



MEETING DATE: 6/12/2018

TO: Honorable Mayor and Council Members

FROM: Hilary Hobbs, Management Analyst

SUBJECT: Direction on Truckee Library Management Feasibility Study and consideration of discussions with Nevada County regarding Town management of the Truckee Library

APPROVED BY

Jeff Loux, Town Manager

RECOMMENDATION: That the Council provide direction to staff on next steps in considering the Truckee Library Management Feasibility Study and discussions with Nevada County regarding potential for Town management of the Truckee Library.

BACKGROUND:

Over the past several months, the Town has worked with Management Partners to complete a Library Management Feasibility Study. This study was completed in response to a request from Nevada County for the Town to consider taking over operation of library services in Truckee. On May 8, 2018, Town Council initiated discussion of the study (see Attachment 1) and determined to continue the discussion to June 12, 2018 to allow more time for staff, Friends of the Truckee Library, and other stakeholders to review the report.

The objective of the study was to consider two primary questions: First, is sufficient funding available through the County-wide library sales tax (Measure A) and County Maintenance of Effort (MOE) funds for Truckee to take over library management without requiring the use of Truckee general fund dollars? Second, if so, would Truckee be able to provide better library services than Nevada County?

The Management Partners report projected a small budget shortfall during the first year of Town-managed library operations, with the deficit increasing year-over-year due to escalating salary and benefit costs. During the May 8th presentation, Council raised a couple of key questions regarding financial assumptions, including:

- (1) The study assumed 26% of County-wide Measure A sales tax revenue would be transferred to the Town to fund library operations. What percent of sales tax revenue has historically been generated in Truckee? Is 26% a full "return to source"?
- (2) The study proposes numerous assumptions regarding deal points between the Town and County. Recognizing that a deal has not yet been negotiated, can we confirm with the County that these assumptions are reasonable?

DISCUSSION:

Since the May 8th Council meeting, staff has worked with County staff and Friends of the Truckee Library to confirm and refine certain data points within the projected library budget. The net result of these adjustments has been a significantly improved budget outlook. Staff now projects a modest net surplus after ten years, assuming library operations remain at the current 5,000 square foot facility at approximately status quo levels of service. An updated projected budget is provided as Attachment 2 to this report, and specific adjustments are described below.

Revenue

Percent of Measure A transferred to Truckee

The Management Partners report assumed 26% of Measure A revenue would be transferred to Truckee, based on the most recent quarter's data for the percentage of County-wide sales tax generated within Truckee. However, this data point is well below the 5-year annual average of 29.1%. The enclosed budget projections include an assumption of 29.1% as a full "return to source". This 3.1% increase results in a net increase of \$1.5 million revenue projected over ten years.

While staff recommends that 29.1% is a reasonable assumption, it should be noted that how Measure A funds would be divided between the County and Town would need to be negotiated. For example, a set percentage could be agreed to for the remaining term of Measure A (through 2031), or the amount could fluctuate on an annual or even quarterly basis based on actual sales tax collection data.

Measure A Fund balance

Nevada County reports an unrestricted Measure A fund balance of \$1,970,006 as of March 31, 2018. This fund balance was not addressed in the Management Partners report. If the library were to transition to Town management, staff recommends that a division of the remaining unrestricted fund balance would be a reasonable assumption. Some portion of this fund balance may be expended prior to a transition; therefore staff has assumed that a balance of \$1,500,000 would remain at that time of a transition and that 29.1% (\$436,500) would be transferred to Truckee.

Updated revenue projections

Staff have utilized revenue projections from the Nevada County draft 2018-19 budget to update projected county-wide Measure A and Maintenance of Effort revenue for 2019-20, which is assumed to be the first year of a library transfer. These slightly higher projections resulted in an anticipated increase of \$47,000 revenue for Truckee in year 1.

Expenses

Salary and benefits

As discussed in the May 8, 2018 staff report, CalPERS benefit costs are expected to be a primary driver of cost escalations, with CalPERS "tier 1" staff escalating at a higher rate than "tier 3" staff. Town Staff has worked with County staff to better understand the CalPERS tiers of existing library staff and has adjusted cost escalations accordingly. Additionally, staff has adjusted projected benefit costs for part time positions. The net result of these adjustments is a projected \$18,000 decrease in year 1 staffing costs.

County communication

During the May 8th presentation Council suggested that staff receive feedback from the County regarding key financial assumptions used in the study (such as the amount of Measure A transferred to Town) to confirm that we are in general alignment. Since that time, staff has informally “gut checked” our updated assumptions with County staff and confirmed that our assumptions are reasonably aligned.

Sales Tax revenue sensitivity analysis

While the adjustments described above present a significantly more favorable outlook than the budget projections provided in the consultant study, it is important to note that the library budget is particularly vulnerable to economic downturn. Ninety percent of the library budget is projected to come from Measure A sales tax and economic downturns tends to cause a more immediate and dramatic change to sales tax than to other revenue sources. For example, during the last recession Truckee experienced a 23.7% year-over-year drop in sales tax revenue in 2009 followed by an additional 14.8% drop in 2010. To assist in considering this sensitivity, Staff has provided a hypothetical “recession scenario” budget projection utilizing the year-over-year percent changes in sales tax that Truckee experienced during the recession and recovery from 2009-2016. This scenario is projected to result in a \$3 million reduction in revenue and a net deficit of \$2.7 million over 10 years (see attachment 3). While a 2009-like recession may represent an extreme scenario, it is indicative of the budget’s potential sensitivity. In the event of a significant economic downturn, the Town could anticipate a budget shortfall that could necessitate either subsidizing the library budget with other fund sources (i.e. general fund), and/or a reduction in library services.

Improved library services

As addressed in the May 8th staff report, there are several potential community benefits to operating the library as a locally-controlled program:

- A municipally-run library would provide local control over library policies, budget decisions, staffing, collections, programs and services, ensuring that the library’s offerings is tailored to Truckee’s unique community needs.
- Library leadership (i.e. a Library Director) would be wholly focused on programs, services and library staff in Truckee and would have ample time to do so.
- There has historically been some concern from library supporters that Truckee Library may not be getting its “fair share” of programs or resources paid for by Measure A (formerly, Measure C) and MOE funding. Operating as a separate program—and separate budget—could allay this concern.
- Centralized operations and administrative services (such as IT and maintenance) would likely be provided by Town staff, potentially providing faster response times. Currently, Nevada City-based IT staff support the Truckee Library.

RECOMMENDATIONS:

As stated in the May 8th staff report, it is staff’s opinion that simply taking over current library operations (even with a “break even” revenue-cost assumption) is not particularly compelling. It is the longer term, broader vision involving a new larger library, potentially at Regional Park (or another site) with multiple community benefits that creates conditions that would warrant further Town involvement. Moving in this direction would necessarily require additional staff time, and likely future financial resources— either operating funds, capital funds, or both. This would be a serious

commitment on the part of the Town. This would also entail significant collaboration with stakeholders, including Friends of the Truckee Library and Nevada County. If Council wishes to pursue this transition, staff recommends the following next steps:

- Appointing a Council Member and staff to begin the complex process of negotiating a transition with Nevada County. Negotiations could be completed in a multi-phased approach with initial discussions to see if common ground can be reached on financial terms. If this first step is positive, further negotiations could address details and logistics such as equitable distribution of existing collections, staffing transitions, opportunities for ongoing collaboration, and transition timeline.
- While the study provides “first cut” order of magnitude estimates of capital and operating costs for an expanded facility, staff recommends that further study would be necessary to better understand the potential costs and feasibility prior to agreeing to a library transition. Therefore, Council may wish to direct staff to return to Council with a work plan of next steps for studying feasibility and costs of a new larger facility, presumably similar to the vision advanced by Friends of the Truckee Library (FOTL). This work plan would include “to-do” items for both the Town and FOTL.
- If Council does not wish to further pursue a library management transition, Council may still have an interest in continuing Town involvement at some level in planning for a new library facility. This could include helping to facilitate discussions regarding community land use, contributing to site planning studies, or other roles as Council may deem appropriate.

FISCAL IMPACT: The fiscal impact for the Town pursuing additional discussions with County staff is anticipated to be staff time only. In the event that the Town was to take over management of the Truckee Library, the fiscal impact of this transition would be subject to multiple variables including financial terms negotiated with Nevada County and Town decisions regarding staffing levels, salary ranges, library hours, programming, and supply and equipment budgets, among others.

PUBLIC COMMUNICATIONS: Agenda posting

ATTACHMENTS:

1. May 8, 2018 Town Council Staff Report and Management Partners Library Management Feasibility Study
<http://laserfiche.townoftruckee.com/weblink/0/doc/59321527/Page1.aspx>
2. Updated 10-year budget projections for municipally run Truckee Library
3. Recession scenario budget projections
4. Public comment letters

Town of Truckee

Library Management Feasibility Study

April 2018

**Management
Partners**





April 9, 2018

Mr. Jeff Loux
Town Manager
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161-3306

Dear Mr. Loux:

Management Partners is pleased to provide this report on the feasibility of the Town operating and managing its own library. As you know, there are many variables that must be considered, and we have done our best to address each of them.

This report contains the methodology we used to develop the recommendations, as well as an operations and financial analysis. As required in the request for proposals, we also conducted two case studies to provide information about how two other library systems handled their transitions. We have also provided a list of negotiation issues.

We appreciate the assistance of your staff as well as Nevada County staff in supplying information that is relevant to the possible transition. Thank you for the opportunity to assist with this important study.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gerald E. Newfarmer', written in a cursive style.

Gerald E. Newfarmer
President and CEO

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Executive Summary

The Town of Truckee engaged Management Partners to conduct a library feasibility study. The goal of the study is to determine the costs, staffing, organizational structure, and services and operations needed for the Town of Truckee to take over the management of the Truckee Library from Nevada County. Town leaders expressed that transitioning library management from the County to the Town will only be feasible if it is economically viable and sustainable, and if library services improve as a result.

This report contains an analysis of how a Truckee-managed library would impact library operations, staffing, and costs for the Town. In addition to projecting the costs if the Town were to take over management of the current facility, Management Partners also projected the costs of the Town operating an 18,000 square foot facility, as envisioned by the Friends of the Truckee Library. This report also contains two case studies of libraries that have either transitioned or are transitioning from county systems to municipal libraries.

Management Partners began this effort by gathering background information and conducting interviews with a variety of stakeholders. Interviews with Town and County leaders, Town and County IT and facilities staff, and library staff and Friends provided vital information. We reviewed a variety of documents, including library budgets and reports, financial reports, Measure C and Measure A ballot language and revenue histories, salary data, and studies commissioned by the Friends of the Truckee Library.

Some of the major observations in this report include:

- The distance between Truckee and Nevada City causes challenges with County services such as IT and facilities support.
- The Town has limited capacity to support a library from its general fund. Library funding will have to come almost entirely from Measure A revenue.
- Several key issues will need to be negotiated with the County, such as the ownership and potential leasing of the current facility,

and the ownership and potential transfer of the collection from the County to Town.

- The current County amended budget (FY 2017-18) for operating the Truckee Library is \$670,053.
- The sunset of Measure C and the voter approval of Measure A should nearly double sales tax revenue from \$2 million annually to \$4 million for the Nevada County Community Library system.
- Current Nevada County library staff salaries (with the 10% bump for Truckee Library employee) are consistent with those of the comparator agencies of the Town.
- Operating expenditures for the Truckee library would increase from \$670,053 in FY2017-18 to \$1,113,795 in FY 2019-20, due primarily to the addition of two FTE employees (a library director and a library assistant II), and increases in personnel costs, estimated at 10% per year.
- The total projected operating expenses for a Town-managed Truckee Library, including overhead costs and one-time startup costs, is \$1,333,816 for FY 2019-20.
- Revenue in FY 2019-20 from Measure A and the County Maintenance of Effort from return to source is estimated to be \$1,201,905 based on 3% a year.
- Library expenditures would soon exceed revenue, as early as FY 2019-20.

Management Partners has provided three options for the Town to consider. We recommend that the Town library continue as a branch of the Nevada County Library. The Town may be able to facilitate County efforts to communicate with the community and with specific stakeholder groups to better understand and address their concerns and needs. It will be important for the County to clearly identify the planned improvements from the additional Measure A library funding and how and when Truckee Library patrons will benefit.

Background

The Town of Truckee engaged Management Partners to conduct a library feasibility study. The goal of the study is to determine the costs, staffing, organizational structure, and services and operations needed for the Town of Truckee to take over the management of the Truckee Library while also improving service levels. Additionally, Management Partners was asked to provide a projection of the costs to operate a library facility of approximately 18,000 square feet.

Existing Library System

The Truckee Library is a branch of the Nevada County Community Library (NCCL). NCCL consists of six library locations, including the Truckee Library. NCCL also operates a Mobile Technology Center that provides technology classes and programs throughout the community, and it operates book-lending kiosks in North San Juan and Chicago Park.

In 2016 Nevada County voters approved Measure A, which is a one-quarter percent library sales tax. It is projected to generate approximately \$3 million in revenue in FY 2017-18, and approximately \$4 million annually in FY 2018-19. The majority of NCCL's additional revenue comes from the County's general fund. NCCL's FY 2017-18 adopted budget is \$3,628,591.

California Public Library Statistics for 2016-2017 show that NCCL serves a legal service area of 98,828 residents, with 92,597 library card holders. In 2016-2017 these customers visited NCCL 397,196 times and checked out over 730,000 print and electronic materials. NCCL produced 929 programs in 2016-2017, totaling 20,282 in attendance.

The current Truckee Branch Library facility opened in 1976 and was remodeled in 1984 and 2003. The current facility is 5,000 square feet. According to 2016-2017 California Public Library Statistics, the Library contains 33,286 volumes, and customers check out 34,548 items annually.

The Truckee Branch Library's FY 2017-18 adopted budget is \$624,644. That adopted budget included five full-time equivalent (FTE) employees

with a proposed, additional one FTE to support more public service hours added in September 2017, when library service increased from 42 to 46 hours.

Methodology

Management Partners gathered and analyzed information using a variety of techniques. We collected relevant background information, including financial documents, state library reports, organization charts, classification and compensation data, Measure A information, and Truckee Library studies funded by the Friends of the Truckee Library.

While reviewing and analyzing the data and documents, our project team members used their experience working with hundreds of jurisdictions in California and knowledge of best practices in local governments to assess the library situation and evaluate whether it would be favorable for the Town to run the library. We used several techniques to gather information from staff and stakeholders, which are discussed below.

Project Launch

Management Partners' team members coordinated a day-long project launch process designed to gather information, interact with key Town and County staff members, and understand the nuances of the project. The kickoff meeting involved the Management Partners' team members, Truckee Town Manager Jeff Loux, Program Manager for Health and Human Services in Nevada and Placer Counties/County Library Coordinator Phebe Bell, and Town of Truckee Management Analyst Hilary Hobbs.

Interviews

We conducted twelve interviews with incumbents in the following positions:

- County Library Coordinator
- Town facilities staff
- Truckee Library Staff
- Town Manager and Town Management Analyst
- Town finance staff
- Friends of Truckee
- Town IT staff
- County facilities staff

- Assistant County Executive Officer
- Deputy County Executive Officer/CFO
- County Chief Information Officer
- County Librarian

Our team had follow-up conversations with Town and County staff as necessary to clarify input and information. The interviews revealed important information about current and future library operations. Major issues are summarized below.

Town Leaders

- If the numbers “pencil out” and the Town can provide better service, it would be advantageous for the Town to run the library.
- There is not additional funding for the Town to run the library; Measure A funding will need to support it.
- Truckee has 17 special districts. Board members to all districts are elected.
- The Town is a limited-service municipality. Currently, the Town provides few direct public services.

County Leaders

- Some County leaders expressed willingness to negotiate with the Town on any and all aspects of library operations.

Town and County IT Staff

- If the library transfers to the Town, Town IT staff will focus on projects such as configuring and managing the public computers, connecting to the internet backbone, and installing their own routers.
- Town IT staff are actively communicating with County IT staff to better understand the services and staff hours currently provided to the Truckee library.
- The Town has a forthcoming IT assessment and will ask the consultant to estimate Town IT overhead costs of managing library IT operations.
- Truckee residents might feel more satisfied with local (Town) IT support.

Town and County Facilities Staff

- County facilities staff feel that the Truckee Library is in fairly good condition. Although the current space feels cramped, there is little, if any, room to expand in the current location.
- The location of the Truckee Library is at least an hour away from

County staff in Nevada City. A Town-managed library might result in quicker response times for service calls if Town staff provided those services.

- County staff estimate they dedicate 200 hours per year to maintain the Truckee library. This equates to .2 to .25 FTEs.
- If the Town is to take over maintenance, Town staff will need to make an assessment of the library building early during any transition.
- Town staff will need to know about any Truckee Library capital projects that are anticipated by the County.
- Town and County leaders will need to decide which services, such as snow removal, landscaping, and exterior maintenance, will transfer to the Town.
- Town officials will need details about any contracts that the County currently has for the building, such as fire suppression and security.
- If the Town leases the building from the County, the lease needs to be specific as to the obligations of both parties, including response times for service.

Library Staff

- There are benefits of Truckee Library being part of a larger system, including access to a countywide collection of materials, shared technology (such as virtual reality system), library staff who collaborate and share ideas system wide.
- There are also challenges.
 - Administrators in Nevada City hire staff for Truckee Library;
 - Truckee staff feel isolated from the rest of the system because of the distance between locations;
 - County salaries do not adequately compensate for the cost of living in Truckee;
 - The collection is dated, and library staff are concerned with what happens to the Truckee Library collection if the library leaves the county.
- Ultimately, library staff want what's best for the community.

Friends of the Truckee Library

- Friends are focused on issues such as the need for a new Truckee Library, library funding, and library management and operations.
- Friends believe that Town control of the library would create a path forward for a new library.
- Friends would like to see a new library sited at Regional Park.

- The doubling of sales tax revenue with Measure A has created a positive buzz in the Truckee community.
- The additional sales tax revenue should be set aside to fund a new library.
- More transparency about Measure A revenue is desired; especially how much revenue is generated in Truckee and how much returns to Truckee Library.
- Friends feel that NCCL's focus on a floating collection and library events and classes has decreased emphasis on the quality of the books and materials in the collection.

Library Ownership and Management Structure

Management Partners was tasked with conducting research and analysis and preparing a report about the possible roles and relationships the Town might have with its public library (which is currently a branch of the Nevada County Community Library). Truckee's request for proposals included specific items to be covered in the report, including the option of withdrawing from County management and operating it as a municipal function.

Management Partners has identified three options, as described below, for operating and managing the library. They are: A) the library becomes a Town function and a municipally run library; B) Truckee contracts with the County to employ the library staff and manage the Truckee Library's public services; and C) Truckee Library remains part of the County Library System.

There are many opportunities for improved library services in Truckee. The distance and travel time between Truckee and Nevada City contribute to disconnection between the Truckee Library and the rest of the library system as well as the County services that support the library. Inter-library delivery of materials has often been slow and unreliable. In the past, materials requested by patrons from other branches could take up to eight days to arrive.

County IT staff maintain the Truckee computers, software, and network in the Truckee Library, and travel time of a minimum of an hour each way from Nevada City results in delays to equipment repair and maintenance. Truckee Library staff expressed concerns that their on-shelf inventory suffers from the way the floating collection is managed. Currently the library is open to the public 6 days and 46 hours each week. There are few weekend and evening hours. It is open after 6 pm only one day and only for 5 hours on Saturdays.

Uncertainty about the future status of the library coupled with difficulty recruiting staff (impacted by the higher cost of living in Truckee) has resulted in the library being in a state of limbo for the past several years. For example, the library has been without a permanent branch manager

for the past eighteen months and construction of a planned computer classroom has yet to be completed.

The County-owned library building is too small and there are currently no plans to fund and build a new, larger library. Such an effort would require that the Town, the County, community leaders, and stakeholders such as the Truckee Friends of the Library work closely together.

It is important to note that the 2016 Measure A approximately doubled the County library revenue from a dedicated sales tax in the later part of 2017. The current fiscal year is the first in which this additional revenue has been received. Consequently, services can be expected to change and improve regardless of the organizational structure under which the library operates.

Option A. Truckee operates independent, municipally run library within Nevada County system.

The Town would operate all aspects of the library and would have autonomy over all policies, budget decisions, staffing, collections, services, and back-of-house functions. In order to qualify for use of Measure A funding, the Truckee Library would technically remain part of the NCCL system, but would operate as a “municipally run” library. A contract between the County and Town would act as a funding mechanism for the transfer of Measure A funds to the Town and would require the Town to operate a library in Truckee.

As a municipally run library, the Town would be responsible for all the costs of providing library services, including salaries and benefits, collection development and maintenance, utility and building costs, furniture and equipment, and IT expenses, including public access to the internet.

The estimated costs of operating a municipally run library and projected revenue from County Measure A and Maintenance of Effort (MOE) funding are discussed in detail later in this report.

Pros of Option A: Provides local control over library policies, budget, staff, services and any future plans to build a new, larger library building. A library director would become very connected to the community. As the estimated budget shows, additional funds would be budgeted for supplies and library materials.

Cons of Option A: The most important negative is that the costs of operating a municipally run library are likely to escalate within a few years to the point that revenue from Measure A and the County MOE

will not be sufficient to operate the library even at its current service level. Measure A's sales tax revenue can be expected to increase at about the rate of inflation, about 3%. Personnel costs, including salaries and benefits, represent about 70% of total costs and are expected to rise at a much higher rate, estimated to be about 10%.

The Town of Truckee does not currently provide municipal services such as a library, recreation, or senior services. Taking on library services as a Town function would require the Council and Administration to develop new policies, hire several additional employees, establish job descriptions and salary ranges, provide specialized training, and supervise and manage staff and services for which they currently have no experience or expertise.

Small municipal libraries have relatively small collections, staff and other resources such as e-books. They are islands without economies of scale and often lack money or staff expertise and time to participate in the networked world of information.

Small libraries are able to compensate to some degree in California for these disadvantages by belonging to and actively participating in a cooperative library system. A checklist describing the process for a municipal library to join a cooperative system is available from the California State Library. If Truckee were to have its own library, it would join the Mountain-Valley Library System and through it the NorthNet Library System.

Option B. The Town and County enter into a contract for the Town to provide direct library services to the public and employ the staff at the Truckee Library and for the County to continue to provide back-of-house functions.

With this option, the library would remain part of the County system and receive its benefits of resource sharing and economies of scale. This option splits the responsibilities for library operations between the Town and the County. The County would retain back-of-house functions such as the library automation system, ordering and processing materials, negotiating contracts, and purchasing while the Town would control direct services. Policies and practices would be established for the entire library system.

Hours of service and staffing levels would be agreed between the parties. The County would provide funding from Measure A and the Maintenance of Effort funds to Truckee for the cost of these direct services.

Pros of Option B: Provides more local control of direct services and staffing while retaining economies of scale and sharing of resources that the County Library provides.

Cons of Option B: The Town does not operate any services to the general public similar to a library and doing so would require the Town Council and staff to develop and implement a number of policies and procedures in coordination with County staff. In addition, the Town would have to develop and maintain HR classifications and salaries for library jobs and provide supervision to library staff. This option would require considerable ongoing communication and coordination between the Town and the County and its library system.

Future costs for salaries and benefits driven primarily by pension and health care expenses will increase more rapidly than Measure A and the MOE for both the Town employees and for the County Library's staff. The two jurisdictions would need to solve that problem separately, making it an even more difficult situation.

Option C. The Truckee library remains part of the County Library System.

This option maintains the status quo.

Pros of Option C: This would continue the economies of scale and the shared collection, e-resources and programming resources that a small municipal library would not have. In addition, this option does not require any disruption in services for patrons and change in employer for staff.

Some improvements could be implemented with better use of technology such as using a commercial video conferencing product to include Truckee staff in meetings and training, as well as streaming some programs for the public. The County could contract with a vendor in or near Truckee for computer repair and maintenance.

A permanent branch manager and the County's collection management staff could analyze the Truckee collection and develop a plan and budget for improving it. Many libraries float their collections and have developed tools and methods for redistributing collections when they become out of balance. These could be researched and adapted for use by the County Library.

The Town may be able to help facilitate County efforts to solicit and listen to a variety of community stakeholders about the library's successes and areas for improvement.

Cons of Option C: Unless the County goes through a listening process to learn about the wishes, needs, and concerns of various stakeholder groups and implements a plan for improvement, nothing will change the status quo. The community members who were hoping for a Town-run library will be very disappointed.

Financial and Operations Analysis

Truckee's RFP asked for an analysis of specific aspects necessary to transition to and operate a municipal library as well as a financial analysis. The financial analysis is provided below, and the operations analysis follows.

Financial Analysis of a Municipally Run Library

The Truckee Library's FY 2017-18 adopted budget is \$624,644 and the FY 2017-18 amended budget is \$670,053, as shown in Table 1. A detailed, line-item budget is included at the end of this report as Attachment B.

Table 1. Current County Expenses for Truckee Library

Truckee Library Expenses	FY 2017-18 Adopted	FY 2017-18 Amended
Salaries and Benefits [including retirement benefits, other post-employee benefits (OPEB), health insurance, workers' compensation insurance, etc.]	\$422,518	\$464,826
Services and Supplies (including custodial services, utilities, snow removal, building improvements, software and computers hardware, books and other materials)	142,979	146,080
Other Charges (including auditor services, and human resources, IT, and facilities services)	49,147	49,147
Capital Assets (which funds library equipment such as check out machines)	10,000	10,000
TOTAL EXPENSES	\$624,644	\$670,053

Staffing and Salaries

If the Truckee Library transitions to the Town, some library-specific duties currently performed by administrative staff and support staff at the main library, Madelyn Helling Library, for the Truckee Library would need to be performed by Truckee Library staff, which currently consists of six FTEs. These duties include ordering and processing materials, planning events, training staff, and developing policies and procedures. If the Town becomes responsible for library operations, Management Partners recommends the addition of one FTE employee at the library assistant II position to support some of the clerical and technical aspects of these work duties.

Currently, the County Librarian provides executive-level leadership for the Nevada County Community Library system. A library director is critical in establishing the vision and strategic direction for the organization. The director works with the Library Board to develop the budget, and craft library policy. Additionally, the director develops ongoing communication with local and state elected officials, community leaders, the State Library, state and local associations, community partners, and potential donors.

If Truckee takes over library operations, Management Partners strongly recommends the hiring of a library director. Table 2 shows Truckee Library's current staffing and Management Partners' suggested staffing for a Truckee-managed library. This staffing level would allow the Truckee Library to function at its current service levels as a Town-managed library. Costs and staffing estimates for operating the current library at enhanced service levels are provided later in this report.

Table 2. Current and Proposed Truckee Library Staffing

Positions	Current	Proposed Truckee-managed
Library Assistant I	1.00	1.00
Library Assistant II	1.00	2.00
Library Assistant III	.50	.50
Library Technician	1.50	1.50
Librarian I	1.00	1.00
Librarian II	1.00	1.00
Library Director	0.00	1.00
TOTAL FTEs	6.00	8.00

Management Partners compared Nevada County's library staff salaries to the Town of Truckee's comparator agencies, which are Benicia, Folsom, Grass Valley, Lincoln, Pleasant Hill, Reno (Nevada), South Lake Tahoe, Nevada County, Placer County, and Town of Mammoth Lakes. After factoring in the 10% salary bump that Truckee Library employees receive from the County, Nevada County's library staff salaries are, on average, within 2% of those of the Town's comparators. (Nevada County's salary for the library technician position appears to be an outlier.) Table 3 summarizes this salary comparison.

Table 3. Salary Comparisons

Truckee Library Positions	Nevada County Monthly Salary Range	Average Monthly Salary Range for All Libraries	Average Monthly Salary for All Libraries	Average Nevada County Monthly Salary	With 10% Bump Added for Truckee Employees	Percent Difference from Comparator Libraries
Library Assistant I	\$2,582.67 – 3,154.67	\$2,920.88 – 3,711.23	\$3,316.06	\$2,868.67	\$3,155.54	-4.84
Library Assistant II	2,854.80 – 3,484.00	3,215.72 – 4,007.70	3,611.71	3,169.40	3,486.34	-3.47
Library Assistant III	3,154.67 – 3,849.73	3,771.08 – 4,739.46	4,255.27	3,502.20	3,852.42	-9.47
Library Technician	3,662.53 – 4,472.00	3,363.31 – 4,230.84	3,797.08	4,067.27	4,473.99	17.83
Librarian I	4,128.80 – 5,040.53	4,202.32 – 5,333.18	4,767.75	4,584.67	5,043.13	5.78
Librarian II	4,562.13 – 5,569.20	4,641.10 – 5,803.14	5,222.12	5,065.67	5,572.23	6.70

Table 4 provides an estimated Truckee Library budget for FY 2019-20. The estimated target date for the Town to begin managing and funding the Truckee Library is FY 2019-20. The FY 2019-20 budget includes the addition of the salaries and benefits for a library assistant II and a library director. The salary for the library assistant II is based on Nevada County's average salary for that position with the 10% Truckee bump (see Table 3), which comes to \$41,832 annually. We used a salary of \$120,000 for library director, which is comparable to library directors' salaries at some of the Town's comparator agencies such as Nevada, El Dorado, and Placer counties. Benefits were calculated at 35% of salaries, which places the salaries and benefits of the two new positions at \$218,473.

Salaries and benefits for FY 2018-19 and FY 2019-20 are estimated to increase by 10% each year. FY 2019-20 salaries and benefits were calculated by increasing the current salaries and benefits for the existing and two new positions by 10% for FY 2018-19 and by 10% again for FY 2019-20.

The FY 2019-20 estimated budget also includes an increased book budget (from \$9,700 to \$40,000) to refresh the collection and more adequately meet customer demand. Additionally, \$35,000 was added for purchasing electronic materials such as e-books and electronic databases that may disappear from Truckee Library's holdings once the library transitions from the County to the Town. Management Partners has assumed that

the current facility would be leased to the Town at no cost (or a token \$1 per year). The remaining FY 2019-20 expenses were calculated by increasing the previous year's expenses by 3% to represent the Consumer Price Index (CPI).

Table 4. Estimated Expenses for Truckee-managed Library

Truckee Library Expenses	FY 2017-18 Amended	FY 2019-20 Estimated
Salaries and Benefits	\$464,826	\$826,792 ¹
Services and Supplies	146,080	224,253
Other Charges ²	49,147	52,140
Capital Assets	10,000	10,610
TOTAL EXPENSES	\$670,053	\$1,113,795

¹ Includes the addition of a library assistant II and a library director

² Includes services from the auditor, human resources, information technology, and facilities.

In addition to the estimated FY 2019-20 budget in Table 4, which includes the addition of the two FTEs and an enhanced materials budget, there would be some one-time startup costs associated with the Truckee Library transferring to the Town. Examples of such costs are listed in Table 5. It is worth noting that the cost of the integrated library system (ILS) could be reduced (perhaps to \$15,000 or less) if the Town were to partner with other libraries on a shared ILS or pursue an open-source ILS such as Koha.

Table 5. Startup Costs for a Truckee-managed Library

Item	Cost
New barcodes	\$3,000
New public and staff computers, hardware and software	100,000
Acquire and maintain ILS and convert patron records and materials records to new system	50,000
New library cards	6,000
New website	10,000
Join NorthNet	1,000
TOTAL COSTS	170,000

Overhead Costs

As the Town considers taking on the management of the Truckee Library, it is important to analyze the current overhead costs for both the County and the Nevada County Community Library to operate the Truckee Library. The costs for the County involve information technology (IT) services, facilities maintenance, financial services, and human resources (HR) support. Overhead costs for the library involve services provided by Library administration and centralized services provided to Truckee from the central Madelyn Helling Library. As noted earlier, examples of these

services include ordering and processing materials, planning events, training staff, and developing policies and procedures.

Management Partners estimated the County's overhead costs by first noting which costs the County allocates directly to the Truckee library. These include the "Other Charges" in Table 4 for auditor services, human resources, and labor and equipment for scheduled information technology and facilities projects.

Additionally, the County allocated \$338,193 in administrative support costs for services to the library system as a whole in FY 2017-18. The method used to determine Truckee's share of NNCL's allocated costs was to first determine Truckee's share of NCCL's overall salary expenditures, which is 21%. NCCL's \$338,193 in allocated costs was then multiplied by .21 to calculate \$71,021 in allocated costs. Adding Truckee Library's "Other Charges" of \$49,147 to its percentage of NCCL's allocated costs results in County overhead costs of \$120,168 for operating the Truckee Library.

NCCL's overhead costs (for ordering and processing materials, planning events, training staff, and policy and procedure development, etc.) were calculated in a similar fashion. A total of 4.35 FTEs in library administration, including the County librarian and accounting staff, perform duties that support the Truckee Library. Additionally, the County librarian identified eight staff members (eight FTEs) at the Madelyn Helling Library that perform duties, such as ordering books and planning events, that support the Truckee Library. NCCL's overhead costs for operating the Truckee Library were determined by calculating 21% of the total salaries and benefits of these 12.35 positions, which totals \$182,736. Estimated overhead costs for FY 2019-20 were calculated by increasing the current total of \$302,904 by 10% over two years. Table 6 summarizes the overhead costs to the County and NCCL.

Table 6. Current County and NCCL Overhead Costs

County Overhead	NCCL Overhead	Total Current Overhead Costs	Estimated FY 2019-20 Total
\$120,168	\$182,736	\$302,904	\$366,514

Measure A Revenue

In 2016 Nevada County voters approved Measure A, a one-quarter percent library sales tax that is projected to generate approximately \$3 million in revenue in FY 2017-18, and approximately \$4 million annually starting in FY 2018-19. Nevada County's previous library sales tax, Measure C, was a one-eighth percent sales tax that generated

approximately \$2 million annually. The County began receiving Measure A revenue in July 2017. Therefore, the FY 2018-19 library budget should include an additional \$2 million in revenue, with that number increasing with the Consumer Price Index in coming years. Table 7 shows the Measure C and Measure A revenue generated over the past five years.

Table 7. Measure C and A Revenue for the Past Five Years

Month	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
September	\$143,463	\$160,493	\$174,920	\$173,182	\$200,455	\$550,522
October	122,400	116,500	131,900	131,800	129,200	217,200
November	163,200	155,300	175,900	175,800	172,300	289,600
December	103,587	190,446	144,913	154,095	204,992	601,294
January	110,700	114,200	118,400	124,800	128,300	220,500
February	147,300	152,100	157,800	166,400	171,000	
March	120,767	140,094	143,808	152,972	172,226	
April	90,500	97,400	100,900	105,000	109,500	
May	120,700	129,900	134,500	140,000	146,000	
June	151,548	129,131	157,521	175,643	253,674	
July*	250,200	265,500	280,900	280,000	457,800	
TOTALS	\$1,524,365	\$1,651,064	\$1,721,461	\$1,779,691	\$2,145,446	\$1,879,117

Note: There is a 60-day lag between collection and receipt; monthly amounts above are based on date of receipt.

Collections for Measure A (sales tax went from .125% to .25%) began May 1, 2017; 1st receipt was in July of 2017.

**Both July and August revenue are recorded in July.*

County staff estimate that approximately 26% (or \$1.04 million) of Measure A's sales tax revenue is generated within the Town of Truckee. If the Town enters into "return to source" negotiations with the County for Measure A revenue, suggesting 26% of Measure A revenue would be a reasonable starting point. Assuming the sales tax revenue is maintained at the current rate, it would give a Truckee-managed library an estimated \$1.07 million in Measure A revenue in FY 2019-20.

The ballot language of Measure A states, "revenues shall be used only to supplement existing Library funding and shall not be used to supplant existing funding for the support of County library services." The County's Maintenance of Effort (MOE) general fund contributions in FY 2017-18 to the Nevada County Community Library system is \$706,518.

If the Truckee Library were to transfer to the Town, its budget would need to contain MOE funding. A general estimate of the amount of funding required can be determined by calculating the Truckee Library's percentage of the overall library system's budget, which is 18.5%. That equates to \$130,705 in MOE for a Truckee-managed library, as shown in Table 8.

Table 8. Estimated Revenue for FY 2019-20

Revenue Source	Estimated FY 2019-20 Revenue
Measure A Sales Tax (26%)	\$1,071,200
County MOE (18.5%)	130,705
TOTAL	\$1,201,905

Total Projected Expenses for the Town

With the management and operation of the Truckee Library, the Town would assume the annual operating costs of the library and any existing overhead costs. Additionally, there would be one-time startup costs described in Table 5 above. Table 9 summarizes these overall costs.

Table 9. Total Town of Truckee Expenses to Operate Current Facility in FY 2019-20

Town's Expenses	FY 2019-20 Estimated
Salaries and Benefits	\$826,792
Services and Supplies	224,253
Capital Assets	10,610
Total Overhead Costs*	102,161
SUBTOTAL	1,163,816
One-time startup costs	170,000
TOTAL EXPENSES	\$1,333,816

*Total overhead costs are calculated by subtracting the salaries and benefits of the proposed two new Truckee Library FTEs (a library director and a library assistant II), which totals \$264,353, from the \$366,514 of total overhead costs in Table 6.

Enhanced Library Services at Current Facility

Table 9 above estimates the operating costs of a Town-managed library, including one-time startup costs, and the overhead costs to the Town for providing financial, legal, IT, HR, and other services for the library. These estimated costs represent what it would cost the Town to operate the library at its current service levels.

Staffing and materials (books and electronic resources) are the majority of most public library expenses. Enhanced library services, such as expanded hours, would require additional staffing. By providing more access to the library through additional service hours, more people would visit the library each day, resulting in more demand for materials, events, and classes. Other costs would rise to some extent as well, such as utilities and contracted custodial services.

Table 10 shows the estimated costs of operating the Truckee Library at 53 hours per week (up from the current 46). This would allow the library to remain open until 7 p.m. on an additional day, remain open until 5 p.m. on Saturday (rather than closing at 3 p.m.), and to open the library on Sundays from 1 to 5 p.m. To achieve this, Management Partners estimates the need for 1.5 additional FTEs. This would provide two, half-time librarian I positions (1 FTE) to work with adults and children during expanded hours, answer questions, locate materials, and plan and offer classes and events. The third staffer, a library assistant I (.5 FTE), would check materials in and out during these expanded hours.

We also recommend adding \$15,000 for classes and events that would enable the library to hire educators/contractors to teach computer classes, offer educational and recreational events and classes for adults and science and technology classes, story times and other services for children. The materials budget should also be enhanced by \$5,000, since more people will now have access to the collection during the expanded hours. The additional costs, such as custodial services, utilities, snow removal, and services such as building maintenance and IT support were increased by 15% to represent the 15% increase in service hours. Initial startup costs would remain the same.

Table 10. Town of Truckee Expenses to Provide Current and Enhanced Library Services in FY 2019-20

Truckee Library Expenses	FY 2017-18 Current County Expenses	FY 2019-20 Estimated, current service level	FY 2019-20 Estimated, enhanced service level
Salaries and Benefits	\$464,826	\$826,792	\$956,576 ¹
Services and Supplies	146,080	224,253	279,109 ²
Capital Assets	10,000	10,610	12,201
Total Overhead Costs	302,904	102,161	117,485
SUBTOTALS	923,810	1,163,816	1,365,371
One-time startup costs	NA	170,000	170,000
TOTAL EXPENSES	\$923,810	\$1,333,816	\$1,535,371

¹ Includes the addition of 1.5 FTEs

² Includes the addition of an events budget and an increased materials budget

New or Expanded Library Facility Estimated Costs

The Friends of the Truckee Library have advocated for a new or expanded library for several years. In 2015 they commissioned Anne Marie Gold Library Consulting to study the costs associated with building and staffing a new Truckee Library. That study stated that the Friends had completed a need assessment that estimated a new facility

should be between 16,550 and 19,250 square feet. The estimates that follow are based on a new building of 18,000 square feet.

According to Adrian-Gaus Architects, based in Redlands, California, the current average construction costs for a public library in California is \$500 per square foot. Based on this average, construction costs for an 18,000 square foot building would be approximately \$9 million.

Salaries and benefits and materials expenditures make up the majority of most public libraries' expenses. According to the Public Library Association's 2017 Public Library Data Services Report, in FY 2016-17 all public libraries averaged 2.86 books per capita, and libraries with service populations below 100,000 averaged 5.96 books per capita.

That report also indicated that public libraries averaged .45 FTEs per 1,000 capita. Based on this, the FTE count should increase from the current six FTEs to eight. If a new building of approximately 18,000 square feet is built it will have the capacity for a larger print collection of about twice the current size, or about 67,000 books. (Note that the entire collection should include approximately 100,000 items, when factoring in print, electronic, and audio-visual materials. Currently, on average, public library materials collections in the U.S. are made up of 60.8% print materials and 10.3% electronic materials. The remaining expenditures are for materials such as periodicals and audio-visual materials.) Ultimately, the collection size, staffing levels and other services and expenses will be determined by how the Town decides to programmatically design the building to carry out the Truckee Library's plan of service.

The 2017 Public Library Data Services Report states that in FY 2016-17 U.S. public libraries on average spent \$5.92 per capita on library materials. That equates to a \$100,000 materials budget for an 18,000 square foot library. This would be an \$87,000 increase from Truckee Library's current book budget.

As noted earlier in this report, Management Partners recommends eight FTEs (from the current six) to operate a Truckee-managed library. We recommend ten FTEs to operate an 18,000 square foot facility to maintain current service levels. One additional position should be a librarian I to assist with the increased programmatic activity of a larger facility with a meeting room, additional public computers, etc.

A larger building would result in an increased capacity to provide new or enhanced services such as public classes and events. An additional library assistant is also recommended since a larger collection will result in a significant increase in the number of materials purchased, processed, and checked in and out.

Table 11 summarizes the projected expenses of operating an 18,000 square foot library at the current and at enhanced service levels, based on estimated 2019-20 market prices. The costs for operating an 18,000 square foot Truckee Library at current service levels was calculated by increasing the materials budget (represented in Services and Supplies) by \$87,000 and adding one librarian I and one library assistant II with salaries and benefits at \$70,258 and \$53,565 respectively. The remaining expenses, including overhead, were increased by 17%, which represents the percent increase from the estimated FY 2019-20 budget of the current facility. A larger building with additional staff and an increased budget would result in an increase in ongoing equipment and supply expenditures, IT support, staff training, facilities maintenance, and so forth.

The costs of operating an 18,000 square foot library at enhanced service levels, including expanding open hours from 46 to 53, were calculated by adding the same 1.5 FTEs represented in column four (two half-time librarian I positions, which equals 1 FTE and a half-time library assistant I, which is .5 FTE). Additionally, the fifth column includes an events budget of \$20,000 and an increase in the materials budget of \$10,000. The additional costs, such as custodial services, utilities, snow removal, and Town overhead costs for services such as budget planning, HR, building maintenance, and IT support were increased by 15% to represent the 15% increase in service hours. Although costs are estimated at FY 2019-20 market prices, the new library will be open sometime in the future. Therefore, the startup costs in Table 12 are calculated with the assumption that the start-up activities and expenditures listed in Table 5 have already occurred. Obviously, the expenses will increase with inflation, but since it is impossible to predict the exact year of operation, we have made the assumptions detailed above.

Table 11. Town Expenses for Operating an 18,000 square foot Facility in Year One

Truckee Library Expenses	FY 2017-18 Current County Expenses	Expenses for Truckee-managed Library in FY 2019-20, current service level	Expenses for Truckee-managed Library in FY 2019-20, enhanced service level	Expenses for Truckee-managed 18,000 sq. ft. library in FY 2019-20, current service level	Expenses for Truckee-managed 18,000 sq. ft. library, enhanced service level
Salaries and Benefits	\$464,826	\$826,792	\$956,576	\$993,977 ¹	\$1,123,762 ²
Services and Supplies	146,080	224,253	279,109	350,188 ³	420,701 ⁴
Capital Assets	10,000	10,610	12,201	12,414	14,276
Total Overhead Costs	302,904	102,161	117,485	119,528	137,458
SUBTOTALS	923,810	1,163,816	1,365,371	1,476,107	1,696,197
One-time startup costs	NA	170,000	170,000	9,700,000 ⁵	9,700,000 ⁵
TOTAL EXPENSES	\$923,810	\$1,333,816	\$1,535,371	\$11,176,107	\$11,396,197

¹ Includes the addition of two FTEs

² Includes an additional 1.5 FTEs over column five

³ Includes a significantly increased materials budget

⁴ Includes an events budget and an enhanced materials budget

⁵ See Table 12 for the estimated start-up costs for an 18,000 square foot library

Table 12 summarizes the startup costs that will be needed to open a larger, 18,000 square foot facility. The necessary additional staffing is already factored into Table 11 above.

Table 12. Startup Costs for an 18,000 square foot Library*

Item	Cost
Estimated construction cost for 18,000 square foot facility	\$9,000,000
Tenant improvements (e.g., furniture, carpet, lighting and electrical, and office build out)	400,000
"Opening Day" collection to stock library with new and popular materials	200,000
New public and staff computers, hardware and software	100,000
TOTAL COSTS	\$9,700,000

*Current costs, not escalated. Date of construction not known, so this should be considered merely an estimate.

Operations Analysis

Collections

The RFP requested information about the optimal collection size for a Truckee Library operating independently from the County library system and what options the Town might consider for expanding collections or structuring resource sharing with Nevada County.

Currently, the County library system has a floating collection, meaning that there is no designated Truckee collection. Were Truckee to withdraw from the County Library, its collection and any cost to acquire it would be subject to negotiation.

The collection size for the Truckee Library will be initially determined by the shelving capacity of the current building and its annual collection budget (plus any supplemental gifts and grants from the Friends of the Library, other non-profits and foundations, as well as occasional grants from the California State Library for specific, targeted purposes). The building currently houses 33,286 items and lacks room for additional materials.

Condition, demand, currency and relevance of the collection are all important criteria. Materials should be in good condition with most titles published within 10 years (even more recently for health, legal, science and technology, and many other non-fiction subjects). Many studies have shown that when materials no longer in demand (e.g., have not been checked out for a year or longer) are removed from the collection, circulation actually rises. Children's materials generally constitute two-thirds to three-quarters of items checked out. Picture books literally wear out and must be replaced. Non-fiction titles for school-aged readers often complement school curricula.

Small municipal libraries rely heavily on e-resources to increase the amount and variety of the materials they provide to meet the information and reading needs of their users. They use e-book providers such as Overdrive, e-periodicals, and learning programs such as Lynda as well as reference databases.

Reflecting the current and future direction of library services as the center of community gathering, learning, and creating, a new building would have space devoted to meeting rooms of varying sizes, programming space for story time, children and adult activities, public access to computers and the internet, a dedicated teen area, and learning labs or creation spaces such as maker spaces, video and audio production studios, etc. There will also be additional capacity for books and media.

If a new building of approximately 18,000 square feet is built it will have capacity for a larger collection of about twice the current size, or 70,000 print materials. Budgets for new buildings often include furnishings and equipment as well as an "opening day collection" to augment the existing collection. Typically, the annual collections budget need is increased when the library is open.

Contracting with the County to use its Library Automation System, sharing a catalog and sharing physical and virtual collections would provide both libraries with access to larger collections than either could provide alone.

Library Automation System and Library Card Transition

There are two ways to provide library automation systems to a Truckee library. One is to contract with an adjacent or nearby jurisdiction and the other is to procure a system just for Truckee.

Contracting with Nevada County to continue to provide library automation services, particularly its Integrated Library System (ILS) would be the simplest option. This tool is used to maintain an inventory of the collection, check in and check out materials, maintain patron records, the library holdings catalog for the public, and links to vendor systems for ordering new materials, and similar back-office functions. The Truckee holdings could be made available to County Library patrons and the County holdings accessible to Truckee patrons.

Floating collections work only among branches of one library because the concept is that the collection belongs to the entire library, not one location. Library books and media purchased by Truckee would remain Truckee's property. However, items could be easily and cost-effectively loaned between the County and Truckee if they share an ILS and provide an effective delivery service.

Other library systems that might be interested in such a contract are Placer County Library, El Dorado County Library, and even Washoe County Library. An inter-library delivery agreement would provide for the delivery of materials between the libraries in all cases.

There are several such resource sharing contracts in Northern California that may serve as models. Sacramento Public Library contracts with several smaller libraries to provide ILS services. The Sonoma County Library provides ILS services for the smaller Lake and Mendocino County Libraries.

The second option is to select and contract for an automated system designed to serve small public libraries. There are several companies that provide these either as web-based or installed on-site programs. Some are open source, others are proprietary. A recent and thorough overview of the marketplace can be found at www.americanlibrariesmagazine.org/2017/05/01/library-systems-report-2017.

Library staff generally go through a process of evaluating several systems through demonstrations, reference checks and site visits with customer libraries, evaluating short-term and life cycle costs, vendor support, ease of use and transfer of data, frequency of updates, user group input, etc.

If the Town contracts with Nevada County to use its ILS, cardholders living in the Truckee Library service area would need to have their cards

coded as Truckee residents. If Truckee were to operate its own ILS, the cardholder information should be able to be copied from the County database for import into another system. State law about public records (Government Code Title 1, Section 6267) permits the disclosure of patron records by library staff “when acting under the scope of his or her duties within the administration of the library.”

Other Library IT Needs

As noted earlier in this report, Town IT staff will need to communicate with County IT staff to determine what County equipment, such as routers, switchers, and servers, will transfer to the Town and at what costs, and what equipment will need to be newly purchased by the Town. Town IT staff should consider replacing the Truckee Library’s aging staff computers as well as the public computers. Additionally, Town staff will want to ensure that library-specific tools and resources such as the ILS and electronic resources such as e-books, Hoopla (an online movie product), and magazine indexes by Gale and EBSCO function properly on Town equipment. NCCL also shares IT equipment such as a 3-D printer among its branches, so Town staff should consider purchasing such equipment for a municipally run Truckee Library.

Library Volunteers

Library volunteers add considerable value when they contribute their time and skills to complement and supplement those of paid staff. Relying on volunteers to perform ongoing operational tasks such as shelving returned materials, or checking materials in or out often conflicts with the volunteers’ expectations for a great deal of flexibility in attendance so they can travel, tend to family, etc. Some tasks require considerable training. Volunteers often excel at assisting with programming (such as leading an English as a Second Language Conversation Group or coordinating a Reading to Dogs program for children). Teen volunteers can provide help during the annual summer reading program.

The Truckee library averages about eleven volunteer hours per week. Some of the volunteers are available during the warmer months but not during the winter. Policies and procedures need to be in place and a staff member assigned to manage the volunteer program. It would be possible over time to develop a robust volunteer program that benefits the library and the individual volunteers.

Case Studies

Management Partners researched two California libraries that have either transitioned, as is the case with the Loomis Library, or are currently working through the process, as is the case with the Goleta Library.

Town of Loomis Case Study

The Town

Loomis is located in western Placer County about 25 miles east of Sacramento. Incorporated in 1984, its current estimated population is 6,800 and the Sacramento Council of Governments projects the population to eventually grow to about 10,000 by 2035. Incorporation resulted from a desire to preserve local control and the small-town character as well as historic structures dating from its origin as a railway fruit shipping station.

Loomis' FY 2017-18 operating budget is \$4,567,438. It provides administrative, town clerk, finance/treasury, planning, and public works services with a staff of eight full-time equivalent employees. It contracts with the Friends of the Library to operate the Loomis Library and Community Learning Center.

The Library History

The Loomis Library Association was formed in 1899 and in 1937 the Loomis Library became a branch of the Placer County Library. In 1980 the County built a new library that was later expanded to 4,600 square feet. The Loomis Library hours were reduced to 24 hours per week from 32 hours in January 2015. In June 2016 the County Board of Supervisors approved the closing of the Loomis and the Meadow Vista branches of the county library. At the same time, it approved a ten-year \$1 per year lease of the Loomis Library building to the Town.

Chronology

Until July 30, 2016 the Library was a branch of the Placer County Library. During FY 2015-16 the County Board of Supervisors, acting on the recommendation of the County librarian, decided to close several branch

libraries to have fewer but more robust libraries that could provide more resources and longer hours than were possible while operating the system with its dedicated share of property tax revenues.

Initially the Loomis community worked to keep the library open as a county branch. When it was clear that the library would close, library advocates and community organizations, including the Friends of the Library and the Loomis Chamber of Commerce, asked the City Council to place two measures on the ballot. The first, Measure F, was for a ten-year one-quarter cent sales tax increase for general purposes, to be paired with Measure G, an advisory vote that asked voters for “revenue to be used predominantly to support the continued operation of the Loomis Library.” These were placed on the Town ballot November 8, 2016.

The Library Campaign Committee had conducted a voter survey and also developed and articulated a vision for a library and community learning center based on extensive community outreach. The measures passed with 60% yes for the sales tax and 64% for the advisory measure. The increased sales tax revenue began to be realized in April 2017.

The Town Council approved a Memorandum of Understanding with the Friends of the Library to operate the library for the period of September 1, 2016 through August 31, 2017. Start-up funding was provided by a \$6,000 Town Community Services Grant and \$7,000 from the Friends.

Volunteers began working to create a catalog of library holdings (older titles left by the County Library and items that had been previously purchased with Friends funds) using software developed by a vendor for small libraries and began planning to open the library 24 hours per week, on Thursdays, Fridays, and Saturdays.

The Town Council appointed a five-member Library Board, which held its initial meeting on March 27, 2017. The Library Board is charged with primary responsibility for oversight of the Friends contract. The Friends make a monthly report to the Library Board.

In August 2017 the Town Council approved a contract with the Friends of the Library for operation of the library for FY 2017-18, which is annually renewable (<http://loomis.ca.gov/wp-content/uploads/2017/08/10-Library-Contract-with-Friends.pdf>). The FY 2017-18 budget is \$200,000. The contract included a specific scope of work and Business Plan, as well as financial and activity reporting and insurance requirements and stated specifically that any staff are not Town employees.

The Friends of the Library conducted a successful recruitment for a full-time community engagement librarian who began January 2, 2018. Two part-time library assistants were hired in February. Plans are underway

to reduce dependence on volunteers to provide direct service and to increase weekly library hours to 32 (four days) from 24 (three days).

Financing

The library is funded by the revenue generated from the 2016 voter-approved Measure F ten-year general one-quarter cent sales tax that the advisory Measure G stated would be predominantly used for library operations. Revenue received to date has been slightly greater than the \$200,000 budgeted for FY 2017-18.

Costco has purchased a site in Loomis and is planning to build a store. This will generate considerable future sales tax revenue. The “predominately” wording of the advisory measure gives the Town Council discretion about how much will be budgeted for the library and how much to allocate to other important town needs, such as street and other infrastructure maintenance and repairs.

Personnel

Placer County employees were assigned to other county library locations. The Town of Loomis does not currently provide any direct public services such as parks and recreation or public safety and has only eight FTE employees including the town manager. It was reluctant to take on the responsibilities of managing and supervising a library and its employees. The potential costs and liabilities of pension and other employment-related expenses were also a concern. Town leaders conducted research to see if a non-profit organization other than the Friends might be interested in responding to a request for proposals (RFP) but were unable to identify any. A for-profit company, LS&S, was contacted but was not interested in operating this small library.

The community engagement librarian and two part-time library assistants are Friends employees, not Town employees. They receive benefits required by the state or federal government.

The Friends consider their recruitment for the community engagement librarian to be very successful. They had four well-qualified candidates, all of whom had MLIS degrees. They hired a local person who had been working at the nearby City of Lincoln Library.

Roles of Library Support Groups

The Friends of the Library were crucial in both getting a sales tax measure on the ballot, passing it, operating the library on a temporary basis (building and maintaining momentum to keep the library open) and taking on the ongoing responsibility for operating the Town library.

Loomis has a number of people who are active in local organizations and government. It also has a strong identity as a small town with a can-do, independent spirit. For example, the Chamber of Commerce and its executive director have been very involved in keeping the library. The executive director was president of the Friends Group and is currently president of the Library Board.

Advice for Others

Two of the key community advocates believe it is essential to do a great deal of community outreach to learn what people really want from their library. They learned that people wanted local control and also a more active, forward-thinking library; hence the name “Library and Community Learning Center”. They developed a Business Plan that includes their vision and plans for achieving it. They found The Aspen Institute’s Libraries Build Community tools for public dialog very useful.

They also recommend outreach through homeowner associations. They recognize that they have now entered a new phase where the librarian will take on much of the day-to-day responsibilities from the Friends Board and that paid staff will begin to perform functions that volunteers have been doing. This transition will take some careful communications and planning.

Information was compiled from the following sources:

Loomis Town Manager, Sean Rabe, two of the key community advocates, Jenny Knisley (Library Board President) and Bonnie London (Friends of the Library President) and Mary George, Placer County Librarian. Also found documents and information on Town, County and County Library, and Loomis Library and Community Learning Center websites.

City of Goleta Case Study

The City

Goleta is a city located in southern Santa Barbara County. It was incorporated in 2002 after multiple, unsuccessful past attempts. The City has a population of 30,000. The University of California, Santa Barbara is located a few miles southwest of the city.

The City of Goleta is a General Law city with a council-manager form of government. The Goleta City Council consists of five Council members who take turns serving one-year terms as mayor. The City’s FY 2018-19 budget projects \$42.4 million in revenue and \$41.3 million in expenditures. The City has 64.10 FTEs and contracts with the County of Santa Barbara Sheriff’s Office for police services. The Goleta Library is

currently managed by the Santa Barbara Public Library through a management contract between the City of Santa Barbara and Santa Barbara County.

The Library History

The Goleta Library facility was built by the County of Santa Barbara in 1973. The County deeded the 15,437 square foot building to the City of Goleta when it incorporated in 2002. The Goleta Library serves the 30,000 residents of the City of Goleta as well as residents in neighboring, unincorporated areas. The Library's total estimated service area is 92,666 residents.

The Goleta Library is managed and operated by the Santa Barbara Public Library through a management agreement with Santa Barbara County. (The County also has agreements with Lompoc and Santa Maria to provide library services in their areas.)

The county allocates per capita funding, currently at \$8.20 per capita, to the three cities, and those cities in turn manage and operate the libraries within their zone. Santa Barbara Public Library provides library services in Zone 1, which includes the Goleta Library. The City of Santa Barbara calculates an administrative fee, currently at 13.5% of Goleta Library's expenditures, to recover some of Santa Barbara Public Library's overhead costs associated with managing the Goleta Library.

In early 2017 the Goleta City Council voted to assume management of the Library by July 1, 2018, believing that this transition will result in cost savings and will allow for local governance of the Library.

Chronology

The County of Santa Barbara does not directly manage the libraries throughout the county. For the past fifty years or longer, they have contracted with the cities of Santa Barbara, Santa Maria, and Lompoc to provide library services to county residents.

Through its management agreement with the county, Santa Barbara Public Library also manages the Goleta, Montecito, Buellton, Carpinteria, and Solvang libraries in incorporated and unincorporated parts of Zone 1. The Santa Barbara Public Library director then estimates the service area population of those seven libraries. The director uses that population number to calculate the county's per capita library funding for each of the seven libraries. Some municipalities within Zone 1 such as Goleta, also allocate local funding to their libraries. Other libraries in Zone 1 rely entirely on county funding.

This contractual arrangement between the county and the three cities worked reasonably well for a long time. More recently, some discontent arose with the current system, primarily around how the service populations of the various libraries are calculated, and with the administrative fees charged against the annual allocations of the libraries they manage. This led the City of Goleta to explore the costs and implications of ending its contract with the City of Santa Barbara and taking over the management of the Goleta Library.

In 2015 the City of Goleta funded an economic feasibility study to determine whether it was financially possible for Goleta to take over the management and operations of the library. The study determined that the City of Goleta was well-positioned to assume management of the library if the city could improve current funding levels, since library expenditures were exceeding revenues in 2015. The report also detailed the overhead costs (IT services, HR, facility maintenance, financial services, etc.) that would transfer from Santa Barbara staff to City of Goleta staff. Additionally, the report recommended the city should hire three additional staff members to perform library-specific tasks (administrative support, library-specific-IT, materials processing, etc.) currently performed centrally by Santa Barbara Public Library staff. The study also pointed out that Goleta would need to hire a library director before it began operating as a municipal library.

On March 7, 2017, the Goleta City Council adopted an ordinance entitled, “Establishment of Municipal Library and Creation of Library Board of Trustees” (Chapter 2.13 of the Goleta Municipal Code). This action put a process in motion for the City of Goleta to assume direct management of the Goleta Library.

In August 2017, Goleta staff presented the City Council with results of a financial feasibility analysis conducted by staff to determine the financial impacts of the city assuming direct management of the Goleta Library. City Council directed staff to continue to pursue direct management of the library.

Santa Barbara Public Library is a member of the Black Gold Library Cooperative, and through Santa Barbara’s membership, the Goleta Library had access to the online catalog and various online resources. The City of Goleta wanted to become a Black Gold member as a municipal library. In late 2017 the city received approval from the Black Gold Library Cooperative to join as a new member. In late 2017 the city received regulatory approval from the California Library Services Board to join Black Gold.

In December 2017 the city hired a recruiting firm to advertise for and recruit a library director.

City leaders determined the process for assembling a Library Board of Trustees. The Goleta Mayor, with the consent of City Council, will appoint three members that reside within the city. The county will appoint two members that live in the unincorporated areas served by the Goleta Library. This selection process was in motion by early 2018.

Ongoing Chronology

- The City of Goleta will negotiate with the County of Santa Barbara and the City of Santa Barbara on the boundaries of a possible new services area (possibly Zone 4). The transition process hinges on whether the City of Goleta will maintain its current service area and current level of per capita funding from the county.
- The city will transition some/all City of Santa Barbara Library staff to City of Goleta staff. The City of Goleta pays higher salaries than Santa Barbara, but the costs of staffs' benefits and pension obligations are lower.
- The city will budget for and complete some start-up tasks such as reconfiguring the online catalog, purchasing new library cards, rebarcoding the collection, and designing new a library website.
- The library will begin operating as a city department in July 2018 when the new fiscal year begins.

Financing

The Goleta Library's FY 2017-18 budget estimated revenues at \$1,299,369. The majority of this revenue comes from three sources: per capita funding from the county, City of Goleta funding via Development Impact Fees, and a Goleta Library-specific sales tax approved in 1990 by voters in County Service Area No. 3 (a multipurpose special district created in the 1960s that encompasses the entire Eastern Goleta Valley area and what is now the City of Goleta).

Financial projections by City of Goleta staff estimate that, under the City's management, the total expenditures for FY 2018-19 will be slightly less, by \$60,000 or so, than in FY 2017-18. These savings are primarily achieved through the elimination of the administrative fees and allocated costs charged to the Goleta Library's annual budget.

Goleta staff estimate the city will absorb \$192,390 in indirect costs for library support tasks such as recruitment and hiring, staff training, IT support, legal services, and financial services. However, these indirect costs do not appear in the library's projected FY 2018-19 budget since

staff in other city departments will provide these services for the library. Additionally, the city proposes adding one single FTE employee to the library in FY 2018-19, a library director. With this staffing plan, some duties currently performed by centralized staff of the Santa Barbara Public Library system (book purchasing and processing, event planning, and other duties) will now have to be absorbed by existing frontline Goleta Library staff.

Personnel

The City of Goleta will offer the current Goleta Library staff, who are City of Santa Barbara employees, employment as City of Goleta staff. The Goleta Library currently has 17 employees (approximately 10 FTEs) in five classifications: library assistant I, library technician, librarian II/ children's librarian, supervising librarian, and page II. The FY 2017-18 estimated salaries and benefits for the current Santa Barbara-managed Goleta Library is \$730,170. Goleta staff estimate that a Goleta-managed library in FY 2018-19 will cost \$884,806 in salaries and benefits. The increase is primarily due to the addition of a library director.

As mentioned above, City of Goleta staff will need to determine whether the estimated \$192,390 in indirect costs/library support can transition from Santa Barbara's staff to existing City of Goleta staff. Additionally, the incoming, new library director will want to closely examine the proposed FY 2017-18 staffing and budget to determine whether 11 FTEs, the current staffing level plus the new director, can carry out the support services currently performed by centralized Santa Barbara Public Library staff and City of Santa Barbara staff.

Role of Library Support Groups

The Friends of the Goleta Valley Library, along with Friends from other libraries throughout the county, were instrumental in bringing certain issues to the attention of county staff, Goleta staff, and the countywide Library Advisory Committee. Most of the issues revolved around real or perceived per-capita funding issues as well as frustrations with how administrative fees and allocated costs were calculated and collected.

Friends and other residents also expressed frustration with the lack of local governance and input available as a result of their local library being managed by administrators in Santa Barbara. Concerns regarding financial sustainability and rising administrative fees and allocated costs are what ultimately motivated Goleta staff to begin exploring the formation of a municipal library.

Advice for Others

City of Goleta staff did an excellent job of planning the transition. Library staff contracted with a consultant three years ago to conduct a feasibility study and then built on that data to develop a staff-produced study that informed their council members about the financial implications as well as the many steps necessary to become a municipal library. City staff created a timeline that detailed the necessary steps to becoming a municipal library, from obtaining the vote from City Council to proceed, to securing approval from the California Library Services Board to join the regional library cooperative (Black Gold), to hiring a library director.

City staff wisely gave themselves a reasonable timeline of 18 months to achieve most of these critical steps. Planning to have the new library director on board before the library began operating under city control was also wise, since it now gives the new director an opportunity to make tweaks to the staffing plan and the FY 2018-19 budget before the library transitions to a city department in July 2018.

The City of Goleta also communicated consistently with the City of Santa Barbara and the Santa Barbara Public Library to fully understand the staff support that both entities dedicated to the Goleta Library. Without this knowledge of overhead support, Goleta staff may have significantly underestimated the overall staffing and support involved in operating a library.

Information was compiled from the following sources:

- "2016-2017 California Public Library Statistics" data
- April 12, 2017 Library Advisory Committee packet, Item No. 1, Funding and Budgets by Zone
- "Budget Review for the City of Goleta (CA) Library," City of Goleta, July 21, 2015
- "Financial Feasibility Analysis and Process for Assuming Direct Management and Operation of the Goleta Library," August 15, 2017 City of Goleta City Council Meeting

Conclusion

Management Partners analyzed the options for governance and operations of the Truckee Library by asking two questions. First, is sufficient funding available through the County-wide library sales tax and County Maintenance of Effort (MOE) funds for Truckee to take over the library as a municipally run library without requiring the use of Truckee general fund? Second, if so, would Truckee be able to provide better library services than Nevada County?

Our financial analysis, including projections of operating costs and revenues, indicates that Truckee could operate the library at its current level of service and in its current building in FY 2019-20, depending on the amount of sales tax collected in the future and the percentage of that tax (we assumed 26%) and associated MOE (we assumed 18.5%) that Truckee received. Note that these revenue factors are subject to negotiation.

However, escalating costs would outstrip revenues from Measure A and County contribution of MOE within three years. At that point services would need to be reduced or revenue from other sources added to the library budget.

A legal opinion may be necessary about whether the overhead costs that Truckee would incur for providing human resources, finance, Town IT and other services for the library could be paid from the library sales tax or MOE. If not, the Town would have to cover these costs from other sources.

Our estimates show that revenue may exceed expenses by about \$88,110 in FY 2019-20, the assumed first year that Truckee would operate the library. If the Town's estimated overhead costs and initial start-up costs are factored in, the first-year costs (FY 2019-20) of operating a Town-managed library are projected at \$1,333,816, exceeding anticipated revenue by \$131,911 or 11%.

The estimated costs of operating the current facility with enhanced hours and services in FY 2019-20 are \$1,247,886, with expenditures exceeding

revenue by \$45,981. If the Town's estimated overhead costs and initial start-up costs are factored in, the first-year costs (FY 2019-20) of operating a Town-managed library are projected at \$1,535,371, exceeding anticipated revenue by \$333,466 or 28%. Without the County's continued funding of the MOE, that revenue shortfall jumps to \$464,171.

Given that the estimates are built on assumptions about both revenue and costs and not on negotiated agreements, and that sales tax revenues will not increase as fast as operating costs driven by personnel costs, Measure A and related MOE funding would not be sufficient to operate the library at its current level of service, let alone provide improved services over the long term. To improve services the Town would need to add staff and would incur other ongoing costs as a result of expanding hours, providing improved services and programs for teens, and outreach to schools. Therefore, Truckee should stay in the County Library System and facilitate efforts of the County and its library to conduct community conversations about improving services, as appropriate.

The concerns that the Town and the Friends of the Library have identified include the collection, staffing, and communications with Library Administration. These could be addressed by the County through a listening process and a plan for improving services and communications. The County should clearly identify the planned improvements made possible from the additional Measure A funding and how and when Truckee Library patrons will benefit.

If after a period of several years of the community's issues and concerns have not been satisfactorily addressed and if financial options appear more favorable, the Town can reconsider establishing a municipally run library. The analysis of operating costs and the recommendations about library operations for a municipally run library included in this study would prove useful in planning for this transition and the related negotiations with Nevada County. Attachment C contains a list of matters that would need to be negotiated before the Town would formally notify the County of its intent to make this transition.

Attachment A – List of Recommendations if Truckee Establishes a Municipally Run Library

Recommendation 1. Negotiate how the collection will be divided with Nevada County. The objective is to receive a collection of recently acquired materials, including titles that may currently be located at other libraries.

Recommendation 2. Use some Measure A funds allocated to Truckee to refresh and improve the collection.

Recommendation 3. Negotiate a contract for use of the Nevada County ILS and collection sharing. This should include a method of placing requests and a delivery system that would benefit both the County library and Truckee by increasing the collection available to all patrons.

Recommendation 4. Develop the processes to provide human resources, finance and related administrative/overhead services.

Recommendation 5. Negotiate a contract to use the County-owned library building that includes basic facility maintenance and repairs. The Town should be responsible for both funding and carrying out major improvements or changes.

Recommendation 6. Assess the costs and benefits of contracting with a local vendor to maintain the library IT network, equipment, and programs (except the ILS if it continues to be provided through the County).

Recommendation 7. Communicate with the County to determine what County equipment (e.g., routers, switches, and servers), will transition to the Town and at what cost. This will enable Town IT to determine what will need to be newly purchased. Also, determine what current equipment and services, such as staff computers and public computers, software, and a 3-D printer need to be updated or purchased.

Recommendation 8. Hire a library director and an additional library assistant II before the Town begins managing and operating the Truckee Library, bringing the FTE count from six to eight.

Attachment B – Line Item Expenses for Truckee Library

Account Number	Account Name	FY 2017-18
Salaries and Benefits		
510100	Permanent Salaries	\$257,588
510200	Temporary Salaries	43,392
510300	Retirement Benefits	103,672
510301	Other Post-Employment Benefits (OPEB)	17,383
510400	Health Insurance	37,169
510401	Dental Insurance	1,766
510402	Vision Insurance	377
510403	Unemployment Insurance	174
510500	Workers' Compensation Insurance	3,405
Services and Supplies		
520310	Telephone Service	1,250
520330	Data Communications Services	1,581
520650	Custodial Services	6,072
520690	Household Expense/Other	563
520900	Maintenance Equipment	500
521000	Maintenance of Buildings and Improvements	3,840
521140	Snow Removal	5,000
521200	Memberships	840
521410	Office Expense/Other	33,750
521420	Postage	300
521470	Software/Licenses <\$5,000	8,500
521480	Computers and Related Equipment	30,600
521520	Professional Service	297
521700	Rents and Leases/Equipment	200
521800	Rents and Leases/Buildings and Improvements	18,000
522090	Specific Department Expense/Other	2,300
522191	Audio	1,375
522192	Book Direct Orders	6,900
522193	Book Standing Orders	2,830
522194	Periodicals	4,600
522195	Video	1,750
522220	Mileage Reimbursement	500
522271	Travel/Training	5,000

Account Number	Account Name	FY 2017-18
522290	Other Transportation and Travel	2,500
522400	Utilities	20,700
Other Charges		
538551	Interfund Reimbursement	5,687
538561	Auditor Services	100
538563	Human Resources Services	3,000
538564	IS Telephone Services	324
538565	IS Services	15,036
538566	Facilities Mgmt Services	25,000
Capital Assets		
540600	Other Equipment	10,000
TOTAL EXPENSES*		\$638,821

**Total expenses in Table 1 differ from those in Attachment B since data in Attachment B represents projected expenses as of January 17, 2018.*

Attachment C – Negotiation Issues if the Town Withdraws from the County Library

Financial	Comments
Measure A Revenue Return to Source	Will all go to Truckee? Will the Truckee library service area/Return to Source include unincorporated areas? Will there be any costs for collecting or administering the tax/fund? How frequently will it be disbursed to the Town? Does the Town have the right to audit?
Fund Balances for 2002 Measure C (if any) and 2016 Measure A, any other library funds	When will fund balances be transferred to Truckee? What were the fund balances on June 30, 2017? What are they estimated to be on June 30, 2018?
County General Funds for library (MOE)	Will some be allocated to Truckee for the library and if so, how much and based on what? What is the projected amount for the duration of the Library Sales Tax?
Use of Measure A funds in FY 2018-19 for start-up costs	To be prepared to provide services on July 1, 2019 Truckee will need to hire a library director and incur other start-up expenses during FY 2018-19
Personnel	
Transfer of employees from County to Town	Negotiate the process and timeline; is there a need to meet and confer?
CalPERS	Is there an adverse impact on any employees at the Truckee Library that might transition to a new employer? If so, can Truckee contract with Nevada City for the services of those employees, paying their full costs of employment?
Building, Furnishings and Equipment	
Furnishings and equipment now in the building	What will become Town property and what will it cost, if anything? Is there an inventory of furniture and equipment, date acquired, and cost?
Building repairs and maintenance	The definitions of major and minor maintenance/repairs should be established, as well as the responsible party and procedures for each
Collections	
Items currently in the Truckee Library	Will the current items stay and at what cost, if any? How will the collections be determined? Is there an inventory?
“Floating” items purchased with Measures A and C funds now in other libraries	Will some of the recent, in-demand items be “harvested” for Truckee’s collection?
Periodical subscriptions at Truckee	Are there multi-year subscriptions to any titles and if so, when do they expire?
“Library-to-Go” e-book and e-audiobook collection	Nevada County participates in the NorthNet Library System’s shared e-book/e-audio collection that has been built over time. How will Truckee Library users continue to benefit from this resource?
Interagency Agreements/Resource Sharing	
Shared ILS and catalog and perhaps cataloging	Will the Town and County share an ILS? If so, will the County own the ILS and allow the Town to contract for service (or would they jointly own and operate it)?
Delivery	Negotiate for regular delivery of materials between the libraries
Other	
Measure A Oversight Committee	Will Town Council appoint one of the members (instead of the County Board)?
Dispute resolution	Identify a process for resolving disputes in the future

Attachment 2

Updated 10-Year budget projections for a municipally run Truckee Library

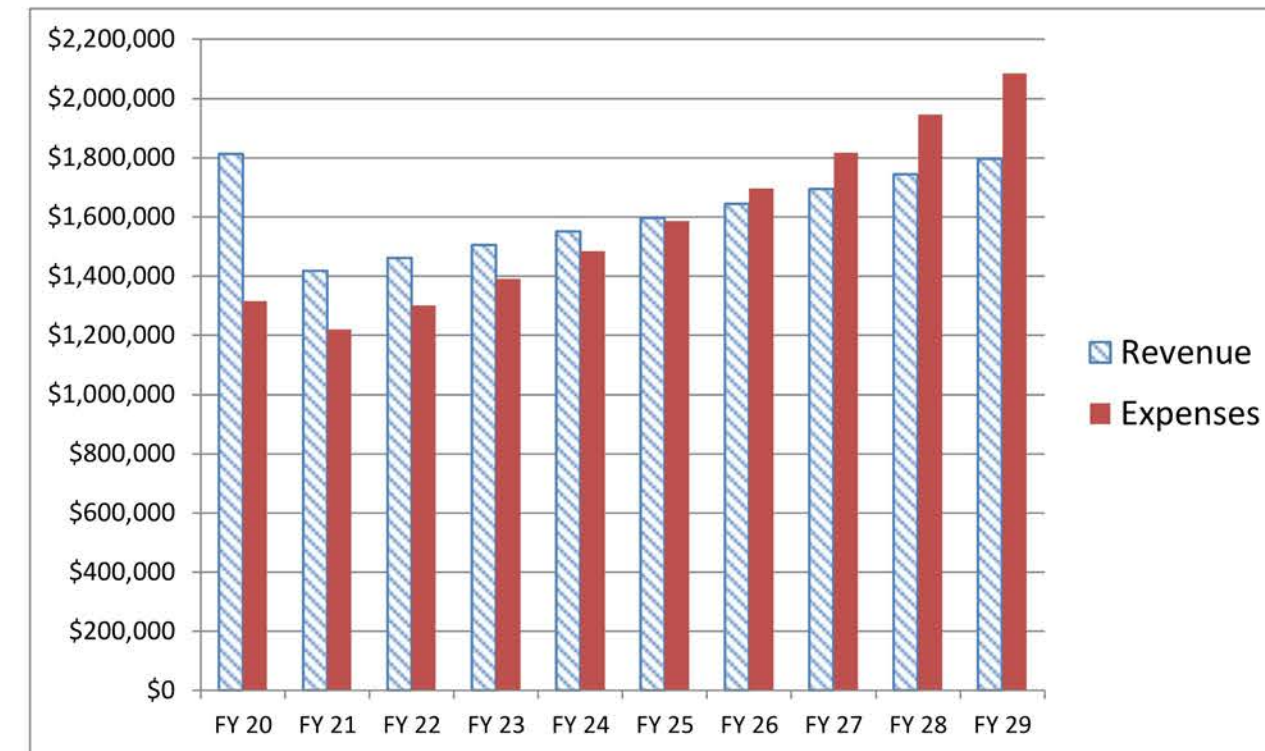
Revenue

	FY 2019-20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	10-Year Total
Transfer of Measure A fund balance	\$436,500										
Measure A Sales Tax	\$1,239,108	\$1,276,281	\$1,314,570	\$1,354,007	\$1,394,627	\$1,436,466	\$1,479,560	\$1,523,947	\$1,569,665	\$1,616,755	
County MOE	\$137,319	\$141,439	\$145,682	\$150,053	\$154,554	\$159,191	\$163,967	\$168,886	\$173,952	\$179,171	
TOTAL	\$1,812,928	\$1,417,720	\$1,460,252	\$1,504,060	\$1,549,181	\$1,595,657	\$1,643,527	\$1,692,832	\$1,743,617	\$1,795,926	\$16,215,700

Expenses

	FY 2019-20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	10-Year Total
Salaries and Benefits	\$ 808,449	\$ 873,946	\$ 944,994	\$ 1,022,082	\$ 1,105,741	\$ 1,196,552	\$ 1,295,149	\$ 1,402,221	\$ 1,518,524	\$ 1,644,880	
Services and Supplies	\$224,253	\$230,981	\$237,910	\$245,047	\$252,399	\$259,971	\$267,770	\$275,803	\$284,077	\$292,599	
Capital Assets	\$10,610	\$10,928	\$11,256	\$11,594	\$11,942	\$12,300	\$12,669	\$13,049	\$13,440	\$13,844	
Total Overhead Costs	\$102,161	\$105,226	\$108,383	\$111,634	\$114,983	\$118,433	\$121,986	\$125,645	\$129,414	\$133,297	
SUBTOTALS	\$1,145,473	\$1,221,081	\$1,302,543	\$1,390,357	\$1,485,064	\$1,587,255	\$1,697,573	\$1,816,718	\$1,945,456	\$2,084,620	
One-time startup costs	\$170,000										
TOTAL EXPENSES	\$ 1,315,473	\$ 1,221,081	\$1,302,543	\$1,390,357	\$1,485,064	\$1,587,255	\$1,697,573	\$1,816,718	\$1,945,456	\$2,084,620	\$15,846,142
Annual Net Operating Surplus (Loss)	\$60,955	\$196,640	\$157,709	\$113,702	\$64,117	\$8,402	(\$54,046)	(\$123,886)	(\$201,839)	(\$288,694)	
Rolling balance	\$497,455	\$694,094	\$851,803	\$965,506	\$1,029,623	\$1,038,024	\$983,978	\$860,091	\$658,252	\$369,558	

	Updated Assumptions (6/12/18)	Feasibility Study Assumptions (5/8/18)
Assumptions:		
Annual revenue increase	3%	3%
Annual cost increase (non-salary)	3%	3%
Annual Cost Increase (salary and benefits)		
CalPERS Tier 1 employees	10%	10%
CalPERS Tier 2 employees	9%	10%
CalPERS Tier 3 employees	6%	10%
County-wide Measure A revenue (2019-20)	\$ 4,258,103	\$ 4,120,000
% Measure A returned to Truckee	29.1%	26.0%
County-wide unrestricted Measure A fund balance at time of transition	\$ 1,500,000	\$ -
Measure A fund balance transferred to Truckee	\$ 436,500	N/A
County-wide Library MOE (2019-20)	\$ 742,267	\$ 706,514
% MOE returned to Truckee	18.5%	18.5%
Benefits		
Fulltime employees	35%	35%
Parttime employees (<30 hours/ week)	14%	35%



Attachment 3

Recession scenario budget projections

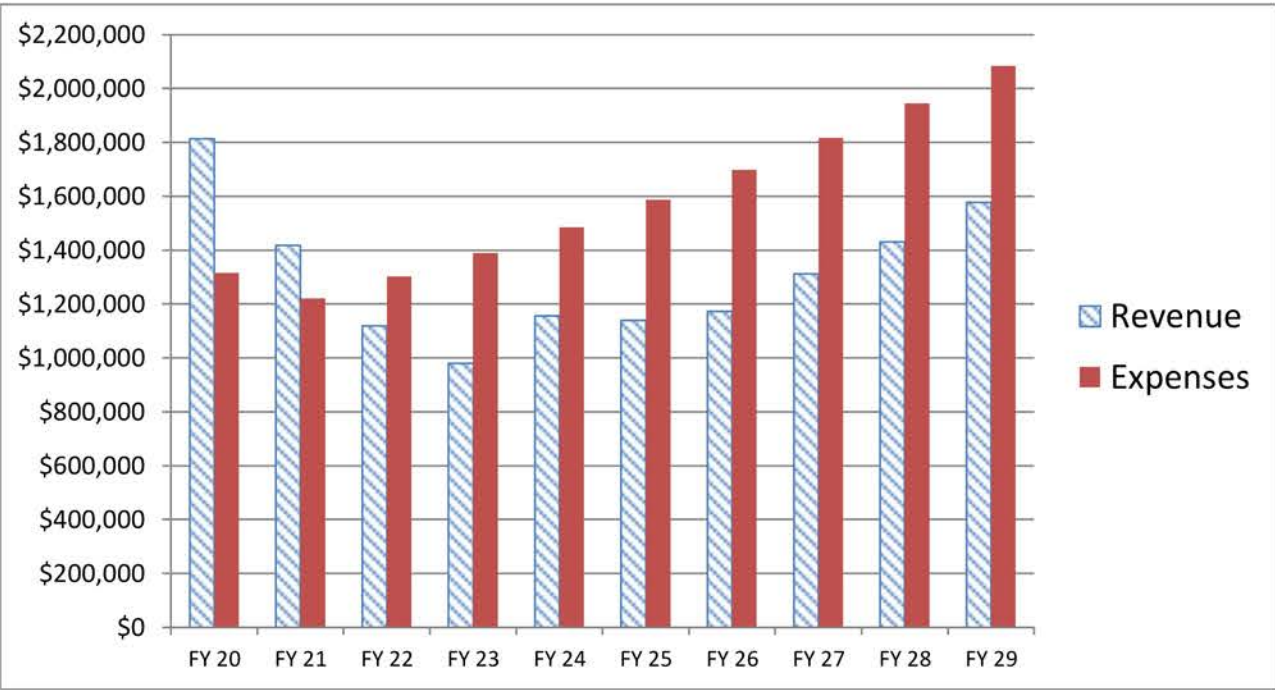
Years 3-10 assumed to experience the year-over-year changes in sales tax revenue experienced in Truckee during the most recent recession in 2009-2016

Revenue

	FY 2019-20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	10-Year Total
Transfer of Measure A fund balance	\$436,500										
Measure A year-over-year increase/ decrease	3.0%	3.0%	-23.7%	-14.8%	20.7%	-2.1%	2.9%	13.3%	10.0%	11.3%	
Measure A Sales Tax	\$1,239,108	\$1,276,281	\$973,803	\$829,680	\$1,001,424	\$980,394	\$1,008,825	\$1,142,999	\$1,257,299	\$1,399,374	
County MOE	\$137,319	\$141,439	\$145,682	\$150,053	\$154,554	\$159,191	\$163,967	\$168,886	\$173,952	\$179,171	
TOTAL	\$1,812,928	\$1,417,720	\$1,119,485	\$979,732	\$1,155,978	\$1,139,585	\$1,172,792	\$1,311,885	\$1,431,251	\$1,578,544	\$13,119,900

Expenses

	FY 2019-20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	10-Year Total
Salaries and Benefits	\$ 808,449	\$ 873,946	\$ 944,994	\$ 1,022,082	\$ 1,105,741	\$ 1,196,552	\$ 1,295,149	\$ 1,402,221	\$ 1,518,524	\$ 1,644,880	
Services and Supplies	\$224,253	\$230,981	\$237,910	\$245,047	\$252,399	\$259,971	\$267,770	\$275,803	\$284,077	\$292,599	
Capital Assets	\$10,610	\$10,928	\$11,256	\$11,594	\$11,942	\$12,300	\$12,669	\$13,049	\$13,440	\$13,844	
Total Overhead Costs	\$102,161	\$105,226	\$108,383	\$111,634	\$114,983	\$118,433	\$121,986	\$125,645	\$129,414	\$133,297	
SUBTOTALS	\$1,145,473	\$1,221,081	\$1,302,543	\$1,390,357	\$1,485,064	\$1,587,255	\$1,697,573	\$1,816,718	\$1,945,456	\$2,084,620	
One-time startup costs	\$170,000										
TOTAL EXPENSES	\$ 1,315,473	\$1,221,081	\$1,302,543	\$1,390,357	\$1,485,064	\$1,587,255	\$1,697,573	\$1,816,718	\$1,945,456	\$2,084,620	\$15,846,142
Annual Net Operating Surplus (Loss)	\$60,955	\$196,640	(\$183,059)	(\$410,625)	(\$329,086)	(\$447,671)	(\$524,781)	(\$504,834)	(\$514,205)	(\$506,076)	
Rolling balance	\$497,455	\$694,094	\$511,036	\$100,411	(\$228,675)	(\$676,346)	(\$1,201,127)	(\$1,705,961)	(\$2,220,166)	(\$2,726,242)	



Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 11:15 AM
To: amy renn
Cc: Hilary Hobbs
Subject: RE: Town of Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



-----Original Message-----

From: amy renn [<mailto:amyterrafirma@gmail.com>]
Sent: Monday, June 4, 2018 8:29 PM
To: Judy Price
Subject: Town of Truckee Library

Dear Town Council,

I'm writing to express my support for a town-operated Truckee Library. I am a big supporter of our Truckee Library but there are many things that I would love to use our library for that I'm unable to in its current location and size. This includes... (kids programs, youth / teen programs, Spanish-language programs, media center, more computers, space for study groups and meeting rooms, etc.

As a town, we are best equipped to determine how best to run our own Truckee library. I am excited to see what our town is able to do with our community library to make it a true modern library.

Thank you,

-Amy Renn
10183 worchester circle
truckee CA 96161

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:18 AM
To: Angie Roudnev
Cc: Hilary Hobbs
Subject: RE: Town-run Library

We will include your comments for Council's consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Angie Roudnev [\[mailto:paroudnev@sbcglobal.net\]](mailto:paroudnev@sbcglobal.net)
Sent: Friday, June 1, 2018 2:15 PM
To: Judy Price
Subject: Town-run Library

Hi there.

Since I cannot make the Town Council meeting June 12th, I would just like to make my support known for the town to run the library. Thank you!

Angela Roudnev
12590 Sapphire Lane
Truckee

Sent from my iPhone

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 1:47 PM
To: Ann Yuhas
Cc: Hilary Hobbs
Subject: RE: Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Ann Yuhas [<mailto:DAnnYuhas@hotmail.com>]
Sent: Monday, June 4, 2018 11:11 AM
To: Judy Price
Subject: Library

Please consider a town run library. We need the funds to come to the town not the county. Pass time for change. Thank you Ann Yuhas

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 11:38 AM
To: Ashley Barker
Cc: Hilary Hobbs
Subject: RE: Town-run Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Ashley Barker [\[mailto:ashwiley12@icloud.com\]](mailto:ashwiley12@icloud.com)
Sent: Monday, June 4, 2018 9:57 AM
To: Judy Price
Subject: Town-run Truckee Library

Dear Town Council,

I am writing to express my support of a town-run library. There is so much potential for amazing programs through our library if only we could modernize and expand it. I think this best done through the town. I have seen beautiful, small town libraries flourish after an expansion that included a makers space for children, programs including coding and other STEM projects. If the town embraced the library, I think the community would jump in and help make it something this town can show off with pride. Please consider a town-run library. Thank you, Ashley Wiley

Sent from my iPhone

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:49 AM
To: buzzyjackson@gmail.com
Cc: Hilary Hobbs
Subject: RE: I support local control of the Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Buzzy Jackson [<mailto:buzzyjackson@gmail.com>]
Sent: Sunday, June 3, 2018 9:29 AM
To: Judy Price
Subject: I support local control of the Truckee Library

Dear Town Council,

Truckee is my hometown. I have so many great memories of time spent in the Truckee Library and can't imagine our town without it.

Today I encourage Truckee to take control over its own library operations. It only makes sense for a town of Truckee's size and needs. Why should Truckee be managed by a faraway group of people? The only way to really respond to community needs is to be governed by that community itself.

Thank you for your time. Here's to a Truckee-run Truckee Library!

Sincerely,

Buzzy
Jackson
TTHS Class of 1988

Buzzy Jackson | Author | Critic | Carhenge Enthusiast

Sign up for my (very) occasional newsletter, **Continuous Small Treats**, [here](#).

"One of the secrets of a happy life is continuous small treats." - Iris Murdoch

www.BuzzyJackson.com

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 1:46 PM
To: Carolyn Hamilton
Cc: Hilary Hobbs
Subject: RE: Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Carolyn Hamilton [<mailto:carolyn4hamilton@gmail.com>]
Sent: Monday, June 4, 2018 11:06 AM
To: Judy Price
Subject: Library

To Whom it May Concern (and it concerns all of us!),

I would like to add my voice to the many community members who would like a new library—one that absorbs the many faces and ages in our town, one that inspires us to come together for lots of reasons, and one that feels alive and inclusive and reflective of our town, and forward-thinking.

Please please please allow our town to make the appropriate moves toward building and invite the appropriate conversations regarding the planning and programing of a viable library in our town.

Please allow the Town of Truckee to have more say over the decisions regarding *our* library.

Thank you,

Carolyn Hamilton
10119 Riverside Drive
Truckee, CA 96161

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 2:00 PM
To: Hilary Hobbs
Subject: FW: New library needed

-----Original Message-----

From: Charlene Simmons [<mailto:dc55simmons@yahoo.com>]
Sent: Tuesday, June 5, 2018 9:39 AM
To: Carolyn Dee; Morgan Goodwin; David Tirman; Patrick Flora; Jessica Abrams
Subject: New library needed

I wrote in strong support of the town of Truckee taking control over the local library, which with vision and support could become a centerpiece for the town. Consider a new library building with computers for kids and adults looking for jobs, meeting rooms, a gallery for historic and community art shows. Look at How San Diego made its new library the centerpiece of downtown. The town has great recreational facilities but is deficient in its cultural offerings.

As an aside, I could not find how to email the Council as a whole on the town's website.

Charlene Wear Simmons PhD
Slalom Way, Truckee

Sent from my iPad

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 11:15 AM
To: Hilary Hobbs
Subject: FW: jprice@townoftruckee.com

Sorry, I missed copying you on this one. JP

From: Judy Price
Sent: Tuesday, June 5, 2018 11:14 AM
To: 'Elizabeth Lokey'
Subject: RE: jprice@townoftruckee.com

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: elizabeth.lokey@gmail.com [<mailto:elizabeth.lokey@gmail.com>] **On Behalf Of** Elizabeth Lokey
Sent: Monday, June 4, 2018 7:37 PM
To: Judy Price
Subject: jprice@townoftruckee.com

Dear Town Council,

I'm writing to express my support for a town-operated Truckee Library. I am a big supporter of our Truckee Library but there are many things that I would love to use our library for that I'm unable to in its current location and size. This includes... (kids programs, youth / teen programs, Spanish-language programs, media center, more computers, space for study groups and meeting rooms, etc. -- anything you would love to be able to use our library for that doesn't happen now).

As a town, we are best equipped to determine how best to run our own Truckee library. I am excited to see what our town is able to do with our community library to make it a true modern library.

Thank you,

Elizabeth Lokey Aldrich, M.S., Ph.D.
Founder of Lokey Carbon Concepts
phone: (303) 898-5558
www.lokeycarbonconcepts.com

TO: Truckee Town Council
FROM: Friends of the Truckee Library
DATE: June 4, 2018
RE: Town-Operated Library

Dear Mayor Wallace Dee and Town Council Members:

Friends of the Truckee Library (FOTL) strongly supports the Town Council taking action on June 12 to enter into negotiations with Nevada County for the purpose of transferring Truckee Library operations from the County to The Town. We are very grateful and excited for the opportunity this could provide to significantly advance the quality of community library services now, as well as to accelerate the building of the new multi-function library and civic building this community needs.

Since this item was first introduced at the May 8 Town Council meeting, Town Staff and FOTL have had the time to further delve into the AP Feasibility Study and reveal findings that challenge both its quantitative and qualitative assumptions. We believe this new information makes a Town-operated library financially feasible for the projected next 10 years, and local decision-making will provide for operational and service models that better meet the needs and desires of our community. The important return to source of our sales tax dollars, which doubled this past November, will ensure that our community has the benefit of local decision-making in their use.

FOTL has made large investments to our current library as well as to a new library for Truckee. This includes a financial commitment through commissioning professional studies, such as a needs assessment and exploring various funding models, operational models, space and land needs. We convened a community site selection committee that researched prospective sites for a new library, determining that Regional Park is the most desirable site and we have moved forward in land use talks with the TDRPD and the Town. We are currently in process of commissioning a Site Survey for the proposed site. We have deep experience in library programming, campaign planning, sales tax oversight, grant writing, and community engagement. We look forward to bringing our knowledge, enthusiasm, hard work and ongoing commitment to a Library partnership with the Town of Truckee and our community.

Thank you for your consideration,

Friends of the Truckee Library
Board of Directors

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:52 AM
To: Frank Tobin
Cc: Hilary Hobbs
Subject: RE: Local Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Frank Tobin [<mailto:fmtobin123@gmail.com>]
Sent: Sunday, June 3, 2018 2:05 PM
To: Judy Price
Subject: Local Library

To: Truckee Town Council

I would like to add my support to efforts to bring the Truckee Library under local control. Frankly, at present the County is treating the library up here as a second class citizen. Truckee voters were the main impetus for adding the library to the county sales tax and I don't think we are getting our share of the funds. Local control would make it much easier to control and improve library services.

Sincerely,
Frank Tobin

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 11:15 AM
To: Jennifer Sawyer
Cc: Hilary Hobbs
Subject: RE: Support for a Town Operated Library!

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



-----Original Message-----

From: Jennifer Sawyer [<mailto:jenvaz@hotmail.com>]
Sent: Monday, June 4, 2018 8:27 PM
To: Judy Price
Subject: Support for a Town Operated Library!

Dear Town Council,

I'm writing to express my support for a town-operated Truckee Library. I am a supporter of our Truckee Library but there are many things that I would love to use our library for that I am unable to in its current location and size. This includes... (kids programs (which I have 5!), youth / teen programs, Spanish-language programs, media center, more computers, space for study groups (did I mention I'm also a student at Sierra College) and meeting rooms.

As a town, we are best equipped to determine how to run our own library. I am excited to see what our town is able to do with our community library and how the Town of Truckee, moving forward, has the ability to continually engage the youth, and all those young at heart - to love books and reading.

Thank you,

Jennifer Sawyer
714.321.6289
jenvaz@hotmail.com
Jenvaz77@gmail.com

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:54 AM
To: Jim Porter
Cc: Hilary Hobbs
Subject: RE: Truckee library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Jim Porter [\[mailto:porter@PorterSimon.com\]](mailto:porter@PorterSimon.com)
Sent: Sunday, June 3, 2018 11:09 PM
To: Judy Price
Subject: Truckee library

Town Council, please do what you can to take over the library, the Town would and could do so, so much better that the County.

Jim porter

Sent from my iPhone

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:52 AM
To: John Abele
Cc: Hilary Hobbs
Subject: RE: In support of Friends of the Truckee Library June 12

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: John Abele [<mailto:jsa@reagan.com>]
Sent: Sunday, June 3, 2018 5:33 PM
To: Judy Price
Cc: Friends of the Truckee Library
Subject: In support of Friends of the Truckee Library June 12

The Abele family supports the Friends of the Truckee Library June 12 request to Nevada County to take over operations of the current Truckee Library.

My wife and I are longtime residents of Sacramento where we raised our family and pursued our careers as a physician and lawyer. In the early 1990s we bought a wonderful second home in Tahoe Donner as we truly love this beautiful area and community.

Soon on we discovered the Truckee library which was a great resource for us as both we and our kids are avid readers.

The library staff were wonderful and we soon learned that we could support the library through the Friends of the Truckee Library. We recognized that a dollar given to the Friends of the Truckee Library went a lot farther than a dollar to the public library in Sacramento as the Friends seemed to use money very efficiently. I never saw a single extravagant supervisor offices in the Truckee Library. However we did see a wonderfully motivated staff trying their very best to bring services to the children and adults in the Truckee area within a limited budget.

Accordingly we have continued to contribute each year since then. We always received an wonderful hand written thank you note from a member of the Friends of the Truckee Library. Quite a difference from the form letter from the Sac Library. We long ago turned our support from Sacramento to the Friends of the Truckee Library.

We believe the Truckee Library could be in not better hands than those of the Friends. We strongly support their taking over operation of the Truckee Library.

Respectfully,

John Abele MD and Betsy Coyne JD
11946 Lausanne

Hilary Hobbs

From: Judy Price
Sent: Thursday, May 17, 2018 10:29 AM
To: Laine Jonathan
Cc: Hilary Hobbs
Subject: RE: in strong favor of new Truckee Library!!

Laine, this item is not on the Council agenda for May 22nd. Staff does plan on having it on the June 12th meeting agenda. Your comment will be included in the packet for Council.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Laine Jonathan [\[mailto:jlaine@suddenlink.net\]](mailto:jlaine@suddenlink.net)
Sent: Wednesday, May 16, 2018 11:53 AM
To: Judy Price
Subject: in strong favor of new Truckee Library!!

I cannot attend the up coming meeting at Town Council, but wish to strongly support a new Truckee Library.

We need to show a commitment to reading and learning, and we have an extremely young (demographically speaking) town. Many young kids. This would be an awesome addition

Jonathan Laine MD
PO box 34015 Truckee CA

11285 Thelin Drive
Truckee CA

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:45 AM
To: Hilary Hobbs
Subject: FW: Library

From: Katherine Hayes Rodriguez [<mailto:katherinehayesrodriguez@gmail.com>]
Sent: Saturday, June 2, 2018 4:50 PM
To: Judy Price
Subject: Library

Dear Truckee Town Council,

Our family uses the library every week. It is a great local resource. We support the town taking over operations of the Library.

Best regards,

Katherine & Neil Rodriguez

(530) 277-5682

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 2:17 PM
To: Kathleen Gauthier
Cc: Hilary Hobbs
Subject: RE: Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Kathleen Gauthier [<mailto:kljgauthier@gmail.com>]
Sent: Monday, June 4, 2018 12:56 PM
To: Judy Price
Subject: Library

June 4, 2018

Truckee Town Council,

I have been privileged to live in Truckee for almost 48 years, most of those years working in our schools. This has given me an appreciation of our amazing community over many years. I remember Truckee before incorporation. I raised children in Truckee before modern school facilities, school options, the KidsZone Museum, Measure A, Excellence in Education, Arts for the Schools, a local police force, a Pump Track, a new recreation center and pool, Riverview Park, The Legacy Trail, The Tahoe-Pyramid Trail, Music in the Park, the list goes on and on.

I know the Town of Truckee cannot take credit for all of this, but together the Town and our community has an amazing track record of making things happen to improve our home. Together we can improve our library.

Our library is very loved and supported by our community, but local control by our Town and community will make it even better. In this disconnected, technological age I want a place for my sons, grandchildren and myself to connect with our neighbors of all ages around literacy. We have a very proven track record of getting things done and I would like to add our Truckee Library to the list.

Sincerely,
Kathleen Gauthier
TTUSD retired principal

Hilary Hobbs

From: Judy Price
Sent: Thursday, May 24, 2018 4:37 PM
To: KELLEY CARROLL
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you for your input Kelley, I have forwarded your comment to Hilary Hobbs. Hilary will include it as part of the record.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: KELLEY CARROLL [\[mailto:kelley.carroll@att.net\]](mailto:kelley.carroll@att.net)
Sent: Thursday, May 24, 2018 1:56 PM
To: Judy Price
Subject: Truckee Library

Hi Judy,

I'm writing as a Truckee resident, not as anyone's attorney! I fully support the Town working toward acquiring the Truckee Library as a municipal asset, and wanted to have my voice counted in the June 12 consideration of the issue by the Town Council. Thanks!

Kelley Carroll

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 11:15 AM
To: Kim Bradley
Cc: Hilary Hobbs
Subject: RE: Library Support

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Kim Bradley [<mailto:truckeekim@gmail.com>]
Sent: Monday, June 4, 2018 11:54 PM
To: Judy Price
Subject: Library Support

I strongly support the town taking over operations of the Truckee Library. We should absolutely have control over how our library tax dollars are used to best serve our community. I am huge a supporter of our library but I think it is in dire need of an update. I visit other community libraries and see the potential of what is possible. Libraries should be a gathering place for community members to come together to learn, share and get inspired. I know the town would be able to greatly improve the quality of our library services and support the building of a new library. It perfectly aligns with the Town of Truckee General Plan values of: Enrichment & Education, Culture & History, Technology, Collaboration and Community.

As someone who works with local youth, I see a great need a gathering space for teens to hang out and have access to current literature, technology and cultural programming. We desperately need more safe places for our youth to gather. As a parent, I want my children to continue to love and use the library for years to come. They have grown up spending hours reading books on the bean bags in the children's room and now that they are entering into adolescence, I would love to see an expanded young adult section to continue to feed their love of reading. Books help children expand their imaginations, explore new concepts and become contributing community members. But my children say it best:

"Reading helps me dream of what is possible. I love fantasy because I get to explore different worlds and realities. I lose myself in the stories and get inspired by the adventures. It makes me excited for what I can do in my life." - Rory, age 11

"I love reading because it helps me understand other people's story. I can relate to the characters and understand what they are going through. It makes me have more empathy for others." Oona, age 10.

Please support the return of tax dollars to our community to improve and expand our Truckee Library.

Kim Bradley

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 1:31 PM
To: Laurel Lippert
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Laurel Lippert [<mailto:laurel@tahoewings.com>]
Sent: Monday, June 4, 2018 10:13 AM
To: Judy Price
Subject: Truckee Library

Dear Truckee Town Council,

As longtime Truckee residents, we have seen our town grow, change and prosper, thanks to the many smart and energetic people who came here and chose to stay.

We know we can govern ourselves and function independently when it comes to doing what's best for our community. If some of our dedicated and experienced citizens want to run our own Truckee library, why not let them?

Let's keep our taxes here and support a new, modern library that inspires us to learn more about our world.

Please vote for a Truckee-owned and operated library, a positive gesture that proves that you also believe in this unique and special community as much as we do.

Thank you,

Laurel and Tom Lippert

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:53 AM
To: Linda Brown
Cc: Hilary Hobbs
Subject: RE: Local control of Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Linda Brown [\[mailto:lindabrown72@sbcglobal.net\]](mailto:lindabrown72@sbcglobal.net)
Sent: Sunday, June 3, 2018 7:43 PM
To: Judy Price
Subject: Local control of Truckee Library

To Whom It May Concern:

I very much favor the Town of Truckee taking over ownership of the Truckee Library. When locals take care of local needs, we all get better service!

Thanks,
Linda Brown
530 412.3475
PO Box 3218, Truckee, CA96160

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 3:15 PM
To: Lisa Holan
Cc: Hilary Hobbs
Subject: RE: Support for Town-managed Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Lisa Holan [<mailto:lisa@spiralmonkey.com>]
Sent: Monday, June 4, 2018 3:05 PM
To: Judy Price
Subject: Support for Town-managed Library

Dear Council Members and Mayor,

I am writing in support of a Town-operated library, rather than one managed by the county. My family uses the library frequently and we love it, but it is very limited and could offer so much more as a true community resource and gathering center. It's current size and location seriously hinder it's uses and accessibility. For a town that has few options for teens who don't participate in after school sports, the library could offer a safe and healthy place to gather, to socialize and work on projects or homework, to meet up with tutors, to see speakers or just sit and read in an inviting space. My family would love to see an expanded selection of youth and young adult books, the ability to sign out things other than books (tools, games, video/photography equipment), a space for film screenings and speakers, local art showcased, inviting nooks to sit and read, educational/art/game activities for kids to foster creativity.... there's so much that a library can be in addition to books. If this vision seems pie-in-the-sky, check out the inspiring library in Park City, UT - <https://parkcitylibrary.org>

It's time for our beloved library to grow, and become something our town can be proud of.

Thank you,
Lisa Holan
Truckee resident, 18 years

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:50 AM
To: Lynne Weakley
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com

-----Original Message-----

From: Lynne Weakley [\[mailto:lvweakley@aol.com\]](mailto:lvweakley@aol.com)
Sent: Sunday, June 3, 2018 10:18 AM
To: Judy Price
Subject: Truckee Library

To: Truckee Town Council,

I'm writing a letter in support of the movement to have a town-operated library in Truckee and to ask the Town Council to open negotiations with Nevada County to achieve this goal. There is a very knowledgeable, motivated and enduring group of local supporters of the Truckee Library who will help facilitate this positive transition. The advantage of increased revenue will result in targeted services and programs that will meet the needs of our distinct population. I believe the end result will outweigh any difficulties that lay in the way of this conversion to a town-operated library in Truckee.

Thank you, Lynne Weakley

Sent from my iPad

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 11:04 AM
To: Brown, Michael B.
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Brown, Michael B. [<mailto:michael.brown@stoel.com>]
Sent: Monday, June 4, 2018 9:27 AM
To: Judy Price
Subject: Truckee Library

Town Council Members:

I am writing to request that you fully support the Town of Truckee taking over the library. A locally run modern library is an essential element of this growing diverse community. The Town should fully support this educational and civic presence to fully provide opportunities and access to all. Thank you.

Michael B. Brown | Partner
Admitted in California and Nevada
STOEL RIVES LLP | 11253 Brockway Road, Suite E201 | Truckee, CA 96161
Direct: (530) 582-2282 | Mobile: (530) 277-7318 | Fax: (530) 582-2281

500 Capitol Mall, Suite 1600 | Sacramento, CA 95814
Direct: (916) 447-0700 | Fax: (916) 447-4781
michael.brown@stoel.com | [Bio](#) | [vCard](#) | www.stoel.com

Anchorage, Boise, Minneapolis, Portland, Sacramento, Salt Lake, San Diego, San Francisco, Seattle, Tahoe/Truckee and Washington, D.C.

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Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:52 AM
To: Frank Tobin
Cc: Hilary Hobbs
Subject: RE:

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Frank Tobin [<mailto:fmtobin123@gmail.com>]
Sent: Sunday, June 3, 2018 3:00 PM
To: Judy Price
Subject:

To: Truckee Town Council

I would like to support the change of the Truckee Library from a Nevada County run entity to a Town of Truckee operated Library.

To have the library under local control would help to be able to address the needs of the local community and would make it possible to offer improvements in the offerings of the library especially needed in Truckee.

Thank you,
Monika Tobin

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 10:46 AM
To: Nancy Wilkins
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



-----Original Message-----

From: Nancy Wilkins [<mailto:nwtca@sbcglobal.net>]
Sent: Monday, June 4, 2018 4:11 PM
To: Judy Price
Subject: Truckee Library

Dear Truckee Town Council Members,

When I moved to Truckee fifty-three years ago we had no library. I worked with the citizen group that successfully brought about the establishment of the Truckee Branch of the Nevada County Library and the construction of our current library. Truckee has grown, and although we have made two additions to the building, it is no longer adequate. Nevada County Library had stated that they will not build a new library in Truckee. I am writing to you to urge you to take over the operations of the Truckee Library.

Please bring local control and our sales taxes back to Truckee.

I have seven grandchildren. I have taken them to their various hometown libraries and have been amazed at the facilities, activities, and programs that modern libraries offer. Our children, adults and seniors are missing out. The recent 80% approval of increasing taxes for the library indicates the strong local support of our community. We must work together to build a facility that can support the needs and interests of our population; a library that offers the support, education and enrichment our population deserves.

Again, I urge you to begin negotiations with Nevada County to take over operations of the current Truckee Library.

Yours truly,

Nancy Wilkins
PO Box 845
Truckee, CA 96160

Hilary Hobbs

From: Judy Price
Sent: Wednesday, May 23, 2018 2:47 PM
To: Hilary Hobbs
Subject: FW: opposed to town operated library

From: Patty Cardoza [<mailto:pattyk.cardoza@gmail.com>]
Sent: Tuesday, May 22, 2018 7:08 PM
To: Judy Price
Subject: opposed to town operated library

If what I am hearing regarding inter library loans is true, I am opposed to a town operated library. I would say about half of the time I get online to check out a book, ebook or audio book, it is coming from one of the other county libraries - not our branch. If this service goes away with a town operated library, then I am definitely opposed.

Patty Cardoza
10443 Briar Circle
Truckee, CA 96161

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:55 AM
To: Reina Markheim
Cc: Hilary Hobbs
Subject: RE: My library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Reina Markheim [<mailto:rmarkheim@sbcglobal.net>]
Sent: Monday, June 4, 2018 7:03 AM
To: Judy Price
Cc: Ruth Hall
Subject: My library

To Whom it may Concern,

The heart and educational value of every community is its' public library and people having equal access to news, literature, art, technology, entertainment, etc., regardless of economic status. I have reaped the rewards of the Truckee Library since 1985 when MaryGrey Fish was the librarian in our small town and I was the new, bilingual, kindergarten teacher at Truckee Elementary School. Over the years, whenever I learned of something innovative I headed to the library to find more information and within a few days I would have a hard copy of the new release (at no cost). I've been a regular patron of the Library and have not only donated books and money, but also volunteered time. Prior to the internet the library was the main resource for educators in our community.

Recently Truckee has been discovered as a resort destination. Aside from growing pains, and in order to keep our town's mountain spirit, it makes common sense for the county to return our tax dollars and let the community decide how to best serve the people of Truckee.

In order to keep our town's mountain spirit it makes common sense for the county to return our tax dollars and let the community decide how to best serve the people of our town.

Sincerely,

Reina Markheim

TTUSD Retired Teacher (1985-2017)

Hilary Hobbs

From: Judy Price
Sent: Monday, June 4, 2018 10:51 AM
To: Reini Jensen
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Reini Jensen [<mailto:reinijensen@gmail.com>]
Sent: Sunday, June 3, 2018 12:53 PM
To: Judy Price
Subject: Truckee Library

I am writing in support of our local Town assuming control of our Library.

Our local library is a wonderful resource for our community that has been a source of reading support for me and my children. Friends often gather there for events and family reading. Getting books at the library is a family weekly event we look forward to.

However, the Truckee library's ability to expand services is limited by the fact that it is managed by our county who's resources are limited and more heavily weighted in the western portion of the county. We need local control of where these tax dollars are spent to best serve our community.

A
library
could and

should be a critical community hub that brings together kids, adolescents, and adults alike to promote reading, learning, and public discourse. Especially in our digital age, kids access to books and library services is essential. In looking at other resort towns like Jackson Hole and Aspen, the library can be such a space that promotes reading and learning and offers much more with programs and events.

We need such a space for our children where they can gather to study, read, and learn and be inspired. I have been involved with the Friends of the Library fundraising efforts to build a new library, but the obstacles working with the county are large.

The only way we can make this vision come true is for the Town of Truckee to take over the management of the Library so we can effectively fundraise and make this community asset a reality.

These mission values of our town are a direct match to library-centered services:

Enrichment & Education, Culture & History, Collaboration & Sustainability, Technology, Community

Please help support this community asset.

Reini Jensen, MD

--

530-550-7743, cell 530-414-4247
PO Box 3688, Truckee, CA 96160

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 10:46 AM
To: Ruth Cross
Cc: Hilary Hobbs
Subject: RE: Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Ruth Cross [<mailto:ruthcross007@gmail.com>]
Sent: Monday, June 4, 2018 4:13 PM
To: Judy Price
Subject: Library

I am writing to request that the Town of Truckee support a new library for our town. There are so many projects that are liabilities for the town because they do not cover their costs, but a new library should be considered an asset for our community and would probably cost a lot less than upgrading the old one. We have always had a library in Truckee and I feel it is important to continue the tradition. I want my tax dollars to support a new library. Thanks!

Hilary Hobbs

From: Judy Price
Sent: Thursday, May 17, 2018 10:06 AM
To: Hilary Hobbs
Cc: Jeff Loux
Subject: FW: County Library Take Over

From: Sara Gooding [<mailto:sgooding@ttusd.org>]
Sent: Wednesday, May 16, 2018 2:39 PM
To: Judy Price
Subject: County Library Take Over

Hello. My name is Sara Gooding, and I am the librarian at Truckee High School. I am writing to express my professional opinion about the town assuming control of the county library. I am sincerely concerned this campaign is being driven by community members who do not have experience with library operations. While their desire to bring a "local feel" to the county library is well-meant, it may not be what is best for the community.

My greatest concerns are:

1. Unless the new town library is able to contract interlibrary loan (ILL) with Nevada County, existing resources will decline. Databases, audio books, eBooks, etc are far too expensive for one library to finance alone. Sharing the financial burden allows the county library to offer more services than a stand alone branch.
2. The librarian position at the county library has been open for a very long time. Qualified candidates are not willing to move to our community and become a Nevada County employee with the threat of a town take over. A transfer of employment from Nevada County to the Town of Truckee is not guaranteed, so it would be a gamble for someone to accept the position while the future of the county library is in limbo. Programing and collection development hinge on the head librarian, and the community is being done a disservice the longer this position remains unfilled.
3. Nevada County voters voted for county library improvements though Measure A. Opening a new, town supervised branch is not what was on the ballot.

I encourage you to speak to neighboring Placer and Eldorado county librarians and library directors to seek more information before making your decision.

Sincerely,

--

Sara Gooding
Librarian
Tahoe Truckee High School
Phone: 530-582-2607
Internal #: 37329
<http://truckeehighschoollibrary.weebly.com/>
[@truckeehighlibrary](#)

Hilary Hobbs

From: Judy Price
Sent: Tuesday, June 5, 2018 11:14 AM
To: Tanya Barron
Cc: Hilary Hobbs
Subject: RE: Truckee Library

Thank you, your comments will be included for Council consideration.

Judy Price, MMC
Town Clerk
Town of Truckee
10183 Truckee Airport Road
Truckee, CA 96161
(530) 582-2924
jprice@townoftruckee.com



From: Tanya Barron [<mailto:tanya1barron@gmail.com>]
Sent: Monday, June 4, 2018 5:49 PM
To: Judy Price
Subject: Truckee Library

I am in support of a town-run Truckee Library.

--

Tanya Barron
QuickBooks Services & Consulting
PO Box 367
Truckee, CA 96160
Cell 530.277.8282
tanya1barron@gmail.com