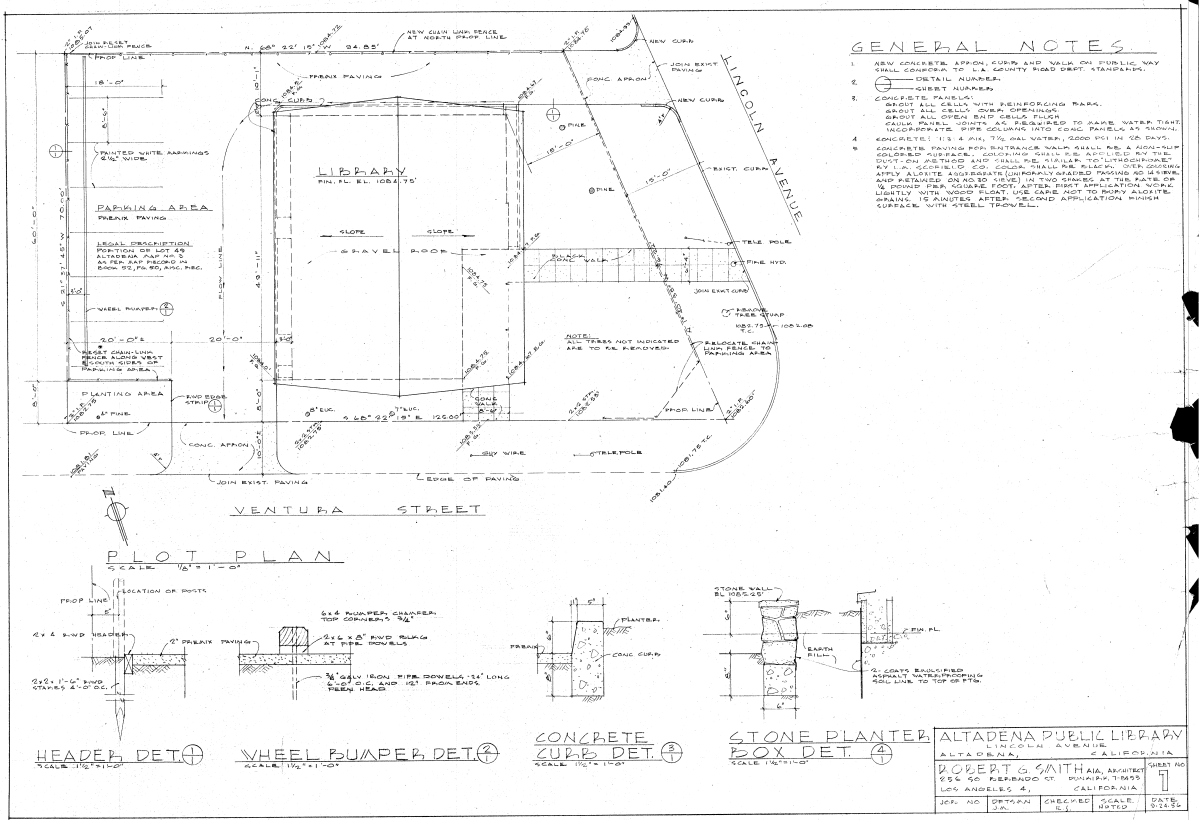
Altadena Main Library

- Provide a conceptual plan with potential to be implemented as resources allow.
- Retain the historic value of the Main Library.

Bob Lucas Memorial Branch Library & Literacy Center

- Space planning to maximize use, improve user experience and support literacy.
- Activate outdoor space to increase visibility and engagement.

This document focuses on the Branch Library and relies upon previous facility condition assessments, accessibility reports, and where appropriate, makes alternative recommendations for a conceptual design based on additional feedback gathered from stakeholders. This analysis is meant to provide a framework for ALD's decision making, both near- and long-term.



1.2 Existing Conditions Overview

The Branch was designed by Robert G. Smith in 1957 and in 1966 was complimented by a landscape designed by Eriksson Peters and Thoms, Landscape Architects. Since its construction, there have been minimal changes to the building and site's physical characteristics.

The Bob Lucas Memorial Branch Library & Literacy Center is approximately 1,750 square feet and, along with Altadena Main Library, the ALD serves approximately 43,000 residents of Altadena.

The Branch is a single-storey building, accessed from Lincoln Avenue by a sidewalk on the east, and a door to the parking area on the west. The Branch has a structural concrete superstructure and timber roof framing. The sloped, built-up roof splays out as it climbs towards the ridge line. Fascia and soffits are painted wood.

Exterior walls are painted concrete wall panels, accented by a stone veneer adjacent to the east entrance. Single-pane glazing consists of fixed panels, as well as operable awning and hopper windows.

The Branch's main reading room shares the space with the administration desk and staff cubicles. The southern portion of the building houses the literacy program with two cubicles and a row of computers. The southwest portion of the building contains support spaces, including the staff lounge, bathrooms, and utility closet which is accessed from the exterior.

1.3 Scope

This document relies upon assessments of existing conditions and makes recommendations for improvements in the form of a conceptual plan and corresponding cost estimate. The analysis is meant to provide a framework for decision making as ALD moves forward.

ARG's scope for this study included the following:

Bob Lucas Memorial Branch Library & Literacy Center

- Review existing documentation
- Rely upon the Facility Conditions Assessment (2018)
- Analyze the extent of applicability and incorporation of the ADA requirements
- Participate in a series of investigative meetings with the stakeholders (staff, community, and Facilities Committee)
- Develop a space plan with effective differentiation between literacy and library services; and staff spaces
- Develop landscape concepts
- Provide a cost estimate for the conceptual option preferred by the Facilities Committee
- Summarize into a final report and present to the Board

1.4 Methodology

This document synthesizes previous reports, site assessments, and preferred proposals for future work that have been developed with input and insights from ALD's community, staff, Facilities Committee and Board of Trustees.

ARG has reviewed the following background information in the preparation of this report:

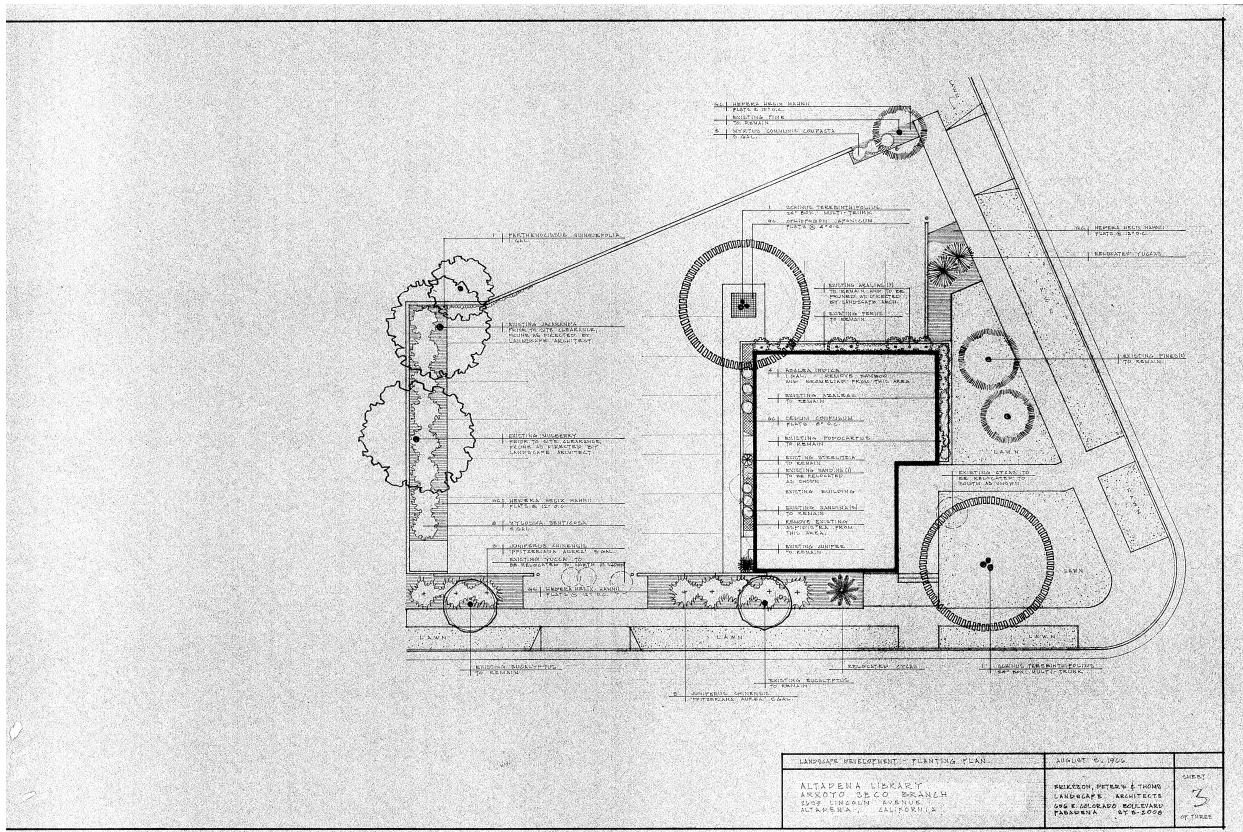
"Altadena Public Library Original Drawings", dated September 24, 1956. Prepared by Robert G. Smith, AIA

"Altadena Library Landscape Drawings", dated August 5, 1966. Prepared by Eriksson, Peters & Thoms Landscape Architects

"Facility Condition Assessment (FCA)", report revised April 24, 2018. Prepared by ISES Corporation

The 2018 Facility Condition Assessment cited above was prepared for the ALD to examine the extent of upgrades needed at the library.

Key issues identified by the FCA include:



Introduction

- Site (repaving, drainage solutions)
- Exterior structure (roof replacement, window/energy upgrades, repainting of exterior surfaces)
- Interior finishes/systems (selected hardware, cabinetry)
- Fire/life safety (modern fire detection system)
- Accessibility (signage, minor interior upgrades)
- HVAC distribution, Electrical, Plumbing (end of life replacements)
- Sustainability/energy efficiency

Members of ARG's architecture staff visited the site to review the current programmatic layout of the library, while considering the upgrades recommended in the report. ARG found that many of the recommendations in the FCA that relate to accessibility, can be achieved through more holistic approaches which meet those same needs, yet respect the historic nature of the building. The structural subconsultant also visited the site over the same period to examine the Main for their evaluation.

In addition to site visits, multiple town hall meetings were held with the community, staff and Facilities Committee.

Key goals identified by the stakeholders include:

- Visual/acoustical privacy for literacy program
- Flexibility for programming and events
- Activation of outdoor space
- Sustainable solutions
- Community involvement
- Improved street presence

This conceptual option strives to merge the building's facility needs, accessibility requirements and stakeholder's hopes, while respecting the historic architectural value inherent in the Altadena Main Library.

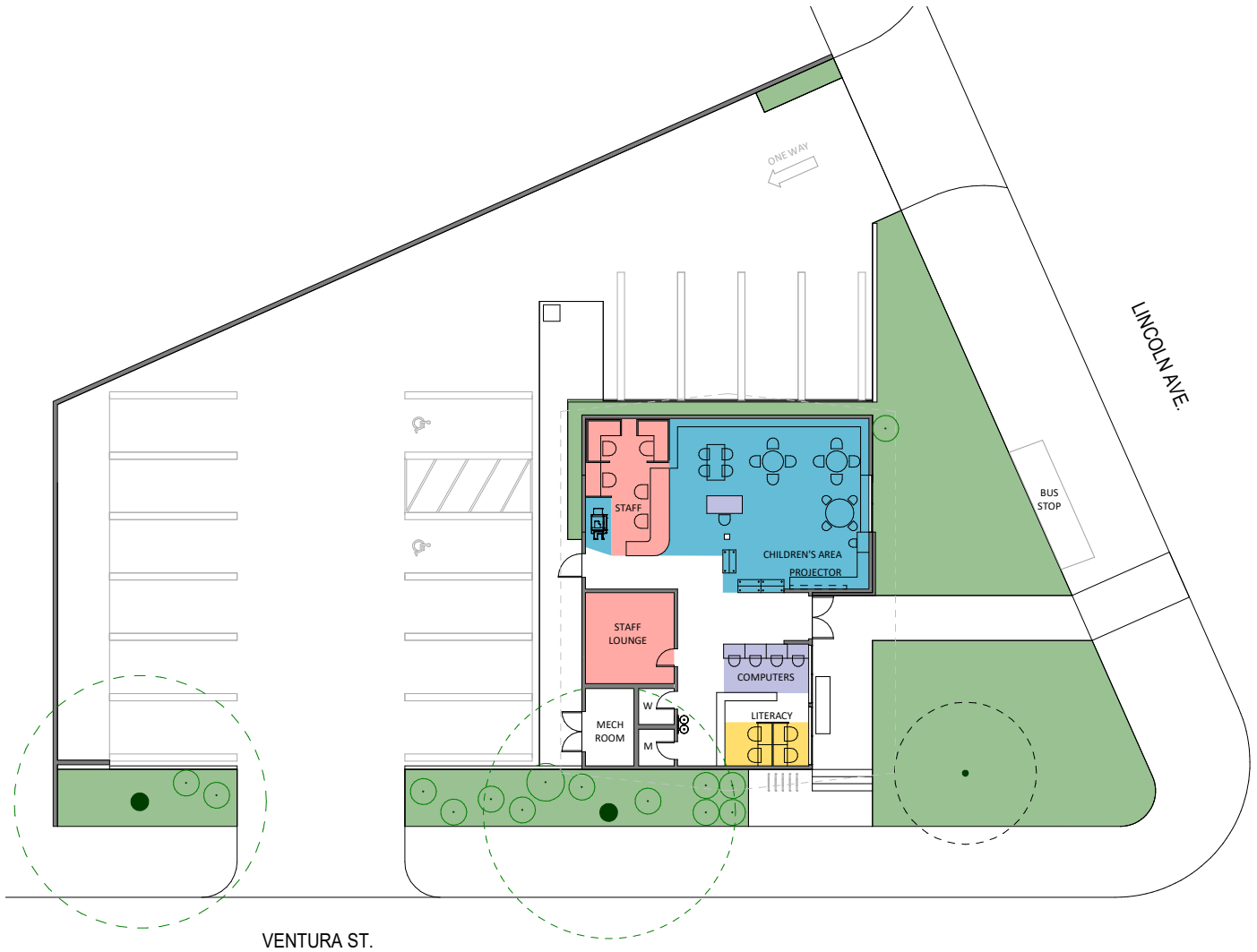
ARG's recommendations, conceptual plans, and the findings of the structural engineer were compiled and analyzed by

a cost estimator to inform the preliminary cost estimate included in this report.

Part 2

Goals and Recommendations





- | | |
|---|--|
| reading area | staff area |
| literacy area | computers |

Goals and Recommendations

2.1 Overview

The following proposals for space optimization are geared toward providing maximum efficiency without substantially changing the Branch's footprint. Interior walls and support spaces are left in their current locations, and improvements aim to effectively organize the layout and offer flexibility for library functions.

The most significant problem facing the Bob Lucas Branch Library & Literacy Center concerns space planning. With limited interior space, the users and staff have minimal acoustical privacy, creating challenges for both the literacy students and general guests. The exterior of the building is lacking a physical street presence in the community and could be enhanced.

The proposed approach to address these issues can be understood as two discrete, independent projects as presented here, with two caveats. First, the most effective sequencing of work should be carefully considered from both procedural and funding perspectives (see Section 4 for further discussion of implementation). Second, overall building systems such as electrical and fire-life safety are more suited to being addressed all at once, rather than space-by-space (see Section 4 for more on building systems).

Note: The following recommendations are preceded by **numbers**.

- # When recommendations are tied to a specific area of the building, they are coordinated with keyed locations on the concept plans.



- reading area
- staff area
- literacy area
- computers

Goals and Recommendations

2.2 Site

GOALS:

- Retain clear and apparent accessible entrances, while enhancing the building's street presence.
- Maximize use of outdoor space, and provide a secure outdoor reading area for library use, as well as a more permeable outdoor reading area for the general public.
- Provide a connection to the bus stop along Lincoln, and create a space which invites the community into the library.
- Increase bike parking spaces and take advantage of transportation corridor incentives for parking reductions.
- Incorporate sustainable practices for stormwater and replace grass with a drought tolerant landscape.
- Implement site landscaping project prior the interior work, to energize the community and create enthusiasm for interior projects.
- Create opportunities for the community to volunteer resources and support projects.

RECOMMENDATIONS:

1: Site

- Remove parking spaces and a portion of sidewalk at the north end of parking lot.
- Relocate book drop to align with updated entrance driveway.
- Scarify, repave, restripe and provide new seal coat at remainder of parking lot and driveway.
- Remove/replace bike racks to allow for eight bike parking spaces.
- Assume re-painting of mural along driveway.

2: Reading Court

- Exterior reading court at north to be bordered by a series of low concrete planters and metal screens/gates. A

visually permeable metal screen and two gates (east and west) should also be incorporated on top low planters to provide public access and after hours security.

- Include allowance for re-grading and civil engineering solution to preclude drainage problems at this area.
- Paths to be a combination of decomposed granite and permeable concrete.
- Assume installation of new drought tolerant planting.
- Incorporate a small water feature to enhance acoustical separation to obscure traffic along Lincoln Avenue.
- Consider outdoor furniture to include fixed benches and mobile chairs and tables, to allow for flexible programming needs.

3: Entrance Garden

- Allowance for new signage along Lincoln Ave.
- Paths to be a combination of decomposed granite and permeable concrete.
- Assume installation of new drought tolerant planting, and two new trees to provide shade.
- Outdoor furniture to include five benches, permanently fixed.

2.3 Exterior Structure

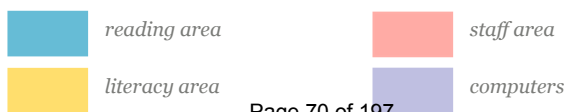
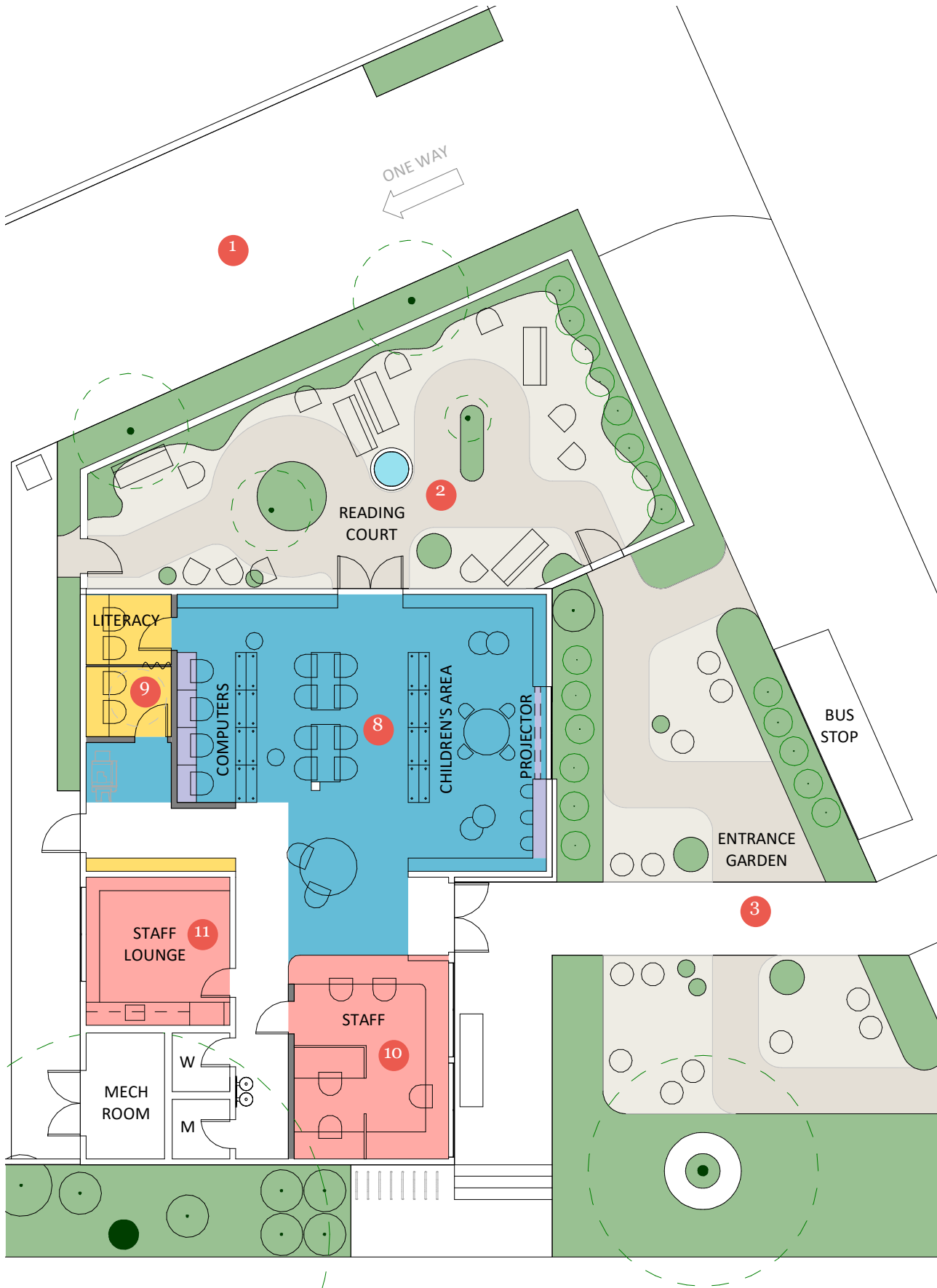
GOALS:

- Replace roof and flashing.
- Incorporate skylights/light wells, if desired, during next phase.

RECOMMENDATIONS:

4: Roof

- The FCA states that the existing roofing may need to be replaced within 5 years. The existing roofing should be evaluated and replaced as the budget allows.



Goals and Recommendations

- For cost estimation, assume installation of new asphalt shingle 30-year roof. Assume removal of existing flashing and roofing to sheathing.
- Provide add-alternate allowance for solar shingles on 35% of the roof.
- A need for skylights/light wells were not identified during this phase, but there is an opportunity to incorporate them, if desired, during the next phase.

5: Exterior Walls

- Pressure wash concrete and stone walls. Care should be taken to grout or temporarily fill existing cracks and openings to prior to pressure washing.
- Repaint concrete exterior walls and wood fascia and soffits. Include preparation/priming and two coats of paint.
- Re-open original book drop on east facade.
- New opening at north wall for entrance to reading court.

6: Exterior Doors

- New power operated double doors to reading court.
- Replace mechanical room exterior door and hardware.

7: Exterior Windows & Glazing

- Replace all existing windows with new windows to match existing, with dual-paned glazing.

2.4 Interior

GOALS:

- *Remodel interior literacy, computer and reading areas to provide more efficient layout, with built-in flexibility.*
- *Reuse existing furniture (bookshelves, mobile shelf units, tables, and chairs) if possible, to reduce costs.*
- *Enhance acoustical and visual privacy for literacy program.*

- *Modify circulation desk so that staff do not have their backs to users as they enter from the parking lot.*
- *Located the copy machine within common space as opposed to staff area.*

RECOMMENDATIONS:

8: Reading Area

- Remove bookshelf in front of east window and relocate along wall at west entrance hallway.
- Relocate projector to east wall, in front of window.
- Provide interior roll-down fabric shades for all windows throughout interior, including clerestory, to limit light when projector is in use.
- Remove/modify existing shelving along north wall to allow for doors to exterior reading court.
- Relocate copier to nook near west entrance.
- Provide five additional mobile shelf units to allow for flexible event layout shown on the next page. (Assume re-use of existing mobile table and chairs, and adult computer desks.)
- Provide add-alternate allowance to replace all perimeter bookshelves and install new computer desks. For cost estimating, assume approximately 34 linear feet of 6' tall shelving, 12 linear feet of 2'-6" tall shelving, 7 linear feet of desk surface for children's computers, and 13 linear feet of desk surface for adult computers.

9: Literacy Area

- Install literacy cubicles along west wall, with at least one designed to be accessible.
- Install new desks, and corkboard at west wall for pin-up space and noise reduction.
- South and east walls to be full height, gypsum board finish below and clerestory windows at upper level (align with exterior clerestory windows) to allow for light infiltration.



reading area
 literacy area

staff area
 computers

Goals and Recommendations

- Incorporate solid wood doors.
- Provide add-alternate allowance for foldable acoustical partition between literacy cubicles.

10: Staff Area

- Install new circulation desk, with room for three staff, complete with storage drawers below counter and connection to original book drop on east facade.
- Install 5' divider walls for two semi-private staff desks, with storage below and cork board above.
- Consider relocating and incorporating tall file cabinets to staff area.
- Build new full-height wall along bathroom corridor to provide acoustical and visual separation between bathrooms and staff area.
- Replace drinking fountain with new dual-height accessible drinking fountain with bottle filler.

11: Staff Lounge

- Replace sink and relocate refrigerator to south wall.
- Replace receptacles in wet locations with GFCI outlets.
- Replace door and install accessible hardware.
- Install braille signage.
- Remove existing cabinetry along south wall and shelving at north and east walls.
- Install new kitchen cabinetry along south wall. Assume lower and upper cabinets with adjustable shelving and doors.
- Install new storage cabinetry below window along west wall, and full-height along east wall.
- Assume allowance for minor relocation/incorporation of utility panels as a result of new cabinetry.

12: Building-wide Finishes

- Assume repainting of walls and ceiling throughout interior.

- Assume replacement of carpet throughout.

2.5 Accessibility

GOALS:

- *Properly remedy non-compliant spaces as required.*

RECOMMENDATIONS:

13: Accessibility

- Since the writing of the FCA, power-operated doors have been installed at the east and west entrances. Therefore, no allowance is provided in the cost estimate.
- New exterior doors should be provided with a power operator at the Reading Court, 2.
- Accessible hardware and signage will be installed at the Staff Lounge, 11.

2.6 Health

GOALS:

- *Properly evaluate existing conditions for hazardous materials, and abatement of materials as required.*

RECOMMENDATIONS:

14: Hazmat Testing & Abatement

- Hazardous materials were not identified in the FCA and therefore, no allowance is provided in the cost estimate.
- If, throughout the course of renovations, it is suspected that hazardous materials are present, existing conditions should be evaluated and abated as needed.

2.7 Fire/life Safety

GOALS:

- *Install a fire detection system and additional suppression as recommended by FCA.*

RECOMMENDATIONS:

15: Fire Detection System

- Install new fire alarm system, including a main addressable panel to local fire monitor, smoke detectors, heat detectors, manual pull stations, audible/visual strobes, wiring, conduit and cut and patching of historic materials.

16: Fire Suppression

- Install new fire extinguishers adjacent to east and west entrances, in recessed cabinets.

17: Exit Signage/Emergency Lighting

- Install twin beam emergency light/exit sign with internal batteries at east entry door.

2.8 HVAC

GOALS:

- *Replace end of life HVAC distribution system identified by the FCA. (Existing split system and controls have been noted in excellent condition by the FCA.)*
- *Replace end-of-life exhaust fans in restrooms.*

RECOMMENDATIONS:

18: HVAC System

- Assume new HVAC distribution system to remain in attic space above south side of library.
- Install two new exhaust fans at bathrooms.

2.9 Electrical

GOALS:

- *Replace end-of-life electrical system.*

- *Replace non-GFCI outlets in wet locations.*
- *Replace non-compliant wiring.*
- *Replace end of life fixtures identified by the FCA.*
- *Install additional lighting at new exterior landscaped areas.*

RECOMMENDATIONS:

19: Electrical Distribution System

- Replace main panel board and electrical distribution system, which is believed to be original.
- New switchboard at exterior main electrical room.
- Conduit and wiring to remain in place where unaffected by upgrades.

20: Exterior

- Assume replacement of eave mounted light fixtures at both entrances and existing building signage.
- New eve-mounted and pole-mounted lighting to be included at Reading Court, 2.
- Assume new bollard site lighting to be included at Entrance Garden, 3.

21: Interior

- Replacement of lenses at surface mounted bathroom fixtures.
- Replacement of interior lighting fixtures throughout. Assume new surface mounted LED fixtures.
- Replace plastic coated wiring, taped to bookshelf and running under mats, as identified by FCA.
- Assume additional outlets at literacy cubicles.
- Add-alternate allowance for additional floor outlets at reading area. For pricing, assume Steelcase "Thread" power system.

2.10 Plumbing

Goals and Recommendations

GOALS:

- *Replace end of life equipment identified by the FCA.*
- *Provide additional restrooms, including accessible family restroom near Children's area and additional accessible restrooms elsewhere.*
- *Provide a pump/breastfeeding space for public and staff use, preferably in close proximity to restrooms.*

RECOMMENDATIONS:

22: Plumbing System

- Install a backflow preventer, isolation valves, and piping.
- Provide allowance for site utilities upgrades (domestic supply, sanitary waste and stormwater piping) subject to further evaluation based on site inspections by MEP Engineer in next phase.
- Provide allowance for replacement of water heater, which will also be subject to further evaluation.

23: Plumbing Equipment

- Replace staff lounge sink.
- Replace utility sink in mechanical room.

24: Plumbing Fixtures

- Replace staff lounge sink.
- Replace utility sink in mechanical room.

Part 3

Cost Projections



8.1 Overview

An outline cost projection for the scope described in the previous sections has been prepared by KPJ Consulting and is included in its entirety in Appendix B. This section distills the basic information in KPJ's report; please refer specifically to the full report for important framing information about the costing process and intent.

The proposed work at the library can be broken down into three discrete projects:

- Site
- Exterior
- Interior

It should be noted, the previous cost estimate included in the FCA was based on the RS Means/National Cost Data, which are combined values published in a book. These methods do not include a multiplier for the Los Angeles area. They are typically used for deferred maintenance or incremental improvements only, and not comparable to the holistic solutions provided in this Master Plan.

It is important to keep in mind that all cost estimates in this report are based on conceptual design; they provide a preliminary framework for general budgeting purposes only. Development of more detailed plans and specifications will be needed to further refine these estimates.

8.2 Funding

Securing funding will be a major part of realizing the goals described in this report. The proposed projects tend to be suited to one of the following funding sources

Independent Special District annual budget (ALD): Maintenance and capital projects such as MEP systems; back of house uses and code upgrades

Public bonds: specific public spaces of interest

Grants: Public reading areas and literacy spaces

Private donations/fundraising (Friends of the Altadena Library, Altadena Library Foundation): High-profile upgrades and outdoor spaces

Further study is required to match expected funding with selected projects.

8.3 Cost Adjustments

The cost projections prepared by KPJ are based on hard construction costs. In order to round out the budgeting picture, this section marks up KPJ's estimates to include soft costs, for example:

Collection-related costs, such as insurance, interim relocation, etc.

Project management

A/E design fees

Legal and regulatory expenses

Based on recent similar projects, we have used a 50% markup estimate (x1.5) to arrive at a project budget. If all work were to be completed in one phase, the markup estimate could potentially be reduced to 35% (x1.35).

Cost Projections

	<i>Construction Estimate</i>	<i>Project Budget</i>	
	KPJ Net	x 1.5 gross	SUBTOTALS
SITE			
Site	30,320	45,480	
Reading Court	134,767	202,151	
Entrance Garden	50,703	76,055	
Subtotal	215,790		323,685
EXTERIOR			
Roof	60,603	90,905	
Exterior Walls	41,226	61,839	
Exterior Doors	31,543	47,315	
Exterior Windows & Glazing	76,583	114,875	
Solar Panels	105,163	157,745	
Subtotal	315,118		472,677
INTERIOR			
Reading Area	86,992	130,488	
Literacy Area	65,709	98,564	
Staff Area	152,847	229,271	
Staff Lounge	85,066	127,599	
Building-wide Finishes/Systems	48,856	73,284	
Subtotal	439,470		659,205
ACCESSIBILITY			
Ext Door to reading court	see Ext Walls		
Drinking Fountain	see Staff Area		
Subtotal	0		0
FIRE/LIFE SAFETY			
Fire Detection System	120,010	180,015	
Fire Suppression - extinguishers	2,934	4,401	
Exit Signage/Emergency Lighting	2,054	3,081	
Subtotal	124,998		187,497
BUILDING SYSTEMS			
HVAC System	39,555	59,333	
Subtotal	39,555		59,333
Electrical			
Electrical Distribution System	64,846	97,269	
Exterior Lighting	55,017	82,526	
Interior Lighting	58,934	88,401	
Subtotal	178,797		268,196
TOTALS	1,313,728		1,970,592

Cost Projections

<i>Area-by-Area Summary</i>	Site	Exterior	Interior	Optional
SITE				
Site	45,480			
Reading Court	202,151			recommended
Entrance Garden	76,055			optional
EXTERIOR				
Roof		90,905		
Exterior Walls		61,839		
Exterior Doors		47,315		
Exterior Windows & Glazing		114,875		
Solar Panels				157,745
INTERIOR				
Reading Area			130,488	
Literacy Area			98,564	
Staff Area			229,271	
Staff Lounge			127,599	
Building-wide Finishes/Systems			73,284	
ACCESSIBILITY				
Ext Door to reading court		see Ext Walls		
Drinking Fountain			see Staff Area	
FIRE/LIFE SAFETY				
Fire Detection System			180,015	
Fire Suppression - extinguishers		4,401		
Exit Signage/Emergency Lighting			3,081	
BUILDING SYSTEMS				
HVAC System			59,333	
Electrical				
Electrical Distribution System		97,269		
Exterior Lighting		82,526		
Interior Lighting			88,401	
Subtotal	323,685	499,128	990,035	157,745
	Site	Exterior	Interior	Optional

Appendix A

Drawings

A.1 2020 Proposed Concept Plans

Appendix B

Cost Projection

B.1 2020 Cost Plan Report

Appendix C

Reports

C.1 2018 Facility Condition Assessment

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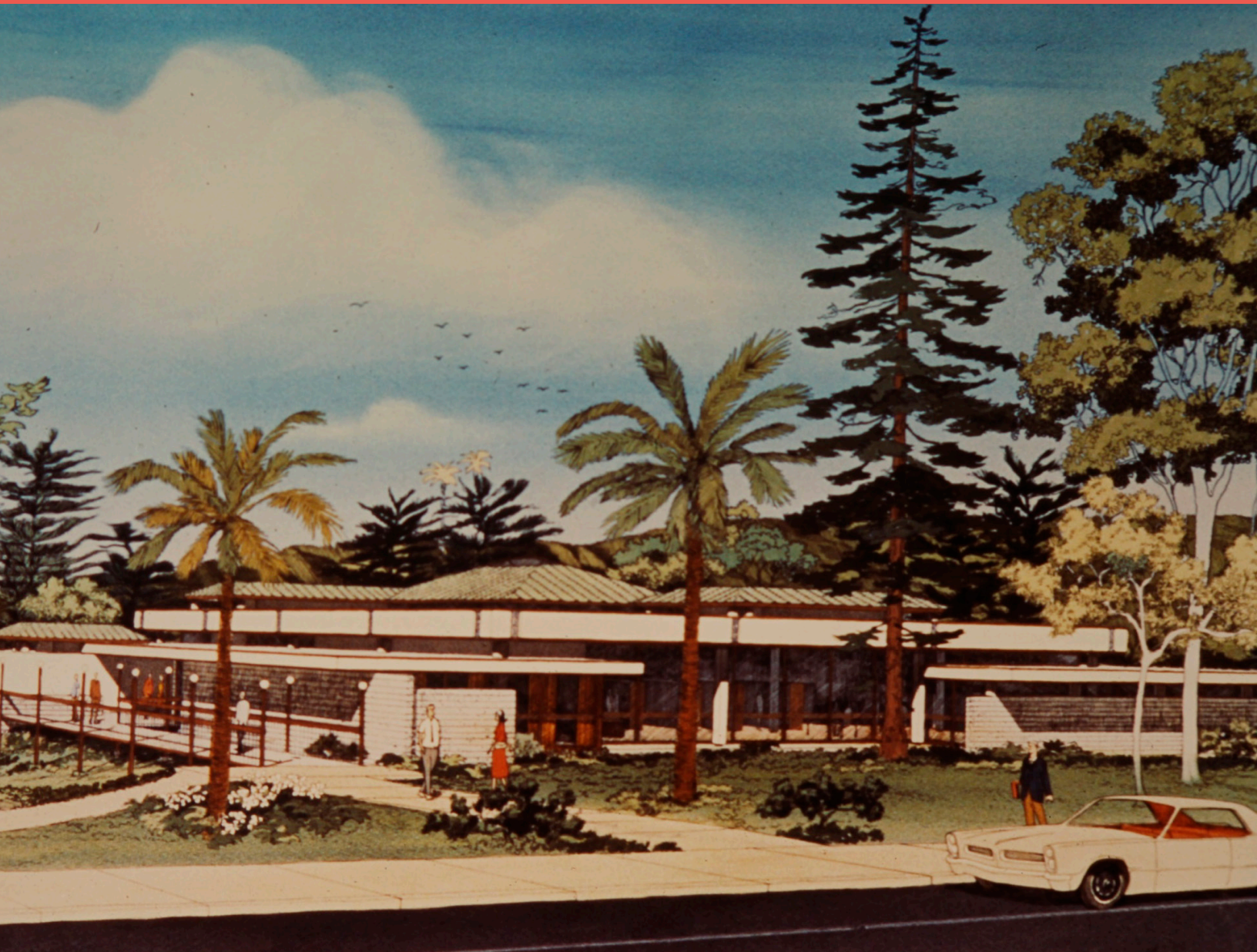
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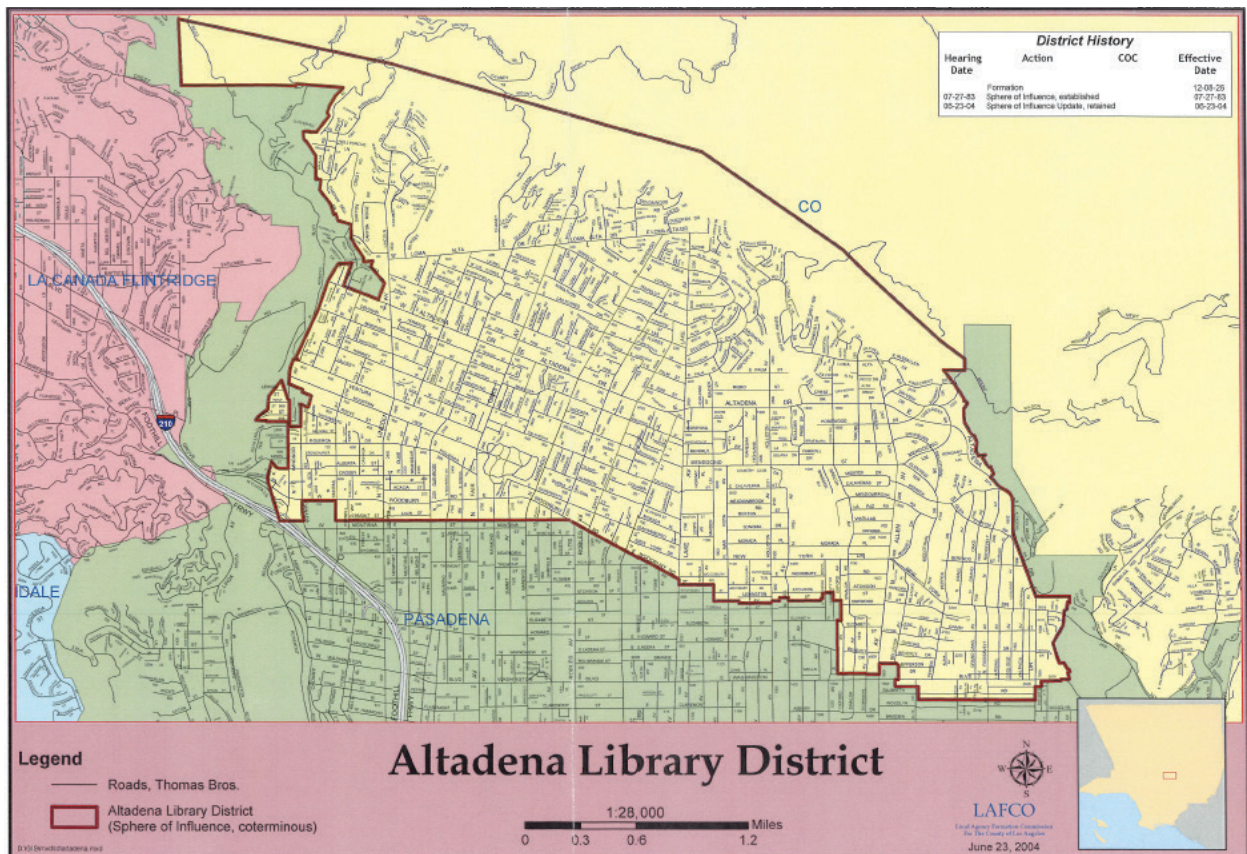
MASTER PLAN

ALTADENA MAIN LIBRARY

ALTADENA LIBRARY DISTRICT | April 2020



Architectural
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Staff Lounge puzzle



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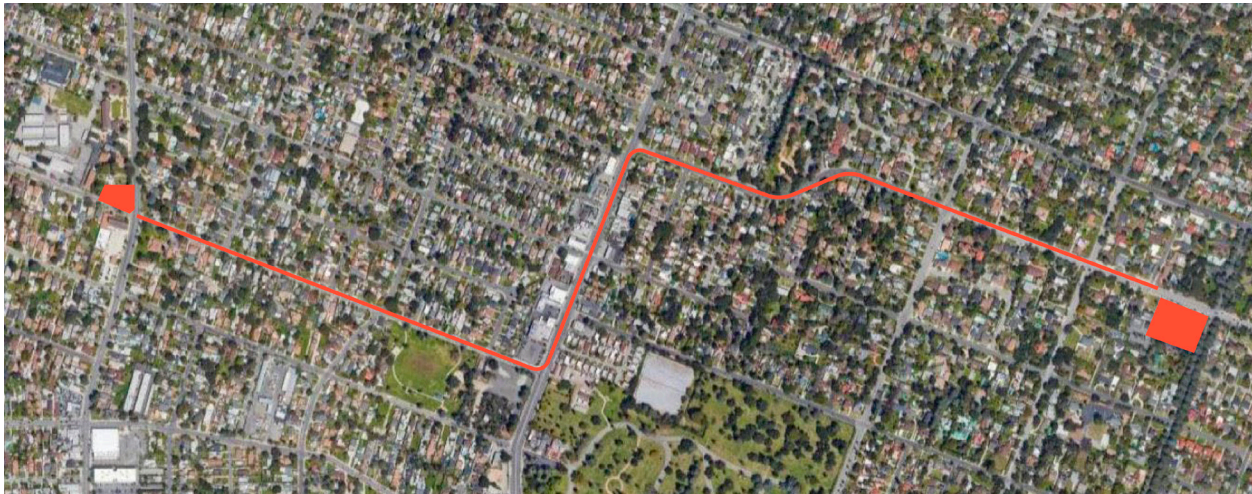
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 - B.1 Cost Plan Report
- C. Reports
 - C.1 2020 Tier 1 Assessment Report
 - C.2 2020 Historical Resource Assessment Report
 - C.3 2018 Facility Condition Assessment
 - C.4 2017 Asbestos Report
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 - C.6 2016 Bridge Report Preliminary Set for Pricing
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Part I

Introduction





Bob Lucas Memorial Branch & Main Library locations, Google Maps

Introduction

1.1 Project Overview

Architectural Resources Group, Inc. (ARG) has prepared this Master Plan to guide the Altadena Library District (ALD) in facilities stewardship for the Altadena Main Library (Main) and the Bob Lucas Memorial Branch Library & Literacy Center (Branch). The ALD operates as an independent special use district within the city of Altadena, an unincorporated area of Los Angeles County. This study was undertaken at the ALD's request, with support and direction by the Facilities Committee.

The ALD recently completed a strategic planning process, to set the framework and priorities for the district's future. Both the Main Library and the Branch are important assets to the local community and the ALD identifies its institutional goals as follows:

Vision Statement

The Altadena Library District provides free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.

Mission Statement

The Altadena Library District provides free, public, and equal access to information, ideas, technology, and experience, designed to educate, empower, and celebrate the diversity of our community.

The physical characteristics of both libraries have remained relatively unchanged over the last 50 years, but require structural, MEP systems, and accessibility upgrades to bring it up to current fire life safety, code, and operational standards. The conceptual design for the Main anticipates using the California Historical Building Code (CHBC) to meet project goals. ALD's primary goals in addressing future upgrades are:

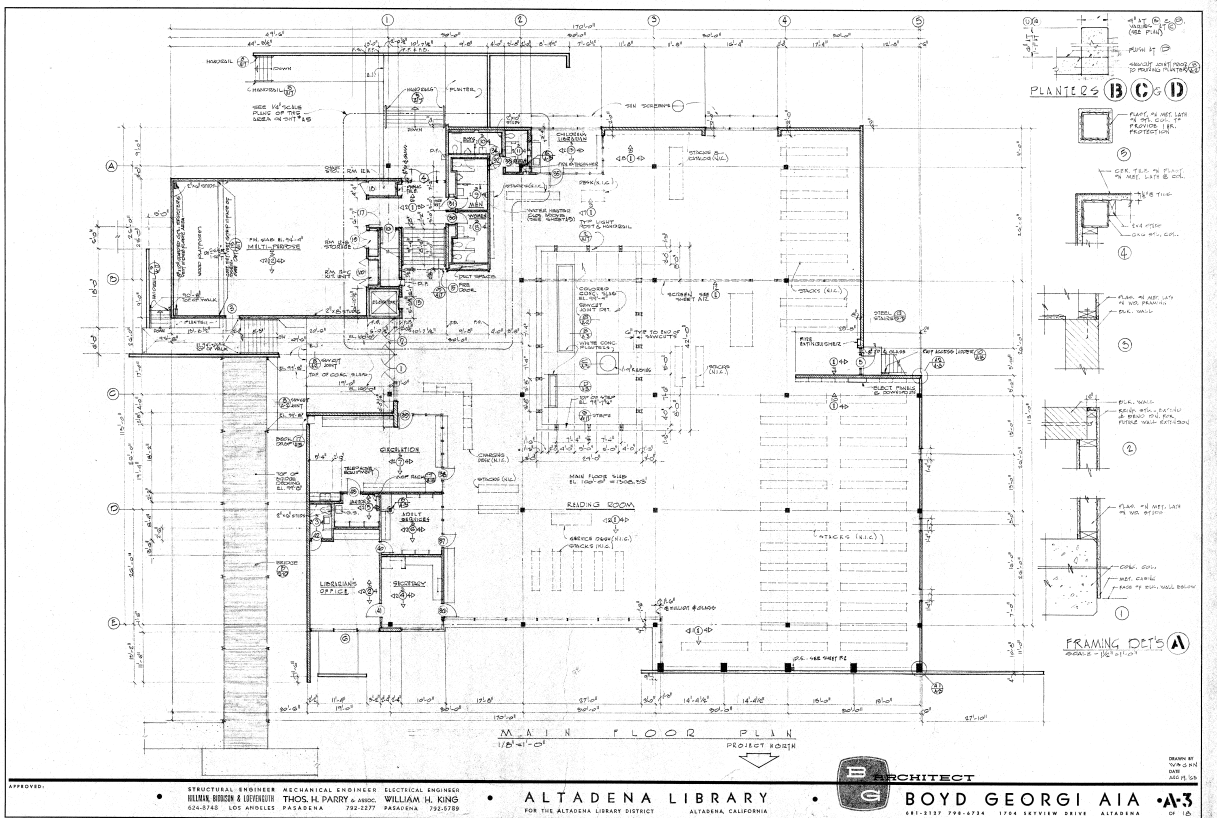
Altadena Main Library

- Provide a conceptual plan with potential to be implemented as resources allow.
- Retain the historic value of the Main Library.

Bob Lucas Memorial Branch Library & Literacy Center

- Space planning to maximize use, improve user experience and support literacy.
- Activate outdoor space to increase visibility and engagement.

This document focuses on the Main Library and relies upon previous facility condition assessments, accessibility reports, and where appropriate, makes alternative recommendations for a conceptual design based on additional feedback gathered from stakeholders. This analysis is meant to provide a framework for ALD's decision making, both near- and long-term.



1.2 Existing Conditions Overview

The Library was designed by noted local architect Boyd Georgi, AIA, and completed in 1967. The building's distinctive Mid-Century Modern design was complimented by a landscape designed by Eriksson Peters and Thoms, Landscape Architects.

Since its construction, there have been minimal changes to the building and site's physical characteristics.

It is ARG's professional opinion that the building is eligible for local, state, and federal designation for its architectural distinction. The ALD has requested that ARG prepare the appropriate documentation to get consensus from County staff that the building is an eligible historic resource, and thus subject to the CHBC.

The primary benefits of designation available to the Library District are the ability to utilize the CHBC and eligibility for grant funding as well as recognition of its cultural value to the community.

The Altadena Main Library is approximately 22,000 square feet and, along with the Bob Lucas Memorial Branch Library & Literacy Center, the ALD serves approximately 43,000 residents of Altadena.

The library's main level is accessed from Mariposa Avenue by a wooden bridge, a progressive design for a time when accessibility was not required by code. The library is highly permeable with an abundance of natural light. The main level is highlighted by a sunken interior reading court, framed by light posts and a wood-paneled partition. Support areas on this level include administrative offices, passport services and the circulation room.

Located approximately six feet below the main level is a mid-level including an entrance lobby (accessed from the south parking lot via stairs), restrooms, and a large community room with a stage at the east side.

A partial lower level which sits at grade on the south side of the parcel and contains additional workspaces, a staff

lounge, storage spaces, and mechanical rooms. The elevator equipment room supports the original elevator which stops at the lower level and main level, but not the mid-level.

1.3 Scope

This document relies upon assessments of existing conditions and makes recommendations for improvements in the form of a conceptual plan and corresponding cost estimate. The analysis is meant to provide a framework for decision making as ALD moves forward.

ARG's scope for this study included the following:

Altadena Main Library

- Review existing documentation
- Rely upon the Facility Conditions Assessment (2018) for evaluation of physical condition of materials, assemblies and systems
- Analyze the extent of applicability and incorporation of the ADA requirements
- Participate in a series of investigative meetings with the stakeholders (staff, community, and Facilities Committee)
- Provide two alternative approaches, with visualization sketches, that address the issues identified above
- Present alternatives to community, staff and Facilities Committee for feedback
- Provide a cost estimate for the conceptual master plan preferred by the Facilities Committee
- Develop recommendations for phasing and identify potential funding sources
- Provide a Historic Resource Assessment Report (HRAR)

Summarize into a final report and present to the Board

1.4 Methodology

This document synthesizes previous reports, site



Altadena Main Library, image from News Notes of California Libraries, Fall 1969

Introduction

assessments, and preferred proposals for future work that have been developed with input and insights from ALD's community, staff, Facilities Committee and Board of Trustees.

ARG has reviewed the following background information in the preparation of this report:

"Altadena Library Original Drawings", dated August 19, 1965. Prepared by Boyd Georgi Architect, & Associates

"Specifications for Altadena Library", dated June 1, 1966. Prepared by Boyd Georgi Architect, & Associates

"Altadena Library Landscape Drawings", dated December 30, 1966. Prepared by Eriksson, Peters & Thoms Landscape Architects

"Asbestos Project", dated December 28, 1988. Prepared by Associated Safety Consultants

"ADA Site Assessment", report dated September 9, 2006. Prepared by National Access Consultants

"Altadena Library Main Bridge Replacement", dated September 22, 2016. Prepared by WJE Associates

"Facility Condition Assessment (FCA)", report revised June 14, 2018. Prepared by ISES Corporation

The 2018 Facility Condition Assessment cited above was prepared for the ALD to examine the extent of upgrades needed at the library.

Key issues identified by the FCA include:

- Site (pavement maintenance, sidewalk repair, bridge upgrades and restoration)
 - Exterior structure (roof replacement, skylight restoration, access ladders, repainting/cleaning of exterior surfaces)
 - Interior finishes/systems (ceiling tile, selected flooring, and lighting replacement)
 - Accessibility (signage, parking, and access to restrooms, public entrances and spaces within the interior)
 - Health (testing, and abatement if needed)
 - Fire/life safety (modern fire detection & suppression)
- HVAC, Electrical, Plumbing, Vertical Transportation (end of life replacements)
 - Sustainability/energy efficiency

Members of ARG's architecture staff visited the site to review the current programmatic layout of the library, while considering the upgrades recommended in the report. ARG found that many of the recommendations in the FCA that relate to accessibility, can be achieved through more holistic approaches which meet those same needs, yet respect the historic nature of the building. The structural subconsultant also visited the site over the same period to examine the Main for their evaluation.

In addition to site visits, multiple town hall meetings were held with the community, staff and Facilities Committee.

Key goals identified by the stakeholders include:

- Clear accessible routes that provide universal access for all
- Visual/acoustical separation of teen area
- Acoustical separation of staff area
- Increased floor outlets
- Additional meeting spaces
- Enhanced community room
- Activation of outdoor space

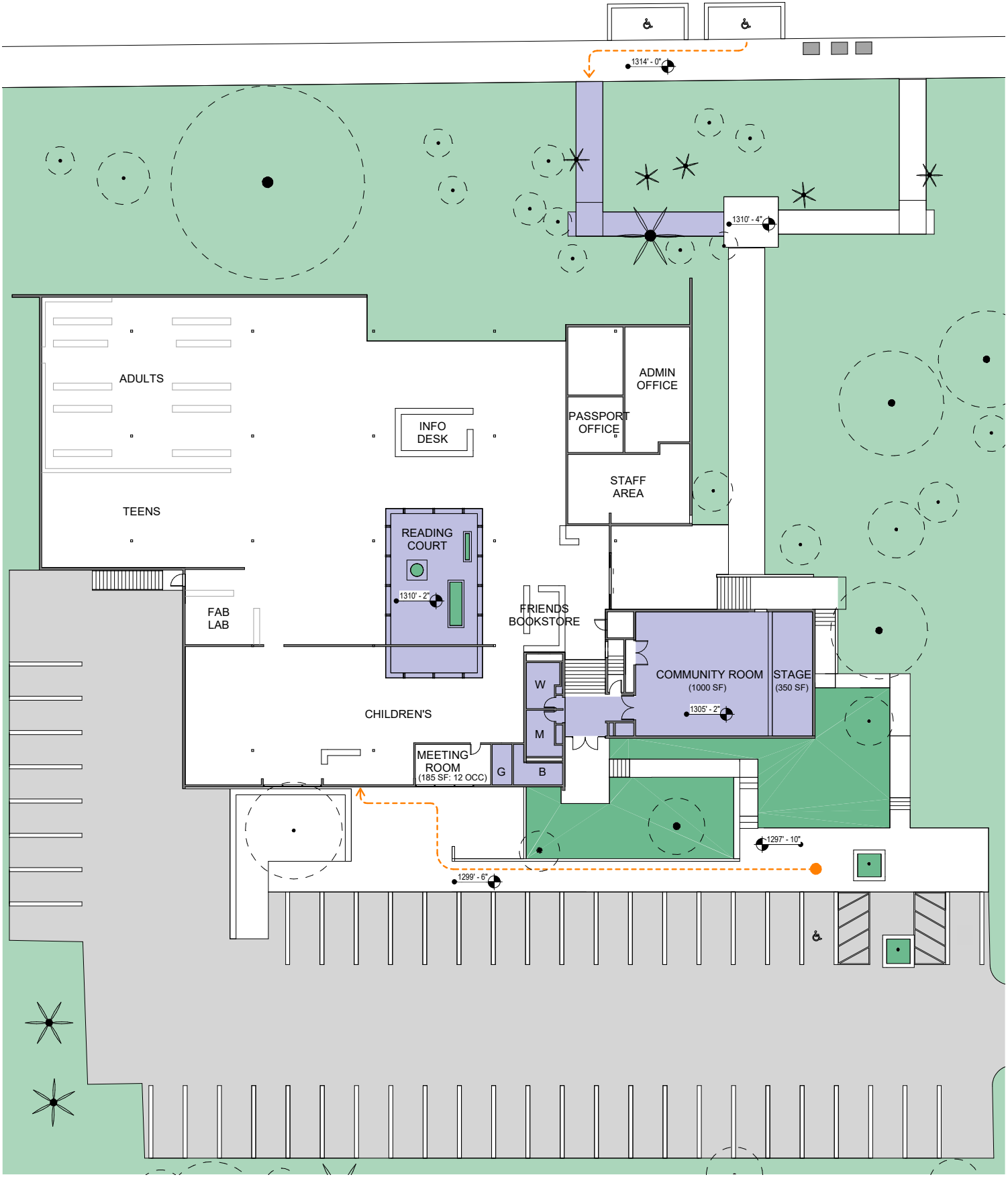
This conceptual option strives to merge the building's facility needs, accessibility requirements and stakeholder's hopes, while respecting the historic architectural value inherent in the Altadena Main Library.

ARG's recommendations, conceptual plans, and the findings of the structural engineer were compiled and analyzed by a cost estimator to inform the preliminary cost estimate included in this report.

Part 2

Goals and Recommendations





2.1 Overview


The following proposals for building upgrades are geared toward providing maximum positive impact without substantially changing the Altadena Main Library's physical characteristics. Almost all program uses are left in their current locations, and improvements take the form of strategic upgrades and surgical interventions.

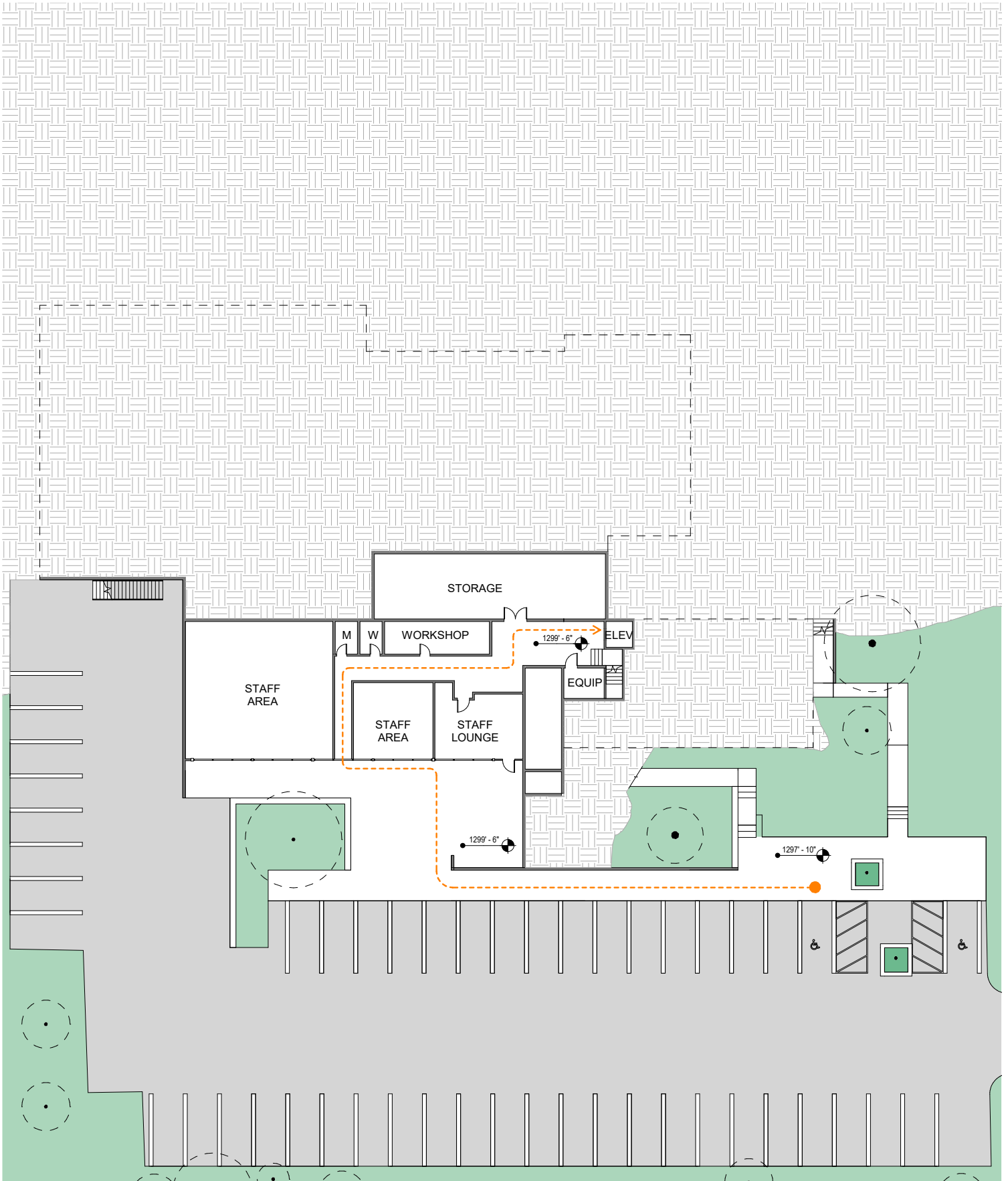
The most significant problem facing the Altadena Main Library is accessibility. The diagram to the left shows the areas which are currently inaccessible to the public based on current standards established by the ADA and required by California code.

The proposed approach to address the issues can be understood as a series of discrete, independent projects as presented here, with two caveats. First, the most effective sequencing of work should be carefully considered from both procedural and funding perspectives (see Section 4 for further discussion of implementation). Second, overall building systems such as electrical and fire-life safety are more suited to being addressed all at once, rather than space-by-space (see Section 4 for more on building systems).

The library includes historically sensitive interior spaces, some of which will be effected by the preferred conceptual option. Care has been taken to design these areas with as minimal impact as possible, while creating a clear and direct path of travel to benefit all users. See Appendix D, HRAR, for more detailed information on preservation requirements.

Note: The following recommendations are preceded by **numbers**.

-  When recommendations are tied to a specific area of the building, they are coordinated with keyed locations on the concept plans.



Goals and Recommendations

2.2 Site

GOALS:

- Allow clear and apparent accessible entrances, while maintaining the building's historic character.
- Provide a direct, inclement-weather entrance at the lower level, in addition to a ramp to lead guests to the south entrance at the mid-level.
- Create sloped walkways, as opposed to ramps, to allow gentler paths of travel and avoid additional handrails which would detract from historic bridges.
- Repair concrete sidewalks where cracked and settled.
- Plan for separate landscaping projects to be implemented over time as separate projects, to connect north and south portions of the site with an accessible path and provide exterior reading opportunities.

RECOMMENDATIONS:

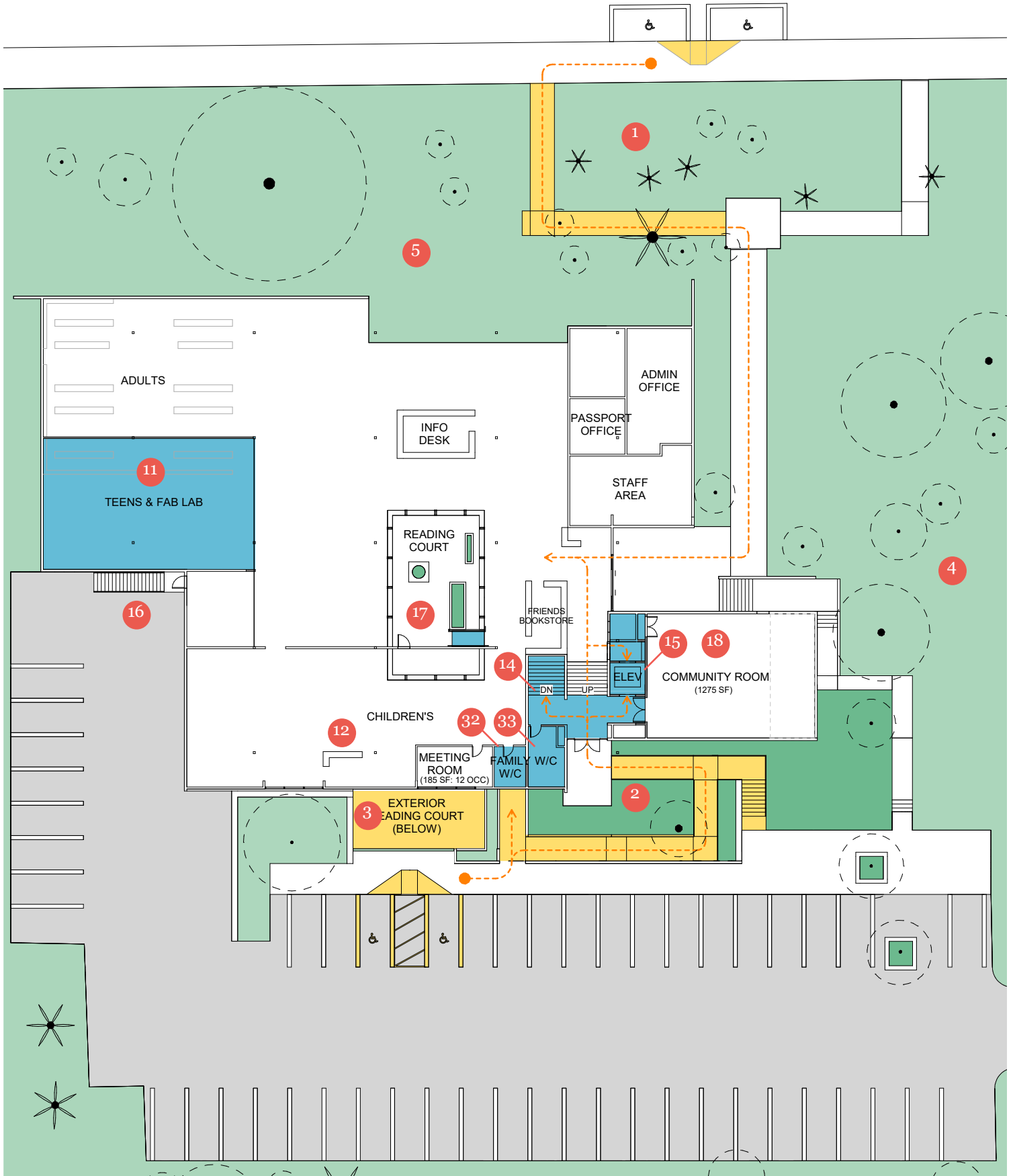
1: North Entrance (Accessibility)

- Remove existing western portion of concrete sidewalk between Mariposa Avenue and upper pedestrian bridge. Replace with an accessible sloped concrete walkway at 5% maximum slope.
- Assume removal of trees and relocation of plants, where possible, or installation of new planting.
- Curb cut at Mariposa is not compliant, although under LA County jurisdiction, a compliant curb cut, striping and regrading should be included in the cost estimate.
- Assume restoration of upper bridge per 2016 report by WJE, "Altadena Library Main Bridge Replacement" including: cleaning of globe lights, replacement of wood decking, removal and replacement of existing and additional intermediate tie rods, restoration and protection of steel coating, regrading below, and investigation/repair and analysis of structure.

- Assume restoration of lower bridge per 2016 report by WJE, "Altadena Library Main Bridge Replacement" including: cleaning of globe lights, replacement of wood decking, removal and replacement of existing and additional intermediate tie rods, restoration and protection of steel coating, regrading below, and investigation/repair of structure.

2: South Entrance (Accessibility)

- Repair tile at south entrance landing to match existing historic tile.
- Create new accessible route to lower level south entrance and mid-level south entrance.
- Remove existing steps, ramp and garden walls. Install new accessible concrete ramp, at 8% maximum slope, along southern retaining wall to south entrance at split level. Existing south and west facing retaining walls to be split and mark new public entrance; include decorative header, exterior lighting, and new retaining wall along lower portion of ramp.
- Assume removal and new planting of trees and plants between of mid-level entrance walk and retaining wall.
- Replace cracked & settled concrete sidewalks at south entrance, between retaining wall and new accessible parking. Assume sidewalk panels to be replaced joint to joint.
- Relocate one van accessible parking space and install one additional accessible parking space; including compliant curb-cut with truncated domes and accessible parking signage. Assume minor regrading and repaving at location of new spaces, and restriping of entire northern aisle. Given the demographics of library guests, the library may want to consider adding additional accessible parking spaces beyond code requirements.
- Install pole-mounted site entrance signage, noting local law enforcement agency contact information and directional signage to accessible entrance.
- The estimate should include an allowance to sealcoat the



Goals and Recommendations

asphalt parking which was recommended within ~8 years by the FCA. Given this scope, it is reasonable to complete that work as a part of this scope.

3: Lower Level Entrance & Exterior Reading Court

- Exterior reading court at lower level to be bordered by a series of low concrete planters and metal screens/gates. The design of the eastern planter should consider framing the lower level public entrance with tall plantings. A visually permeable metal screen and gate on the south and west could also be incorporated on top low planters to provide public access and after hours security. Assume new concrete panels at that area with scoring to align with existing panels to the west. Given the area's adjacency to the meeting room, consider outdoor furniture which is flexible programming needs.
- Lower level public entrance path to be concrete sloped walkway; including exterior lighting, accessible and wayfinding directional signage.

4: Landscape - East

- Assume cracked & settled concrete sidewalks at other eastern portion of site to be removed as part of a separate landscaping project. Consider a combination of accessible sloped walkways/ramps to be reinstalled, and incorporating possible exterior reading spaces and areas for outdoor programs.
- Restoration of lower bridge is included concurrently with the upper bridge and North Entrance, 1.

5: Landscape - North

- Cracked & settled concrete sidewalks at other northern portion of site to be removed as part of a separate landscaping project. Upgrades should include accessible sloped walkways to be reinstalled. Previous studies included ideas for a family garden and donor's garden at this area.
- Assume a separate landscaping project for the northern portion of the site, including accessible sloped walkways.

This excludes the northwestern walkway which may be complete earlier, due to priorities.

2.3 Exterior Structure

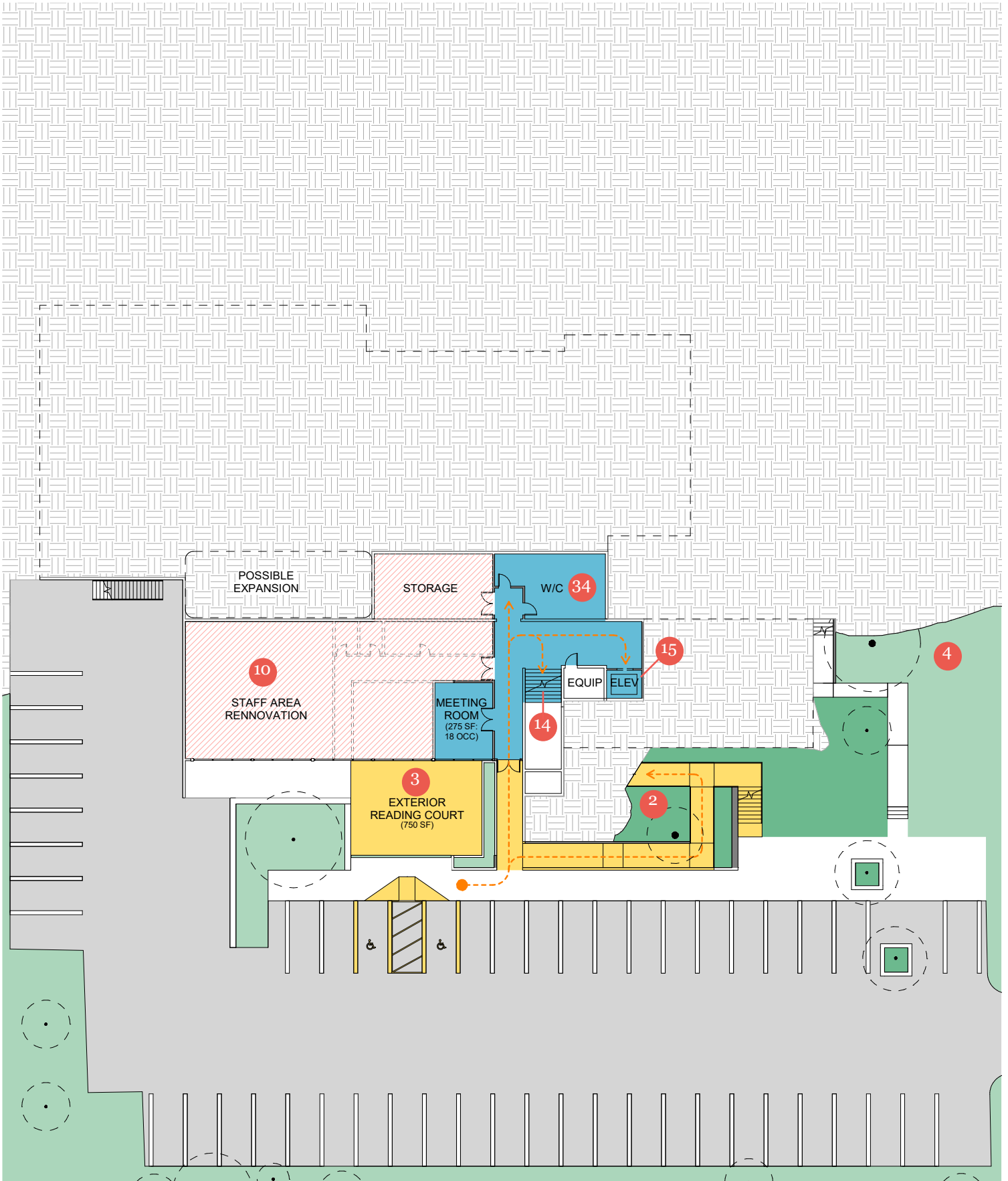
GOALS:

- *Replace roof and flashing.*
- *Evaluate the skylight for restoration needs, with the intention to preserve as opposed to replace.*
- *Incorporate skylights/light wells at circulation core, if possible.*
- *Install code-compliant roof ladders.*

RECOMMENDATIONS:

6: Roof

- The FCA states that the existing roofing appears to be over 22 years old as of 2018. However, the "Asbestos Project" from 1988 references removal of roofing material and flashing, which indicates the roof could be approximately 32 years old.
- The existing roofing should be evaluated, to determine if the original roofing was removed in its entirety during the 1988 project, or if the new roofing was installed on top of original roofing. (Per code, a roof is only allowed to be reroofed once, so this will effect the scope and costs associated with this work.)
- For cost estimation, assume installation of new modified bituminous roofing, 2-ply torch down application, and flashing. Assume removal of existing roofing and flashing to sheathing. The new roofing should have a weight equal or less than the weight of existing roofing.
- Repair and maintenance allowance for skylight. Needs further assessment, and possible plexiglass replacement, but intention is to preserve.
- Install two compliant rooftop access ladders.



Goals and Recommendations

- Allocate a budget to evaluate a third existing ladder for compliance.
- Sand and repaint rooftop equipment screens when roof is replaced.

7: Exterior Walls

- Long-term maintenance budget includes pressure washing CMU exterior and preparation/priming/two coats of paint for exterior stucco within ten years. Care should be taken to grout or temporarily fill existing cracks and openings to prior to pressure washing. This scope should be completed concurrent with the Roof project, 6.

8: Exterior Doors

- Repair/adjust hardware at Director's Office exterior sliding door to allow for a convenience exit.
- The FCA recommended full replacement of all remaining metal doors and hardware. ARG suggests an add-alternate option for consideration:
Repair/adjust all remaining exterior metal doors at lower level and community room as opposed to replacement. Adjustments include replacement of door thresholds, removal of door stops, adjustment of opening pressure/closing times, and at select locations (ex: Community Room) modifying the door swing to comply with clearance requirements.

Note: most hardware appears to have already been replaced with code compliant lever hardware, but this should be confirmed in the next phase.

- Allowance for repair and/or replacement of south entrance power operated door should be completed with the South Entrance Accessibility, 2.
- Removal and replacement of exterior door to existing staff lounge will be completed with Lower Level Staff Area, 10.

9: Exterior Windows & Glazing

- The FCA recommended replacement of all exterior glazing. ARG suggests an add-alternate option for

consideration:

The CHBC will allow the existing historic glazing to remain in place, and not be subject to current energy conservation requirements. However, it is unlikely that existing exterior glazing is tempered. Windows should be evaluated, and given their expanse, safety film should be considered as a potential alternative to replacement with single-pane glazing. A ceramic window film, similar to Huper Optik C50 Shield, could serve as safety film while also providing enhanced energy efficiency. Exact film specifications can be verified in future phases. (Carry an allowance in the estimate for new windows to match existing, with dual-paned glazing.)

- New openings at Community Room are recommended in Community Room project, 18.

2.4 Interior Finishes/Systems

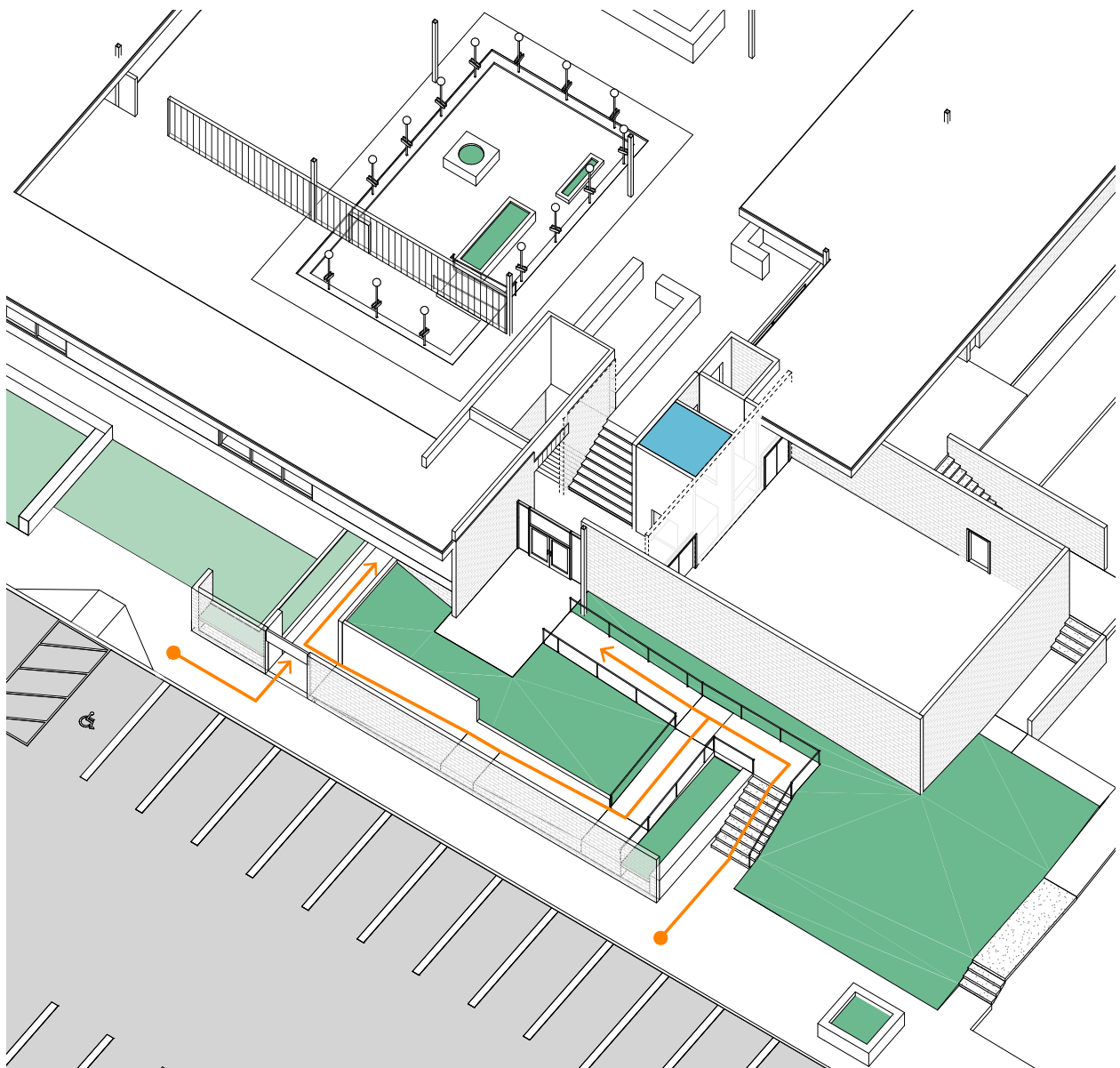
GOALS:

- *Renovate lower level to provide more efficient layout. Care should be taken to design storage and workspaces in a way which leaves hallways unencumbered by storage, book donations, etc.*
- *Enhance acoustical separation between main level and southern portion of staff area.*
- *Provide additional meeting space/rooms*
- *Modify Children's administration desk to prevent guests from passing through behind the desk.*

RECOMMENDATIONS:

10: Lower Level Staff Area

- Remove vinyl tile throughout lower level and elsewhere in building, if present. It is believed that this is an asbestos-containing material, so an allowance should be included for evaluation and abatement.
- Install 1" resilient channels and gypsum board from ceilings at southern portion of staff area; wrapping



around existing beams if possible.

- Install new flooring; consider carpet tiles or luxury vinyl tile (LVT, similar to Parterre Canvas) for pricing.
- Allowance for 12 workstations , relocated lounge (new cabinetry and accessible kitchenette), relocated storage room, facilities workshop and two staff restrooms. Three workstations may need enhanced privacy, which should be considered when laying out the space.
- Remove/replace exterior door at existing staff lounge with accessible power-operated door. This will serve as the new accessible lower level public entrance from south parking lot.
- Extension of staff area storage is possible sub-grade. This will require some excavation, retaining wall construction, and underpinning of existing foundations. This additional area would not likely cause a change to existing parking requirements given it would not increase the occupants in the building.

11: Teen Area

- Relocate Fab Lab; consider placement in terms of acoustics and access for other user groups separate from teens.
- Replace furniture.
- Install administration desk to maximize view of teen area and Fab Lab.
- Additional outlets per Electrical, 26; assume new carpeting will have to be installed.
- Allow for some acoustical separation, but minimal visual separation, between the teen area and reading room to the east. Assume east wall to be glazed system with double doors.
- Enhance acoustic separation between teen area and adult (quieter) area to north. Install full height wall running east to west, and assume new lighting at this area. Consider rulon panels for enhanced acoustic wall panels to reduce sound transmission.

12: Children's Desk

- Incorporate a swinging door at west end of existing administration desk to prevent users from passing through staff space.
- Consider installing additional cabinetry on east end.

13: Building-wide Finishes/Systems

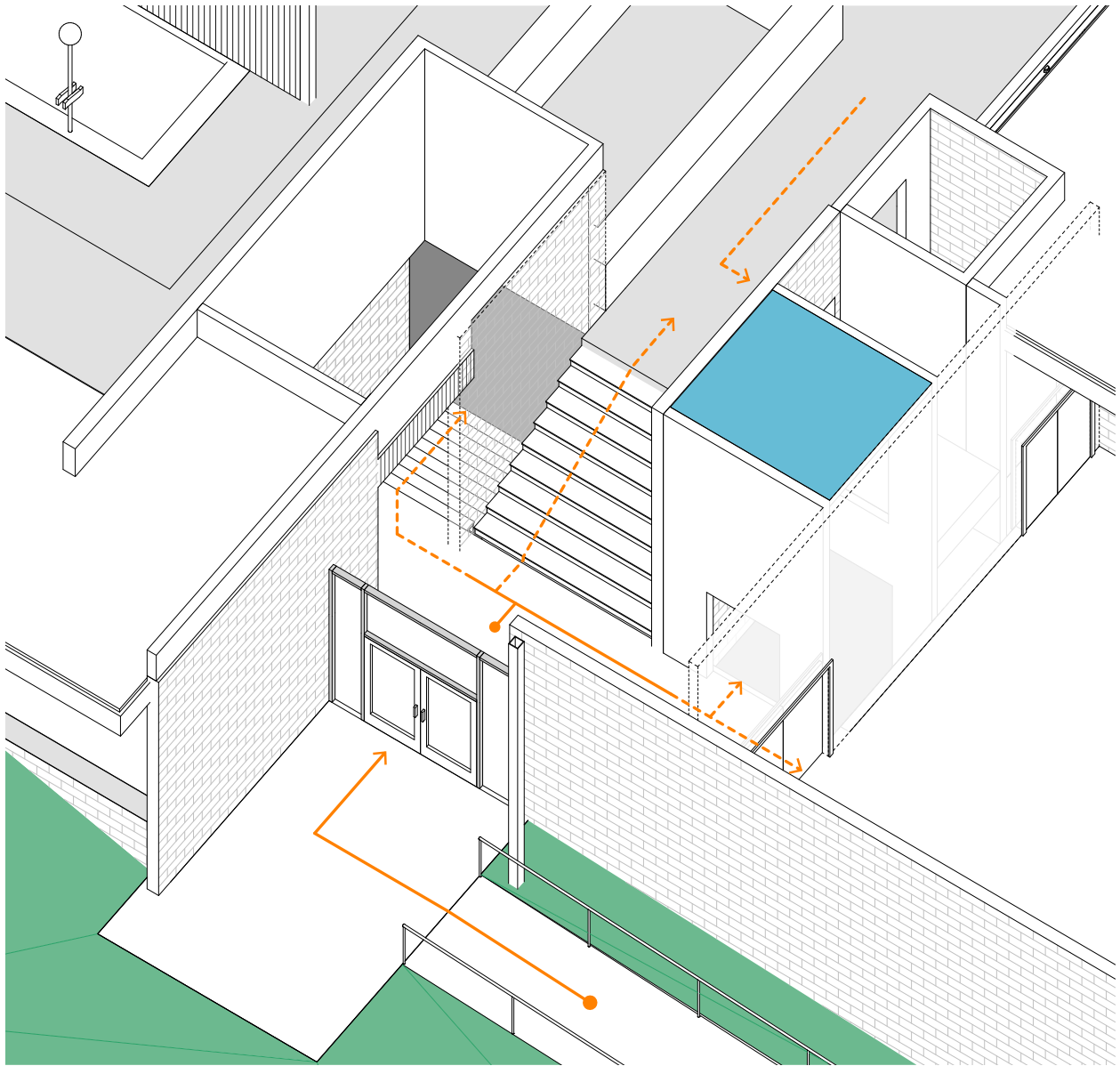
- Replacement of ceiling tiles to be completed concurrently with installation of fire suppression system, see Electrical.
- Replacement of interior carpet to be completed concurrently with new floor outlets during area-by area upgrades, See Electrical.
- Repainting of interior during area-by-area work, and remainder within ten years.

2.5 Accessibility

GOALS:

- *Provide access to all levels of the library via an elevator with dual-side doors.*
- *Although the use of the CHBC would allow the installation of a LULA (Limited use/limited application elevator), the ALD prefers to install a full size accessible elevator to provide ample room for public and staff use.*
- *Consider impacts to structural system (hoistway width, depth & overhead clearance) and MEP routing when determining model during next phase.*
- *Repurpose original elevator shaft as light well with potential openings at split level and main level. Consider light well as a wayfinding tool to orient users as they travel from floor to floor.*
- *Allow access to Reading Court, which is the heart of the library, giving priority to the symmetry of pole-mounted lights and steps to sunken area. Consider a direct path of travel, unencumbered by potential locations of freestanding chairs and tables.*

Goals and Recommendations



Goals and Recommendations

- Provide access to children's side of reading court, without detracting from the wooden screen, which provides some acoustical and visual privacy from the children's area.

RECOMMENDATIONS:

14: Elevator

- Relocate elevator. Assume excavation for pit, underpinning of adjacent existing foundation walls, slab, structural hoistway walls & modification to existing infrastructure.
- Install accessible elevator with rear door for access at split level.
- Braille signage, audible signals and hands-free emergency call should be included.
- Reuse original elevator shaft as light well to bring light to lower level.

15: Stairs

- Remove existing women's restrooms.
- Install new stair to lower level, including compliant center handrail, and compliant wall-mounted handrails compatible with historic wall-mounted handrails.
- Replace center handrail with compliant center handrail at existing stair; historic wall-mounted handrails to remain.

16: Fire Escape

- No repair allowance is included to the west side fire escape which has non-compliant handrails and risers. Upgrades to this stair are subject to further review with the County to determine what is required by CHBC.

17: Reading Court

- Install 8% ramp along wooden screen. A portion of the concrete planter will need to be removed. Care should be taken to preserve planter walls to the north and south of ramp location, and two new planter walls should be built match and enclose the remaining portions. Assume floor mounted handrails to minimize impact to wooden screen

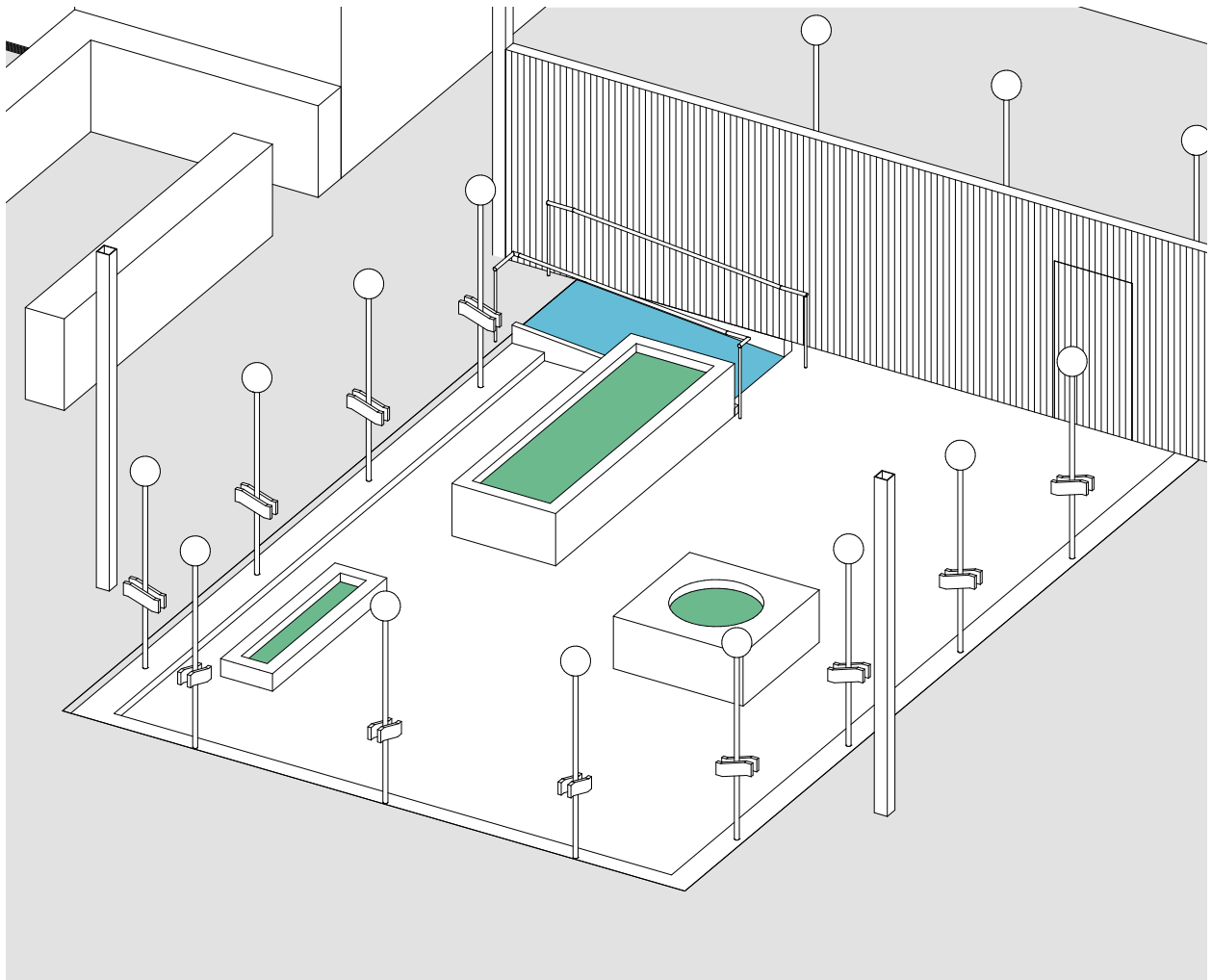
and continue to allow art to be hung along screen wall.

- New opening to be concealed in wooden screen, assume invisible hinges, door to match historic panel, and accessible hardware.

18: Community Room

- Remove stage and associated step.
- Install new flooring at entire mid-level; consider luxury vinyl tile (LVT, similar to Parterre Canvas) for pricing at community room and lobby. Assume tile for pricing at restrooms.
- Replace hardware at double doors with compliant hardware, adjust opening pressure and closing time.
- Remove kitchenette.
- Relocate AV closet.
- Relocation of existing return air duct behind west wall.
- Assume 60 square feet of storage cabinetry along west wall.
- Investigate using interstitial space for relocated utilities, or additional storage.
- New projector at east or north wall.
- Replacement of acoustical ceiling tile, provide allowance for wood acoustical ceiling panels for pricing (consider Rulon Panel Grille).
- Openings to be punched above existing door opening at north, full-height window of matching width to be punched to mirror it on south wall. Assume two new openings at east wall, and power operated shades for all openings.
- Consider incorporating a fixed opening above cabinetry at west wall to allow light infiltration from original elevator shaft.

Note: It is assumed that building-wide HVAC upgrades, 24, will be implemented following accessibility upgrades. An allowance should be included to repair and relocate select air supply/returns during the initial priorities: accessibility



scope.

Accessibility solutions pertaining to the elements below are included in separate recommendations, as noted:

- Main Level Accessibility: North Entrance, 1
- Split Level Accessibility: South Entrance 2
- Restroom Accessibility: Plumbing Fixtures, 32 -34
- Drinking Fountain Accessibility: Plumbing Fixtures, 33
- Public Telephone Accessibility: Install compliant accessible telephone cabinet and signage, to be completed with split level lobby work/Stairs, 15.

2.6 Health

GOALS:

- *Properly evaluate existing conditions for hazardous materials, and abatement of materials as required.*

RECOMMENDATIONS:

19: Hazmat Testing & Abatement

- Hazardous materials are suspected to be present in vinyl floor tiles, mastic and supply piping insulation. Materials should be tested and an allocation for abatement should be included in project scope.
- The "Asbestos Project" from 1988, p. 1, references that the acoustic material present on the interior of the library is an asbestos-containing material (ACM). The acoustic material on the ceiling by the main stairs was mentioned specifically in the 1988 document.
- Additional documentation from 2017 states that there is no asbestos in the ceiling texture or insulation, but does not indicate where samples were taken.
- Neither of these documents were referenced in the FCA, but this issue should be revisited to determine if hazardous materials are present at areas of work. Materials should be tested at areas of potential work and

an allocation for abatement should be included in project scope.

2.7 Fire/life Safety

GOALS:

- *Install fire detection and suppression system as recommended by FCA.*
- *Install additional emergency egress signage and lighting as recommended by FCA.*
- *Coordinate recommended seismic upgrades with other work, if possible.*

RECOMMENDATIONS:

20: Fire Detection System

- Install new fire alarm system, including a main addressable panel to local fire monitor, smoke detectors, heat detectors, manual pull stations, audible/visual strobes, wiring, conduit and cut and patching of historic materials.

21: Sprinkler System

- Remove two original unused sprinkler heads at lower level.
- The FCA recommended installing a modern fire sprinkler system throughout; assume standard wet pipe application, valves, piping, and sprinkler heads.
- Install range-top fire suppression system at new Staff Lounge kitchenette.
- A fire hydrant is located along Mariposa to the north. Additional site utilities were not described in the FCA and require further study to determine water pressure and water flow to the property. Provide allowance for fire line to building.

22: Occupancy Separations/Fire Ratings

- The following occupancy separations (fire resistance

Goals and Recommendations

rating in hours) are required per CBC Table 508.4:

Occupancy	Separation	
	Sprinklered	Non-sprinklered
A-3 to B* and M*	1	2
B to S-1	None	None

*The Group B and M occupancies on the main level qualify as accessory occupancies to the primary A-3 occupancy and do not require a separation per CBC 508.2.3 since they do not take up more than 10% of the main floor building area.

A preliminary assessment indicates the following:

- For existing building parts, CHBC Section 8-402.2 states that 1-hour-fire resistive construction and corridors will not be required in a qualified historic building, if an automatic sprinkler system is installed throughout.
- For new building parts, the library will be considered a nonseparated occupancy per CBC 508.3. The library contains A-3 (Assembly - Library), B (Business Areas) and M occupancies and therefore will comply with the more stringent occupancy requirements (A-3) for the provisions of Chapter 9 (fire protection and life safety systems) for the total nonseparated occupancy area.
- A continuous rated shaft should be included for the new elevator shaft.
- If a sprinkler is not installed, it appears that the mixed-use/non-separated building will still comply with allowable building area and separation requirements. This determination includes a few assumptions which need to be confirmed with the building department during the next phase.
 - Type III-B construction type, which the building most closely resembles per CBC Table 506.2
 - Frontage increase of .64 per CBC 506.3
 - Square footage of the mid-level is to be included with the lower level

23: Exit Signage/Emergency Lighting

- Install LED exit signage at west fire escape, lower level hallway and staff areas.
- Install twin beam emergency lights with internal batteries along egress paths.

24: Seismic Upgrades

- Please refer Appendix C.1, Tier 1 Assessment Report.

2.8 HVAC

GOALS:

- *Replace end of life HVAC equipment identified by the FCA.*
- *Install system which is remotely controllable by staff.*

Incorporate new equipment at rooftop within existing equipment screens, where possible.

RECOMMENDATIONS:

25: HVAC System

- Assume new HVAC equipment to be VRF heating and cooling system with ventilation and a series of units, new distribution and controls.
- As noted under accessibility section 1.5, it is assumed that building-wide HVAC upgrades will be implemented following accessibility upgrades. An allowance should be included to repair and relocate select air supply/returns during the initial priorities: accessibility scope.
- Complimentary ventilation system for fresh air intake.
- Locations and exact system to be specified in next phase by mechanical engineer. It is ARG's recommendation that all units be replaced at once, to maximize efficiency and controls.
- Install a dedicated zone for IT room.
- Electrical capacity should be confirmed and coordinated once equipment is identified.
- Replace exhaust fans at bathrooms and relocated staff kitchenette during corresponding projects.

2.9 Electrical

GOALS:

- *Replace end of life equipment identified by the FCA.*
- *Obtain further evaluation of electrical system considering proposed conceptual plans and phasing.*
- *Provide generator for backup power; to allow the library to perform as a community resource in the event of a blackout/emergency, and to avoid damage to mechanical equipment.*

RECOMMENDATIONS:

26: Electrical Distribution System

- New switchboard at exterior main electrical room.
- Conduit and wiring to remain in place where unaffected by upgrades.
- Electrical scope is an allowance at this time. The system described in the FCA mentions panel boards and breakers in various condition. This requires further study to determine extent of replacements required.

27: Power Distribution System

- Allowance for additional floor outlets and GFI outlets to be included in area-by-area upgrades (teen area, staff lounge, etc), and the remaining areas as a separate line items.
- For pricing, assume Steelcase "Thread" power system throughout.
- Assume carpet at areas of work will need to be removed, and new carpeting installed.

28: Interior Lighting

- Occupancy sensors to be installed, where required by code, and to provide energy efficiency.
- A further survey of lighting fixtures at main level is

required to provide a more accurate budget regarding reusability. Provide budget for relamping and partial replacement allocation.

- Selected new lighting at areas to be remodeled Teen Area, Community Room, Stairs, Lower Level Staff Area, Lower Level Exterior Reading Court.
- Replacement of interior lighting with fixtures compatible with historic fabric. This work should be completed concurrently with installation of Sprinkler System, 21 and ceiling tile replacement.

29: Exterior Lighting

- Install new exterior lighting along new South Entrance ramp, 2.
- Install new exterior bollards during North Entrance project, 1.
- Repair and upgrades to existing bridge lighting to be complete during North Entrance project, 1.
- Allowance for repair and upgrades to existing site lighting to be incorporated into Landscaping projects, 4 and 5.

30: Generator

- Install generator for backup power to support facility's emergency lighting and other prioritized equipment. Ideally, the generator will be located close to the main service panel.
- Allowance for emergency generator, fuel tank, battery charger, exhaust, and connections. Automatic transfer switch and emergency power grid to be installed throughout the facility to support essential and non-essential loads, as described by the FCA.

2.10 Plumbing

GOALS:

- *Replace end of life equipment identified by the FCA.*
- *Provide additional restrooms, including accessible family*

restroom near Children's area and additional accessible restrooms elsewhere.

- Provide a pump/breastfeeding space for public and staff use, preferably in close proximity to restrooms.

RECOMMENDATIONS:

31: Plumbing System

- Install a backflow preventer, isolation valves, and piping.
- Provide allowance for site utilities upgrades (domestic supply, sanitary waste and stormwater piping) subject to further evaluation based on site inspections by MEP Engineer in next phase.
- Replace water heater.
- Allowance for abatement budget as noted in Health. 19:

32: Plumbing Fixtures: Main Level

- Remove existing boys and girls restrooms at children's area.
- Install (1) family accessible restroom.
- Consider incorporating pump/breastfeeding room adjacent to this location if space allows.

33: Plumbing Fixtures: Mid-Level

- Remove women's restroom as mentioned in Stair project, 15.
- Men's restrooms to be renovated to allow for (1) gender neutral accessible restroom, and an adjacent pump/breastfeeding room at this location.
- Remove existing drinking fountain and install new compliant drinking fountain with bottle filler.

34: Plumbing Fixtures: Lower Level

- Install (10) additional restrooms at lower level.

2.11 Vertical Transportation

- Vertical transportation upgrade is described in Elevator section, 15.

Part 3

Cost Projections



8.1 Overview

An outline cost projection for the scope described in the previous sections has been prepared by KPJ Consulting and is included in its entirety in Appendix B. This section distills the basic information in KPJ's report; please refer specifically to the full report for important framing information about the costing process and intent.

The proposed work at the library can be broken down into discrete projects, and therefore cost projections are presented *à la carte*, and in three categories:

"Area-by-Area": work that is confined to a specific area of the building, such as a gallery or workshop.

(This is the case for most projects, unless otherwise noted as described below.)

"Building-wide" (B-w): systems or efforts that are essentially building-wide, such as installing sprinklers or abating hazardous material.

(Select building-wide work can be implemented during area-by area projects.)

"Long-term Maintenance"(L-t): work that is expected within ten years.

It should be noted, the previous cost estimate included in the FCA was based on the RS Means/National Cost Data, which are combined values published in a book. These methods do not include a multiplier for the Los Angeles area or historic renovation labor pools. They are typically used for deferred maintenance or incremental improvements only, and not comparable to the holistic solutions provided in this Master Plan.

It is also important to keep in mind that all cost estimates in this report are based on conceptual design; they provide a preliminary framework for general budgeting purposes only. Development of more detailed plans and specifications will be needed to further refine these estimates.

8.2 Funding

Securing funding will be a major part of realizing the goals described in this report. The proposed projects tend to be suited to one of the following funding sources

Independent Special District annual budget (ALD): Maintenance, preservation, and capital projects such as MEP systems; back of house uses and code upgrades

Public bonds: specific public spaces of interest

Grants: Public reading areas and community rooms

Private donations/fundraising (Friends of the Altadena Library, Altadena Library Foundation): High-profile upgrades and outdoor spaces

Further study is required to match expected funding with selected projects.

8.3 Cost Adjustments

The cost projections prepared by KPJ are based on hard construction costs. In order to round out the budgeting picture, this section marks up KPJ's estimates to include soft costs, for example:

Collection-related costs, such as insurance, interim relocation, etc.

Project management

A/E design fees

Legal and regulatory expenses

Based on recent similar projects, we have used a 50% markup estimate (x1.5) to arrive at a project budget. If all work were to be completed in one phase, the markup estimate could potentially be reduced to 35% (x1.35).

8.4 Cost by Scope

The construction estimates shown on the following pages are sorted by scope and based on Appendix B.1 Cost Plan Report. ARG has included corresponding project budgets for each area of work.

Cost Projections

	<i>Construction Estimate</i>	<i>Project Budget</i>	
	KPJ Net	x 1.5 gross	SUBTOTALS
SITE			
North Entrance	see accessibility		
South Entrance	see accessibility		
Lower Level Entrance & Ext Reading Court	see accessibility		
Landscape - East	172,532	258,798	
Landscape - North	175,614	263,421	
Subtotal	348,146		522,219
EXTERIOR			
Roof	662,704	994,056	
(L-t) Exterior Walls	142,873	214,310	
Exterior Doors (other than area-by-area)	6,455	9,683	
(B-w) Exterior Windows & Glazing	21,126	31,689	
Solar Panels	2,200,669	3,301,004	
Subtotal	3,033,827		4,550,741
INTERIOR			
Lower Level Staff Area (Expansion)	221,534	332,301	
Lower Level Staff Area (Renovation)	779,087	1,168,631	
Teen Area	236,557	354,836	
Children's Desk	1,027	1,541	
(B-w) Building-wide Finishes/Systems (Int Paint: L-t)	82,767	124,151	
Subtotal	1,320,972		1,981,458
ACCESSIBILITY			
North Entrance (includes bridges)	478,132	717,198	
South Entrance	437,970	656,955	
Lower Level Entrance & Ext Reading Court	71,742	107,613	
Elevator	664,954	997,431	
Stairs	162,996	244,494	
Fire Escape	not included		
Reading Court	25,051	37,577	
Community Room	437,828	656,742	
Subtotal	2,278,673		3,418,010
HEALTH			
(B-w) Hazmat Testing (owner doc - no mark-up)	15,000	15,000	
(B-w) Hazmat Abatement	319,831	479,747	
Subtotal	334,831		494,747

Cost Projections

(B-w) FIRE/LIFE SAFETY			
Fire Detection System	537,843	806,765	
Sprinkler System	855,767	1,283,651	
Exit Signage/Emergency Lighting	7,336	11,004	
Seismic Upgrades Priority 1 (see Att C.1, 8.1.1)	237,071	355,607	
Add. Seismic Upgrades Priority 2 (see Att C.1, 8.1.2)	365,604	548,406	
Subtotal	2,003,621		3,005,432
BUILDING SYSTEMS			
(B-w) HVAC System			
Lower Level Staff Area	484,147	726,221	
Circulation Core & Mid/Main WC	213,025	319,538	
Remaining Areas	1,433,075	2,149,613	
Subtotal	2,130,247		3,195,371
(B-w) Electrical			
Electrical Distribution System	70,788	106,182	
Power Distribution - Lower Level Staff Area	173,853	260,780	
Power Distribution - Circ Core & Mid/Main WC	114,065	171,098	
Power Distribution - Teen Area	89,875	134,813	
Power Distribution - Remaining Areas	469,259	703,889	
Interior Lighting - Lower Level	225,392	338,088	
Interior Lighting - Circ Core & Mid/Main WC	186,903	280,355	
Interior Lighting - Remaining Areas	21,273	31,910	
Exterior Lighting A - Site (N Entrance & bridges)	44,014	66,021	
Exterior Lighting B - Site (S Entrance/LL Courtyard)	54,283	81,425	
Exterior Lighting C - Site (E Landscape)	29,342	44,013	
Exterior Lighting D - Site (N Landscape)	29,342	44,013	
Generator	87,386	131,079	
Subtotal	1,595,775		2,393,663
(B-w) Plumbing			
Plumbing System - Site Utilities	143,029	214,544	
Plumbing Fixtures - Main Level	59,469	89,204	
Plumbing Fixtures - Mid Level	114,419	171,629	
Plumbing Fixtures - Lower Level	326,087	489,131	
Subtotal	643,004		964,506
TOTALS	13,689,096		20,526,144
	<i>Construction Estimate</i>		<i>Project Budget</i>

Part 4

Implementation



Implementation

4.1 Overview

Much of the work proposed in this Concept Plan can be implemented as a series of more or less independent projects. This allows for incremental phasing as funding becomes available, and also raises the question of what order these projects should be done in. The primary considerations are:

- Urgency of need
- Extent of benefit, especially versus cost
- Keeping the library open to the public as much as possible
- Minimizing area affected by a project and impact on adjacent spaces

In addition, the actual order of projects will depend heavily on funding availability. We recommend ALD be proactive in seeking funding for work in a logical sequence.

4.2 Sequencing

The order in which work is done will depend heavily on available funding and evolving ALD priorities. However, given that some items are best scheduled earlier or later in the process, a potential sequence of projects is diagrammed to the right to guide further thinking. This diagram synthesizes input from the Facilities Committee into a logical progression of work.

Initial priorities are accessibility, including a new elevator with an additional stop at the mid-level, to serve as a backbone for public spaces, programs and circulation. Additional work to provide accessible restrooms has been included in initial priorities for two reasons: the library is sorely lacking barrier-free toilet facilities for visitors and staff, and the new elevator core will allow access to these restrooms from all levels. The lower level entrance would also be included in this phase. Building-wide scope pertaining to Fire/life safety is also included in the initial priorities.

Work following the initial priorities can be roughly divided into building wide systems/back of house operational upgrades, and library user upgrades. Discussions with the Facilities Committee indicate that ALD hopes to focus primarily on accessibility from the south parking lot, roof work, and HVAC. ARG also recommends including fire/life safety upgrades to further its public mission.

In the Priority Summary, at the end of this section, an optional category has been included for items which are not required to achieve initial priorities. Exterior

Implementation

maintenance and landscaping work beyond the paths of travels required for accessibility, are included in this category since they can be executed over time by the ALD based on funding. The exceptions are areas effected by the new accessible paths of travels at the south split level entrance, which will require coordination with interior work.

The costs cited in the diagram are rough figures for assessing magnitude only. Refer to the estimates in Appendix C for more comprehensive information.

4.3 Coordinating Public Access

The Altadena Main Library intends to remain open to the public as much as possible throughout this work. However, some projects affect not just their own area but also access to other spaces. Please note that this is a preliminary concept plan, and depending on final decisions on project execution, different strategies may be necessary.

Certain building wide scope items including seismic upgrades, may have the potential to be completed on an area-by-area basis, in order to limit disturbance to every day operations.

Work affecting very limited areas, as is the case in the following projects, can take place at any point, but must be coordinated with library operations.

- Reading Court
- Teen Area
- Children's Area
- Exterior Doors

Implementation

A: Initial Priorities

ACCESSIBILITY:

This project will provide an accessible path from the south parking lot (to all levels) and be sequenced to allow for the library to remain open.

- South Entrance
- Elevator/Stair Core
- Restrooms
- Community Room
- Lower Level Entrance

HEALTH:

- Hazardous Material Testing
- Hazardous Material Abatement (area-by area)

FIRE-LIFE SAFETY:

- Fire Alarm System
- Fire Suppression System / Ceiling Tiles / Interior Lighting
- Exit Signage / Emergency Lighting
- Seismic Upgrades

EXTERIOR/BUILDING-WIDE SYSTEMS:

- Roof
- HVAC Equipment / Distribution (Core)

B: Operational Upgrades

EXTERIOR:

- Exterior Doors
- Exterior Windows/Glazing
- Exterior Surfaces

INTERIOR:

- Lower Level Staff Area

BUILDING-WIDE SYSTEMS: (A portion of systems will be included in Area-by-Area work.)

- HVAC Equipment / Distribution (Staff & Remaining Areas)
- Electrical Distribution / Power / Carpeting
- Plumbing System

LONG-TERM MAINTENANCE:

- Exterior walls
- Interior paint

C: Library User Upgrades

INTERIOR:

- Lower Level Staff Area
- Reading Court
- Children's Area Desk
- Teen Area
- Remaining Interior Finishes

SITE:

- North Entrance / Upper Bridge / Lower Bridge
- Landscape - East / Lower Bridge / Exterior Lighting
- Landscape - North / Exterior Lighting

Implementation

<i>Priority Summary</i>	Priority 1	Priority 2	Priority 3	Optional
SITE				
North Entrance		see accessibility		
South Entrance	see accessibility			
Lower Level Entrance & Ext Reading Court	see accessibility			
Landscape - East				258,798
Landscape - North				263,421
EXTERIOR				
Roof	994,056			
Exterior Walls			214,310	
Exterior Doors (other than area-by-area)			9,683	
Exterior Windows & Glazing			31,689	
Solar Panels				3,301,004
INTERIOR				
Lower Level Staff Area (Expansion)		332,301		optional
Lower Level Staff Area (Renovation)		1,168,631		part optional
Teen Area				354,836
Children's Desk				1,541
Building-wide Finishes/Systems (Int Paint: L-t)			124,151	
ACCESSIBILITY				
North Entrance (includes bridges)		717,198		
South Entrance	656,955			
Lower Level Entrance & Ext Reading Court	107,613			
Elevator	997,431			
Stairs	244,494			
Fire Escape				
Reading Court		37,577		
Community Room	656,742			part optional
HEALTH				
Hazmat Testing (owner doc - no mark-up)	15,000			
Hazmat Abatement	479,747			

Implementation

FIRE/LIFE SAFETY				
Fire Detection System	806,765			
Sprinkler System	1,283,651			recommended
Exit Signage/Emergency Lighting	11,004			
Seismic Upgrades Priority 1 (see Att C.1, 8.1.1)	355,607			recommended
Add. Seismic Upgrades Priority 2 (see Att C.1, 8.1.2)				548,406
BUILDING SYSTEMS				
HVAC System				
Lower Level Staff Area		726,221		
Circulation Core & Mid/Main WC	319,538			
Remaining Areas			2,149,613	
Electrical				
Electrical Distribution System	106,182			
Power Distribution - Lower Level Staff Area		260,780		
Power Distribution - Circ Core & Mid/Main WC	171,098			
Power Distribution - Teen Area			134,813	
Power Distribution - Remaining Areas			703,889	
Interior Lighting - Lower Level		338,088		
Interior Lighting - Circ Core & Mid/Main WC	280,355			
Interior Lighting - Remaining Areas			31,910	
Exterior Lighting A - Site (N Entrance & bridges)		66,021		
Exterior Lighting B - Site (S Entrance/LL Courtyard)	81,425			
Exterior Lighting C - Site (E Landscape)				44,013
Exterior Lighting D - Site (N Landscape)				44,013
Generator				131,079
Plumbing				
Plumbing System - Site Utilities		214,544		
Plumbing Fixtures - Main Level	89,204			
Plumbing Fixtures - Mid Level	171,629			
Plumbing Fixtures - Lower Level	489,131			
Subtotal	8,317,622	3,861,359	3,400,055	4,947,110
	Priority 1	Priority 2	Priority 3	Optional

Appendix A

Drawings

A.1 2020 Proposed Concept Plans

Appendix B

Cost Projection

B.1 2020 Cost Plan Report

Appendix C

Reports

C.1 2020 Tier 1 Assessment Report

C.2 2020 Historical Resource Assessment Report

C.3 2018 Facility Condition Assessment

C.4 2017 Asbestos Report

C.5 2006 ADA Facilities Assessment

C.6 2016 Bridge Report Preliminary Set for Pricing

C.7 1988 Asbestos Project

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**BOARD OF LIBRARY TRUSTEES
AUTHORIZATION FOR DIRECTOR TO HIRE POLITICAL CONSULTING**

DEPARTMENT: Administration

MEETING DATE: May 18, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Authorization for District Director to hire an outside vendor for Political Consultation Work

BACKGROUND:

Based on the work done and the reports provided by ARG for our architectural and design study, it is clear that we are going to have to raise several million dollars to perform the work that is needed to bring the Main Library into ADA compliance. We reached out to Columbia Capital, based on a recommendation by Paul Kaymark at Nigro & Nigro for their expertise in municipal funding. We had a meeting with Mike Williams from their firm where he outlined our options as a special district, including General Obligation Bonds, a Parcel Tax, or a Community Facilities District initiative. All of these will require us to go out to the voters of Altadena on a voting ballot and get their approval to move these projects forward.

The initial part of this process, as outlined by Mike Williams, is to hire a political consultant to perform an electoral feasibility study to assess which type of ballot initiative people would be most open to and what financial contribution they would be most comfortable making to support these capital projects. Columbia Capital provided recommendations for three political consulting firms they have worked with in the past, and asked them to submit proposals outlining costs and scope of work for a proposed ballot initiative. We did learn through this process that if we want to place a measure on the ballot for this November election the timeline to do so would be as follows:

- June 22nd – Board Meeting – Intent Meeting
- July 27th – Board Meeting – Public Hearing
- August 5th – Last day to hold CFD Public Hearing
- August 7th – Deadline to deliver Resolution Consolidating Election to County
- November 3rd – Election Day

Although this will be a very rushed process to get this completed by November, we have agreed that a Presidential election year is the best time to present this to our voting community since participation is so much higher and more of our neighbors have the opportunity to be involved in this critical decision.

The three firms who submitted proposals for political consulting services were Clifford Moss, TWBDH and NBS (proposals are following this report). Nicole and I reviewed all three thoroughly, looking at their completeness, overall understanding of our library system and the community, willingness to be collaborative and flexible, and any subcontractors for polling they listed.

FISCAL IMPACT

Should the District elect to contract with Clifford Moss, the fiscal impact would be an initial \$10,000 in consulting fees and \$26,700 for a feasibility study for one ballot measure, totaling \$36,700. If the feasibility study determines a ballot measure would likely be successful, Clifford Moss requires an additional \$15,000 to prepare the ballot measure.

Clifford Moss total: \$51,700

Should the District elect to contract with TBWBH, the fiscal impact would be an initial \$13,000 in consulting fees, \$13,750 for mailing informational newsletters to Altadena residents, and \$25,000 to complete a public opinion survey. If the survey determines the ballot measure would likely be successful, there is an estimated additional \$13,000 fee for the remaining work to prepare the measure.

TBWBH total: \$64,750

Should the District elect to contract with NBS, the fiscal impact would be \$30,000 for consulting services and an additional \$15,000 in anticipated expenses. NBS offers only to develop and implement a voter survey and make recommendations based on that survey.

NBS total: \$45,000

Should the ballot measure prove successful and the District elect to form a CFD, there would be the following additional costs: \$39,000 to NBS for the formation of the CFD, and \$12,000 to Columbia Capital for consulting plus additional fees related to the issuance of CFD bonds. These fees would range from \$45,000-\$55,000 and would be paid from the proceeds of the bonds.

RECOMMENDATION

Based on these criteria listed above, staff recommends that the Board authorize the District Director to contract with Clifford Moss as our Political Consulting firm to carry out the work that needs to be done in preparation for a ballot initiative in November 2020.



Altadena Libraries

Electoral Feasibility and Strategic Communications

Prepared for
Altadena Library District

From

CliffordMoss.

CliffordMoss
5111 Telegraph Avenue No. 307
Oakland, CA 94609
www.cliffordmoss.com
Laura Crotty, Vice President
Ph: 408-839-5556
Bonnie Moss, Principal
Ph: 510-757-9023

May 8, 2020

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APPENDIX

Exhibit 1.	Altadena Library Stakeholder Map	i
Exhibit 2.	Timeline Scenario	ii

CliffordMoss.

May 8, 2020

Nicole Fabry, Business Manager
Altadena Library District

CC: Sara Mares, Director

NBS – Local Government Consultants

CC: Mike Williams, Managing Director

Columbia Capital Management, LLC

RE: Electoral Feasibility and Strategic Communications

Submitted Via Email: nfabry@altadenalibrary.org, CC: smares@nbs.gov.com, mwilliams@columbiacapital.com

Dear Ms. Fabry:

On behalf of **CliffordMoss LLC**, thank you for the opportunity to submit a proposal for electoral feasibility and strategic communications to the Altadena Library District. CliffordMoss is well qualified for the job and eager to help you! Here is our proposal for your consideration.

We'd like to start with a simple fact. *CliffordMoss is not the typical communications strategy corporation. We are a majority women-owned and women-led boutique strategic communications firm dedicated to working in win-win partnerships with our clients to help them achieve their goals while also serving the greater good. Our seasoned team members have deep and relevant experience – collectively, more than six decades working with California public agency leaders to improve local systems and communities. We welcome every project with enthusiasm, seasoned expertise, practical know-how, and a fresh, open spirit of creativity and innovation.*

COVID-19 has rapidly changed the world as we know it - and ALD is responding! The District has provided residents with virtual book clubs, presentations, sing-alongs, read-alongs, and platforms like Hoopla to ensure the ALD community has access to resources to keep them active and entertained. You have met these challenges while also maintaining high credibility as a trusted source of information for patrons and the public. We salute you for these accomplishments and your caring, competent, quick response!

Our goal is to help make the process of pursuing a potential ballot measure manageable and successful for you and your team. We understand your primary focus is providing exceptional library services each and every day. With that said, you are considering a revenue measure on the November 2020 ballot – ***and that is a significant undertaking***. We are here to facilitate, train, and coach you and your team to continue to build public support and trust with your future decision makers. Our clients tell us that our approach and tools make a measurable, lasting difference for them.

We think that you will find our qualifications, our attention to client service, and our genuine interest in YOU and your Altadena Libraries to be exceptional. It all starts with a story – ***your story***. Our job is to bring that story to life.

Please - Let us tell your story. Thank you for your consideration.

Sincerely,



Bonnie J. Moss
Principal, **CliffordMoss LLC**
510-757-9023 | bonnie@cliffordmoss.com



Laura Crotty
Vice President, **CliffordMoss LLC**
408-839-5556 | laura@cliffordmoss.com

1. Firm Overview

Firm Information: Our key company information is as follows:

CliffordMoss, LLC

5111 Telegraph Avenue, No. 307

Oakland, CA 94609

Firm Structure: LLC – Limited Liability Company

510-907-3195 / info@cliffordmoss.com

Primary Contact:

Laura Crotty

Title: Vice President, CliffordMoss

Phone: 408-839-5556

Email: laura@cliffordmoss.com

About CliffordMoss | www.cliffordmoss.com

CliffordMoss is a leading-edge California-based, majority women-owned, women-led professional services firm, specializing in the strategic communications and tax election consulting services that Altadena Library District (ALD) needs. We are based in Oakland, California and led by principals Bonnie Moss, Tom Clifford, and Amanda Clifford. To stay nimble and responsive to clients, we have 8 employees, as well as a network of highly qualified associates throughout the state who join us on projects when needed. Collectively, we bring 50+ years’ experience guiding a wide array of public agencies and projects to achieve their desired end goals.

Our team is driven by three core principles:

YOUR community is unique ♦ Listening is a lost art ♦ People support what they help create

We use these principles to help you fully understand your voting community – the ultimate “decision makers” in a local ballot measure election. We use them to help you tell your story in an honest and compelling way. We use them to help you engage, listen, and build relationships. Most importantly, we use them to help you see opportunities through a *win-win* lens, so **you** inspire *others to rise* and champion your cause from the outside in.

What Makes CliffordMoss Different:

We are **strategic advisors**. We’ve built a proven model to successfully *facilitate, train, and coach* our clients through a complex, organic, often uncertain process to achieve their goals. Our aim is to leave clients with clear and compelling successes, and earn their respect as raving fans. We work hard to get things right the first time. These are important commitments we bring to the job in a different way than others. In summary, we are different in four important ways:

- 1. The Level of Investment WE Make in YOU!** We are not a volume shop; nor do we aspire to be. Many of our clients tell us in working with others, they left the experience unsatisfied. In some cases, the firm was so large that some clients were assigned junior, less-experienced staff that simply applied cookie-cutter strategies from off the shelf. Elsewhere, there was an over-reliance on formulas that had worked before without sufficient consideration for the new and unique characteristics of the client’s ballot measure, current events, and/or community terrain. In contrast, we make the time to listen and go deep. That’s what our clients report time and again. Whether through our highly customized training tools, our creative, authentic direct mail and collateral materials, or our 24-7 accessibility, including being in the trenches when our clients need us most, CliffordMoss goes deeper with clients, whether their journey is filled with blue skies and smooth sailing or fraught with uncertainty and turbulence.
- 2. “FACILITATE, TRAIN, & COACH” Approach.** We invest deeply in our clients to guide them successfully through a complex, organic, often uncertain process to achieve their goals. We don’t tell our clients what to do. We practice the higher art of *“facilitating, training, and coaching.”* We make the effort to LISTEN. We work hard to get things right the first time. These are commitments we bring to the job in a different way than others.

**“FACILITATE,
TRAIN, &
COACH”**

3. **Outstanding Work Products.** We work with peak-performing industry vendors and partners to deliver outstanding results. Our network includes outstanding graphic design, digital production, traditional and virtual community engagement, and data services providers, and cutting-edge online advertising and media partners.
4. **Winning Strategy.** Above all, we are strategists. We focus on building the right strategy for the right ballot package to win in the right election. Examples of our work include: assessment tools, campaign plans, messaging platforms, and architecture for pacing projects (samples available upon request). We are successful because we invest in building strategies that deliver results, whether in easy or complex political environments.

Relevant Experience

Over our careers, CliffordMoss team members have guided **hundreds of successful local election projects** in large, small, rural, mountain, **coastal**, urban, liberal, and conservative communities under some of the most challenging conditions. Our California experience includes frontline projects in every area of the state:

- **Greater Los Angeles Basin:** Los Angeles and Ventura Counties
- **Southern California’s High Desert:** Los Angeles and San Bernardino Counties
- **Inland Empire:** Riverside and San Bernardino Counties
- **Sacramento Valley-North:** Butte, El Dorado, Sacramento, Solano, and Yolo Counties
- **Central Coast:** Monterey, Santa Cruz, San Luis Obispo, Santa Barbara, and San Benito Counties
- **SF Bay Area:** Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, and Sonoma Counties
- **South Coast:** Orange and San Diego Counties
- **San Joaquin Valley:** Merced, Fresno, Tulare and Kern Counties

2. Scope of Services

Our goal is to make this process manageable and successful for you and your team. We understand your primary focus is the everyday management and operations of the Altadena Libraries. With that said, you are considering placing a revenue measure on your local ballot– **and that is a significant undertaking.** We are here to facilitate, train, and coach you and your team to set you up for success.

FIRST – We will make the time to listen to you. At CliffordMoss, we believe LISTENING is a lost art. Many firms will come in and tell you exactly what you should do without getting to know who you are and what makes your district unique. We won’t do that. We will sit with ALD Director Nikki Winslow, Business Manager Nicole Fabry, Facilities Manager Jonathan Arevalo, the Board of Trustees, library staff, the Altadena Library Foundation, Friends of the Altadena Library, and others who matter to you until we understand your situation.

We will proceed along two deliberate tracks using proven tools to navigate the way forward:

PHASE 1: Feasibility (1A & 1B are on Parallel Tracks)

- **Public Opinion Polling** (see Phase 1A)
- **Early Listening & Strategic Communications Work** (see Phase 1B)

PHASE 2:

- **Ballot Measure Preparation & Public Education**

Here, in greater detail, is what you can expect from our team as we help you prepare for success:

PHASE 1A: Public Opinion Polling

We are partnering with EMC Research to conduct the public opinion poll. We believe EMC Research is well qualified to lead us through the public opinion polling. Please see more details following regarding their qualifications, firm profile, and polling methodology proposed for your Altadena Library District feasibility project:

EMC Research Public Opinion Polling Qualifications



EMC Research has over 30 years of experience conducting research on behalf of public agencies and governments in California on local issue and revenue measures. We have years of tracking data on voter opinions on a variety of issues, and a deep understanding of voter reactions to revenue measures. We are well-versed in the differences between counties, cities, ethnicities and other demographic sub-groups that make up diverse regions and are well aware of the timelines and processes brought about by a public environment. Our work is respected and familiar to many local public figures and has been used in the development, timing, wording and strategy for sales tax measures, transient occupancy tax measures, utility user tax measures, assessment districts, general obligation bonds, and parcel taxes throughout California. We are pleased to have been a part of the millions of dollars of improvements to the environment, city services, parks and open space, schools, transportation, and health care brought about by these measures.

In addition, we understand how to conduct revenue measure research for a public agency through a transparent public process. EMC Research has extensive experience interacting with city staff, stakeholders and elected officials as they gather community feedback to make decisions regarding a wide range of issues including drafting of revenue measures, general plans, and budgets. We work in many cities with highly engaged residents and are comfortable discussing our methodology and research results with all stakeholders to ensure a successful effort.

EMC Research also has over a decade of experience conducting research for public libraries, including library user satisfaction research, community satisfaction surveys, surveys of voter attitudes toward increasing funding for libraries, focus groups of residents regarding interest in and desires for a planned new library, and many other projects.

Some of EMC Research recent library clients include:

- **San Benito County Library (CA).** In the fall of 2019, EMC Research and CliffordMoss worked closely with the San Benito County Library to conduct a feasibility study regarding a potential bond measure which would allow for the construction of a new library for the County. To that end, EMC Research conducted a survey of likely voters in San Benito County to gauge general usage and awareness of the San Benito County Library, feasibility of a bond measure, and the impacts of different message themes and information on support for a potential measure. The research not only helped leaders with decisions about the timing of a potential measure, but also to better understand voter interactions with the library, perceptions of the library, their awareness of the needs of the library.
- **San Luis Obispo County Library (CA).** This year, EMC Research and CliffordMoss partnered with County of San Luis Obispo to conduct test the feasibility of two bond measures—one for housing in the county and one for the library. This research helped the County with strategic decisions around the best timing of the measures, if both measures could appear on the same ballot or if they should be separated, and which message themes that were important to communicate with voters regarding the measures.
- **City of Oakland Public Library (CA).** The City of Oakland placed Measure D on the June 2018 ballot, asking voters to establish a 20-year annual \$75 parcel tax, subsequently providing about \$10,000,000 annually to protect and improve library services. **Voters approved the measure with a resounding 76.89% YES** vote, beyond the super-majority vote needed to pass. CliffordMoss and EMC Research assisted in helping the Oakland Libraries meet

their unique feasibility and public information engagement needs leading up to the City Council vote. Data-driven polling confirmed that Oakland voters were invested in the future of the city's public libraries, including high quality public libraries, safe places for children and teens, and preventing library closures.

- **San Mateo County Library (CA).** EMC Research conducted a demographic study, a telephone survey of community residents, a web survey of library patrons, and a set of focus groups with non-users of the library, on behalf of the San Mateo County Library in San Mateo County, California. This multi-modal research program provided the Library with a thorough and in-depth view of the attitudes and opinions of both those most closely connected to the library (library users), as well as the opinions of the community at large. Topics covered in the research include both satisfaction with current programs and services, as well as measuring potential interest in new programs and services that the Library was considering.
- **City of Riverside Public Library System (CA).** The City of Riverside turned to EMC Research in late 2010 to conduct a survey of Riverside residents regarding attitudes and opinions about the local public library system, including overall awareness and satisfaction with library programs and services. The survey also gathered feedback on potential changes, enhancements, or upgrades in library programs and services, as well as testing potential support for renewing a parcel tax for library services. With the results of the survey and strategic guidance driven by the survey results, the City designed a parcel tax measure that won overwhelming voter support.
- **Mountain House Library (CA).** EMC Research conducted a series of focus groups as well as a mail/internet survey of residents of the new Mountain House development in Tracy (CA) prior to the building of a new library. The research was designed to understand the residents' current library usage patterns, satisfaction with existing library services, and needs for library services at the new library. The research was used to design the facility, collection, and services at the new library.

EMC Research Public Opinion Polling Firm Profile

EMC Research, Inc. is a full-service opinion research and strategic consulting firm serving a broad range of clients, including state and local governments, educational institutions, corporations, nonprofit organizations and campaigns. Founded in 1989, EMC Research is a team of over 50 professionals with decades of research experience that we apply to every project. Our firm has offices in Seattle, Columbus OH, Irving TX, Oakland CA, Portland OR, and Washington, D.C., and we have conducted thousands of research projects, covering all 50 states and several foreign countries. EMC Research, Inc. is a certified Women-Owned Small Business (WOSB) under the guidelines provided by the U.S. Small Business Administration.

EMC provides a powerful synthesis of talent and methodology that consistently exceeds our clients' research requirements. Our research professionals combine an in-depth academic understanding of research with extensive real-world experience to design a research program that best helps clients achieve their goals and get the most out of their research budgets.

When you hire EMC Research, you bring to the table a committed team of research professionals who will listen to your needs, design the best combination of research methods, collect reliable and accurate data, and synthesize research results into a product that is easy to understand and apply to your strategic goals and objectives.

EMC Research stands out from other market and opinion research firms in several key ways:

- **We make complex research understandable.** We provide research as a service, not a product. Our goal is to provide you with actionable research-based recommendations that help you achieve your goals. We firmly believe that the only good research is research that is used.
- **We know what works.** We combine years of practical experience with an in-depth academic understanding of the science of research. We've conducted thousands of research projects using every imaginable research

methodology. This ensures that the methodology and analysis employed on each and every project is scientifically sound and practical.

- **We start at the beginning.** Every step of the research process is important because each step builds on the last. But the first step, framing and focus, is critical to designing a research program that meets your needs. We start each project by working with you to clearly and completely define your overall goals and how (and if) those goals can best be served by research. We will tell you if research is the wrong answer.
- **We know what it's like.** We're a small business so we know and appreciate the real-life constraints that all of our clients face, such as limited budgets and tight timelines. Our experience allows us to recommend the best research program to meet your budget and timeline while getting you the information you need.
- **We're there when you need us.** We are committed to your success, and that's why we provide substantial and ongoing consulting for as long as you use our research. And we do it at no extra cost.
- **We have a wide breadth of experience.** The combination of our experience conducting educational research, testing and prioritizing effective messaging to strengthen voter support on ballot measures, and research on behalf of public agencies makes us uniquely qualified for this project.

EMC Research Public Opinion Polling Scope of Services

In summary, for this project, EMC will complete the following:

- Develop final research design in consultation with the client and consultant team;
- Design a survey questionnaire in consultation with the client and consultant team;
- Translate the survey and survey invitations into Spanish (if needed);
- Collect survey data through interviews conducted by telephone from a telephone bank center with supervision;
- Adapt the questionnaire for online application; program and host the survey using professional survey software; manage the deployment of survey invitations via email and text message; and collect survey responses online;
- Monitor data collection daily to ensure the process is going according to plan, and adjust strategies as needed to ensure a representative sample of Altadena Library jurisdiction's voter population;
- Tabulate, code, clean, and weight the survey data from both modes;
- Perform in-depth analysis of the data;
- Produce cross-tabulations of voter responses based on key demographic information, such as but not limited to vote propensity, age, homeownership status, etc.;
- Prepare and deliver a detailed report of findings, including graphic presentation of key findings, analysis and recommendations;
- Present results and analysis as needed; and,
- Be available for consultation on findings and strategy.

EMC Research Public Opinion Polling Conducting Research During COVID-19

We can conduct research now. We are currently fielding multiple market and opinion research projects across the country and do not anticipate major disruptions to our ability to do so over the next several months, despite the tumult caused by COVID-19. EMC Research has more than 50 full-time employees spread across the country. Given our firm's structure, we are accustomed to working together across offices to provide excellent service to our clients remotely. EMC transitioned all of our employees to working remotely in early March, and we are able to continue doing so until health officials indicate it is safe to return to our six office locations. Our telephone call centers are prepped and ready to take on work. Many already have trained and trusted interviewers set up with home-based systems, while others have rapidly worked to equip interviewing staff at home to accommodate worker safety. This means they are able to continue data collection essentially uninterrupted even as social distancing measures require that the office itself shut down. For call centers that are still open (due to their geographic location, or due to being deemed an essential business based on the particular contracts they are working on), steps have been taken to ensure employees have sick leave, are screened for fever before reporting to work, call stations are sanitized on each shift, and staffing is capped at a certain level to allow for smaller groups, and safer spacing out of workers. Everyone who can do so, such as programmers and IT, work from home rather than being in the office. All of EMC's stringent quality control procedures are still in place, including our staff testing each programmed survey before it's made live, monitoring live interviews to ensure proper survey administration (including those conducted by interviewers located at home), and checking data and call dispositions daily.

Recently completed projects suggest that voters are or have adjusted to the crisis; in a recent school bond poll in California in a rural district split evenly between Republicans, Democrats, and Independents, our poll results looked a lot like what we would expect in a non-COVID time. We saw bond support levels in the range of what would be needed to pass though, not guaranteed approval. We also did not see any direct correlations between concern around the virus and support levels for the potential measure. Similarly, we've been doing work with longtime clients on other potential revenue measures and are seeing current support levels for these measures at comparable levels to what we saw in our research in pre-COVID times.

This would suggest that in some places, the electorate has "settled in" to the impact of COVID-19. Obviously, this is not guaranteed; EMC Research is currently conducting studies on a variety of topics in areas significantly affected by COVID-19. We are constantly monitoring the impact that varying degrees of stay-at-home orders, school closures, and the spread of the virus itself is having on the response rates and representativeness of voter studies. We have taken several steps to mitigate these impacts, and continue to believe that for many clients there are ways to proceed with research during this challenging time, as individuals look to stay connected to their communities and feel like they have a voice in what's happening as they start to look toward a brighter future.

EMC Research Public Opinion Polling Research Approach

You have options based on budget and your desired outcome. Of course, we would work closely with you and your team to determine the best approach and finalize our research methodology specifications with your input. Here are options for consideration and collaboration:

- **Option 1: Testing the feasibility of one Community Facilities District (CFD) revenue measure. We understand this type of measure may be your preference.** If the Library is considering placing only one measures on the November ballot, we recommend a mixed-mode survey of 400 likely voters (which yields an overall margin of error of ± 4.9 percentage points at the 95% confidence interval) and anticipate a survey length of approximately 15 minutes.
- **Option 2: Testing the feasibility of TWO revenue measures appearing on the same ballot.** If the Library is considering placing two measures on the November or a future ballot at the same time, we recommend a mixed-mode survey of 400 likely voters (which yields an overall margin of error of ± 4.9 percentage points at the 95% confidence interval) and anticipate a longer survey length of approximately 18 minutes.

- **Option 3: Testing the feasibility of EITHER of two revenue measures on the ballot (a more substantial deeper dive).** If the Library is considering placing only one measure on the November or a future ballot, but would like to use the research to help determine which measure may be more feasible, we recommend employing a split-sample methodology. With a split-sample methodology, half of the survey respondents would be asked about one potential measure throughout the survey exclusively, and the other half would be asked about a potential CFD (or other) measure throughout the survey exclusively. This allows us to gather unbiased feedback about each of the measures on their own. If we were to employ a split-sample methodology, we recommend an increased sample size of 600 completed interviews to allow for 300 interviews within each split sample and anticipate an average survey length of approximately 15 minutes. The margin of error for the overall sample size of 600 is ± 4.0 percentage points, and ± 5.7 percentage points for the split-sample size of 300 at the 95% confidence interval.

EMC Research Public Opinion Polling Methodology & Pricing

For this project, we recommend a mixed-mode telephone and web study among a random, representative sample of likely voters in the Altadena Library jurisdiction.

By employing a mixed-mode methodology where we will conduct interviews both by phone and online, we will maximize sample size and survey reliability within a reasonable budget. As the database of available voter emails becomes increasingly robust, we have been utilizing this approach in other communities and have had great success. We have found that the two modes complement each other well; we are able to obtain data from a broad cross-section of voters because those who may not answer their phone may take the survey online, and those who do not respond to the email survey invitation may take the survey over the phone. The overall sample will be demographically and geographically representative of likely November 2020 voters in the Altadena Library jurisdiction.

Provided below are the costs to conduct a mixed-mode survey of likely voters in the Altadena Library jurisdiction as described in the research approach options and research methodology above. These are our start to finish, all-inclusive costs for all services and deliverables outlined in this proposal. In addition to all aspects of conducting the research, the proposed costs include reasonable consulting and presentation of results. If any of the specifications change, such as the number of interviews, the survey length, languages offered, or modes used, the price would need to be adjusted accordingly. Ultimately, the final cost of the project will be determined by final specifications agreed upon.

We understand that you are receiving bids from other firms. Should your final decision come down to cost, we would appreciate an opportunity to price match competitive bids.

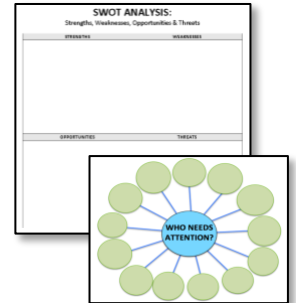
Approach Option	Average Survey Length	Completed Interviews	Price
Option 1: Feasibility of one measure on the ballot	15 minutes	400	\$26,700
Option 2: Feasibility of two measures on the ballot	18 minutes	400	\$30,100
Option 3: Feasibility of EITHER of the two measures on a future ballot	15 minutes	600	\$37,800

Although it is not necessary for representativeness in the data, we can offer the survey in Spanish for an additional \$2,000.

PHASE 1B: FAST TRACK LAUNCH: EARLY Listening & Strategic Communications Work

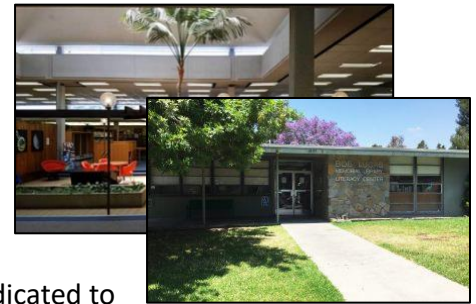
As we move down these two tracks – polling and strategic communications and listening work – we maintain our allegiance to the revealing data, letting the evidence tell us where we need to go next. This is why we resist making judgments on what will or will not work until we have concluded our entire Feasibility work. We will make the time to hear your story in your words FIRST to fully understand the unique conditions and influences that will drive electoral success. Topics include:

- **Day 1 SWOT Check.** This brief yet powerful exercise will confirm alignment among all participants on the core planning team re: ALD Strengths, Weaknesses, Opportunities, & Threats as we launch this project.
- **EARLY Strategies.** Agree on a deliberate ALD plan to maintain public trust and continue communications in the COVID-19 era. Recommend strategies that position ALD as a highly trusted and helpful source of information for stakeholders (library patrons, partners, community members, community leaders, and the general public).
- **Timing & Phases.** Collaborate on a workable timeline (see Appendix Exhibit II for example).
- **Candid discussion** around your financial and facilities needs (including any early assessments from the facilities update currently in progress).
- **Political Analysis.** We will work with you to conduct a series of political diagnostic exercises to help us navigate the way forward. For example, we often employ “network-mapping” to expedite our listening work and fully understand how stakeholders view your facility needs, challenges, and proposed solutions. Our battery of political diagnostic tests will help determine essential strategies that will later drive success.
- **YOUR ALD story is at the very core of the work we do together.**

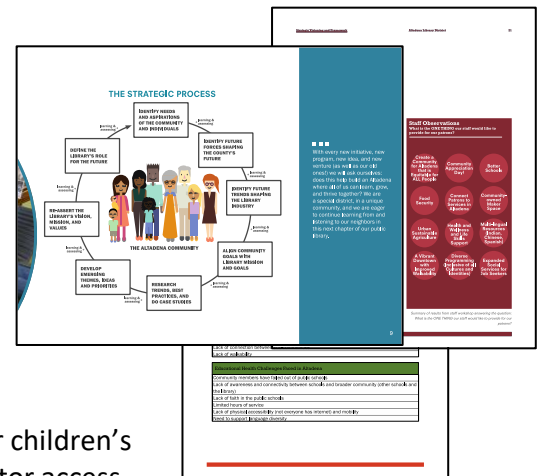


What is the story YOU need to tell? Our CliffordMoss team is achieving great success helping our clients tell their stories in memorable ways that attract interest and support. We look forward to sharing what’s working across the state. For now, we will be eager to learn what your “ALD story of need” is – in your own words. **We find the following elements of your story worthy of further discussion:**

- Altadena Library District provides services to over 50,000 residents spread across Altadena, an unincorporated area in Los Angeles County. ALD is the oldest special library district in the state. Since the creation of Altadena’s first single bookshelf library in 1908, the District has grown to include two branches: The Altadena Main Library, a 25,000sqft midcentury modern building opened in 1967, and the Bob Lucas Branch, which closed in 1978 but reopened in 1991.
- The District’s mission statement promises the community that ALD is “dedicated to providing free and equal access to information, ideas, technology and the joy of reading to educate and empower our diverse community.”
- In November 2014, ALD voters approved Measure A, a 10-year special parcel tax of \$40 per year to generate \$735,000 per year for library services. It received overwhelming support with 85.52% voter approval.
- Your 2014 parcel tax expires in 2024, and you are exploring revenue options with a potential ballot measure to meet your needs (including capital needs). You are currently exploring the option of forming a Community Facilities District (CFD), and potential other revenue measure options.



- In 2019, the District brought together stakeholders from around the community, including District employees, the Board of Trustees, the community Strategic Planning Committee, and other groups, to assess and develop a strategic framework for the future of the Altadena Library District. The result was a plan that prioritizes community needs, while also staying true to what makes the Altadena community unique.
- The 2029 Strategic Plan also referenced that the Facilities Committee is “focused on how the library’s facilities update (currently in its planning phases) can best align with the strategic planning work.”
- Stakeholder input ideas include: ADA access, outdoor story area, larger children’s area, enclosed teen space, quiet zone, better book drop for cars, elevator access, Fablab, more meeting rooms, chalkboard wall, and more.



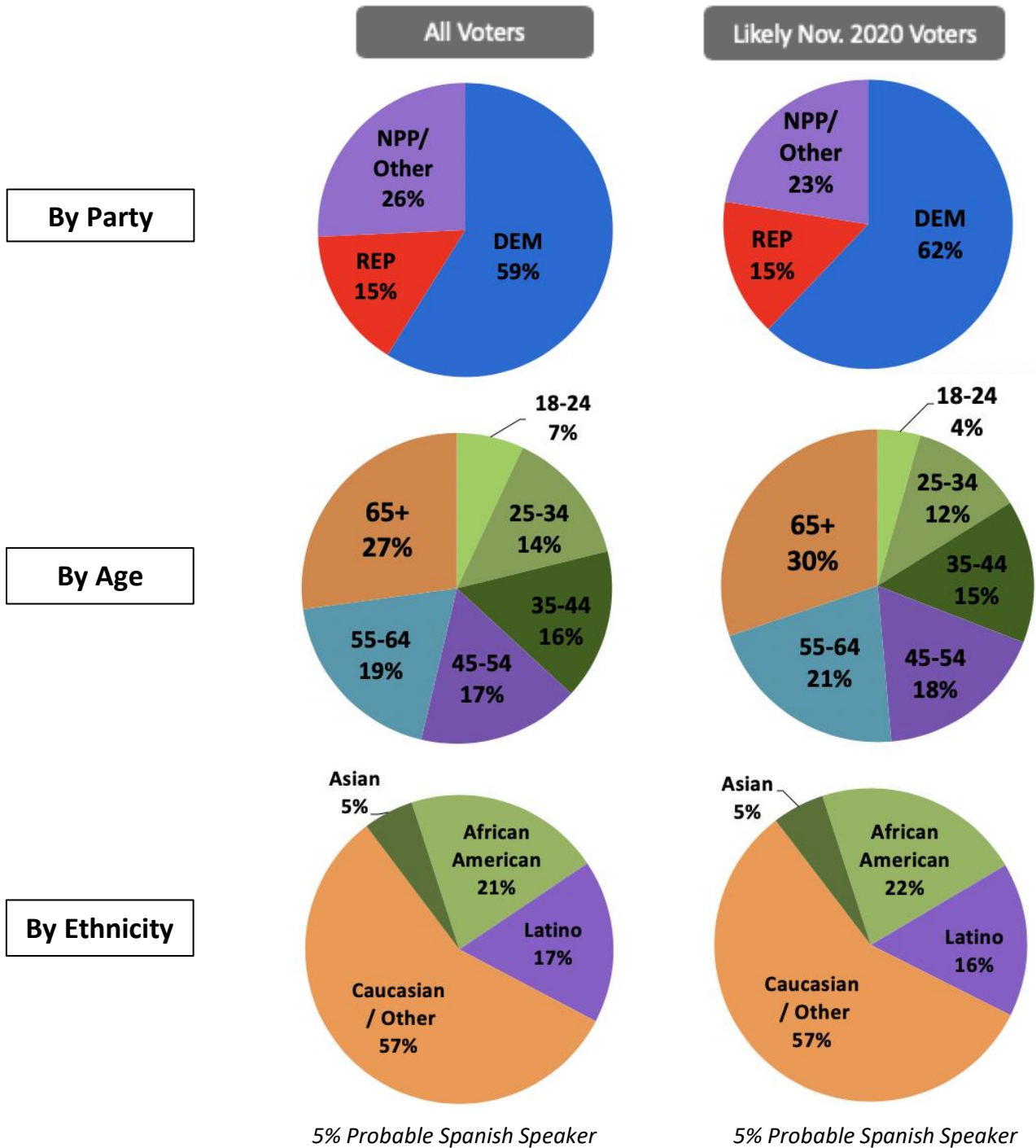
Altadena Library District COVID-19 Response

- The District has provided residents with virtual book clubs, presentations, sing-alongs, read-alongs, and platforms like Hoopla to ensure the ALD community has access to resources to keep them active and entertained.
- You are taking advantage of a variety of different platforms like Facebook, Twitter, e-newsletters, and virtual Board meetings to keep the ALD community engaged and informed.



Understanding the uniqueness of your Altadena Library District universe of voters – and in particular, their willingness to support the measure you propose – will be critical to achieving your goal. To that end, we dig deep into voter data to understand your voters. Accordingly, here are the preliminary essentials:

Descriptor	Voters - #	Voter - %
ALL Voters	31,544 Voters / 14,799 Households Vote By Mail: 58% Vote Center: 42%	100%
LIKELY Voters November 2020	23,652 Voters / 12,666 Households Vote By Mail: 61% Vote Center: 39%	75%



Our Feasibility work together will provide the CLARITY needed to navigate the way forward.

There are 3 possible outcomes of the Feasibility Phase:

- ◆ **BEST: PROCEED TO BALLOT.** Feasibility is present. Continue to get “election-ready.”
- ◆ **PROCEED WITH CAUTION.** Some but not all signs of Feasibility are present. In this case, we may move forward; however, we may face some tough decisions in order to stay in alignment with what we know your ALD voters will support.
- ◆ **STOP: REGROUP.** If significant risks emerge out of the Feasibility process, we will tell you so – even if it means telling you that your vision to go to the ballot is overly ambitious and more time is needed to prepare your community for electoral success.

If Feasibility is determined and the evidence shows that a ballot measure is election-ready, our process continues...

PHASE 2: Ballot Measure Preparation & Public Education

There is strong evidence in the current political (and now global COVID-19) environment – that pursuing a revenue measure in Nov. 2020 will come with risk. Current projects we’re guiding up and down the state provide evidence of built-in opposition, whether from individuals or organized opposition interests that may seek to keep you from achieving your goals. To be successful, you will need “all hands on deck” **AND** an experienced tax election team.

In Phase 2, our goal will be to get you “election-ready.” Expect the following:

- 1. Strategic consensus as we begin Phase 2 – i.e. team agreement about where we stand, what package and schedule we’re aligning with, and which election we’re targeting.** Armed with Phase 1 results and data, the CliffordMoss Team helps you plan for a Phase 2 effort that helps you build the momentum necessary to move down the electoral path.
- 2. Effective communications & stakeholder engagement.** We employ a messaging strategy to ENGAGE voters and other stakeholders in compelling, memorable ways. We take the time to listen and learn from those most likely to influence the outcome of your election.

Proven strategies we will use (especially with voters!) to engage and listen include:

Effective use of TIME. Effective use of the time to meaningfully communicate with the various constituencies of the Altadena Library District – from the business community to patrons to senior citizens to voters – will be valuable in enabling you to both calibrate the targeting of your communications and to create streamlined methods of sharing information that are the highest and best use of your precious resources. The sooner this process begins, the better.

Communications Inventory and Strategy. We will work with you to create an inventory of opportunities for effective, prudent communications with your various stakeholders and then develop a plan for taking advantage of such opportunities in a consistent strategic manner. The particular communications methods used to reach different stakeholders will depend upon the characteristics and desires of those stakeholders. Some may be effectively reached via methods such as e-mail newsletters, social media sites, and other electronic communications. Others may be reached via activities or events that ALD already carries out, but which need to be utilized more strategically for communications. Still others will require outreach in forums or via means that may not be done now.

Tools. We have many proven tools in our communications “toolkit,” including strategies to hold down costs while communicating effectively. Such tools include but are not limited to:

- **SOCIAL MEDIA.** It is easy and important to plug into the existing infrastructure of the District to **INFORM AND ENGAGE** stakeholders. Your **online platform** includes: a website, a Facebook page, a Twitter page, YouTube, an email platform, and other online tools. Depending on available resources, this platform may also include an “Online PSA” package which is targeted to individual voter IP addresses and encourages those voters to learn more about the District, complete an online survey about their priorities, and more. Using these platforms, we will have the ability to promote and engage with key community targets through social media channels so that we can combine personal engagement efforts with online efforts for maximum impact.
- **TRADITIONAL MEDIA.** We will provide messaging, an outreach plan, and media training for potential spokespeople, including project leaders, participating elected officials, and volunteers. **You** are the people that the media wants to engage most, so we train **you** to tell **your** story effectively. This training can include creating message discipline, defining media targets, creating news releases and media advisories, and preparing for meetings with local editorial boards. Local papers, regional papers, online papers, blogs, TV, and radio are all opportunities to help tell your story. This can be FREE (“earned media”), or via local or regional ads. Studies show that community members pay attention to local media (more now during the COVID-19 era). We often find that important community conversations happen surrounding local media – ALD is and should continue to be part of that conversation. Given the opportunity to work with you, we’ll first want to ask you: what local media sources does your community trust?

- **TELEPHONE, TELEPHONE TOWN HALLS, ROBO-CALLS, TEXTS, E-MAIL.** One on one conversations are ideal, and telephone calls and texts can often emulate that one-on-one exchange. Robo-calls can be used ahead of a meeting to remind community members of the time and place, or to attend a telephone-town hall, or to take a survey. We have seen recently in the COVID-19 era that readership and open rates are also way up on e-newsletters and emails (especially when they are personalized to a certain group). When asking for community input, these tools are low cost and almost certainly yield responses.



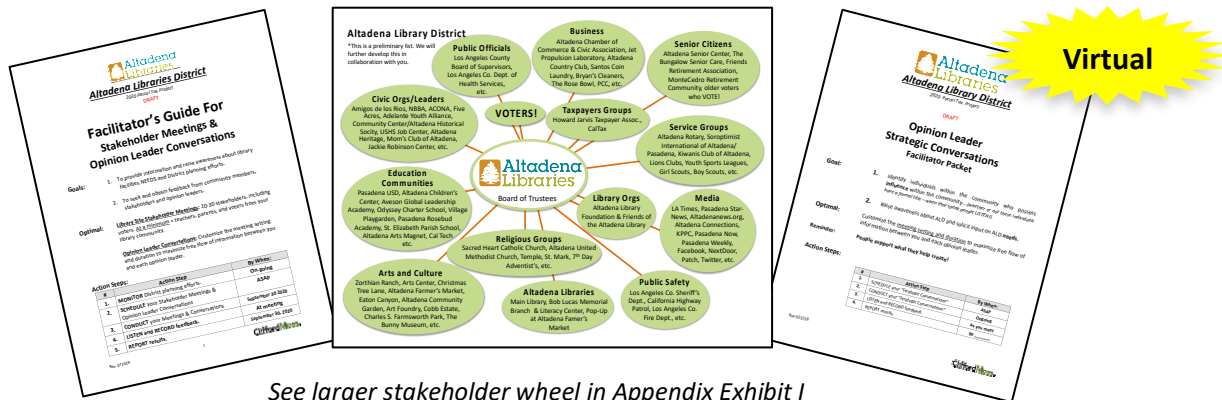
- **ROADSHOW PRESENTATIONS.** LISTENING tours to the many diverse groups throughout the Altadena area allow for an infrastructure of a larger community conversation. These meetings with 10-30 participants are more informal and allow for candid questions and answers. Allowing opinion leaders in the community to ask questions BEFORE important decisions are made adds to your overall credibility and trust.



- **OPINION LEADER WORK.** We use and recommend this methodology to engage community leaders as early as possible. As part of this effort, we may guide you in the process of “**network-mapping**” the community and engaging those who lie on the network map in opinion leader interviews and other strategic meetings to get their sense of the community and your needs and goals. **We also see that you have recently done a similar exercise as a “Community Asset Map” with your strategic plan work – Great!** Costs are minimal. Our team invests heavily in tools and client training to maximize impact. Even in the COVID-19 era, there are practical tools that work to engage and obtain input from opinion leaders. We look forward to showing you how this piece can work – simply and effectively.

COMMUNITY ASSET MAP		
Schools <ul style="list-style-type: none"> • St. Francis HS • J.F. Cahich • Winkler • Winkler HS • Montrose school • Altadena Elementary • Muir HS • American school • Aviston • Clappery • Franklin • Avelon • Playaya preschool • Country House preschool • Elise Elementary • Firehouse Preschool • Rosewood • PCC 	Cultural and Community Organizations <ul style="list-style-type: none"> • Amigos de los Rios • NABA • ACDA • Five Acres • Bow & Girls Club • (2 locations) • Altadena Youth Alliance • Community Center/ Altadena Historical Society • Girl scouts • USHS (union station) job center • Altadena heritage • USHS (union station) job center • Rosewood • Halfway Squares • Mum's Club of Altadena • Jackie Robinson Center 	Food <ul style="list-style-type: none"> • Farmer's market • Community garden • Unconquered coffee • Super King
Art <ul style="list-style-type: none"> • Sorbonne Ranch • Arts Center 	Healthcare <ul style="list-style-type: none"> • Senior center • Senior assisted living • Chiro care • Planned Parenthood • Monte Dore • Group homes 	Religious <ul style="list-style-type: none"> • St. Mark • 7th Day Adventist's
Nature/Parks <ul style="list-style-type: none"> • Lavin Canyon Nature Cen-ter • CTA • Linda Alta Park • Charles White Park • Jackson • Flannorth Park 	Misc. <ul style="list-style-type: none"> • Altadena Country Club • Tangles & Locks • Bryan's Cleaners • Mountain View • Mausoleum & Cemetery • Sheriff's station • Santos Coin Laundry • Singer's Discovery • Town council + committees • Fire station • Pasadena Public Library • Sierra Madre Library • PCC • The Rose Boat • W.F. Hedges • Little free libraries • Other resources 	

From your 2019 Strategic Plan



See larger stakeholder wheel in Appendix Exhibit I

- PUBLIC MEETINGS.** We recommend this strategy with selected neighborhood and community groups to engage, educate, and seek input. Our CliffordMoss team invests heavily in tools and client training here to maximize impact. In the COVID-19 era, we are now venturing into virtual town hall and telephone town hall meetings – *it CAN work!*
- DIRECT MAIL.** Whether you like direct mail or not, this vehicle is still one of the most effective ways to communicate with voters at all levels. We have created winning public agency mail programs with a creative, customized focus on LISTENING and obtaining input from local residents. This approach can build interest in and awareness of your ALD NEEDS. (Here is an example of a two-way “Survey” mailer we sent out from the City of Hayward soliciting input on their revenue needs).
- ONLINE ADS.** Just as direct mail can be sent directly to voters and residents with a stake in ALD, **so can online ads.** With 21st century tools, we can match real community members (through individual IP addresses) to provide information, gather feedback, and even share information surrounding an event to attract attendance.
- LIBRARY DIRECTOR-SPONSORED ADVISORY GROUP.** We customize this approach when it makes sense for our clients. Some investment by executive-level leaders is required in order to ensure value. Our CliffordMoss team invests heavily in working with you to develop the strategy, recruitment targets, tools, and client training here to maximize impact.
- LIBRARY-SPONSORED INFORMATIONAL OUTREACH.** It is the Libraries responsibility to provide information that educates and ensures an “informed” public. This can be done inexpensively. It can be as simple as a one-page flyer, printed on both sides if needed, that is produced in large quantities at a very modest cost (in fact, it is a disadvantage for it to look at all expensive). It can be provided at events or be set out at various locations and given to patrons and Library locations. Informational presentations can also take place at staff training events and other places where activities are already planned – at very little extra cost.
- LISTENING SYSTEMS.** We will collaborate with you to use existing avenues first, then create new ones (with you) as needed. **You** are the people that the community wants to engage with most, so we will train **you** to tell **your** story and LISTEN effectively. There are many tools to solicit blanket feedback through online surveys that have back-end tracking. These include, but are not limited to: ThoughtExchange, Google Survey, and SurveyMonkey.



Information ONLY Reply Mailer



- **PUBLIC OUTREACH MEETINGS/EVENTS/PRESENTATIONS IN CONJUNCTION WITH STAFF.**

Conducting community meetings throughout the district and with community groups allows for input, questions, and answers regarding facilities needs BEFORE important decisions are made. This sharing and LISTENING exercise adds to your overall credibility and trust. **You** are the people that the community wants to engage with most, so we will train **you** to tell **your** story and LISTEN effectively. There are many methods to plan, schedule, and advertise upcoming community meetings, including Direct Mail, Flyers, One-on-One Conversations, E-Mails, Texts, Robo-Calls, and more. Given the opportunity to work with you, we will discuss and decide on prudent and responsible options together.



Crucial for Public Engagement: Message Discipline. CliffordMoss believes in “message discipline.” Working with your chosen pollster, we will invest strategically in identifying the messages that will resonate best with your community. When you commit to message discipline, you reduce the likelihood of messaging problems when it matters most.

Track as We Go. Our proven tracking system and tools will help you track strategic highlights of the input obtained and which areas of the Altadena Library community are getting attention. Beyond the opinion research conducted by EMC Research, the live stakeholder and opinion leader feedback gathered in our proposed process will be critical to building and validating your final story of need.

Work with You to Effectively Package Your Measure. We will work with you to complete the following ballot measure preparation essentials:

- Collaborate with you and other consultants on final revenue measure components.
- Finalize core messaging (informational and educational outreach plan going forward).
- Prepare your ballot language, including the all-important 75-word Ballot Statement.
- Work with you, legal counsel, Columbia Capital Management, NBS Local Government Consultants, and the LA County Registrar of Voters (ROV) to ensure that your ballot measure package filed is the right package for electoral success.
- Provide guidance on media efforts to help position the Altadena Library District effectively.
- Provide ongoing strategic counsel to help you navigate the political terrain.

Project Management Approach

Our Commitment to You: CliffordMoss will work with you to make prudent and smart decisions that position you effectively for future success. YOU will always be in the driver’s seat about any and all budget-related decisions.

We advocate for regular contact with you (some clients require meeting more often at certain times of the project, and we allow for that). We use the full spectrum of communications channels including conference calls, email, phone appointments, etc. And, with the arrival of COVID-19, we are pleased to report that we are finding great success using available online tools and platforms to ensure productive “virtual” meetings and exchange and keep client projects moving.

Our goal is to make this process manageable and successful for you and your team. We understand your primary focus is on serving library patrons and operating great library district each and every day. That said, you are considering a ballot measure on the November 2020 ballot – **and that is a significant undertaking.** We are here to facilitate, train, and coach you so that you can be successful in your efforts to the ultimate benefit your patrons and community. Our clients tell us that our approach makes a measurable, lasting difference for them.

3. Project Team

Here is the experienced team you will be working with if you choose CliffordMoss:

Laura Crotty, Vice President, CliffordMoss. Project Leader/Daily Point of Contact.

Laura specializes in guiding local K-14 education, transportation, environmental, county, and city public communications efforts and campaigns. **She has worked with many Southern California public agencies to secure funding for critical needs, including the City of Irwindale where library services were included in their winning sales tax measure.** A native of the San Francisco Bay Area, Laura attended UC Santa Cruz, receiving her B.A. in Environmental Studies. Following graduation from UCSC, she became a Senior City Year AmeriCorps team leader ‘filling the gap’ in inner-city public schools, and working to engage communities in efforts to improve neighborhoods in Harlem, NYC. Later, she worked with the non-profit Spectrum Community Services in Hayward, California, improving energy efficiency for low-income homes and vulnerable populations in Alameda County. Laura joined CliffordMoss in 2014. With many critical wins in her experience, she is now a rising star in the tax election consulting industry. Laura understands public sector organizations well and brings exceptional skills and experience in research, analysis, information technology, and innovative problem-solving to CliffordMoss and our clients. Her favorite pastimes include exploring the great outdoors, especially local hiking and the great mountains of California.

Bonnie Moss, Principal, CliffordMoss. Chief Strategist to your Project.

Bonnie is a 35-year veteran of successful local public, political, and marketing initiatives that have created impact and winning results across hundreds of communities in California and the nation. A native of San Jose, California and graduate of Wellesley College, Bonnie’s communications consulting career has been enriched by serving 17 years in corporate community relations, 8 years as a local elected official and 20 years rising in the political consulting field. In 2012, Bonnie formed CliffordMoss with partner Tom Clifford where they now lead the firm’s team of exceptional consultants. Over the past 20+ years, **Bonnie has guided hundreds of public agency projects to success, securing billions of dollars for California communities, including many in Los Angeles County and throughout Southern California.** Bonnie’s winning formula is driven by a lifelong passion for building better communities. Clients describe her as smart, pragmatic, and relentlessly focused on the story needed to WIN with integrity – even in the most challenging environments. Today, Bonnie is recognized as one of California’s leading political and election consultants focused at the local level. A proud resident of Hayward, California, she describes herself as a “free spirit” whose lifelong success story is enriched by finding win-win solutions for both clients and communities.

CliffordMoss SUPPORT TEAM. Tom Clifford, Amanda Clifford, Ze-Kun Li, Daniel Rubens, Aaron Silver, and Chandler Clifford are professionals with community organizing, communications, and online and social media expertise, media relations savvy, multi-lingual experience, and extensive print/production/direct mail capabilities. Our team can successfully navigate your communications challenges and opportunities. In addition to CliffordMoss project leads, this super support team will add value to your project.

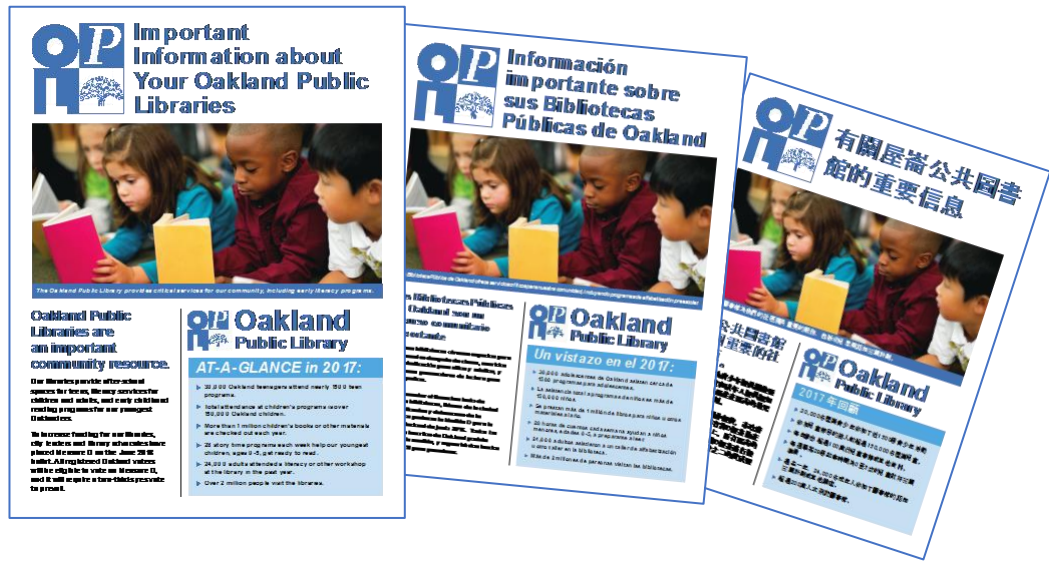
CliffordMoss Design/Production Support Vendors. We work with a group of peak-performing industry vendors to deliver outstanding client results. Our team includes a world-class graphic designer, leading print-production and data-services providers, innovative online advertising and communications firms, and media consultants. We foster positive working relationships with vendors that share our commitment to excellence and innovation and also possess an appreciation for cost control.

4. Case Studies

Oakland Public Libraries

The City of Oakland placed Measure D on the June 2018 ballot, asking voters to establish a 20-year annual \$75 parcel tax, subsequently providing about \$10,000,000 annually to protect and improve library services. **Voters approved the measure with a resounding 76.89% YES vote**, beyond the super-majority vote needed to pass. CliffordMoss and EMC Research assisted in helping the Oakland Libraries meet their unique feasibility and public information engagement needs leading up to the City Council vote. Data-driven polling confirmed that Oakland voters were invested in the future of the city’s public libraries, including high quality public libraries, safe places for children and teens, and preventing library closures. Together with the Oakland Libraries, we developed branding and informational materials that reflected the uniqueness of their “Library NEEDS” story and Oakland community of voters. Here are some examples of the communication tools that were created:

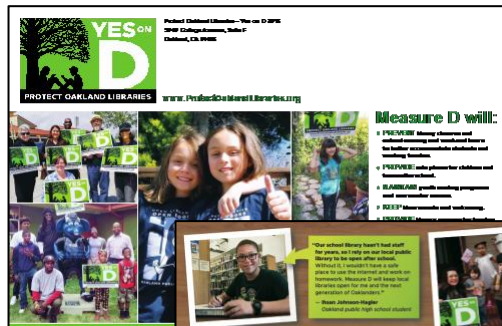
Multi-Lingual Fact Sheets



CliffordMoss then worked with an independent committee formed after the City Council placed Measure D on the ballot to advocate in favor with a robust campaign effort. Unique and customized branding, and direct voter contact strategy was key to our collective success:



Door-to-Door Postcard



Mailers



Doorhanger

City of Hayward

CliffordMoss has enjoyed many opportunities to work with the City of Hayward and other local agencies in the area. Perhaps the most informative example for understanding how to achieve your 2020 goals was our successful 2014 process. Here is a brief case study to prepare for electoral success on that project:

Pre-Electoral Community Outreach – December 2013 through March 2014 June 3rd 2014 ½ cent sales tax election – 67.36% WIN

The City of Hayward had previously been on the ballot in 2009 with Measure A, a Utility Users Tax of 5.5% to protect the community from devastating cuts that would have impacted Hayward’s quality of life for years to come. Five years later, the City of Hayward was on the ballot again, this time to improve city services and facilities. CliffordMoss led a team of experts **first** to determine the public funding options and electoral “feasibility” of winning a tax measure in today’s recovering economy; **second**, to engage and educate the community about the city’s service and facility NEEDS; **third**, to shape a tax measure package in alignment with a very involved and potentially skeptical electorate; and **finally**, to conduct a winning grassroots community campaign teaming with an army of volunteers to pass the measure. To pass, the measure would need a simple majority – 50% +1 voter support.

The public engagement and listening tour developed by CliffordMoss was **essential** in determining the community’s interest in supporting a locally funded ballot measure to address Hayward’s most critical city needs. The city’s 10 weeks of engaging and LISTENING began with stakeholders, opinion leaders and community members. The listening tour was then conducted among Hayward voters, during which the city received a tremendous response that included over 1,010 surveys (email/cards) filled out and returned, 1,017 door-to-door conversations conducted by volunteers and an additional 1,416 online surveys completed. Critical in our support were the Friends of the Hayward Public Library, who had a vested interest; with the passage of this Measure, they would receive a new library! They were key to conducting stakeholder interviews and providing a volunteer army and campaign leadership. The culmination of which found that a ½ cent sales tax was supported by Hayward residents and electorally feasible. Voters had the final say on **Measure C** when they cast their ballots on Election Day, June 3rd with a resounding **67.36% Yes**.



5. References

Oakland Public Libraries

Lynette McElhaney, City Council President

Phone: 510-932-1938 | Email: lynnettemcelhaney@gmail.com

2018 \$75 20 yr. Library Parcel Tax WIN (76% YES)

**Local Government
Alameda Co.**

San Benito County Library

Nora Conte, County Librarian

Phone: 831-636-409 | Nconte@cosb.us

2019-2020 Stakeholder Library Feasibility Project

**Local Government
San Benito Co.**

City of Hayward

Kelly McAdoo, City Manager

Phone: 510-583-4305 | Email: Kelly.McAdoo@hayward-ca.gov

Friends of the Hayward Public Library

Judy Harrison, Email: jharrison663@comcast

2014 ½-cent Sales Tax WIN (67% YES)

2016 20 yr. UUT Renewal | Tax Rate: 5.5% | WIN (73% YES)

2018 Real Property Transfer Tax Increase Measure T | WIN (57% YES)

**Local Government
Alameda Co.**

City of Covina

Anita Agramonte, Finance Director

Phone: 626-384-5516 | Email: aagramonte@covinaca.gov

2018 0.75% Sales Tax WIN (58% YES)

**Local Government
Los Angeles Co.**

City of Irwindale

Eva Carreon, Director of Finance / City Treasurer

Phone: 626-430-2221 | Email: ecarreon@IrwindaleCA.gov

2019 .75% Transactions and Use Sales Tax WIN (60.62% YES)

**Local Government
Los Angeles Co.**

Duarte Unified School District

Dr. Gordon Amerson, Superintendent

Phone: 626-599-5037 | Email: gamerson@duarteusd.org

Current Client Conducting Public Engagement & Bond Feasibility for Nov. 2020

**K-12 School District
Los Angeles Co.**

Additional references provided upon request

6. Proposed Fees

Our fee structure is **specifically designed** to show that we are prepared to bring the very best strategic guidance to you to achieve YOUR strategic community engagement objectives, while also meeting what we expect will be very prudent cost control requirements. Our clients tell us the investment in CliffordMoss is well worth it, given our record of doing the job once, doing it right, and getting it done.

Here is our cost proposal for Altadena Library District:

PHASE 1 ONLY: Feasibility

CliffordMoss Fee: **\$10,000** – CliffordMoss Professional Consulting Fee (*Plus approved business expenses*)

EMC Polling Fee:

You have options based on budget or desired outcome. We're ready to collaborate with you to choose the right option (*Please see pages 6-7 for further detail*):

\$26,700 – Option 1: Feasibility of ONE measure on the ballot

\$30,100 – Option 2: Feasibility of TWO measures on the same ballot

\$37,800 – Option 3: Feasibility of EITHER of two measures on the ballot (a more substantial deeper dive)

If the project is feasible:

PHASE 2 ONLY: Ballot Measure Preparation

CliffordMoss Fee: **\$15,000** – CliffordMoss Professional Consulting Fee (*Plus approved business expenses*)

Building an Overall Project/Program Budget: For program expenses (e.g. design costs, paid online ads, etc.) and any approved business expenses we incur, will come at an additional cost. We will collaborate with you to build a budget that works for **you**. We understand that every dollar invested into this project is precious.

7. Thank You!

The CliffordMoss team is eager to assist Altadena Library District in achieving your strategic communications goals. Our experience with local public agency revenue measures, including the Oakland Public Libraries, close work with the Hayward Friends of the Libraries, City of Covina, City of Irwindale, and others throughout Southern California, has prepared us to effectively serve you. If you have any questions, please do not hesitate to contact Laura Crotty or Bonnie Moss.

It all starts with a story – your story. Our job is to bring that story to life.

On behalf of all of us on the CliffordMoss team, we appreciate the opportunity to participate in your process and we hope you share our enthusiasm for **letting us tell your story**. Thank you for your consideration.

APPENDIX

Exhibit 1. Altadena Library District Stakeholder Map

Altadena Library District

*This is a preliminary list. We will further develop this in collaboration with you.

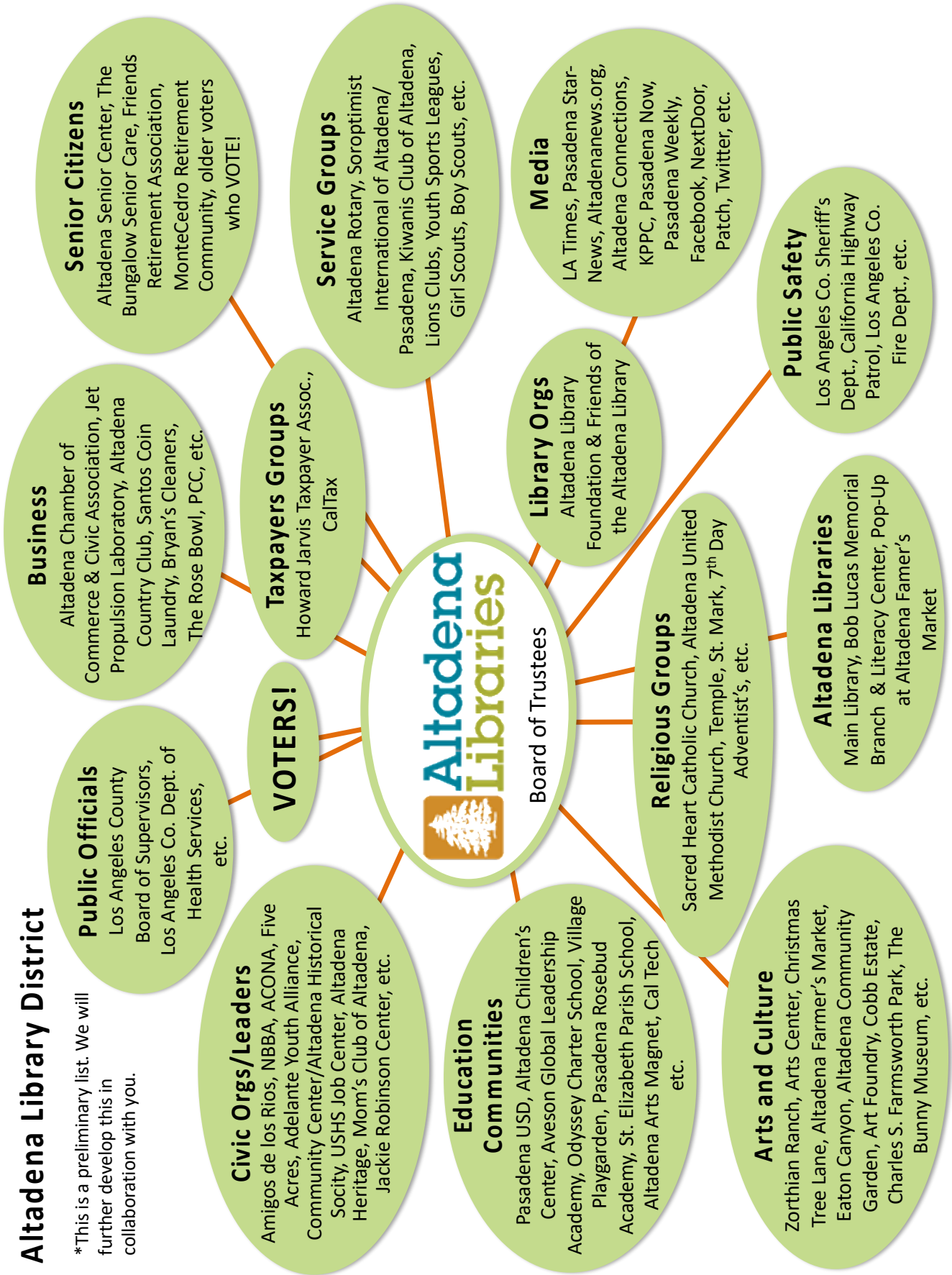


Exhibit 2. November 2020 Election Scenario

Assumption	A November 2020 Election. State filing deadline for this election: Aug 7, 2020. For a specific CFD Timeline, we will collaborate with your legal and financial team.
May	PHASE 1 Feasibility - Priorities: Strategic Launch, Polling, and Early Communications. 1A. Research/Public Opinion Polling. Prepare/conduct/analyze poll. Diagnostic/analytical work – evaluate community input 1B. Deliberate, Early Communications Work. On parallel track with polling. Define your story, conduct political analysis, recommendations on listening & community engagement strategy.
May/June	<u>Feasibility Results show if NOV 2020 election is FEASIBLE</u> Based on poll results, 2020 communications planning.
July - Aug. 7	PHASE 2 Ballot Prep & Informed Communications - Priorities: Ballot Measure Prep & Public Info
June/July	Listen, Engage, and Communicate directly with stakeholders & voters. (VIRTUAL if needed) <ul style="list-style-type: none">○ Opinion Leader Conversations. Engagement with strategic set of opinion leaders/influencers. <u>Goal: Assess community dynamic.</u>○ Stakeholder Meetings. Direct conversations with various stakeholder groups. <u>Goal: Assess community dynamic.</u>○ Activate Speakers Bureau. Service clubs, civic and community groups, etc.○ Mailer #1 – Provide update/info to community and invite feedback. Two-way survey inviting feedback also available online.○ Online & Social Media PSAs. Targeted to voter households, driving voters to survey.○ Launch local media program and EARLY e-communications (web, email, social media).○ Additional listening platforms. Decided in collaboration with core team.
Late July	Core ballot measure package defined – informed by opinion research + needs community input and consensus (as identified in community engagement work). Present plan to community.
Late July	Board Workshop to review full revenue measure “package” and ask questions. (VIRTUAL if needed)
Late July	Board Action calling for the election.
By Aug. 7	Final document preparation and filing.
Aug. 7, 2020	Filing Deadline: 5pm. If you haven’t filed by 5pm, you won’t be on the November ballot!

NON-District Funded

Fall 2020	CAMPAIGN PHASE – For a November 2020 Election
Aug – Nov 3:	<u>The Advocacy Campaign WINDOW.</u>
Early Oct.:	ABS Ballots MAIL. (ALERT! 61% of Altadena Library District Nov. 2020 voters are expected to vote by mail.)
Nov 3, 2020:	Election Day!

May 8, 2020

Ms. Nicole Fabry
Business Manager
Altadena Library District
Via email: nfabry@altadenalibrary.org

Subject: Proposal to Provide Public Engagement Services for the Funding of Infrastructure Improvements

Dear Ms. Fabry,

NBS would like to thank you for the opportunity to provide a proposal for Public Engagement services for the Altadena Library District (the “District”). We look forward to continuing our professional relationship.

Scope of Services

PUBLIC ENGAGEMENT SERVICES

NBS and the District will create a framework for outreach efforts with greater collaboration from residents that emphasizes relationship and trust building. NBS will utilize social media to relay information, educate and understand residents on a closer level. Engagement activities will always aim to reach residents with diverse backgrounds allowing for unique perspectives. Items such as logistics and skill sets are considered when developing engagement activities. This engagement process will anticipate issues and work to address them proactively. The process will also be open to alternative ideas other than those outlined at the onset of the project.

The Public Engagement Process



Kick-Off Meeting, Project Schedule

NBS will communicate with the District throughout the duration of the project to clarify the District’s goals, identify any special circumstances, and develop a realistic project schedule. The following Work Plan details the steps needed to complete the public engagement.

NBS will meet with District staff, legal counsel, and other interested parties to:

- Establish lines of communication
- Clarify the specific project goals and criteria that will meet the District's preference
- Identify and resolve any special circumstances regarding the engagement process
- Develop an engagement schedule to provide for effective interaction of all involved parties
- Discuss current ways the District communicates with the public

Develop and deploy content to a dedicated District webpage and social media

This task includes but is not limited to:

- Background on the need for additional District funding
- History on use of current funds available to the District
- Ongoing updates on funding needs and solutions
- Legislative updates for funding mechanisms
- Meeting announcements and minutes
- Signup forms and specific interest group forms
- Specialized mapping and graphics pertaining to the community
- Content development and update for website and social media
- Digital and printed newsletters that highlight the various engagement items listed above.



Develop online/mailed surveys to gather information from communities by:

- Providing concise explanations about the survey.
- Developing specific questions that allow for focused results.
- Engaging a larger demographic within the boundaries of the District.
- Measuring the performance of the survey.
- Providing useful and detailed results.

Provide the following meeting services for in-person meetings:

- Hosting virtual or in-person meetings to give the community the opportunity to discuss items of importance as well as build a sense of community.
- Creation and posting of community meeting notices that will be posted on various outlets such as social media, public locations and in the newspaper and or newsletter.
- Lead meetings with objectives created with the District prior to the meeting.
- Development of action items based on feedback received at Community Meetings or from newsletters, surveys, and other ongoing communication efforts.

Creation of a recommendation report which will include:

- Detailed plans for next steps within the community.
- Discussion and documentation of recommendations of community values and funding solutions as they relate to the District.

Fees

PUBLIC ENGAGEMENT SERVICES

Consulting Fee \$30,000
Estimated Expenses \$15,000

EXPENSES

Customary out-of-pocket expenses will be billed to the District at actual cost to NBS. These expenses may include, but not be limited to, mailing fulfillment, postage, supplies, reproduction, telephone, travel, and meals.

ADDITIONAL SERVICES

The following table shows our current hourly rates. Additional services authorized by the District but not included in the scope of services will be billed at the then applicable hourly rate.

Title	Hourly Rate
Director	\$225
Associate Director	210
Senior Consultant / Manager	175
Consultant	155
Analyst	130
Clerical/Support	105

TERMS

Public Engagement services will be invoiced on a monthly basis. Expenses will be itemized and included in the next regular invoice. If the project is prematurely terminated by either party, NBS shall receive payment for work completed. Payment shall be made within 30 days of submittal of an invoice. If payment is not received within 90 days, simple interest will begin to accrue at the rate of 1.5% per month. Either party can cancel consulting contract with 30 days' written notice.



Proposal for Revenue Measure Consulting Services

Prepared for
Altadena Library District
May 7, 2020

May 7, 2020

Nicole Fabry
Business Manager
Altadena Library District
600 E. Mariposa St.
Altadena, CA 91001

Dear Ms. Fabry:

Thank you for the opportunity to present this proposal for consulting services as you consider a possible revenue measure for Altadena Library District.

TBWBH is a non-partisan strategy and communication consulting firm that specializes in bonds, taxes and other public finance ballot measures for public agencies. We've passed over 400 successful bond and tax measures providing billions in voter-approved funding for California public agencies. We believe that we are uniquely qualified to help guide the Altadena Library District to a successful revenue measure for the following reasons:

- **Experience on Successful Library Measures.** TBWBH has worked on many successful revenue measures for libraries. In 2016 we worked with Santa Cruz County Libraries on Measure S, a bond to modernize, upgrade and repair local libraries, which passed with a 70.4% yes vote. We also worked with Marin County Free Library District in 2014 on Measure A, a parcel tax renewal to continue critical funding, which passed with a 78.5% yes vote. TBWBH's partners have also worked with Santa Clara County Library District, Oakland Public Library and Alameda Free Library on successful ballot measures. We are currently assisting the Los Altos Library District in crafting a bond measure for an upcoming ballot. We have also worked with dozens of cities to pass measures to benefit their local libraries.
- **Unmatched Success on Revenue Measures in the San Gabriel Valley.** TBWBH has passed bond and tax measures for many of the K-12 school districts and community college districts in your area, including South Pasadena USD, La Cañada USD, San Marino USD, Arcadia USD, Azusa USD, Baldwin Park USD, Rosemead USD, Glendale USD, Glendale Community College District and others. We have also helped achieve voter approval for taxes in the cities of Glendale and South Pasadena. In all, we have helped pass bond and tax measures for over 40 public agencies in LA County. We are also currently advising Pasadena USD and Pasadena City College on potential measures for a future ballot. A full listing of our experience is included as an appendix to this proposal.
- **Unmatched Success in LA County.** In addition to our experience passing measures for local cities, school districts and community college districts, we serve as the strategy and communication consultants to the County of Los Angeles. In advance of the November 2018 election, TBWBH implemented an informational communication and outreach effort to educate and inform the public about Measure W, a parcel tax measure for the LA County Flood Control District's Safe Clean Water Program. Measure W was approved with 69.5% voter support. Prior to a March 2017 special election, TBWBH implemented a countywide informational communication effort for Measure H, a sales tax to fund homeless services and prevention that passed with a 69.3% yes vote. Prior to the November 2016 election, TBWBH developed and implemented a similar public information effort about Measure A – a parcel tax to fund parks and open space improvements throughout LA County that passed with a 74.9% yes vote.

- **Today's communication tools.** We take full advantage of modern communication tactics, including social media and digital advertising. We are also experts in traditional print media, direct mail and earned media, allowing us to help you efficiently leverage a full array of communication channels to engage voters.
- **Customized Approach.** We don't apply a "cookie-cutter" approach to tax measure strategy. Our prior clients will tell you that our commitment to personal attention from the partner you hire and a focus on the unique challenges of your political environment set us apart from others in our industry.
- **Capacity and Infrastructure to Serve You.** All qualified political firms are busy during the election season. Unlike our competitors whose firms are comprised of one or two principal consultants, TBWBH has team of professionals to ensure your project receives the attention and service it deserves. I will personally serve as your day-to-day point of contact. TBWBH's partners are supported by the largest and most experienced staff in our industry. TBWBH is one of the only firms in our industry that maintains an in-house graphic design department and production coordination team to ensure your messaging materials are of the highest quality.

An important first step in the revenue measure process is obtaining a statistically reliable measurement of public opinion in your district related to local libraries and potential funding measures. Accordingly, we have included information in this proposal about True North Research, the opinion polling firm we would propose to partner with on this project. We have collaborated with True North on most of our successful revenue measures in the San Gabriel Valley and elsewhere around Southern California.

The remainder of this proposal provides detailed information about our firms, the services we provide, our track record, fees and other details. We are confident that you will find our qualifications, attention to client service and interest in the project are unmatched. Please feel free to contact me at (415) 810-8053 (cell phone) or at cheath@tbwbh.com if you have questions or need additional information.

Sincerely,



Charles Heath
Partner



About TBWBH

TBWBH Strategies is a strategy and communications consulting firm specializing in public finance ballot measures for cities, counties, school districts, community college districts and other public agencies. TBWBH’s seven project-leading partners offer a combined century of strategy and communication consulting experience in California.

Public Consensus → Winning Propositions

TBWBH was formed around a simple basic idea: passing taxes is different from other types of political endeavors. For example, candidates run campaigns to differ from their opponents and stand out from the crowd. But when the issue is taxes, winning requires consensus: uniting people around shared priorities and values.

Commitment to Client Service

We view our working relationship with our clients as a partnership. We know public finance measures, and you know your community. We pride ourselves in developing unique plans for every client as opposed to applying a “cookie cutter” model that may have worked in other places or at other times. We also understand that the reputation of your agency is at stake when you seek funding from your community. It’s not enough just to “win” in the short term. Your measure, your message and your outreach efforts must help you strengthen your relationship with your community for the long term.

Experience

The partners and consultants at TBWBH have experience nearly 500 successful public finance ballot measures that have raised tens of billions in voter-approved revenue for public programs, services and facilities. Successful measures include bonds, parcel taxes, sales taxes, transient occupancy taxes, utility users taxes, community facility districts, assessments and fees.

In-House Design and Production

TBWBH is one of the few firms in our industry that maintains in-house art and production departments. Our full-time Art Director manages a studio of graphic designers who produce award-winning, creative concepts. Our full-time Production Director attends to the details required for efficient and timely delivery of media, advertising and printed materials.

Today’s communication tools. We take full advantage of modern communication tactics, including social media and digital advertising. We are experts in traditional print media and direct mail, allowing us to help you efficiently leverage a full array of communication channels to engage residents and voters.

PARTNERS

Barry Barnes
Jared Boigon
Charles Heath
Mitchell Lester
Joy Kummer
Michael Terris
Erica Walters

CLIENT SERVICES

Rochelle Fanali
Senior Consultant

Sabrina Kochprapha
Senior Consultant

Robin Gerrity
Senior Consultant

Jeremy Hauser
Consultant

Alex Wara-Macapinlac
Consultant

Brittany Brady
Consultant

TaShon Thomas
Consultant

Lucy Martikyan
Consultant

Mary Richardson
Senior Associate

Hayley Padden
Associate

Chidire Ezech
Associate

Michael Picard
Associate

Carlos Martinez
Associate

CREATIVE
Maximillian Medina
Art Director

Erin Henry
Graphic Designer

PRODUCTION
Dan Dimendberg
Partner/Production Director

Jaime Mullen
Production Coordinator

ADMINISTRATION
David Tick
Partner/Business Manager

Brandon Moss
Office Manager

William Jensen
IT System Administrator

Charles Heath, TBWBH Partner

Over more than 20 years as a strategy and communications consultant, Charles has guided more than 100 ballot measures to victory. With a background in various political projects, Charles has spent the better part of the last decade with a strict focus on working with public agencies to design winning revenue measures for the ballot and execute strategic public information efforts to position his clients for success at the ballot box. Once a measure is on the ballot, Charles works with advocacy campaign committees to run efficient and effective campaigns to achieve voter approval for ballot measures.

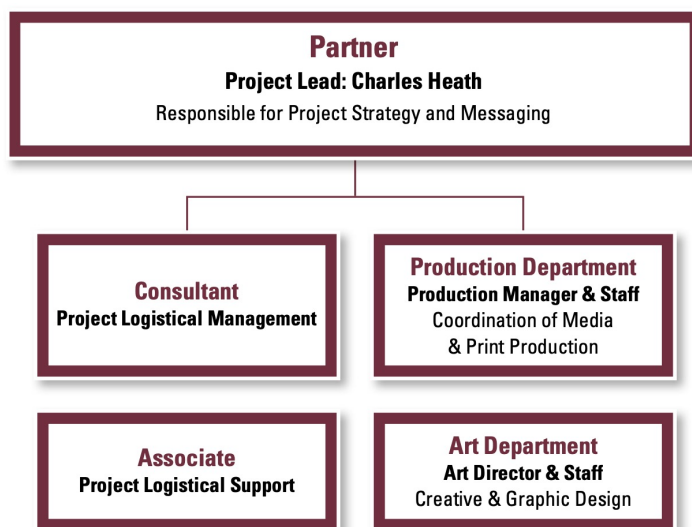
Charles has led campaigns in all parts of California — from large urban environments like Oakland, San Jose and Los Angeles to suburban environments like Marin, Riverside, and Orange County to rural and agricultural communities like Plumas County, Truckee and Stanislaus County.

Charles has worked with a diverse range of public agencies across the western United States, ranging from school and community college districts to healthcare districts, transportation agencies, cities and counties, park and recreation districts, libraries, and fire districts.

Charles became a Partner at TBWBH in November 2009. Prior to joining TBWBH, Charles worked at another leading consulting firm for ten years, most recently as Vice President and Senior Consultant. Before his career in public finance campaigns, Charles worked as a policy analyst for a public policy think tank, as an aide in the California Legislature and as a reporter for a local newspaper.

Charles is a graduate of the University of California at Davis with degrees in Political Science and English, and he earned a Master’s Degree from the London School of Economics. Charles grew up in Southern California and now lives in the East Bay with his wife Eva, his son Alexander and his daughter Lillian.

Organizational Chart



About True North Research

True North Research, Inc. is a full-service survey research firm that is dedicated to providing California school districts, community colleges, libraries, cities and other public agencies with a clear understanding of the opinions, priorities and concerns of their residents and voters. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—including planning, establishing revenue measures, and developing compelling public information campaigns.

Revenue Measure Experience

Creating revenue measures that are ultimately approved by the necessary percentage of voters is difficult, especially in the State of California. Successful measures require insightful research and sound, strategic advice. To date, the Principals at True North have designed and conducted over 1,000 research studies for public agencies, including more than 400 bond and tax measure feasibility surveys to gauge voter support for capital and service initiatives, identify the factors that shape voters' opinions regarding a proposal, develop effective public education and outreach strategies, and help agencies position a measure for voter approval.

One testimony to the accuracy of our research and the reliability of our strategic advice is that we have the highest *verifiable* success rate in the State of California for revenue measures since 2008 (95%). To date, we have helped raise over \$33 billion in voter-approved bonds and taxes, including more than \$9 billion in successful bond and tax measures in the past four years alone. Regionally, our experience includes helping South Pasadena USD, the City of South Pasadena, La Canada USD, San Marino USD, Glendale USD, Burbank USD, and the City of San Gabriel prepare successful bond and/or tax measures. We've also assisted Pasadena City College with multiple community surveys, and are in the process of help PCC explore the feasibility of a bond measure for the November 2020 ballot.

Timothy McLarney, Ph.D.

Dr. McLarney will lead the proposed voter survey and will personally manage 70% of the research tasks. As President of True North, Dr. McLarney is responsible for the design, management and analysis of True North's qualitative and quantitative research projects, including those that address community needs assessments, revenue measure feasibility, public policy and strategic planning issues. During his career, Dr. McLarney has occupied a key role in over 1,000 research studies, more than 400 of which had research objectives similar to those of the Altadena Libraries.

Dr. McLarney is a nationally recognized expert in survey research methodology, sampling theory, weighting and the use of statistical methods to generalize survey results. His research has been recognized at numerous national and state conferences, has been published in academic journals, and has earned him honors including the title of Visiting Scholar at the Institute of Governmental Studies at UC Berkeley. He has also served as an independent expert witness in survey research methodology for California legal cases. Dr. McLarney holds a Ph.D. and M.A. in Government from Cornell University with an emphasis in survey methodology, sampling theory and public opinion, as well as a Bachelor's degree in Politics from the University of California, Santa Cruz.

Our Approach and Scope of Services



TBWBH has a proven approach for developing and implementing successful informational communication and outreach efforts for ballot measures. While never applied identically across communities or projects, our general approach has been tested on hundreds of successful projects over several decades. Throughout this approach, our goal is to work collaboratively with your District staff to implement each stage of the process efficiently and without creating unnecessary workload for our clients.

Step 1: Feasibility study to determine if, and under what conditions, the District can pass a local funding measure – and if so, what type of measure is feasible.

Step 2: Build consensus with outreach, awareness-building and public input strategies that position your measure for success.

Step 3: Build a strong measure by aligning the measure’s features with the community’s priorities and sensitivities.

Step 4: Campaign for the win by efficiently getting your message out to persuade voters and mobilize your base of support.*

**A public agency cannot fund campaigns. This step is provided for informational purposes only in order to fully explain our process.*

Step 1: Feasibility Study

TBWBH will help you assess the basic viability of a potential revenue measure and identify the strategic elements needed to maximize the chances for success. During the feasibility study we’ll help you tackle the most basic strategic questions that must be answered in order to identify a path to success.

TBWBH will help you answer:

- What are your highest priority needs?
- Is it reasonable to think that a funding measure can be successful with voters at the difficult two-thirds threshold?
- What services or projects are voters most likely to fund?
- What is the optimal timing for a measure going to the ballot? What level of voter turnout helps maximize support?

- Does sufficient community awareness of your needs already exist, or is proactive outreach required to build awareness? What are the key messages voters need to hear and what are the most effective channels for communication?
- How might specific exemptions or accountability protections be included in a successful measure?
- What controversies or competing issues must be considered before moving forward?

To answer these questions our team will design and execute a statistically reliable opinion survey of voters in your district. We'll help you analyze the results and turn the data into an actionable plan for moving forward. We'll also help you interpret and present recommendations to your Board to build consensus around a unified strategic approach to addressing the District's needs.

Survey Scope of Work

The scope of services that we propose to perform for the District includes all tasks associated with identifying whether a revenue measure is feasible and—if yes—how best to package it for voter approval. The main component of the feasibility assessment is a statistically reliable survey of your voters. Briefly, the survey scope of services includes:

- Meet with the District and your facility and finance experts to discuss the potential measure, your facility/service needs, as well as confirm the research objectives and methodology for the study. We will also discuss potential challenges, concerns, and issues that may surround the revenue measure and/or proposed survey.
- Develop a stratified and clustered sample of voters who—based on their voting history and registration status—are likely to participate in the election of interest.
- Develop a draft questionnaire for the District's review and make revisions as needed until all parties approve of the instrument.
- Pre-test the survey instrument to ensure its integrity.
- CATI (Computer Assisted Telephone Interviewing) program the finalized survey instrument to ensure accurate and reliable data collection using live telephone interviewers.
- Program the same questionnaire into a secure, password-protected website to allow sampled participants who prefer to take the survey online the opportunity to do so.
- Recruit participation in the survey using a combination of telephone calls and targeted email invitations.
- Collect at least 400 quality telephone and online interviews according to the sampling plan and a strict interviewing protocol. Interviewers will be professional, high quality interviewers. It is expected that the average interview will last up to 15 minutes.
- Process the data, which includes conducting validity checks, cleaning, recoding, coding open-end responses, and adjusting for strategic oversampling (if used) through a statistical procedure known as 'weighting'.
- Prepare an initial topline report which presents the overall findings of the survey.

- Prepare a thorough report on the findings, including a detailed question-by-question analysis, description of the methodology, an executive summary of the key findings and conclusions/recommendations, as well as a comprehensive set of crosstabulations showing how the answers varied by subgroups of voters. The report will include extensive full-color graphics displaying the findings, as well as insightful narrative discussion of the results and their implications.
- Prepare a PowerPoint presentation of the results and present the results to the District.
- Be available to assist and provide advice to the District after the survey is complete.

Step 2: Build Consensus

Based on the findings from the survey, TBWBH will help develop and implement a public information and outreach program to educate the community about your funding needs and build broad community consensus around a revenue solution.

Specifically, TBWBH will:

- Develop informational messaging and a plan for getting the message out to key audiences
- Provide talking points, answers to frequently asked questions and a message training to key District staff, employee groups, commissioners and elected officials
- Develop strategies and plans to inform and engage key internal stakeholder groups within your agency
- Provide information to be added to your website, distributed through social media and included in newsletters
- Prepare presentations for community meetings
- Write, design and produce informational mailings to educate, inform and engage voters
- Develop strategies for managing coverage of this issue in the local press
- Develop strategies and plans to inform and engage influential external groups including elected leaders, business leaders, neighborhood leaders, faith community leaders and taxpayer groups

TBWBH has expertise in traditional communication strategies like direct mail, print advertising and earned media. We are also experts in utilizing new media strategies such as social media, online advertising and video. Our in-house graphic design and production capabilities allow us to deliver the highest level strategic and creative communication for our clients.

Step 3: Build a Strong Measure

Once we know what a viable, winnable ballot measure looks like, TBWBH will work with you to develop a revenue measure and qualify for the ballot.

During this phase of work, TBWBH will:

- Work with you and your financial team to finalize amounts, tax rates and the structure of your measure

- Refine the description of your needs to make sure they are written in clear and understandable language featuring projects and programs that are high priorities for voters
- Work with you and your legal counsel to define important taxpayer accountability protections, including any potential independent Citizens’ Oversight Committee and public reporting process, if needed
- Work with you and your legal counsel to develop all ordinances/resolutions required for calling the election
- Develop the critical ballot question that will appear on ballots
- Develop and refine the full text of the measure and other materials that will appear in the ballot pamphlet mailed to all voters
- Present recommendations and documents to your Board of Trustees for formal approval

Step 4: Campaign for the Win*

The next step in the process is to mount a strategic advocacy campaign to secure the votes needed to win on Election Day. This is the only step in the process that cannot be funded with public dollars. While agencies can continue to provide information to residents about the measure, only a privately funded campaign committee can advocate for the measure. We will work with your agency to understand if volunteers are available and motivated to step forward to run such an effort. Typically, as consultant to volunteer campaign committees, we build campaign plans with the following elements to ensure the best possible chance of success on Election Day:

- **Effective messaging and materials.** Campaign logos, brochures, websites, social media and other materials must be eye-catching and have a local feel in order to persuade and motivate voters effectively.
- **Avoiding controversy and obstacles.** We can’t take anything for granted in today’s economic and political environment. To win, it is important to run an organized campaign that avoids controversy and neutralizes opposition to the extent possible.
- **Good teamwork.** We work closely with pollsters, professionals, committee members and other local partners. We strive to build broad coalitions that include support from business, labor and the full spectrum of political ideologies.
- **Efficient grassroots organizing.** The time and energy of your volunteers are precious resources. We’ll work with you to develop a plan that maximizes the impact of their efforts on the outcome of the election.
- **Strong fundraising.** Fundraising for local ballot measures can be a challenge. It takes resources to get your message out to the voters who will determine the outcome of your election. We can help you create a fundraising plan to help you achieve the resources needed to win.

***Note: The information provided in Step 4 is intended as information to convey TBWBH’s full range of services available to assist with the tax measure process. The services described here are **not** proposed as part of the scope of services for the Altadena Library District. If a tax measure is placed on the ballot and an independent advocacy committee forms, these services would be offered to that group and privately funded under a separate agreement.*

Step 5: Bridge to the Next Election

After voters have approved your measure, it is important to continue positive and transparent community dialogue about how you are utilizing voter-approved funding and delivering on your promises. When taxpayers hear nothing, they assume the worst and fall back on unfair stereotypes about how government spends money.

We offer a full range of ongoing communication services to our clients:

- Creation of regular updates to highlight progress related to your measure, including messaging for email blasts, websites, social media and newsletters
- Assistance with crafting responses to community or media inquiries regarding a local funding measure
- Assistance with preparing presentations to community groups and oversight bodies
- Regular direct mail updates to the entire community to ensure broad awareness beyond the most active and engaged citizens

Project Timeline

May 2020

- Obtain background information on district needs
- Work with NBS and Columbia Capital Management to develop potential revenue measure structures and rates to be tested in polling
- Develop a survey questionnaire for review, input and approval from district
- Develop representative voter sample, program and translate survey

June 2020

- Conduct survey, tabulate and analyze results
- Present poll results and recommendations to district staff and board
- TBWBH crafts initial informational messaging to support outreach program based on survey results:
 - Fact sheet
 - Talking points
 - FAQ
 - Web and social media content
 - PowerPoint presentation
- Schedule and initiate virtual outreach to external community stakeholders, including:
 - Elected officials
 - Community organizations (neighborhood associations, service clubs, business leaders, etc.)
 - Key community leaders
- TBWBH creates informational video summarizing district fiscal needs and proposed measure
- TBWBH works with the district to post web and social media messaging
- TBWBH writes, designs and mails first informational mailer to all registered voter households

July 2020

- Work with legal counsel to develop a revenue measure resolution
- Stakeholder outreach continues
- District board adopts resolution placing sales tax measure on November 2020 ballot

August 2020

- **No later than August 7, 2020: Deliver board-adopted resolution calling for election to the LA County Registrar of Voters to ensure measure is included on November ballot**
- TBWBH updates messaging content based on final, approved ballot measure
- TBWBH writes and designs final informational mailer to be sent to all registered voter households informing residents of measure and providing voting information
- TBWBH provides guidelines to district staff for public communication during election period
- Complete outreach to community stakeholder targets
- Transition to independent advocacy campaign



References

La Cañada USD

Wendy Sinnette
Superintendent
(818) 952-8387
wsinnette@lcsud.net

Arcadia USD

David Vannasall
Superintendent
(626) 821-8300
dvannasall@ausd.net

South Pasadena USD

Geoff Yantz
Superintendent
(626) 441-5810 ext. 1100
gyantz@spusd.net

Glendale Community College District

David Viar, Superintendent/President
(818) 240-1000
dviar@glendale.edu

Marin County Free Library

Sara Jones
Director of County Library Services
marinlibrarian@gmail.com

Marin County Library Foundation

Ginny Schultz
Foundation Board Chair
virginia_schultz@hotmail.com

Santa Cruz County Library

Cynthia Mathews
Chair, 2016 Library Bond Campaign
Santa Cruz City Council
(831) 706-5347
cmathews@cityofsantacruz.com

Fees & Cost

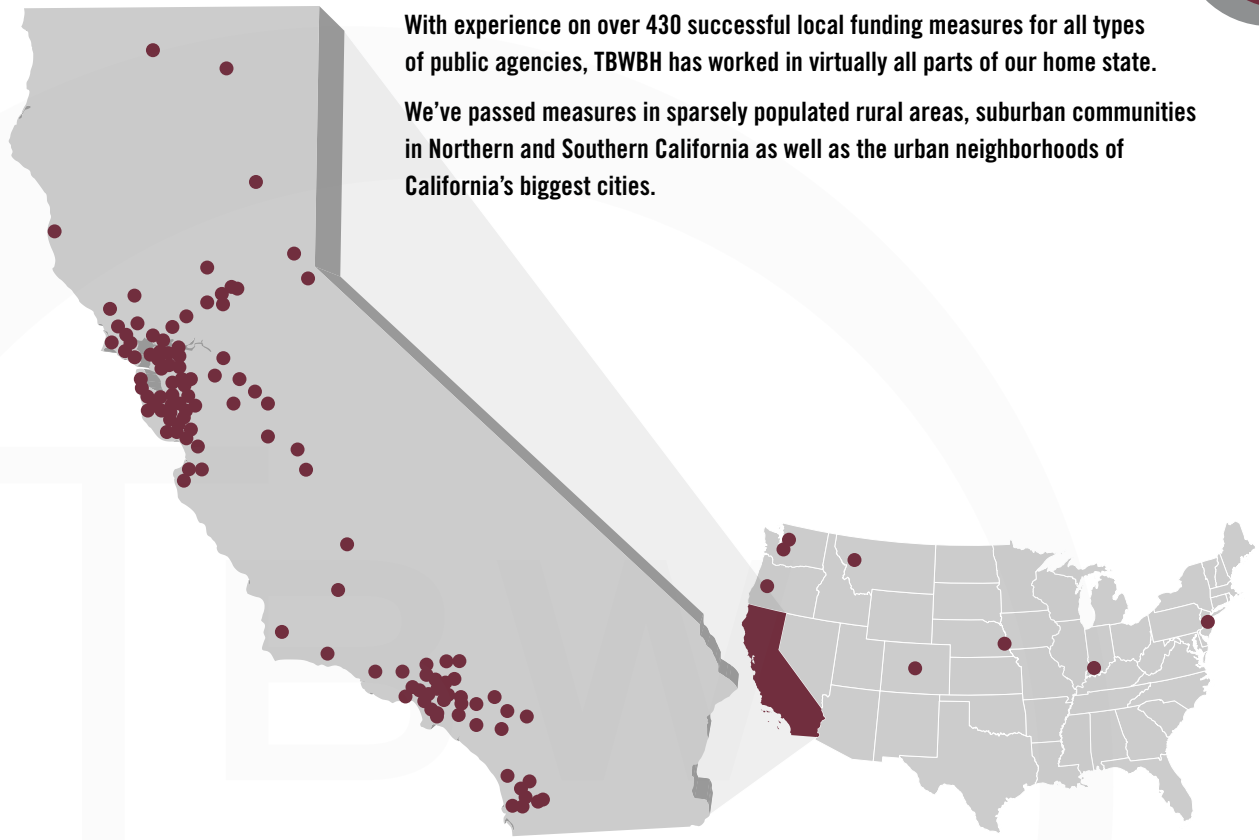
As is the standard in our industry, TBWBH contracts on a fixed-fee basis. Our standard consulting fee is \$6,500 per month. Reimbursable business expenses, such as mileage, will be billed separately along with any other hard costs associated with printing and postage for informational materials. Partial months of services would be billed at a prorated amount.

To help you estimate the budget for a thorough revenue measure planning process, the cost of producing and mailing an 11x17 informational newsletter to all voter households in the Altadena Library District (14,799 households) is approximately \$13,750. We will work with you to develop an appropriate budget for these costs through the development of a public outreach plan. For budget estimating, most districts send two to three informational mailers during the revenue measure planning and outreach process.

The cost to complete a public opinion survey of 400 voters is \$25,000, inclusive of all tasks and deliverables.

Once a revenue measure is placed on the ballot, we would be happy to discuss the services and related fees that might be needed by an independent campaign committee formed to advocate for the passage of the measure.

COMBINED EXPERIENCE OF TBWBH'S PARTNERS



With experience on over 430 successful local funding measures for all types of public agencies, TBWBH has worked in virtually all parts of our home state.

We've passed measures in sparsely populated rural areas, suburban communities in Northern and Southern California as well as the urban neighborhoods of California's biggest cities.

Cities and Towns

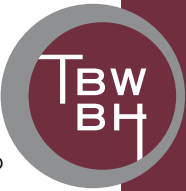
City of Alameda
City of Barstow
City of Burlingame
City of Campbell
City of Chula Vista
City of Colton*
Town of Corte Madera
City of Del Mar
City of Diamond Bar
City of Downey
City of Emeryville
City of Fairfield
City of Foster City
City of Fremont
City of Glendale
City of Gustine
City of Kerman
City of Lafayette
City of Laguna Beach

City of Los Altos
City of Madera
City of Manteca
City of Marina
City of Merced
City of Morgan Hill
City of Murrieta
City of Oceanside
City of Pacifica
City of Palmdale
City of Palm Springs
City of Palo Alto
City of Pleasant Hill
City of Pomona
City of Port Hueneme*
City of Redlands
City of Redwood City
City of Salinas
Town of San Anselmo

City of San Bernardino
City of San Gabriel*
City of San Jose
City of San Rafael
City of Santa Cruz
City of Santa Fe Springs
City of Santa Monica
City of Santa Rosa
City of South Lake Tahoe
City of South Pasadena
Town of Truckee
City of Union City*
City of Vacaville
City of Ventura
City of Watsonville
City of Whittier
Town of Windsor
City of Yuba City

(Partial List)





Statewide Measures

Proposition 1 2018 – Veterans and Affordable Housing Act
Proposition 2 2018 – Homeless Mental Health Housing Act

Parks, Open Space and Water Districts

Alameda County Clean Water Program
Camden Water
Fresno Parks
Greater Vallejo Recreation District
Hayward Area Recreation District
Los Angeles County Flood Control District
Los Angeles County Regional Park and Open Space District
Los Angeles County Safe Clean Water Program
Marin Agricultural Land Trust
Marin County Parks and Open Space
Midpeninsula Regional Open Space District
Missoula Open Space (Montana)
Monterey Peninsula Regional Park District
Napa County Regional Park and Open Space District
Pleasant Hill Recreation and Park District*
Santa Clara County Open Space Authority
Santa Clara County Parks
Santa Clara Valley Water District
Save the Bay
Sonoma County Agricultural Preservation and Open Space District
Zone 7 Water Agency (Alameda County)

Fire Districts

East Contra Costa Fire Protection District
Fresno County Fire Protection District
Marin County Fire Department
North Tahoe Fire Protection District
Oakland Wildfire District*
Santa Cruz County Fire District - CSA48
Truckee Fire Protection District

Counties and Special Districts

Alameda Free Library*
Citizens for Carmel Valley
Los Angeles County Homeless Initiative
Marin County
Marin County Free Library
Merced County Association of Governments
Napa County
Oakland Public Library*
Pacifica Library
Placer County
San Mateo County
Santa Clara County
Santa Clara County Libraries*
Santa Cruz County
Santa Cruz County Library

Transportation Districts

AC Transit District*
Fresno County Transportation Authority
Metropolitan Transportation Commission
Monterey-Salinas Transit
Napa County Transportation Agency
San Benito County Transportation
San Mateo County Transportation
Santa Clara County BART
Santa Cruz County Regional Transportation Commission
Sonoma County Transportation Authority
Stanislaus County Transportation
Transportation Agency of Monterey County
Transportation Authority of Marin
Truckee/North Tahoe Transportation Agency

Hospitals and Health Care

Alameda County Medical Center*
Cascade Valley Hospital (WA)*
Daughters of Charity Health System
Plumas Healthcare District*
Salinas Valley Memorial Healthcare System
Save Laguna Hospital
Seton Medical Center

Tahoe Forest Hospital District*
Valley Medical Center (Washington)*
West Contra Costa Healthcare District*
Valley Health System

Community College Districts

Allan Hancock College
Antelope Valley College
Cabrillo College
Chabot-Las Positas CCD
Chaffey CCD
College of the Canyons
College of Marin
College of the Siskiyous
Contra Costa CCD
Foothill-De Anza CCD
Gavilan College
Glendale College
Hartnell College
Lane Community College (Oregon)
Mendocino College
Mira Costa College
Napa Valley College
Peralta CCD
Mt. San Jacinto CCD
Rancho Santiago CCD
San Bernardino CCD
San Joaquin Delta College
San Mateo CCD
Santa Barbara City College
Santa Monica College
Santa Rosa Junior College
Sierra College
Yuba College

High School Districts

Campbell Union High SD
Chaffey Joint Union High SD
Delano Joint Union High SD
East Side Union High SD
Fremont Union High SD*
Fullerton Joint Union High SD
Galt Joint Union High SD
Grant Joint Union High SD
Jefferson Union High SD
Los Gatos-Saratoga Union High SD
Mountain View-Los Altos High SD
Nevada Joint Union High SD
Oxnard Union High SD
Perris Union High SD
Petaluma Joint Union High SD
Placer Joint High SD
Roseville Joint Union High SD
San Benito High SD
San Dieguito Union High SD
San Mateo Union High SD
San Rafael High SD
Santa Cruz City High SD
Santa Rosa High SD
Sequoia Union High SD
Tamalpais Union High SD
William S. Hart Union High SD

Elementary School Districts

Alisal Union SD
Alpine Union SD
Alta Loma SD
Alum Rock Union Elementary SD
Anaheim Elementary SD
Auburn Union SD
Beardsley SD
Belmont-Redwood Shores SD
Berryessa Union SD
Buena Park SD
Burlingame SD
Cambrian SD
Campbell Union SD
Castaic Union SD
Central SD
Centralia Elementary SD
Cupertino Union SD
Del Mar Union SD
Dixie SD
Fountain Valley SD
Franklin-McKinley SD
Fruitvale SD

Hermosa Beach City SD
Huntington Beach City SD
Jefferson Elementary SD
Kentfield SD
Lakeside Union SD (San Diego County)
Larkspur-Corte Madera SD
Live Oak SD
Loma Prieta Joint Union SD
Los Altos SD
Los Gatos Union SD
Lowell Joint SD
Menifee Union SD
Millbrae SD
Modesto City Elementary SD
Moraga SD
Moreland SD
Mount Pleasant Elementary SD
Mountain View Whisman SD
Norris SD
North Sacramento SD
Oakley Union Elementary SD
Ocean View SD (Orange County)
Orinda Union SD
Pacifica SD
Palmdale SD
Perris Elementary SD
Petaluma City Elementary SD
Portola Valley SD
Ravenswood City SD
Redwood City SD
Reed Union SD
Rosemead SD
Roseville City SD*
Ross Valley SD
San Carlos SD
San Mateo-Foster City SD
San Rafael Elementary SD
Santa Cruz City Elementary SD
Santa Rita Union SD
Santa Rosa Elementary SD
Saratoga Union SD
Saugus Union SD
Savanna SD
Soquel Union Elementary SD
Stanislaus Union SD
Sulphur Springs Union SD
Sunnyvale SD*
Union SD
Westminster SD

Unified School Districts

Alameda USD
Albany USD
Amador County USD
Arcadia USD
Azusa USD
Baldwin Park USD
Bassett USD
Bonsall USD
Cabrillo USD
Carlsbad USD
Castro Valley USD
Charter Oak USD
Claremont USD
Conejo Valley USD
Corona-Norco USD
Cotati-Rohnert Park USD
Culver City USD
Davis Joint USD
Downey USD
Dublin USD
El Rancho USD
Emery USD*
Evansville-Vanderburgh School Corporation (Indiana)
Fairfield-Suisun USD
Folsom Cordova USD
Fremont USD
Garden Grove USD
Glendale USD
Hayward USD
Irvine USD
Jurupa USD
Kerman USD
La Cañada USD
Livermore USD

Lammersville USD
Las Virgenes USD
Lompoc USD
Los Alamitos USD
Los Angeles USD
Madera USD
Manhattan Beach USD
Martinez USD
Milpitas USD
Monterey Peninsula USD
Moreno Valley USD
Morgan Hill USD
Mount Diablo USD
Mountain Empire USD
Napa Valley USD
New Albany Floyd County Consolidated School Corporation (Indiana)
Newark USD
New Haven USD
Novato USD
Oakland USD*
Oak Park USD
Orange USD
Pajaro Valley USD
Palo Alto USD
Palos Verdes Peninsula USD*
Paradise USD
Patterson Joint USD
Piedmont USD*
Pleasanton USD
Poway USD*
Riverside USD
San José USD
San Lorenzo Valley USD
San Marcos USD
San Marino USD
San Ramon Valley USD
Santa Ana USD
Santa Monica-Malibu USD
Scotts Valley USD
Simi Valley USD
Snowline Joint USD
Sonoma Valley USD
South Pasadena USD
South San Francisco USD
St. Helena USD
Tahoe Truckee USD
Torrance USD*
Tustin USD
Val Verde USD
Vallejo City USD
Vista USD
Walnut Valley USD
West Contra Costa USD
Westside SD 66 (Nebraska)
Woodland Joint USD
Yucaipa-Calimesa Joint USD
*(Partial List) *Projects managed by Charles Heath while at a prior firm.*

Altadena Library District

Proposed Budget

Fiscal Year 2020/21

	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget	\$ Difference	% Difference
1 REVENUES				
2 Drawdown / (Addition) To Reserves	\$ 36,900	\$ 233,100	\$ 196,200	532%
3 Donations & Grants				
4 4705 · Altadena Library Foundation	10,000	10,000	-	0%
5 4710 · Friends of the Library	33,000	25,000	(8,000)	-24%
6 4730 · Undesignated	-	-	-	0%
7 4740 · CA Library Literacy Services	18,000	18,000	-	0%
8 Total Donations & Grants	61,000	53,000	(8,000)	-13%
9 Fines & Fees				
10 4305 · Fees	4,000	4,000	-	0%
11 4310 · MFM / Printer Revenue	5,500	8,000	2,500	45%
12 4340 · Passport Services Fees	120,000	90,000	(30,000)	-25%
13 4350 · Sales of Products	1,500	1,500	-	0%
14 Total Fines & Fees	131,000	103,500	(27,500)	-21%
15 Interest Income				
16 4220 · County Interest Allocation	21,000	21,000	-	0%
17 4210 · Savings	-	400	400	0%
18 Total Interest Income	21,000	21,400	400	2%
19 Other Revenues				
20 4915 · Film Rental Revenue	2,000	1,000	(1,000)	-50%
21 4930 · E-Rate Revenue	36,000	36,000	-	0%
22 4999 · Credit Card Rebates	10,000	10,000	-	0%
23 Total Other Revenues	48,000	47,000	(1,000)	-2%
24 Property Taxes & Assessments				
25 4010 · Current Secured	2,556,700	2,576,000	19,300	1%
26 4020 · Current Unsecured	86,900	86,900	-	0%
27 4030 · Prior-Year Secured	10,200	-	(10,200)	-100%
28 4040 · Prior-Year Unsecured	10,200	-	(10,200)	-100%
29 4050 · Homeowners Exemption	15,300	15,300	-	0%
30 4060 · Special Assessment	846,400	846,400	-	0%
31 4080 · Penalties, Interest & Costs	10,000	10,000	-	0%
32 Total Property Taxes & Assessments	3,535,700	3,534,600	(1,100)	0%
33 TOTAL REVENUES	3,833,600	3,992,600	159,000	4%
34 EXPENSES				
35 Personnel				
36 Salaries & Wages				
37 5010 · Salaried	374,300	433,000	58,700	16%
38 5020 · Hourly	1,416,200	1,448,000	31,800	2%
39 Total Salaries & Wages	1,790,500	1,881,000	90,500	5%

Altadena Library District

Proposed Budget

Fiscal Year 2020/21

	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget	\$ Difference	% Difference	
40	District-Paid Taxes / Benefits				
41	5120 · Payroll Taxes (ER)	153,300	153,000	(300)	0%
42	Insurance				
43	5220 · Health Insurance	138,000	138,000	-	0%
44	5221 · Health Insurance - Retirees	77,700	71,800	(5,900)	-8%
45	5230 · Dental Insurance	13,800	13,800	-	0%
46	5240 · Vision Insurance	4,100	4,100	-	0%
47	5260 · Life Insurance	1,400	1,500	100	7%
48	5270 · Workers' Compensation	31,300	31,300	-	0%
49	Total Insurance	266,300	260,500	(5,800)	-2%
50	CalPERS Retirement				
51	5210.01 · CalPers CLASSIC	25,000	24,700	(300)	-1%
52	5210.02 · CalPers PEPPRA	90,000	100,700	10,700	12%
53	5218 · PERS Unfunded	147,900	168,700	20,800	14%
54	Total CalPERS Retirement	262,900	294,100	31,200	12%
55	5222 · OPEB Contribution	60,000	60,000	-	0%
56	Total District-Paid Taxes / Benefits	742,500	767,600	25,100	3%
57	Total Personnel	2,533,000	2,648,600	115,600	5%
58	Operating Expenses				
59	Advertising & Marketing				
60	6618 · Recruitment	1,800	2,500	700	39%
61	6627 · Advertising / Marketing	7,000	7,000	-	0%
62	Total Advertising & Marketing	8,800	9,500	700	8%
63	Fees				
64	6745 · Banking & Service Fees	2,000	2,000	-	0%
65	6746 · Payroll Fees	10,200	10,200	-	0%
66	7530 · County Tax Collection Fees	33,700	33,700	-	0%
67	Total Fees	45,900	45,900	-	0%
68	Insurance				
69	6430 · Insurance-Gen, Prop, Liab, Eq	33,000	50,000	17,000	52%
70	6432 · Earthquake Insurance	30,400	30,400	-	0%
71	Total Insurance	63,400	80,400	17,000	27%
72	Staff Costs & Prof. Development				
73	6623 · Trustee Prof. Development	1,000	3,000	2,000	200%
74	6625 · Training & Education	15,000	15,000	-	0%
75	6626 · Staff Recognition	3,000	2,000	(1,000)	-33%
76	6710 · Meetings & Travel	9,000	10,000	1,000	11%
77	6730 · Mileage & Parking Reimbursement	2,000	2,000	-	0%
78	Total Staff Costs & Prof. Development	30,000	32,000	2,000	7%

Altadena Library District

Proposed Budget

Fiscal Year 2020/21

		FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget	\$ Difference	% Difference
79	Utilities				
80	6920 · Electricity	50,000	40,000	(10,000)	-20%
81	6930 · Natural Gas	5,000	4,000	(1,000)	-20%
82	6940 · Water & Sewage	8,000	8,000	-	0%
83	6950 · Refuse	7,000	7,000	-	0%
84	Total Utilities	70,000	59,000	(11,000)	-16%
85	Other Operating Expenses				
86	6620 · Membership Dues & Subscriptions	15,000	14,000	(1,000)	-7%
87	6740 · Postage & Delivery	8,000	7,000	(1,000)	-13%
88	6750 · Printing & Reproduction	5,000	5,000	-	0%
89	6755 · Small Equipment	7,000	7,000	-	0%
90	6765 · Janitorial Supplies	6,000	6,000	-	0%
91	6770 · Operating Supplies	15,000	15,000	-	0%
92	6775 · Technical Services Supplies	5,000	5,000	-	0%
93	6780 · Operating Software	1,500	1,500	-	0%
94	6960 · Cost of Sales of Products	200	200	-	0%
95	6970 · Equipment Lease & Rental	26,600	20,000	(6,600)	-25%
96	Total Other Operating Expenses	89,300	80,700	(8,600)	-10%
97	Total Operating Expenses	307,400	307,500	100	0%
98	Professional & Technical				
99	Professional Services				
100	7125 · Audit and Financial Consulting	61,200	60,000	(1,200)	-2%
101	7130 · Legal Fees	107,000	60,000	(47,000)	-44%
102	7140 · Architectural & Engineering	64,000	50,000	(14,000)	-22%
103	7145 · Collection Agency	1,900	-	(1,900)	-100%
104	7155 · Consultants - Other	88,000	100,000	12,000	14%
105	Total Professional Services	322,100	270,000	(52,100)	-16%
106	Information Technology (IT)				
107	7135 · Technology Consulting	3,500	7,000	3,500	100%
108	7170 · Telecommunications	9,500	10,000	500	5%
109	7175 · Internet Service / E-Rate	42,000	53,000	11,000	26%
110	7180 · Technology Equipment	11,700	15,000	3,300	28%
111	7185 · Technology Maintenance Fees	21,000	18,000	(3,000)	-14%
112	7190 · Website Development	1,500	500	(1,000)	-67%
113	Total Information Technology (IT)	89,200	103,500	14,300	16%
114	Total Professional & Technical	411,300	373,500	(37,800)	-9%
115	Library Materials				
116	6110 · Cataloging Expenses	22,000	22,000	-	0%
117	6115 · Electronic Databases & Subscrip	30,000	30,000	-	0%
118	6120 · Books	130,000	130,000	-	0%

Altadena Library District

Proposed Budget

Fiscal Year 2020/21

	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget	\$ Difference	% Difference
119	6125 · Audio CD	15,000	10,000	(5,000) -33%
120	6130 · DVD's & Videogames	35,000	45,000	10,000 29%
121	6135 · Processing of Materials	50,000	-	(50,000) -100%
122	6140 · Periodicals	20,000	15,000	(5,000) -25%
123	6150 · Downloadables	30,000	43,000	13,000 43%
124	6155 · Library of Things	5,000	2,000	(3,000) -60%
125	Total Library Materials	337,000	297,000	(40,000) -12%
126	Facilities, Grounds & Maintenance			
127	7205 · Maintenance Contracts	13,300	12,000	(1,300) -10%
128	7210 · Building Maint & Repairs	29,500	30,000	500 2%
129	7220 · Landscape	18,400	19,000	600 3%
130	Total Facilities, Grounds & Maintenance	61,200	61,000	(200) 0%
131	Programs			
132	6200 · Youth Services	12,700	11,000	(1,700) -13%
133	6210 · Teen Services	5,400	5,500	100 2%
134	6220 · Adult Services	28,900	25,000	(3,900) -13%
135	6230 · Bob Lucas Branch Services	5,700	4,500	(1,200) -21%
136	6240 · Literacy Services	7,000	5,000	(2,000) -29%
137	6250 · Volunteer Services	2,500	2,000	(500) -20%
138	6260 · Summer Reading	9,200	10,000	800 9%
139	Total Programs	71,400	63,000	(8,400) -12%
140	Election Expense & Misc.			
141	7510 · Miscellaneous Expense	-	-	- 0%
142	7540 · Trustee Election	-	70,000	70,000 0%
143	Total Election Expense & Misc.	-	70,000	70,000 0%
144	Capital Expenditures			
145	7310 · Equipment, Furniture & Fixtures	46,700	102,000	55,300 118%
146	7320 · Structures & Improvements	65,600	70,000	4,400 7%
147	Total Capital Expenditures	112,300	172,000	59,700 53%
148	TOTAL EXPENSES	\$ 3,833,600	\$ 3,992,600	\$ 159,000 4%
149	NET INCOME/(LOSS)	\$ -	\$ -	\$ - 0%
	Projected Beginning Cash 7/1		\$ 3,573,000	
	(Drawdown) / Addition To Reserves		(233,100)	
	Projected Ending Cash 6/30		\$ 3,339,900	

Altadena Library District Board of Trustees Election November 3, 2020 (3 seats)

The following is a brief summary of the election dates and major milestones that candidates should mark on their calendars. For more information, please reference the [LA County Registrar-Recorder/County Clerk's website](#), including the official [Calendar of Events](#) as well as the [Municipal Elections Candidate Guide](#).

July 13, 2020 | Filing Period Opens

Candidates may register to appear on the ballot and may submit a ballot statement (at their own expense) not to exceed the word limitation for inclusion with the sample ballot. The statement shall be filed no later than the last day to file nomination documents.

August 7, 2020, 5:00pm | Form 700, Ballot Statement, and Filing Deadline

Any candidate wishing to appear on the ballot must complete their filing by no later than 5:00pm on the last day of the nomination period, as well as the submission of a ballot statement (optional). Candidates for local nonpartisan elective offices must file a Form 700 no later than 5:00pm on the last day of the nomination period.

August 8 - August 17, 2020 | Public Examination Period

During this period, candidate statements, candidate names, and ballot designations shall be open to public examination. A fee may be charged to any person obtaining a copy of the material. Any person may challenge the aforementioned candidate information by filing a petition for writ of mandate no later than August 17.

August 13, 2020, 11:00am | Randomized Ballot Order Drawing

The Secretary of State shall hold a public drawing to determine the order of candidate names on the ballot by randomly drawing each letter of the alphabet (E.C. §13112).

September 24 - October 13, 2020 | Sample Ballots Mailed

An Official Sample Ballot Booklet shall be mailed to each voter in the jurisdiction during this period. If a candidate has paid to include a candidate statement, it will appear in the sample ballot.

October 5, 2020 | Vote by Mail Ballots Begin

First day the elections official delivers Vote By Mail ballots in compliance with EC 3001; exact delivery dates may vary (EC§3010 and 3206).

Tuesday, November 3, 2020, 7:00am - 8:00pm | Election Day

Voting is from 7:00 a.m. to 8:00 p.m. (E. C. §§ 1200 and 14212). Last day for Vote By Mail ballots to be received or turned in personally by the voter to the county elections official's office or at any Vote Center in the county. An authorized representative may return the voted ballot under specified conditions. (E. C. §§ 3017(a) and 3020) Any Vote By Mail ballot cast under this

division shall be timely cast if it is received by the voter's elections official via the United States Postal Service or a bona fide private mail delivery company no later than three days after election day in addition to the provisions set forth in E. C. 3020, Sections 1 and 2. (E. C. § 3020(b) Section 1 and 2).

Thursday, November 5, 2020 | Official Canvass

The canvass of election returns shall commence no later than the first Thursday following the election. (E. C. § 15301)

Thursday, December 3, 2020 | Completion of Official Canvass & Certification of Results

A certified statement of election results must be completed within 30 days of the election. (E. C. § 15372) NOTE: On November 27, 2020 the Registrar Recorder/County Clerk is tentatively scheduled to certify the election results. On December 1, 2020 the Board of Supervisors is tentatively scheduled to declare the election officially concluded.

Friday, December 4 | Taking of Office

Officers, elected or appointed, take office at noon on the first Friday in December following the election. (E.C. § 10554, Health and Safety Code § 32100.5, Public Resources Code § 5784.3 and Water Code 71253)

Monday, December 14, 2020, 5:00pm | First Board of Trustees Meeting

Candidates elected to the three seats will be formally recognized at the beginning of the meeting, and will participate in their first meeting as trustees.

MORE RESOURCES & ADDITIONAL INFORMATION

Candidate qualifications and requirements depend on election type. In California, candidates must be a registered voter and otherwise qualified to vote for the office at the time that nomination papers are issued to the person or at the time of the person's appointment. (Elections Code § 201)

For the Altadena Library District Board of Trustees, candidates must be resident within the district and registered voters at the time of filing.

The Candidate Handbook and Resource Guide provides information for the primary and general elections, such as candidate qualifications, filing procedures and calendar of events.

LA County Registrar-Recorder/County Clerk website for municipal elections:
www.lavote.net

The FPPC (Fair Political Practices Commission) online training opportunities to learn about campaign finance rules and processes:

- [Candidate Toolkit \(start here\)](#)
- [What you need to know about filing a Form 700](#)

- [What you need to know about campaign finance](#)
- [When and where to file campaign finance statements](#)
- [State Contribution Limits & Voluntary Expenditure Ceilings](#)
- [Campaign Forms](#)
- [Campaign Disclosure Manual for Candidates for Local Office](#)
- [Campaign Advertising Requirements & Restrictions](#)
- [Upcoming Webinars from FPCC for Candidates](#)



Altadena Libraries

BOARD OF TRUSTEES

Terry Andrues
Jason Capell
Katie Clark
Betsy Kahn
Gwendolyn McMullins

ADMINISTRATION

Nikki Winslow
District Director
Estella Terrazas
Public Services Director

MISSION

The Altadena Library District is dedicated to providing free and equal access to information, ideas, technology, and the joy of reading to educate and empower our diverse community.

MAIN LIBRARY

600 E. Mariposa Street
Altadena, CA 91001

BOB LUCAS BRANCH

2659 Lincoln Avenue
Altadena, CA 91001

Monday, May 18, 2020

Sheriff Alex Villaneuva
Los Angeles County Sheriff's Department
211 W. Temple St.
Los Angeles, CA 90012

Dear Sheriff Villaneuva,

As the trustees of an independent special library district in Altadena, we are the only local elected legislative body for the unincorporated community of Altadena. Representing one of the oldest independent special districts in the state of California, we and our staff are dedicated to providing outstanding services to our unique and vibrant community. We appreciate you considering our thoughts and concerns as described below; our goal is to advocate in the strongest possible terms for the continued safety and well-being of our entire community.

Like our neighbors across Altadena, we were shocked and appalled to learn of your initial plans to close the Altadena Sheriff's Station. Many others, including other elected representatives and our colleagues on the Altadena Town Council, have outlined the profound negative effects resulting from a closure, and we echo those sentiments. We remain deeply concerned by the plans to substantially and materially downgrade the presence there by merging administrative functions from the Altadena Station with those of Crescenta Valley.

You yourself agreed (in a response to a question during the town hall on 5/14/20) that not having local leadership, in the form of Capt. Jacobs, the operations lieutenant, and administrative staff present in Altadena is a "valid concern."

That is, in our opinion, a grave understatement. The leadership and membership of the Altadena Sheriff's Station is a vital component of our community here in Altadena, and partner agency with whom we work closely on a regular basis. We rely on the proximity and trust with our local leadership to ensure that we can provide safe service to our patrons. Nearly 600 patrons visit our Main Library and our Branch Library every day, totaling more than 14,600 visits every month. It is because of Altadena Sheriff's



Altadena Libraries

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2659 Lincoln Avenue
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presence at our large community events and around the library that we can confidently focus on what we do best. It is not only the presence of deputies but the engaged, active leadership present at the Altadena Station that ensures the ongoing cohesion and positive trajectory of this community. We - along with many other groups in Altadena, including our faith organizations - prize our close working relationship with the leadership of the Altadena Sheriff’s Station, and removing that administrative presence will represent a real and profound loss to the community.

Closing the station is entirely unacceptable, and equally unacceptable is eliminating the administrative and leadership presence at our station. While it's hard for the public, and other public agencies, to decipher the exact numbers, it appears as though the Sheriff's Department is facing a budget deficit of just over \$100M dollars. Your proposed cuts to the Altadena sheriff station only represent about 3.5% of that shortfall, but in reality, the impact to our community would be exponentially higher with the addition of your proposed cuts to parks and mountain rescue services. Surely we deserve a better explanation as to why you believe our community must carry such an outsized burden. The impact on Altadena is unwarranted and unfair, and we would strongly urge you to work collaboratively with the Board of Supervisors and the CEO in considering other options to resolve your budget issues. We hope you will prioritize the safety, wellbeing, community, and people of Altadena.

Sincerely,

The Altadena Library District Board of Trustees
Dr. Katie Clark, Board President & Trustee
Terry Andrues, Trustee
Jason Capell, Trustee
Betsy Kahn, Trustee
Gwendolyn McMullins, Trustee

CC: Congresswoman Judy Chu
 Supervisor Kathryn Barger
 State Senator Anthony Portantino
 Assemblymember Chris Holden
 Billy Malone, President, Altadena Town Council
 Capt. Marjory Jacobs, Altadena Sheriff’s Station