



AGENDA (AMENDED)

Regular Meeting Board of Library Trustees | Altadena Library District
Community Room – Main Library – June 22, 2020 – 5:00 p.m.

IMPORTANT NOTICE REGARDING JUNE 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://www.youtube.com/c/AltadenaLibrary>.

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. 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 Presentation from Mike Harary and Georg Krammar from Koff & Associates regarding the Classification & Compensation Study

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 May 18, 2020 (Pages #3-6)
- b. Departmental Monthly Reports – May 2020 (Pages #7-18)
- c. Curbside and Electronic Statistics during the closure (Page #24)

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 (Pages #19-20)
 - ii. Friends of the Altadena Library (Page #21)
- b. District Director's Report (Pages #22-25)
 - i. Library General Operations
- c. Financial Reports – April 2020 (Pages #26-39)
- d. Board of Trustees Standing Committee Reports
 - i. Budget Committee (Pages #40)
- 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. Public Funding Committee (Pages #41-71)
 - 1. Ballot Initiative Update
- f. Liaison Reports
- g. Trustee Reports

VII. Unfinished Business

VIII. New Business

- a. Classification & Compensation Reports and Recommendations (Action) (Pages #72-128)
- b. Resolution 2020-03 to ask Auditor/Controller of Los Angeles County to Prepare New tax roll for Account No. 57.12 (Action) (Page #129)
- c. Final Budget for Fiscal Year 20-21 (Action) (Pages #131-137)
- d. Review and File Gann Appropriation Limit FY 2020-2021 (Action) (Pages #138-139)
- e. Review and Approval of Updated Salary Schedule (Action) (Pages #140-141)
- f. Review and Approval of Earthquake Insurance Quote (Action) (Pages #142-145)
- g. Review and Approve the Amendment to the Clifford Moss Contract (Action) (Pages #146-147)
- h. Review and Approval of Special Council Services for CFD Formation (Action) (Pages #148-151)
- i. Resolution 2020-04 to Approve the Goals & Objectives of CFD (Action) (Pages #154-155)
- j. Resolution 2020-05 Intention to Form a CFD (Action) (Pages #164-169)
- k. Resolution 2020-06 Intention for Bonded Indebtedness (Action) (Pages #183-185)
- l. Appointment of Trustee to fill vacant seat (Action) (Pages #187-203)

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 – 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 : 4:11 pm

a. Roll Call

Trustee Andruess, Trustee Clark, Trustee Kahn, Trustee McMullins (Trustee Capell joined the Closed Session at 4:34 pm)

II. Closed Session

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 : returned 6:23 pm

a. Roll Call

Trustee Andrues, Trustee Capell, Trustee Clark Trustee Clark, Trustee McMullins

b. Approval/Reordering of Agenda Items

c. Adoption of Agenda

**Moved by Trustee McMullins to Adopt the Agenda
Second by Trustee Kahn**

Roll Call Vote:

Trustee Andrues: Aye

Trustee Capell: Aye

Trustee Clark: Aye

Trustee Kahn: Aye

Trustee McMullins: Aye

d. Public Comment on Non-Agenda Items

No 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)

Sara Mares of NBS and Mike Williams of Columbia Capital presented about potential municipal funding options and a potential timeline to move this process forward.

Sara explained the legal restrictions related to both Special Assessments and Community Facilities Districts (CFDs) and the benefits to each potential measure. The Trustees then asked questions about combining a capital project bond with a parcel tax initiative to see if this was a viable option and Sara confirmed that it was not only viable but recommended under a CFD. Sara then explained bonded district administration, or how the CFD would function in future if approved and implemented.

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

b. Departmental Monthly Reports – April 2020

- Presentation by Mylinh Hamlington, Children’s and Family Services Manager on the Summer Reading Program

Mylinh Hamlington, Children’s and Family Services Manager, presented on the Summer Reading Program, informing the Board how this will be mainly offered virtually for all ages, including a program for early literacy, school age, teen and adult patrons. Will be held June 6-August 1, 2020.

Moved by Trustee Andrues to approve the Consent Calendar.

Seconded by Trustee Kahn.

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
 - ii. Friends of the Altadena Library
- b. District Director's Report
 - i. Library General Operations – **Director Winslow reported**
- c. Financial Reports – March 2020 – **Nicole Fabry presented the March Financials**
- d. Board of Trustees Standing Committee Reports
 - i. Budget Committee – **Trustee Andrues reported. He and Trustee Clark let the Board know there will be another Budget Committee meeting in June to review the Proposed Budget and prepare for final approval at the June 22 Board Meeting.**
- e. Board of Trustees Ad Hoc Committee Reports
 - i. California Voting Rights Act Committee – **No report at this time.**
 - ii. District Director Evaluation Process – **No report at this time.**
 - 1. Director 6 Month Evaluation
 - iii. Facilities Committee- **Trustee Capell reported to the Board about the final ARG reports that were presented during this meeting as well and also about a project list produced by Facilities Manager Jonathan Arevalo. These projects are small in scope and something staff will work on completing in the next six months.**
 - 1. Proposed Project List
- f. Liaison Reports – **Trustee Kahn reported. She presented a letter signed by many of our elected officials written to Representative Nancy Pelosi and Senator Kevin McCarthy in support of IMLS funding to help sustain libraries and museums through these difficult times.**
 - i. Government Relations
- g. Trustee Reports

Trustee McMullins announced her retirement, effective June 1, 2020.
Trustee Kahn announced that she will not be seeking re-election for her seat.

VII. Unfinished Business

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

VIII. New Business

- a. Review of ARG Architectural and Review Study Reports (Information)
Director Winslow reported, outlining the process of the ARG Study and outcomes of the reports.
- b. Authorization for Director to hire an outside vendor for Political Consultation Work (Action)
Director Winslow reported, explaining the need to hire a Political Consulting Firm as the first step to a ballot initiative to gain funding for capital projects. She presented the three proposals received and recommended hiring Clifford Moss.
Moved by Trustee Capell to authorize the Director to hire Clifford Moss.
Seconded by Trustee Kahn.
Roll Call Vote:
 Trustee Andrues: Aye
 Trustee Capell: Aye
 Trustee Clark: Aye
 Trustee Kahn: Aye

Trustee McMullins: Aye

- c. Review of Proposed Budget FY20-21 (Information)
Business Manager Nicole Fabry reported.
- d. Review of Board Election Timeline (Information)
Trustee Clark reported and emphasized the need to publicize the election this year, including increased marketing strategies to make the community aware of the process.
- e. Letter of Support for Altadena Sheriff's Station (Action)
Trustee Clark reported. She gave a background on the proposed closure of the Altadena Sheriff's Office and explained how the letter was drafted. Trustee Andrues suggested an edit to the wording, which was changed in the letter. Moved by Trustee McMullins to approve the Letter of Support with the suggested changes.
Seconded by Trustee Andrues.
Roll Call Vote:
Trustee Andrues: Aye
Trustee Capell: Aye
Trustee Clark: Aye
Trustee Kahn: Aye
Trustee McMullins: Aye

IX. Announcements & Planning

- a. Correspondence
- b. Proposed Future Agenda Items
Final Report on the Classification and Compensation Study
Final Budget for FY20-21
Appointment to fill the Board Vacancy
Report from the newly formed Ad Hoc Public Funding Committee

X. Adjournment

- a. Adjourn Meeting
Moved by Trustee McMullins to Adjourn.
Seconded by Trustee Capell.
Meeting adjourned at 10:17 pm.



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

DEPARTMENT: Public Services Director
PREPARED BY: Estella Terrazas

MEETING DATE: June 22, 2020
LOCATION: Virtual

May 18th was a rainy day; however, spirits were shining as staff returned to working in the building. Although we only had about a third of the staff, it was very exciting to see so many friendly faces after three months away. I commend staff who immediately set about emptying the very full materials drop boxes, answering telephones, working on the collections and just getting acclimated to our new normal. That same day, Mylinh gave a wonderful presentation to the Board on Summer Reading. A lot of work was accomplished at that meeting, so a big thank you to our Board of Trustees who volunteer their time helping to shape the future of the library.

Staffing Update

- Debbie Gueringer tendered her resignation and caused many staff to feel sad, yet, happy that Debbie will have more time with her grandchildren. Having spent many lunch breaks with Debbie, I will miss her stories of her grandchildren. I am sure many of us will miss her laughter, quiet hard work, and I thank Debbie for her daily role in processing patron holds!
- Kylynn also left in May and I picked up a few of her daily duties such as receiving calls from her former extension and answering the hello@altadena email. The hello email receives a variety of types of emails, including performers and vendors marketing their services, in addition to questions directly related to ALD operations and services. I am glad I got to see Kylynn on her last day of employment and say farewell.
- I gave one employee evaluation in May.

Library Collections Highlights

- Usage of cloudLibrary was quite strong in May, the total number of checkouts being 5,721, while April's total came in at 4,709 checkouts. One patron checked out 45 titles! 226 people signed up for a cloud account in May.
- 66 people signed up for a hoopla account. 383 items circulated in hoopla, the most popular format being audiobooks and television shows coming in second.
- Staff trialed the Web based version of Value Line, finding it a much better product than the print version. Depending upon the approved 2020-21 fiscal year budget, we may acquire this for the collection.

Meeting Highlights

- The Mental Health Initiative committee reconvened in a virtual format. The MHI is an annual funding opportunity by the California State Library that enabled us to have five staff receive training on four different mental health and wellness topics. Due to the pandemic, the state library did not offer training in March and we did not come together as a committee during the closure. Looking at our goal of including programming on this topic, we met to brainstorm possible programs, and to consider whether we could develop a quality program for May or June. Utilizing some presenters already considered for Summer Reading we were able to create a program for June.

PUBLIC SERVICES DIRECTOR'S REPORT for May 2020, continued.

Training Highlights

- Along with Christopher and Jonathan, I attended two trainings from FEMA regarding applying for possible funding as related to COVID-19 needs and supplies for the library.

Library Services

- We started our curbside services enabling patrons to checkout library materials. During our first week of service, our phones rang continuously with people wanting to make appointments. During the first week of service, May 21st through the 30th, we had a total of 260 appointments, and, checked out 1,006 items to patrons! Staff are to be commended for working so hard to make this new service a success!



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

DEPARTMENT: Adult Services

MEETING DATE: 6/22/2020

PREPARED BY: Jesse Lopez

LOCATION: Community Room

May saw Adult Services adapting to the "new normal" of 2020 in a variety of ways. The biggest news is that staff began a staged return to the physical library building.

1. I continued a required weekly meeting with all Adult Services staff every Monday at 2pm on Zoom. This meeting has provided structure, routine, accountability and a better forum for 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. In June, we will move the meeting to 2pm Thursdays.
2. Each Friday, my staff were 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. This transitioned to only the WAH staff. We continue to be at 100% compliance.
3. Until the 18th, Staff continued to provide me with updates on the different professional development webinars they have been participating in. The variety continues to impress me.
4. Wild LA Author Charles Hood, who was a key player in Read-a-dena programming, worked with Chloe and I to produce a series of "Nature Notes." The final one was posted mid-May.
5. This month, AS worked hard on creating structure and content for our 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. We have selected and ordered books.
 - Dreamer- Compton Cowboys * 30 copies
 - Athlete- Body weight Strength Training Anatomy * 20 copies
 - Fixer- The Geometry of Hand Sewing * 20 copies
6. Upon return, a big task was re-scheduling desk shifts, as the staff were on a WAH mixed schedule. This became further complicated with the Curbside Pickup service being introduced at the end of the month. Curbside dominated the second half of May and the process is still being refined.
7. From now until Aug 1, Summer Reading is a focus and adding content to Beanstack is a major task of my Adult Program Team unit.



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

DEPARTMENT: Children's & Family Services

MEETING DATE: June 22, 2020

PREPARED BY: Mylinh Hamlington

LOCATION: Virtual Meeting

Programming Highlights:

- Towards the beginning of May, Chloe posted our last 14 non-SRP videos to the ALD YouTube page. Helen Cate's readings of D'Aulaires' Book of Greek Myths got the most views with one of the videos having 68 views this month. If we are still conducting virtual programming in September, I plan on asking her to record more stories from this book.
- I worked with multiple outside performers to schedule virtual performances that will be a part of our Summer Reading Program.
- Children's and Bob Lucas staff pre-recorded and planned programs that will take place this summer during Summer Reading.

Outreach

- Isabelle, Nikki, and I had a meeting with Samuel Estrada from LA County Parks and Rec to discuss a partnership over the summer. We are planning on sharing all of our marketing materials with him. If the parks summer camps are open this Summer, we encouraged him to use our programming as a way to supplement the Parks' own programming. Additionally, we are planning on visiting each Altadena parks camps and providing their campers with SRP kits as well as visiting each park location's take-and-go lunch times once this summer to provide SRP kits to those who attend on that day. I also offered to have our staff present a regular Zoom storytime to their ongoing program for preschool aged children. Once our SRP marketing materials are ready I will share those items and schedule these various programs and visits.

Collection Development

- Our Vox books have come in and the Tech department has done all of the processing for them! We will have them on the shelves soon and I am planning on having Chloe create a social media and website announcement for these new materials.
- I have continued to purchase items for Cloud Library and Amanda has also purchased additional Spanish language materials for Cloud Library.

Meetings

- We continue to hold our Children's Team meetings each Wednesday. They have been primarily focused on our progress on Summer Reading kits and programming as well as the new working conditions in the library building.
- Amanda formed a district wide EDI Team & scheduled their first meeting. Along with putting the team together, she gathered resources on mental health/self care and designed informational posters, putting all resources out for staff, attempted to begin a daily check in/system of support process for staff on mental health

Trainings

- The children's team has been busy prepping for Summer Reading this month, so outside of this month's Equity, Diversity, and Inclusion training we have not had as much time to complete trainings as previous months. The trainings that we completed in May are below:
- Helen:
 - Encouraging Early Literacy presented by Saroj Ghoting through Webjunction
 - Tactics for Time Management and Organizational Skills through Webjunction
 - Helen also graduated from San Jose University with her MLIS this month!
- Amanda:
 - All Work is Team Work through Cheryl Gould/InfoPeople (Paid for by CLA Developing Leaders grant)
 - Science of Well Being through Coursera/Yale
 - Librarians Being Open Minded through SJSU
 - Preventing and Treating Compassion Fatigue with Self Care through the State Library
 - Engaging in Constructive Conflict at Work through Cheryl Gould/ New Leaders Group
 - CLA Grant Peer Review Training through CLA/New Leaders Group
 - Disrupting White Supremacy Through BIPOC Solidarity through CALA Presented by Sofia Leung
- Mylinh:
 - Virtual Resource Fair presented by the National Summer Learning Association
 - The Covid-19 Slide and the Future of Summer Learning – Part II presented by the National Summer Learning Association

Summer Reading Program

- The Summer Reading team has been working up until the last minute getting everything prepped for the beginning of SRP on June 6th. The Children's team has prepped 450 SRP kits with books, craft supplies, and information about the program. Teens have 50 kits and adults have 70 kits prepared as well. For the first week from Saturday, June 6th to Saturday, June 13th, we are planning on having staff out in front of the library to



distribute kits for two hours each day to patrons who drive by. During that week and in the weeks following, patrons can call and request kits in the same manner that they request holds.

- Chloe and I have worked very hard on getting all of the marketing and supplementary materials created as well as finalizing the Beanstack challenges.
- The California State Library has partnered with Beanstack to provide the service to all California libraries free of charge. Because we had already renewed our contract with them earlier this year, Christopher is in contact with Beanstack to see how we can get a refund.
- I presented a short presentation on this year's Summer Reading Program to staff and held a short refresher training on Beanstack. Because the program is very simple and straight forward, I do not anticipate staff having difficulty with the process as in years past.



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

DEPARTMENT: Teen Services

MEETING DATE: June 22, 2020

PREPARED BY: Isabelle Briggs

LOCATION: Community Room

Highlights:

Most of May was dedicated to finalizing plans for the Teen Summer Reading Program. The department heads had several meetings to clarify details about the program structure and by the end of the month all programs were finalized.

Teens have the option to pick up a Summer Reading kit which includes the free book "Take the Mic: Fictional Stories of Everyday Resistance" edited by Bethany C. Morrow. This book is a compilation of short stories, poems, and cartoons about speaking out against injustice. The stories focus on "everyday resistance" in order to encourage readers to participate in social justice outside of organized protests and events.

Home activities for Teen SRP are broken into three tracks: Activist, Visionary, and Creator. The activities in each category are designed to inspire young adults to imagine new stories about their world, and to practice civic engagement while social distancing. Examples of activities are writing letters to local representatives, creative writing prompts, making positive window signs, research indigenous cultures, pre-registering to vote, and other reflective projects.

The librarian-led virtual programs for Summer Reading also focus on reflective engagement and social justice, as well as some purely fun things! On alternating weeks, there will be a "Take the Mic" Book Club and a Teen Writers Hour. Every other Saturday a "craftivism" activity will be shared on the @AltadenaTeens Instagram Live. There will be two Dungeons & Dragons events, to hopefully reignite our once robust teen D&D crowd. The final event for Summer Reading will be "Trivia for Teen Revolutionaries" which will feature trivia questions about important social justice and protest movements.

Hopefully these programs and activities will not only get teens involved with the library again, but will inspire them to take part in their democracy and make positive social changes in their community even during the pandemic.



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

DEPARTMENT: Technical Services

MEETING DATE: May 25, 2020

PREPARED BY: Carlene Chiu

LOCATION: Community Room

The beginning of the month was spent making preparations to open the building back to the staff. Technical Services staff contacted vendors to restart the shipment of orders that were placed before the closure. Twenty-five boxes needed to be opened and processed once we returned to the building. There were also 5 mail containers of magazines that needed to be processed and cataloged.

We also completed cleaning the magazine records. Magazine titles that we no longer subscribe to were removed from the catalog. Magazine issues from 2017-2018 were also removed from the catalog. We also identified the magazine titles that do not circulate and will evaluate them to see if we should continue to subscribe to those titles.

It was very exciting for us to see the curbside service start. Vicky had an opportunity to pull books for curbside pick-up. The Technical Services team expedited processing the contents of the shipments so that the items could be ready to be picked up by patrons. We prioritized items that had holds on them, newly released movies, and patron suggested purchases.

We received 75 Vox books which are "talking books" or audiobooks that do not require a device to listen to them. The 75 Vox books Mylinh ordered arrived at the end of May and the Technical Services team has completed processed and cataloging the Vox books. This is a new format that the library is going to carry.

Carlene received inventory training. Preparations are underway for us to conduct an inventory check at both locations.



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

DEPARTMENT: Bob Lucas Branch

MEETING DATE: June 22, 2020

PREPARED BY: Diana Wong

LOCATION: Online

After eight weeks of working from home, BL staff returned to the library this month reporting to the Main branch for their first shifts. The remainder of the first week was spent on settling back in the westside with general cleaning, sanitizing surfaces and finishing up tasks that were left uncompleted at the time of the closure. Overall, staff were happy to be back at the Bob Lucas branch and is comfortable working in the building with the distancing guidelines that have been put in place.

All hands were on deck for the launch of Curbside service, including BL staff, who were taking on shifts as “library concierges” to excited patrons calling in to check out materials. Back to back calls kept staff busy with checking the catalog, scheduling pick-up times, pulling materials and of course, reconnecting with our dear patrons. Materials from all collections, including BL were available to patrons. So, beginning from day one, BL staff were pulling materials transferring requests over daily after 5pm to meet the next-day pick-up windows.

BL staff spent most of this month completing their projects adding to the children’s wonderful line up of virtual summer reading offerings. Michelle created a video for kids to make an origami owl bookmark and Modesta created a video that teaches children how to transform cut-out paper circles into darling birds. Aaron designed an adventure themed virtual escape room with an educational twist that requires players to use online library resources to solve the questions. I created a short video introducing the subject of volcanoes and included a demonstration of the classic baking soda and vinegar volcano experiment. Then, I spent some time writing up craft instructions for the many art supplies that will be included in the SRP kit for those kiddos who were looking for low-tech or no-tech activities. Lastly, I came up with a lengthy list of trivia questions for one of the Friday interactive summer programs. Scheduled for July 3rd, my trivia will focus around American History, which I hope will be challenging enough for kids and their families.

Michelle will be continuing her monthly adult crafting program this summer and has spent the latter part of the month brainstorming and planning several nature inspired crafts and DIY natural household products. Look for the videos on our YouTube channel!

Literacy Updates

This month, I attended my fourth CLLS Conversation hosted by the California State Library. This meeting's topic revolved around re-opening strategies. Many programs discussed their library's offering curbside service and indicated that staff are returning to work. General consensus among the community was that there is not definite date as to when face-to-face tutoring sessions will resume, and programs are still working with virtual tutoring.

Modesta attended the first ESL Conversations hosted by California State Library on Friday, May 22nd. Over 160 participants attended the meeting and attendance was split between literacy coordinators, ESL volunteer teachers, ESL facilitators and volunteer tutors. The topic of the hour, was of course, the pandemic and how ESL programs are working around the closures. Similar to literacy programs across the state, many ESL classes and tutoring have taken an indefinite pause. Virtual tutoring and classes are being offered, but many learners and tutors express concerns about virtual tutoring relating to fear of technology and difficulty connecting to Zoom, as well as, difficulty finding time to meet virtually due to childcare issues.

The first SCLLN meeting was held this month on May 20th and Natalie Cole joined in to provide updates from the State Library. They are working on calculating awards for FY 2020-2021. Changes under consideration are increasing the baseline amount from \$18,000 to \$20,000 and having the match amount be \$15,000.



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

DEPARTMENT: Facilities
PREPARED BY: Jonathan Arevalo

MEETING DATE: June 22, 2020
LOCATION: Community Room

Facilities Highlights for the Month of May:

During the month of May, the Facilities Department continues to work on deferred maintenance projects and issues that were mentioned in our Facilities Assessment Report, ARG Report, and the normal day to day operations of the library. The projects are as follows:

The parking lot at the Main Library had maintenance done in the form of a slurry coat seal and new re-striping. This type of maintenance will be done every three years to extend the life of our parking lot.

The bathroom entrance doors in the Children's Library area were refinished and installed with new door hardware. This was a recommended deferred maintenance project that was mentioned in our 2018 Facilities Report.

Installed toilet seats with lids at the Main Library for Staff and Patron health safety due to COVID-19.

Due to COVID-19, gathered Personal Protective Equipment (PPE) supplies, cleaning both facilities, preparing book drops, and other safety measures in preparation for staff return and curbside pick-up for our patrons.

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



BOARD OF LIBRARY TRUSTEES

I.T. REPORT for May 2020

DEPARTMENT: Information Technology

MEETING DATE: June 22, 2020

PREPARED BY: Christopher Kellermeyer

LOCATION: Zoom Meeting

During the closure, I.T. continues to support staff initiatives, curbside pickup, and adjustments to our systems. Standard procedure continues to be exercised on systems and hardware according to maintenance, cleaning, testing, and updating schedules:

Working with other management staff to explore COVID grants via FEMA	Preparing for inventory to start around week of 6-8-20.
Grant work to assist with 10 GB upgrade	Minor hardware upgrades - workstations
Future Proofing (eRate, WiFi upgrade, CCTV)	Systems' Updates – workstations and servers
Training Videos - Inventory	Hoopla Integration with ILS

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 scheduled for June 16th.
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.



TRUSTEE REPORT

June 17, 2020

SUBMITTED BY: Bridget Brewster, *President*

As with any organization, we like to see progress. Sometimes we have to accept patience as a way to meaningful progress.

Our Board of Directors have, like all of you, faced enormous personal challenges during this time of covid and civil awakening. Balancing the challenges of parenting, professional adjustments, community concern, organizational responsibilities has been almost more than can be faced. Among us have been graduations, family deaths, reimagining professional environments, giving more time to care for extended family, all while finding ourselves in an historic moment of reckoning. And yet, each of us is finding a way to keep moving, keep working, keep laughing, keep crying and keep hoping.

Since our last Trustee Report in June, we have addressed:

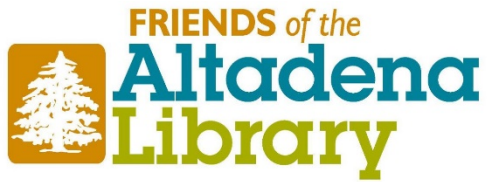
- Taste of 'Dena 2020
 - . . . we will create a virtual version of the event to include:
 - Online Silent Auction featuring our library and those who make it all happen, as well as support for our local vendors
 - Virtual Wine Pull
 - Brief program
- Document Review
 - we will complete Phase 1 of our work with Gail Meltzer
 - Core documents reviewed and changes made
 - Determine next steps (continue to Phase 2 – recruiting directors?)

A significant outcome of Phase 1, has been the realization that we have very little useful donor statistics and important information. Acknowledging this fact allows us to reassess where we are as a functioning organization. We now know, we are still at the beginning stages of being the vital presence in the community and for the library. This, in itself, is progress.

- Appreciation Dinner
 - . . . we will host a virtual Appreciation Dinner to honor past directors
 - Dinner will be delivered to homes
 - Virtual recognition via ZOOM
 - Those recognized: Cynthia Carmona, Laura Clarke, Cynthia Kumanchik, Yuni Fontaine, Terry Andruess, Gwen McMullins

Our July meeting will focus on the imminent Capital Campaign and our role in that process. Additionally, we will determine how revenue from Taste of 'Dena will be allocated.

Patience has never been my strength, but I am learning from others that if I can let go of my personal, stubborn intention of 'getting it done NOW', and trust in collective wisdom, the work accomplished will significantly more effective.



Friends of the Altadena Library end-of-year report.

In 2019, the Friends moved from holding one big annual book sale to holding *three* big sales each year. This was fortuitous timing as it meant we had already run two big sales before the lockdown began. Those sales, in addition to our Christmas Tree Lane sale, were hugely successful and are part of the reason we were able to donate \$28,000 to the Library for FY2020/2021. We owe big thanks to the regular 'Friends book sorters' and the many volunteers who helped at these sales. We also owe big thanks to the Library, especially Yuni LaFontaine, Jonathan Arevalo, and Nikki Winslow, for being so supportive and even letting us hold our February sale inside the Library due to rain!

The Friends also receive a lot of income from our Book Store and from sales of valuable books online. So we owe special thanks to the small cadre of volunteers who take care of this for us, especially Phyllis Paris and Kathy Mahaffy, who under normal circumstances are at the Library pretty much every day and are the first points of contact for nearly every donated book.

Over the past year, the Friends continued to support many Library programs, such as Parent Workshops, Literacy and ESL, the Connect newsletter, and Read a Dena. We also supported the Second Saturday and Summer Movie Night series, the new Chamber Music Concerts by the Mt Lowe Chamber Players, and the "Poetry and Cookies" program, which culminated in April with the publication of the 2020 Altadena Literary Anthology and a fantastic 2 hr virtual event.

In November, the Friends celebrated our 60th Anniversary with our first ever 'Book Pitch Party,' at which sixteen people 'pitched' their favorite book to a large audience. The genres and topics were wide ranging, from biographies to science fiction to children's books. We plan to hold a Virtual Book Pitch Party in July and look forward to another wonderful spread of stories!

The impact of COVID 19 has highlighted the importance of the Library in our community. The Altadena News website has provided important information and a sense of solidarity at a time when many have been faced with great challenges, while the Library's commitment to online resources, and now the curbside pickup service, has provided support to thousands of Library users. The Friends have made this year's Library donation very flexible in terms of what it may be used to fund, with emphasis on supporting social distancing measures such as laptops for use outside the Library or more Wi Fi hot spots that provide patrons with internet at home.

The Library, Friends, and Foundation have all committed to addressing racism in our community. At our Annual Meeting this month, author Tim DeRoche and former CA State Senator Gloria Romero spoke about school attendance zones and how they can have the effect of segregating schools. Videos of the presentation and Q&A, and of the entire meeting, are now available at www.altadenalibrary.org/friends. The Friends plan to support more speakers, panels, and community discussions in intersecting areas, from tackling racism to the state of public education to the growing poverty gap, in hopes these will help to spur change.

At that meeting we also elected our new Board Officers: Marne Brown as President, Joy Strayer as Vice President, Jannette Allen as Treasurer, and Sallie Cruise as Recording Secretary.

Sincerely,

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



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nikki Winslow

LOCATION: Virtual Zoom Meeting

Staffing Updates:

- a) Hires/Promotions: None
- b) Appointments: None
- c) Transfers: None
- d) Resignations:
 - Kylynn Chaney – Administrative Assistant – May 8, 2020
 - Deborah Gueringer – Library Clerk II – June 5, 2020

Deborah “Debbie” Gueringer is retiring from the District after over 15 years of dedicated service to the ALD. Debbie was instrumental in fulfilling patron holds for the last several years- if you have enjoyed an item you placed on request, you probably have Debbie to thank for it! Once she completed her daily “scavenger hunt” for items, she would personally call anyone that didn’t have a designated email address in their account to make sure they knew they could come pick up their holds. This is a demonstration of the dedication and love she had for her work. She was also a wonderful person to encounter at our service desks- always helping patrons with a smile, welcoming demeanor and fun sense of humor that had all of us laughing. We are truly going to miss her and wish her the best in her retirement.

Re-Opening the Library during this Pandemic:

Currently we are closed to the public until at least July 6 based on recommendations from LA County Public Health. The Management Team continues to meet every Monday morning and we have been focused on developing our **Guidelines for Reopening to the Public**. Initial plans are to open up the Community Room to offer limited browsing of collections, ability to place and pick up holds and public computer access. This would be done with required face masks, limited capacity of people in the room and social distancing guidelines. We are confident that we will have these guidelines finalized, shared with staff and ready for opening within the next week or so.

Human Resources Study:

We received the final reports from Koff & Associates in mid-May and shared the results with the staff at an All-Staff meeting on 5/29. I also emailed the staff the full reports for their review and to provide any feedback to me before we presented them to the Board at this meeting. As mentioned in the past, Mike and Georg from Koff were great to work with and I was so impressed with us adhering to the original timeline in spite of closing for the pandemic. Thank you to the Board for your support integrating the recommendations, both to classification changes and standard salary rates, as I know it will position ALD to recruit quality candidates and retain our talented staff well into the future.

YouTube:

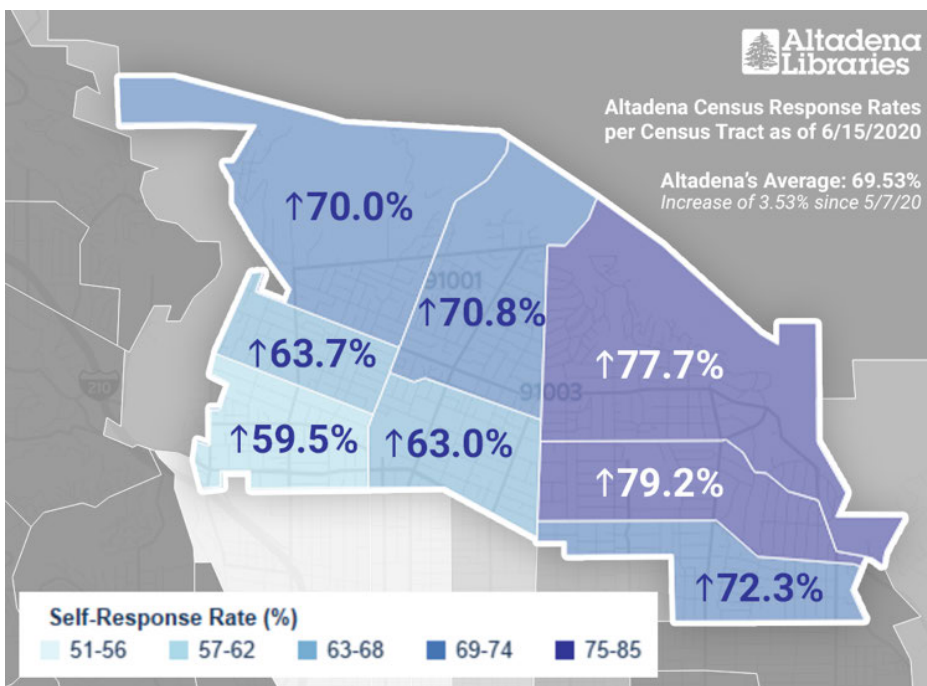
The Altadena Library YouTube page has transformed from an archive of old board meetings to a thriving digital resource that fosters fun, learning, and conversation. Since the closure in mid-March, we have posted **110 videos**, our subscriber count has grown **235%**, people have watched over **302 hours**-worth of our videos, and our channel has been seen by **over 56,800+ YouTube users**. Some highlights include the video series produced in partnership with Pasadena Literary Alliance. Two videos have been posted thus far featuring authors Les Klinger, Laurie King, David Morrell, Naomi Hirahara, and Gary Phillips; their combined view count already exceeds 500. Library staff are finalizing filming, editing, and scheduling other weekly videos for Summer Reading through early August. It has also become a useful tool for the Altadena Town Council, which uses our Zoom account for its YouTube Live Stream feature each month.



Census:

We continue to promote the census by presenting at meetings with updated maps specific to Altadena, sharing updates with stakeholders around the community, including printed bookmarks and reminders in the bag of every curbside pickup order, and occasional reminders on social media.

The average response rate of Altadena's census tracts is **69.53%**, which is currently ahead of the national response rate of **61.4%**. There is still work to be done. In May, Veronica Jones and Antonio Becerra



invited us to present at the Census Tract 4610 Town Hall meeting, and we provided copies of a census reminder flyer that was distributed with the physical invitations to their meeting.



Equity, Diversity and Inclusion:

Briefly before the District closure in March, an Equity, Diversity, and Inclusion (EDI) team of staff was formed to begin to guide the District’s EDI efforts both internally and in the community. Led by Amanda Toledo, Library Associate in the Children’s Department, the team of 6 staff members has started to form an action plan that will guide 1) the evaluation of current condition of policies and operations in an anti-discrimination lens and 2) the implementation of training and programming around EDI topics both for staff and the public. Currently, the team is narrowing down the priorities into a timeline that is achievable and sustainable to be presented to the Management Team for collaborative review and implementation into our Operating Plan.

In response to the recent Black Lives Matter protests around the country, the EDI team composed a message reflecting the District’s commitment to anti-racism and continually working toward equity: www.altadenalibrary.org/blacklivesmatter. The message includes lists of anti-racism resources available in our collection for all ages as well as a link to the statement released by the Friends of the Altadena Library and Altadena Library Foundation.

Electronic and Curbside Statistics:

Electronic Statistics:

With us being closed to the public from March 14 of this year, we cannot be tracking the usage statistics, such as circulation of physical collections, programming attendance, public computer usage and numbers of patrons visiting our sites. Being that our usage now is pretty much through digital collections and content, we wanted to share the totals of electronic usage. As you can see, CloudLibrary and Hoopla have been very welcome additions to our website and patrons have found them and love to use them!

Electronic Statistics from 3/13/20 to 6/15/2020										
Content	Hoopla	Over-drive	Cloudlibrary	Ebsco	Tumblebooks	AtoZ	Flipster	Brainfuse	Enki	Totals
Movies	435									435
Ebooks	258	441	16,857							17,556
Eaudio	219	532	3,870							4,621
Music	47									47
Emagazine							169			169
Database				204	204	17		294	0	719
									Total	23,547

Curbside Pickup:

Since the launch of curbside pickup at the Main Library, we have seen great response! In total as of June 13, we have fulfilled **566 appointments**, checking out **2,125 items**. While we had a brief drop in appointments during the protests and curfews in early June which limited our available appointment window in the afternoon, our daily appointments stay steady around an average of **30 appointments**.





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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

TITLE: Summary Report of Financial Statements for April 2020

April 2020 FINANCIAL STATEMENTS

The following financial reports are for the month of April 2020. The financial statements are unaudited. Currently we are at 83.3% 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 -\$362,297.45. ALD cash and cash equivalents are \$3,667,077.78.

Total cash with the County is \$3,380,063.79. The total amount required to satisfy District policy of six months' (50%) operating expenses held in reserves is \$1,950,850.

ALD total assets equal \$5,728,087.10.

REVENUE HIGHLIGHTS

In April 2020 the District was able to take in only \$7,655.18 in property tax income after closing on March 14, 2020 due to COVID-19.

EXPENDITURE HIGHLIGHTS

In April 2020 the District spent a total of \$35,443.14 on Capital Expenditures, which included electrical work, exterior ladder installation and HVAC upgrades at the Main location.

Also paid in April 2020 were progress billings for ARG and Koff & Associates, and final billing for Margaret Sullivan Studios.

PAYMENTS FROM SUPPORT ORGANIZATIONS

No payments to report.

Altadena Library District
Balance Sheet
As of April 30, 2020

Apr 30, 20

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

1001 · Pacific West - Checking	5,272.70
1002 · Pacific West - MMA	15,007.75
1021 · Chase General Acct...2951	233,953.16
1026 · Chase HY Svgs...6883	29,994.00
1041 · Chase HY Svgs...6875	936.38
1046 · PayPal	1,000.00

Total Cash in Banks 286,163.99

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	3,420,974.89
1013 · FMV - COLA Funds	(40,911.10)

Total Cash with County 3,380,063.79

Total Cash & Cash Equivalents 3,667,077.78

Total Checking/Savings 3,667,077.78

Other Current Assets**Property Tax Receivables (COLA)**

1400 · PT Receivable-Current Secured	368,206.50
1410 · PT Receivable-Current Unsecured	(1,531.09)
1421 · PT Receivable-Delinquent Unsec	(79.88)

Total Property Tax Receivables (COLA) 366,595.53

1430 · Parcel Assessment Receivable 128,107.09

Total Other Current Assets 494,702.62

Total Current Assets 4,161,780.40

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 April 30, 2020

Apr 30, 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	5,728,087.10
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	18,998.35
Total Accounts Payable	18,998.35
Credit Cards	
2010 · UMB Card Services...3219	44,500.96
Total Credit Cards	44,500.96
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 PEPR (EE Ded)	4,171.97
2100.07 · CalPers 457 (EE Contribution)	534.66
2100.08 · CalPers 457 (EE Loan Repayment)	120.41
2100.09 · Disability Insurance	(269.58)
Total 2100 · Payroll Payable	33,105.93
Total Other Current Liabilities	101,079.35
Total Current Liabilities	164,578.66
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	3,831,433.66
Equity	
3300 · Retained Earnings	1,093,201.80
Net Income	803,451.64
Total Equity	1,896,653.44
TOTAL LIABILITIES & EQUITY	5,728,087.10

Altadena Library District

Profit & Loss

06/16/20

April 2020

Accrual Basis

	Apr 20
Ordinary Income/Expense	
Income	
INTEREST INCOME & ADJUSTMENTS	
4210 · Interest Income	4.82
Total INTEREST INCOME & ADJUSTMENTS	4.82
OTHER REVENUE & ADJUSTMENT	
4910 · Miscellaneous Income	(0.02)
Total OTHER REVENUE & ADJUSTMENT	(0.02)
PROPERTY TAXES	
4030 · Prior-Year Secured	
4030.05 · Secured Tax Refunds	(1,440.49)
Total 4030 · Prior-Year Secured	(1,440.49)
4040 · Prior-Year Unsecured	
4040.00 · Prior Unsecured	0.23
Total 4040 · Prior-Year Unsecured	0.23
4070 · Supplemental Current	
4010.03 · SB 813 Supplemental	4,336.90
Total 4070 · Supplemental Current	4,336.90
4080 · Penalties, Interest & Costs-Ref	(0.25)
4220 · County Interest Allocation	4,758.79
Total PROPERTY TAXES	7,655.18
Total Income	7,659.98
Expense	
CAPITAL EXPENSE	
7320 · Structures & Improvements	35,443.14
Total CAPITAL EXPENSE	35,443.14
FACILITIES, GROUNDS & MAINT.	
7205 · Maintenance Contracts	1,169.62
7210 · Building Maint & Repairs	4,375.35
7220 · Landscape	60.26
Total FACILITIES, GROUNDS & MAINT.	5,605.23
LIBRARY MATERIALS	
6120 · Books	25,646.56
6135 · Processing of Materials	11,315.60
6140 · Periodicals	2,760.51
6150 · Downloadables	3,637.10
Total LIBRARY MATERIALS	43,359.77
OPERATING EXPENSES	
ADVERTISING & MARKETING	
6627 · Advertising / Marketing	2,224.83
Total ADVERTISING & MARKETING	2,224.83
FEES	
6746 · Payroll Fees	40.00
7530 · County Tax Collection Fees	5,712.85
Total FEES	5,752.85

Altadena Library District

Profit & Loss

April 2020

06/16/20

Accrual Basis

	Apr 20
STAFF COSTS & PROF. DEVELOPMENT	
6625 · Training & Education	(335.00)
Total STAFF COSTS & PROF. DEVELOPMENT	(335.00)
UTILITIES	
6920 · Electricity	2,365.69
6940 · Water & Sewage	390.41
Total UTILITIES	2,756.10
6740 · Postage & Delivery	3,587.66
6765 · Janitorial Supplies	23.85
6770 · Operating Supplies	36.49
6970 · Equipment Lease & Rental	2,198.45
Total OPERATING EXPENSES	16,245.23
PERSONNEL RELATED EXPENSES	
5000 · SALARIES & WAGES	
5010 · Salaried	32,599.66
5020 · Hourly	110,065.67
Total 5000 · SALARIES & WAGES	142,665.33
5100 · Employer-Portion Taxes/Benefits	
5120 · Payroll Taxes (ER)	11,300.97
5210 · PERS Retirement	
5210.01 · CalPers CLASSIC (ER Contr)	1,862.00
5210.02 · CalPers PEPRA (ER Contr)	7,976.43
Total 5210 · PERS Retirement	9,838.43
Total 5100 · Employer-Portion Taxes/Benefits	21,139.40
5200 · Insurance	
5220 · Health Insurance	10,840.91
5221 · Health Insurance - Retirees	5,481.03
5230 · Dental Insurance	4,374.49
5240 · Vision Insurance	407.22
5260 · Life Insurance	132.99
Total 5200 · Insurance	21,236.64
Total PERSONNEL RELATED EXPENSES	185,041.37
PROFESSIONAL & TECHNICAL	
INFORMATION TECHNOLOGY (IT)	
7170 · Telecommunications	717.00
7175 · Internet Service / E-Rate	10,596.63
7180 · Technology Equipment	390.96
7185 · Technology Maintenance Fees	198.04
Total INFORMATION TECHNOLOGY (IT)	11,902.63
PROFESSIONAL SERVICES	
7125 · Audit and Financial Consulting	971.30
7130 · Legal Fees	2,064.00
7140 · Architectural & Engineering	26,506.25
7155 · Consultants - Other	42,813.00
Total PROFESSIONAL SERVICES	72,354.55
Total PROFESSIONAL & TECHNICAL	84,257.18

Altadena Library District
Profit & Loss
April 2020

	Apr 20
PROGRAMS	
6220 · Adult Services	5.51
Total PROGRAMS	5.51
Total Expense	369,957.43
Net Ordinary Income	(362,297.45)
Net Income	<u>(362,297.45)</u>

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

	Jul '19 - Apr 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 · Interest Income	43.20	400.00	(356.80)	10.8%
Total INTEREST INCOME & ADJUSTMENTS	43.20	400.00	(356.80)	10.8%
OTHER REVENUE & ADJUSTMENT				
4910 · Miscellaneous Income	0.41			
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	5,000.41	84,900.00	(79,899.59)	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	(29,110.92)			
Total 4030 · Prior-Year Secured	(38,485.25)	10,200.00	(48,685.25)	(377.3)%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(6,056.28)	10,200.00	(16,256.28)	(59.4)%
Total 4040 · Prior-Year Unsecured	(6,056.28)	10,200.00	(16,256.28)	(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	17,522.67			
Total 4070 · Supplemental Current	17,522.67			

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

	Jul '19 - Apr 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	8,938.24	10,000.00	(1,061.76)	89.4%
4220 · County Interest Allocation	24,402.80	21,000.00	3,402.80	116.2%
Total PROPERTY TAXES	3,528,535.43	3,556,700.00	(28,164.57)	99.2%
Total Income	3,694,880.09	3,834,000.00	(139,119.91)	96.4%
Expense				
CAPITAL EXPENSE				
7310 · Equipment, Furniture & Fixtures	20,232.30	46,700.00	(26,467.70)	43.3%
7320 · Structures & Improvements	58,481.86	65,600.00	(7,118.14)	89.1%
Total CAPITAL EXPENSE	78,714.16	112,300.00	(33,585.84)	70.1%
FACILITIES, GROUNDS & MAINT.				
7205 · Maintenance Contracts	11,058.88	13,300.00	(2,241.12)	83.1%
7210 · Building Maint & Repairs	22,477.91	29,500.00	(7,022.09)	76.2%
7220 · Landscape	15,177.13	18,400.00	(3,222.87)	82.5%
Total FACILITIES, GROUNDS & MAINT.	48,713.92	61,200.00	(12,486.08)	79.6%
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	113,553.26	130,000.00	(16,446.74)	87.3%
6125 · Audio CD	1,498.42	15,000.00	(13,501.58)	10.0%
6130 · DVD's & Videogames	28,859.63	35,000.00	(6,140.37)	82.5%
6135 · Processing of Materials	41,192.30	50,000.00	(8,807.70)	82.4%
6140 · Periodicals	15,065.60	20,000.00	(4,934.40)	75.3%
6150 · Downloadables	13,916.52	30,000.00	(16,083.48)	46.4%
6155 · Library of Things	9.84	5,000.00	(4,990.16)	0.2%
Total LIBRARY MATERIALS	245,003.70	337,000.00	(91,996.30)	72.7%
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	4,678.68	7,000.00	(2,321.32)	66.8%
Total ADVERTISING & MARKETING	6,602.87	8,800.00	(2,197.13)	75.0%
FEES				
6745 · Banking & Service Fees	1,558.54	2,000.00	(441.46)	77.9%
6746 · Payroll Fees	7,150.00	10,200.00	(3,050.00)	70.1%
7530 · County Tax Collection Fees	38,986.24	33,700.00	5,286.24	115.7%
Total FEES	47,694.78	45,900.00	1,794.78	103.9%
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 April 2020

	Jul '19 - Apr 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	11,744.94	15,000.00	(3,255.06)	78.3%
6626 · Staff Recognition	2,594.80	3,000.00	(405.20)	86.5%
6710 · Meetings & Travel	10,229.40	9,000.00	1,229.40	113.7%
6730 · Mileage & Parking Reimbursement	1,748.94	2,000.00	(251.06)	87.4%
Total STAFF COSTS & PROF. DEVELOPMENT	26,558.08	30,000.00	(3,441.92)	88.5%
UTILITIES				
6920 · Electricity	29,535.94	50,000.00	(20,464.06)	59.1%
6930 · Natural Gas	2,342.79	5,000.00	(2,657.21)	46.9%
6940 · Water & Sewage	5,655.43	8,000.00	(2,344.57)	70.7%
6950 · Refuse	5,254.83	7,000.00	(1,745.17)	75.1%
Total UTILITIES	42,788.99	70,000.00	(27,211.01)	61.1%
6620 · Membership Dues & Subscriptions	13,753.27	13,000.00	753.27	105.8%
6740 · Postage & Delivery	8,007.10	8,000.00	7.10	100.1%
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	5,803.03	6,000.00	(196.97)	96.7%
6770 · Operating Supplies	11,689.21	15,000.00	(3,310.79)	77.9%
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	17,918.28	26,600.00	(8,681.72)	67.4%
Total OPERATING EXPENSES	254,961.89	305,400.00	(50,438.11)	83.5%
PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	286,772.33	374,300.00	(87,527.67)	76.6%
5020 · Hourly	1,150,191.73	1,416,200.00	(266,008.27)	81.2%
Total 5000 · SALARIES & WAGES	1,436,964.06	1,790,500.00	(353,535.94)	80.3%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)	119,783.19	153,300.00	(33,516.81)	78.1%
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	18,878.09	25,000.00	(6,121.91)	75.5%
5210.02 · CalPers PEPRA (ER Contr)	62,058.82	90,000.00	(27,941.18)	69.0%
5218 · PERS Unfunded	147,894.00	147,900.00	(6.00)	100.0%
Total 5210 · PERS Retirement	228,830.91	262,900.00	(34,069.09)	87.0%
5222 · OPEB Contribution		60,000.00	(60,000.00)	
Total 5100 · Employer-Portion Taxes/Benefits	348,614.10	476,200.00	(127,585.90)	73.2%
5200 · Insurance				
5220 · Health Insurance	99,560.32	138,000.00	(38,439.68)	72.1%
5221 · Health Insurance - Retirees	54,910.28	77,700.00	(22,789.72)	70.7%
5230 · Dental Insurance	12,322.79	13,800.00	(1,477.21)	89.3%
5240 · Vision Insurance	3,273.55	4,100.00	(826.45)	79.8%
5260 · Life Insurance	1,253.54	1,400.00	(146.46)	89.5%
5270 · Workers' Compensation	31,233.41	31,300.00	(66.59)	99.8%
Total 5200 · Insurance	202,553.89	266,300.00	(63,746.11)	76.1%
Total PERSONNEL RELATED EXPENSES	1,988,132.05	2,533,000.00	(544,867.95)	78.5%

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

	Jul '19 - Apr 20	Budget	\$ Over Budget	% of Budget
PROFESSIONAL & TECHNICAL				
INFORMATION TECHNOLOGY (IT)				
7135 · Technology Consulting	3,500.00	3,500.00		100.0%
7170 · Telecommunications	8,347.37	9,500.00	(1,152.63)	87.9%
7175 · Internet Service / E-Rate	20,934.84	42,000.00	(21,065.16)	49.8%
7180 · Technology Equipment	8,375.17	11,700.00	(3,324.83)	71.6%
7185 · Technology Maintenance Fees	17,979.95	21,000.00	(3,020.05)	85.6%
7190 · Website Development	361.45	1,500.00	(1,138.55)	24.1%
Total INFORMATION TECHNOLOGY (IT)	59,498.78	89,200.00	(29,701.22)	66.7%
PROFESSIONAL SERVICES				
7125 · Audit and Financial Consulting	26,781.01	61,200.00	(34,418.99)	43.8%
7130 · Legal Fees	49,151.64	107,000.00	(57,848.36)	45.9%
7140 · Architectural & Engineering	51,503.75	64,000.00	(12,496.25)	80.5%
7145 · Collection Agency	2,004.80	1,900.00	104.80	105.5%
7155 · Consultants - Other	57,790.51	88,000.00	(30,209.49)	65.7%
Total PROFESSIONAL SERVICES	187,231.71	322,100.00	(134,868.29)	58.1%
Total PROFESSIONAL & TECHNICAL	246,730.49	411,300.00	(164,569.51)	60.0%
PROGRAMS				
6200 · Youth Services	2,125.12	12,700.00	(10,574.88)	16.7%
6210 · Teen Services	1,028.75	5,400.00	(4,371.25)	19.1%
6220 · Adult Services	15,151.05	28,900.00	(13,748.95)	52.4%
6230 · Bob Lucas Branch Services	2,682.76	5,700.00	(3,017.24)	47.1%
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	28,612.03	71,400.00	(42,787.97)	40.1%
Total Expense	2,891,428.45	3,831,600.00	(940,171.55)	75.5%
Net Ordinary Income	803,451.64	2,400.00	801,051.64	33,477.2%
Net Income	803,451.64	2,400.00	801,051.64	33,477.2%

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

	Jul '19 - Apr 20	Jul '18 - Apr 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	3,268.55	27.90	0.9%
4310 · MFM / Printer Revenue	8,415.43	10,207.75	(1,792.32)	(17.6)%
4340 · Passport Services Fees	85,015.00	92,959.95	(7,944.95)	(8.6)%
4350 · Sales of Products	1,252.00	946.00	306.00	32.4%
4810 · Community Room Fees		580.00	(580.00)	(100.0)%
Total FINES & FEES	97,978.88	107,962.25	(9,983.37)	(9.3)%
INTEREST INCOME & ADJUSTMENTS				
4210 · Interest Income	43.20	166.77	(123.57)	(74.1)%
Total INTEREST INCOME & ADJUSTMENTS	43.20	166.77	(123.57)	(74.1)%
OTHER REVENUE & ADJUSTMENT				
4910 · Miscellaneous Income	0.41		0.41	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	5,000.41	11,200.55	(6,200.14)	(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	(29,110.92)	(33,166.64)	4,055.72	12.2%
Total 4030 · Prior-Year Secured	(38,485.25)	(40,019.78)	1,534.53	3.8%
4040 · Prior-Year Unsecured				
4040.00 · Prior Unsecured	(6,056.28)	(6,559.01)	502.73	7.7%
Total 4040 · Prior-Year Unsecured	(6,056.28)	(6,559.01)	502.73	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	17,522.67	18,523.35	(1,000.68)	(5.4)%
Total 4070 · Supplemental Current	17,522.67	18,523.35	(1,000.68)	(5.4)%

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

	Jul '19 - Apr 20	Jul '18 - Apr 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	8,938.24	8,866.83	71.41	0.8%
4220 · County Interest Allocation	24,402.80	24,329.58	73.22	0.3%
Total PROPERTY TAXES	3,528,535.43	3,362,478.67	166,056.76	4.9%
Total Income	3,694,880.09	3,517,877.64	177,002.45	5.0%
Expense				
CAPITAL EXPENSE				
7310 · Equipment, Furniture & Fixtures	20,232.30	26,642.68	(6,410.38)	(24.1)%
7320 · Structures & Improvements	58,481.86	19,851.00	38,630.86	194.6%
Total CAPITAL EXPENSE	78,714.16	46,493.68	32,220.48	69.3%
FACILITIES, GROUNDS & MAINT.				
7205 · Maintenance Contracts	11,058.88	9,394.30	1,664.58	17.7%
7210 · Building Maint & Repairs	22,477.91	19,010.64	3,467.27	18.2%
7220 · Landscape	15,177.13	16,043.97	(866.84)	(5.4)%
Total FACILITIES, GROUNDS & MAINT.	48,713.92	44,448.91	4,265.01	9.6%
LIBRARY MATERIALS				
6110 · Cataloging Expenses	10,375.21	18,454.55	(8,079.34)	(43.8)%
6115 · Electronic Databases & Subscrip	20,532.92	14,410.05	6,122.87	42.5%
6120 · Books	113,553.26	83,210.86	30,342.40	36.5%
6125 · Audio CD	1,498.42	7,537.69	(6,039.27)	(80.1)%
6130 · DVD's & Videogames	28,859.63	18,771.32	10,088.31	53.7%
6135 · Processing of Materials	41,192.30	28,827.33	12,364.97	42.9%
6140 · Periodicals	15,065.60	11,277.37	3,788.23	33.6%
6150 · Downloadables	13,916.52	14,068.75	(152.23)	(1.1)%
6155 · Library of Things	9.84	218.99	(209.15)	(95.5)%
Total LIBRARY MATERIALS	245,003.70	196,776.91	48,226.79	24.5%
MISCELLANEOUS EXPENSE				
7510 · Miscellaneous Expense	560.21	425.66	134.55	31.6%
7540 · Trustee Election		77,770.45	(77,770.45)	(100.0)%
Total MISCELLANEOUS EXPENSE	560.21	78,196.11	(77,635.90)	(99.3)%
OPERATING EXPENSES				
ADVERTISING & MARKETING				
6618 · Recruitment	1,924.19	404.25	1,519.94	376.0%
6627 · Advertising / Marketing	4,678.68	4,405.21	273.47	6.2%
Total ADVERTISING & MARKETING	6,602.87	4,809.46	1,793.41	37.3%
FEES				
6745 · Banking & Service Fees	1,558.54	1,712.96	(154.42)	(9.0)%
6746 · Payroll Fees	7,150.00	7,900.00	(750.00)	(9.5)%
7530 · County Tax Collection Fees	38,986.24	33,235.82	5,750.42	17.3%
Total FEES	47,694.78	42,848.78	4,846.00	11.3%
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 April 2020

	Jul '19 - Apr 20	Jul '18 - Apr 19	\$ Change	% Change
STAFF COSTS & PROF. DEVELOPMENT				
6623 · Trustee Prof. Development	240.00	1,188.33	(948.33)	(79.8)%
6625 · Training & Education	11,744.94	7,799.12	3,945.82	50.6%
6626 · Staff Recognition	2,594.80	3,237.10	(642.30)	(19.8)%
6710 · Meetings & Travel	10,229.40	6,561.21	3,668.19	55.9%
6730 · Mileage & Parking Reimbursement	1,748.94	747.04	1,001.90	134.1%
Total STAFF COSTS & PROF. DEVELOPMENT	26,558.08	19,532.80	7,025.28	36.0%
UTILITIES				
6920 · Electricity	29,535.94	26,340.24	3,195.70	12.1%
6930 · Natural Gas	2,342.79	2,343.25	(0.46)	
6940 · Water & Sewage	5,655.43	4,222.13	1,433.30	34.0%
6950 · Refuse	5,254.83	4,940.95	313.88	6.4%
Total UTILITIES	42,788.99	37,846.57	4,942.42	13.1%
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	8,007.10	6,899.83	1,107.27	16.1%
6750 · Printing & Reproduction	2,209.77	4,243.03	(2,033.26)	(47.9)%
6755 · Small Equipment	2,969.75	5,331.07	(2,361.32)	(44.3)%
6765 · Janitorial Supplies	5,803.03	6,733.48	(930.45)	(13.8)%
6770 · Operating Supplies	11,689.21	19,464.95	(7,775.74)	(40.0)%
6775 · Technical Services Supplies	3,866.26	3,866.26		100.0%
6780 · Operating Software	1,632.38	1,951.78	(319.40)	(16.4)%
6960 · Sales of Products	86.78	145.97	(59.19)	(40.6)%
6970 · Equipment Lease & Rental	17,918.28	19,158.67	(1,240.39)	(6.5)%
Total OPERATING EXPENSES	254,961.89	226,873.88	28,088.01	12.4%
PERSONNEL RELATED EXPENSES				
5000 · SALARIES & WAGES				
5010 · Salaried	286,772.33	324,612.37	(37,840.04)	(11.7)%
5020 · Hourly	1,150,191.73	1,052,501.83	97,689.90	9.3%
Total 5000 · SALARIES & WAGES	1,436,964.06	1,377,114.20	59,849.86	4.4%
5100 · Employer-Portion Taxes/Benefits				
5120 · Payroll Taxes (ER)	119,783.19	112,086.78	7,696.41	6.9%
5210 · PERS Retirement				
5210.01 · CalPers CLASSIC (ER Contr)	18,878.09	20,050.72	(1,172.63)	(5.9)%
5210.02 · CalPers PEPRA (ER Contr)	62,058.82	59,857.68	2,201.14	3.7%
5218 · PERS Unfunded	147,894.00	116,139.00	31,755.00	27.3%
Total 5210 · PERS Retirement	228,830.91	196,047.40	32,783.51	16.7%
Total 5100 · Employer-Portion Taxes/Benefits	348,614.10	308,134.18	40,479.92	13.1%
5200 · Insurance				
5220 · Health Insurance	99,560.32	101,080.44	(1,520.12)	(1.5)%
5221 · Health Insurance - Retirees	54,910.28	59,969.93	(5,059.65)	(8.4)%
5230 · Dental Insurance	12,322.79	10,871.31	1,451.48	13.4%
5240 · Vision Insurance	3,273.55	3,231.13	42.42	1.3%
5260 · Life Insurance	1,253.54	1,268.30	(14.76)	(1.2)%
5270 · Workers' Compensation	31,233.41	15,272.25	15,961.16	104.5%
Total 5200 · Insurance	202,553.89	191,693.36	10,860.53	5.7%
Total PERSONNEL RELATED EXPENSES	1,988,132.05	1,876,941.74	111,190.31	5.9%

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

	Jul '19 - Apr 20	Jul '18 - Apr 19	\$ Change	% Change
PROFESSIONAL & TECHNICAL				
INFORMATION TECHNOLOGY (IT)				
7135 · Technology Consulting	3,500.00		3,500.00	100.0%
7170 · Telecommunications	8,347.37	7,577.92	769.45	10.2%
7175 · Internet Service / E-Rate	20,934.84	20,335.89	598.95	3.0%
7180 · Technology Equipment	8,375.17	15,750.20	(7,375.03)	(46.8)%
7185 · Technology Maintenance Fees	17,979.95	15,182.96	2,796.99	18.4%
7190 · Website Development	361.45	851.96	(490.51)	(57.6)%
Total INFORMATION TECHNOLOGY (IT)	59,498.78	59,698.93	(200.15)	(0.3)%
PROFESSIONAL SERVICES				
7125 · Audit and Financial Consulting	26,781.01	50,765.78	(23,984.77)	(47.3)%
7130 · Legal Fees	49,151.64	281,360.42	(232,208.78)	(82.5)%
7131 · Legal Settlement		111,800.00	(111,800.00)	(100.0)%
7140 · Architectural & Engineering	51,503.75		51,503.75	100.0%
7145 · Collection Agency	2,004.80	2,461.25	(456.45)	(18.6)%
7155 · Consultants - Other	57,790.51	29,713.53	28,076.98	94.5%
Total PROFESSIONAL SERVICES	187,231.71	476,100.98	(288,869.27)	(60.7)%
Total PROFESSIONAL & TECHNICAL	246,730.49	535,799.91	(289,069.42)	(54.0)%
PROGRAMS				
6200 · Youth Services	2,125.12	8,016.81	(5,891.69)	(73.5)%
6210 · Teen Services	1,028.75	2,559.77	(1,531.02)	(59.8)%
6220 · Adult Services	15,151.05	18,044.17	(2,893.12)	(16.0)%
6230 · Bob Lucas Branch Services	2,682.76	3,881.36	(1,198.60)	(30.9)%
6240 · Literacy Services	2,494.76	2,040.49	454.27	22.3%
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	28,612.03	34,568.59	(5,956.56)	(17.2)%
Total Expense	2,891,428.45	3,040,099.73	(148,671.28)	(4.9)%
Net Ordinary Income	803,451.64	477,777.91	325,673.73	68.2%
Net Income	803,451.64	477,777.91	325,673.73	68.2%

Budget Committee Report 6/2/20

The Board of Trustees Budget committee (Terry Andruess, Katie Clark) convened at 3:00 pm on 6/2/20 to review changes in the proposed 2020/21 budget based on Board feedback from its 5/18/20 meeting. Nicole Fabry and Nikki Winslow presented the alterations to the budget.

The budget remained largely unchanged from the previous version. One major change is a decrease in the recommended drawdown from the reserve account to supplement revenue. This amount falls from \$233K to \$199.6K, a decrease of nearly \$34,000. This reduces total revenue from \$3.993 million to \$3.959 million, but it preserves more in our reserve fund.

The decrease in revenue will be offset by a \$52K cut in the **Equipment, Furniture and Fixtures** budget (7310). A DVD lending library had been included as an expense in this line. We will now pursue grant opportunities to secure that equipment. There were also increases in **Workers' Comp insurance** (5270) and **Earthquake Insurance** (6432) that will be covered by the reduction in line 7310.

Our Workers' Comp Insurance bill from SDRMA was especially high this year because of multiple high claims in 2016-18 (not including the settlement with the former Director). We were advised by SDRMA risk management to take full advantage of discount "credits" that are applied when Board and staff members attend on-line education programs. This topic will be presented in more detail at the next monthly Board meeting.

The increase in Workers' Comp. Ins. Expense is the only substantial change in the personnel expense. However, our recently completed wage study is projected add \$75K to the **Salaries and Wages** line next year. The Salaries and Wages line did not change because we expect that any increases can be covered by a combination of budgeted amounts, scheduling, and staff reclassification. The proposed salary adjustments will be a separate agenda item for the Board.

Like the budget version presented at the 5/18/20 meeting, this version **balances revenue and expense**, but at a slightly lower (< 1%) amount. The committee recommends this version for approval by the Board and has asked for some minor changes in the financial reporting to show the monthly status of our reserves fund.

The meeting adjourned at 3:32 pm.

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

I. Formation & Scope of Work

The Public Funding Committee is an ad-hoc committee tasked with overseeing, researching, and advising the full Board on both the feasibility of, and recommended actions related to, the public financing of ALD expenses, including potential bond measures, the renewal or modification of the Measure A parcel tax, and any other public funding efforts the District might undertake on its own or in conjunction with support or community groups. Formed at the May regular meeting of the Board, it shall remain in existence until the end of the calendar year (December 31, 2020).

II. Participants

In addition to the two Trustees named to the Committee, meetings have included the following ALD staff and outside experts:

- Public Engagement Consultants: *Clifford Moss*
Bonnie Moss & Laura Crotty
- Polling: *EMC*:
Emily Goodman, Andie Morhous, Megan Sympton, Aaron Kelley, and staff
- Rates and Method of Apportionment: *NBS*:
Sara Mares & Nick Dayhoff
- Bond Issuance: *Columbia Capital*
Mike Williams, Shannon Harris, and Jim Prichard
- Legal: *BB&K*
Nora O'Brien & Jim Priest
- ALD Staff
Nikki Winslow & Nicole Fabry

A meeting on June 10th also included representatives from both support groups, namely:

- Altadena Library Foundation
Bridget Brewster
- Friends of the Altadena Library
Marne Brown, Joy Strayer, and Claire Newman

III. Meetings

A number of meetings over Zoom with the above participants have occurred in the past several weeks, including:

- May 21
- May 27
- June 2
- June 5
- June 10 (included representatives from the Friends & Foundation)
- June 15
- June 17
- June 18

ALD Board of Trustees
Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

IV. Issues

I'm going to apologize to you right out of the gate for such a long report. I'm sorry! But this is a complex process, with many decision points and a variety of moving parts. My hope is that we can have a substantive discussion on Monday, and that I can give you as much advance information as possible in these pages, so that you feel really looped in and prepared.

(Also a disclaimer: I am not a lawyer and I am not an expert on all this (I'm learning!), so please forgive any errors or incorrect terminology in here. I've asked our consultants to take a quick look and make sure I'm not misrepresenting anything, but any errors are entirely my doing.)

I think I can speak for both everyone involved on the ALD side when I say that the learning curve has been steep for all of us, but that the advice we have received from our various experts has been invaluable. We have extremely high confidence in the team assembled, and have been pleased with the quality of their recommendations and their consistent efforts to help us make the most educated possible decisions.

In this section of the report, I will break down all the issues that are at hand, rather than marching through a chronological account of what happened. Hopefully this will serve as a more useful summary of our work - presenting issues in the order in which it makes the most sense to consider them. The goal is to set out the issues, examine the pros and cons, and establish the reasoning by which the committee, alongside staff and the advice of various experts, came to its conclusions. At the end of each subsection, we will summarize the committee's recommendation to the Board. A full set of recommendations will appear at the end of the report.

A. Formation of a Community Facilities District

Recommendation: That the Board approve the formation of a Communities Facilities District that has the goal of raising capital to fund the above building projects, as outlined in the three resolutions presented to us in the packet today.

As you know, the District has undertaken an extensive survey of its facilities needs and has undergone a comprehensive effort to assess and reimagine our Library facilities in light of our community's needs and wants. (I'll be referencing some of the ARG reports, which are [available online here](#) beginning on p. 49.)

The estimates from ARG as presented this spring make it very clear that, at minimum, the District is going to need far in excess of our current reserve funds to make the required repairs and updates at the Bob Lucas Library along with the ADA accessibility measures and deferred maintenance projects at the Main Library. ARG very helpfully prepared 4 budgets, from priority 1 (absolutely required) to priority 3 (would enhance services and experiences) as well as optional projects suggested by the community, for the Main Library costs. This breaks down as follows:

- Bob Lucas Branch Library - \$1.97M (see p. 30 of the BLMB Master Plan)
- Main Priority 1 Projects - \$8.32M (see pp. 46-47 of the Main Master Plan)
- Main Priority 1 & 2 Projects - \$8.32 + \$3.86M > \$12.18M (*ibid.*)
- Main Priority 1, 2, & 3 Projects - \$8.32 + \$3.86 + \$3.4M > \$15.58M (*ibid.*)
- Main Priority 1-3 & Optional Projects - \$8.32 + \$3.86 + \$3.4 + \$4.95M > \$20.53M (*ibid.*)

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

Note: In all of our budget discussions going forward, the Bob Lucas costs are included at their full amount in every scenario rather than breaking them into priority levels, since it makes no sense to do only part of those projects given (a) the lack of consistent investment in the branch library over the preceding decades, (b) the small footprint of the structure, and (c) the huge return on investment these improvements would represent.

To address the significant needs of our libraries, the most realistic option is a local ballot measure. The type we need requires two-thirds of registered voters to support it in an election. To get to that stage, the board must approve the formation of a CFD, followed by a bond measure to be approved by voters. If approved, ALD would sell bonds to fund the capital improvements needed (along with the costs of issuing the debt). The local taxpayers would pay the debt service on the outstanding bonds annually (including principal, interest, administrative costs, etc.) on their property tax bills over a 30 year period, after which the bonds sold to investors would be fully repaid.

B. Feasibility for November 3, 2020 Ballot

Recommendation: *That the Board make every effort to preserve November 2020 as an option to go to voters, if it proves feasible, including (a) passing the CFD resolutions today, (b) planning for the requisite resolutions, ballot measure language, and all filing preparations to be approved at the July 27th regular meeting, and (c) scheduling the required public hearings on the CFD resolutions for July 27.*

There are several options for gaining approval from voters once a CFD has been formed. Typically, measures are presented to voters alongside other large elections on a regular voting cycle; obviously, we find ourselves quickly approaching a major presidential election in November.

In order to appear on the November ballot, the Board would need to finalize all elements of the measure before the filing deadline of August 7, 2020. As you will recall, there has been a robust discussion about the feasibility of going forward on the November ballot, and our goal is to preserve that as a possibility should it indeed prove feasible.

To assess feasibility, the committee, along with staff, has been working closely with NBS, Clifford Moss, EMC Polling, and Columbia Capital to provide options to the Board by no later than mid-July so that, at our meeting in late July, we would be able to make a final determination in advance of the August 7 deadline for including the measure on the November ballot.

There are a number of pros and cons around proceeding to place a measure on the ballot at the November election; let's walk through them:

PRO: As a presidential election year, the November ballot will have the highest level of participation before 2024, yielding an inherently more democratic result.

PRO: A special mail-in ballot, which normally has a lower percentage of voter participation, has historically been more favorable to issues like these. However, recent evidence from smaller elections in similar jurisdictions to ours suggests that this may no longer be the case. Regardless, a special election inherently carries more risk, as it amplifies the impact of both positive and negative sentiment surrounding a measure.

PRO: The earlier we can ensure potential funding to meet our critical needs, the less expensive they will be.

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

CON: It is a very quick march to ensure an informed electorate before November, even in good times.

CON: It is impossible to predict the impact that coronavirus and other events will have on voter confidence and willingness to support a bond issue measure like ours; it's an inherently uncertain operation (but ultimately this is probably true for any election in the next three years).

CON: The impact of coronavirus means that in-person informing and educating may be less (or not) available, making fully informing and educating our community more difficult.

PRO: We will be able to undertake construction in a soft labor market when construction bids for public projects may be lower, saving the taxpayers money and putting people to work locally.

PRO: Even though the bond market was doing poorly in March due to COVID, interest rates on bonds such as ours, secured against primarily residential, single-family homes, are likely to be highly-rated and attractive to investors for the next nine months. That may change in the future.

PRO: We will not have to delay our ADA fixes any longer, removing the potential liability that inaccessible buildings bring to the District.

PRO: The cost of administering an election will be less in either a presidential or a midterm year, because the cost is spread across more jurisdictions, and because the District is already paying to appear on the ballot for the Trustee elections. It is difficult to project the exact cost of a special election, but for reference, the most recent Trustee election cost the District ~\$88,000.

This is by no means an exhaustive list, but the committee, after extensive discussion with our experts, has agreed that if it is indeed feasible (*see later section, on polling*), the many advantages of appearing on the November ballot make it wise to pursue.

For all these reasons, and regardless of feasibility in November, it makes sense to keep all options on the table for as long as we can, until we have the information we need to make a decision one way or the other.

The good news is that even if November should prove not feasible, and we need to think more strategically about how to go to voters, none of the initial money spent will have been wasted, and all the data and information and discussion will be utilized in a future effort.

C. Impact on the Parcel Tax/Measure A Funding

Recommendation: (Presuming that the measure proves viable either in November or some time before 2024) that the board allow the parcel tax to expire in 2024 and combine service and capital costs into one special tax instead.

Certainly a major consideration with the discussion regarding a measure has been the looming expiry of the Measure A funding in 2024. Originally set up with a 10-year limit, the parcel tax would need to be either renewed, or that funding replaced from another source, if ALD is to continue operating at its current level.

It seems more thoughtful and cost-effective to ask voters to support a measure that combines a major capital project and services than it does to pass a measure only for capital improvements and then, four years later, to

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

ask for a renewal of the parcel tax. Furthermore, ten year projections from our accountants have showed us that at its current rate, the parcel tax will be insufficient to meet our budgetary needs by 2024. Even if it were renewed, it would need to be at a higher rate. Estimates have shown that 125% of the current rate would keep the District in a viable fiscal position to continue funding services, fund cash reserves (which we currently are not really able to do), and maintain our 6-8 month reserve.

To that end, the best course of action would appear to be to proceed with a single measure incorporating BOTH capital and service funding. If it passes in November, there would be a 4-year overlap with the parcel tax funding. The service component of the new special tax would not begin until after the expiration of the existing parcel tax, so no duplication would occur. After the expiry of the parcel tax, it would sunset and we would fund services with a combination of our regular property tax revenue combined with CFD measure funds.

In working on the special tax rates, NBS has projected and combined two costs:

1. The annual amount needed to pay the debt service on the bonds; and
2. The annual amount needed to fund services at 125% of the current parcel tax rate.

D. Rate & Method of Apportionment: 4 Budgets (Rate) + 3 Scenarios (Method)

Recommendation: That the Board approve a rate at the highest level to allow for adjustment downward based on the results of polling; and that the method of apportionment be based on square footage.

How do we figure out how much voters actually will pay? This is a question that NBS has very helpfully answered for us, and extensive details can be found in their memo on the following pages.

One of the quirks of a measure like this is that, even though voters are paying for debt service on the bonds alongside services for 30 years (and perhaps indefinitely on services; *see section on transitional vs traditional CFD*), the decisions about structure - what's called "rate and method of apportionment" or RMA - have to be made now. Once made, and laid out as part of our filing for a ballot, they can not be changed.

Another fun fact about RMA structure is that although the rate (how much money you need) as well as the method of apportionment (how you're going to get it) has to be decided at the outset, in those resolutions you're going to be considering today, the rate can always be lowered until that ballot measure is approved and filed with the County. The rationale here is that voters are approving a tax to be levied *up to a certain amount*. (Not that too many of our taxes ever go down, but it's a nice thought.)

In the NBS memo, you'll see 4 budget options laid out on pp. 2-4. Those budget options represent the various levels of funding for the Main Library combined with the costs for Bob Lucas & annual services (to replace the parcel tax). You'll also see annual costs for each budget option that factor in the associated costs of bond debt service over 30 years, including administrative expenses.

Because you can always go down but never go up, we are setting up the documentation today and, until we have more information from our polling consultants, at the highest possible rate; namely, what NBS is calling Bond Option #4, which is a \$22.5M budget (including Priorities 1-3 + Optional for Main; the full budget for Bob Lucas; and \$1.135M for annual services).

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

That “ceiling” represents the greatest amount we would ever take to voters; it may not be what we ultimately put forward on a ballot, if our polling tells us that, for example, Budget Option 2 or 3 has a higher likelihood of passing the required $\frac{2}{3}$ threshold.

(So! Still with me? Hang in there! This is definitely the worst part, and it’s downhill from here, I promise.)

That covers **rate** - basically, how much money do we need? The other part of this is **method of apportionment** - how do we get it, i.e., how do we apply the special tax to the various property owners in the District?

The parcel tax we have now has a very simple method of apportionment: it is a flat rate levied on every parcel in the District, at varying amounts. Single family housing parcels pay the full rate (\$57), while multifamily housing (apartment) properties pay less. Commercial properties pay double, or almost triple, depending on their total square footage.

Property Type	Tax Rate	Per	Rate Ratio
Single Family Residential Property	\$57.26	Parcel	1.000
Apartment Property	39.25	Unit	0.685
Commercial Property < 10,000 Square Feet	116.12	Parcel	2.028
Commercial Property > 10,000 Square Feet	157.01	Parcel	2.742

NBS worked up three different methods of apportionment for us, which you can find starting on p. 9 of their memo. Let’s walk through them:

- **Scenario 1:** exactly like the parcel tax we have right now, at all four potential budget option levels;
- **Scenario 2:** exactly like the parcel tax but leaves out undeveloped property, because apparently the nice people who sell bonds prefer not to bond against undeveloped property. Also, there’s the very reasonable argument that if a piece of property is undeveloped, nobody there is using or might potentially use the Library anyway; and
- **Scenario 3:** also leaves out undeveloped property (like Scenario 2), but instead of assessing the tax based on what kind of property you are - basically, a flat deal where all single family homes are the same - it apportions the special tax based on building square footage. This means that taxpayers pay a certain rate - e.g. from \$0.0712 at the lowest end up to \$0.0978 per square foot at the highest end.

Scenario 1 is basically off the table right away, since including undeveloped property is a downer for underwriters. That means a choice between Scenarios 2 and 3 (a per parcel or a per square foot rate).

Our discussion, as a committee, centered around the concept of equity - that it is more equitable to assess rates based on square footage, since the difference between a single family home that has 900 square feet and one that has 3000 is substantial. The distribution of single family homes is as follows:

- Less than 1000 sq ft: 1,206 parcels
- Between 1000-3000 sq ft: 10,200 parcels
- More than 3000 sq ft: 805 parcels

ALD Board of Trustees
Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

E. Escalating Debt vs. Level Debt

Recommendation: That the Board approve an escalating debt model, rather than a level debt service model like the current parcel tax.

NBS also included a bonus option, which you can find on p. 15 of their memo, for “level debt service.” This basically means that instead of assuming, at most, a 2% increase year over year (like we have with the parcel tax), you work what that would be over time and then have everybody pay the same rate. In an increasing model (“escalating debt service”, taxpayers pay the least in year 1 and that gradually increases 2%/year until year 30. In a level debt service model, the tax bill in year 1 and year 30 are the same.

Some pros and cons here to consider of **escalating debt service**:

PRO: Most people would rather pay less now and more later. Maybe you won’t own a home in the District 30 years from now, or maybe the economy will improve substantially, etc; for many reasons, paying a lower rate now is more attractive.

CON: Level debt service has a lower interest cost, and so would cost the District less over the 30-year period.

PRO: Level debt service combines the worst of both worlds - a higher initial rate levied in a bad economic climate. Much better to have a lower rate now, and let it escalate as (hopefully) the economy recovers over time.

CON: “Escalating debt service” or a tax that goes up every year just *sounds bad* (even though that’s how they’re almost all structured, including the current parcel tax).

F. Transitional vs. Traditional CFD: What Happens in 2051?

Recommendation: That the Board approve a transitional CFD.

Okay! So let’s imagine that we have the bond measure and services wrapped together, and it goes on for 30 years. What happens in year 31?

If we set up a **traditional CFD**, after 30 years, everything goes away because the debt is paid off and that’s the end. Goodbye. The ~\$1.1 million in services funding goes away too. A future Board would have to figure out some way to replace that revenue, either with a new parcel tax or some other measure.

BUT! This is where we have a potentially very cool option. If we decide (now, and unfortunately we do have to decide now) to set up a **transitional CFD**, then in year 31, the debt service component goes away and the District can levy up to the full amount for just the service component.

So what does that mean? Let’s imagine that means a taxpayer in the District has a single-family home in the 1000-3000sq ft range, and they’re used to paying ~\$155/year for the library, with some proportion of that going to pay bond debt service (~\$85) and some proportion going to fund services (~\$70). From 2020-2050, that’s how it goes, with a 2% escalation built in every year to account for inflation.

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

In 2051, since the bond debt service is paid off, a future Board can levy up to the full \$155 for just services. They won't ever be able to levy more than the total amount approved, but they can adjust downward the amount they do levy annually based on need.

It is a tremendously flexible fiscal structure that guarantees a revenue stream with proper cost controls, to remain in place until voters decide otherwise. That is to say, under a transitional CFD, the setup persists functionally in perpetuity - basically until voters decide to change it, which is a whole separate process. We would, of course, detail exactly what that process looks like and include it in the documentation so that if in the future voters did want to change it, they would have all that information readily to hand.

What does this all mean? It means that if we make some smart choices now, we might be able to ensure the future fiscal viability of the District, removing the requirement for future Boards to try and pass a tax measure every ten or twenty years.

G. Exemptions for Low Income Taxpayers (and a note about current parcel tax exemptions)

Recommendation: That the Board include a low-income exemption even though it does adjust the rate upwards, and that we commit to doing more to publicize the low-income exemption on the current parcel tax.

What about people who can't afford to pay the tax, though? Where does equity come into play there?

As a committee, we were surprised to discover that the current parcel tax has a low-income exemption. Trustee Kahn pointed out that she's never heard the District advertise that a low-income exemption is available and it would be virtually impossible for anyone to know about it, or apply for it. You will not, therefore, be astonished to learn that the District has never had a low-income exemption claimed, since 2014.

It seems only fair that we include a low-income exemption, pegged to the income rates for families of 4 established by Los Angeles County, in the structure of the CFD. That does mean that we have to adjust the rate upwards, because the CFD will owe money (e.g. have obligations to pay the bond debt service) every year, and won't be able to determine ahead of time how many people will claim the exemption. We have to allow for that, even if nobody claims it, so that we can guarantee that our debt service gets paid. We have also put in language that protects the District if too many claims come in - if under a certain threshold claim, no problem. If we have claims over that threshold, however, the District can either decide to prorate the exemption (everybody who applies get a 90% exemption instead of a 100%, for example) or can elect to make up the money from another source (e.g. from our property tax revenue or monies from our support groups).

Further, it seems entirely appropriate that we also do a much better job of publicizing the current exemption to the parcel tax for the remaining four years!

H. Polling 1 vs 2 Options

Recommendation: That the Board authorize the Director to negotiate a higher rate with Clifford Moss to encompass a split poll as per their proposal.

ALD Board of Trustees Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

So with all the architectural decisions basically made, the big question still in the air is whether or not at least two thirds of Altadena voters will support any of this in November.

As part of our agreement with Clifford Moss, EMC Polling is planning to test that question. The option we initially chose in our agreement with them allowed for a sample size of 400 likely voters polled on one option (basically, some questions about the library and priorities, and testing whether or not they would support it).

Currently we have a scenario with a floor (\$0.0712/sq ft) and a ceiling (\$0.0978/sq ft). If we only test the floor, we have no idea if voters would approve a higher rate, and if we only test the ceiling and discover that we don't have the required two-thirds support to pass the measures, we don't know the level they might have supported.

For that reason, EMC has suggested - and the committee concurs - that it makes sense to revise our approach and do a split test.

Instead of 400 likely voters queried on one option, they would instead poll 600 likely voters: 300 would be tested on a lower rate and 300 would be tested on the higher rate. All the other questions would remain the same, resulting in a margin of error right around +/- 5.7%.

This will cost more money - an additional \$11,100. However, it seems virtually impossible to arrive at an informed decision without exploring what our high and our low truly are. In discussing the fiscal impact with the Library Director, Nikki assured me that there would be no (or extremely minimal) impact on this year or next year's budget, since we're coming in low on our consultant line item, thanks to a reduced spend on legal fees.

Therefore, we would recommend that the Board approve the additional cost of polling a split sample to ascertain if - and to what degree - support for the measure would change at the lowest vs the highest levels of assessment.

I. Expanded Scope of Legal Work

Recommendation: That the Board approve the action items to expand the scope of work provided by our legal services provider Best, Best & Kreiger to perform all legal work related to the CFD formation and implementation.

Our current best practice is to closely monitor our legal costs, and our Director asks that we formally approve the expansion of BB&K's role to incorporate this temporary increase in legal services.

IV. Next Steps & Timeline Between June 22-November 3, 2020

Presuming that all of this works for you and that we come to a consensus tonight, the District will complete its feasibility work (including public opinion research), and we will call a special meeting of the Board to review them before the July 27th regular meeting.

ALD Board of Trustees
Public Funding Committee Report (June 2020)

Committee Members: Katie Clark (chair), Betsy Kahn

If we determine that the conditions for feasibility are met, then we will approve the remaining resolutions and the ballot measure most likely to pass at the July regular meeting, file the ballot paperwork with the Los Angeles County Registrar of Voters, and transition to the “election window.”

If we determine that they are not met, then we will reassess our options and make some different recommendations about timelines and next steps.

Alongside the quantitative results from the poll, the committee, working with Clifford Moss, has identified a number of Altadena “opinion leaders” - folks who will definitely have an opinion on this one way or another, and whose feedback we want to hear before we make a decision.

Therefore, we are also undertaking a qualitative outreach process where the committee, the Director, and select leadership from the Friends & Foundation solicit feedback in a more conversational process with as many of these individuals as possible. A follow-up meeting to narrow down that list of individuals, the next steps, and the exact procedure for getting consistent and high-quality feedback, is scheduled for this week with Clifford Moss and our committee.

V. Final Recommendations

Firstly, the committee recommends that the Board accept the conclusions reached by the committee and recommended to the Board on Issues (A)-(H) as we move forward into the next steps of the process.

The committee recommends therefore that the Board vote to approve the three resolutions included in today’s packet, in preparation for a ballot measure to be approved at the July 27 regular meeting, presuming that conditions for feasibility are met.

The committee further recommends that the Board approve the action items to expand the scope of work provided by our legal services provider Best, Best & Kreiger to perform all legal work related to the CFD formation and implementation, and also increase the contract with Clifford Moss for an expanded (split) polling effort as outlined above.

Report prepared by:
Katie Clark & Betsy Kahn, Committee Members



870 Market Street, Suite 1223
San Francisco, CA 94102

Toll free: 800.434.8349

nbsgov.com

Date: June 18, 2020
To: Nikki Winslow, District Director, Altadena Library District
From: Sara Mares, Director, and Nick Dayhoff, Senior Consultant, NBS
Subject: Library Funding – CFD Revenue Analysis

The Altadena Library District (the “District”) retained NBS to provide a preliminary revenue analysis, including potential special tax structure options for maintenance and facilities related to the District’s libraries. This memorandum summarizes potential scenarios that allocate the CFD special tax utilizing various criteria under the target revenue levels.

Based on the County Assessor’s data, there are a total of 13,464 or 13,893 parcels deemed taxable, and an additional 410 or 839 parcels are classified as exempt (depending on the scenario). The taxable parcels are further classified by land use category. The land use categories utilized for this analysis are as follows:

NBS Property Type	Total Parcels	Total Units	Total Building Square Footage
Single Family Residential Property	12,211	12,211	20,997,578
Apartment Property	971	3,061	0
Commercial Property < 10,000 Square Feet	246	0	752,516
Commercial Property > 10,000 Square Feet	36	0	1,055,813
Undeveloped Property/Exempt ⁽¹⁾	429	0	0
Taxable Parcels Total	13,893	15,272	22,805,907
Exempt ⁽²⁾	410	0	0
Total All Parcels	14,303	15,272	22,805,907

(1) Considered taxable under Special Tax Scenario 1; Exempt under Special Tax Scenarios 2 and 3

(2) Exempt parcels include: publicly-owned properties, utilities, properties with very-low or zero assessed values, possessory interests, and potential AB 1743 welfare exemptions (low-income housing, senior housing, non-profits).

Measure A Parcel Tax – Existing Rate Structure

The following table shows the existing Fiscal Year 2020/21 rate structure for the District’s Measure A Parcel Tax:

Property Type	Tax Rate	Per	Rate Ratio
Single Family Residential Property	\$57.26	Parcel	1.000
Apartment Property	39.25	Unit	0.685
Commercial Property < 10,000 Square Feet	116.12	Parcel	2.028
Commercial Property > 10,000 Square Feet	157.01	Parcel	2.742

Proposed Budgets

NBS was requested to model special tax rates based upon annual services costs of \$1.135 million, and a range of proposed facilities financing options. The estimated budgets, including City staff costs and administrative fees are shown below.

Budget Option 1 - \$10,288,215 Project Budget (Priority 1 for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	537,500	537,500
District Staff Time	2,359	1,117	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	6,939	3,286	10,225
County Collection Fee	2,391	1,133	3,524
Total	\$1,146,689	\$550,811	\$1,697,500

(1) Includes 10% coverage.

Budget Option 2 - \$14,149,574 Project Budget (Priorities 1-2 for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	731,500	731,500
District Staff Time	2,114	1,362	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	6,218	4,007	10,225
County Collection Fee	2,143	1,381	3,524
Total	\$1,145,475	\$746,025	\$1,891,500

(1) Includes 10% coverage.

Budget Option 3 - \$17,549,629 Project Budget (Priorities 1-3 for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	905,500	905,500
District Staff Time	1,933	1,543	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	5,688	4,537	10,225
County Collection Fee	1,960	1,564	3,524
Total	\$1,144,581	\$920,919	\$2,065,500

(1) Includes 10% coverage.

Budget Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	1,159,000	1,159,000
District Staff Time	1,720	1,756	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	5,059	5,166	10,225
County Collection Fee	1,744	1,780	3,524
Total	\$1,143,523	\$1,175,477	\$2,319,000

(1) Includes 10% coverage.

Bond Assumptions

NBS was tasked with modeling tax rates based upon the proposed facilities budgets above. For purposes of this analysis, Columbia Capital, the District’s Financial Advisor, assumed escalating debt service (and, consequently, escalating special tax rates) of 2% per year, terms of 30 years, and an average interest rate of 3.99%. Columbia Capital also estimated the required reserve fund amounts, as well as costs of issuance, capitalized interest, reoffering premiums, and underwriter’s discounts, while NBS estimated the required debt service coverages and administration costs, as shown below.

Bond Option 1 - \$10,288,215 Project Budget (Priority 1 for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$10,288,215.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	88,160.00
Cost of Issuance	275,000.00
Reserve Fund	209,924.14
Capitalized Interest	384,642.22
Rounding Amount	2,499.74
Par Amount of Bonds	11,020,000.00
Reoffering Premium	228,441.10
Annual Debt Service plus Coverage ⁽¹⁾	\$537,500.00
Administration Costs	13,311.00
Total Annual Special Tax Amount ⁽²⁾	\$550,811.00

(1) Annual debt service estimate \$488,431 plus estimated coverage \$49,069, for total \$537,500.

(2) Preliminary; subject change

Bond Option 2 - \$14,149,574 Project Budget (Priorities 1-2 for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$14,149,574.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	120,360.00
Cost of Issuance	275,000.00
Reserve Fund	286,582.58
Capitalized Interest	525,174.44
Rounding Amount	356.78
Par Amount of Bonds	15,045,000.00
Reoffering Premium	312,047.80
Annual Debt Service plus Coverage ⁽¹⁾	\$731,500.00
Administration Costs	14,525.00
Total Annual Special Tax Amount ⁽²⁾	\$746,025.00

(1) Annual debt service estimate \$665,000 plus estimated coverage \$66,500, for total \$731,500.

(2) Preliminary; subject change

Bond Option 3 - \$17,549,629 Project Budget (Priorities 1-3 for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$17,549,629.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	148,760.00
Cost of Issuance	275,000.00
Reserve Fund	354,199.07
Capitalized Interest	649,072.78
Rounding Amount	3,971.65
Par Amount of Bonds	18,595,000.00
Reoffering Premium	385,632.50
Annual Debt Service plus Coverage ⁽¹⁾	\$905,500.00
Administration Costs	15,419.00
Total Annual Special Tax Amount ⁽²⁾	\$920,919.00

(1) Annual debt service estimate \$822,990 plus estimated coverage \$82,510, for total \$905,500.

(2) Preliminary; subject change

Bond Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$22,496,739.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	190,040.00
Cost of Issuance	270,000.00
Reserve Fund	452,479.57
Capitalized Interest	829,236.67
Rounding Amount	4,559.66
Par Amount of Bonds	23,755,000.00
Reoffering Premium	493,054.90
Annual Debt Service plus Coverage ⁽¹⁾	\$1,159,000.00
Administration Costs	16,477.00
Total Annual Special Tax Amount ⁽²⁾	\$1,175,477.00

(1) Annual debt service estimate \$1,053,627 plus estimated coverage \$105,373, for total \$1,159,000.

(2) Preliminary; subject change

Possible Special Tax Rate Scenarios

Special Tax Scenario 1: Same Tax Rate Structure as the District's Measure A Parcel Tax

This scenario uses the same property types and tax rate relationships as the existing Measure A parcel tax. This scenario includes undeveloped property within Single Family Residential Property and Commercial Property < 10,000 Square Feet. This method would capture more parcels for the special tax levy and, as such, would have the lowest tax rates; however, underwriters typically do not like to bond against undeveloped property. In addition, this method does not account for the differences in the sizes of single family homes.

Budget Option 1

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$110.21	1.000	\$1,385,871.53
Apartment Property	Unit	3,061	75.54	0.685	231,241.95
Commercial Property < 10,000 Square Feet	Parcel	311	223.50	2.028	69,507.40
Commercial Property > 10,000 Square Feet	Parcel	36	302.20	2.742	10,879.11
Annual Special Tax Revenues					\$1,697,499.99

Budget Option 2

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$122.80	1.000	\$1,544,256.85
Apartment Property	Unit	3,061	84.18	0.685	257,669.60
Commercial Property < 10,000 Square Feet	Parcel	311	249.04	2.028	77,451.10
Commercial Property > 10,000 Square Feet	Parcel	36	336.73	2.742	12,122.44
Annual Special Tax Revenues					\$1,891,499.99

Budget Option 3

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$134.10	1.000	\$1,686,313.79
Apartment Property	Unit	3,061	91.92	0.685	281,372.76
Commercial Property < 10,000 Square Feet	Parcel	311	271.95	2.028	84,575.87
Commercial Property > 10,000 Square Feet	Parcel	36	367.71	2.742	13,237.59
Annual Special Tax Revenues					\$2,065,500.01

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$150.56	1.000	\$1,893,276.05
Apartment Property	Unit	3,061	103.20	0.685	315,905.80
Commercial Property < 10,000 Square Feet	Parcel	311	305.32	2.028	94,955.91
Commercial Property > 10,000 Square Feet	Parcel	36	412.84	2.742	14,862.25
Annual Special Tax Revenues					\$2,319,000.01

Special Tax Scenario 2: Same Tax Rate Structure as the District's Measure A Parcel Tax, excluding Undeveloped Property

This scenario uses the same property types and tax rate relationships as the existing Measure A parcel tax; however, this scenario excludes undeveloped property from the special tax, as underwriters typically do not like to bond against undeveloped property. In addition, this method does not account for the differences in the sizes of single family homes.

Budget Option 1

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$113.87	1.000	\$1,390,516.90
Apartment Property	Unit	3,061	78.06	0.685	238,933.30
Commercial Property < 10,000 Square Feet	Parcel	246	230.93	2.028	56,808.83
Commercial Property > 10,000 Square Feet	Parcel	36	312.25	2.742	11,240.96
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$1,697,499.99

Budget Option 2

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$126.89	1.000	\$1,549,433.12
Apartment Property	Unit	3,061	86.98	0.685	266,239.97
Commercial Property < 10,000 Square Feet	Parcel	246	257.32	2.028	63,301.27
Commercial Property > 10,000 Square Feet	Parcel	36	347.93	2.742	12,525.64
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$1,891,500.00

Budget Option 3

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$138.56	1.000	\$1,691,966.22
Apartment Property	Unit	3,061	94.98	0.685	290,731.51
Commercial Property < 10,000 Square Feet	Parcel	246	280.99	2.028	69,124.38
Commercial Property > 10,000 Square Feet	Parcel	36	379.94	2.742	13,677.88
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$2,065,499.99

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$155.57	1.000	\$1,899,622.21
Apartment Property	Unit	3,061	106.64	0.685	326,413.16
Commercial Property < 10,000 Square Feet	Parcel	246	315.48	2.028	77,608.05
Commercial Property > 10,000 Square Feet	Parcel	36	426.57	2.742	15,356.58
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$2,319,000.00

Special Tax Scenario 3: Same as Special Tax Scenario 2, except Special Tax on Single Family Residential Property Allocated based on Building Square Footage

This scenario is similar to Special Tax Scenario 2; however, the Special Tax on Single Family Residential Property is allocated based upon building square footage. This method accounts for the differences in the sizes of single family homes.

Budget Option 1

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.0662	\$1,390,516.90
Apartment Property	Unit	3,061	78.06	238,933.30
Commercial Property < 10,000 Square Feet	Parcel	246	230.93	56,808.83
Commercial Property > 10,000 Square Feet	Parcel	36	312.25	11,240.96
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$1,697,499.99

(1) Building square footages range from 160 to 11,470; the lowest special tax would be \$10.60, while the highest would be \$759.57. The mean special tax would be \$113.87, the median special tax would be \$101.85, and the mode special tax would be \$76.69, with 43 Single Family Residential Properties paying this amount.

Budget Option 2

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.0738	\$1,549,433.12
Apartment Property	Unit	3,061	86.98	266,239.97
Commercial Property < 10,000 Square Feet	Parcel	246	257.32	63,301.27
Commercial Property > 10,000 Square Feet	Parcel	36	347.93	12,525.64
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$1,891,500.00

(1) Building square footages range from 160 to 11,470; the lowest special tax would be \$11.81, while the highest would be \$846.38. The mean special tax would be \$126.89, the median special tax would be \$113.49, and the mode special tax would be \$85.45, with 43 Single Family Residential Properties paying this amount.

Budget Option 3

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.0806	\$1,691,966.22
Apartment Property	Unit	3,061	94.98	290,731.51
Commercial Property < 10,000 Square Feet	Parcel	246	280.99	69,124.38
Commercial Property > 10,000 Square Feet	Parcel	36	379.94	13,677.88
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$2,065,499.99

(1) Building square footages range from 160 to 11,470; the lowest special tax would be \$12.89, while the highest would be \$924.24. The mean special tax would be \$138.56, the median special tax would be \$123.93, and the mode special tax would be \$93.31, with 43 Single Family Residential Properties paying this amount.

Budget Option 4

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.0905	\$1,899,622.21
Apartment Property	Unit	3,061	106.64	326,413.16
Commercial Property < 10,000 Square Feet	Parcel	246	315.48	77,608.05
Commercial Property > 10,000 Square Feet	Parcel	36	426.57	15,356.58
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$2,319,000.00

(1) Building square footages range from 160 to 11,470; the lowest special tax would be \$14.47, while the highest would be \$1,037.68. The mean special tax would be \$155.57, the median special tax would be \$139.14, and the mode special tax would be \$104.76, with 43 Single Family Residential Properties paying this amount.

Bonus Option 1 – Level Debt Service with Budget Option 4

Under this scenario, debt service would be more-or-less the same each year, so the up-front special tax rates would be higher than the special tax rates under an escalating debt service, as presented earlier in this memo.

Budget Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	1,493,800	1,493,800
District Staff Time	1,501	1,975	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	4,415	5,810	10,225
County Collection Fee	1,522	2,002	3,524
Total	\$1,142,438	\$1,511,362	\$2,653,800

(1) Includes 10% coverage.

Bond Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$22,496,739.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	187,880.00
Cost of Issuance	275,000.00
Reserve Fund	339,500.00
Capitalized Interest	812,471.11
Rounding Amount	3,901.89
Par Amount of Bonds	23,485,000.00
Reoffering Premium	630,492.00
Annual Debt Service plus Coverage ⁽¹⁾	\$1,493,800.00
Administration Costs	17,562.00
Total Annual Special Tax Amount ⁽²⁾	\$1,511,362.00

(1) Annual debt service estimate \$1,358,000 plus estimated coverage \$105,373, for total \$1,493,800.

(2) Preliminary; subject change

Special Tax Scenario 1: Same Tax Rate Structure as the District's Measure A Parcel Tax

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$172.30	1.000	\$2,166,613.18
Apartment Property	Unit	3,061	118.10	0.685	361,513.93
Commercial Property < 10,000 Square Feet	Parcel	311	349.40	2.028	108,664.94
Commercial Property > 10,000 Square Feet	Parcel	36	472.44	2.742	17,007.95
Annual Special Tax Revenues					\$2,653,800.00

Special Tax Scenario 2: Same Tax Rate Structure as the District's Measure A Parcel Tax, excluding Undeveloped Property

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$178.03	1.000	\$2,173,875.56
Apartment Property	Unit	3,061	122.03	0.685	373,538.26
Commercial Property < 10,000 Square Feet	Parcel	246	361.03	2.028	88,812.53
Commercial Property > 10,000 Square Feet	Parcel	36	488.16	2.742	17,573.65
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$2,653,800.00

Special Tax Scenario 3: Same as Special Tax Scenario 2, except Special Tax on Single Family Residential Property Allocated based on Building Square Footage

Budget Option 4

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.1035	\$2,173,875.56
Apartment Property	Unit	3,061	122.03	373,538.26
Commercial Property < 10,000 Square Feet	Parcel	246	361.03	88,812.53
Commercial Property > 10,000 Square Feet	Parcel	36	488.16	17,573.65
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$2,653,800.00

(1) Building square footages range from 160 to 11,470; the lowest special tax would be \$16.56, while the highest would be \$1,187.49. The mean special tax would be \$178.03, the median special tax would be \$159.23, and the mode special tax would be \$119.89, with 43 Single Family Residential Properties paying this amount.

Bonus Option 2 – Very Low-Income Exemptions with Budget Option 4

This alternative includes exemptions for property owners with very low-income and examines Budget Option 4 under the three Special Tax Scenarios detailed above, with debt service escalating by 2% each year. The initial cumulative special tax on property owned by persons with very low-income is estimated to be \$187,000, using data from the US Census Bureau indicating 8.60% of the population of Altadena are “Persons of Poverty”. It must be noted here that there is no way to know for sure how many parcels would apply for and qualify for a very low-income exemption, nor what the special tax for each exempt property would be under Special Tax Scenario 3.

Budget Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch), plus \$1,135,000 for Annual Services Costs

Description	Services	Facilities	Total
Annual Services Cost	\$1,135,000	\$0	\$1,135,000
Annual Facilities Financing Costs ⁽¹⁾	0	1,159,000	1,159,000
District Staff Time	1,720	1,756	3,476
Trustee	0	3,000	3,000
Arbitrage	0	3,000	3,000
Continuing Disclosure	0	1,775	1,775
Administrative Costs	5,059	5,166	10,225
County Collection Fee	1,744	1,780	3,524
Very Low-Income Exemption Allocation	92,522	94,478	187,000
Total	\$1,236,045	\$1,269,955	\$2,506,000

(1) Includes 10% coverage.

Bond Option 4 - \$22,496,739 Project Budget (Priorities 1-3 and Optional Improvements for Main Library, plus Bob Lucas Branch)

Bond Assumptions	
Project Proceeds	\$22,496,739.00
Average Coupon	3.99%
Bond Terms (years)	30
Underwriter's Discount	190,040.00
Cost of Issuance	270,000.00
Reserve Fund	452,479.57
Capitalized Interest	829,236.67
Rounding Amount	4,559.66
Par Amount of Bonds	23,755,000.00
Reoffering Premium	493,054.90
Annual Debt Service plus Coverage ⁽¹⁾	\$1,159,000.00
Administration Costs	110,955.00
Total Annual Special Tax Amount ⁽²⁾	\$1,269,955.00

(1) Annual debt service estimate \$1,053,627 plus estimated coverage \$105,373, for total \$1,159,000.

(2) Preliminary; subject change

Special Tax Scenario 1: Same Tax Rate Structure as the District's Measure A Parcel Tax

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,575	\$162.70	1.000	\$2,045,946.43
Apartment Property	Unit	3,061	111.53	0.685	341,379.87
Commercial Property < 10,000 Square Feet	Parcel	311	329.95	2.028	102,612.99
Commercial Property > 10,000 Square Feet	Parcel	36	446.13	2.742	16,060.71
Annual Special Tax Revenues					\$2,506,000.00

Special Tax Scenario 2: Same Tax Rate Structure as the District's Measure A Parcel Tax, excluding Undeveloped Property

Budget Option 4

Property Type	Per	Total Parcels/ Units	Tax Rate	Rate Ratio	Total Special Tax Revenue
Single Family Residential Property	Parcel	12,211	\$168.11	1.000	\$2,052,804.34
Apartment Property	Unit	3,061	115.24	0.685	352,734.53
Commercial Property < 10,000 Square Feet	Parcel	246	340.92	2.028	83,866.23
Commercial Property > 10,000 Square Feet	Parcel	36	460.97	2.742	16,594.91
Undeveloped Property	Parcel	429	0.00	n/a	0.00
Annual Special Tax Revenues					\$2,506,000.01

Special Tax Scenario 3: Same as Special Tax Scenario 2, except Special Tax on Single Family Residential Property Allocated based on Building Square Footage

Budget Option 4

Property Type	Per	Total Parcels/ Units/Bldg. Sq. Ft.	Tax Rate	Total Special Tax Revenue
Single Family Residential Property ⁽¹⁾	Bldg. Sq. Ft.	20,997,578	\$0.0978	\$2,052,804.34
Apartment Property	Unit	3,061	115.24	352,734.53
Commercial Property < 10,000 Square Feet	Parcel	246	340.92	83,866.23
Commercial Property > 10,000 Square Feet	Parcel	36	460.97	16,594.91
Undeveloped Property	Parcel	429	0.00	0.00
Annual Special Tax Revenues				\$2,506,000.01

(2) Building square footages range from 160 to 11,470; the lowest special tax would be \$15.64, while the highest would be \$1,121.35. The mean special tax would be \$168.11, the median special tax would be \$150.36, and the mode special tax would be \$113.21, with 43 Single Family Residential Properties paying this amount.

Summary

Looking at the various methods of calculating the special tax at the target revenue levels results in the preceding rates. The goal is to select a methodology that is reasonable and provides a measure of equity to all parcels, while also being within a range that voters within the CFD boundary will approve. The next step of the CFD analysis is to review the various methodologies and determine which should be presented to the public in an effort to understand what level of support there may be for CFD funding of maintenance services and facilities at the targeted revenue levels.

Please contact me with any questions or comments. I can be reached via phone at (800) 676-7516 or via email at smares@nbsgov.com.

Sincerely,



Sara Mares
Director



**BOARD OF LIBRARY TRUSTEES
CLASSIFICATION & COMPENSATION STUDY**

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Classification & Compensation Study Final Reports and Recommendations

BACKGROUND: The ALD Board of Trustees put a Request for Proposals out for Human Resources services in June 2019. This contract was to complete a classification and compensation study, as well as a review of the personnel policies and employee Handbooks for legal compliance. Koff & Associates were selected out of the four responses received based on the rating matrix conducted.

Koff & Associates started their study with ALD staff on January 16, 2020, where they explained the process and assigned each staff person to fill out a Position Description Questionnaire (PDQ) explaining their role and duties. Next they held in-person interviews with almost all staff members in March to further understand their work for ALD. They took all of this data and made recommendations for either title changes, reclassifications or leaving people in the current classification. The full report on their findings and recommendations follows this report in the Board Package. The lists below show the current classifications and the recommended changes to these based on the comparator agencies:

Current Classifications

- District Director
- Public Services Director
- IT Manager
- Library Manager
- Building Projects Manager
- Business Manager
- Marketing & Community Engagement Manager
- Librarian I
- Administrative Assistant
- Library Associate
- Library Clerk I
- Library Clerk II
- Library Monitor
- Custodian
- Gardener
- Library Page

Proposed Classifications

- District Director

- Assistant Director
- IT Manager
- Library Manager
- Facilities Manager
- Administrative Services Manager
- Marketing & Community Engagement Manager
- Librarian
- Administrative Assistant
- Library Assistant
- Library Clerk
- Facilities Maintenance Worker
- Facilities Monitor
- Library Aide

The completed classification descriptions can be reviewed as a supplemental document at: <https://www.altadenalibrary.org/board-materials/>.

Once this part of the study was completed, Koff & Associates took these proposed classifications and compared their salaries to the twelve other comparable library systems. The summary of findings showed that The ALD's base salaries, overall, in comparison to the market median are an average of **8.3% below the market**.

The classifications that were being underpaid by more than 10% of the market standard included;

- Administrative Services Manager (-24.7%)
- Facilities Maintenance Worker (-15.6%)
- Facilities Manager (-17.9%)
- Librarian (-13.4%)
- Library Manager (-15.2%)
- Marketing & Community Engagement Manager (-27.4%)

We then worked with Koff & Associates to look at all of our classifications and place them on a salary scale that is competitive with our comparator agencies. This includes raising the minimum wage of our Library Aide (currently called Library Page) up to the \$15 minimum wage to be in compliance with the rate set by LA County. Another change of note based on the recommendations from Koff were to make the managers all exempt, rather than hourly employees and we are making this adjustment as well.

I believe it is important to integrate these salary increases into our budget to ensure an ability to recruit these positions in the future. We shared these results with all of the staff at our All-Staff meeting on 5/29 and gave them the opportunity to ask questions and provide feedback.

FISCAL IMPACT

There is an additional cost of \$91,900.00 to move all positions into the recommended ranges per fiscal year.

RECOMMENDATION: Staff recommends that the Board of Trustees approve the title changes, reclassifications and updated job descriptions as presented by Koff & Associates. Staff also recommends adjusting the salary schedule to reflect the new salary ranges for all classifications to pay all of our staff at the market rate for their position.



June 3, 2020

Volume I Classification Study Final Report

Altadena Library District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Chief Executive Officer

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

June 3, 2020

Nikki Winslow
Library District Director
Altadena Library District
600 E. Mariposa Street
Altadena, CA 91001

Dear Ms. Winslow:

Koff & Associates is pleased to present the final classification and compensation report for the study of thirty-six (36) positions in fifteen (15) classifications at the ALTADENA LIBRARY DISTRICT (“ALD”). Volume I documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for all ALD employees, and class specifications. Volume II, sent under separate cover, documents the market compensation survey, findings, and recommendations.

This first volume incorporates a summary of the study’s multi-step process, which included results of written Position Description Questionnaires, interviews with employees and management, and employee review and comments in the form of draft class descriptions, and class allocation recommendations.

We would like to thank you and Nicole Fabry for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with you and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Mike Harary

Mike Harary
Senior Associate



TABLE OF CONTENTS

Executive Summary 1
 Background..... 1
 Classification Study Goals..... 1
 Classification Study Process 2
 Classification Concepts..... 2
 Positions vs. Classifications 2
 The Relationship Between Classification and Compensation 3
 The Purpose of Having a Classification Plan 3
 Classification Descriptions 4
 Fair Labor Standards Act 6
 Classification Findings and Recommendations..... 7
 Classification Structure and Allocation Factors 7
 Classification Allocation Recommendations 13
 Title Change 133
 Reclassification 14
 New Classifications 14
 Conclusion..... 15

LIST OF TABLES

Table 1. Title Change Recommendations 133
 Table 2. Reclassification Recommendations..... 14
 Table 3. New Classification Recommendations..... 145

APPENDICES

- Appendix I: Recommended Position Allocations
- Appendix II: New Class Descriptions



EXECUTIVE SUMMARY

Background

Beginning in February 2020, Koff & Associates (“K&A”) conducted a comprehensive Classification Study for the Altadena Library District (“ALD”). All classification findings, recommendations, and options for implementation are presented in this report.

This classification review process was precipitated by:

- The concern of the Board of Library Trustees, management, and District employees that employees be recognized for the level and scope of work performed and that they be allocated to appropriate classification levels and classification titles;
- The goal to ensure class descriptions reflect current assignments, programs, responsibilities, and technologies; and
- The desire to update the ALD’s classification plan to support the ALD’s business and operational needs for the foreseeable future.

The goal of the classification study is to assist the ALD in developing an up-to-date and current classification plan and classification descriptions that meet the needs of the ALD with regards to recruitment and retention of qualified staff.

CLASSIFICATION STUDY GOALS

The goals and objectives of the classification portion of the study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with employees and management;
- Prepare an updated classification plan, including recommended class descriptions and position allocations that recognize the scope and level of the various classes and positions, and is perceived to be equitable by management and employees alike;
- Provide class descriptions and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications, including knowledge, skills, and other requirements that are job-related and meet other legal guidelines; and
- Provide sufficient documentation to allow the ALD to maintain the classification system on a regular basis.



CLASSIFICATION STUDY PROCESS

The classification study procedures were as follows:

- An initial meeting was held with ALD management to clarify study scope, objectives, processes, and deliverables.
- Orientation meetings were held with ALD’s employees to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the classification information gathered, draft class concepts, specifications, and position allocations were developed for management and employee review.
- After resolution of issues, wherever possible, including additional contacts with employees and management to gain details and clarification, appropriate modifications were made to the draft specifications and allocations and this final report was prepared.

CLASSIFICATION CONCEPTS

Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular or temporary, filled or vacant. Often the word “job” is used in place of the word “position.”
- A “classification” or “class” may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means the same title is appropriate for each position; the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical); the same core knowledge, skills, abilities, and other requirements are appropriate for all positions; and the same salary range is equitable for all positions in the class.

The description of a position often appears as a working desk manual, going into detail regarding work process steps, while a class description emphasizes the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as



knowledge, skills, and abilities required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires (as noted above), compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

Compensation findings and recommendations for ALD are covered in a separate report.

The Purpose of Having a Classification Plan

A position classification plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a position classification plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly classification system supports planning, budget analysis and preparation, and various other administrative functions.

Within a position classification plan, job classifications can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad job classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of the ALD, the department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a department or an organization due to changing programs, technologies, or workload.

Individualized job classifications are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;



- There is a minimum of time or capability for on-the-job training; or
- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most classification plans are a combination of these two sets of factors, and we have chosen the middle ground in this study as being most practicable in the ALD’s changing environment and service delivery expectations, as well as being in line with the ALD’s strategic plan. This approach resulted in recommendations to retitle classifications to reflect current responsibilities more accurately or use more contemporary titles (e.g. “Library Page” to “Library Aide”). Detailed allocation recommendations are found in Appendix I of the report.

Classification Descriptions

In developing the new and revised classification descriptions for all positions, the basic concepts outlined in the previous pages were utilized. The recommended class descriptions are included in Appendix II of this report.

As mentioned earlier, the class descriptions are based upon the information from the written PDQs completed by each employee, the individual and group classification interviews, and from information provided by employees and managers during the review processes. These descriptions provide:

- A written summary documenting the work performed and/or proposed by the incumbents of these classifications;
- Distinctions among the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class description. A position description, often known as a “desk manual”, generally lists each duty an employee performs and may also have information about how to perform that duty. A class description normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class description, which is intended to be broader, more general, and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, not detail-specific position responsibilities.

The sections of each class description are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the classification plan and the occupational area.

- The title of a classification is normally used for organization, classification, and compensation purposes within the ALD. Often working titles are used within a department to differentiate an individual. All positions have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with an appropriate individual. Working titles should be authorized by Human Resources to ensure consistency within the ALD and across departmental lines.



Definition: This provides a capsule description of the job and should give an indication of the type of supervision received, the scope and level of the work and any unusual or unique factors. The phrase “performs related work as required” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to this class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization and alludes to possible career advancement opportunities.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class, and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Skills. This list is meant to be illustrative only. It should be emphasized that the description is a summary document, and that duties change depending upon program requirements, technology, and organizational needs.

Qualifications: This element of the description has several sections:

- A listing of the job-related knowledge and skills required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than the ALD (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer



keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Environmental Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the job analysis and classification review is the determination of each classification’s appropriate Fair Labor Standards Act (FLSA) status, i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations.

As we review position description questionnaires and notes from the interviews, we analyze each classification’s essential functions to determine FLSA status. There are three levels for the determination of the appropriate FLSA status that are utilized and on which we base our recommendations. Below are the steps used for the determination of Exempt FLSA status.

Salary Basis Test: The incumbents in a classification are paid at least \$684 per week (\$35,568 per year), not subject to reduction due to variations in quantity/quality of work performed.

Exemption Applicability: The incumbents in a classification perform any of the following types of jobs:

- **Executive:** Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry weight regarding employment status. Examples: executive, director, owner, manager, supervisor.
- **Administrative:** Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- **Professional:** Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- **Computer professional:** Employee who primarily performs work as a computer systems analyst, programmer, software engineer, or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional



specifications; b) design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation, or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills. Examples: system analyst, database analyst, network architect, software engineer, programmer.

Job Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The job analysis should include:

- Review of the minimum qualifications established for the job;
- Review of prior class descriptions, questionnaires, and related documentation;
- Confirmation of duty accuracy with management; and
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.

Non-exempt classifications work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which incumbents work is fairly restrictive and finite. (Please note the FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status).

Finally, often times a classification performs both non-exempt and exempt duties, so we analyze time spent on each type of duties. If a classification performs mostly non-exempt duties (i.e. more than 50% of his or her time), then the classification would be considered non-exempt.

CLASSIFICATION FINDINGS AND RECOMMENDATIONS

Classification Structure and Allocation Factors

The proposed classification plan provides the ALD with a systematic classification structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs.

A classification plan is not an inflexible, unchanging entity. Classification plans may be updated and revised by conducting classification studies that are organization-wide (review of all classifications and positions) or position-specific. The methodology used for both types of studies is the same, as outlined above.

For either type of study, when identifying appropriate placement of new and/or realigned positions within the classification structure, there are general allocation factors to consider. By analyzing these factors, the ALD will be able to change and grow the organization while maintaining the classification plan.



1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:

A. The entry-level into any occupational field

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical course work, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey-level (fully competent-level) in any occupational field

This knowledge and skill level recognize a class that is expected to perform the day-to-day functions of the work independently, but with guidelines (written or oral) and supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short- and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of his or her own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff or program coordination

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved. If staff direction is not involved, the employee must have responsibility for independently coordinating one or more programs or projects on a regular basis.

C. Full first-line supervisor



The employee performs the supervisory duties listed above, and, in addition, makes effective recommendations and/or carries out selection, performance evaluation, and disciplinary procedures. If staff supervision is not involved, the employee must have programmatic responsibility, including development and implementation of goals, objectives, policies and procedures, and budget development and administration.

D. Manager

The employee is considered management, often supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include allocating staff and budget resources among competing demands and performing significant program and service delivery planning and evaluation. This level normally reports to the District Director or Assistant Library Director.

E. Executive Management

The employee has total administrative responsibility for the ALD and reports to the Board of Library Trustees.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or the position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods in assigned areas of responsibility to resolve problems of moderate scope and complexity. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.

B. General Supervision

General supervision is usually received by the experienced and journey-level employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned classification. Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment.

At this experienced-level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey-level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects, programs, and team(s). Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver



work products. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. General Direction

General direction is usually received by senior level or management positions. Work assignments are typically given as broad, conceptual ideas and directives, and incumbents are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

D. Administrative and Policy Direction

Administrative direction is usually received by executive management classifications. The incumbent is accountable for accomplishing ALD-wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. The incumbent is responsible for the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or management are available to guide the employee towards problem resolution.

C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.

D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.



5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory or managerial guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of his or her own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform independently on a day-to-day basis. Emergency or unusual situations may occur but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and material resources. Impact of decisions may have significant program or ALD-wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the ALD are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.

A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures



The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout the ALD.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of the ALD.

D. Negotiation with organizations from a position of authority

The employee often deals with the District Director, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of the ALD, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee’s working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the above factors, in the maintenance of the classification plan when an employee is assigned an additional duty or responsibility and requests a change in classification, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?



- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, ALD-wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with internal and external stakeholders more frequently or for a different purpose as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the factors outlined above, as well as the answers to these questions, were used to determine recommended classifications for all ALD employees. The factors above will also help to guide the placement of specific positions to the existing classification structure and/or revision of the entire classification structure in the future.

Classification Allocation Recommendations

All of the ALD’s class descriptions were updated to ensure the format is consistent and the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills.

When evaluating the allocation of positions, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are evaluated and classified on the basis of such factors as knowledge and skill required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

Furthermore, it is necessary to: (i) identify the duties that the incumbents are currently being required to perform; (ii) determine if those duties are captured in the current classification description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification.

Title Change

One recommendation includes changing the titles for eight (8) ALD classifications.

Table 1. Title Change Recommendations



Current Classification Title	Proposed Classification Title
Business Manager	Administrative Services Manager
Public Services Director	Assistant Library Director
Building Projects Manager	Facilities Manager
Building (Library) Monitor	Facilities Monitor
Librarian I/Teen Services	Librarian
Library Page	Library Aide
Library Associate	Library Assistant
Library Clerk I/II	Library Clerk

Title changes are recommended to reflect the level and scope more clearly being performed, to consolidate work into broader categories that could be used ALD-wide, as well as to establish consistency with the labor market and industry standards. Any compensation recommendations (detailed in Volume II) are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance. All recommended position allocations are listed in Appendix I.

Reclassification

Reclassification recommendations are made for positions that are working out of class due to level and scope of work and/or job functions that have been added to or removed from those positions over time.

The study resulted in eight (8) positions allocated to three (3) classifications to be reclassified, as noted in the table below. These recommendations are based on the individual positions interviewed. Not every incumbent in a given classification is recommended for a reclassification

Table 2. Reclassification Recommendations

Current Classification Title	# of Incumbents	Proposed Classification Title
Janitor	1	Facilities Maintenance Worker
Gardener	1	Facilities Maintenance Worker
Library Clerk I	1	Library Assistant
Library Clerk II	2	Library Assistant
Library Clerk II	1	Library Technician
Library Associate	2	Library Technician



New Classifications

The Study resulted in a recommendation by K&A for the Director and the Board to consider establishing several professional Librarian positions by replacing several paraprofessional Library Assistant positions with Librarians. The Librarian would be the entry/journey level position for individuals with an MLS degree and little related library experience. Note: the recommendation would eliminate the Librarian “I” and “II” levels in exchange for one “Librarian” level.

One approach to accomplish this goal would be to fund several positions in the District’s annual budget at the Librarian level, but “underfill” them with Library Assistants until such time as individual incumbents obtain their MLS degrees. Once an incumbent obtains his or her MLS, the District would then have the flexibility to promote the incumbent to "Librarian." This would allow the District to retain and promote staff with in-house experience who obtain their MLS without having to seek Board approval each time. This should result in the District’s establishing a greater emphasis on utilizing professional Librarians as the primary patron-facing providers of Library services, similar to most other public libraries, rather than utilizing paraprofessional Library Assistants and supervisory Library Managers to jointly serve as the foundation for providing these services.

Table 3. New Classification Recommendations

Proposed Classification
Librarian (removing “I” and “II” levels)

CONCLUSION

The revised classification descriptions serve as a general description of the work performed and provide a framework of the expectations of each position for the employee. Requests for the addition of new positions and classifications and/or reclassification of an existing position should follow established ALD policies and procedures. Any decisions related to the addition of new positions and classifications, reclassification of an existing position, and promotion of an existing position, will depend on the needs and resources of the ALD and the availability of work, as well as the ability of existing positions to meet the qualifications of and perform the duties of the higher-level class.

Finally, as mentioned previously, a classification plan is not a static, unchanging entity. The classification plan should be reviewed on a regular, on-going basis and may be amended or revised as required.

It has been a pleasure working with ALD on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.



Classification Study – Final Report
ALTADENA LIBRARY DISTRICT

Respectfully submitted by,
Koff & Associates

Mike Harary

Mike Harary
Senior Associate

Appendix I

Recommended Position Allocations

Appendix II

New Classification Descriptions



June 3, 2020

Base Salary Compensation Study Final Report

Altadena Library District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Chief Executive Officer

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633



Base Salary Compensation Study – Final Report Altadena Library District

June 3, 2020

Ms. Nikki Winslow
Library District Director
Altadena Library District
600 E. Mariposa Street
Altadena, CA 91001

Dear Ms. Winslow:

Koff & Associates is pleased to present the Base Salary Compensation Study Final Report to the Altadena Library District (“ALD”). This report documents the market compensation survey methodology, findings, and recommendations for implementation.

We would like to thank you and Nicole Fabry for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with the District, and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Mike Harary

Mike Harary
Senior Associate



TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

 Background..... 1

 Summary of Findings 1

STUDY PROCESS 1

 Benchmark Classifications 1

 Comparator Agencies 2

 Salary Data 4

 Data Collection 4

 Matching Methodology 4

 Data Spreadsheets..... 5

MARKET COMPENSATION FINDINGS 5

 Base Salary 6

INTERNAL SALARY RELATIONSHIPS 6

RECOMMENDATIONS..... 7

 Pay Philosophy 7

 Proposed Salary Range Structure 8

 Proposed Salary Range Placements..... 8

USING THE MARKET DATA AS A TOOL..... 9



LIST OF TABLES

Table 1. Benchmark Classifications.....	2
Table 2. Comparator Agencies.....	3
Table 3. Market Compensation Results Summary.....	6
Table 4. Base Salary Results	6

APPENDICES

Appendix I: Results Summary

Appendix II: Market Compensation Findings

Appendix III: Proposed Salary Range Structure

Appendix IV: Proposed Salary Range Placement Recommendations



EXECUTIVE SUMMARY

Background

In April 2020, Koff & Associates (“K&A”) conducted a Base Salary Compensation Study for the Altadena Library District (“ALD”). All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

- The concern by the Library Board of Trustees that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the ALD to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the ALD;
- The desire of the ALD to present an updated salary proposal to the Library Board of Trustees; and
- The desire to ensure internal relationships of salaries are based upon objective, non-qualitative evaluation factors, resulting in equity across the ALD.

The goals of the compensation study are to assist the ALD in developing a competitive pay plan, which is based upon market data, and to ensure the plan is fiscally responsible and meets the needs of the ALD with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the base salary compensation survey findings. A summary of Base Salary Compensation Study Results, presented in Appendix I, showed:

- The ALD’s ***base salaries, overall, in comparison to the market median are an average of 8.3% below the market.***

STUDY PROCESS

Benchmark Classifications

The study included fourteen (14) classifications which were selected to collect salary data within the defined labor market. Classifications we would expect to provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the ALD’s overall compensation plan to the market.

The benchmark classifications are listed in Table 1.



Table 1. Benchmark Classifications

Classification Title
1. Administrative Assistant
2. Administrative Services Manager
3. Assistant Library Director
4. District Director
5. Facilities Maintenance Worker
6. Facilities Manager
7. IT Manager
8. Librarian
9. Library Aide
10. Library Assistant
11. Library Clerk
12. Library Manager
13. Library Technician
14. Marketing & Community Engagement Manager

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison.

- 1. Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to the ALD be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. When



it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

2. **Similarity of population served, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. **Scope of services provided** – For most of the classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators, and most comparator agencies surveyed provide similar services to the ALD.
4. **Labor market and geographic location** – In today’s labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. The geographic labor market area, where the ALD may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the ALD, the resulting labor market data generally reflects the region’s cost of living, and other demographic characteristics to the same extent as competing employers to the ALD.

All factors mentioned should be considered in selecting the group of comparator agencies. On February 25, 2020, K&A submitted a memo along with a comparator agency analysis, which summarized and ranked all of the above factors, to the District Director. Based on that analysis, ALD selected the following twelve (12) regional libraries as comparator agencies for this compensation study, as noted in Table 2.

Table 2. Comparator Agencies

Agency
1. Alhambra Civic Center Library
2. Arcadia Public Library
3. Buena Park Library District
4. Commerce Public Library
5. Covina Public Library
6. Crowell (San Marino) Public Library
7. Glendora Public Library
8. Monrovia Public Library
9. Monterey Park Bruggemeyer Library
10. Placentia Library District
11. Sierra Madre Public Library
12. Whittier Public Library



Salary Data

The last element requiring discussion prior to beginning a market survey is the specific data that will be collected and analyzed. The following salary data was collected for each benchmark classification and can be found in Appendix II [Market Compensation Findings] of this report:

➤ **Monthly Base Salary**

The top of the published salary range for each comparator agency is displayed. All figures are presented on a monthly basis.

Data Collection

Data was collected during the months of March 2020 and April 2020 through comparator agency websites, conversations with human resources, accounting, and/or finance personnel at other agencies, discussions with ALD management team members, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes the data collection step is the most critical for maintaining the overall credibility of any study and relied on the ALD classification descriptions as the foundation for comparison.

When K&A researches and collects data from comparator agencies to identify possible matches for each benchmark classification, comparable matches are generally not 100% similar to the classifications at the ALD. Therefore, K&A does not match positions from other agencies to ALD positions simply based upon job titles, which can often be misleading. K&A analyzes class descriptions from other agencies before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, journey, advanced journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and



- Working conditions.

In order for a match to be included, K&A requires a classification’s “likeness” be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses “hybrids” which can be functional or represent a span in scope of responsibility. A functional hybrid means the job of one classification at the ALD is performed by two or more classifications at a comparator agency. A span in scope hybrid means the comparator agency has one class “bigger” in scope and responsibility and one class “smaller,” where the ALD’s class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there is one (1) information worksheet:

- Top Monthly Base Salary Data

K&A’s reports for Top Monthly Salary include the average and median of the comparator agencies. These reports also include how the ALD compares to the average and median of the survey market, using the percentage above or below the average and median.

The average is the sum of the comparator agencies’ salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

K&A staff requires a minimum of four (4) comparator agencies with matching classifications to the benchmark classification for the survey data to be included in this study. The reason for requiring a minimum of four matches is to prevent one classification from having undue influence on the average and median calculations. Sufficient data (i.e., benchmarks with at least four (4) matches from other agencies) was collected from the comparator agencies for all the benchmark classifications surveyed.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the average, because the median is not skewed by extremely high or low salary values.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary compensation findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median is listed. The table is sorted by top monthly salary in descending order from the most positive percentile (above market) to the most negative (below market).



Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly Salary % Above or Below Market Median
Library Technician	6	+8.7%
District Director	10	+3.8%
Library Aide	12	+1.2%
IT Manager	11	+0.6%
Library Clerk	9	+0.1%
Administrative Assistant	12	-0.2%
Library Assistant	9	-2.3%
Assistant Library Director	9	-3.5%
Librarian	10	-13.4%
Library Manager	10	-15.2%
Facilities Manager	7	-21.6%
Facilities Maintenance Worker	8	-23.1%
Administrative Services Manager	12	-24.7%
Marketing & Community Engagement Manager	4	-26.0%

Base Salary

Base salary market results show nine (9) classifications are paid below the market median and five (5) classifications are paid above the market median.

Table 4. Base Salary Results

# of Classifications	<5%	5-10%	10-15%	15-20%	>20%	Total
Below the Market Median	3	0	1	1	4	9
Above the Market Median	4	1	0	0	0	5

INTERNAL SALARY RELATIONSHIPS

Building from the salary levels established for identified benchmark classes, internal salary relationships were developed and consistently applied to develop specific salary recommendations for certain classifications which were benchmarked and yielded results similar enough in the market, while taking into consideration current pay rates within ALD. This resulted in a recommendation for the following classifications to be compensated at the same salary range: Administrative Services Manager, Facilities Manager, Library Manager, and Marketing & Community Engagement Manager.

In the future, the ALD may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal



Base Salary Compensation Study – Final Report Altadena Library District

relationships, the same factors analyzed when comparing ALD classifications to the labor market are used when making internal salary alignment recommendations.

In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- Certain internal percentages are often applied. The most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10%.
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

For the purposes of this study, K&A:

- Utilized top step salary market data along with Step 5 in the Salary Range table developed by K&A (described in more detail below) which was closest to the market top step without prompting a salary reduction, to develop the salary recommendations for ten (10) of the fourteen (14) benchmarked classifications.
- Utilized internal equity principles to make the salary recommendations for the classifications of Administrative Services Manager, Facilities Manager, and Marketing & Community Engagement Manager, as referenced above, to maintain internal alignment with the Library Manager based on past ALD pay practices and market data. Market data for all 4 of these classifications were similar enough to recommend compensating each of them at the same rate.
- Utilized the Los Angeles County Minimum Wage of \$15.00 per hour effective July 1, 2020 to recommend the minimum salary rate for the Library Aide classification.

The ALD may want to make internal equity adjustments or alignments in the future, as it implements this compensation strategy and creates new classifications. The market survey is only a tool to be used by the ALD to determine market indexing and salary determination.



RECOMMENDATIONS

Pay Philosophy

The ALD has many options regarding what type of compensation plan it wants to implement. This decision will be based on ALD pay philosophy, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly qualified workforce.

Proposed Salary Range Structure

Currently, the ALD has a 6-step salary range with 5% between steps 1 through 5 and 2.5% between steps 5 and 6. We recommend the ALD adopt a salary structure that reflects best practices and common industry standards. Appendix III contains the Proposed Salary Range Structure referenced above which consists of ranges with six (6) steps, with 5% between steps, and 2.5% between ranges. This range structure will allow the ALD to consistently hire new talent at competitive market rates at the lower end of the salary range, and to move employees through the range more consistently based on performance and service. In most public agencies, employees who meet their performance expectations typically reach the top of the salary range within 4-5 years of employment, if they were placed at the minimum of the range upon hire. In this case, Step 6 of the range is intended only for those employees who exceed performance expectations (see below).

Proposed Salary Range Placements

Appendix IV illustrates the Proposed Salary Range Placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base top monthly salary market results. The following calculation was used:

1. As indicated above, K&A created a Monthly Minimum and Maximum Base Salary Range Structure referenced as a tab within the Proposed Salary Range Placement spreadsheet as the “6-Step Salary Schedule” with an approximately 27.6% spread between the minimum and maximum salary in any given range; there is a 5% differential between steps and a 2.5% differential between each range. The ALD’s current lowest maximum monthly base salary for the position of Library Aide is set at Range 6, Step 1 on the attached salary structure.
2. Each classification was then placed within the proposed salary range where Step 5 of the proposed salary structure was closest to the Market Median Salary Rate, without prompting a salary reduction.

Per a discussion held with the District Director and the Administrative Services Manager on May 19, 2020, the consultant, the Director, and the Administrative Services Manager all suggested creating a Step 6 within the proposed salary range structure, which would represent an additional 5.0% increase above Step 5 (and replace the current Step 6 which represents an additional 2.5%). The new Step 6 is intended to be granted to employees



Base Salary Compensation Study – Final Report Altadena Library District

who have served at least one (1) year at Step 5, and upon their performance which is rated at “Exceeds Expectations” or higher, per their annual performance evaluation as prepared by their manager and approved by the District Director. Step 6 is therefore not intended to be awarded automatically based on one (1) year of service to the District after reaching Step 5 and a performance rating of “Meets Expectations” or lower.

The salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 2.5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 2.5% differentials between ranges, four ranges should represent a 10% differential. However, because the compounding effect of 2.5%, on top of 2.5%, on top of 2.5%, and so on, the differential between Range 1 and Range 5 is not exactly 10% but is slightly greater.

K&A further recommends those incumbents being placed in a salary range that is greater than 5.0% above their current salary rate be placed in the proposed salary range at a salary step which represents at least a 5.0% salary increase above their current pay rate. Using this approach, the District would not need to grant the entire salary increase (per Appendix IV) at one time for those positions whose salary ranges are currently below the market median by more than 5.0%. This implementation approach will minimize the fiscal impact to the District by authorizing salary increases over time for individual employees who are paid substantially (5.0% or more) below the market median, rather than adopting these salary increases all at once. This approach also provides room for growth and advancement within individual salary ranges for those employees who have been paid significantly below the median, prior to the adoption of this Study.

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate this report and the findings are meant to be a tool for the ALD to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and the ALD expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give the ALD an instrument to make future compensation decisions.

It has been a pleasure working with ALD on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

Koff & Associates

Mike Harary

Mike Harary
Senior Associate



Appendix I

Results Summary



Appendix II

Market Compensation Findings



Appendix III

Proposed Salary Range Structure



Appendix IV

Proposed Salary Range Placement Recommendations

APPENDIX I

Altadena Library District - Results Summary April 2020

Classification	Top Monthly Salary Data					# of Matches
	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	
Administrative Assistant	\$ 5,493	\$ 5,406	1.6%	\$ 5,505	-0.2%	12
Administrative Services Manager	\$ 6,208	\$ 7,597	-22.4%	\$ 7,740	-24.7%	12
Assistant Library Director	\$ 9,560	\$ 9,726	-1.7%	\$ 9,899	-3.5%	9
District Director	\$ 13,875	\$ 13,317	4.0%	\$ 13,352	3.8%	10
Facilities Maintenance Worker	\$ 3,990	\$ 4,614	-15.6%	\$ 4,912	-23.1%	8
Facilities Manager	\$ 6,208	\$ 7,322	-17.9%	\$ 7,547	-21.6%	7
IT Manager	\$ 9,560	\$ 9,267	3.1%	\$ 9,507	0.6%	10
Librarian	\$ 5,776	\$ 6,551	-13.4%	\$ 6,547	-13.4%	10
Library Aide	\$ 2,808	\$ 2,725	3.0%	\$ 2,773	1.2%	12
Library Assistant	\$ 4,858	\$ 4,867	-0.2%	\$ 4,971	-2.3%	9
Library Clerk / Monitor	\$ 3,992	\$ 3,968	0.6%	\$ 3,990	0.1%	9
Library Manager	\$ 6,691	\$ 7,713	-15.3%	\$ 7,706	-15.2%	10
Library Technician	\$ 4,858	\$ 4,625	4.8%	\$ 4,437	8.7%	6
Marketing & Community Engagement Manager	\$ 6,208	\$ 7,912	-27.4%	\$ 7,824	-26.0%	4

AVERAGE: -6.9% AVERAGE: -8.3%
 MEDIAN: -1.0% MEDIAN: -2.9%

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Administrative Assistant						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Buena Park Library District	Administrative Assistant	\$ 6,025	12/20/19	unknown	unknown
2	Whittier Public Library	Administrative Assistant	\$ 6,008	7/1/18	unknown	unknown
3	Monrovia Public Library	Office Administrator	\$ 5,938	9/17/19	unknown	unknown
4	Commerce Public Library	Administrative Assistant	\$ 5,894	7/1/19	7/1/20	3.00%
5	Crowell (San Marino) Public Library	Administrative Assistant	\$ 5,600	7/1/19	7/1/20	2.00%
6	Alhambra Library	Executive Assistant	\$ 5,506	3/9/20	6/25/20	2.00%
7	Placentia Library District	Administrative Assistant	\$ 5,504	12/20/19	unknown	unknown
8	Altadena Library District	Administrative Assistant	\$ 5,493	1/1/20	unknown	unknown
9	Arcadia Public Library	Senior Administrative Assistant	\$ 5,452	12/17/19	unknown	unknown
10	Monterey Park Library	Administrative Secretary	\$ 5,315	7/1/18	unknown	unknown
11	Covina Public Library	Administrative Technician	\$ 4,892	11/5/19	7/4/20	2.00%
12	Glendora Public Library	Administrative Assistant	\$ 4,791	7/1/19	7/1/20	3.00%
13	Sierra Madre Public Library	Administrative Aide	\$ 3,952	7/23/19	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 5,406
% Altadena Library District Above/Below	1.6%
Median of Comparators	\$ 5,505
% Altadena Library District Above/Below	-0.2%
Number of Matches	12

N/C - Non Comparator

APPENDIX II

Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020

Administrative Services Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Commerce Public Library ³	[Human Resources Analyst II / Accountant II]	\$ 8,749	7/1/19	7/1/20	3.00%
2	Monrovia Public Library ⁷	[Accountant / Human Resources Supervisor]	\$ 8,581	9/17/19	unknown	unknown
3	Placentia Library District	Business Manager	\$ 7,970	12/20/19	unknown	unknown
4	Alhambra Library ¹	[Accounting Supervisor / Human Resources Analyst]	\$ 7,895	3/9/20	6/25/20	2.00%
5	Monterey Park Library ⁸	[Accountant / Human Resources Analyst]	\$ 7,785	7/1/18	unknown	unknown
6	Whittier Public Library ⁹	[Accountant / Management Analyst II]	\$ 7,752	7/1/18	unknown	unknown
7	Arcadia Public Library ²	[Accountant / Human Resources Analyst]	\$ 7,727	12/17/19	unknown	unknown
8	Buena Park Library District	Business Officer	\$ 7,516	12/20/19	unknown	unknown
9	Sierra Madre Public Library	Administrative Services Manager	\$ 7,348	11/22/19	unknown	unknown
10	Crowell (San Marino) Public Library ⁵	[Accountant / Administrative Analyst]	\$ 6,881	7/1/19	7/1/20	2.00%
11	Covina Public Library ⁴	[Accountant / Human Resources Analyst]	\$ 6,641	11/5/19	7/4/20	2.00%
12	Glendora Public Library ⁶	[Accountant / Human Resources & Risk Management Analyst]	\$ 6,322	7/1/19	7/1/20	3.00%
13	Altadena Library District	Administrative Services Manager	\$ 6,208	1/1/20	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 7,597
% Altadena Library District Above/Below	-22.4%
Median of Comparators	\$ 7,740
% Altadena Library District Above/Below	-24.7%
Number of Matches	12

N/C - Non Comparator

- 1 - Alhambra Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 2 - Arcadia Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 3 - Commerce Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 4 - Covina Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 5 - Crowell (San Marino) Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 6 - Glendora Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 7 - Monrovia Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 8 - Monterey Park Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 9 - Whittier Public Library: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Assistant Library Director						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Monrovia Public Library	Library Manager	\$ 11,916	9/17/19	unknown	unknown
2	Placentia Library District	Assistant Library Director	\$ 10,245	12/20/19	unknown	unknown
3	Arcadia Public Library	Library Services Manager	\$ 10,139	12/17/19	unknown	unknown
4	Crowell (San Marino) Public Library	City Librarian	\$ 10,022	7/1/19	7/1/20	2.00%
5	Covina Public Library	Library Manager	\$ 9,899	11/5/19	7/4/20	2.00%
6	Whittier Public Library	Assistant Director of Library Services	\$ 9,727	7/1/18	unknown	unknown
7	Alhambra Library	Library Services Manager	\$ 9,564	3/9/20	6/25/20	2.00%
8	Altadena Library District	Assistant Library Director	\$ 9,560	1/1/20	unknown	unknown
9	Glendora Public Library	Library Services Manager	\$ 8,673	7/1/19	7/1/20	3.00%
10	Sierra Madre Public Library	Library Services Manager/City Librarian	\$ 7,348	11/22/19	unknown	unknown
11	Monterey Park Library	N/C				
12	Commerce Public Library	N/C				
13	Buena Park Library District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 9,726
% Altadena Library District Above/Below	-1.7%
Median of Comparators	\$ 9,899
% Altadena Library District Above/Below	-3.5%
Number of Matches	9

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

District Director							
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	Commerce Public Library	Director of Library Services	\$ 15,390	7/1/19	unknown	unknown	
2	Placentia Library District	Library Director	\$ 14,250	12/20/19	unknown	unknown	
3	Alhambra Library	Library Director	\$ 13,887	3/9/20	6/25/20	2.00%	
4	Altadena Library District	District Director	\$ 13,875	1/1/20	unknown	unknown	
5	Covina Public Library	Director of Parks, Recreation, and Library Services	\$ 13,663	8/20/19	7/4/20	2.00%	
6	Glendora Public Library	Library Director	\$ 13,402	7/1/19	unknown	unknown	
7	Arcadia Public Library	Director of Library & Museum Services	\$ 13,303	12/17/19	unknown	unknown	
8	Whittier Public Library	Director of Library Services	\$ 12,850	7/1/18	unknown	unknown	
9	Crowell (San Marino) Public Library	Director of Community Services	\$ 12,787	7/1/19	7/1/20	2.00%	
10	Buena Park Library District	Library Director	\$ 12,716	12/20/19	unknown	unknown	
11	Monterey Park Library	City Librarian	\$ 10,924	1/1/19	unknown	unknown	
12	Sierra Madre Public Library	N/C					
13	Monrovia Public Library	N/C					

Summary Results		Top Monthly
Average of Comparators		\$ 13,317
% Altadena Library District Above/Below		4.0%
Median of Comparators		\$ 13,352
% Altadena Library District Above/Below		3.8%
Number of Matches		10

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Facilities Maintenance Worker						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Crowell (San Marino) Public Library ²	[Gardener II / Maintenance Worker II]	\$ 5,108	7/1/19	7/1/20	2.00%
2	Alhambra Library ¹	[Building Maintenance Worker / Parks Worker II]	\$ 5,085	3/9/20	6/25/20	2.00%
3	Whittier Public Library	Facilities Maintenance Worker	\$ 4,969	7/1/18	unknown	unknown
4	Commerce Public Library	Facility Maintenance Worker	\$ 4,958	7/1/19	7/1/20	3.00%
5	Monrovia Public Library	Facilities Maintenance Worker	\$ 4,866	9/17/19	unknown	unknown
6	Glendora Public Library	Maintenance Worker	\$ 4,279	7/1/19	7/1/20	3.00%
7	Covina Public Library	General Maintenance Worker	\$ 4,057	7/6/19	7/4/20	2.00%
8	Altadena Library District	Facilities Maintenance Worker	\$ 3,990	1/1/20	unknown	unknown
9	Sierra Madre Public Library	Maintenance Worker	\$ 3,586	7/23/19	unknown	unknown
10	Buena Park Library District	N/C				
11	Monterey Park Library	N/C				
12	Placentia Library District	N/C				
13	Arcadia Public Library	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 4,614
% Altadena Library District Above/Below		-15.6%
Median of Comparators		\$ 4,912
% Altadena Library District Above/Below		-23.1%
Number of Matches		8

N/C - Non Comparator

1 - Alhambra Library Functional Match his hybrid match represents that the duties o the class are per ormed by more than one class at the comparator agency he salary displayed is the higher o the matches

2 - Crowell (San Marino) Public Library Functional Match his hybrid match represents that the duties o the class are per ormed by more than one class at the comparator agency he salary disolved is the higher o the matches

APPENDIX II

Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020

Facilities Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alhambra Library	Building Maintenance Supervisor	\$ 8,334	3/9/20	6/25/20	2.00%
2	Monterey Park Library	Facilities Maintenance Supervisor	\$ 7,725	7/14/18	unknown	unknown
3	Covina Public Library	Parks Maintenance Supervisor	\$ 7,687	11/5/19	7/4/20	2.00%
4	Commerce Public Library	Facility Maintenance Supervisor	\$ 7,547	7/1/19	7/1/20	3.00%
5	Whittier Public Library	Facilities Maintenance Supervisor	\$ 7,261	7/1/18	unknown	unknown
6	Monrovia Public Library	Facilities Maintenance Supervisor	\$ 7,032	9/17/19	unknown	unknown
7	Altadena Library District	Facilities Manager	\$ 6,208	1/1/20	unknown	unknown
8	Buena Park Library District	Facilities Maintenance Supervisor	\$ 5,670	12/20/19	unknown	unknown
9	Glendora Public Library	N/C				
10	Crowell (San Marino) Public Library	N/C				
11	Placentia Library District	N/C				
12	Sierra Madre Public Library	N/C				
13	Arcadia Public Library	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 7,322
% Altadena Library District Above/Below	-17.9%
Median of Comparators	\$ 7,547
% Altadena Library District Above/Below	-21.6%
Number of Matches	7

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

IT Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Monrovia Public Library	Information Systems Manager	\$ 11,916	9/17/19	unknown	unknown
2	Whittier Public Library	Information Technology/Records Manager	\$ 10,698	7/1/18	unknown	unknown
3	Arcadia Public Library	IT Manager	\$ 10,393	12/17/19	unknown	unknown
4	Covina Public Library	IT Services Manager	\$ 10,097	11/5/19	7/4/20	2.00%
5	Sierra Madre Public Library	IT Manager	\$ 10,070	11/22/19	unknown	unknown
6	Altadena Library District	IT Manager	\$ 9,560	1/1/20	unknown	unknown
7	Alhambra Library	Information Services Manager	\$ 8,943	3/9/20	6/25/20	2.00%
8	Monterey Park Library	Information Systems Specialist	\$ 8,389	7/14/18	unknown	unknown
9	Commerce Public Library	Library Technical Services Supervisor	\$ 7,928	7/1/19	7/1/20	3.00%
10	Buena Park Library District	Systems Services Supervisor	\$ 7,569	12/20/19	unknown	unknown
11	Glendora Public Library	Information Systems Technology Analyst	\$ 6,668	7/1/19	7/1/20	3.00%
12	Crowell (San Marino) Public Library	N/C				
13	Placentia Library District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 9,267
% Altadena Library District Above/Below	3.1%
Median of Comparators	\$ 9,507
% Altadena Library District Above/Below	0.6%
Number of Matches	10

N/C - Non Comparator

APPENDIX II Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020

Librarian						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Commerce Public Library	Librarian	\$ 7,179	7/1/19	7/1/20	3.00%
2	Monrovia Public Library	Librarian	\$ 7,032	9/17/19	unknown	unknown
3	Arcadia Public Library	Librarian II	\$ 6,979	12/17/19	unknown	unknown
4	Crowell (San Marino) Public Library	Librarian II	\$ 6,954	7/1/19	7/1/20	2.00%
5	Monterey Park Library	Librarian	\$ 6,631	1/1/20	7/1/20	1.00%
6	Buena Park Library District	Librarian I	\$ 6,464	12/20/19	unknown	unknown
7	Whittier Public Library	Librarian II	\$ 6,377	7/1/18	unknown	unknown
8	Alhambra Library	Librarian I	\$ 6,267	3/9/20	6/25/20	2.00%
9	Placentia Library District	Librarian I	\$ 6,160	12/20/19	unknown	unknown
10	Altadena Library District	Librarian	\$ 5,776	1/1/20	unknown	unknown
11	Glendora Public Library	Librarian II	\$ 5,468	7/1/19	7/1/20	3.00%
12	Sierra Madre Public Library	N/C				
13	Covina Public Library	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 6,551
% Altadena Library District Above/Below	-13.4%
Median of Comparators	\$ 6,547
% Altadena Library District Above/Below	-13.4%
Number of Matches	10

N/C - Non Comparator

APPENDIX II

Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary) April 2020

Library Aide						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Placentia Library District	Library Aide	\$ 3,158	12/20/19	unknown	unknown
2	Buena Park Library District	Library Page	\$ 3,084	12/20/19	unknown	unknown
3	Monrovia Public Library	Library Aide	\$ 3,049	11/9/19	unknown	unknown
4	Alhambra Library	Page	\$ 2,993	3/9/20	6/25/20	2.00%
5	Monterey Park Library	Library Page	\$ 2,883	1/1/20	unknown	unknown
6	Altadena Library District	Library Aide	\$ 2,808	1/1/20	unknown	unknown
7	Commerce Public Library	Library Page	\$ 2,805	7/1/19	7/1/20	3.00%
8	Glendora Public Library	Library Aide I	\$ 2,742	7/1/19	unknown	unknown
9	Covina Public Library	Library Page/Shelver	\$ 2,739	12/21/19	unknown	unknown
10	Arcadia Public Library	Library Aide	\$ 2,487	1/1/20	unknown	unknown
11	Crowell (San Marino) Public Library	Library Page	\$ 2,253	1/1/20	unknown	unknown
12	Sierra Madre Public Library	Library Page	\$ 2,253	1/1/20	unknown	unknown
13	Whittier Public Library	Library Page	\$ 2,253	1/1/20	unknown	unknown

Summary Results	Top Monthly
Average of Comparators	\$ 2,725
% Altadena Library District Above/Below	3.0%
Median of Comparators	\$ 2,773
% Altadena Library District Above/Below	1.2%
Number of Matches	12

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Library Assistant						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Sierra Madre Public Library	Associate Librarian	\$ 5,398	7/23/19	unknown	unknown
2	Alhambra Library	Library Assistant	\$ 5,130	3/9/20	6/25/20	2.00%
3	Commerce Public Library	Senior Library Assistant	\$ 5,082	7/1/19	7/1/20	3.00%
4	Placentia Library District	Library Assistant	\$ 5,016	12/20/19	unknown	unknown
5	Glendora Public Library	Librarian I	\$ 4,971	7/1/19	7/1/20	3.00%
6	Buena Park Library District	Library Assistant	\$ 4,897	12/20/19	unknown	unknown
7	Altadena Library District	Library Assistant	\$ 4,858	1/1/20	unknown	unknown
8	Arcadia Public Library	Library Technician II	\$ 4,475	12/17/19	unknown	unknown
9	Covina Public Library	Library Assistant	\$ 4,446	7/6/19	7/4/20	2.00%
10	Whittier Public Library	Library Assistant II	\$ 4,387	7/1/18	unknown	unknown
11	Crowell (San Marino) Public Library	N/C				
12	Monterey Park Library	N/C				
13	Monrovia Public Library	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 4,867
% Altadena Library District Above/Below	-0.2%
Median of Comparators	\$ 4,971
% Altadena Library District Above/Below	-2.3%
Number of Matches	9

N/C - Non Comparator

APPENDIX II Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020

Library Clerk / Monitor						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alhambra Library	Clerical Assistant II	\$ 4,606	3/9/20	6/25/20	2.00%
2	Monterey Park Library	Library Clerk	\$ 4,465	1/1/20	7/1/20	1.00%
3	Commerce Public Library	Library Assistant	\$ 4,384	7/1/19	7/1/20	3.00%
4	Crowell (San Marino) Public Library	Library Clerk II	\$ 4,227	7/1/19	7/1/20	2.00%
5	Altadena Library District	Library Clerk	\$ 3,992	1/1/20	unknown	unknown
6	Buena Park Library District	Library Clerk I	\$ 3,990	12/20/19	unknown	unknown
7	Glendora Public Library	Library Technician	\$ 3,820	7/1/19	7/1/20	3.00%
8	Placentia Library District	Library Clerk	\$ 3,807	12/20/19	unknown	unknown
9	Monrovia Public Library	Library Clerk	\$ 3,401	11/9/19	unknown	unknown
10	Covina Public Library	Library Clerk	\$ 3,013	12/21/19	unknown	unknown
11	Arcadia Public Library	N/C				
12	Sierra Madre Public Library	N/C				
13	Whittier Public Library	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 3,968
% Altadena Library District Above/Below	0.6%
Median of Comparators	\$ 3,990
% Altadena Library District Above/Below	0.1%
Number of Matches	9

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Library Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Arcadia Public Library	Principal Librarian	\$ 8,716	12/17/19	unknown	unknown
2	Monrovia Public Library	Library Supervisor	\$ 8,581	9/17/19	unknown	unknown
3	Alhambra Library ¹	[Librarian II / Library Services Manager]	\$ 8,244	3/9/20	6/25/20	2.00%
4	Commerce Public Library	Senior Librarian	\$ 7,928	7/1/19	7/1/20	3.00%
5	Monterey Park Library	Senior Librarian	\$ 7,725	7/14/18	unknown	unknown
6	Covina Public Library	Library Services Supervisor	\$ 7,687	11/5/19	7/4/20	2.00%
7	Buena Park Library District	Public Services Supervisor	\$ 7,569	12/20/19	unknown	unknown
8	Placentia Library District	Supervising Librarian	\$ 7,247	12/20/19	unknown	unknown
9	Crowell (San Marino) Public Library	Librarian III	\$ 7,116	7/1/19	7/1/20	2.00%
10	Altadena Library District	Library Manager	\$ 6,691	1/1/20	unknown	unknown
11	Glendora Public Library	Senior Librarian	\$ 6,322	7/1/19	7/1/20	3.00%
12	Sierra Madre Public Library	N/C				
13	Whittier Public Library	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 7,713
% Altadena Library District Above/Below		-15.3%
Median of Comparators		\$ 7,706
% Altadena Library District Above/Below		-15.2%
Number of Matches		10

N/C - Non Comparator

1 - Alhambra Library Span of Responsibility Match this hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency the salary displayed is an average of the matches

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Library Technician						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Arcadia Public Library	Senior Library Technician	\$ 5,190	12/17/19	unknown	unknown
2	Monterey Park Library	Library Technician	\$ 5,096	1/1/20	7/1/20	1.00%
3	Altadena Library District	Library Technician	\$ 4,858	1/1/20	unknown	unknown
4	Covina Public Library	Library Assistant	\$ 4,446	7/6/19	7/4/20	2.00%
5	Buena Park Library District	Library Clerk II - Acquisitions Assistant	\$ 4,427	12/20/19	unknown	unknown
6	Whittier Public Library	Library Assistant II	\$ 4,387	7/1/18	unknown	unknown
7	Glendora Public Library	Senior Library Technician	\$ 4,202	7/1/19	7/1/20	3.00%
8	Sierra Madre Public Library	N/C				
9	Alhambra Library	N/C				
10	Monrovia Public Library	N/C				
11	Placentia Library District	N/C				
12	Crowell (San Marino) Public Library	N/C				
13	Commerce Public Library	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 4,625
% Altadena Library District Above/Below		4.8%
Median of Comparators		\$ 4,437
% Altadena Library District Above/Below		8.7%
Number of Matches		6

N/C - Non Comparator

APPENDIX II

**Altadena Library District - Market Compensation Data (sorted by Top Monthly Salary)
April 2020**

Marketing & Community Engagement Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Commerce Public Library	Public Information Officer	\$ 9,679	7/1/19	7/1/20	3.00%
2	Monrovia Public Library	Communications Analyst	\$ 8,581	9/17/19	unknown	unknown
3	Alhambra Library	Marketing & Communications Specialist	\$ 7,068	3/9/20	6/25/20	2.00%
4	Arcadia Public Library	Communications & Marketing Specialist II	\$ 6,323	12/17/19	unknown	unknown
5	Altadena Library District	Marketing & Community Engagement Manager	\$ 6,208	1/1/20	unknown	unknown
6	Buena Park Library District	N/C				
7	Covina Public Library	N/C				
8	Glendora Public Library	N/C				
9	Crowell (San Marino) Public Library	N/C				
10	Monterey Park Library	N/C				
11	Placentia Library District	N/C				
12	Sierra Madre Public Library	N/C				
13	Whittier Public Library	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 7,912
% Altadena Library District Above/Below		-27.4%
Median of Comparators		\$ 7,824
% Altadena Library District Above/Below		-26.0%
Number of Matches		4

N/C - Non Comparator

APPENDIX IV - PROPOSED SALARY RANGE PLACEMENT RECOMMENDATIONS

**ALTADENA LIBRARY DISTRICT
PROPOSED SALARY RANGE PLACEMENT - JULY 1, 2020
SORTED FROM LOWEST TO HIGHEST RANGE**

Class Title	DWP Current Maximum Monthly Salary	% from Top Monthly Market Median	Top Monthly Market Placement Median	Proposed Salary Range	Proposed Control Point Monthly Salary (Step 5)	Percent Difference	Study Benchmark	Rationale
Library Aide	\$2,808	1.2%	\$2,773	6	\$3,160	12.53%	X	Salary Placement per County Minimum Wage @ \$15.00 per hour effective 7/1/2020. Range #6 Step #1 \$15.00 per hour
Library Clerk / Monitor	\$3,992	0.1%	\$3,990	16	\$4,045	1.32%	X	Market and Range placement. Rate closest to market without prompting a salary range decrease is proposed.
Library Technician	\$4,858	8.7%	\$4,437	20	\$4,465	-8.09%	X	Market and Range placement.
Facilities Maintenance Worker	\$3,990	-23.1%	\$4,912	24	\$4,928	23.51%	X	Market and Range placement.
Library Assistant	\$4,858	-2.3%	\$4,971	24	\$4,928	1.45%	X	Market and Range placement.
Administrative Assistant	\$5,493	-0.2%	\$5,505	29	\$5,576	1.51%	X	Market and Range placement. Rate closest to market without prompting a salary range decrease is proposed.
Librarian	\$5,776	-13.4%	\$6,547	36	\$6,628	14.76%	X	Market and Range placement.
Administrative Services Manager	\$6,208	-24.7%	\$7,740	42	\$7,686	23.81%	X	Internal Alignment; anchor to Library Manager (same rate).
Facilities Manager	\$6,208	-21.6%	\$7,547	42	\$7,686	23.81%	X	Internal Alignment; anchor to Library Manager (same rate).
Library Manager	\$6,691	-15.2%	\$7,706	42	\$7,686	14.87%	X	Market and Range placement.
Marketing & Community Engagement Manager	\$6,208	-26.0%	\$7,824	42	\$7,686	23.81%	X	Internal Alignment; anchor to Library Manager (same rate).
IT Manager	\$9,560	0.6%	\$9,507	51	\$9,599	0.41%	X	Market and Range placement.
Assistant Library Director	\$9,560	-3.5%	\$9,899	52	\$9,839	2.92%	X	Market and Range placement.
District Director	\$13,875	3.8%	\$13,352	66	\$13,903	0.20%	X	Market and Range placement. Rate closest to market without prompting a salary range decrease is proposed.



RESOLUTION OF THE BOARD OF TRUSTEES NO. 2020-03
OF THE ALTADENA LIBRARY DISTRICT
TO ASK AUDITOR/CONTROLLER OF LOS ANGELES COUNTY
TO PREPARE NEW TAX ROLL FOR ACCOUNT #57.12
ALTADENA LIBRARY DISTRICT TAX

WHEREAS, The Altadena Library District had undergone severe revenue reductions requiring cuts in staff, services, hours, and materials purchases, and

WHEREAS, The State of California eliminated the Special District Augmentation Fund in June 1993, and the District relied on those funds for one-third of its budget, and

WHEREAS, The State of California transferred ten percent of the Library District's property tax revenue to the schools of California for fiscal years 1992-1993 and 1993-94, and

WHEREAS, There was a need to replace lost revenue to maintain good library service, and

WHEREAS, The Altadena Library District called for a Per Parcel Election to tax owners of real property in the District for library services, November 4, 2014, and

WHEREAS, The Altadena Library District has complied with all laws pertaining to the per parcel levy, and

WHEREAS, The election was won with 10,113 voters voting YES and 1,712 voting NO representing a 85.52% YES vote, and

WHEREAS, There is a cost of living clause after the 2016-17 fiscal year

RESOLVED, That the Altadena Library asks the Los Angeles County Auditor/Controller to prepare the new tax roll for account #57.12 – Altadena Library Tax for billing of direct charges for **FY 2020-21 and to increase each parcel by 3.36%**

DATED: June 22, 2020

BOARD OF LIBRARY TRUSTEES

Katie Clark, President

Jason Capell, Secretary

ALTADENA LIBRARY DISTRICT
CALCULATION OF PARCEL TAX
FISCAL YEAR 2020/21

February 2020 CPI:	278.657
February 2019 CPI:	269.608
<u>Change in Index:</u>	<u>9.049</u>

Calculation (% Change in Index): **0.03356**

Rate Increase: **3.36%**

Parcel Tax Rates:

	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Single Family	\$49.32	\$49.59	\$49.59	\$50.79	\$52.16	\$54.05	\$55.40	\$57.26
Apartment Unit	33.81	33.99	33.99	34.81	35.75	37.05	37.97	39.25
Commercial < 10,000 square feet	100.01	100.55	100.55	102.98	105.77	109.60	112.35	116.12
Commercial > 10,000 square feet	135.22	135.96	135.96	139.24	143.01	148.19	151.91	157.01



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

TITLE: Staff Report for Draft Final FY20-21 Budget

BACKGROUND:

The budget committee met on May 12 and again on June 2, 2020 to discuss preliminary budget numbers created in consultation with Cindy Byerrum and Ian Berg of Eide Bailly (formerly Platinum Consulting Group).

The breakdown of the FY20-21 Budget is as follows:

Revenues

Donations & Grants (line 3):

- Anticipated income remains the same for **4705 Altadena Library Foundation** and **4740 CA Library Literacy Services**. The only change is to **4710 Friends of the Library** which reflects a decrease of \$8,000 from last year due to the current inability to host large book sales.

Fines & Fees (line 9):

- The only changes are an increase to **4310 MFM/Printer Revenue** based on current income and a decrease to **4340 Passport Services Fees** due to COVID-19 preventing us from booking appointments.

Other Revenues (line 19):

- **4915 Film Rental Revenue** was decreased at mid-year and will be further decreased next fiscal year due to COVID-19 preventing most on-site filming.

Property Taxes & Assessments (line 32):

- **4010 Current Secured** sees a conservative one percent increase due to uncertainty in property tax income for next fiscal year.

Expenses

Salaries & Wages (line 36):

- **5010 Salaried** shows an increase of \$551,700 from last year due to the reallocation of Hourly Staff to Salaried based on the Classification and Compensation survey. There is a subsequent decrease to **5020 Hourly** of \$408,500. Both lines show an increase to wages based upon the recommendations of the survey. These changes plus the addition of a full-time Director's salary result in an overall increase of 8% to salaries and wages compared to last year.
 - Without including the recommendations of the Classification and Compensation study, the overall increase to Salaries & Wages is 5% compared to last year.

Personnel Insurance (line 42):

- **5220 Health Insurance, 5230 Dental Insurance, and 5240 Vision Insurance**, all see a slight decrease due to staff retirement. **5270 Worker's Compensation** sees an increase of \$15,750 compared to last year due to recent claims.

CalPERS Retirement (line 50):

- **5210.01 CalPERS Classic** was decreased due to staff retirement. **5210.02 CalPERS PEPRA** was increased due to the addition of a full-time District Director.
- **5218 PERS Unfunded** was increased based on the actual valuation by CalPERS.

Operating Insurance (line 68):

- **6430 Insurance-Gen, Prop, Lia** was increased by \$15,800 compared to last year due to recent claims.
- **6432 Earthquake Insurance** was increased by \$2,700 compared to last year based on a current quote from our carrier.
- All other operating expenses were adjusted based on current and anticipated spending.

Professional & Technical (line 98):

- **7130 Legal Fees** was decreased by \$47,000 based on current and anticipated spending.
- **7140 Architectural & Engineering** was decreased by \$14,000 based on anticipated spending.
- **7145 Collection Agency** was eliminated due to the cancellation of our collections service.
- **7155 Consultants – Other** was increased by \$12,000 to hire a political consulting firm and municipal advisors to facilitate a Community Facilities District measure for next fiscal year.

Information Technology (IT) (line 106):

- **7135 Technology Consulting** was increased by \$3,500 for E-Rate consulting.

- 7170 Telecommunications was increased by \$500 due to the purchase of District cell phones.
- 7175 Internet Service / E-Rate was increased by \$11,000 for District-wide 10 gigabyte setup.
- 7180 Technology Equipment was increased by \$3,300 to replace end-of-life public laptops.
- **Accounts 7185 Technology Maintenance Fees** and **7190 Website Development** were both decreased as initial setup is completed and remaining costs are for maintenance.

Library Materials (line 115):

- **6120 Books** remains the same as last fiscal year but actually represents a decrease in actual expenditures. Account **6135 Processing of Materials** has been folded into the other materials accounts, so each other account represents the addition of that \$50,000.
- **6125 Audio CD** has been decreased due to a decrease in usage of the medium.
- **6130 DVD's & Videogames** has been increased due to an increase in usage.
- **6140 Periodicals** and **6155 Library of Things** have been decreased due to anticipated usage decrease in the wake of COVID-19.
- **6150 Downloadables** has been increased due to increased demand for e-content in the wake of COVID-19.

Programs (line 131):

- Programming sees an overall decrease to expenditures due to limitations imposed by COVID-19.
- **6210 Teen Services** has been increased with the anticipation of hiring a teen intern.
- **6260 Summer Reading** has been increased with the anticipation of hosting more programming in Summer of 2021.

Election Expense & Misc. (line 140):

- **7540 Trustee Election** was increased by \$70,000 due to multiple seats being up for election in November 2020.

Capital Expenditures (line 144):

- **7310 Equipment, Furniture & Fixtures** was increased by \$3,300 to fund air conditioning upgrades in the community room.
- **7320 Structures & Improvements** was increased by \$4,400 to fund E-Rate upgrades at both locations and window replacement at the Branch.

FISCAL IMPACT:

The above changes result in an overall drawdown to reserves of \$245,850.

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	\$ 189,150	\$ 152,250	413%
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	23,400	5,400	30%
8 Total Donations & Grants	61,000	58,400	(2,600)	-4%
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	3,954,050	120,450	3%
34 EXPENSES				
35 Personnel				
36 Salaries & Wages				
37 5010 · Salaried	374,300	908,300	534,000	143%
38 5020 · Hourly	1,416,200	974,100	(442,100)	-31%
39 Total Salaries & Wages	1,790,500	1,882,400	91,900	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	155,600	2,300	2%
42	Insurance				
43	5220 · Health Insurance	138,000	132,000	(6,000)	-4%
44	5221 · Health Insurance - Retirees	77,700	71,700	(6,000)	-8%
45	5230 · Dental Insurance	13,800	13,200	(600)	-4%
46	5240 · Vision Insurance	4,100	3,900	(200)	-5%
47	5260 · Life Insurance	1,400	1,400	-	0%
48	5270 · Workers' Compensation	31,300	47,050	15,750	50%
49	Total Insurance	266,300	269,250	2,950	1%
50	CalPERS Retirement				
51	5210.01 · CalPers CLASSIC	25,000	20,300	(4,700)	-19%
52	5210.02 · CalPers PEPRA	90,000	104,300	14,300	16%
53	5218 · PERS Unfunded	147,900	168,700	20,800	14%
54	Total CalPERS Retirement	262,900	293,300	30,400	12%
55	5222 · OPEB Contribution	60,000	60,000	-	0%
56	Total District-Paid Taxes / Benefits	742,500	778,150	35,650	5%
57	Total Personnel	2,533,000	2,660,550	127,550	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	33,000	48,800	15,800	48%
70	6432 · Earthquake Insurance	30,400	33,100	2,700	9%
71	Total Insurance	63,400	81,900	18,500	29%
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	309,000	1,600	1%
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%
119	6125 · Audio CD	15,000	10,000	(5,000)	-33%
120	6130 · DVD's & Videogames	35,000	45,000	10,000	29%

Altadena Library District

Proposed Budget

Fiscal Year 2020/21

	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget	\$ Difference	% Difference	
121	6135 · Processing of Materials	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	50,000	3,300	7%
146	7320 · Structures & Improvements	65,600	70,000	4,400	7%
147	Total Capital Expenditures	112,300	120,000	7,700	7%
148	TOTAL EXPENSES	\$ 3,833,600	\$ 3,954,050	\$ 120,450	3%
149	NET INCOME/(LOSS)	\$ -	\$ -	\$ -	0%
	Projected Beginning Cash 7/1		\$ 3,573,000		
	(Drawdown) / Addition To Reserves		(189,150)		
	Projected Ending Cash 6/30		\$ 3,383,850		



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

Title: Gann Appropriation Limit, FY 2020-2021

Summary:

The Library District's appropriations may increase annually by a factor comprised of the change in population with the change in California per capita personal income.

In 1980, California voters adopted Article XIII B of the California State Constitution, commonly referred to as the Gann Initiative or Gann Appropriations Limit, placing limits on the amount of tax proceeds that State and local agencies can appropriate each year. The District's limit is adjusted each year for inflation, population and other factors.

The calculation of the District's FY 2020-21 Gann Appropriations Limit was computed by using factors provided by the State Department of Finance:

Per Capita Change =	1.0373
Population Change =	0.995
Calculation Factor =	$1.0373 \times 0.995 = 1.0321$
2020-21 Gann Limit	\$ 4,207,451

The District's budgeted tax proceeds subject to the FY 2020-21 Gann limit equal \$3,534,600. Therefore, the District is within the Gann limitation by \$672,851 and in compliance with state law. The Gann limit worksheet and Department of Finance documentation is attached.

Recommendation: The Board of Library Trustees review and accept the appropriation limit for FY 2020-21.



**ALTADENA LIBRARY DISTRICT
APPROPRIATIONS LIMIT WORKSHEET
FY2020-2021**

A. LAST YEAR'S LIMIT **AMOUNT**
\$4,076,539

B. ADJUSTMENT FACTORS

1. Population Change %	-0.5
2. Inflation - Per Capita Personal Income %	3.73

Per Capital Cost of Living Change = (0.23)%
Population Change = 0.95

C. CALCULATIONS

Per Capita Cost of Living converted to a ratio: $\frac{3.73 + 100}{100} = 1.0373$

Population Converted to a ratio: $\frac{-0.5 + 100}{100} = 0.995$

Calculation of factor for FY 2020/2021: $1.0373 \times 0.995 = 1.0321$

Total Adjustment % 3.21%

C. ANNUAL ADJUSTMENT \$

D. TOTAL ADJUSTMENTS \$130,912*

E. CURRENT YEAR LIMIT \$4,207,451*

Population converted to ratio	0.995
Inflation converted to ratio	1.0373



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

TITLE: Review of Los Angeles County Minimum Wage Increase, effective July 1, 2020 and updated Altadena Library District Salary Schedule, FY 20-21 based on recommendations from Classification & Compensation Study.

BACKGROUND:

Effective July 1, 2020 the minimum wage in Los Angeles County will increase to \$15.00 per hour, from \$14.25 per hour.

Previously the District adhered to the California State minimum wage, but moving forward will follow the County minimum wage. This change is also supported by the recommendations from the recently completed Classification and Compensation study performed by Koff & Associates.

To meet the County minimum wage increase, the Step 1 rate of the Library Aide classification will increase to \$15.00 per hour. Each subsequent step of that classification will increase 5%.

Each other classification of the salary schedule has been adjusted according to the recommendations from the Classification and Compensation study. These salary ranges can be found on the Salary Range Structure found in the attachments to the study.

Attached to this report is the Revised Salary Schedule for FY 20-21, which includes the Los Angeles County minimum wage as well as salary placement recommendations from the Classification and Compensation study.

FISCAL IMPACT

The fiscal impact of these recommended changes is an estimated \$91,900.

RECOMMENDATION

Staff recommends that the Board review and file the attached "Altadena Library District Salary Schedule FY 20-21, Board Approved Compensation Study Recommendations, effective July 1, 2020".



**Altadena Library District Salary Schedule FY20-21
Board Approved Compensation Study Recommendations
Effective July 1, 2020**

District Director	Salary falls into the following range:					
Monthly	11,437.83	-	-	-	-	14,597.89
Annual	137,253.91	-	-	-	-	175,174.64

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Assistant Library Director	46.70	49.04	51.49	54.06	56.77	59.60
Monthly	8094.86	8499.60	8924.58	9370.81	9839.35	10331.32
Annual	97138.33	101995.24	107095.00	112449.75	118072.24	123975.85
IT Manager	45.56	47.84	50.23	52.74	55.38	58.15
Monthly	7897.42	8292.30	8706.91	9142.26	9599.37	10079.34
Annual	94769.10	99507.55	104482.93	109707.08	115192.43	120952.05
Administrative Services Manager / Facilities Manager / Library Manager / Marketing & Community Engagement Manager	36.48	38.31	40.22	42.23	44.35	46.56
Monthly	6323.69	6639.88	6971.87	7320.46	7686.49	8070.81
Annual	75884.31	79678.52	83662.45	87845.57	92237.85	96849.74
Librarian	31.46	33.03	34.68	36.42	38.24	40.15
Monthly	5452.90	5725.54	6011.82	6312.41	6628.03	6959.44
Annual	65434.80	68706.54	72141.87	75748.96	79536.41	83513.23
Administrative Assistant	26.47	27.79	29.18	30.64	32.17	33.78
Monthly	4587.34	4816.70	5057.54	5310.41	5575.93	5854.73
Annual	55048.02	57800.42	60690.44	63724.97	66911.21	70256.77
Facilities Maintenance Worker / Library Assistant	23.39	24.56	25.79	27.08	28.43	29.85
Monthly	4054.54	4257.26	4470.13	4693.63	4928.31	5174.73
Annual	48654.43	51087.15	53641.51	56323.58	59139.76	62096.75
Library Technician	21.19	22.25	23.36	24.53	25.76	27.05
Monthly	3673.21	3856.87	4049.71	4252.20	4464.81	4688.05
Annual	44078.51	46282.44	48596.56	51026.39	53577.71	56256.59
Facilities Monitor / Library Clerk	19.20	20.16	21.17	22.22	23.34	24.50
Monthly	3327.75	3494.13	3668.84	3852.28	4044.90	4247.14
Annual	39932.96	41929.60	44026.08	46227.39	48538.76	50965.70
Library Aide	15.00	15.75	16.54	17.36	18.23	19.14
Monthly	2599.63	2729.61	2866.09	3009.40	3159.87	3317.86
Annual	31195.56	32755.34	34393.11	36112.76	37918.40	39814.32

Updated July 1, 2020



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

TITLE: Review and approval of Earthquake Insurance Quote for FY20-21.

BACKGROUND:

Our insurance broker, IOA Insurance Services, has provided us with a quote from our current Earthquake Insurance carrier for next fiscal year's coverage. IOA was unable to offer bids from admitted carriers for the limits we require and stated that with a noticeable increase across the market in earthquake coverage, Lloyd's remains the most competitive carrier.

Attached is a comparison of this and next year's rates as well as the quote from Lloyd's.

A brief explanation about admitted versus non-admitted carriers:

Admitted Carrier: An insurance company that is "admitted" means it has been approved by a state's insurance department and that...

- The company must comply with all state insurance regulations.
- In the event the insurance company fails, the state will step in as necessary to make claim payments. With a non-admitted insurance carrier, there is no such protection. In addition, buying from an admitted carrier means that customers don't have to pay certain fees and taxes as part of the policy; admitted status makes those expenses unnecessary. Buying insurance from an admitted carrier also guarantees customers have a path for recourse if they believe a claim has been handled improperly; they can appeal to the state insurance department.

Non-Admitted Carrier: "Non-admitted" status means an insurance carrier has not been approved by the state's insurance department and that...

- The insurance company doesn't necessarily follow state insurance regulations.
- In case of insolvency, no guarantee exists that claims will be paid, even if a case is active at the time of business failure.
- If a policyholder thinks his or her case was handled improperly, there is no recourse available to the state insurance department.

FISCAL IMPACT:

The fiscal impact is an increase of \$2,732.25.

RECOMMENDATION:

Staff recommends that the Board review and approve the quote from Lloyd's for FY20-21.



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

DIC including Earthquake, excluding Flood and EQSL*		
	07/01/19-20	07/01/20-21
	Lloyds	Lloyds
600 E Mariposa St, Altadena, CA, 91001		
Building	\$14,125,000	\$14,125,000
Business Personal Property	\$5,500,000	\$5,500,000
Business Income	\$500,000	\$500,000
2659 Lincoln Ave, Altadena, CA, 91001		
Building	\$1,313,000	\$1,313,000
Business Personal Property	\$120,000	\$120,000
Tenants Improvements	\$23,611	\$23,611
Total Limits	\$ 21,581,611	\$ 21,581,611
Deductible	15% - 25K Min.	15% - 25K Min.
Loss Valuation		
Building	Replacement Cost	Replacement Cost
Contents	Replacement Cost	Replacement Cost
Tenant Improvements	Replacement Cost	Replacement Cost
Business Income	Actual Loss Sustained	Actual Loss Sustained
Total Premium	\$28,000.00	\$31,300.00
Taxes & Fees	\$2,370.00	\$1,802.25
Final Total	\$30,370.00	\$33,102.25

QUOTE # 33230 A

TO: Insurance Office of America, Inc. - Pasadena
ATTN: Christine Phillips

Renewal of: 667925

RE: Altadena Library District

POLICY PERIOD: 07/01/20 to 07/01/21

We are pleased to present the following quotation :

COMPANY: Certain Underwriters at Lloyds Non-Admitted

Carrier Participation: Certain Underwriters at Lloyds

Perils: DIC incl Earthquake, excluding Flood and EQSL

Coverage: Building, Contents/BPP, Rents

Limits (\$): 21,581,611 Per Occurrence and in the Annual Aggregate subject to the following sublimits:

Sublimits: 1,546,000 Building Ordinance or Law Coverage B and C Combined (Coverage A included in Building Limit)
2,500 Valuable Papers
25 % of Loss for Debris Removal
250,000 Newly Acquired Real Property - 30 Days
100,000 Newly Acquired Personal Property - 30 Days
1,000 Outdoor Property, except Any One Tree Shrub or Plant \$250
2,500 Personal Effects
10,000 Pollutant Cleanup and Removal
10,000 Property Off Premises
1,000 Fire Department Charges
180 Days - Extended Period of Indemnity
25,000 Unintentional Errors and Omissions
25,000 Extra Expense
Included Increased Period of Restoration

Deductible: 15 % of Replacement Cost Value, Per Unit of insurance, at the time when such loss shall happen, subject to a minimum of \$25,000 Per Occurrence - EQ
25,000 All Other Perils

Valuation: Replacement Cost for Property Damage
Actual Loss Sustained for Time Element

Coinsurance: 100 %

Terms & Conditions: Amrisc Property Endorsement
TRIA Exclusion
1/12 Monthly Limitation for Time Element
Percent deductibles are per occurrence, per unit
50% Building Ordinance Damage threshold waived
Coverage explicitly excludes all flooding, including but not limited to flooding during windstorm events.
Coinsurance to be waived subject to receipt and acceptance of signed property SOV
All buildings with outstanding damage are excluded.
Any AP or RP under \$500 shall be waived, except AP for new perils or coverages added

QUOTE # 33230 A

TIV: 21,581,611 Based upon 100% values per schedule

Location address: As per schedule on file (see attached)

Subject To:

- Signed D-1
- Signed SL-2
- Signed TRIA
- Signed Flood Notice
- Signed App/SOV

Exclusions: Flood
Terrorism (unless purchased)
Per Carrier Form

Terrorism Surcharge: 1,565 Additional premium for Certified Acts of Terrorism (premium not included below)

Warrant: No losses last five years
No tuck under/soft story parking
All Risk policy in place equivalent to ISO CP 10 30 Special Causes of Loss

PREMIUM:

\$	31,300.00
\$	785.00 Broker Fee - Fully earned at inception
\$	939.00 State Tax
\$	78.25 CA Stamp Fee
\$	33,102.25 Total

35% MINIMUM RETAINED PREMIUM IN THE EVENT OF CANCELLATION. NO FLAT CANCELLATIONS.

This quotation is valid for 40 days, or until inception of coverage, whichever is sooner.

This quotation for coverage is subject to the terms and conditions of the specified insurance company forms currently in use, including any listed amendatory endorsements. This quotation for coverage may not conform to the terms and conditions requested. Should a change in insurance company occur, terms and conditions may vary from those currently in force. A copy of the form to be used is available upon request.



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

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nicole Fabry

LOCATION: Virtual Meeting

TITLE: Review of Addendum to 2020 Agreement between Altadena Library District and CliffordMoss LLC.

BACKGROUND:

This Addendum modifies Section 2 of our original agreement with Clifford Moss approved at the regular meeting of the Board on May 18, 2020. It outlines an updated payment schedule and adds an additional \$11,100 to the proposed consulting fees and up to \$3,300 in remaining expenses.

The \$11,100 is included to facilitate studying the feasibility of two possible measures on the ballot. After many discussions with the CFD formation team, it was determined that two possible measures would need to be explored during the polling process to maximize the success of a potential ballot initiative.

FISCAL IMPACT

The fiscal impact is not to exceed \$14,400.

RECOMMENDATION

Staff recommends that the Board review and approve the Addendum to 2020 Agreement between Altadena Library District and CliffordMoss LLC.



June 19, 2020

Ms. Nikki Winslow
Library District Director
Altadena Library District
600 E Mariposa Street
Altadena, CA 91001

Re: Addendum to 2020 Agreement between Altadena Library District and CliffordMoss LLC

Dear Ms. Winslow:

This letter operates as an Addendum to the 2020 Agreement between **CliffordMoss LLC** (“Provider”) and **Altadena Library District**, 600 E Mariposa St, Altadena, CA 91001 (“Client”). This Addendum adjusts our original Agreement, modifying Section 2 only, Compensation:

2. Compensation Payment Schedule.

Provider’s Flat Fee will be paid by Client in up to four payments. Payments one and two, each in the amount of \$18,350 (Eighteen Thousand Three-Hundred Fifty Dollars) will be due on June 5, 2020 and June 19, 2020 respectively. Payment three in the amount of \$11,100 (Eleven Thousand One Hundred Dollars) will be due on June 30, 2020. Payment four, covering any remaining expenses not to exceed \$3,300 (Three Thousand Three-Hundred Dollars) will be due on July 6, 2020. The expenses covered in payment four will not be reimbursed without Client’s prior written approval.

All other terms of the Agreement shall remain unchanged.

Provider: CliffordMoss

Address: 5111 Telegraph Avenue Suite 307, Oakland 94609

By: _____
Bonnie J. Moss, Principal

Date: _____

Client: Altadena Library District

Address: 600 E Mariposa Street, Altadena, CA 91001

By: _____
Ms. Nikki Winslow, Library District Director

Date: _____



**BOARD OF LIBRARY TRUSTEES
SPECIAL COUNCIL SERVICES FOR CFD FORMATION**

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Special Council Services from Best, Best & Krieger (BB & K) for CFD Formation

BACKGROUND: As part of the process to form the Altadena Library Community Facilities District, legal services needed to be provided to draft the necessary resolutions and provide advise and counsel to ensure compliance with applicable laws. The CFD Formation team reached out to our designated legal counsel, BB & K, to provide these necessary services.

BB & K sent a fee proposal for these additional legal services that are outside the scope of general legal counsel that they provide us.

FISCAL IMPACT: Not to exceed \$20,000.

RECOMMENDATION: Staff recommends that the Board of Trustees review and approve the fee proposal to provide special council services.



BEST BEST & KRIEGER 
ATTORNEYS AT LAW

Indian Wells
(760) 568-2611
Irvine
(949) 263-2600
Los Angeles
(213) 617-8100
Manhattan Beach
(310) 643-8448

655 West Broadway, 15th Floor, San Diego, CA 92101
Phone: (619) 525-1300 | Fax: (619) 233-6118 | www.bbklaw.com

Ontario
(909) 989-8584
Riverside
(951) 686-1450
Sacramento
(916) 325-4000
Walnut Creek
(925) 977-3300
Washington, DC
(202) 785-0600

Nora O'Brien
(619) 525-1357
nora.obrien@bbklaw.com

June 12, 2020

VIA EMAIL

Nikki Winslow
Library District Director
Altadena Library District
600 East Mariposa Street
Altadena, California 91001
nwinslow@altadenalibrary.org

Re: Special Counsel Services to the Altadena Library District

Dear Nikki:

Best Best & Krieger LLP (“BBK”) is pleased to submit this letter to you in connection with our services as special counsel (“Special Counsel”) to the Altadena Library District (the “District”) relating to the formation of a proposed community facilities district (“CFD”) and the special tax election relating thereto (the “Election”) and, if the special tax is approved, our services as bond counsel (“Bond Counsel”) relating to the proposed issuance of bonds (the “Bonds”) of the CFD. BBK is pleased to extend our working relationship with the District to this new project. The following letter reflects a supplement (the “Supplement”) under the engagement letter dated March 2, 2018 (the “Agreement”). The Agreement remains in effect and is incorporated by reference.

With respect to the formation of the CFD and the Election, our services will include the preparation of all resolutions, notices and legal documents required for proper formation of the CFD and advising the District with respect to issues relating to the Election, including, but not limited to, preparation of all materials and notices for the public hearing, assistance with the conduct of the public hearing, preparation and submission to the County of all material pertaining to the Election and preparation of the confirmation of election results and filing the notice of special tax lien.

With respect to the issuance of the Bonds, our services will include preparation of all agreements, resolutions, bond forms and other legal documents required by California law for the sale, execution and delivery of the Bonds, including, but not limited to, a review of the CFD and facilities being financed. Subject to the completion of the financing to our satisfaction, BBK will issue its approving legal opinion attesting to the validity of the proceedings and the issuance of the Bonds and that interest paid with respect to the Bonds is excluded from gross income for 09960.0000033013808.2



BEST BEST & KRIEGER
ATTORNEYS AT LAW

Nikki Winslow
June 12, 2020
Page 2

federal income tax purposes and is exempt from State of California personal income tax. We will also issue appropriate supplemental opinions and certificates as may be necessary or appropriate.

As a necessary part of our services as Bond Counsel, we will assist with the delivery of the Bonds and conduct a pre-closing to assure delivery of all necessary documents. After the pre-closing and the successful delivery of the Bonds, we will prepare and distribute transcripts to all of the participants.

Payment of Fees for Services Rendered

As Special Counsel, in connection with the formation of the CFD and the Election, we will charge on an hourly basis. We do not expect this work to exceed \$20,000. Our work as Special Counsel prior to the approval of this Supplement by the Board of Library Trustees District will not exceed \$10,000. The hourly rates for such services are as follows:

John Rottschaefer, Partner	\$590 per hour
Kim A. Byrens, Partner	\$555 per hour
Nora O'Brien, Partner	\$400 per hour
Associates	\$300 per hour

As Bond Counsel, in connection with the issuance of the Bonds, BBK would typically be paid a minimum fee of \$35,000 based on a par amount of \$20 million or less. After a successful outcome in the Election and when it is determined that it is an appropriate time to issue the Bonds, BBK will work with the District to determine a fee for our services as Bond Counsel.

Additionally, we will charge the District for out-of-pocket expenses which would include, the costs of duplicating and mailing, transportation, long distance telephone calls, messenger and courier service and the preparation of transcripts of the Bonds. These expenses are not expected to exceed \$3,500.

Again, we are pleased that the District has engaged BBK to assist with the formation of the CFD, the Election and the issuance of the Bonds. BBK looks forward to continuing the valued work relationship and appreciates the District's confidence in us. If there are any questions about services or fees, please do not hesitate to call or email me. As set forth, the present letter constitutes an agreement and sets the terms of representation. If the present correspondence meets the District's approval, please sign, date, and return this letter. An emailed PDF version is sufficient.



BEST BEST & KRIEGER 
ATTORNEYS AT LAW

Nikki Winslow
June 12, 2020
Page 3

We look forward to working with you and the staff of the District in order to bring this matter to a successful conclusion.

Sincerely,



Nora O'Brien
of BEST BEST & KRIEGER LLP

AGREED AND ACCEPTED:

By: _____

Dated: _____



**BOARD OF LIBRARY TRUSTEES
COMMUNITY FACILITIES DISTRICT FORMATION
RESOLUTIONS 2020-04, 2020-05, AND 2020-06**

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Resolutions to Approve Local Goals & Policies Concerning the Use of the Mello-Roos Act (2020-04); Intention to Form a Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services) (CFD No. 2020-1) (2020-05); and Declare the Necessity to Incur a Bonded Indebtedness of CFD No. 2020-1 (2020-06)

BACKGROUND: The Altadena Library District completed an Architectural and Design Review in the past eight months. The cost estimates that came out of this study to renovate both the Main Library and Bob Lucas Memorial Library & Literacy Center came in at over \$22 million. An Ad Hoc Public Funding Committee was formed at the regular Board of Trustees meeting on May 18, 2020, and a contract was also awarded to the political consulting firm Clifford Moss by the Board at the same meeting.

Several meetings with Clifford Moss, EMC (a polling firm), Columbia Capital, NBS and our attorneys to assess the best way to move forward to secure the funding needed to not only tackle these capital projects, but also include operational funds that would replace the Parcel Tax that is set to expire in Fiscal Year 2024/25. The method to do both of these things at once is by forming a community facilities district (CFD).

This team of consultants looked at the possibility of getting a ballot initiative on the November ballot and have deemed that there is still time to do so as long as we pass the three Resolutions at this June 22 meeting of the Board:

- **Resolution 2020-04: Adopting Local Goals and Policies Concerning the Use of the Mello-Roos Community Facilities Act of 1982 (Act):** Section 53312.7 of the Act requires a local agency to adopt local goals and policies concerning the use of the Act and states certain requirements for such goals and policies prior to initiating proceedings to establish a CFD. Resolution No. 2020-04 adopts the local goals and policies attached as Exhibit A thereto.
- **Resolution 2020-05: Declaring Intention to Form CFD No. 2020-1 and to Authorize the Levy of a Special Tax Therein to Finance Facilities and Services:** Resolution No. 2020-05 (1) adopts the boundary map of CFD No. 2020-1; (2) declares Altadena Library District's intent to establish CFD No. 2020-1 and levy a special tax on property within the boundary of CFD No. 2020-1; (3) describes the facilities and services to be financed by the special tax; (4) provides the rate, method of apportionment, and manner of collection of the special tax; (5) sets the time and place for a public hearing on the establishment of CFD No. 2020-1; (6) describes the proposed voting procedure; and (7)

directs the preparation of a report describing the facilities and services to be made a part of the record of the public hearing.

- **Resolution 2020-06: Declaring the Necessity to Incur a Bonded Indebtedness of CFD No. 2020-1 to Finance Certain Public Facilities:** Resolution No. 2020-06 (1) declares the necessity for the indebtedness; (2) the purpose for which the proposed debt is to be incurred; (3) the amount of the proposed debt; and (4) sets the time and place for a public hearing on the proposed debt authorization.

The next step in this process will be a feasibility study, including conversations with community members and stakeholders and polling to establish that the ballot initiative has a strong chance of being passed by the voters of Altadena.

All three resolutions are following this report.

FISCAL IMPACT: None.

STAFF RECOMMENDATION: Staff recommends that the Board of Trustees vote to approve the Resolutions 2020-04, 2020-05 and 2020-06 to lay the groundwork to form the Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services).

RESOLUTION NO. 2020-04

A RESOLUTION OF THE ALTADENA LIBRARY DISTRICT BOARD OF TRUSTEES ADOPTING LOCAL GOALS AND POLICIES CONCERNING THE USE OF THE MELLO-ROOS COMMUNITY FACILITIES ACT OF 1982, AS AMENDED

WHEREAS, the Mello-Roos Community Facilities Act of 1982, as amended (the “Act”), being Chapter 2.5, Part 1, Division 2, Title 5 of the Government Code of the State of California, provides that a local government, including the Altadena Library District (the “Library District”), may initiate proceedings to establish a community facilities district pursuant to the Act only if the legislative body thereof has first considered and adopted local goals and policies concerning the use of the Act; and

WHEREAS, the Library District Board of Trustees (the “Board”) now desires to state its goals and policies concerning the use of the Act.

NOW, THEREFORE, the Altadena Library District Board of Trustees hereby finds, determines, and resolves as follows:

Section 1. The above recitals are all true and correct.

Section 2. The “Altadena Library District Statement of Goals and Policies Regarding the Use of the Mello-Roos Community Facilities Act of 1982” (the “Goals and Policies”) attached hereto as Exhibit A and incorporated herein by this reference is hereby adopted. A copy of the Goals and Policies shall be kept on file with the Board Secretary.

Section 3. This Resolution shall become effective upon its adoption.

PASSED AND ADOPTED this 22nd, day of June, 2020, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

APPROVED:

Jason Capell, Board Secretary

Katie Clark, Board President

APPROVED AS TO FORM:

Ruben Duran, General Counsel

EXHIBIT A

**ALTADENA LIBRARY DISTRICT
STATEMENT OF GOALS AND POLICIES
CONCERNING THE USE OF
THE MELLO-ROOS COMMUNITY FACILITIES ACT OF 1982**

ALTADENA LIBRARY DISTRICT
STATEMENT OF GOALS AND POLICIES
REGARDING THE USE OF
THE MELLO-ROOS COMMUNITY FACILITIES ACT OF 1982

Section 1. Purpose and Scope

This document (“Statement of Goals and Policies”) sets forth the goals and policies of the Altadena Library District (the “District”) concerning the use of the Mello-Roos Community Facilities Act of 1982, as amended (the “Act”) (Section 53311 and following of the California Government Code) with respect to the establishment of community facilities districts by the District. It has been prepared pursuant to the requirements of Section 53312.7 of the Act.

The purpose of this Statement of Goals and Policies is to provide the District staff, the residents of the District and the owners of property located within the District with guidance in the application for and consideration of the establishment of community facilities districts within the District for the purpose of financing or assisting in financing the provision of library services, to benefit and serve residents of and the District and existing or new development within the District (collectively, “Library Services”) or a combination thereof and/or the acquisition or construction of public facilities necessary or convenient to the provision of such services by the District (“Library Facilities”). The underlying principles behind this Statement of Goals and Policies are the protection of the public interest, assuring fairness in the application of special taxes to current and future property owners, assuring full disclosure of the existence of any special tax liens, insuring the creditworthiness of any community facilities district special tax bonds, protecting the District’s credit rating and financial position and assuring that applicants, for all community facilities district proceedings other than District initiated proceedings, pay all costs associated with the formation of any community facilities district unless the District Board of Trustees (the “Board”) determines that the payment of such costs or a portion thereof would be in the best interests of the District.

The scope of this Statement of Goals and Policies is limited to the proposed formation of community facilities districts for the limited purpose of financing or assisting in financing the provision of Library Services and/or the acquisition or construction of Library Facilities.

Any policy or goal stated herein may be supplemented, amended, deviated from or waived upon a determination by the Board that such supplement, amendment, deviation or waiver is necessary or desirable. Any policy or goal stated herein shall be deemed amended or supplemented in the event, and as of the date, if ever, that such amendment or supplement is required to ensure compliance with the Act or any other laws of the State of California or federal laws of the United States of America.

Section 2. Fundamental Policy

It is the policy of the District that, except as specifically limited by this Statement of Goals and Policies, the Board may exercise all rights, powers, and authorities granted to it by the Act. The silence of these goals and policies with respect to any matter shall not be interpreted as creating any policy with regard to that matter. Any inconsistency between this Statement of Goals and Policies and the Act shall be resolved in favor of the Act.

Section 3. Authorized Facilities and Services

Facilities eligible to be financed by a community facilities district are each and every authorized facility set forth in the Act, including, but not limited to Library Facilities to be owned by the District and such facilities must have a useful life of five (5) years or more. The services eligible to be financed by a community facilities district are any services allowed under the Act, including, but not limited to Library Services.

Section 4. Financing Priorities

The District shall prioritize the financing of District-owned facilities and the funding of District-provided services. The financing of facilities to be owned by any other public agency through a joint community facilities agreement shall be evaluated on a case by case basis.

Section 5. Special Tax Requirements

a. Reasonable Basis of Apportionment.

Special taxes must be allocated and apportioned on a reasonable basis to all categories and classes of property (other than exempt property) within the community facilities district. Exemptions from the special tax may be given to parcels which are publicly owned, are held by property owners associations, are used for a public purpose such as permanent open space or wetlands, or are affected by public utility easements making impractical their utilization for other than the purposes set forth in the easement.

b. Equity of Tax Allocation Formulas.

It is a goal of the District that any special tax levied pursuant to the Act be allocated equitably against all similar parcels within any community facilities district. Towards this end, the District will engage a qualified special tax consultant to assist in the development of the rate and method of apportionment for any special tax proposed in connection with a community facilities district.

c. Rate and Method of Apportionment of Special Taxes.

The rate and method of apportionment of the special tax for any community facilities district (each, a “Rate and Method”) shall adhere to the following requirements:

1. The Rate and Method must be structured so as to produce special tax revenues sufficient to (a) pay directly the costs of Library Facilities eligible to be

financed by the community facilities district, (b) pay scheduled debt service on all bonds, if any, issued for the community facilities district, (c) pay the annual cost of authorized Library Services, if applicable, (d) pay an amount equal to any anticipated shortfall in special tax revenues due to delinquencies or projected delinquencies in the payment of special taxes, (e) fund any amounts required to establish or replenish any reserve fund established for bonds issued for the community facilities district, (f) pay the costs of formation of the community facilities district or reimburse the District for the costs of formation of the community facilities district previously paid out of District funds, and (g) pay reasonable and necessary annual administrative expenses of the community facilities district. Additionally, the Rate and Method may be structured so as to produce amounts sufficient to fund (a) the accumulation of funds reasonably required for the payment of future debt service on bonds or authorized reserves, (b) remarketing, credit enhancement or liquidity fees, and (c) any other costs or payments permitted by law. The special tax revenues necessary to fund all required expenses or deposits for a community facilities district may be referred to as the “Special Tax Requirement.”

2. In any case, if bonds secured by the special taxes of a community facilities district are to be issued, the Rate and Method must be structured such that the projected maximum special tax that could be levied in any fiscal year would produce special tax revenues at least equal to (a) 110% of projected annual debt service on all bonds for the calendar year commencing in such fiscal year, plus (b) projected administrative expenses of the community facilities district for the calendar year commencing in such fiscal year.

3. An option to permit the prepayment, in whole or in part, of the special tax obligation for an individual parcel for any special tax authorized to finance Library Facilities shall be included in the Rate and Method for any such special tax. Such prepayment shall be permitted only if (a) the payment of all special taxes for such a parcel is current and (b) following such prepayment, the projected maximum special taxes that could be levied in any fiscal year on all remaining taxable property within the community facilities district will produce the special tax revenues required in paragraph 2 above. However, neither the District nor the community facilities district shall be obligated to pay for the cost of determining the prepayment amount, which is to be paid by the applicant.

The prepayment, in whole or in part, of the special tax obligation for any special tax authorized to be levied to finance Library Services shall not be permitted.

4. At its discretion, the District may permit annual escalation of the maximum special tax authorized to be levied on parcels within a community facilities district established for the purpose of financing Library Facilities, in an amount not to exceed the maximum amount permitted under the Act.

At its discretion, the District may permit annual escalation of the maximum special tax authorized to be levied on parcels within a community facilities district established for the purpose of funding Library Services. Such escalation shall be determined, in the sole discretion of the District, to most accurately reflect the projected increase in the cost of the financing such Library Services.

5. The Rate and Method of a special tax authorized to finance Library Facilities shall specify a fiscal year beyond which the special tax may not be levied on any developed residential parcel to finance such Library Facilities. Such a special tax, or portion thereof to finance Library Facilities, will cease to be levied upon the earlier of such final fiscal year or the fiscal year following the fiscal year during which all bonds issued for the applicable community facilities district and the District's administrative costs have been paid.

A special tax authorized to pay for Library Services shall have no termination date unless otherwise established by the Board.

Section 6. Credit Quality Requirements for Special Tax bonds

a. Terms and Conditions of Special Tax Bonds.

All terms and conditions of any bonds issued by the District for any community facilities district, including, without limitation, the sizing, timing, term, interest rates, discount, redemption features, flow of funds, investment provisions and foreclosure covenants, shall be established by the District. Each bond issue shall be structured to avoid negatively impacting the District's access to the municipal bond market. Unless otherwise approved by the Board, the following shall serve as minimum bond requirements:

1. A reserve fund shall be established for each bond issue to be funded out of the bond proceeds in an amount equal to 10% of the issue price of such bonds or such lesser amount as may be required by federal tax law.

2. Interest shall be capitalized for a bond issue only so long as necessary to place the special tax installments on the assessment roll; provided, however, interest may be capitalized for a longer term to be established in the sole discretion of the Board on a case-by-case basis, not to exceed an aggregate of 24 months.

3. In instances where multiple series of bonds are to be issued for a community facilities district, the District shall determine what Library Facilities shall be financed from the proceeds of each series of such bonds.

4. The term of any bond issue shall not exceed 40 years.

5. The District shall not be required or expected to make any payment of the bonds out of its general funds or other available funds. The sole source of revenue for the payment of the bonds issued for any community facilities district shall be the special taxes authorized to be levied within such community facilities district, including prepayments of such special taxes, capitalized interest, if any, moneys on deposit in the reserve fund established for such bonds and such other funds as may be pledged to the payment of such bonds pursuant to the fiscal agent agreement or other document providing for the issuance of such bonds as approved by the Board.

Section 7. Minimum Value-to-Debt Ratio

The District shall comply with the provisions of Section 53345.8 of the Act or any other applicable provisions of the Act pertaining to the minimum value-to-debt ratio applicable to the issuance of the bonds of any community facilities district. For purposes of this Section 7, “Minimum Value-to-Debt Ratio” means the aggregate full cash value of all of the properties within a community facilities district that are subject to the levy of special taxes by such community facilities district to pay debt service on the proposed issuance of bonds for such community facilities district will be at least three times the sum of (a) the proposed principal amount of such bonds and (b) the principal amount of all other bonds outstanding that are secured by a special tax levied on the taxable property within the community facilities district, other than the special tax authorized to be levied by the community facilities district or a special assessment levied on taxable property within the community facilities district.

Section 8. Responsible Department

In the formation proceedings for each community facilities district, the Board shall set forth the designated official of the District that will serve as the contact person and who is responsible for: (i) preparing the annual roll of the special tax levy with respect to any community facilities district; (ii) providing information to interested persons regarding the current and estimated future tax liability of owners or purchasers of real property subject to the special tax lien; and (iii) furnishing notices of special tax as required by Section 53340.2 of the Act.

Subject to the policies of the District, and as permitted by applicable law, the District may obtain the assistance of a qualified consultant to perform any of the duties set forth above.

Section 9. Transparency and Notification

The District will take the following steps to ensure that prospective property purchasers are fully informed about their taxpaying obligations imposed under the Act:

a. The District will conduct all proceedings required by the Act in the manner required by the Ralph M. Brown Act (Section 54950 and following of the California Government Code);

b. The District will cause a map of the boundaries of any proposed community facilities district and/or future annexation area to be recorded, pursuant the California Streets and Highways Code, in the Office of the Recorder of Los Angeles County within the time periods specified in the Act;

c. The District will give notice, pursuant to the Act, prior to holding any public hearing on the establishment of a community facilities district;

d. The District will record a notice of special tax lien, in the form and manner specified by the Act. Such notice will include, among other information:

1. A description of the rate, method of apportionment, and manner of collection of the authorized special tax;

2. Information about the conditions under which the obligation to pay the special tax may be prepaid and permanently satisfied and the lien of the special tax canceled;

3. The name(s) of the owner(s) and the assessor's tax parcel number(s) of the real property included within this community facilities district and not exempt from the special tax; and

4. The name, address and telephone number of the administrator of the community facilities district, so they may contact such administrator to obtain further information concerning the current and estimated future tax liability of owners or purchasers of real property subject to the special tax lien.

e. The District will, through the administrator of the community facilities district, furnish a notice of any individual requesting the notice or any owner of property subject to a special tax, in the form set forth in Section 53340.2(c) of the Act to a special tax levied by the local agency within five working days of a request for such notice. The Board may establish a reasonable fee for this service.

f. The District will annually file the report required by Section 53395.5(b) of the Act, and, if applicable, the report required by Section 53395.5(c) of the Act.

Section 10. Appraisals.

In general, the definitions, standards and assumptions to be used in appraisals required in connection with the District's use of the Act for community facilities districts are as set forth in the Appraisal Standards for Land Secured Financings published by the California Debt and Investment Advisory Commission and originally dated May 1994, revised July 2004 and as subsequently modified or amended (the "CDIAC Guidelines").

Notwithstanding the foregoing, if there is a conflict between the definitions, standards or assumptions in the CDIAC Guidelines and the corresponding definitions, standards or assumptions in the Uniform Standards of Professional Appraisal Practice of the Appraisal Foundation ("USPAP"), USPAP shall govern.

Section 11. Interpretation.

This Statement of Goals and Policies is intended to be general in nature and the specific details will depend on the nature of each particular community facilities district formation and financing. The Board is empowered to interpret this Statement of Goals and Policies. A finding by the Board that a community facilities district conforms to the provisions of this Statement of Goals and Policies shall be conclusive evidence of such conformity. This Statement of Goals and Policies is subject to supplement, amendment, deviation and waiver at any time pursuant to Section 1 hereof.

All of the supporting documentation submitted by the applicants will follow this report in the Board Package for review. Each candidate will be given 3 minutes to speak and were given the following questions to prepare to answer for the Board at this meeting:

(1) Serving as a Trustee means holding a critical role as a public official, and making sure you are available not only to attend and participate in regular and special meetings, but also to perform committee work work, to review and comment on items throughout the month, and to participate publicly in civic events on behalf of the Library (although admittedly that certainly looks different now). How do you plan to balance your life, and other demands on your time, with these obligations?

(2) The Board of Trustees has a critical role in overseeing and prioritizing the budget for the District. Please describe any prior experience you have with budgets, with reading sets of financials (for either public or private organizations), and with fiscal oversight.

(3) What do you think the role of the Altadena Library District is in our community? What do you think it does well, and what do you think could be improved?

The Board needs to draw the names randomly to determine the order in which the applicants will make their statement and answer questions. Once all five have done so, the Board will do a roll call vote for their selected candidate. Please see steps 4-6 in the Nomination Process above.

FISCAL IMPACT

None.

RESOLUTION NO. 2020-05

A RESOLUTION OF THE ALTADENA LIBRARY DISTRICT BOARD OF TRUSTEES DECLARING ITS INTENTION TO ESTABLISH ALTADENA LIBRARY DISTRICT COMMUNITY FACILITIES DISTRICT NO. 2020-1 (FACILITIES AND SERVICES) AND TO AUTHORIZE THE LEVY OF A SPECIAL TAX THEREIN TO FINANCE FACILITIES AND SERVICES

WHEREAS, the Altadena Library District (the “Library District”) at this time desires to initiate proceedings to establish a community facilities district pursuant to the terms and provisions of the Mello-Roos Community Facilities Act of 1982, as amended (the “Act”), being Chapter 2.5, Part 1, Division 2, Title 5 of the Government Code of the State of California (the “Act”) for the purpose of providing an alternative method of financing certain authorized facilities and services related to equipping and maintaining public libraries within the boundaries of the Library District; and

WHEREAS, this community facilities district shall hereinafter be referred to as “Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services)” (“CFD No. 2020-1”); and

WHEREAS, the Act provides that the Library District Board of Trustees (the “Board”) may initiate proceedings to establish CFD No. 2020-1 only if it has first considered and adopted local goals and policies concerning the use of the Act; and

WHEREAS, the Board has adopted local goals and policies as required pursuant to the Act; and

WHEREAS, the Board now desires to proceed to adopt its resolution of intention to initiate proceedings for the establishment of CFD No. 2020-1, to set forth the boundaries for CFD No. 2020-1, to indicate the public facilities and services proposed to be financed by CFD No. 2020-1, to indicate the rate and apportionment of special tax sufficient to finance such facilities and services and to set a time and place for a public hearing relating to the establishment of CFD No. 2020-1; and

WHEREAS, a map of CFD No. 2020-1 (the “Boundary Map”) has been submitted to the Board showing the boundaries of the territory proposed for inclusion in CFD No. 2020-1 upon the initial establishment of CFD No. 2020-1 including properties and parcels of land proposed to be subject to the levy of the special tax by CFD No. 2020-1 and such map shall be adopted pursuant to this Resolution.

NOW, THEREFORE, the Altadena Library District Board of Trustees hereby finds, determines, and resolves as follows:

Section 1. Recitals. The above recitals are all true and correct.

Section 2. Initiation of Proceedings. These proceedings are initiated by the Board pursuant to the authorization of Section 53318 of the Act.

Section 3. Boundaries of CFD No. 2020-1; Approval of Boundary Map. It is the intention of the Board to establish the CFD No. 2020-1 pursuant to the provisions of the Act, and to determine the boundaries and parcels on which special taxes may be levied to finance the Authorized Facilities and the Authorized Services (as each are defined in Section 5 below). A description of the boundaries of the territory proposed for inclusion in the CFD No. 2020-1 including properties and parcels of land proposed to be subject to the levy of the special tax by the CFD No. 2020-1 is as follows:

All that property as shown on the Boundary Map attached hereto as Exhibit A and approved herewith, such map designated as “Proposed Boundaries of Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services), Altadena Library District, County of Los Angeles, State of California,” a copy of which is on file in the Office of the Board Secretary and shall remain open for public inspection.

The Board hereby approves and adopts the Boundary Map currently on file with the Board Secretary and attached hereto as Exhibit A. A certificate shall be endorsed on the original and on at least one copy of the Boundary Map, evidencing the date and adoption of this resolution, and within 15 days after the adoption of this resolution but in no event later than 15 days prior to the public hearing provided for herein, a copy of the Boundary Map shall be filed with the correct and proper endorsements with the County Recorder for the County of Los Angeles, all in the manner and form provided for in Section 3111 of the Streets and Highways Code of the State of California.

Section 4. Name of the Community Facilities District. The name of the community facilities district proposed to be established shall be known and designated as “Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services).”

Section 5. Description of Facilities and Services; Incidental Expenses. It is the intention of the Board to finance authorized facilities and services related to equipping and maintaining public libraries within the boundaries of the Library District.

A general description of the public facilities (the “Authorized Facilities”) and public services (the “Authorized Services”) which are proposed to be financed with the revenues from special taxes, whether provided directly by the Library District or by a third party contracting with the Library District or CFD No. 2020-1, is set forth in Exhibit B attached hereto and incorporated herein by this reference. The financing of the costs of the Authorized Facilities may include, without limitation, the payment of principal of and interest on bonds or other indebtedness together with all direct, indirect, periodic, and/or other related costs (including, without limitation, costs of administering CFD No. 2020-1, levying the special tax and administering the bonds, and establishing and replenishing reserve funds).

Section 6. Special Tax. It is hereby further proposed that, except where funds are otherwise available, a special tax (the “Special Tax”) sufficient to finance the Authorized Facilities, Authorized Services and related incidental expenses, secured by recordation of a continuing lien against all nonexempt real property in CFD No. 2020-1, will be levied annually

within the boundaries of such CFD No. 2020-1. For further particulars as to the rate and method of apportionment of the proposed Special Tax, reference is made to the attached and incorporated Exhibit C (the "Rate and Method"), which sets forth in sufficient detail the rate and method of apportionment of the Special Tax to allow each landowner or resident within the proposed CFD No. 2020-1 to clearly estimate the maximum amount of Special Tax that such person will have to pay for the Authorized Facilities and Authorized Services.

The maximum amount of Special Tax which may be levied in any fiscal year on parcels within CFD No. 2020-1 which are used for private residential purposes ("Residential Parcels") is specified in the Rate and Method. No portion of the Special Tax shall be levied on Residential Parcels to finance Authorized Facilities after fiscal year 2055-56, or upon an earlier determination as set forth in the Rate and Method. The portion of the Special Tax levied to finance Authorized Services shall be levied as long as the Library District provides the Authorized Services. Under no circumstances will the portion of the Special Tax levied on Residential Parcels in any fiscal year for Authorized Facilities be increased as a consequence of delinquency or default by the owner of any other parcel or parcels within CFD No. 2020-1 by more than 10 percent (10%) above the amount that would have been levied in that fiscal year had there never been any such delinquencies or defaults.

A portion of the Special Tax may be prepaid and permanently satisfied in part pursuant to the provisions contained in the Rate and Method.

The Special Tax herein authorized, to the extent possible, shall be collected in the same manner as ad valorem property taxes or in such other manner as the Board or its designee shall determine, including direct billing of the affected property owners. Such Special Tax shall be subject to the same penalties, procedure, sale and lien priority in any case of delinquency as applicable for *ad valorem* taxes. Any Special Tax that may not be collected on the County tax roll shall be collected through a direct billing procedure by the Library District, acting for and on behalf of CFD No. 2020-1.

Pursuant to Government Code Section 53340 and except as provided in Government Code Section 53317.3, properties of entities of the state, federal, and local governments shall be exempt from the levy of the Special Tax.

Upon recordation of a notice of special tax lien pursuant to Section 3114.5 of the California Streets and Highways Code, a continuing lien to secure each levy of the Special Tax shall attach to all nonexempt property in CFD No. 2020-1, and that lien shall continue in force and effect until the lien is cancelled in accordance with law or until collection of the Special Tax ceases.

Section 7. Public Hearing. NOTICE IS GIVEN THAT ON JULY 27, 2020 AT 5:00 P.M., IN THE REGULAR MEETING PLACE OF THE BOARD, BEING THE COMMUNITY ROOM IN THE MAIN LIBRARY LOCATED AT 600 EAST MARIPOSA STREET, ALTADENA, CALIFORNIA 91001, A PUBLIC HEARING WILL BE HELD WHERE THE BOARD WILL CONSIDER THE ESTABLISHMENT OF THE PROPOSED CFD NO. 2020-1, THE PROPOSED RATE AND METHOD OF APPORTIONMENT OF THE SPECIAL TAX, AND ALL OTHER MATTERS AS SET FORTH IN THIS RESOLUTION OF INTENTION.

AT THE ABOVE-MENTIONED TIME AND PLACE FOR PUBLIC HEARING ANY INTERESTED PERSONS, INCLUDING TAXPAYERS AND PROPERTY OWNERS MAY APPEAR AND BE HEARD. THE TESTIMONY OF ALL INTERESTED PERSONS FOR OR AGAINST THE ESTABLISHMENT OF CFD NO. 2020-1, THE EXTENT OF CFD NO. 2020-1, OR THE FINANCING OF AUTHORIZED FACILITIES AND AUTHORIZED SERVICES, WILL BE HEARD AND CONSIDERED. ANY PROTESTS MAY BE MADE ORALLY OR IN WRITING. HOWEVER, ANY PROTESTS PERTAINING TO THE REGULARITY OR SUFFICIENCY OF THE PROCEEDINGS SHALL BE IN WRITING AND CLEARLY SET FORTH THE IRREGULARITIES AND DEFECTS TO WHICH THE OBJECTION IS MADE. ALL WRITTEN PROTESTS SHALL BE FILED WITH THE BOARD SECRETARY ON OR BEFORE THE TIME FIXED FOR THE PUBLIC HEARING. WRITTEN PROTESTS MAY BE WITHDRAWN IN WRITING AT ANY TIME BEFORE THE CONCLUSION OF THE PUBLIC HEARING.

IF A WRITTEN MAJORITY PROTEST AGAINST THE ESTABLISHMENT OF CFD NO. 2020-1 IS FILED, THE PROCEEDINGS SHALL BE ABANDONED. IF SUCH MAJORITY PROTEST IS LIMITED TO CERTAIN AUTHORIZED FACILITIES OR AUTHORIZED SERVICES OR PORTIONS OF THE SPECIAL TAX, THOSE FACILITIES OR SERVICES OR THAT PORTION OF THE SPECIAL TAX SHALL BE ELIMINATED BY THE BOARD.

Section 8. Election. If, following the public hearing described in Section 7 above, the Board determines to establish CFD No. 2020-1 and proposes to levy the Special Tax within CFD No. 2020-1, the Board shall then submit the levy of the Special Tax to the qualified electors of CFD No. 2020-1. If at least twelve (12) persons, who need not necessarily be the same 12 persons, have been registered to vote within CFD No. 2020-1 for each of the ninety (90) days preceding the close of the public hearing, the vote shall be by registered voters of CFD No. 2020-1, with each voter having one (1) vote. Otherwise, the vote shall be by the landowners of CFD No. 2020-1 who were the owners of record at the close of the subject hearing, with each landowner or the authorized representative thereof, having one (1) vote for each acre or portion of an acre of land owned within CFD No. 2020-1.

A successful election relating to the Special Tax authorization shall, as applicable, establish the appropriations limit as authorized by Article XIII B of the California Constitution as it is applicable to CFD No. 2020-1.

Section 9. Notice of Public Hearing. Notice of the time and place of the public hearing shall be given by the Board Secretary by causing the publication of a Notice of Public Hearing in the legally designated newspaper of general circulation, such publication pursuant to Section 6061 of the Government Code, with such publication to be completed at least seven (7) days prior to the date set for the public hearing.

Section 10. Report. The officers of the Library District who will be responsible for providing one or more of the Authorized Facilities and Authorized Services to be provided within and financed by the CFD No. 2020-1, if established, shall study or cause the CFD No. 2020-1 to be studied, and, at or before the time of the public hearing as described in Section 7, file a report or cause a report to be filed with the Board containing a brief description

of the Authorized Facilities and Authorized Services which will in their opinion be required to adequately meet the needs of the CFD No. 2020-1, and their estimate of the fair and reasonable cost of providing such facilities, services, and the incidental expenses to be incurred in connection therewith. Such report shall be made a part of the record of the public hearing to be held pursuant to Section 7 hereof.

Section 11. Advances of Funds or Work In Kind. At any time either before or after the formation of the CFD No. 2020-1, the Board may accept advances of funds or work-in-kind from any source, including, but not limited to, private persons or private entities and may provide, by resolution, for the use of those funds or that work-in-kind for any authorized purpose, including, but not limited to, paying any cost incurred by the Library District in creating the CFD No. 2020-1. The Library District may enter into an agreement, by resolution, with the person or entity advancing the funds or work-in-kind, to repay all or a portion of the funds so advanced, or to reimburse the person or entity for the value, or cost, whichever is less, of the work-in-kind, as determined by the Board. No such agreement shall constitute a debt or liability of the Library District.

Section 12. Reservation of Rights to Authorize Tender of Bonds. The Board reserves to itself, in its capacity as the legislative body of CFD No. 2020-1, if formed, the right and authority to allow any interested owner of property within CFD No. 2020-1, subject to the provisions of Section 53344.1 of the Act and to such conditions as the Board may impose, and any applicable prepayment penalties as may be described in the bond indenture or comparable instrument or document, to tender to the Library District, acting for and on behalf of CFD No. 2020-1, in full payment or part payment of any installment of the Special Tax or the interest or penalties thereon which may be due or delinquent, but for which a bill has been received, any bond or other obligation secured thereby, the bond or other obligation to be taken at par and credit to be given for the accrued interest shown thereby computed to the date of tender.

Section 13. Description of Voting Procedures. The voting procedures to be followed shall be pursuant to the Act and the applicable provisions of the California Elections Code.

Section 14. Notice of this Resolution. The Board Secretary is hereby authorized and directed to provide a copy of this Resolution to the County of Los Angeles in accordance with Section 53315.6 of the Act.

Section 15. Effective Date. This Resolution shall become effective upon its adoption.

PASSED AND ADOPTED this 22nd, day of June, 2020, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

APPROVED:

Jason Capell, Board Secretary

Katie Clark, Board President

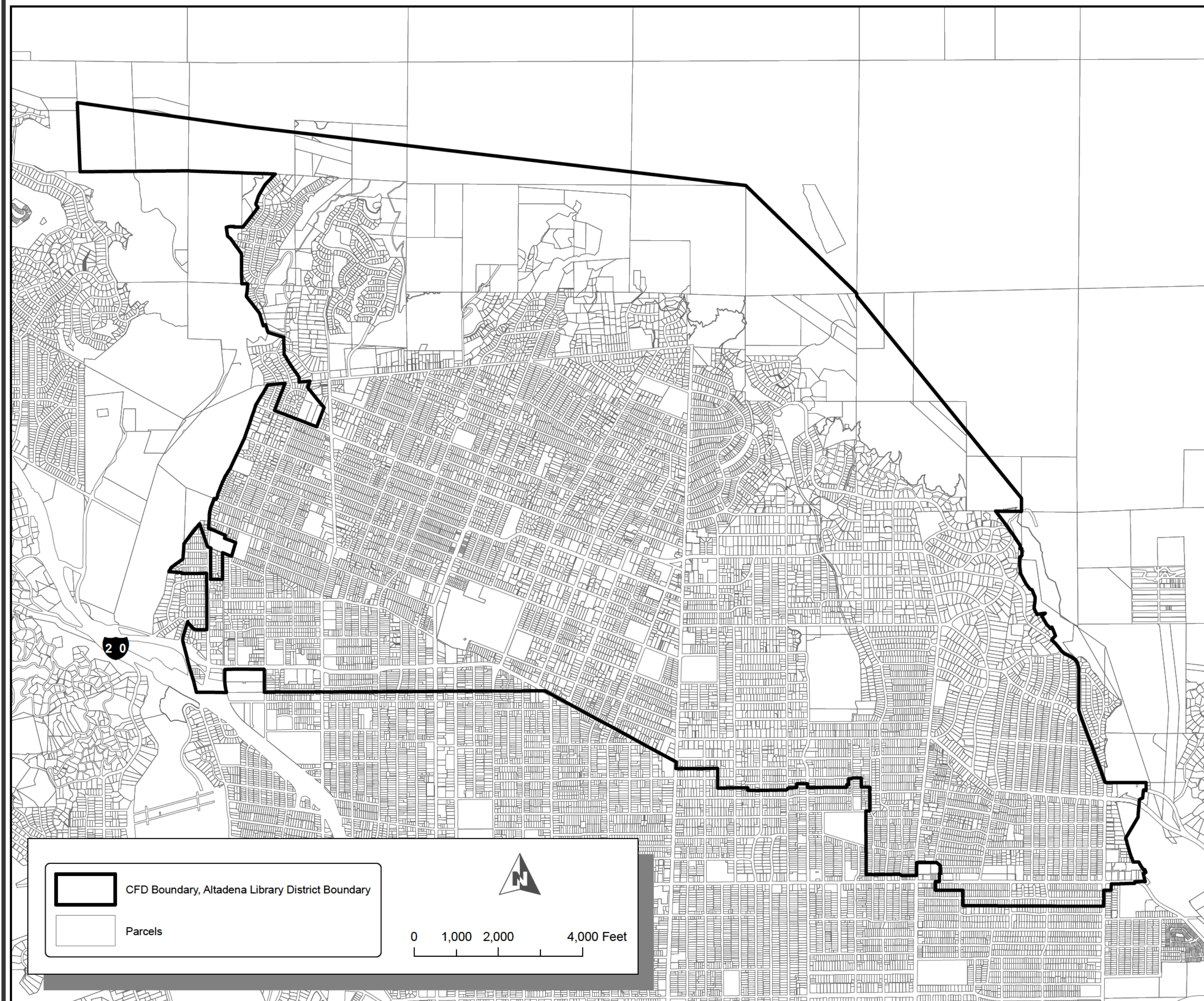
APPROVED AS TO FORM:

Ruben Duran, General Counsel

EXHIBIT A
BOUNDARY MAP

PROPOSED BOUNDARIES OF ALTADENA LIBRARY DISTRICT COMMUNITY FACILITIES DISTRICT NO. 2020-1 (FACILITIES AND SERVICES)

ALTADENA LIBRARY DISTRICT
COUNTY OF LOS ANGELES
STATE OF CALIFORNIA



FILED IN THE OFFICE OF THE BOARD SECRETARY OF THE ALTADENA LIBRARY DISTRICT BOARD OF TRUSTEES
THIS ____ DAY OF _____, 20__.

BOARD SECRETARY
ALTADENA LIBRARY DISTRICT

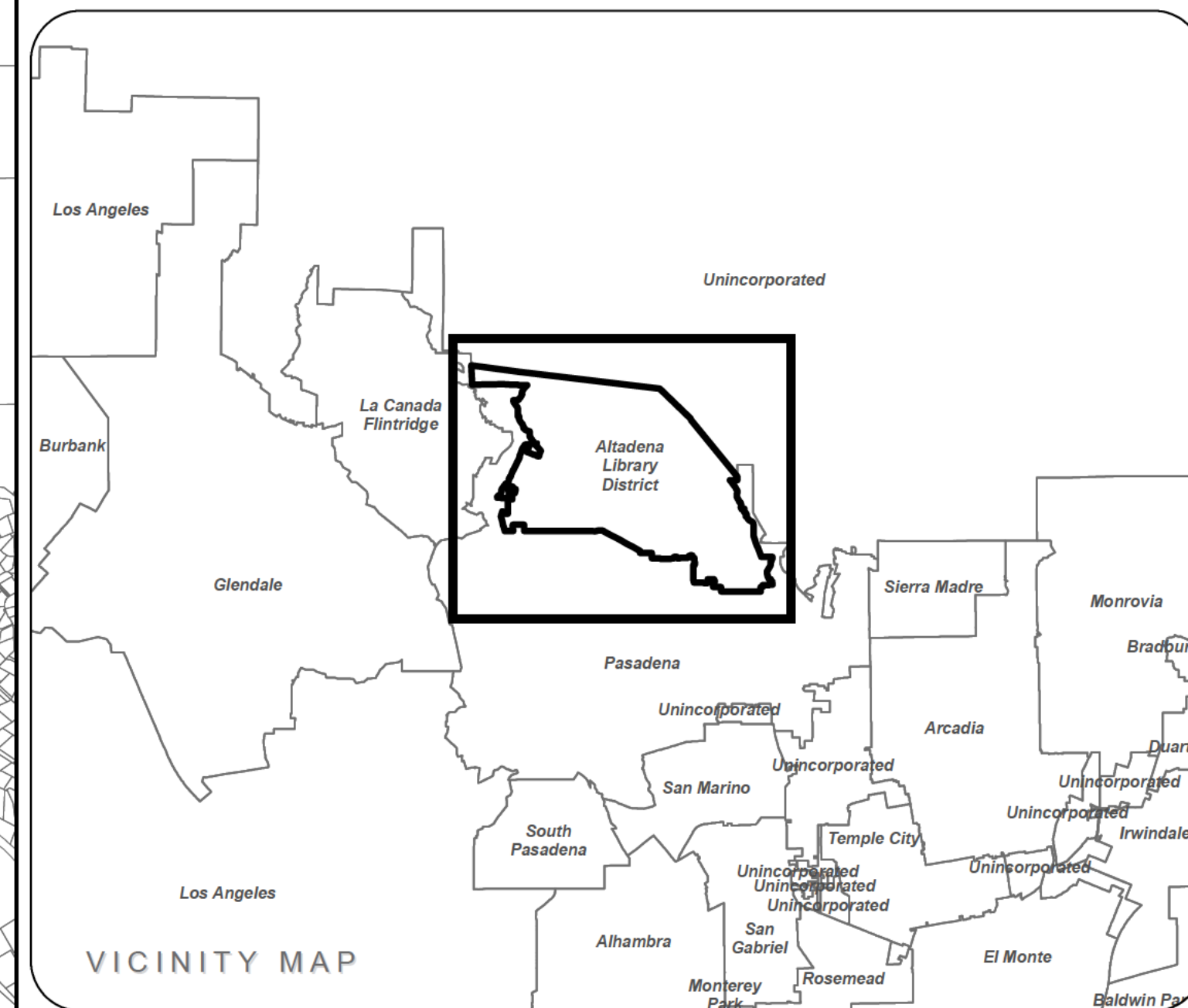
I HEREBY CERTIFY THAT THE WITHIN MAP SHOWING PROPOSED BOUNDARIES OF ALTADENA LIBRARY DISTRICT
COMMUNITY FACILITIES DISTRICT NO. 2020-1 (FACILITIES AND SERVICES), ALTADENA LIBRARY DISTRICT, COUNTY
OF LOS ANGELES, STATE OF CALIFORNIA, WAS APPROVED BY THE ALTADENA LIBRARY DISTRICT BOARD OF
TRUSTEES AT A REGULAR MEETING THEREOF, HELD ON THE 22ND DAY OF JUNE, 2020, BY ITS RESOLUTION NO.
_____.

BOARD SECRETARY
ALTADENA LIBRARY DISTRICT

FILED THIS ____ DAY OF _____, 20__, AT THE HOUR OF ____ O'CLOCK __M. IN BOOK _____ OF MAPS OF
ASSESSMENT AND COMMUNITY FACILITIES DISTRICTS AT PAGE _____, IN THE OFFICE OF THE COUNTY
RECORDER IN THE COUNTY OF LOS ANGELES, STATE OF CALIFORNIA.

COUNTY RECORDER
COUNTY OF LOS ANGELES, CALIFORNIA

FOR PARTICULARS OF THE LINES AND DIMENSIONS OF ASSESSOR PARCELS, REFERENCE IS MADE TO THE MAPS
OF THE ASSESSOR, COUNTY OF LOS ANGELES, STATE OF CALIFORNIA.



Source: Los Angeles County GIS
Geographic Coordinate Reference: GCS North American 1983
Projection: NAD 1983 StatePlane California V FIPS 0405 Feet



EXHIBIT B

DESCRIPTION OF AUTHORIZED FACILITIES AND AUTHORIZED SERVICES

The public facilities, public services and incidental costs authorized to be financed by the special taxes levied in CFD No. 2020-1 consist of the following:

Authorized Facilities. Authorized facilities consist of the expansion, improvement, or rehabilitation of any real or other tangible property with an estimated useful life of five years or longer undertaken by the Library District with respect to the Library District's Main Library and the Bob Lucas Memorial Branch & Literacy Center, including all direct or indirect costs and expenses related thereto. Authorized facilities also includes payment of any bonds, notes, lease payments, indebtedness or other obligations for any authorized facility.

Authorized Services. Authorized services consist of (i) the operation, maintenance, repair and provision of any other services with respect to any authorized facility, including replacement and the funding of a reserve fund to pay for future repair and/or replacement of any authorized facility; such authorized services include, but are not limited to, all general or extraordinary activities deemed necessary or desirable by the Library District to provide for the use or enjoyment of any and all authorized facilities, whether provided by the Library District or any outside entity, including maintenance and operations contingencies and reserves with respect thereto, and (ii) the provision of any other library services within the community.

Incidental Costs. In addition, costs eligible to be financed by CFD No. 2020-1 shall include all costs and expenses incidental to the above and authorized by the Act that are determined by the Library District to be associated with the authorized facilities or the authorized services, the formation and ongoing administration of CFD No. 2020-1, the election, bonding, or levy and collection of special taxes, as well as all other costs incurred to carry out the authorized purposes of CFD No. 2020-1 that are permitted by the Act.

EXHIBIT C
RATE AND METHOD OF APPORTIONMENT

**RATE AND METHOD OF APPORTIONMENT FOR
ALTADENA LIBRARY DISTRICT
COMMUNITY FACILITIES DISTRICT NO. 2020-1
(FACILITIES AND SERVICES)**

A Special Tax, as hereinafter defined, shall be levied on all Assessor's Parcels in the Altadena Library District (the "District") Community Facilities District No. 2020-1 (Facilities and Services) ("CFD No. 2020-1") and collected each Fiscal Year commencing in Fiscal Year 2021/22, in an amount determined by the District or its designee, through the application of the Rate and Method of Apportionment as described below. All real property in CFD No. 2020-1, unless exempted by law or by the provisions hereof, shall be taxed for the purposes, to the extent and in the manner herein provided.

A. DEFINITIONS

The terms hereinafter set forth have the following meanings:

"Accessory Dwelling Unit" means a secondary residential unit of limited size, as defined in California Government Code Section 65852.1 as that may be amended from time to time, that is accessory to a single-unit dwelling located on an Assessor's Parcel.

"Act" means the Mello-Roos Community Facilities Act of 1982, as amended, being Chapter 2.5, Division 2 of Title 5 of the Government Code of the State.

"Administrative Expenses" means the following actual or reasonably estimated costs directly related to the administration of CFD No. 2020-1: the costs of any paying agents/fiscal agents/trustees related to Bond payments (including the fees and expenses of its counsel), banking and management; the costs of computing the Special Tax Requirement, the Special Taxes and of preparing the collection schedules for the Special Taxes; the costs of collecting the Special Taxes, including any charges levied by the County Auditor's Office, Tax Collector's Office or Treasurer's Office; the costs of the District or designee in complying with the disclosure requirements of California law (including the Act) and the federal securities laws; costs of responding to public inquiries regarding the Special Taxes; the costs of the District or designee related to an appeal of the Special Taxes or interpretation of the Rate and Method of Apportionment; amounts needed to pay rebate to the federal government related to Bonds; and the costs of commencing and pursuing to completion any foreclosure action arising from delinquent Special Taxes in the District. Administrative Expenses shall also include an allocable share of the salaries of District staff and an allocable portion of District overhead costs relating to the foregoing, or costs of the District in any way related to the establishment or administration of the District. Administrative Expenses shall also include amounts estimated or advanced by the District or CFD No. 2020-1 for any other administrative purposes of CFD No. 2020-1.

"Apartment Property" means all Assessor's Parcels of Developed Property that consist of Units available for lease or rent in a multi-unit building. Typical County Use Codes include, but are not limited to: 0200, 0201, 0300, 0301, 0400, 0401, 0500, and 0501.

“Assessor’s Data” means the property characteristic data compiled and maintained by the County Assessor for each Assessor’s Parcel, including, but not limited to, Assessor’s Parcel Number, Use Code, Building Square Footage, and Units.

"Assessor’s Parcel" means a lot or parcel shown in an Assessor’s Parcel Map with an assigned Assessor’s Parcel Number.

"Assessor’s Parcel Map" means an official map of the County Assessor of the County designating parcels by Assessor’s Parcel Number.

“Assessor’s Parcel Number” or “APN” means, with respect to an Assessor’s Parcel, that number assigned to such Assessor’s Parcel by the County for purposes of identification.

“Authorized Facilities” means the public facilities authorized to be financed, in whole or in part, by CFD No. 2020-1, including by the proceeds of any CFD No. 2020-1 Bonds. The Special Tax to fund Authorized Facilities may only be levied prior to the Transition Year.

“Authorized Services” means the services authorized to be funded, in whole or in part, by CFD No. 2020-1.

“Board of Trustees” means the District Board of Trustees, acting as the legislative body of CFD No. 2020-1.

“Bonds” means bonds or other debt (as defined in the Act), whether in one or more series, issued or assumed by or on behalf of CFD No. 2020-1 under the Act. Bonds also includes any bonds issued to refinance a previous bond issue.

“Building Square Footage” or “Building Square Feet” or, singularly, **“Building Square Foot”** means the building square footage assigned to each Assessor’s Parcel, which may be determined by (i) referencing Assessor’s Data, (ii) site surveys, and/or (iii) other research by the CFD Administrator.

"CFD Administrator" means an official of the District, or designee thereof, responsible for determining the Special Tax Requirement, and providing for the levy and collection of the Special Taxes.

"CFD No. 2020-1" means Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services).

“Commercial Property – Greater than 10,000 Square Feet” means all Assessor’s Parcels of Developed Property used for non-residential purposes, such as commercial or industrial uses, and contain a structure with 10,000 or more Building Square Feet. Possessory interests are not included in this definition. Typical County Use Codes include, but are not limited to: 1010, 1100, 1101, 1200, 1210, 1400, 1420, 1500, 1700, 1702, 1720, 1900, 1910, 1920, 1922, 2100, 2101, 2110, 2120, 2300, 2302, 2400, 2500, 250L, 2600, 2670, 2900, 3000, 3100, 3300, 3310, 3340, 6400, 6510, 6710, 6800, 7100, 7200, 7202, 7410, 7500, and 7700.

“Commercial Property – Less than 10,000 Square Feet” means all Assessor’s Parcels of Developed Property used for non-residential purposes, such as commercial or industrial uses, and contain a structure with less than 10,000 Building Square Feet. Possessory interests are not included in this definition. Typical County Use Codes include, but are not limited to: 1010, 1100, 1101, 1200, 1210, 1400, 1420, 1500, 1700,

1702, 1720, 1900, 1910, 1920, 1922, 2100, 2101, 2110, 2120, 2300, 2302, 2400, 2500, 250L, 2600, 2670, 2900, 3000, 3100, 3300, 3310, 3340, 6400, 6510, 6710, 6800, 7100, 7200, 7202, 7410, 7500, and 7700.

"County" means the County of Los Angeles.

"Debt Service" means for each Debt Year, the total amount of principal and interest due for any Bonds of CFD No. 2020-1.

"Debt Year" means each 12-month period designated as such, or by a similar term, in the Indenture for each series of Bonds.

"Developed Property" means for each Fiscal Year, all Taxable Property, exclusive of Taxable Contingent Property, for which the County has assigned a Use Code indicating residential or non-residential use and which are not vacant.

"District" means the Altadena Library District.

"Fiscal Year" means the period starting July 1 and ending on the following June 30.

"GIS" or **"Geographic Information System"** means a system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data.

"Indenture" means the indenture, fiscal agent agreement, resolution, or other instrument pursuant to which Bonds for CFD No. 2020-1 are issued, as modified, amended, and/or supplemented from time to time, and any instrument replacing or supplementing the same.

"Maximum Special Tax" means the Maximum Special Tax determined in accordance with Section C below, that can be levied in any Fiscal Year on any Assessor's Parcel of Taxable Property.

"Outstanding Bonds" means all Bonds that are outstanding under and in accordance with the provisions of the Indenture.

"Property Owner Association Property" means, for each Fiscal Year, any property within the boundaries of CFD No. 2020-1 that is owned by a property owner association, including any master or sub-association, as of January 1 of the prior Fiscal Year.

"Property Type" means either Single Family Residential Property, Apartment Property, Commercial Property – Less than 10,000 Square Feet, Commercial Property – Greater than 10,000 Square Feet, Taxable Contingent Property, or Tax-Exempt Property.

"Proportionately" means for Developed Property that the ratio of the Special Tax levy to the Maximum Special Tax is equal for all Assessors' Parcels of Developed Property within CFD No. 2020-1. For Taxable Contingent Property, "Proportionately" means that the ratio of the actual Special Tax levy to the Maximum Special Tax is equal for all Assessor's Parcels of Taxable Contingent Property within CFD No. 2020-1.

"Public Property" means property within the boundaries of CFD No. 2020-1 owned by, irrevocably offered or dedicated to, or for which an easement for purposes of public right-of-way has been granted to the federal government, the State, the County, the District, or any local government or other public agency,

provided that any property leased by a public agency to a private entity and subject to taxation under Section 53340.1 of the Act shall be taxed and classified according to its use.

“Single Family Residential Property” means all Assessor’s Parcels of Developed Property with a residential structure intended for a single Unit. Typical County Use Codes include, but are not limited to: 0100, 0101, 0102, 0103, 0104, 0106, 0108, 0109, 010C, 010D, 010E, 010H, 0113, 0133, 0800, and 0801.

"Special Tax(es)" means the special tax to be levied in each Fiscal Year on each Assessor’s Parcel of Taxable Property within CFD No. 2020-1 to fund the Special Tax Requirement.

"Special Tax Requirement" means that amount required in any Fiscal Year for CFD No. 2020-1:

Before the Transition Year, to (1) pay Debt Service on all Outstanding Bonds which is due in such Fiscal Year; (2) pay for Authorized Services; (3) pay Administrative Expenses; (4) provide any amount required to establish or replenish a reserve fund in connection with any Bonds; (5) provide any amount required to establish or replenish any operating reserve held by the District for Authorized Services and/or Administrative Expenses; (6) provide an amount equal to reasonably anticipated Special Tax delinquencies based on the delinquency rate for Special Taxes levied in the previous Fiscal Year as determined by the CFD Administrator, as limited by the Act, and without duplicating any amounts described in clauses (4) or (5). The amounts referred to in clauses (1) through (6) of the preceding sentence may be reduced in any Fiscal Year (in the District's sole discretion) by (i) interest earnings on or surplus balances in funds and accounts for Bonds to the extent that such earnings or balances are available to apply against Debt Service pursuant to the Indenture, (ii) proceeds from the collection of penalties associated with delinquent Special Tax, and (iii) any other revenues available to pay Debt Service on the Outstanding Bonds or other indebtedness as determined by the CFD Administrator.

Beginning in the Transition Year, to (1) pay for Authorized Services; (2) pay Administrative Expenses; (3) provide any amount required to establish or replenish any operating reserve held by the District for Authorized Services and/or Administrative Expenses; (4) provide an amount equal to reasonably anticipated Special Tax delinquencies based on the delinquency rate for Special Taxes levied in the previous Fiscal Year as determined by the CFD Administrator, as limited by the Act; less (5) a credit for funds available, if any, to reduce the Special Tax levy.

"State" means the State of California.

“Tax-Exempt Property” means all Assessor’s Parcels within the boundaries of CFD No. 2020-1 which are exempt from the Special Tax pursuant to the Act or Section E below.

“Taxable Contingent Property” means any Assessor’s Parcel that was previously classified and levied as Taxable Property, but has changed ownership or use such that it would subsequently be classified as Property Owner Association Property or Public Property, or other property, as Tax-Exempt Property pursuant to the provisions of Section E.

"Taxable Property" means all Assessor’s Parcels within the boundaries of CFD No. 2020-1 which are not exempt from the Special Tax pursuant to the Act or Section E below.

“Transition Event” means the earlier of (i) Fiscal Year 2055/56 or (ii) the Fiscal Year when the CFD Administrator determines that both of the following events have occurred: (a) all Bonds secured by the levy and collection of the Special Tax in CFD No. 2020-1 have been fully repaid and the District determines that no additional Bonds are to be issued, and (b) all Administrative Expenses from prior Fiscal Years have been paid or reimbursed to the District.

“Transition Year” means the first year in which the CFD Administrator determines that the Transition Event occurred in the prior Fiscal Year.

“Trustee” means the trustee or fiscal agent under the Indenture.

“Undeveloped Property” means all Assessor’s Parcels of used for residential or non-residential purposes, but do not contain any Building Square Footage. Typical County Use Codes include, but are not limited to: 010V, 010X, 100V, 300V, and 770V.

“Unit” means an individual residential living space. The number of Units assigned to each Assessor’s Parcel may be determined by (i) referencing Assessor’s Data, (ii) site surveys and physical unit counts, and/or (iii) other research by the CFD Administrator. An Accessory Dwelling Unit shall not be considered a Unit for the purposes of the Special Tax.

“Use Code” means that code assigned by the County for the purpose of identifying the primary activity for which an Assessor’s Parcel is being used.

“Welfare Exempt Property” means all Assessor’s Parcels within the boundaries of CFD No. 2020-1 that have been granted a welfare exemption pursuant to Section 53340 (c) under the Act under subdivision (g) of Section 214 of the Revenue and Taxation Code by the County.

“Very Low-Income Exemption Form” means a form made available by the District or the CFD Administrator and submitted to the District or CFD Administrator by the owner of an Assessor’s Parcel no later than June 30 each year that, if accepted and approved by the District or the CFD Administrator, shall cause the Assessor’s Parcel owned by the submitter to be designated as Tax-Exempt Property in the following Fiscal Year. The Very Low-Income Exemption Form shall require the applicant to provide (i) the Assessor’s Parcel to which the exemption shall apply, (ii) proof that household income for the calendar year preceding the Fiscal Year for which the form is being filed was less than or equal to the Very Low-Income Limits for the Los Angeles-Long Beach-Glendale, CA HUD Metro FMR Area, or similar Income Limit Area if the Los Angeles-Long Beach-Glendale, CA HUD Metro FMR Area no longer exists in the future, as published by the U.S. Department of Housing and Urban Development, and (iii) an attestation that the owner occupies the Assessor’s Parcel for which the form is being submitted. Proof of household income shall be confirmed by review of the prior years’ tax return of individuals living in the household; copies of all such tax returns must be attached to the Very Low-Income Exemption Form in order for the District or the CFD Administrator to verify household income. A Very Low-Income Exemption Form must be submitted to the District or the CFD Administrator no later than June 30 each year for the Assessor’s Parcel to continue to be eligible for an exemption in the following Fiscal Year.

“Very Low-Income Property” means, in any Fiscal Year, all Assessor’s Parcels within CFD No. 2020-1 for which a Very Low-Income Exemption Form was submitted to the District or the CFD Administrator on or

prior to June 30 of the previous Fiscal Year and has been accepted as valid by the District or the CFD Administrator. All Assessor's Parcels with an approved Very Low-Income Exemption Form shall be classified as Tax-Exempt Property, with the following exception: if, in any Fiscal Year, the aggregate total exemptions related to Very Low-Income Property would exceed \$100,000 (stated in Fiscal Year 2021/22 dollars, and increasing by 2% each July 1 thereafter), the CFD Administrator shall proportionately reduce the amount of the discount from 100% to each Assessor's Parcel of Very Low-Income Property until the aggregate discount equals \$100,000 (stated in Fiscal Year 2021/22 dollars, and increasing by 2% each July 1 thereafter). The Board of Trustees may elect to allow the aggregate total exemptions related to Very Low-Income Property to exceed \$100,000 (stated in Fiscal Year 2021/22 dollars, and increasing by 2% each July 1 thereafter) beginning in the Transition Year and any subsequent Fiscal Year or if funds from another source are made available to the CFD by the District or other party to fund additional exemptions.

B. ASSIGNMENT TO LAND USE CATEGORIES

Each Fiscal Year, the CFD Administrator shall determine the valid Assessor's Parcel Numbers for all Taxable Property within CFD No. 2020-1. If any Assessor's Parcel Numbers are no longer valid from the previous Fiscal Year, the CFD Administrator shall determine the new Assessor's Parcel Number(s) that are in effect for the current Fiscal Year. To the extent Assessor's Parcels of Taxable Property are subdivided, consolidated, or otherwise reconfigured, the Special Tax rates shall be assigned to the new Assessor's Parcel(s) pursuant to Section C.

Each Fiscal Year, all Assessor's Parcels within CFD No. 2020-1 shall be classified as follows:

1. Each Assessor's Parcel shall be determined to be Taxable Property or Tax-Exempt Property.
2. Each Assessor's Parcel of Taxable Property shall be further classified as Developed Property or Taxable Contingent Property. Taxable Property shall be subject to Special Taxes in accordance with the rate and method of apportionment determined pursuant to Sections C and D below.
3. Each Assessor's Parcel of Developed Property and Taxable Contingent Property shall be further classified as Single Family Residential Property, Apartment Property, Commercial Property – Less than 10,000 Square Feet or Commercial Property – Greater than 10,000 Square Feet. For Single Family Residential Property, Commercial Property – Less than 10,000 Square Feet, and Commercial Property – Greater than 10,000 Square Feet, the Building Square Footage for each Assessor's Parcel shall be determined. For Apartment Property, the number of Units for each Assessor's Parcel shall be determined.

C. MAXIMUM SPECIAL TAX RATES

Notwithstanding the below, under no circumstances will the Special Tax levied in any Fiscal Year against any Assessor's Parcel for which an occupancy permit for private residential use has been issued be increased by more than ten percent above the amount that would have been levied in that Fiscal Year had there never been any such delinquency or default by the owner(s) of any other Assessor's Parcel within CFD No. 2020-1.

PRIOR TO THE TRANSITION EVENT

1. Developed Property

The Maximum Special Tax for each Assessor’s Parcel of Developed Property is shown in Table 1.

**TABLE 1
MAXIMUM SPECIAL TAX FOR DEVELOPED PROPERTY
FISCAL YEAR 2021/22**

Property Type	Maximum Special Tax	Per
Single Family Residential Property	\$0.10	Building Square Foot
Apartment Property	115.24	Unit
Commercial Property – Less than 10,000 Square Feet	340.92	Assessor’s Parcel
Commercial Property – Greater than 10,000 Square Feet	460.97	Assessor’s Parcel

On each July 1, commencing on July 1, 2022, the Maximum Special Tax for Developed Property shall be increased by an amount equal to two percent (2%) of the amount in effect for the previous Fiscal Year.

2. Taxable Contingent Property

Maximum Special Tax

The Maximum Special Tax for each Assessor’s Parcel of Taxable Contingent Property shall be assigned as shown in Table 1 according to the previous Taxable Property type and use.

Increase in the Maximum Special Tax

On each July 1, commencing on July 1, 2022, the Maximum Special Tax for Taxable Contingent Property shall be increased by an amount equal to two percent (2%) of the amount in effect for the previous Fiscal Year.

AFTER THE TRANSITION EVENT

The Maximum Special Tax for each Assessor’s Parcel that may be levied in any Fiscal Year after the Transition Event is determined as, an amount equal to 100% of the Maximum Special Tax in the Fiscal Year prior to the Transition Year.

On each July 1 after the Transition Event, the Maximum Special Tax for Developed Property and the Maximum Special Tax for Taxable Contingent Property shall be increased by an amount equal to two percent (2%) of the amount in effect for the previous Fiscal Year.

D. METHOD OF APPORTIONMENT OF THE SPECIAL TAXES

Commencing with Fiscal Year 2021/22 and for each following Fiscal Year, the CFD Administrator shall determine the Special Tax Requirement, and shall levy the Special Tax until the amount of the Special Tax equals the Special Tax Requirement. The Special Tax shall be levied each Fiscal Year as follows:

First: The Special Tax shall be levied Proportionately on each Assessor's Parcel of Developed Property at a

rate up to 100% of the applicable Maximum Special Tax for Developed Property to satisfy the Special Tax Requirement.

Second: If additional monies are needed to satisfy the Special Tax Requirement after the first step has been completed, the Special Tax shall be levied Proportionately on all Taxable Contingent Property at a rate up to 100% of the Maximum Special Tax for Taxable Contingent Property.

E. EXEMPTIONS

No Special Tax shall be levied on Public Property, Property Owner Association Property, Undeveloped Property, or any other property which would not normally receive a property tax bill from the County due to the very-low or zero assessed value of such property. No Special Tax shall be levied on Very Low-Income Property up to a total of \$100,000 (stated in Fiscal Year 2021/22 dollars and increasing by 2% each July 1 thereafter). If the total Special Tax on all Very Low-Income Property exceeds \$100,000 (stated in Fiscal Year 2021/22 dollars, and increasing by 2% each July 1 thereafter), the CFD Administrator shall proportionately reduce the amount of the discount from 100% to each Assessor's Parcel of Very Low-Income Property until the aggregate discount equals \$100,000 (stated in Fiscal Year 2021/22 dollars and increasing by 2% each July 1 thereafter). The Board of Trustees may elect to allow the aggregate total exemptions related to Very Low-Income Property to exceed \$100,000 (stated in Fiscal Year 2021/22 dollars and increasing by 2% each July 1 thereafter) beginning in the Transition Year and any subsequent Fiscal Year or if funds from another source are made available to the CFD by the District or other party to fund additional exemptions. However, should an Assessor's Parcel no longer be classified as Public Property, Property Owner Association Property, Undeveloped Property, Very Low-Income Property, or any other property which would not normally receive a property tax bill from the County due to the very-low or zero assessed value of such property, its tax-exempt status will be revoked. In the case of Public Property and pursuant to Section 53317.3 of the Act, if property not otherwise exempt from the Special Tax levied pursuant to this chapter is acquired by a public entity through a negotiated transaction, or by gift or devise, the special tax shall, notwithstanding Section 53340, continue to be levied on the property acquired and shall be enforceable against the public entity that acquired the property.

Taxable Contingent Property shall be subject to the levy of the Special Tax, assigned to a Property Type in accordance with the use of the property, and shall be taxed Proportionately as part of the second step in Section D above, at up to 100% of the applicable Maximum Special Tax.

As may be required pursuant to the Act, Welfare Exempt Property may be classified as Exempt Property or may be reimbursed for Special Tax levied and paid. In order to receive reimbursement, the property owner must provide documentation of the exemption to the CFD Administrator within one calendar year after having paid the Special Taxes for which an exemption has been granted. A refund of the amount of Special Taxes paid for the Fiscal Year the exemption has been granted will be provided to the property owner of Welfare Exempt Property who was granted the exemption.

F. APPEALS

Any property owner may file a written appeal of the Special Taxes with the CFD Administrator claiming that the amount or application of the Special Taxes is not correct. The appeal must be filed not later than one calendar year after having paid the Special Taxes that are disputed, and the appellant must be current

in all payments of Special Taxes. In addition, during the term of the appeal process, all Special Taxes levied must be paid on or before the payment date established when the levy was made.

The appeal must specify the reasons why the appellant claims the Special Taxes are in error. The CFD Administrator shall review the appeal, meet with the appellant if the CFD Administrator deems necessary, and advise the appellant of its determination.

If the property owner disagrees with the CFD Administrator's decision relative to the appeal, the owner may then file a written appeal with the Board of Trustees whose subsequent decision shall be final and binding on all interested parties. If the decision of the CFD Administrator or subsequent decision by the Board of Trustees requires the Special Taxes to be modified or changed in favor of the property owner, the CFD Administrator shall determine if sufficient Special Tax revenue is available to make a cash refund. If a cash refund cannot be made, then an adjustment shall be made to credit future Special Taxes.

This procedure shall be exclusive and its exhaustion by any property owner shall be a condition precedent to filing any legal action by such owner.

G. INTERPRETATIONS

The Board of Trustees may, by resolution or ordinance, interpret, clarify and/or revise this Rate and Method of Apportionment to correct any inconsistency, vagueness, or ambiguity as it relates to the Special Taxes, method of apportionment, classification of Assessor's Parcels, or any definition used herein, as long as such correction does not materially affect the levy and collection of Special Taxes. In addition, the interpretation and application of any section of this document shall be at the District's discretion.

H. MANNER OF COLLECTION

The Special Taxes shall be collected in the same manner and at the same time as ordinary *ad valorem* property taxes; provided, however, that the CFD Administrator may, at the sole discretion of the District, directly bill the Special Tax, may collect the Special Tax at a different time or in a different manner as necessary to meet its financial obligations, and may covenant to foreclose and may actually foreclose on Assessor's Parcels of Taxable Property that are delinquent in the payment of the Special Tax.

I. PREPAYMENT OF SPECIAL TAX

The Special Tax may not be prepaid.

J. TERM

The Special Tax shall be levied and collected, as needed to fund the Special Tax Requirement, in perpetuity. However, no portion of the Special Tax shall be levied for Authorized Facilities after Fiscal Year 2055/56, which shall be the last Fiscal Year in which the Transition Event may occur: provided, however, that a Special Tax that was lawfully levied for Authorized Facilities in or before Fiscal Year 2055/56 and that remains delinquent may be collected in subsequent years.

RESOLUTION NO. 2020-06

A RESOLUTION OF THE ALTADENA LIBRARY DISTRICT BOARD OF TRUSTEES DECLARING THE NECESSITY TO INCUR A BONDED INDEBTEDNESS OF ALTADENA LIBRARY DISTRICT COMMUNITY FACILITIES DISTRICT NO. 2020-1 (FACILITIES AND SERVICES) TO BE SECURED BY SPECIAL TAXES LEVIED WITHIN SUCH COMMUNITY FACILITIES DISTRICT TO FINANCE CERTAIN PUBLIC FACILITIES

WHEREAS, the Altadena Library District (the “Library District”) Board of Trustees (the “Board”) has adopted a resolution (the “Resolution of Intention”) declaring its intention to establish a community facilities district pursuant to the terms and provisions of the Mello-Roos Community Facilities Act of 1982, as amended, being Chapter 2.5, Part 1, Division 2, Title 5 of the Government Code of the State of California (the “Act”), for the purpose of financing certain public facilities described in Exhibit A attached hereto and incorporated herein by this reference (the “Authorized Facilities”) and services, all as further described in the Resolution of Intention; and

WHEREAS, this proposed community facilities district shall hereinafter be referred to as Altadena Library District Community Facilities District No. 2020-1 (Facilities and Services) (“CFD No. 2020-1”); and

WHEREAS, it is the intention of the Board to finance all or a portion of the Authorized Facilities through the issuance of bonds of CFD No. 2020-1, such bonds to be secured by special taxes to be levied on taxable property within CFD No. 2020-1, all as authorized pursuant to the Act.

NOW, THEREFORE, the Altadena Library District Board of Trustees hereby finds, determines, and resolves as follows:

Section 1. Recitals. The above recitals are all true and correct.

Section 2. Declaration of Convenience and Necessity. The Board declares that the public convenience and necessity requires that a bonded indebtedness be incurred by CFD No. 2020-1 to contribute to the financing of all or a portion of the Authorized Facilities.

Section 3. Purpose for Proposed Indebtedness. The purpose for the proposed debt of CFD No. 2020-1 is to contribute to the financing of the Authorized Facilities.

Section 4. Bond Authorization. The amount of bonded indebtedness of CFD No. 2020-1 may include all costs and estimated costs incidental to, or connected with, the accomplishment of the purpose for which the indebtedness is proposed to be incurred as authorized pursuant to the Act. The amount of indebtedness proposed to be authorized for CFD No. 2020-1 is \$24,000,000.

Section 5. Notice of Public Hearing. NOTICE IS GIVEN THAT ON JULY 27, 2020, AT 5:00 P.M. IN THE REGULAR MEETING PLACE OF THE BOARD, BEING THE COMMUNITY ROOM IN THE MAIN LIBRARY, LOCATED AT 600 EAST MARIPOSA STREET, ALTADENA, CALIFORNIA 91001, A PUBLIC HEARING WILL BE HELD ON THE INTENTION OF THIS LEGISLATIVE BODY TO INCUR A BONDED INDEBTEDNESS OF CFD NO. 2020-1 TO CONTRIBUTE TO THE FINANCING OF THE AUTHORIZED FACILITIES, SUCH INDEBTEDNESS TO BE SECURED BY THE LEVY OF SPECIAL TAXES WITHIN CFD NO. 2020-1. AT THE TIME AND PLACE FIXED FOR SAID PUBLIC HEARING ANY PERSONS INTERESTED, INCLUDING PERSONS OWNING PROPERTY WITHIN CFD NO. 2020-1, MAY APPEAR AND PRESENT ANY MATTERS MATERIAL TO THE PROPOSED INTENTION AND NECESSITY FOR INCURRING A BONDED INDEBTEDNESS OF THE CFD NO. 2020-1.

Section 6. Publication of Notice. Notice of the time and place of the public hearing shall be given by the Board Secretary by causing the publication of a notice of public hearing in the legally designated newspaper of general circulation, such publication pursuant to Section 6061 of the Government Code, with such publication to be completed at least seven (7) days prior to the date set for the public hearing.

Section 7. Effective Date. This Resolution shall become effective upon its adoption.

PASSED AND ADOPTED this 22nd, day of June, 2020, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

APPROVED:

Jason Capell, Board Secretary

Katie Clark, Board President

APPROVED AS TO FORM:

Ruben Duran, General Counsel

EXHIBIT A

DESCRIPTION OF AUTHORIZED FACILITIES

Authorized Facilities. Authorized facilities consist of the expansion, improvement, or rehabilitation of any real or other tangible property with an estimated useful life of five years or longer undertaken by the Library District with respect to the Library District's Main Library and the Bob Lucas Memorial Branch & Literacy Center, including all direct or indirect costs and expenses related thereto. Authorized facilities also includes payment of any bonds, notes, lease payments, indebtedness or other obligations for any authorized facility.

Incidental Costs. In addition, costs eligible to be financed shall include all costs and expenses incidental to the above and authorized by the Act that are determined by the Library District to be associated with the authorized facilities or the authorized services, the formation and ongoing administration of CFD No. 2020-1, the election, bonding, or levy and collection of special taxes, as well as all other costs incurred to carry out the authorized purposes of CFD No. 2020-1 that are permitted by the Act.



**BOARD OF LIBRARY TRUSTEES
LIBRARY TRUSTEE APPOINTMENT**

DEPARTMENT: Administration

MEETING DATE: June 22, 2020

PREPARED BY: Nikki Winslow

LOCATION: Zoom Meeting

TITLE: Appointment to fill Library Trustee Vacancy

BACKGROUND: During her Trustee report at the ALD Board Meeting on May 18, 2020, Trustee Gwen McMullins announced her resignation from the Board, effective June 1, 2020. This vacancy was announced and her resignation posted on ALD's website on Tuesday, May 19, 2020. The Certification of Qualifications form was posted on the website. The Nomination Process, which was reviewed and approved by BB & K, could also be found on the website:

1. Open application process, deadline at 5:00pm on June 12, 2020 (10 days prior to the Board meeting). Materials posted online.
2. Trustee appointment will appear as the last Action Item on the 6/22 Board Agenda regular meeting.
3. Invite all applicants to attend the meeting and during this part of the agenda they will:
 1. Be given 3 minutes to speak about themselves and otherwise use the time as it relates to their interest in the Trustee appointment;
 2. Be asked 3 questions by the Board (all applicants will be asked the same ones);
 3. Names will be drawn from a hat to randomly determine the order of the applicants.
4. A motion will be made to proceed to a roll call vote on appointment; after receiving a second, the President will open up the floor for discussion and debate.
5. Roll call vote taken
 1. One applicant must receive a majority vote (3 out of 4) to be selected;
 2. If one applicant does not get 3 votes, the floor will again open up for discussion from the Board;
 3. Repeat this step until one candidate receives at least 3 of the 4 votes.
6. New Trustee is appointed to the Board.

Five applications were received by the June 12, 2020 deadline. The applicants included (listed alphabetically):

- René Amy
- Velma Butler
- Caitlin Kwan
- Jervey Tervalon
- Kameelah Waheed Wilkerson



**BOARD OF TRUSTEES VACANCY
CERTIFICATION OF QUALIFICATIONS**

Print Full Name: René F. Amy

Please fill out this Certification of Qualifications and include it with your resume and letter of intent. County Registrar rules require that candidates running for a seat on the Altadena Library District Board must be both a resident within the boundaries of the Altadena Library District and a registered voter in Altadena. The current seat for which you are applying is for the unexpired term ending 12/2020.

1. Do you understand that during the term of the appointment, you are required to be a resident of Altadena? Yes No

2. Are you currently a resident of Altadena? Yes No

3. Are you currently registered to vote in Altadena? Yes No

4. How long have you resided in Altadena? 10 years

5. Have you ever worked for a public library? Yes No

a. If so, are you still employed by a public library system? Yes No

6. In your opinion, what is the role of the library in the Altadena community?

The role of the library is as a central clearinghouse of information, resources, and learning. Our library has, in recent years, expanded its outward focus, generating both positive community response and support, and we need it to continue to change and grow with the times.

7. Please describe any Board or Commission experience you have had.

I've been a member of the board of the Altadena Community Garden for several years now, and have twice served as a member of a Triennial Code Advisory Committee for the California Building Standards Commission. See CV for more details.

RA Initial here to confirm your **required** attendance at the virtual Board of Trustees meeting via Zoom on **Monday, June 22, at 5:00pm** to interview for the vacancy.

s/René F. Amy/s
Applicant Signature

June 7, 2020
Date

René F. Amy

Professional Licenses

California General Building Contractor (#515111)

California Attorney-at-Law (#253934)

Professional Certifications

International Code Council (ICC) (#8295733)

California Residential Building Inspector (J1); Electrical Inspector (J2); Plumbing Inspector (J3); Plumbing Inspector (J3)

California Commercial Building Inspector (I1); Electrical Inspector (I2); Plumbing Inspector (I3); Mechanical Inspector (I4)

CALGreen Inspector (CG)

California Building Plans Examiner (I6)

Green Building Certification Institute (GBCI) (#10923680)

LEED-AP Building Design & Construction; LEED-AP Operations + Management; LEED-AP Homes

California Association of Code Enforcement Officers (CACEO)

Certified Code Enforcement Officer

Building Performance Institute (BPI) (#5032744)

Building Analyst

Rater

Build It Green

Certified Green Building Professional - Greenpoint Rater

Professional Experience

Owner, **Altadena Maid Products**, 2018-present

Artisanal small-batch seed products to encourage urban gardeners to successfully plant native wildflowers.

Law Office of René F. Amy - 2007-present

Owner, **Amiable Construction Co**, 1987-present

Hands-on owner of boutique construction firm specializing in high-end residential remodeling, home performance, and improvements. Rough and finish carpentry; cabinetmaking; plumbing; electrical; roofing; painting; etc. Manage all phases of company, including marketing, hiring, sales, purchasing, and on-site crew management. “A+” rated by the Better Business Bureau; “A” rated on Angie’s List; 5-star rated on Trustlink.org.

Education

Indiana University - B.A., with Honors, 1980

Concord School of Law - J.D., 2006

Additional Coursework:

Wharton School, University of Pennsylvania, with Distinction: Operations Management; Marketing

New York Law School: Mental Disability Law

Honors

Pasadena Weekly, Editor’s Pick Citizen of the Year, 2001, 2004

Volunteer Activities

CASA Los Angeles - Service to youth in dependency-care Court system. Court Appointed Special Advocate, 2020-present

American Red Cross - LA Region - International Humanitarian Law instructor (Service to Armed Forces), Public Information Officer (Public Affairs), COVID19 Response Point of Distribution Lead (Disaster Response), COVID19 Response Blood Donor Screener (Blood Services), 2020-present

St. Baldrick's Foundation - Funding for cutting-edge pediatric-cancer research. Organizer, First Annual Altadena St. Baldrick’s Night Shave (postponed due to COVID19), 2019-present

Pasadena Jaycees Operation Santa - Fully-costumed present-delivery team Santa, 2019-present

ShelterBoxUSA – Humanitarian aid to victims of natural disasters and war. Ambassador, 2019-present

School On Wheels – Educational support for children experiencing homelessness. Tutor, Skid Row Learning Center, 2019-present

Reading To Kids – Providing Reading Clubs in heavily-impacted schools in LASD. School site coordinator, 2019-present

Pasadena Unified School District – tutor, African-American Parents Council “Math Power Hour” 2019-present

Rotary Rose Parade Float Committee, Inc. – Planning and execution of Rotary International Rose Parade float. National Advisor, 2019-present

Altadena Food Truck Fridays – Community-building event to raise awareness of, and funds for, School On Wheels. Ringmaster, 2019-present

National Weather Service - SKYWARN severe-weather Storm Spotter, 2019-present

Amigos de los Rios – Committed to creating an Emerald Necklace of parks and greenspaces in LA. Consulting contractor, 2018-present

California Contractors State License Board, Participant, Industry Expert program, 2015-present

California Building Standards Commission, Member, 2015 & 2018 Triennial Code Adoption Cycle Health Facilities Code Advisory Committees, 2015-present

Nextdoor – founder and lead, Nextdoor Janes Village, 2014-present

Altadena Community Garden - executive board member, 2014-present

Memberships

Altadena Rotary Club – member, 2018-present

University Club of Pasadena – member, 2006-present



**BOARD OF TRUSTEES VACANCY
CERTIFICATION OF QUALIFICATIONS**

Print Full Name: Velma Butler

Please fill out this Certification of Qualifications and include it with your resume and letter of intent. County Registrar rules require that candidates running for a seat on the Altadena Library District Board must be both a resident within the boundaries of the Altadena Library District and a registered voter in Altadena. The current seat for which you are applying is for the unexpired term ending 12/2020.

- 1. Do you understand that during the term of the appointment, you are required to be a resident of Altadena? Yes No
- 2. Are you currently a resident of Altadena? Yes No
- 3. Are you currently registered to vote in Altadena? Yes No
- 4. How long have you resided in Altadena? 18 years
- 5. Have you ever worked for a public library? Yes No
 - a. If so, are you still employed by a public library system? Yes No

6. In your opinion, what is the role of the library in the Altadena community?
The role of the library is to provide books, events, music, workshops, literacy, after school care and speakers to the community of all ages in Altadena. This knowledge from the library resources will provide education, diversity and open minded citizens to the community with continued support for the libraries.

7. Please describe any Board or Commission experience you have had.
I have served as an elected president for the American Federation of Teachers Classified Staff for twenty years, directed an executive board of 40 plus officers and 6 staff persons. Oversee'd collective bargaining agreement, policy oversight, budget and training for 1300 members.

VB Initial here to confirm your **required** attendance at the virtual Board of Trustees meeting via Zoom on **Monday, June 22, at 5:00pm** to interview for the vacancy.

Velma Butler
Applicant Signature

June 8, 2020
Date

June 8, 2020

Board of Trustees
Altadena Main Library
600 East Mariposa St.
Altadena, CA 91001

Email: nwinslow@Altadenalibrary.org

Dear Trustee Winslow;

It has recently come to my attention that Trustee Gwen McMullius will be vacating her current position as Altadena's Library Trustee. While it is sad to see her go, I am interested in filling the post she occupied until the election.

I have been working in the leadership field for twenty plus years as the elected president for the American Federation of Teachers Classified Support Staff, and I feel that I would be a perfect fit to move into her position and take over her responsibilities.

I know there must be many other candidates inquiring about this position, but I truly feel that I am more qualified and very committed to the community of Altadena.

When the time to choose her successor comes, would you please keep me in mind? There is nothing more I would love than to provide oversight and represent the libraries of Altadena.

Sincerely,


Velma Butler
enclosures

Velma Butler

Address



Telephone



E-mail



Skills

Communication

Negotiations/policy oversight

Budgeting

Organizing/strategic planning

Political Action

Health & Safety Training

Software

Microsoft

Word

Excel

LibreOffice Writer

Education

BA Labor Studies

California State University Dominguez Hills (incomplete)

Dominguez Hills, CA

Associate Degree – Theater Arts – 2003

Los Angeles Southwest College -

Cumulative GPA: 3.00

Union Leadership Institute – AFT/AFL-CIO

Managing the Union 2002

Civil, Human and Women's Rights 2003

Power of the People 2013

Talking to the Public through the Media 2000

New Leadership School

Personal Negotiation Styles 1999

Experience

**American Federation of Teachers,
Local 1521A – President**

July 1998 – Sept 2019

- Direct the day to day operation of a collective bargaining union of 1300 members, executive board of forty plus.
- Negotiate contract, healthcare benefits and wages.
- Create and develop 1.5 million dollar budget.
- Provide training and retreats

Los Angeles Community College District

Athletic Secretary-- Oct 1996 – present

- Assist with and maintain calendars, schedules and meetings associated with building. Prepare and distribute correspondence, letters, memos, minutes, files, records, reports, charts and other forms relating to department.
- Monitor budget and/or expenditures for department. Prepare and

distribute purchase orders and request payment of invoices.

- Coordinate and prepare school/athletic reports publications and official reports.
- Coordinate events and projects for the department.

Affiliates

NWPC

National Women's Political Caucus

NAN

National Action Network

A. Phillip Randolph Institute,
Los Angeles

UCLA African American Union
Leadership School



**BOARD OF TRUSTEES VACANCY
CERTIFICATION OF QUALIFICATIONS**

Print Full Name: Caitlin Kwan

Please fill out this Certification of Qualifications and include it with your resume and letter of intent. County Registrar rules require that candidates running for a seat on the Altadena Library District Board must be both a resident within the boundaries of the Altadena Library District and a registered voter in Altadena. The current seat for which you are applying is for the unexpired term ending 12/2020.

1. Do you understand that during the term of the appointment, you are required to be a resident of Altadena? Yes No

2. Are you currently a resident of Altadena? Yes No

3. Are you currently registered to vote in Altadena? Yes No

4. How long have you resided in Altadena? 2 years

5. Have you ever worked for a public library? Yes No

a. If so, are you still employed by a public library system? Yes No

6. In your opinion, what is the role of the library in the Altadena community?
Our libraries are the heart & soul of our learning community - supporting children, schools, parents & adults.

7. Please describe any Board or Commission experience you have had.
I worked to support the creation of the Port Angeles (W) Nature School & its board until we opted to go under the support of the 503c CascadiaNow! to simplify.

CK Initial here to confirm your **required** attendance at the virtual Board of Trustees meeting via Zoom on **Monday, June 22, at 5:00pm** to interview for the vacancy.

Caitlin Kwan
Applicant Signature

6/12/20
Date

June 12, 2020

Main Library
600 E. Mariposa St.
Altadena, CA 91001

Dear Director Nikki Winslow:

I am writing to express my interest in serving the community of Altadena as a member of the Altadena Library District (ALD) Board of Trustees. Having spent the last year being of service part-time as a community counselor in the Watts/South Central community, I desire to be of service to my community, here, in Altadena. I believe my experience as a teacher, a teacher-librarian, counselor and business owner would make me an asset to the ALD Mission and its Strategic Plan. I would particularly be an asset and advocate of Outreach efforts.

As a former public-school teacher and teacher librarian in an urban school district, I have a solid understanding of goals, values and managing of public libraries. The goal of supporting a community of life-long learners and readers is central to my heart and work as an educator. I am furthermore committed to the cause of eliminating the achievement gap among marginalized communities and see our libraries as central to eliminating many systemic injustices. This role is highlighted in our call to empower our community and ensure equal, equitable access to information and technology.

In my work as a school teacher, I participated in obtaining and executing a grant-funded heritage language tutoring program. This program involved training Spanish-literate, Latino adolescents to tutor Latino youth to learn to read in their heritage language. I would advocate for support of local heritage languages in ALD, particularly those in local schools.

I believe stakeholder engagement is essential for all public institutions, and that it must invite and honor the diversity of the community. I am knowledgeable around engaging families and stakeholders, particularly marginalized and immigrant families. I have professional and personal experience with both bilingual and special education needs, which deserve special attention in our libraries. While our libraries are growing in our online offerings, we must still remain an inclusive, welcoming “third place” for ALL members of our culturally rich community.

My husband and I own an 18-employee, brick and mortar and online business in Pasadena specializing in trading card games and collectibles. In my years focused at this business, I grew social media, community engagement, budgeting, cash flow and customer service skills that will be relevant to serving on the Board.

Thank you for your time and consideration.

Sincerely,

Caitlin Kwan

PROFESSIONAL EXPERIENCE

Southern California Counseling Center

June 2019-Present

Counseling MFT Trainee

- Facilitate domestic violence/anger management groups for criminal and family court mandated clients.
- Provide psychotherapy to couples, children and individual adults.
- Participate in weekly 'Outreach' supervision and providing group and individual counseling at Watts site.

Core TCG, Inc.

August 2015 – March 2018

Director of Training and Development

- Created a structure to internally foster and grow talent in-house.
- Streamlined and created a system to improve customer service on multiple sales platforms.
- Redesigned in-house digital customer service.
- Commissioned and implemented a software solution for managing efficiency of accounts payable.

Seattle Public Schools

February 2014 – June 2015

Literacy Specialist and Instructional Coach; Librarian

- Coached teachers in balanced literacy, classroom management, and family engagement.
- Developed and implemented a school-wide attendance program, improving attendance by +25%.
- Organized school-wide reform towards integrated bilingual education and reading interventions.

Seattle Public Schools

September 2007 – June 2011

Collaborative Teacher

- Collaborated with classroom teachers to improve learning and parent engagement among immigrant and bilingual families.
- Piloted and presented an integrated bilingual education model to urban districts at 2011 TESOL Convention.
- Facilitated vertical school collaboration to obtain grant and implement Spanish heritage language tutoring.

EDUCATION

University of Southern California, Rossier School of Education

Los Angeles, CA

Master of Marriage and Family Therapy –GPA 4.0

May 2020

Western Washington University, Woodring College of Education

Bellingham, WA

Teaching Certificate K-12 Spanish and TESOL –Summa Cum Laude

June 2007

Western Washington University

Bellingham, WA

Bachelor of Arts, Spanish and Linguistics

December 2006

RESEARCH EXPERIENCE

The Couple Mobile Sensing Project –USC, Clinical Psychology

September 2018 – September 2019

Research Assistant

This project examines the impact of family-of-origin experiences on the functioning of young adult romantic relationships through ecological momentary assessment.

RELEVANT SKILLS AND EXPERIENCE

- Experience serving students and families from diverse backgrounds, including immigrant and high poverty.
- Fluent in spoken and written Spanish.



**BOARD OF TRUSTEES VACANCY
CERTIFICATION OF QUALIFICATIONS**

Print Full Name: Jervey Tervalon

Please fill out this Certification of Qualifications and include it with your resume and letter of intent. County Registrar rules require that candidates running for a seat on the Altadena Library District Board must be both a resident within the boundaries of the Altadena Library District and a registered voter in Altadena. The current seat for which you are applying is for the unexpired term ending 12/2020.

1. Do you understand that during the term of the appointment, you are required to be a resident of Altadena? Yes No
2. Are you currently a resident of Altadena? Yes No
3. Are you currently registered to vote in Altadena? Yes No
4. How long have you resided in Altadena? 23 years
5. Have you ever worked for a public library? Yes No
 - a. If so, are you still employed by a public library system? Yes No
6. In your opinion, what is the role of the library in the Altadena community?

It is the central institution of our community. Its resources and its welcoming nature is essential for a diverse community such as ours.

7. Please describe any Board or Commission experience you have had.
I served as a PEN American Board member for five years.

X Initial here to confirm your **required** attendance at the virtual Board of Trustees meeting via Zoom on **Monday, June 22, at 5:00pm** to interview for the vacancy.

Jervey Tervalon
Applicant Signature

6-8-2020
Date



**BOARD OF TRUSTEES VACANCY
CERTIFICATION OF QUALIFICATIONS**

Print Full Name: Kameelah Waheed Wilkerson

Please fill out this Certification of Qualifications and include it with your resume and letter of intent. County Registrar rules require that candidates running for a seat on the Altadena Library District Board must be both a resident within the boundaries of the Altadena Library District and a registered voter in Altadena. The current seat for which you are applying is for the unexpired term ending 12/2020.

1. Do you understand that during the term of the appointment, you are required to be a resident of Altadena? Yes No

2. Are you currently a resident of Altadena? Yes No

3. Are you currently registered to vote in Altadena? Yes No

4. How long have you resided in Altadena? since birth

5. Have you ever worked for a public library? Yes No

a. If so, are you still employed by a public library system? Yes No

6. In your opinion, what is the role of the library in the Altadena community?

Literacy. Safety. Access. Libraries provide a path to literacy and love of reading and books. Libraries provide safety to those, especially our youth, who require a safe place to land. This has always been true for me growing up in the Altadena Library. Libraries provide pathways to access information and resources for all.

7. Please describe any Board or Commission experience you have had.

I have served on the Board of Directors for Masjid Al-Taqwa, the Mosque located in Altadena. I have held the position of and on for the past 15 years.

kww Initial here to confirm your **required** attendance at the virtual Board of Trustees meeting via Zoom on **Monday, June 22, at 5:00pm** to interview for the vacancy.

Kameelah Waheed Wilkerson
Applicant Signature

5/22/20
Date

Kameelah Waheed Wilkerson



May 22, 2020

Altadena Library Board of Trustees
600 E. Mariposa Street
Altadena, CA 91001
626 798-0833

Dear Mr. or Ms. Winslow:

I recently read in the "Altadena Connections" of the opening for the Altadena Library Board of Trustees. I am writing to express interest in the position. I was born in Altadena and currently live here with my family. The Altadena Library holds a special place in my heart as I am an avid reader and my love of reading was born and nurtured at the Altadena Library. I would be honored to have the opportunity to serve the Altadena community.

Professionally I am a Licensed Marriage and Family Therapist. I am and have been employed by a local Children's Welfare Organization- Hathaway-Sycamores Child and Family Services since 1998. Presently I am the Assistant Vice President of Clinical Compliance ensuring the highest legal, ethical and business standards and regulations for our staff and agency.

I have extensive collaborative experience with boards having served on multiple boards over the past 15 years. Notably, I have served on the Board of Directors for Masjid Al-Taqwa, Altadena's resident Mosque for the past 15 years.

My resume is enclosed with this letter so that you may review my education, work experience, and achievements. I would appreciate an opportunity to talk with you or an existing member of the Board of Trustees. Thank you for your time and consideration. I look forward to speaking with you in the near future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kameelah'.

Kameelah Waheed Wilkerson

Kameelah Waheed Wilkerson, LMFT

BBS License # 40560



PROFILE

- Enthusiastic and knowledgeable Licensed Marriage and Family Therapist with more than 20 years of experience in the mental health field.
- Excellent verbal and written communication
- Exceptional skills in training.
- Commitment to cultural competence and working in diverse environments
- Interfaces positively with individuals and community partners.
- Highly motivated to apply existing skills and experience as well as dedicated to continual growth and development.

EDUCATION

M.A. Clinical Psychology with Child Studies Specialization

June 2002

Antioch University Marina del Rey, CA.

B. A. Psychology

June 1998

University of California at Los Angeles

EXPERIENCE

Director, Clinical Compliance, Hathaway-Sycamores Child and Family Services, Pasadena, CA 2017-Present

Director, Quality Management, Hathaway-Sycamores Child and Family Services, Pasadena, CA April 2014- 2017

Quality Assurance Clinician, Hathaway-Sycamores Child and Family Services, Pasadena, CA July 2009- April 2014

Assistant Director- Therapeutic Behavioral Services, Hathaway-Sycamores Child and Family Services, Pasadena, CA July 2008- July 2009

Therapist-Hathaway-Sycamores Child and Family Services, Pasadena, CA October 2003-July 2008

Child Care Worker- Hathaway-Sycamores Child and Family Services, Pasadena, CA October 1998-July 2003

PROFESSIONAL SKILLS, TRAINING AND ACTIVITIES

Board of Directors- Masjid Al-Taqwa	2002-Present
Board of Directors- The Elgin Foundation	2017-Present
Board of Directors- Women's Mosque of America	2016-2017
Teen Line- Cedar Sinai Medical Center	2003
Chaplain Intern- Good Samaritan Hospital	2010
Independent Consultant and Community Services Trainer	Since 2009
• Certified Trainer- Mental Health First Aid (MHFA)- Adult/Youth October 2015	
• Certified Trainer- Applied Suicide Intervention Skills Training (ASIST)- April 2014	
Citizen's Police Academy-City of Pasadena	2011
Community Emergency Response Training (CERT)	2013
American Muslim Civic Leadership Institute (AMCLI)	2015