



**TO:** Mayor and Councilmembers

**FROM:** Michelle Greene, City Manager

**CONTACT:** Dana Grossi, Management Analyst

**SUBJECT:** Financial Feasibility Analysis and Process for Assuming Direct Management and Operation of the Goleta Library

**RECOMMENDATION:**

- A. Receive an update from staff providing additional detail on the financial feasibility for direct management and operation of the Goleta Library; and
- B. Direct staff to continue the process of assuming direct management and operation of the Goleta Library, including applying for membership to the Black Gold Cooperative Library System and pursuing approval from the California State Library; and,
- C. Adopt a Council policy for the Mayor to always appoint and Council to always consent to suggested appointments by the County Board of Supervisors of two of the five members that would serve on the Library Board of Trustees
- D. Approve the potential Zone 4 service area of 94,545 persons which includes Goleta City limits, Gaviota unincorporated census blocks, CSA 3, Isla Vista, and Hope Ranch, subject to ratification by the County of Santa Barbara Board of Supervisors, and agreement by the City of Santa Barbara.

**BACKGROUND:**

At the August 1, 2017, Special Meeting staff presented the City Council with results of a financial feasibility analysis for direct management of the Goleta Library. At that meeting, Council asked staff to conduct further research to clarify the financial impacts to the City of assuming library management. Council also requested additional information on topics related to the timeline and process of transitioning, including how a library consultant study that Santa Barbara County will soon be undertaking might inform or impact the City's transition to direct library management. The previous staff report from the August 1, 2017 meeting is included as Attachment 1 and provides background information to supplement the new information presented in this report.

The budget being presented at this August 15, 2017 meeting has been updated to reflect the addition of new and updated line items, based on new information received from the City of Santa Barbara and the Black Gold Cooperative Library System (Black Gold). After

a presentation, staff requests that Council provide direction on direct management of the Goleta Library.

## **DISCUSSION:**

This discussion summarizes updates made to the municipal library budget scenarios shown in Attachments 2 and 3, clarifies steps needed to be taken to transition to direct library management, and presents other important considerations for a transition.

### Establishment of Municipal Library and Creation of Library Board of Trustees

On March 7, 2017, the 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). Adoption of this ordinance was a necessary first step in laying the groundwork for a future functioning Goleta Municipal Library, and is consistent with state law for the administration of a free public library.

Section 2.13.030 of the City’s ordinance specifies that the Library Board of Trustees shall consist of five members, appointed by the Mayor with the consent of the City Council. This section further specifies that three members of the Board shall be residents of the City of Goleta, while the other two members shall be residents of the County of Santa Barbara residing within the designated library service area (CSA 3). On August 7, 2017, staff and Ad Hoc Library Committee members met with the County to discuss the appointment of members to the Library Board of Trustees and process moving forward should the City pursue direct management. The County requested that appointment of the two members residing in the County portion of CSA 3 be made by the Board of Supervisors (BOS), rather than the Goleta Mayor and City Council. However, Education Code section 18910 which governs the formation of municipal libraries and how library boards of trustees must be appointed require that the board of library trustees be appointed by the mayor with the consent of the legislative body of the municipality. Therefore, the process for appointing the board of library trustees as written in the City’s ordinance cannot be changed. However, if Council wants to meet the County’s request, Council could adopt a policy that provides that the County BOS could suggest two members who would represent the County portion of CSA 3 and that the Mayor would always appoint the County’s suggested appointments and Council would always consent to such suggested appointments.

### Service Area Population Scenarios for Creation of a New Zone 4 Goleta Municipal Library

As described in the previous staff report on August 1, 2017 (Attachment 1), the County of Santa Barbara provides annual funding to support library revenues in each of the three zones within the County, referred to as per capita funding. The per capita funding is allocated based on the service area population that each library serves. A new service area zone (Zone 4) would need to be authorized by the County of Santa Barbara if Goleta detaches from the City of Santa Barbara Library and directly manages and operates the Goleta Library. Formation of a new service area could mean a change in the per capita funding amounts provided by the County to the Goleta Library, which could affect the library’s overall revenue projections.

As specified under California State Law (Government Code § 25217), the County BOS may form one or more zones if the Board determines it is in the public interest to provide different levels of service, different authorized services, different authorized facilities, or raise additional revenues within specific areas of a county service area. The BOS may also change the boundaries of a zone or dissolve a zone. The BOS may initiate the process of creating a new zone by adopting a resolution. Alternatively, a new zone may be initiated by a petition signed by at least 10 percent of the registered voters residing within the proposed zone. Regardless of whether a new zone is initiated by the BOS or through petition, a proposal to form new zone must include the following information:

- Description of the boundaries of the territory to be included in the zone
- Reasons for forming the zone
- State the different authorized services, different levels of service, different authorized facilities, or additional revenues that the zone will provide
- Describe the methods by which those authorized services, levels of service, or authorized facilities will be financed
- Propose a name or number for the zone

Once a resolution has been adopted, or a valid petition is received, the BOS must hold a public hearing on the formation of the zone following all public noticing requirements. At the public hearing, the board must consider any protest to the formation of a zone. If more than 50 percent (majority) of the total number of voters residing within the proposed zone have filed written objections to the formation, then the BOS must terminate the proceedings. If the majority of voters do not protest, then the BOS may proceed to form the zone.

Subject to Council's direction and assuming Black Gold acceptance of the City of Goleta's membership, the City will enter into negotiations with the County to establish a new Zone 4 service area. However, given the unknowns at this time of what a new Zone 4 service area population will include, staff have prepared alternative service area population scenarios for a Goleta Municipal Library. These scenarios are meant to illustrate how a change in service area population would affect the Goleta Library's budget revenues (as shown in Attachments 2 and 3):

- 92,666 – Continuation of the status-quo service area population assigned by the City of Santa Barbara to the Goleta Library
- 98,645 – Assumes the inclusion of Hope Ranch and the Mission Canyon and Foothill areas (See map in Attachment 4)
- 94,545 – Includes Hope Ranch but leaves out the Mission Canyon and Foothill areas (See map in Attachment 5)
- 92,145 – Leaves out Hope Ranch, Mission Canyon and Foothill areas (see map in Attachment 6)
- 62,680 – Includes only CSA 3 and the City of Goleta population (see map in Attachment 7)

The additional service area population scenario of 98,645, which incorporates the Foothill and Mission Canyon area, was identified and added by staff since the August 1, 2017

Special Meeting. It is the City's understanding based on information previously provided by the City of Santa Barbara, that these areas are contained within the library's current service boundary. The higher population count also reflects 2015 census count data.

At this time, staff are recommending that Council select the potential Zone 4 service area of 94,545 persons which includes Goleta City limits, Gaviota unincorporated census blocks, CSA 3, Isla Vista, and Hope Ranch, as a preferred service area for purposes of County negotiations. If a Goleta Library Zone 4 is ultimately formed, other surrounding libraries would have the option to apply to become incorporated into the zone. It is the City's understanding that any such changes to the zone once it were formed would ultimately be subject to County Board approval.

#### Goleta Library Service to Isla Vista

Given the Isla Vista community's geographical distance from the Goleta Library, it is challenging for some Isla Vista residents without transportation to access the library and receive its services. Staff are looking into options to improve services to Isla Vista and other communities within the proposed service area as identified. One such option staff are researching is the feasibility of operating a bookmobile. A bookmobile is a mobile library on wheels that would service Isla Vista and other key locations. According to one estimate, the costs of purchasing a bookmobile would range from roughly \$150,000 to \$263,000. Staff are also looking into other options for acquiring a bookmobile. According to 2015 census data, the Isla Vista population is 26,275.

#### City of Santa Barbara Administrative Fee vs. Allocated Costs

As detailed in the August 1, 2017 staff report, the City of Santa Barbara charges an administrative fee to the branch libraries it manages in Zone 1. The administrative fee is charged on all expenditures, including salaries and benefits and allocated costs. Under a Goleta-managed library, the City of Santa Barbara administrative fee would no longer apply, resulting in a savings of about 11% of total operating expenditures. The administrative fee allows the City of Santa Barbara to recoup costs spent by their central services departments (e.g. Finance, Human Resources, City Attorney) that provide support to operational departments (e.g. Fire, Policy, and Library). Approximately 50% of expenses related to central services departments are allocated to other funds and departments and operating departments such as the City's Library Department, which is then applied to the County Library branches the City of Santa Barbara oversees. As the municipal library budget shows in Attachment 2, the 13.5% administrative fee being charged to the Goleta Library this 2017-18 FY equals \$177,436. This 13.5% administrative fee is expected to increase in the next fiscal year to 18% and possibly more in the future as the City of Santa Barbara seeks full cost recovery.

In contrast to the administrative fee, allocated cost charges to the Goleta Library allow the City of Santa Barbara to recoup expenses from its Library Administration program, which is responsible for the overall administration of managing all of the libraries in Zone 1, including the Goleta Library. These costs are determined by the City of Santa Barbara's Cost Allocation Plan (CAP). In this current 2017-18 FY, allocated cost charges to the Goleta Library total \$288,860. Per the City of Santa Barbara's Cost Allocation Plan, 50% of the Library Administration program costs are allocated (charged) based on the number



of FTE's per library program supported, and the remaining 50% of the program is allocated based on the expenditures per the library program supported. For the Goleta Library, the breakdown of allocated costs is \$181,868 to pay for salaries and benefits of the Library Administration program staff and \$106,812 for expenditures of the Library Administration program. Under a Goleta-managed library, the City would no longer be charged these allocated costs. The City of Goleta has instead identified the direct impact costs to our service departments such as support services, human resources and finance and have estimated the additional cost. Further information on indirect costs is found in the report below.

### Salaries and Benefits

The salaries and benefits calculations included with the draft municipal library budget on August 1, 2017 assumed a Library Department staff of 22 employees, which included 16 part-time staff and 6 full-time staff including a Library Director. However, staff received updated information on the current staffing at the Goleta Library, which totals 20 employees. As clarification, FY 2017-18 current library staffing and budgeted staffing for FY 2018-19 consists of the following positions:

- 1 Supervising Librarian (full-time)
- 1 Library Technician (full-time)
- 2 Library Assistants (full-time)
- 4 Library Assistants (part-time)
- 5 Library Technicians (part-time)
- 6 Library Pages (part-time)

The addition of a Library Director would bring the total employees to 21. As such, the draft budgets have been updated accordingly to show the financial impact of managing a Library Department of 21 staff (instead of the 22 staff assumed in the previous August 1, 2017 budget presentation).

However, an independent consultant analysis conducted for the City of Goleta by Ruth Metz Associates in FY 2014-15 recommended that the City should hire additional library staff if the City were to assume direct management. The additional positions would be needed to perform the various administrative and technical functions currently provided by the City of Santa Barbara's Library Administration program. Regardless of the library management model (City of Goleta vs. City of Santa Barbara), the Goleta Library is currently understaffed at 20 employees.

At the August 1, 2017 meeting, Council directed staff to analyze the financial feasibility of hiring additional staff at the Goleta Library to address the understaffing issue. Thus, this updated budget includes a 26 staffing scenario that is based on the Ruth Metz report recommendations.

Below is a table comparing the total salaries and benefits costs at a staffing level of 26 using both cities Step 5 rates:

<b>26 Employees</b>	<b>City of SB (Step 5)</b>	<b>City of Goleta (Step 5)</b>	<b>Variance</b>	<b>% Dif</b>
<b>Total Salaries</b>	\$ 864,544	\$ 876,085	\$ 11,541	1%
<b>Total Benefits</b>	\$ 321,235	\$ 223,791	\$ (97,445)	-30%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,185,779</b>	<b>\$ 1,099,876</b>	<b>\$ (85,903)</b>	<b>-7%</b>

Under this scenario, costs will increase for City of Santa Barbara by approximately \$234,014 and \$216,242 for the City of Goleta for the additional five employees. Overall, personnel costs results in a savings of approximately 7% under a Goleta managed library due to the higher benefit costs for the City of Santa Barbara.

#### Reserve Book Balance

The municipal library budget includes an expenditures line item, Contribution to Book Reserves, which shows a contribution each year to fund the library's book collections. As the previous staff report detailed, the Goleta Library is a net borrower of the Black Gold system's shared collection. To further illustrate this point, the Ruth Metz report included a collection analysis that compared the Goleta Library's turnover rate to that of other libraries as well as the state and national averages. The book turnover rate is defined as the library's total circulations divided by the size of the collection, a standard library measurement to show the health of a library's collections distribution. In 2014 at the time of the study, the Goleta Library had a much higher turnover rate of 7.536, compared to the state average (2.13) and national average (3.03) during that year. For comparison, the Santa Barbara city-owned libraries had a turnover rate of 2.36. These draft budgets track the City's annual contribution to the book collections in the expenditure section, but also track reserve funds under the line item Reserve Book Balance that could also be used to augment the book collection in order to improve the size and quality of the collection.

#### Black Gold Fee

The draft municipal library budget shared at the August 1, 2017 meeting included an estimate of \$110,000 per year for expenditures covering Black Gold membership service fees. However, staff were able to obtain more accurate estimates from Black Gold of what Goleta membership would cost for this 2017-18 FY. Based on this new information received, staff have increased the Black Gold fee starting in FY 2018-19 to \$140,000. The budget assumes the fee will increase by 5% each year. Black Gold's total budget is dependent on the level of funding it receives each year from the California State Library, which ultimately impacts the amount of fees charged to the member libraries; the fluctuation in annual revenues that Black Gold receives may help to explain why the fees charged to the Goleta Library have fluctuated up and down over the years.

#### Indirect Costs (Impacts to General Government Programs)

Starting in FY 2018-19 under a Goleta-managed library, the City would incur indirect financial impacts to general government programs resulting from supporting a new Goleta Library Department consisting of an assumed 21 employees (20 current staffing plus the addition of a Library Director). The indirect costs are estimated at \$192,390 in FY 2018-

19 and are projected to increase at an estimated 2% each year thereafter (See Attachment 2). The municipal library budget does not incorporate the listed indirect costs as expenditures in the budget, as these costs are not directly charged to library operations. With a staffing of level of 26 employees, indirect costs are expected to increase by \$39,346.

However, at the August 1, 2017 special meeting, staff received feedback from City Council to clarify the impact to the library's budget accounting for the City's annual General Fund contribution plus indirect costs to the various departments. Staff have updated the budgets in Attachments 2 and 3 to include an additional line item titled "Indirect Costs plus General Fund Contribution." Under a continuation of the status quo service area population in FY 2018-19 with an assumed library staff of 21, the Indirect Costs plus General Fund Contribution would total approximately \$355,395. In Year 2 of municipal management (FY 2019-20), the impact would decrease to \$349,858, due to no startup-costs this year but assuming Step 5 salary rates. Indirect costs are expected to gradually increase in successive years after that.

Council also asked staff to clarify and elaborate on the various types of indirect costs to support a Library Department and how those costs would be accounted for in the budget. Attachment 2 includes a listing of various indirect services/tasks that would be performed by City staff to support a library department of 21 as well as 26 employees. As the previous staff report detailed, results of this in-house analysis show that the City will not need to hire any additional part-time or full-time staff at this time to support a library department. In evaluating impacts to staff, it was determined that existing staff will be able to absorb the additional work to complete tasks for the library department such as Recruiting/Retention, Performance Evaluations, Time Entry/Payroll, Budget Oversight/Preparation, Invoice Processing, Cash Collections etc. Given this reality, even though this indirect costs analysis monetized the additional staff time spent on these tasks, the City does not charge staff time spent by departments supporting other departments. This contrasts with the City of Santa Barbara's cost allocation model where central services departments charge their time (in salaries) to other departments that they support.

In contrast to the staff time spent supporting a library department, other items included in the indirect costs analysis such as IT licensing and additional paper needed to process W-2 forms for example, would impact the City's budget. However, costs for materials and supplies would not get charged back to the library department. In this way, the impact of indirect costs to City departments on the library budget has been conservatively estimated.

#### Updates to Supplies and Services

Staff received additional information from the City of Santa Barbara on expenditures not previously included with the Goleta Library budget. Four line items under the Supplies and Services category have been updated on both the Santa Barbara and Goleta-managed scenarios: Training, Meeting and Travel, Advertising, Printing, and Office and

Special Supplies. For this current 2017-18 FY, the Goleta Library is estimated to spend the following amounts in these categories:

- Training, Meeting and Travel - \$1,000
- Advertising - \$1,500
- Printing - \$4,000
- Office and Special Supplies - \$46,333

These previously unaccounted for costs result in an increase of \$52,833 in library expenditures for FY 2017-18. Under the Goleta-managed library scenario, the costs for Printing and Office and Special Supplies have been carried over. However, Training, Meeting and Travel is increased to \$4,000, and Advertising is increased to \$4,000, as conservative increases to ensure the City of Goleta is able to cover any unforeseen costs in these areas.

#### Overall Budget Outlook

Accounting for the updates made to the draft municipal library budgets at this August 15, 2017 meeting, the overall budget outlook for a Goleta Municipal Library does not change: Under Goleta management, the operating deficit is expected to decrease due to the change in operational structure and the City of Goleta's control of expenditures. The library's operating expenditures would be significantly lower than expenditures projected for these years under City of Santa Barbara management. The primary reasons for these savings are due to no longer having to pay an administrative fee and allocated costs charges to the City of Santa Barbara, and additional savings would be realized under Goleta's salary and benefits structure. Based on analysis, the City of Goleta's benefit cost towards CalPERS pension system employer costs and unfunded liability is a lot lower than the City of Santa Barbara. These assumptions are based on a library staffing at 21 persons.

If this Council decides to increase staffing in the future, these assumptions may not hold true. However, it should be noted that any staffing increases needed would be cheaper under Goleta management, due to the City's lower cost of pension benefits. Staff feels that the determination of appropriate staffing levels at the Goleta Library in the future would best be made by a Library Director.

As noted in previous staff reports, regardless of management model the City will need to make a continued General Fund contribution for the Goleta Library to continue operating at its current staffing levels and hours of operation. The City of Goleta already contributes significant funding to its library, amounting to approximately 35% to library revenues this 2017-18 FY (\$588,692). This amount includes General Fund monies, Measure L revenues from the City's portion of CSA 3, and the City's DIF contribution. In addition, the City has also dedicated a building that it owns for the library; if the imputed costs of lost rent are considered (approximately \$232,000/year), then the City's contribution is actually higher.

Next Steps and Timeline

This draft municipal library budget provides a basic framework to allow Council to consider whether pursuing direct management and operation of the Goleta Library would be beneficial from a financial standpoint. Council may wish to discuss other considerations aside from cost in determining whether to pursue a municipal library. If Council ultimately decides to transition to a Goleta-managed library effective July 1, 2018, it will be important for the City to meet the deadlines and requirements in the following schedule.

<b>Date</b>	<b>Activity</b>
August 15, 2017	Regular City Council Meeting – Staff receive direction from Council on becoming an independently managed municipal library by July 1, 2018
August 2017	Pursue membership with Black Gold and coordinate with the Executive Director on submitting needed documents to the California State Library
September 1, 2017	Deadline for State Library to receive documentation from Goleta and Black Gold
October 17, 2017	California Library Services Board Hearing to consider approval of Goleta into Black Gold system
Fall 2017	Recruit for Library Director
Winter 2017 and Spring 2018	Staff to coordinate with Library Director to: -Negotiate with the County of Santa Barbara and the City of Santa Barbara on the boundaries for a new library service area -Purchase of new barcodes for library items -Design and purchase of new patron ID cards -Work with Black Gold to reconfigure network connection -Address needed IT improvements such as purchase of new (additional) computers for patrons -Work with the City of Santa Barbara on the transition of current library staff to employment with the City of Goleta
Spring 2018	-Depending on direction from City Council, recruit additional library staff to ensure a continuation of library services and smooth transition.
July 1, 2018	Target Cross Over

*Black Gold*

Staff made a presentation to the Black Gold Administrative Council on July 28, 2017, to provide an update on the City's process in the potential formation of a Goleta Municipal Library, and to detail the municipal library budget presented at this meeting. To determine whether a Goleta-managed library would continue to receive the discounted materials and services currently provided through Black Gold, the Administrative Council will vote on whether the City of Goleta should be approved for Black Gold membership. As stated in the previous staff report, it will be important for Black Gold to have confidence in the City's intention and readiness to function as a municipal library.

### *California State Library*

To be recognized as a municipal library under the California State Library (State Library), the City is required to obtain approval from the California Library Services Board (CLSB) of the City's membership into the Black Gold system. The CLSB meets twice per year, in the fall and spring. Staff have received confirmation that the fall meeting date for CLSB will be October 17<sup>th</sup> in Sacramento. The deadline for requesting to be added to their board's agenda and submission of required documentation (as detailed below) is September 1st. The City may formally request that the CLSB waive this deadline if needed. If Council decides to move forward with a Goleta Municipal Library starting July 1, 2018, the following documentation must be submitted:

- Ordinance establishing a municipal library (Goleta has already established such ordinance)
- Documentation from City to Black Gold system requesting affiliation
- Letter of intent to CLSB from the City of Goleta to function as a municipal library and obtain membership with Black Gold
- Letter/notification from Black Gold to CLSB that the City of Goleta has been approved for membership
- Letter from City to CLSB President requesting affiliation with Black Gold and if needed, a request to waive the September 1 deadline

In the event that Black Gold or the State Library does not approve of the City's membership, or in the event that City Council decides to forego Black Gold membership, the Goleta Library could still function as a municipal library. In this scenario, the Goleta Library would contract with Black Gold to receive collections materials for its patrons, but the cost for materials would be at a premium. Membership into Black Gold would allow for discounted prices and thus would be the more cost efficient path to take.

### *County Library Consultant Study*

The County of Santa Barbara released a Request for Proposals to conduct a library consulting services for the purpose of evaluating the current County library service delivery system, funding model and recommended improvements to the system, or different service delivery models for the County to consider. The County has indicated that results of this study are not anticipated to be available prior to January 2018. The study's results would also need to be presented to the BOS for a decision before any changes could be considered or made to the existing system. The study's scope of work includes an evaluation of the proposed formation of a City of Goleta Municipal Library and its impact to the current system, and the consultant will develop recommendations for a service and funding model which incorporates Goleta as a municipal library and ensuring proper County representation in the governance model.

Although it is unknown what the results of the study will be or how those results may impact the existing library system and Goleta's potential efforts to pursue direct library management, the results once available should serve to provide useful insight into how the library system can improve and how a Goleta Municipal Library would function within the system.

## **FISCAL IMPACTS:**

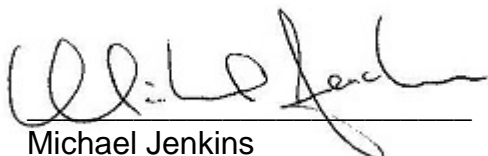
The fiscal impacts of pursuing direct management and operation of the Goleta Library would include an estimated General Fund contribution of \$220,331 in FY 2018-19, the first year of operation (under a 21 staffing scenario). Continuing with the current management model would increase the fiscal impact to the City's General Fund by \$127,063, or a total of \$347,394, for FY 2018-19. Direct library operation would result in new costs to the City; however, the cost of continuing with the status quo management model would outweigh the costs of supporting a new Library Department.

## **ALTERNATIVES:**

Council could choose to hold off on providing direction to staff on whether and when to pursue direct management of the Goleta Library. Council could also direct staff to push the transition out to a date later than July 1, 2018. Should Council decide to hold off on providing direction, the likelihood of receiving Black Gold membership and California State Library approval this fall would be diminished. The City would still have an opportunity to meet the state's spring 2018 deadline to be approved as a Black Gold member; however, achieving a July 1, 2018 transition to municipal management would be unrealistic due to time constraints in the needed steps to coordinate with Black Gold and library staff on the transition.


Council could also choose to move forward with staff's recommendations to pursue Black Gold membership and California State Library approval, but wait for the consultant study before committing to a municipal library start date.

## **Legal Review By:**



Michael Jenkins  
Interim City Attorney

## **Approved By:**



Michelle Greene  
City Manager

## **ATTACHMENTS:**

1. Staff Report from Special Meeting on August 1, 2017
2. Updated Draft Municipal Library Budget
3. Updated Comparative Budget: City of Santa Barbara Management vs. Goleta Management
4. Map of Potential Zone 4 Service Area (98,645 population)
5. Map of Potential Zone 4 Service Area (94,545 population)
6. Map of Potential Zone 4 Service Area (92,145 population)
7. Map of Potential Zone 4 Service Area (62,680 population)
8. RFP for County Library Consultant Study

**ATTACHMENT 1:**

Staff Report from Special Meeting on August 1, 2017





**TO:** Mayor and Councilmembers

**FROM:** Michelle Greene, City Manager

**CONTACT:** Dana Grossi, Management Analyst

**SUBJECT:** Financial Feasibility Analysis for Direct Management of the Goleta Library

**RECOMMENDATION:**

- A. Receive an update on the financial feasibility analysis for direct management of the Goleta Library; and
- B. Review a draft municipal library budget showing financial impacts to the City of Goleta if it were to assume direct management and operation of the library.

**BACKGROUND:**

The County of Santa Barbara (County) contracts with the municipal libraries of Santa Barbara, Lompoc, and Santa Maria to manage libraries within three designated zones in the County. The City of Santa Barbara operates and manages libraries within Zone 1, which includes its Central and Eastside branch libraries, as well as libraries in Solvang, Buellton, Montecito, Carpinteria, Los Olivos, and Goleta. The Goleta Library is a branch of the City of Santa Barbara library system. The City of Goleta has a contract with the City of Santa Barbara for the ongoing provision of library management services; the City of Santa Barbara has managed the Goleta Library since the library opened, and has continued to provide management services since the City of Goleta's incorporation in 2002. On December 20, 2016, City Council executed a contract amendment, extending the agreement through June 30, 2017. The City is currently awaiting an updated contract from Santa Barbara staff for the continued provision of library services through June 30, 2018.

The purpose of this update is to present Council with a draft budget that shows the costs and fiscal impacts to the City of Goleta if it were to take over municipal library management and operations of the Goleta Library starting in Fiscal Year (FY) 2018-19. Staff have prepared this budget in response to Council questions and comments at the March 7, 2017 regular meeting, whereby Council asked staff to quantify the impacts to the City if it were to assume management and operation of the library. The municipal library budget is projected out for five years (through FY 2022-23) to demonstrate the ongoing costs of a Goleta-managed library. Additionally, staff have prepared a

comparative budget showing what the costs would be of continuing operation under contract with the City of Santa Barbara. Particular attention was given to how the City's General Fund would be impacted over the years under each service model.

This update will also summarize necessary steps to finalize the process of forming a municipal library and to effectuate a transition to direct management of the Goleta Library by July 1, 2018, including coordination with the California State Library and the Black Gold Cooperative Library System (Black Gold), should the Council ultimately pursue the transition. The budgetary considerations presented today and needed steps to be taken will be brought to the Council for discussion and action at the upcoming regular City Council meeting on August 15<sup>th</sup>. At that meeting, staff will solicit Council's direction on whether, how, and when to pursue such a transition. This special meeting on August 1<sup>st</sup> is intended to be informational, and will provide the opportunity for Council to ask questions and to take public comment.

## **DISCUSSION:**

This discussion summarizes the draft municipal library budget shown in Attachment 1, including a description of assumptions used in formulating the budget. During the August 1 meeting, staff will go through the budget in detail, using a slide presentation as a guide.

### Overview

The Goleta Library has been operating with a budget deficit for several years, as are many libraries throughout Santa Barbara County. During this time, the City Council has focused on the imbalance between revenues and expenditures and has discussed a number of solutions to this problem. One possible solution for reducing expenditures is for the City to form a municipal library, become its own system, and to directly manage and operate the Goleta Library. Under this model, the City would no longer contract with the City of Santa Barbara for the provision of library services, and would therefore no longer be subject to administrative fees and allocated costs charged by Santa Barbara. The Goleta City Council directed staff to explore this option and prepare a feasibility analysis of this option on October 18, 2016.

After review of a preliminary analysis, on March 7, 2017, the 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). Adoption of this ordinance was a necessary first step in laying the groundwork for a future functioning Goleta Municipal Library.

Though the Council took this preliminary step, it did not make a final determination on whether to move forward with creating an independently managed municipal library. Instead, at the March meeting, Council directed staff to provide additional information about the potential fiscal impacts associated with direct management and operation of the Goleta Library. A draft municipal library budget has been prepared to quantify the impacts to the City if it were to directly manage and operate its library, and is provided in Attachment 1. The budget should serve to inform Council whether a Goleta-run library would be a cost effective and practical alternative to the status quo.

Currently, the Goleta Library is projected to operate at a surplus of \$31,800 for FY 2017-18. The surplus is due to a City of Goleta General Fund contribution of \$219,668. City Council authorized this contribution at the June 20<sup>th</sup>, 2017 regular meeting. The \$31,800 surplus will add to the Goleta Library's reserve balance for a total of \$517,444 in reserves for FY 2017-18. Without the General Fund contribution, the budget would have experienced a deficit of \$187,868.

In FY 2018-19, the assumed first year of municipal library operation, the operating deficit is expected to decrease significantly due to the change in operational structure and the City of Goleta's control of expenditures. Even though annual revenues in FY 18/19 are expected to be lower than revenues in FY 17-18, the decrease in expenditures reduces the overall deficit. The primary reason for the lower revenues is due to a projected decrease in the County's per capita allocation levels from \$8.20 to \$7.80. The \$8.20 per capita funding in the current year is a one-time increase from \$7.80, adopted by the County Board of Supervisors for FY 2017-18. The per capita funding is discussed further in detail below. Thus, library revenues would presumably be lower regardless of whether City of Santa Barbara or City of Goleta manages the library.

Under the City of Goleta's management, operating expenditures in FY 2018-19 and future years would be significantly lower than expenditures projected for these years under City of Santa Barbara management. One primary reason for these savings would be due to no longer having to pay an administrative fee to the City of Santa Barbara to provide general governmental support to the library; in FY 2017-18, the City of Santa Barbara will charge a fee of 13.5% of total operating expenditures. The administrative fee is further discussed the following sections. An additional reason for the savings is that the City would no longer need to pay allocated costs to the City of Santa Barbara; allocated costs pay for salaries and benefits as well as supplies and services expended by the City of Santa Barbara to manage the Goleta Library. When transitioning to direct management of the Goleta Library, the overall Goleta Library Budget would result in decreased expenditures, though still resulting in a deficit. A continued City General Fund commitment would be necessary to address the annual deficit. Regardless of whether the City of Santa Barbara or City of Goleta operates the library, the annual deficit will remain and continue to grow. However, it appears a Goleta Municipal Library would be more cost effective when considering the various savings on the expenditures side, as detailed further in this report. Further detail on these budget projections is provided below.

### *Municipal Library Budget: Revenues*

#### County Per Capita Funding Allocation

The County helps fund library services countywide with an annual allocation from its General Fund. The revenue is allocated to each Zone based upon population in the Zone, and is referred to as "per capita" funding. The per capita rate for FY 2017-18 has been set at \$8.20 per person, but this amount is not necessarily be guaranteed for future years. Previously this rate has been \$7.80 per capita. The City of Santa Barbara has historically allocated the County per capita funding to each library budget based on the estimated population in the individual library service areas. According to the City of Santa Barbara,

the most recently estimated service area population for the Goleta Library is 92,666. Based on this number, Santa Barbara has allocated \$760,062 in County per capita funding to the Goleta Library for FY 2017-18, which represents approximately 54% of the Goleta Library's projected FY 2017-18 revenue. For purposes of this draft budget, a continuation of the 92,666 service area population is assumed.

The attached Draft Municipal Library Budget (Attachment 1) also shows two alternative service area populations for discussion purposes (see page 2 and 3 of Attachment 1). If Goleta chooses to operate its own library, it would be required to form a new service area zone (Zone 4). For further comparison, a second alternative service area population is presented without Hope Ranch included, totaling 92,145 (see Attachment 4). These alternative service area population possibilities are meant to illustrate the level of impact to library revenues and the effects on the budget deficit that negotiated library service area boundaries could result in.

For FY 2018-19 through FY 2022-23, staff have assumed a per capita funding amount of \$7.80 per person, a slight decrease from the \$8.20 allocation per person this 2017-18 fiscal year. The result is a total annual per capita contribution of \$686,798 per year for these successive years (\$73,264 lower than the amount at \$8.20 per person).

#### Measure L Funding

In June 1990, the voters in County Service Area No. 3 (CSA 3) approved Measure L, which authorized a special tax to fund enhanced services at the Goleta Library. The original CSA 3 boundary encompasses the entire Eastern Goleta Valley area and what is now the City of Goleta. It should be noted that all Measure L revenues are allocated to the Goleta Library, although the City directly receives only those revenues from parcels located within the City's boundaries. The revenue from the remainder of the parcels subject to Measure L is collected by the County of Santa Barbara. Currently, both the City of Goleta and the County remit the proceeds of Measure L to the City of Santa Barbara to fund Goleta Library operations. If the Council approves a change in municipal library management, it is presumed that the County would remit to the City of Goleta all Measure L revenues that it collects in CSA 3. However, the City would first need to enter into an agreement with the County before it can provide services outside the City's boundaries. Therefore, provision of library services throughout CSA 3 – and the remittance of the County's portion of Measure L revenues - is subject to negotiations with the County.

Measure L special tax revenues (including both the County and City portions) are projected at \$440,713 for FY 2017-18, representing approximately 31% of the Goleta Library's total projected FY 2017-18 revenue. Altogether, revenues from the County's per capita funding and Measure L combined represent 85% of the library's revenues. Measure L tax rates are adjusted annually using the Consumer Price Index (CPI) for the Los Angeles/Anaheim/Riverside area for the calendar year immediately preceding the applicable tax year. The average CPI percentage increase for 2016 was 1.9%. To be conservative for budgetary purposes, a 1% inflator has been applied to each subsequent year to the Measure L revenue projections for both the County and City portion of the tax.

### Library DIF Contribution

The City contributes funds to the Goleta Library from the collection of Library Facility Development Impact Fees (DIF). These funds are used to supplement the Library's book acquisition budget. The Council previously approved a Library DIF contribution of \$102,000 each year for FYs 2017-18 and 2018-19. For discussion purposes, this draft budget assumes the same level of DIF contribution each fiscal year through FY 2022-23. It should be noted that a DIF contribution at the \$102,000 level would not be sustainable past FY 2022-23, though a lower amount of DIF funds may be available for use.

### Other Revenues

In addition to County per capita funding, Measure L revenues, and Library DIF contributions, the Goleta Library also receives revenues from the following sources: Fines/ Fees, Other Revenue, Copy Fees, Meeting Room Rentals, Interest, Donations – Friends of the Goleta Library, and Donations – Other. Other revenues are projected to remain status quo in the subsequent years.

### *Municipal Library Budget: Expenditures*

#### City of Santa Barbara Administrative Fee

The City of Santa Barbara charges an administrative fee to the branch libraries it manages in Zone 1. Historically, this fee has been set at 9 percent of the total operating expenditures for each library budget. However, the City Council of the City of Santa Barbara voted on June 12, 2017, to increase the fee to 13.5 percent for FY 2017-18. It is probable that the fee would increase again in FY 2018-19, with 18 percent as a possible target as discussed by City of Santa Barbara staff and City Council. It is also important to note that the actual percentage increase could potentially rise above 18 percent, at the discretion of the Santa Barbara City Council. City of Santa Barbara staff have indicated that administrative fee increases are needed to recoup a subsidy that the City of Santa Barbara has been providing to the Zone 1 library system for a number of years.

Under a Goleta-managed library, the City of Santa Barbara administrative fee would no longer apply, resulting in a savings of about 11% of total operating expenditures conservatively (assuming a 13.5% fee).

#### Salaries and Benefits

The salaries and benefits calculations included with this draft municipal library budget assume a Library Department staff of 22 employees, which includes 16 part-time staff and 6 full-time staff. Currently the Goleta Library is staffed at 21 employees (16 part-time and 5 full-time). This budget assumes the addition of one full-time Library Director. A Library Director is recommended to provide essential leadership in the development of library services for the community. This individual would represent the interests of the City within the community, the region, Black Gold, and the state. Salaries and benefits costs for the assumed 22 Goleta library employees are estimated to increase overall by 2% each year.

Overall, salary savings would be realized under a Goleta-managed library when compared to the current City of Santa Barbara model. However, Council may wish to

consider increasing staffing at the library in the future to allow for enhanced service levels to patrons. Increases in staffing levels would result in additional funding needed. In 2015, the City contracted with Ruth Metz Associates to analyze the economic feasibility of assuming responsibility for operating the Goleta Library. One of the study's recommendations was to increase the library staffing to 26 employees. Justification provided for this recommendation accounted for the presumed additional administrative and technical functions that would fall directly to the library staff with the change in management from City of Santa Barbara to City of Goleta.

#### Custodial

On July 1, 2017, the City assumed direct provision of custodial services at the Goleta Library. Previously, custodial services were provided by the City of Santa Barbara and charged back to the City of Goleta with the 9% administrative fee added to the service costs. The City now provides custodial services at a significantly cheaper rate, resulting in substantial budget savings. For FY 2017-18, custodial budget savings are estimated at \$45,300, which is the difference between the custodial amount City of Santa Barbara would have charged of \$108,000, and \$62,700, the estimate obtained by Goleta staff for providing the same services. Additional presumed savings have resulted from the 13.5% administrative fee charges that would have applied to these services in FY 2017-18 (estimated \$14,580 in administrative fee savings).

#### Utilities

Electricity costs were previously paid by the City of Santa Barbara on the City of Goleta's behalf, even though the library building is owned by Goleta. On July 18, 2017, Goleta staff were able to transfer the SCE electricity account for the library from Santa Barbara to Goleta. This change allows Goleta to directly pay its library electricity bills and is expected to result in cost savings because these expenditures will no longer incur an administrative fee charge from the City of Santa Barbara. The Goleta Library spends approximately \$32,000 per year on electricity, which is expected to result in an approximate administrative fee savings of \$4,320 annually. Formerly, the City of Santa Barbara's administrative fee was applied to all operating expenditures including utility expenses. Staff are currently working with City of Santa Barbara staff to transfer other accounts to Goleta including water, telephone, internet/ cable, and any other accounts that may be identified.

#### Black Gold Fee

Black Gold is a library cooperative authorized by the State of California, and is comprised primarily of the Central Coast municipal libraries. Black Gold's purpose is to share library collection material throughout the region to the member libraries, including technology and courier services necessary to do so. Black Gold also acquires and manages all electronic material on behalf of its membership.

For purposes of this draft municipal library budget, an estimate of \$110,000 per year is included for expenditures covering Black Gold membership service fees. However, it should be noted that the Black Gold organization's funding comes from the state and the member libraries' fees and charges and is therefore subject to change. Furthermore, the organization's Administrative Council (Board of Directors) has the responsibility to

establish policies related to fees and a change in formula or policy direction can have significant impact on any and all of the member libraries. Black Gold membership also includes various one-time start-up costs, as further detailed in this report.

### Book Acquisitions

The cost of book acquisitions for FY 2017-18 is projected at \$245,042. For purposes of this budget, the book acquisitions line item remains status quo for each successive year. However, it is important to highlight that the Goleta Library is a net borrower of the Black Gold system's library collections. This means that the library borrows more from other libraries than it shares with them. Black Gold may be seeking to refine its sharing policies and practices, so that libraries with more robust collections than others are not unduly subsidizing those with poorer collections. As such, it is possible that the Goleta Library may be asked to increase its contribution to the cost of book acquisitions in future years. Staff will coordinate with Black Gold to determine what the appropriate level of financial contribution will be to the Black Gold collections system, to help arrive at a more accurate number for the library's budget.

### First-Year Start-Up Costs

The previously referenced Ruth Metz study identified various start-up costs that would be involved with a municipal-run library totaling \$110,350. Page 3 of the Draft Municipal Library Budget includes a breakdown of this total, which includes various IT-related improvements, creation of a new library website, new library card design, Black Gold reconfiguration of the network connection, improvements to the data closet, and first year replacement of PCs, printers, and laptops, among other listed costs. It should be noted that IT needs at the library are also being analyzed by the City's consultant, ThirdWave Corporation. The consultant will ultimately quantify and prioritize the library's needed IT-related upgrades and ongoing expenditures. Staff will refine this budget accordingly once ThirdWave's analysis is complete and costs are made available.

### Indirect Costs (Impacts to General Government Programs)

Starting in FY 2018-19 under a Goleta-managed library, the City would incur a number of indirect financial impacts to general government programs resulting from supporting a new Goleta Library Department consisting of an assumed 22 employees. Page 5 of Attachment 1 includes a listing of various administrative support functions and estimated costs associated with each type of support. These indirect costs are estimated at \$154,623 in FY 2018-19 and are projected to increase at an estimated 2% each year thereafter. The municipal library budget does not incorporate the listed indirect costs as expenditures in the budget, as these costs are not directly charged to library operations. It should also be noted that the support of 22 new employees would not necessitate the hiring of any new part-time or full-time general government staff to support the increased workload.

### Comparative Budget: City of Santa Barbara Management vs. Goleta Management

To further illustrate budgetary differences under the existing City of Santa Barbara-managed Goleta Library versus a City of Goleta-managed library, staff have prepared a comparative budget projected out through FY 2023-24 (Attachment 2). The first page of Attachment 2 compares the cost differences under both management scenarios using the

current service area population of 92,666, while the second page of the attachment shows the alternative 88,051 potential Zone 4 service area population. As these comparisons indicate, it would be more cost effective for the City of Goleta to manage its own library due to lower overall expenditures and a lower operating deficit. Under both management models, the City would need to make a continued General Fund commitment to the library budget each year to address the ongoing deficit. However, the impact to the General Fund would be significantly reduced under a Goleta-managed library.

Page 3 of Attachment 2 is a graph illustrating total expenditures over the next six years beginning in FY 2018-19; the green line shows expenditures under the existing City of Santa Barbara model, the blue line shows expenditures under a Goleta-managed library, and the yellow line represents the Goleta-managed library model with indirect costs incorporated into the budget. Even with indirect costs included as expenditures in the budget, the Goleta-management alternative is more sustainable than a continuation of the status quo Santa Barbara model.

Page 4 of Attachment 2 shows what the City of Goleta's General Fund commitment would be under the three scenarios described above, assuming a continued service area population of 92,666, with page 5 showing the 88,051 population alternative. Under each of the three scenarios it is evident that the City will need to make ongoing and increasing General Fund commitments each year if it wishes to retain existing library service levels.

### Next Steps and Timeline

This draft municipal library budget provides a basic framework to allow Council to consider whether pursuing direct management and operation of the Goleta Library would be beneficial from a financial standpoint. Council may wish to discuss other considerations aside from cost in determining whether to pursue a municipal library. If Council ultimately decides to transition to a Goleta-managed library effective July 1, 2018, it will be important for the City to meet the following deadlines and requirements.

#### *Black Gold*

Staff made a presentation to the Black Gold Administrative Council on July 28, 2017, to provide an update on the City's process in the potential formation of a Goleta Municipal Library, and to detail the municipal library budget presented at this meeting. To determine whether a Goleta Municipal Library would continue to receive the materials and services currently provided through Black Gold, the Administrative Council will vote on whether the City of Goleta should be approved for Black Gold membership. Subject to direction that this Council provides at the upcoming August 15<sup>th</sup> regular City Council meeting, staff may then make a follow-up presentation to Black Gold at their next regularly scheduled Administrative Council meeting on August 25<sup>th</sup>. It will be important for Black Gold to have confidence in the City's intention and readiness to function as a municipal library, assuming July 1, 2018, as the effective start date.

#### *California State Library*

To be recognized as a municipal library under the California State Library (State Library), the City is required to obtain approval from the California Library Services Board (CLSB)



of the City's membership into the Black Gold system. The CLSB meets twice per year, once in the fall and once in the spring. This year's fall meeting will be in October (date pending), and has a deadline of September 1 for submittal of agenda items. The City may formally request that the CLSB waive this deadline if needed. If Council decides to move forward with a Goleta Municipal Library starting July 1, 2018, the following documentation is required to be submitted to the State Library by September 1<sup>st</sup>:

- Ordinance establishing a municipal library (Goleta has already established such ordinance)
- Documentation from City to Black Gold system requesting affiliation
- Letter of intent to CLSB from the City of Goleta to function as a municipal library and obtain membership with Black Gold
- Letter/notification from Black Gold to CLSB that the City of Goleta has been approved for membership
- Letter from City to CLSB President requesting affiliation with Black Gold and if needed, a request to waive the September 1 deadline

In the event that Black Gold or the State Library does not approve of the City's membership, or in the event that City Council decides to forego Black Gold membership, the Goleta Library could still function as a municipal library. In this scenario, the Goleta Library would contract with Black Gold to receive collections materials for its patrons, but the cost for materials would be at a premium. Membership into Black Gold would allow for discounted prices and thus would be the more cost efficient path to take. As appropriate, staff will continue to be in contact with Black Gold's Executive Director, state representatives, the City of Santa Barbara, Santa Barbara County, and other stakeholders including the branch libraries in Zone 1, to ensure smooth negotiations and a transition that results in the least impact to all parties involved, should Council decide to pursue a municipal library.

#### **FISCAL IMPACTS:**

There are no fiscal impacts associated with this informational update. The various fiscal impacts of pursuing direct management and operation of the Goleta Library will be described in more depth at the next regularly scheduled City Council meeting on August 15<sup>th</sup>. The attached draft municipal library budget provides estimates and projections for the future years and are subject to change if new information becomes available.

#### **ALTERNATIVES:**

Alternatives will be presented at the August 15 City Council meeting, during which time staff will solicit direction from City Council on whether and how to move forward with transitioning to a Goleta-managed library.

**Legal Review By:**

A handwritten signature in black ink, appearing to read "Michael Jenkins", written over a horizontal line.

Michael Jenkins  
Interim City Attorney

**Approved By:**

A handwritten signature in black ink, appearing to read "Michelle Greene", written over a horizontal line.

Michelle Greene  
City Manager

**ATTACHMENTS:**

1. Draft Municipal Library Budget
2. Comparative Budget: City of Santa Barbara Management vs. Goleta Management
3. Map of Potential Zone 4 Service Area (94,545 population)
4. Map of Potential Zone 4 Service Area (92,145 population)

**ATTACHMENT 1:**

Draft Municipal Library Budget

**Goleta Library Estimated Operating Budget**

\$8.20 per capita			\$7.80 per capita								
92,666			92,666								
Santa Barbara			Goleta								
FY 17/18			COMMENTS			FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
REVENUES											
County Per Capita	\$	760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita			\$	722,795	\$	722,795	\$	722,795
Fines / Fees		36,550					36,550		36,550		36,550
Other Revenue		9,100					9,100		9,100		9,100
Copy Fees		3,750					3,750		3,750		3,750
Library DIF Contribution		102,000	Previous contribution level for GF impact discussion				102,000		102,000		102,000
Measure L (County)		177,280	County portion (Eastern Goleta Valley) of Measure L revenues				179,053		180,843		182,652
Measure L (City)		263,433	City portion of Measure L revenues				266,067		268,728		271,415
Meeting Room Rentals		15,000					15,000		15,000		15,000
Interest		600					600		600		600
Donations - Other		2,500					2,500		2,500		2,500
Donation - Friends		48,000	Plus direct purchases outside of budget				48,000		48,000		48,000
TOTAL REVENUES		\$ 1,418,275					\$ 1,385,415		\$ 1,389,866		\$ 1,394,362
EXPENDITURES											
FT Salaries & Benefits	\$	731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)			\$	598,321	\$	610,288	\$	622,493
PT Salaries (Allocated Costs-Salaries)	\$	181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$286,485 based on 16 PT EE's				286,485		292,214		298,059
Total Salaries and Benefits	\$	913,485					\$ 884,806		\$ 902,502		\$ 920,552
Supplies and Services:											
Black Gold Fee		157,000	Depending on governance structure, this will change				110,000		110,000		110,000
Allocated Costs-Operations		106,812	37% of Cost Allocation Plan								
Administrative Fee		177,436	Increased from 9% to 13.5%				-		-		-
Custodial Services to contract		(108,000)									
Custodial Services		62,700	Cost may vary based on contract awarded				62,700		62,700		62,700
Electricity Costs		32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)				32,000		32,320		32,643
Water Costs							1,340		1,353		1,367
Telephone							3,360		3,360		3,360
Internet/Cable							4,730		4,730		4,730
Building Maintenance		16,500					16,500		16,500		16,500
Alarm/Closed Circuit TV		3,168					3,168		3,168		3,168
Training, Meeting & Travel							2,410		2,410		2,410
Dues Membership & License							360		360		360
Advertising							1,960		1,960		1,960
Printing							1,160		1,160		1,160
Postage							690		690		690
Special Supplies							4,939		4,939		4,939
Total Supplies and Services	\$	447,616					\$ 245,317		\$ 245,650		\$ 245,987
Book Acquisitions		245,042	Can be partially funded with DIF \$ - kept same				245,042		245,042		245,042
		-	First-year start up costs				110,350		-		-
TOTAL EXPENDITURES		\$ 1,606,143					\$ 1,485,515		\$ 1,393,194		\$ 1,411,581
OPERATING SURPLUS or (DEFICIT)	\$	(187,868)					\$ (100,100)		\$ (3,328)		\$ (17,219)
General Fund Contribution	\$	219,668	General Fund Contribution will be based on deficit				\$ 100,100		\$ 3,328		\$ 17,219
ADJUSTED SURPLUS or (DEFICIT)	\$	31,800					-		-		-
RESERVE BALANCE (\$485,744)		\$517,544.40	Reserve balance - estimate provided by City of SB				\$ 521,167		\$ 524,815		\$ 528,489
Indirect Costs			Impacts to General Government Programs (HR/IT/FIN) 22 employees added				\$ 154,623		\$ 157,715		\$ 160,869

**Notes:**

- Service Population: 92,666 based on City of SB numbers used.

**Goleta Library Estimated Operating Budget**

<u>\$8.20 per capita</u>		<i>Estimated Service Population</i>	<u>\$7.80 per capita</u>				
92,666			94,545				
Santa Barbara			Goleta				
	FY 17/18	COMMENTS	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>REVENUES</b>							
County Per Capita	\$ 760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451
Fines / Fees	36,550		36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100		9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750		3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	Previous contribution level for GF impact discussion	102,000	102,000	102,000	102,000	102,000
Measure L (County)	177,280	County portion (Eastern Goleta Valley) of Measure L revenues	179,053	180,843	182,652	184,478	186,323
Measure L (City)	263,433	City portion of Measure L revenues	266,067	268,728	271,415	274,129	276,871
Meeting Room Rentals	15,000		15,000	15,000	15,000	15,000	15,000
Interest	600		600	600	600	600	600
Donations - Other	2,500		2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	Plus direct purchases outside of budget	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>	<b>\$ 1,418,275</b>		<b>\$ 1,400,071</b>	<b>\$ 1,404,522</b>	<b>\$ 1,409,018</b>	<b>\$ 1,413,559</b>	<b>\$ 1,418,145</b>
<b>EXPENDITURES</b>							
FT Salaries & Benefits	\$ 731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$ 598,321	\$ 610,288	\$ 622,493	\$ 634,943	\$ 647,642
PT Salaries (Allocated Costs-Salaries)	\$ 181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$286,485 based on 16 PT EE's	286,485	292,214	298,059	304,020	310,100
<b>Total Salaries and Benefits</b>	<b>\$ 913,485</b>		<b>\$ 884,806</b>	<b>\$ 902,502</b>	<b>\$ 920,552</b>	<b>\$ 938,963</b>	<b>\$ 957,742</b>
Supplies and Services:							
Black Gold Fee	157,000	Depending on governance structure, this will change	110,000	110,000	110,000	110,000	110,000
Allocated Costs-Operations	106,812	37% of Cost Allocation Plan					
Administrative Fee	177,436	Increased from 9% to 13.5%	-	-	-	-	-
Custodial Services to contract	(108,000)						
Custodial Services	62,700	Cost may vary based on contract awarded	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)	32,000	32,320	32,643	32,970	33,299
Water Costs			1,340	1,353	1,367	1,381	1,394
Telephone			3,360	3,360	3,360	3,360	3,360
Internet/Cable			4,730	4,730	4,730	4,730	4,730
Building Maintenance	16,500		16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168		3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel			2,410	2,410	2,410	2,410	2,410
Dues Membership & License			360	360	360	360	360
Advertising			1,960	1,960	1,960	1,960	1,960
Printing			1,160	1,160	1,160	1,160	1,160
Postage			690	690	690	690	690
Special Supplies			4,939	4,939	4,939	4,939	4,939
<b>Total Supplies and Services</b>	<b>\$ 447,616</b>		<b>\$ 245,317</b>	<b>\$ 245,650</b>	<b>\$ 245,987</b>	<b>\$ 246,327</b>	<b>\$ 246,671</b>
Book Acquisitions	245,042	Can be partially funded with DIF \$ - kept same	245,042	245,042	245,042	245,042	245,042
	-	First-year start up costs	110,350	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,606,143</b>		<b>\$ 1,485,515</b>	<b>\$ 1,393,194</b>	<b>\$ 1,411,581</b>	<b>\$ 1,430,332</b>	<b>\$ 1,449,455</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>	<b>\$ (187,868)</b>		<b>\$ (85,444)</b>	<b>\$ 11,328</b>	<b>\$ (2,563)</b>	<b>\$ (16,773)</b>	<b>\$ (31,310)</b>
<b>General Fund Contribution</b>	<b>\$ 219,668</b>	General Fund Contribution will be based on deficit	<b>\$ 85,444</b>	<b>\$ (11,328)</b>	<b>\$ 2,563</b>	<b>\$ 16,773</b>	<b>\$ 31,310</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>	<b>\$ 31,800</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE (\$485,744)</b>	517,544	Reserve balance - estimate provided by City of SB	<b>\$ 521,167</b>	<b>\$ 524,815</b>	<b>\$ 528,489</b>	<b>\$ 532,189</b>	<b>\$ 535,914</b>
<b>Indirect Costs</b>		Impacts to General Government Programs (HR/IT/FIN) 22 employees added	<b>\$ 154,623</b>	<b>\$ 157,715</b>	<b>\$ 160,869</b>	<b>\$ 164,087</b>	<b>\$ 167,368</b>

**Notes:**

- Service Population: 94,545 based on possible Zone 4 negotiated scenario

**Goleta Library Estimated Operating Budget**

<u>\$8.20 per capita</u>			<u>\$7.80 per capita</u>				
92,666		Estimated Service Population	92,145				
Santa Barbara			Goleta				
	FY 17/18	COMMENTS	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
<b>REVENUES</b>							
County Per Capita	\$ 760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731
Fines / Fees	36,550		36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100		9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750		3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	Previous contribution level for GF impact discussion	102,000	102,000	102,000	102,000	102,000
Measure L (County)	177,280	County portion (Eastern Goleta Valley) of Measure L revenues	179,053	180,843	182,652	184,478	186,323
Measure L (City)	263,433	City portion of Measure L revenues	266,067	268,728	271,415	274,129	276,871
Meeting Room Rentals	15,000		15,000	15,000	15,000	15,000	15,000
Interest	600		600	600	600	600	600
Donations - Other	2,500		2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	Plus direct purchases outside of budget	48,000	48,000	48,000	48,000	48,000
TOTAL REVENUES	\$ 1,418,275		\$ 1,381,351	\$ 1,385,802	\$ 1,390,298	\$ 1,394,839	\$ 1,399,425
<b>EXPENDITURES</b>							
FT Salaries & Benefits	\$ 731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$ 598,321	\$ 610,288	\$ 622,493	\$ 634,943	\$ 647,642
PT Salaries (Allocated Costs-Salaries)	\$ 181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$286,485 based on 16 PT EE's	286,485	292,214	298,059	304,020	310,100
Total Salaries and Benefits	\$ 913,485		\$ 884,806	\$ 902,502	\$ 920,552	\$ 938,963	\$ 957,742
Supplies and Services:							
Black Gold Fee	157,000	Depending on governance structure, this will change	110,000	110,000	110,000	110,000	110,000
Allocated Costs-Operations	106,812	37% of Cost Allocation Plan					
Administrative Fee	177,436	Increased from 9% to 13.5%	-	-	-	-	-
Custodial Services to contract	(108,000)						
Custodial Services	62,700	Cost may vary based on contract awarded	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)	32,000	32,320	32,643	32,970	33,299
Water Costs			1,340	1,353	1,367	1,381	1,394
Telephone			3,360	3,360	3,360	3,360	3,360
Internet/Cable			4,730	4,730	4,730	4,730	4,730
Building Maintenance	16,500		16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168		3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel			2,410	2,410	2,410	2,410	2,410
Dues Membership & License			360	360	360	360	360
Advertising			1,960	1,960	1,960	1,960	1,960
Printing			1,160	1,160	1,160	1,160	1,160
Postage			690	690	690	690	690
Special Supplies			4,939	4,939	4,939	4,939	4,939
Total Supplies and Services	\$ 447,616		\$ 245,317	\$ 245,650	\$ 245,987	\$ 246,327	\$ 246,671
Book Acquisitions	245,042	Can be partially funded with DIF \$ - kept same	245,042	245,042	245,042	245,042	245,042
	-	First-year start up costs	110,350	-	-	-	-
TOTAL EXPENDITURES	\$ 1,606,143		\$ 1,485,515	\$ 1,393,194	\$ 1,411,581	\$ 1,430,332	\$ 1,449,455
OPERATING SURPLUS or (DEFICIT)	\$ (187,868)		\$ (104,164)	\$ (7,392)	\$ (21,283)	\$ (35,493)	\$ (50,030)
General Fund Contribution	\$ 219,668	General Fund Contribution will be based on deficit	\$ 104,164	\$ 7,392	\$ 21,283	\$ 35,493	\$ 50,030
ADJUSTED SURPLUS or (DEFICIT)	\$ 31,800		-	-	-	-	-
RESERVE BALANCE (\$485,744)	517,544	Reserve balance - estimate provided by City of SB	\$ 521,167	\$ 524,815	\$ 528,489	\$ 532,189	\$ 535,914
Indirect Costs		Impacts to General Government Programs (HR/IT/FIN) 22 employees added	\$ 154,623	\$ 157,715	\$ 160,869	\$ 164,087	\$ 167,368

**Notes:**

- Service Population: 94,545 based on possible Zone 4 negotiated scenario (Hope Ranch removed)

**Start-Up Costs (per Ruth Metz report)**

Polaris (ILS) reconfiguration charge	\$	500
Purchase new barcodes for library items	\$	6,600
Purchase patron library ID cards	\$	6,750
New library card design	\$	500
Black Gold update settings/data	\$	1,000
Library's new website	\$	10,000
Black Gold reconfigure network connection	\$	8,000
Create firewall	\$	4,000
IT space	\$	20,000
Improve data closet	\$	5,000
First year replacement of PCs printers, laptops	\$	48,000
<b>TOTAL</b>	<b>\$</b>	<b>110,350</b>

## Salary Comparison

\*Updated to reflect City of SB Schedule

Santa Barbara						Goleta							
<i>Fill Time Staffing</i>	#	Step 1	Step 5	Annual High	Cost	# EE's	Grade	Step 1	Step 3	Step 6	Annual Step 3	Annual High	Total Cost (Step 3)
Library Assistant I	2	19.99	24.30	\$ 50,540	\$ 101,079	2	101	19.32	21.31	24.66	\$ 44,325	\$ 51,301	\$ 88,650
Library Assistant II	0	20.80	24.08	\$ 50,093	\$ -	0	102	20.68	22.80	26.39	\$ 47,424	\$ 54,892	\$ -
Library Technician	1	22.20	26.98	\$ 56,120	\$ 56,120	1	103	22.12	24.39	28.24	\$ 50,731	\$ 58,734	\$ 50,731
Librarian I	0	26.41	32.10	\$ 66,776	\$ -	0	105	25.81	28.45	32.94	\$ 59,176	\$ 68,508	\$ -
Librarian II / Children's L	1	29.04	35.29	\$ 73,413	\$ 73,413	1	106	27.87	30.73	35.57	\$ 63,918	\$ 73,986	\$ 63,918
Supervising Librarian	1	39.36	47.84	\$ 99,507	\$ 99,507	1	111	40.95	45.15	52.27	\$ 93,912	\$ 108,722	\$ 93,912
Library Services Manager	0	47.81		\$ -	unknown	0	113	48.21	53.15	61.53	\$110,552	\$ 127,977	\$ -
Library Director	0	66.78	81.17	\$ 168,832	unknown	1	117	68.05	75.03	86.85	\$156,062	\$ 180,650	\$ 156,062
5 salary only					\$ 498,951	6 \$ 453,274							
with benefits					\$ 658,615.08	\$ 598,321							

<i>Part-Time Staffing</i>	#		One Rate		Cost	# EE's	Grade	Step 1	Step 3	Step 6	Annual Step 3	Annual High	Cost
Page II	6		10.50			6				12.00	\$ 9,360	\$ 9,360	\$ 56,160
Library Technician	7	(I vacant)	21.00			6	103	22.12	24.39	28.24	\$ 19,024	\$ 22,025	\$ 132,152
Library Assistant I	4		18.92			4	101	19.32	21.31	24.66	\$ 16,622	\$ 19,238	\$ 76,951
Approximately 10 FTEs	17			salary only	\$ 222,000	16 \$ 265,263							
				with overhead		\$ 286,485							
TOTAL	22				\$ 880,615	22 \$ 884,806							



Description of Function/Task	Position Responsible for Function/Task	Description of additional resource, supply, material, service, or capital cost	Additional % of time or hours per week (22- Fully Burden rate	Weekly Hours (22 E)	Annual Hours (22 E)	Annual Cost (22 employees) Fully Burden
Onboarding	HR Analyst (E)	Staff time	2.06 hrs @	2.06	107.12	7,200.65
Staff Training	Mgmt Asst.	Staff time	1.03 hr @	1.03	53.56	3,001.44
Recruiting/Retention	Mgmt. Asst.	Staff time	3.62 hrs @	3.62	188.24	9,220.00
Performance Evaluations	HR Mgr.(E)	Staff time	2.06 hrs @	2.06	107.12	8,209.68
Policies & Procedures	HR Mgr.(E)	Staff time	2.06 hrs @	2.06	107.12	8,209.68
Labor Relations	HR Mgr.(E)	Staff time	3.55 hrs @	3.55	184.60	14,147.74
Materials		Supplies and other materials	33%			13,200
Work Comp. & Other Insurances						51,667
IT – other equipment		TBD				2,000
IT- email exchange Hosting		\$10/month per email account plus \$3 archiving				3,432
IT- Monthly Computer		\$105/month/ 30 com.				37,800
IT- Aboobe Licensing		\$148 /6 FT users				888
IT- Office 365 Licensing		\$144/6 FT users				864
Purchase Requisitions	Acct (NE)	40% of week (16 hours per week) increased 33%	2 hours/week	2.00	104.00	5,658.64
Accounts Payable	Acct Specialist (NE)	60 invoices at 20 minutes per invoice = 20 hours. 50% of week (20 hours per week) increased 33%	2.5 hours/week	2.50	130.00	5,708.30
Cash Collections (Reconcile)	SR. Office Spc. (NE)	25% of week (15 hours per week) increased 33%	5.45 hours/week	6.45	335.40	13,222.09
Time Entry/Payroll	Acct (NE)	75% of week (30 hours per payroll week) increased 33%	3.6 hours/ biweekly	3.70	96.20	5,234.24
Budget Oversight/Preparation	Acct (NE), Acct Mgr(E), Fin. Dir(E)	14 hours per quarter (2 hours per quarterly report. 8 hours per staff report. 2 hours per powerpoint presentation. 2 hours per review) increased 33%	6.02 hours/quarter	6.02	24.08	2,078.34
One Time Incode Training: Time		1 hour for one time Incode module training				56.77
One Time Incode Training:		1 hour for one time Incode module training				56.77
One Time Incode Training: Cash Receipting		1 hour for one time Incode module training				56.77
One Time Incode Training: Account Look up		1 hour for one time Incode module training				56.77
One Time Incode Training:		1 hour for one time Incode module training				56.77
Supplies		Reciepting Paper for revenue (need to confirm volume/type of transactions on a daily basis)				300
Supplies		W-2 Forms and envelopes for add'l staff				65

22 Employees			
	Hr. Weekly	Hr. Annual	NE employee Cost
HR Sub Total	14.38	747.76	12,221.44
HR/IT Materials/Supplies/Services			109,850.66
Finance Subtotal	20.67	689.68	31,901.61
FIN.Materials/Supplies/Services			648.85
	<b>35.05</b>	<b>1,437.44</b>	<b>154,622.56</b>

# Library DIF Analysis

FY 17/18 Beg. Fund Balance \$ 165,247.11

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<b>Projected DIF Revenues</b>	\$ 187,567	\$ 53,012	\$ 63,197	\$ -	\$ 178,273	\$ -	\$ -
<b>Library DIF Contribution</b>	102,000	102,000	102,000	102,000	102,000	102,000	35,296
<b>DIF Fund Balance</b>	<b>\$ 250,814</b>	<b>\$ 201,826</b>	<b>\$ 163,023</b>	<b>\$ 61,023</b>	<b>\$ 137,296</b>	<b>\$ 35,296</b>	<b>\$ 0</b>

## **ATTACHMENT 2:**

Comparative Budget: City of Santa Barbara Management vs. Goleta

## Goleta Library Estimated Operating Budget

\$7.80 per capita

Estimate Service Population

92,666

City Name Admin Fee	Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta	
	18%		18%		18%		18%		18%		18%		18%		18%		18%		18%	
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24
<b>REVENUES</b>																				
County Per Capita	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795
Fines / Fees	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
Measure L (County)	179,053	179,053	180,843	180,843	182,652	182,652	184,478	184,478	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186
Measure L (City)	266,067	266,067	268,728	268,728	271,415	271,415	274,129	274,129	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639
Meeting Room Rentals	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Donations - Other	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>	<b>\$ 1,385,415</b>	<b>\$ 1,385,415</b>	<b>\$ 1,389,866</b>	<b>\$ 1,389,866</b>	<b>\$ 1,394,362</b>	<b>\$ 1,394,362</b>	<b>\$ 1,398,903</b>	<b>\$ 1,398,903</b>	<b>\$ 1,403,489</b>	<b>\$ 1,403,489</b>	<b>\$ 1,341,517</b>	<b>\$ 1,341,517</b>	<b>\$ 1,403,489</b>	<b>\$ 1,403,489</b>	<b>\$ 1,341,517</b>	<b>\$ 1,341,517</b>	<b>\$ 1,403,489</b>	<b>\$ 1,403,489</b>	<b>\$ 1,341,517</b>	<b>\$ 1,341,517</b>
<b>EXPENDITURES</b>																				
FT Salaries & Benefits	\$ 757,761	\$ 598,321	\$ 785,040	\$ 610,288	\$ 813,302	\$ 622,493	\$ 842,581	\$ 634,943	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595
PT Salaries (Allocated Costs-Salaries)	188,415	286,485	195,198	292,214	202,225	298,059	209,505	304,020	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302
<b>Total Salaries and Benefits</b>	<b>\$ 946,176</b>	<b>\$ 884,806</b>	<b>\$ 980,239</b>	<b>\$ 902,502</b>	<b>\$ 1,015,527</b>	<b>\$ 920,552</b>	<b>\$ 1,052,086</b>	<b>\$ 938,963</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>
Supplies and Services:																				
Black Gold Fee	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Allocated Costs-Operations	110,657		114,641		118,768		123,044		127,473		132,062		127,473		132,062		127,473		132,062	
Administrative Fee	234,698	-	241,546	-	248,641	-	255,991	-	263,606	-	271,495	-	263,606	-	271,495	-	263,606	-	271,495	-
Custodial Services to contract	(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)	
Custodial Services	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	32,000	32,320	32,320	32,643	32,643	32,970	32,970	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632
Water Costs		1,340		1,353		1,367		1,381		1,394		1,408		1,394		1,408		1,394		1,408
Telephone		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360
Internet/Cable		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730
Building Maintenance	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410
Dues Membership & License		360		360		360		360		360		360		360		360		360		360
Advertising		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960
Printing		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160
Postage		690		690		690		690		690		690		690		690		690		690
Special Supplies		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939
<b>Total Supplies and Services</b>	<b>\$ 461,723</b>	<b>\$ 245,317</b>	<b>\$ 472,875</b>	<b>\$ 245,650</b>	<b>\$ 484,420</b>	<b>\$ 245,987</b>	<b>\$ 496,372</b>	<b>\$ 246,327</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>
Book Acquisitions	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042
First-year start up costs		110,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,652,941</b>	<b>\$ 1,485,515</b>	<b>\$ 1,698,155</b>	<b>\$ 1,393,194</b>	<b>\$ 1,744,989</b>	<b>\$ 1,411,581</b>	<b>\$ 1,793,500</b>	<b>\$ 1,430,332</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>	<b>(267,526)</b>	<b>(100,100)</b>	<b>(308,289)</b>	<b>(3,328)</b>	<b>(350,627)</b>	<b>(17,219)</b>	<b>(394,598)</b>	<b>(31,430)</b>	<b>(440,261)</b>	<b>(45,966)</b>	<b>(554,283)</b>	<b>(127,440)</b>	<b>(440,261)</b>	<b>(45,966)</b>	<b>(554,283)</b>	<b>(127,440)</b>	<b>(440,261)</b>	<b>(45,966)</b>	<b>(554,283)</b>	<b>(127,440)</b>
<b>General Fund Contribution</b>	<b>\$ 267,526</b>	<b>\$ 100,100</b>	<b>\$ 308,289</b>	<b>\$ 3,328</b>	<b>\$ 350,627</b>	<b>\$ 17,219</b>	<b>\$ 394,598</b>	<b>\$ 31,430</b>	<b>\$ 440,261</b>	<b>\$ 45,966</b>	<b>\$ 554,283</b>	<b>\$ 127,440</b>	<b>\$ 440,261</b>	<b>\$ 45,966</b>	<b>\$ 554,283</b>	<b>\$ 127,440</b>	<b>\$ 440,261</b>	<b>\$ 45,966</b>	<b>\$ 554,283</b>	<b>\$ 127,440</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE (FY 17/18: \$517,544)</b>	<b>\$ 521,167</b>	<b>\$ 521,167</b>	<b>\$ 524,815</b>	<b>\$ 524,815</b>	<b>\$ 528,489</b>	<b>\$ 528,489</b>	<b>\$ 532,189</b>	<b>\$ 532,189</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>
<b>Indirect Costs to Goleta</b>	<b>\$ 154,623</b>	<b>\$ 154,623</b>	<b>\$ 157,715</b>	<b>\$ 157,715</b>	<b>\$ 160,869</b>	<b>\$ 160,869</b>	<b>\$ 164,087</b>	<b>\$ 164,087</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>

## Goleta Library Estimated Operating Budget

\$7.80 per capita

Estimated Service Population

94,545

City Name Admin Fee	Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta	
	18%		18%		18%		18%		18%		18%		18%		18%		18%		18%	
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24
<b>REVENUES</b>																				
County Per Capita	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451
Fines / Fees	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
Measure L (County)	179,053	179,053	180,843	180,843	182,652	182,652	184,478	184,478	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186
Measure L (City)	266,067	266,067	268,728	268,728	271,415	271,415	274,129	274,129	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639
Meeting Room Rentals	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Donations - Other	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>	<b>\$ 1,400,071</b>	<b>\$ 1,400,071</b>	<b>\$ 1,404,522</b>	<b>\$ 1,404,522</b>	<b>\$ 1,409,018</b>	<b>\$ 1,409,018</b>	<b>\$ 1,413,559</b>	<b>\$ 1,413,559</b>	<b>\$ 1,418,145</b>	<b>\$ 1,418,145</b>	<b>\$ 1,356,173</b>	<b>\$ 1,356,173</b>	<b>\$ 1,418,145</b>	<b>\$ 1,418,145</b>	<b>\$ 1,356,173</b>	<b>\$ 1,356,173</b>	<b>\$ 1,418,145</b>	<b>\$ 1,418,145</b>	<b>\$ 1,356,173</b>	<b>\$ 1,356,173</b>
<b>EXPENDITURES</b>																				
FT Salaries & Benefits	\$ 757,761	\$ 598,321	\$ 785,040	\$ 610,288	\$ 813,302	\$ 622,493	\$ 842,581	\$ 634,943	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595
PT Salaries (Allocated Costs-Salaries)	188,415	286,485	195,198	292,214	202,225	298,059	209,505	304,020	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302
<b>Total Salaries and Benefits</b>	<b>\$ 946,176</b>	<b>\$ 884,806</b>	<b>\$ 980,239</b>	<b>\$ 902,502</b>	<b>\$ 1,015,527</b>	<b>\$ 920,552</b>	<b>\$ 1,052,086</b>	<b>\$ 938,963</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>
Supplies and Services:																				
Black Gold Fee	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Allocated Costs-Operations	110,657		114,641		118,768		123,044		127,473		132,062		127,473		132,062		127,473		132,062	
Administrative Fee	234,698	-	241,546	-	248,641	-	255,991	-	263,606	-	271,495	-	263,606	-	271,495	-	263,606	-	271,495	-
Custodial Services to contract	(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)	
Custodial Services	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	32,000	32,320	32,320	32,643	32,643	32,970	32,970	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632
Water Costs		1,340		1,353		1,367		1,381		1,394		1,408		1,394		1,408		1,394		1,408
Telephone		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360
Internet/Cable		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730
Building Maintenance	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410
Dues Membership & License		360		360		360		360		360		360		360		360		360		360
Advertising		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960
Printing		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160
Postage		690		690		690		690		690		690		690		690		690		690
Special Supplies		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939
<b>Total Supplies and Services</b>	<b>\$ 461,723</b>	<b>\$ 245,317</b>	<b>\$ 472,875</b>	<b>\$ 245,650</b>	<b>\$ 484,420</b>	<b>\$ 245,987</b>	<b>\$ 496,372</b>	<b>\$ 246,327</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>
Book Acquisitions	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042
First-year start up costs		110,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,652,941</b>	<b>\$ 1,485,515</b>	<b>\$ 1,698,155</b>	<b>\$ 1,393,194</b>	<b>\$ 1,744,989</b>	<b>\$ 1,411,581</b>	<b>\$ 1,793,500</b>	<b>\$ 1,430,332</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>	<b>(252,870)</b>	<b>(85,444)</b>	<b>(293,633)</b>	<b>11,328</b>	<b>(335,971)</b>	<b>(2,563)</b>	<b>(379,942)</b>	<b>(16,773)</b>	<b>(425,605)</b>	<b>(31,310)</b>	<b>(539,626)</b>	<b>(112,784)</b>	<b>(425,605)</b>	<b>(31,310)</b>	<b>(539,626)</b>	<b>(112,784)</b>	<b>(425,605)</b>	<b>(31,310)</b>	<b>(539,626)</b>	<b>(112,784)</b>
<b>General Fund Contribution</b>	<b>\$ 252,870</b>	<b>\$ 85,444</b>	<b>\$ 293,633</b>	<b>(11,328)</b>	<b>\$ 335,971</b>	<b>\$ 2,563</b>	<b>\$ 379,942</b>	<b>\$ 16,773</b>	<b>\$ 425,605</b>	<b>\$ 31,310</b>	<b>\$ 539,626</b>	<b>\$ 112,784</b>	<b>\$ 425,605</b>	<b>\$ 31,310</b>	<b>\$ 539,626</b>	<b>\$ 112,784</b>	<b>\$ 425,605</b>	<b>\$ 31,310</b>	<b>\$ 539,626</b>	<b>\$ 112,784</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE (FY 17/18: \$517,544)</b>	<b>\$ 521,167</b>	<b>\$ 521,167</b>	<b>\$ 524,815</b>	<b>\$ 524,815</b>	<b>\$ 528,489</b>	<b>\$ 528,489</b>	<b>\$ 532,189</b>	<b>\$ 532,189</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>
<b>Indirect Costs to Goleta</b>	<b>\$ 154,623</b>	<b>\$ 154,623</b>	<b>\$ 157,715</b>	<b>\$ 157,715</b>	<b>\$ 160,869</b>	<b>\$ 160,869</b>	<b>\$ 164,087</b>	<b>\$ 164,087</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>

## Goleta Library Estimated Operating Budget

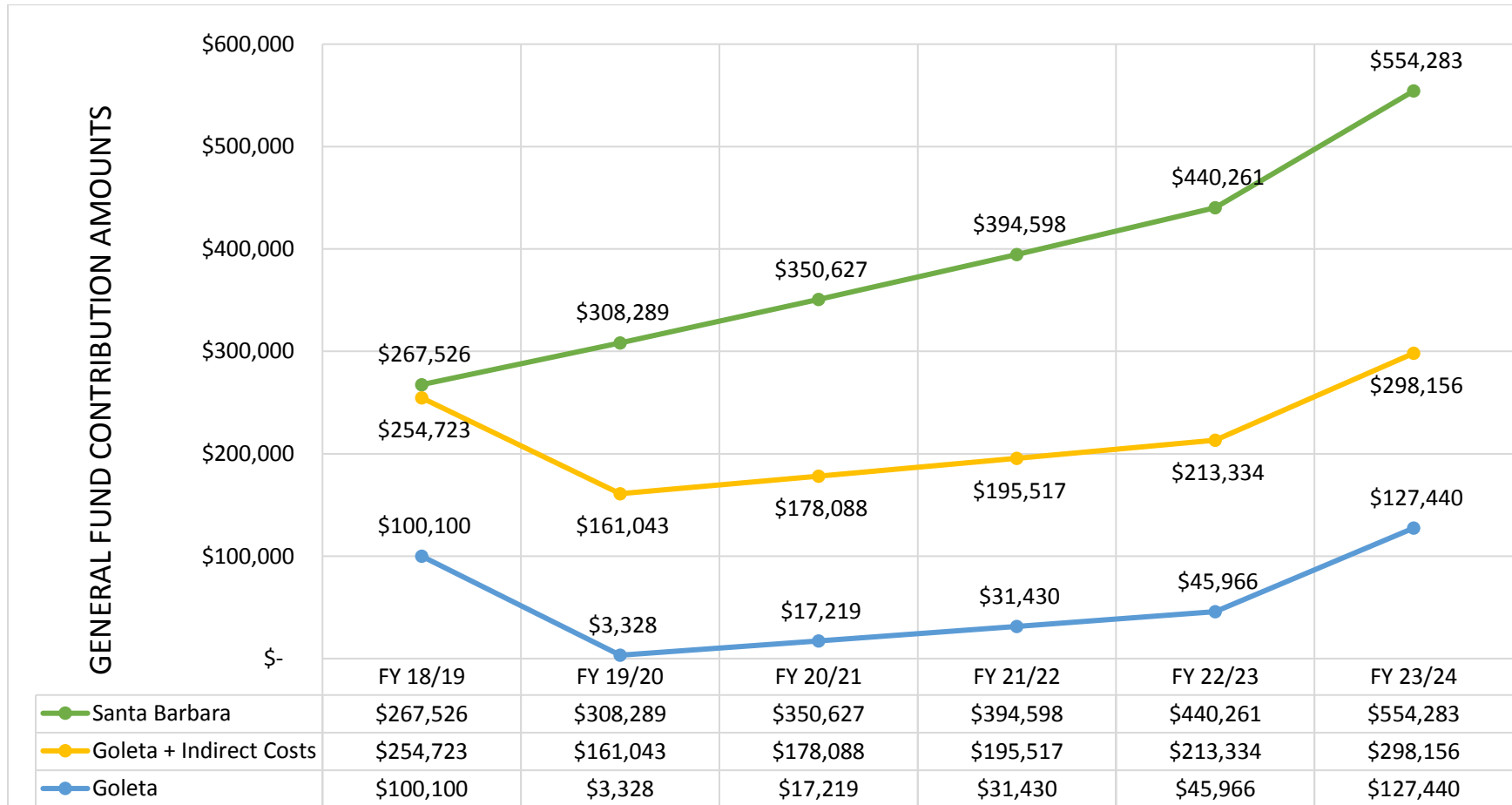
\$7.80 per capita

Estimated Service Population

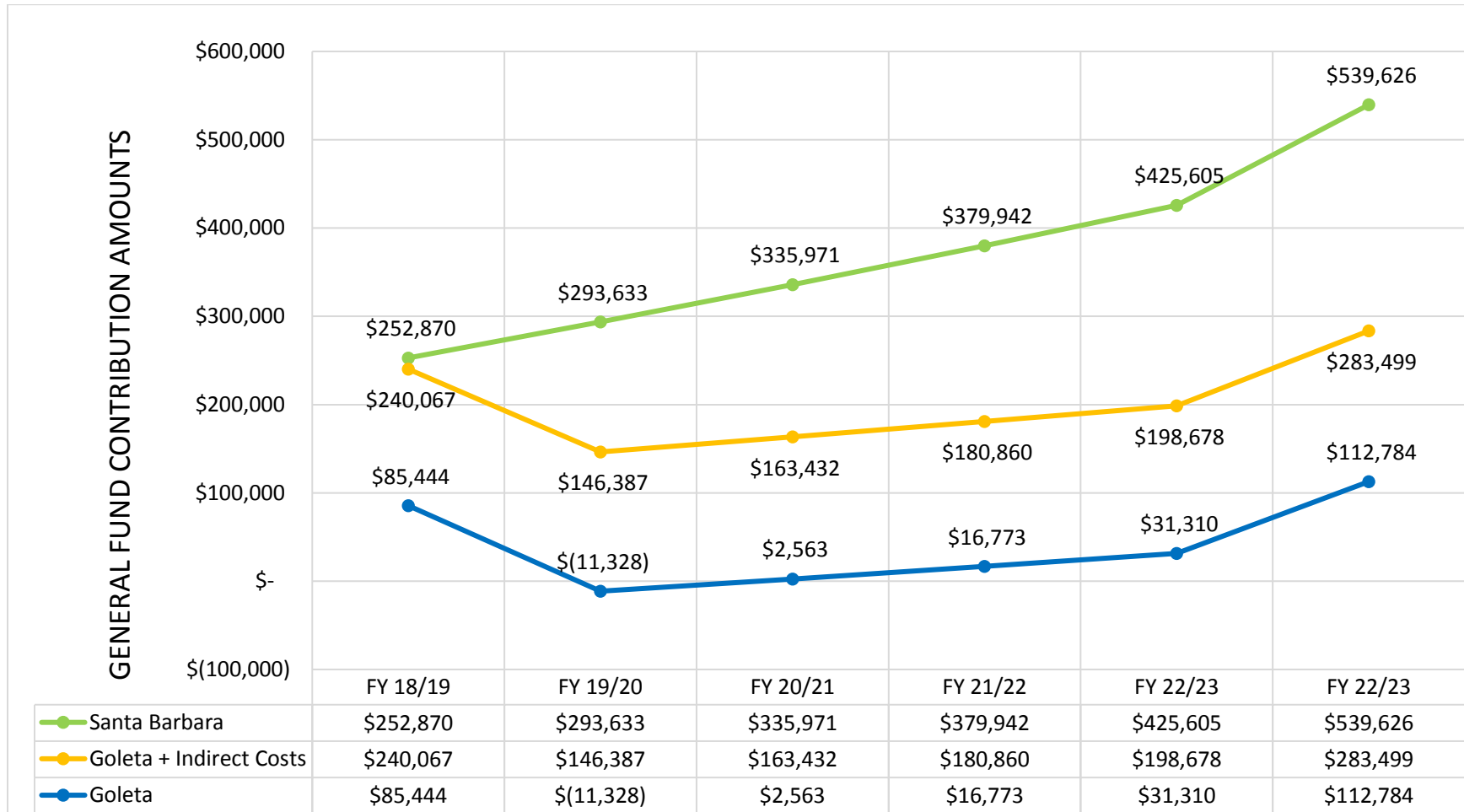
92,145

City Name Admin Fee	Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta		Santa Barbara		Goleta	
	18%		18%		18%		18%		18%		18%		18%		18%		18%		18%	
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 22/23	FY 22/23	FY 23/24	FY 23/24
<b>REVENUES</b>																				
County Per Capita	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731
Fines / Fees	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
Measure L (County)	179,053	179,053	180,843	180,843	182,652	182,652	184,478	184,478	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186	186,323	186,323	188,186	188,186
Measure L (City)	266,067	266,067	268,728	268,728	271,415	271,415	274,129	274,129	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639	276,871	276,871	279,639	279,639
Meeting Room Rentals	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Donations - Other	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>	<b>\$ 1,381,351</b>	<b>\$ 1,381,351</b>	<b>\$ 1,385,802</b>	<b>\$ 1,385,802</b>	<b>\$ 1,390,298</b>	<b>\$ 1,390,298</b>	<b>\$ 1,394,839</b>	<b>\$ 1,394,839</b>	<b>\$ 1,399,425</b>	<b>\$ 1,399,425</b>	<b>\$ 1,337,453</b>	<b>\$ 1,337,453</b>	<b>\$ 1,399,425</b>	<b>\$ 1,399,425</b>	<b>\$ 1,337,453</b>	<b>\$ 1,337,453</b>	<b>\$ 1,399,425</b>	<b>\$ 1,399,425</b>	<b>\$ 1,337,453</b>	<b>\$ 1,337,453</b>
<b>EXPENDITURES</b>																				
FT Salaries & Benefits	\$ 757,761	\$ 598,321	\$ 785,040	\$ 610,288	\$ 813,302	\$ 622,493	\$ 842,581	\$ 634,943	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595	\$ 872,914	\$ 647,642	\$ 904,339	\$ 660,595
PT Salaries (Allocated Costs-Salaries)	188,415	286,485	195,198	292,214	202,225	298,059	209,505	304,020	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302	217,048	310,100	224,861	316,302
<b>Total Salaries and Benefits</b>	<b>\$ 946,176</b>	<b>\$ 884,806</b>	<b>\$ 980,239</b>	<b>\$ 902,502</b>	<b>\$ 1,015,527</b>	<b>\$ 920,552</b>	<b>\$ 1,052,086</b>	<b>\$ 938,963</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>	<b>\$ 1,089,961</b>	<b>\$ 957,742</b>	<b>\$ 1,129,200</b>	<b>\$ 976,897</b>
Supplies and Services:																				
Black Gold Fee	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Allocated Costs-Operations	110,657		114,641		118,768		123,044		127,473		132,062		127,473		132,062		127,473		132,062	
Administrative Fee	234,698	-	241,546	-	248,641	-	255,991	-	263,606	-	271,495	-	263,606	-	271,495	-	263,606	-	271,495	-
Custodial Services to contract	(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)	
Custodial Services	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	32,000	32,320	32,320	32,643	32,643	32,970	32,970	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632	33,299	33,299	33,632	33,632
Water Costs		1,340		1,353		1,367		1,381		1,394		1,408		1,394		1,408		1,394		1,408
Telephone		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360		3,360
Internet/Cable		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730		4,730
Building Maintenance	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410		2,410
Dues Membership & License		360		360		360		360		360		360		360		360		360		360
Advertising		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960		1,960
Printing		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160		1,160
Postage		690		690		690		690		690		690		690		690		690		690
Special Supplies		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939		4,939
<b>Total Supplies and Services</b>	<b>\$ 461,723</b>	<b>\$ 245,317</b>	<b>\$ 472,875</b>	<b>\$ 245,650</b>	<b>\$ 484,420</b>	<b>\$ 245,987</b>	<b>\$ 496,372</b>	<b>\$ 246,327</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>	<b>\$ 508,746</b>	<b>\$ 246,671</b>	<b>\$ 521,557</b>	<b>\$ 247,018</b>
Book Acquisitions	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042
First-year start up costs		110,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,652,941</b>	<b>\$ 1,485,515</b>	<b>\$ 1,698,155</b>	<b>\$ 1,393,194</b>	<b>\$ 1,744,989</b>	<b>\$ 1,411,581</b>	<b>\$ 1,793,500</b>	<b>\$ 1,430,332</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>	<b>\$ 1,843,750</b>	<b>\$ 1,449,455</b>	<b>\$ 1,895,799</b>	<b>\$ 1,468,957</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>	<b>(271,590)</b>	<b>(104,164)</b>	<b>(312,353)</b>	<b>(7,392)</b>	<b>(354,691)</b>	<b>(21,283)</b>	<b>(398,662)</b>	<b>(35,493)</b>	<b>(444,325)</b>	<b>(50,030)</b>	<b>(558,346)</b>	<b>(131,504)</b>	<b>(444,325)</b>	<b>(50,030)</b>	<b>(558,346)</b>	<b>(131,504)</b>	<b>(444,325)</b>	<b>(50,030)</b>	<b>(558,346)</b>	<b>(131,504)</b>
<b>General Fund Contribution</b>	<b>\$ 271,590</b>	<b>\$ 104,164</b>	<b>\$ 312,353</b>	<b>\$ 7,392</b>	<b>\$ 354,691</b>	<b>\$ 21,283</b>	<b>\$ 398,662</b>	<b>\$ 35,493</b>	<b>\$ 444,325</b>	<b>\$ 50,030</b>	<b>\$ 558,346</b>	<b>\$ 131,504</b>	<b>\$ 444,325</b>	<b>\$ 50,030</b>	<b>\$ 558,346</b>	<b>\$ 131,504</b>	<b>\$ 444,325</b>	<b>\$ 50,030</b>	<b>\$ 558,346</b>	<b>\$ 131,504</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE (FY 17/18: \$517,544)</b>	<b>\$ 521,167</b>	<b>\$ 521,167</b>	<b>\$ 524,815</b>	<b>\$ 524,815</b>	<b>\$ 528,489</b>	<b>\$ 528,489</b>	<b>\$ 532,189</b>	<b>\$ 532,189</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>	<b>\$ 535,914</b>	<b>\$ 535,914</b>	<b>\$ 539,665</b>	<b>\$ 539,665</b>
<b>Indirect Costs to Goleta</b>	<b>\$ 154,623</b>	<b>\$ 154,623</b>	<b>\$ 157,715</b>	<b>\$ 157,715</b>	<b>\$ 160,869</b>	<b>\$ 160,869</b>	<b>\$ 164,087</b>	<b>\$ 164,087</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>	<b>\$ 167,368</b>	<b>\$ 167,368</b>	<b>\$ 170,715</b>	<b>\$ 170,715</b>

**GOLETA GENERAL FUND CONTRIBUTION  
SERVICE AREA POPULATION: 92,666**

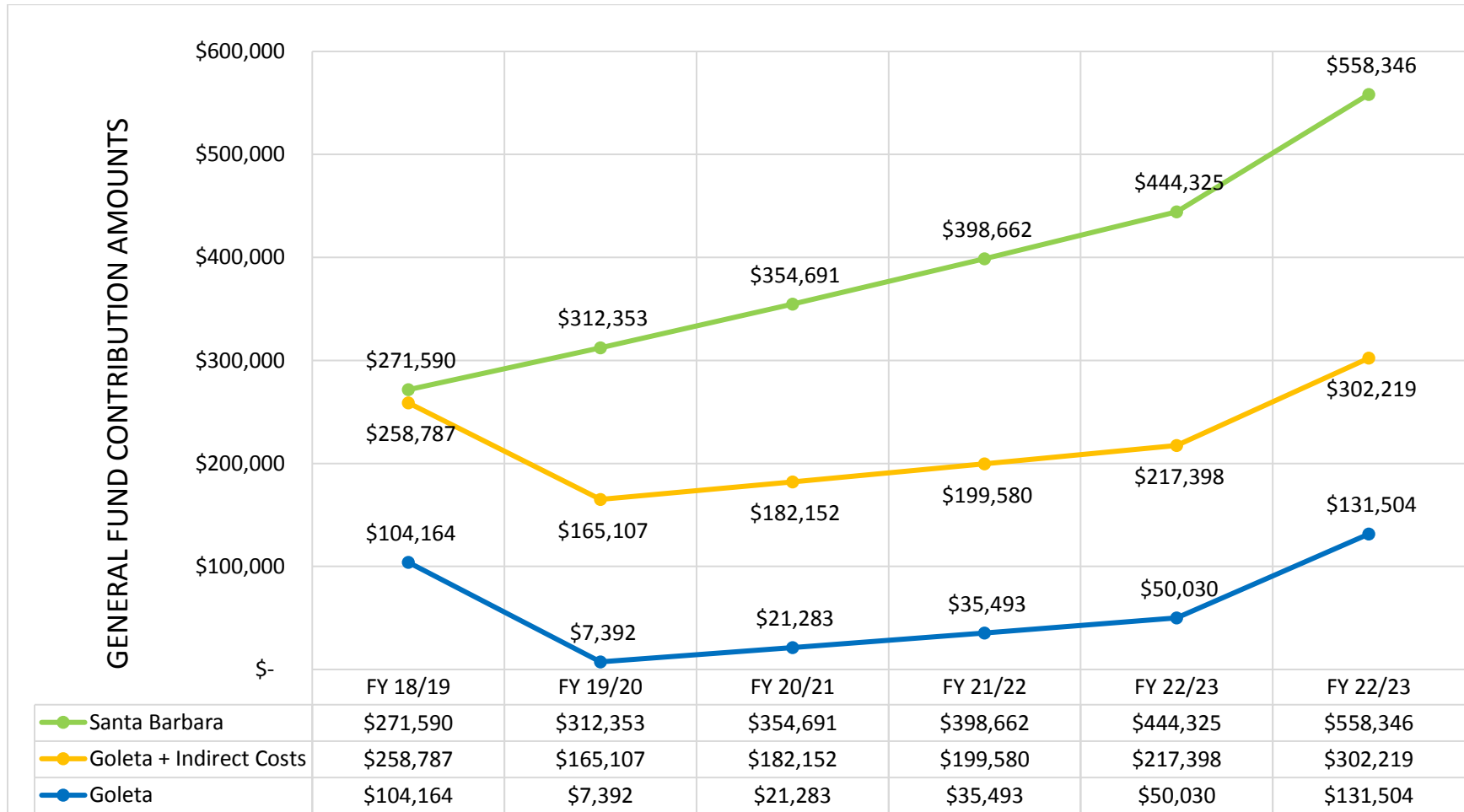


**GOLETA GENERAL FUND CONTRIBUTION  
SERVICE AREA POPULATION: 94,545**



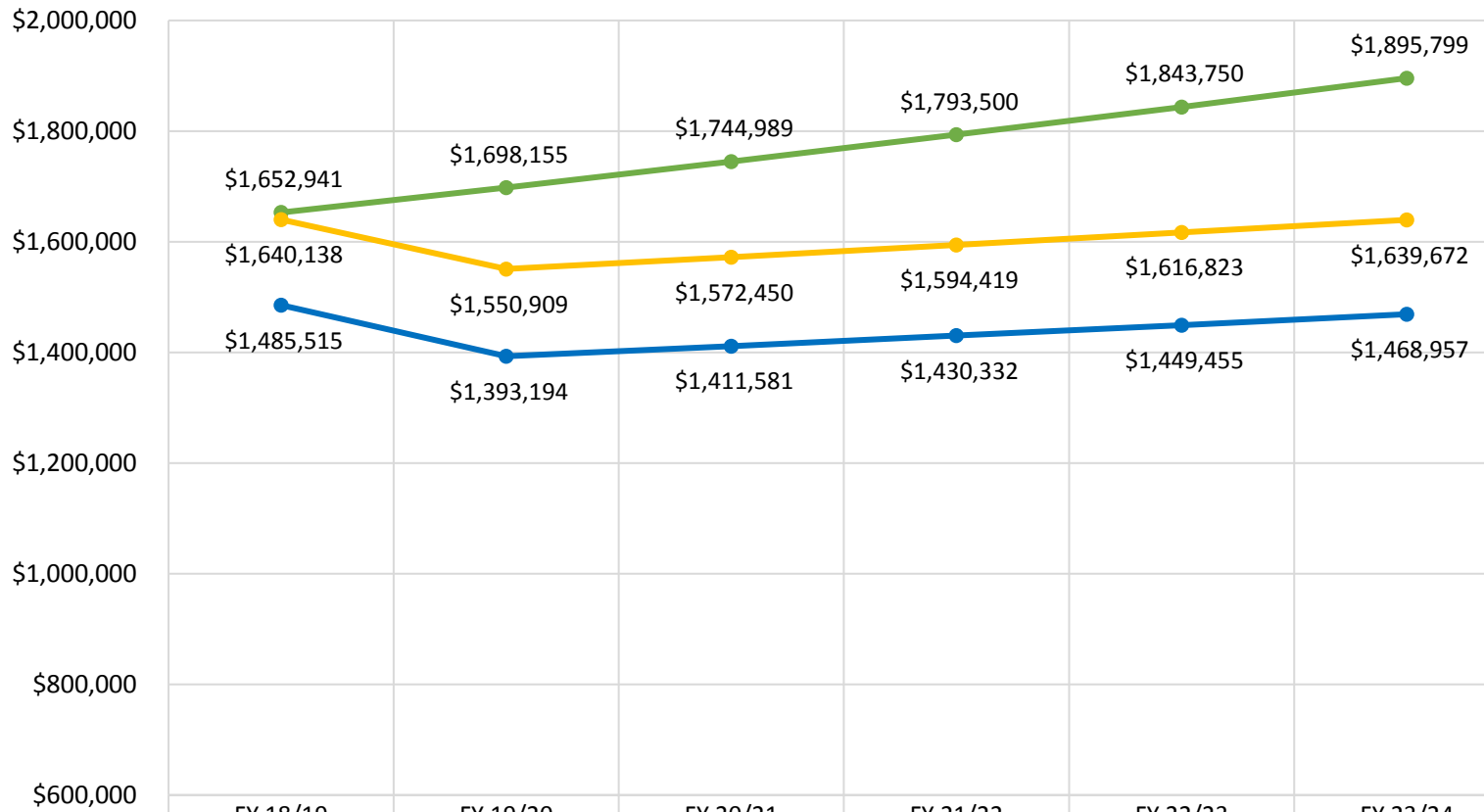


**GOLETA GENERAL FUND CONTRIBUTION  
SERVICE AREA POPULATION: 92,145**



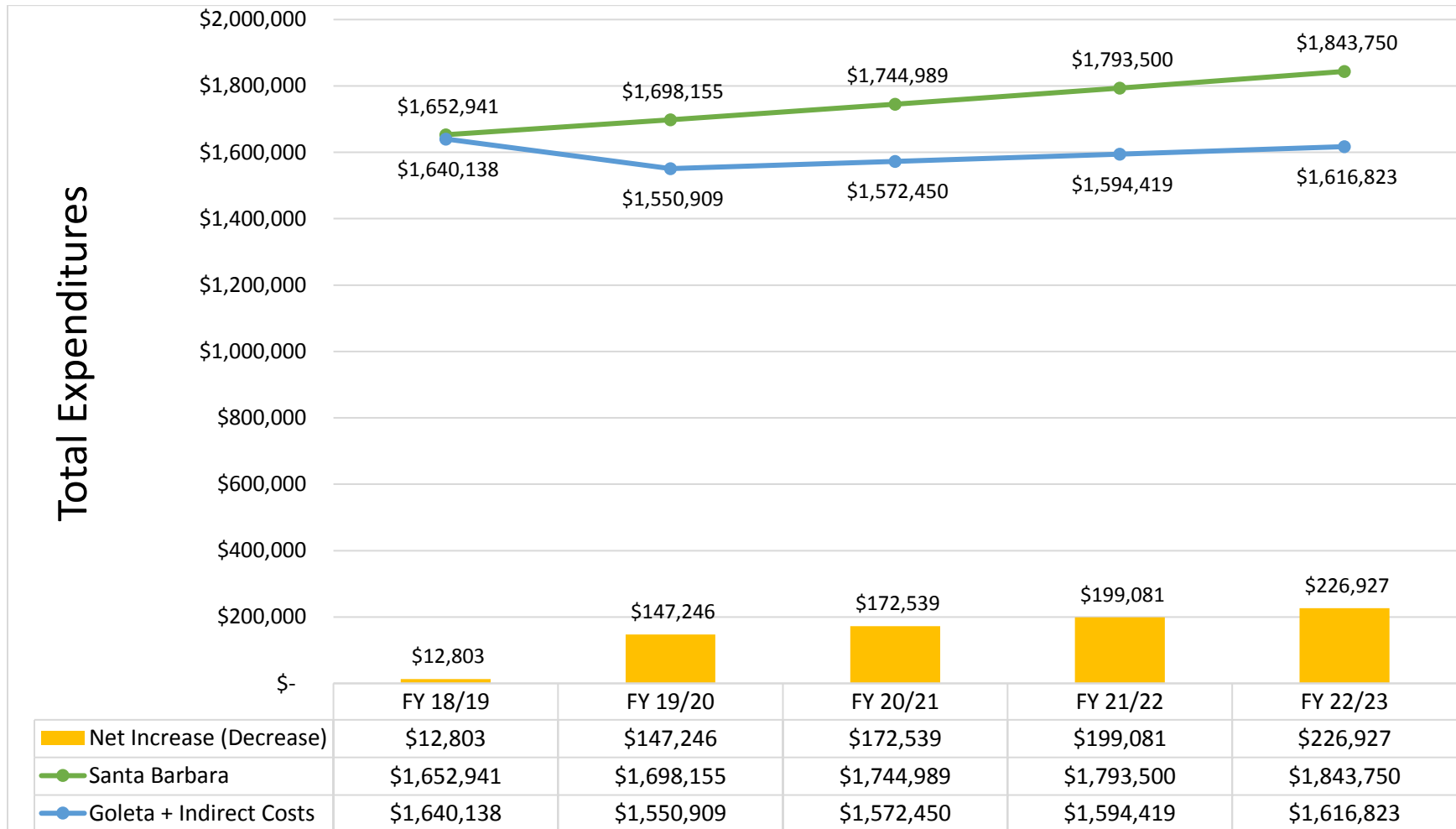
**GOLETA LIBRARY – TOTAL EXPENDITURES COMPARISON**  
**SERVICE AREA POPULATION: 92,666, 94,545, and 92,145**

**TOTAL EXPENDITURES**



● Santa Barbara	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	\$1,652,941	\$1,698,155	\$1,744,989	\$1,793,500	\$1,843,750	\$1,895,799
● Goleta + Indirect Costs	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	\$1,640,138	\$1,550,909	\$1,572,450	\$1,594,419	\$1,616,823	\$1,639,672
● Goleta	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	\$1,485,515	\$1,393,194	\$1,411,581	\$1,430,332	\$1,449,455	\$1,468,957

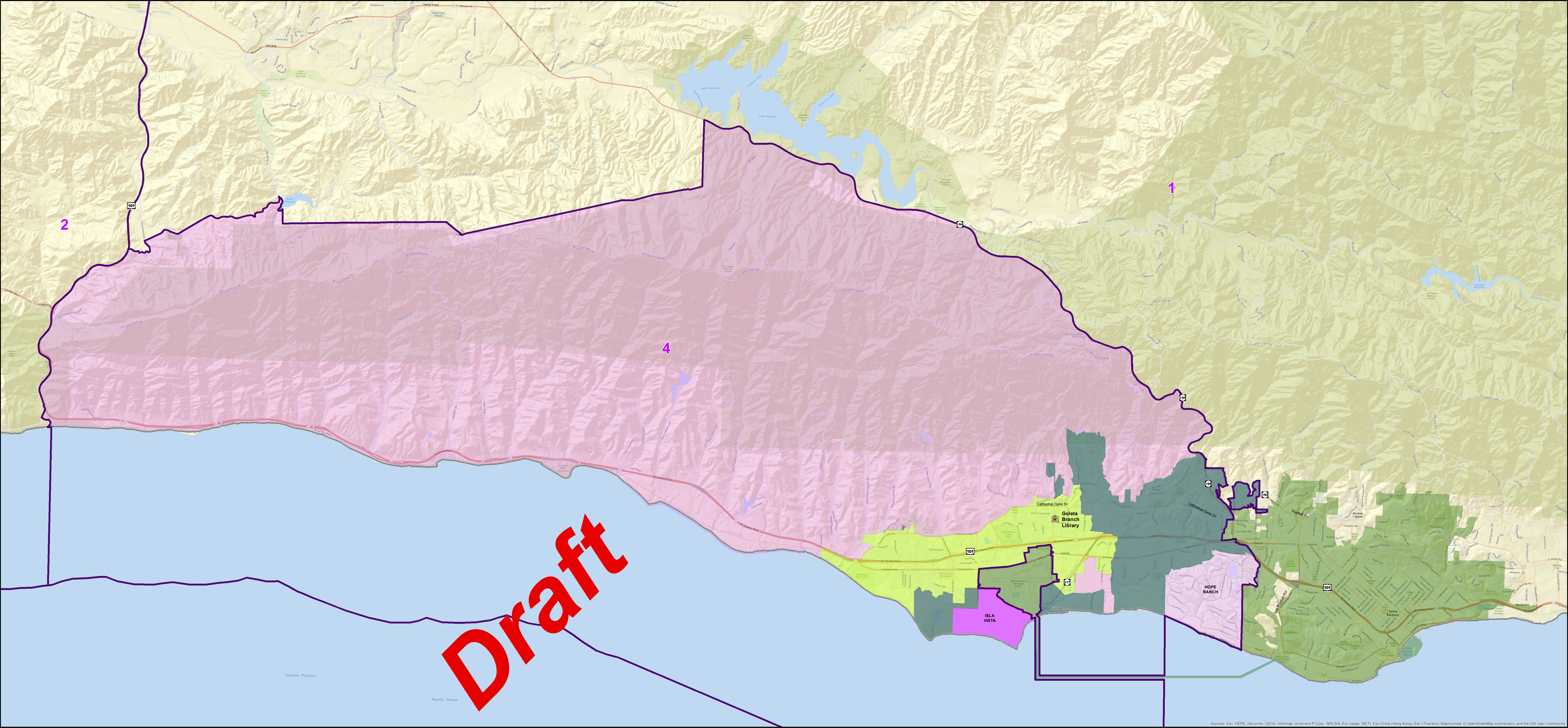
**GOLETA LIBRARY – TOTAL EXPENDITURES COMPARISON**  
**SERVICE AREA POPULATION: 92,666, 94,545, and 92,145 (net increase/decrease)**



### **ATTACHMENT 3:**

Map of Potential Zone 4 Service Area (94,545 population)

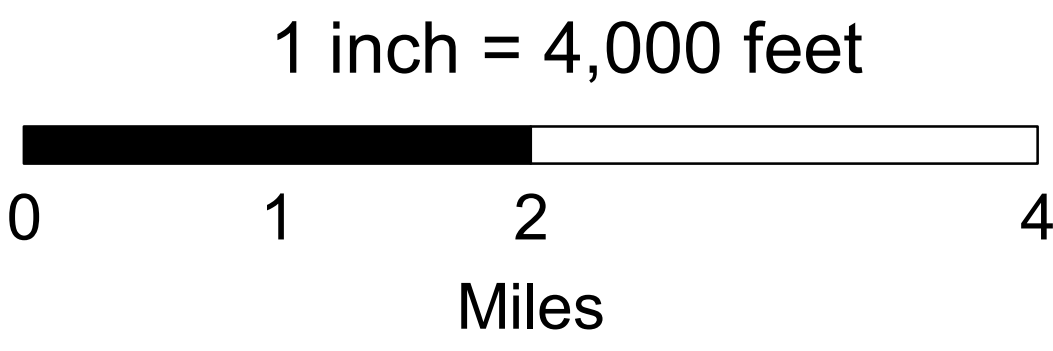
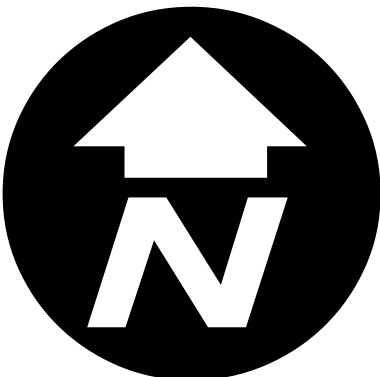




Total 2015 Estimated Population  
in Proposed Library Zone 4

Legend	
	Gaviota Area Unincorporated Census Blocks
	CSA #3 Census Blocks
	Isla Vista Census Blocks
	Hope Ranch Census Blocks
	City of Goleta Census Blocks
	City of Santa Barbara Census Blocks

94,545
3,190
31,735
26,275
2400
30,945





#### **ATTACHMENT 4:**

Map of Potential Zone 4 Service Area (92,145 population)







## **ATTACHMENT 2:**

Updated Draft Municipal Library Budget



**Goleta Library Estimated Operating Budget**

\$8.20 per capita			\$7.80 per capita				
92,666		Estimated Service Population		92,666			
Santa Barbara				Goleta			
FY 17/18	COMMENTS		FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
REVENUES							
County Per Capita	\$ 760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795
Fines / Fees	36,550		36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100		9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750		3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	Previous contribution level for GF impact discussion	102,000	102,000	102,000	102,000	102,000
Measure L (County)	188,500	County portion (Eastern Goleta Valley) of Measure L revenues	190,385	192,289	194,212	196,154	198,115
Measure L (City)	267,024	City portion of Measure L revenues	269,694	272,391	275,115	277,866	280,645
Meeting Room Rentals	15,000		15,000	15,000	15,000	15,000	15,000
Interest	600		600	600	600	600	600
Donations - Other	2,500		2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	Plus direct purchases outside of budget	48,000	48,000	48,000	48,000	48,000
TOTAL REVENUES	\$ 1,433,086		\$ 1,400,374	\$ 1,404,975	\$ 1,409,622	\$ 1,414,315	\$ 1,419,055
EXPENDITURES							
FT Salaries & Benefits	\$ 731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$ 600,176	\$ 692,715	\$ 713,874	\$ 730,180	\$ 745,774
PT Salaries (Allocated Costs-Salaries)	\$ 181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$246,436 based on 16 PT EE's	226,132	230,654	235,267	239,973	244,772
Total Salaries and Benefits	\$ 913,485		\$ 826,307	\$ 923,370	\$ 949,142	\$ 970,152	\$ 990,546
Supplies and Services:							
Black Gold Fee	157,000	Depending on governance structure, this will change	140,000	147,000	154,350	162,068	170,171
Allocated Costs-Operations	106,812	37% of Cost Allocation Plan					
Administrative Fee	177,436	Increased from 9% to 13.5%	-	-	-	-	-
Custodial Services to contract	(108,000)						
Custodial Services	62,700	Cost may vary based on contract awarded	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)	32,000	32,320	32,643	32,970	33,299
Water Costs			1,340	1,353	1,367	1,381	1,394
Telephone			3,360	3,360	3,360	3,360	3,360
Internet/Cable			4,730	4,730	4,730	4,730	4,730
Building Maintenance	16,500		16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168		3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel	1,000		4,000	4,000	4,000	4,000	4,000
Dues Membership & License			360	360	360	360	360
Advertising	1,500		4,000	4,000	4,000	4,000	4,000
Printing	4,000		4,000	4,000	4,000	4,000	4,000
Postage			690	690	690	690	690
Office and Special Supplies	46,333	Pays for general office supplies, furniture, book tags	46,333	46,333	46,333	46,333	46,333
Total Supplies and Services	\$ 500,449		\$ 323,181	\$ 330,514	\$ 338,201	\$ 346,259	\$ 354,706
Book Acquisitions	245,042	Can be partially funded with DIF \$ - kept same	245,042	245,042	245,042	245,042	245,042
	-	First-year start up costs	110,350	-	-	-	-
Contribution to Book Reserves			58,499	59,669	60,862	62,080	63,321
TOTAL EXPENDITURES	\$ 1,658,976		\$ 1,563,379	\$ 1,558,595	\$ 1,593,247	\$ 1,623,533	\$ 1,653,615
OPERATING SURPLUS or (DEFICIT)	\$ (225,890)		\$ (163,005)	\$ (153,620)	\$ (183,625)	\$ (209,218)	\$ (234,560)
General Fund Contribution	\$ 219,668	General Fund Contribution will be based on deficit	\$ 163,005	\$ 153,620	\$ 183,625	\$ 209,218	\$ 234,560
ADJUSTED SURPLUS or (DEFICIT)	\$ (6,222)		-	-	-	-	-
RESERVE BALANCE (\$485,744)	\$ 479,522	Reserve balance - estimate provided by City of SB	\$ 482,879	\$ 486,259	\$ 489,663	\$ 493,091	\$ 496,542
RESERVE BOOK BALANCE	\$ -		\$ 58,499	\$ 118,168	\$ 179,030	\$ 241,110	\$ 304,431
Indirect Costs		Impacts to General Government Programs (HR/IT/FIN) 22 employees added	\$ 192,390	\$ 196,238	\$ 200,163	\$ 204,166	\$ 208,249
Indirect Costs + General Fund Cont.			\$ 355,395	\$ 349,858	\$ 383,788	\$ 413,384	\$ 442,809

**Notes:**

- Service Population: 92,666 based on City of SB numbers used.

**Goleta Library Estimated Operating Budget**

\$8.20 per capita			\$7.80 per capita				
92,666			94,545				
Santa Barbara			Goleta				
FY 17/18	COMMENTS		FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
REVENUES							
County Per Capita	\$ 760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451	\$ 737,451
Fines / Fees	36,550		36,550	36,550	36,550	36,550	
Other Revenue	9,100		9,100	9,100	9,100	9,100	
Copy Fees	3,750		3,750	3,750	3,750	3,750	
Library DIF Contribution	102,000		102,000	102,000	102,000	102,000	
Measure L (County)	188,500	County portion (Eastern Goleta Valley) of Measure L revenues	190,385	192,289	194,212	196,154	198,115
Measure L (City)	267,024	City portion of Measure L revenues	269,694	272,391	275,115	277,866	280,645
Meeting Room Rentals	15,000	Plus direct purchases outside of budget	15,000	15,000	15,000	15,000	15,000
Interest	600		600	600	600	600	
Donations - Other	2,500		2,500	2,500	2,500	2,500	
Donation - Friends	48,000		48,000	48,000	48,000	48,000	
TOTAL REVENUES	\$ 1,433,086		\$ 1,415,030	\$ 1,419,631	\$ 1,424,278	\$ 1,428,971	\$ 1,433,711
EXPENDITURES							
FT Salaries & Benefits	\$ 731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$ 600,176	\$ 692,715	\$ 713,874	\$ 730,180	\$ 745,774
PT Salaries (Allocated Costs-Salaries)	\$ 181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$246,436 based on 16 PT EE's	226,132	230,654	235,267	239,973	244,772
Total Salaries and Benefits	\$ 913,485		\$ 826,307	\$ 923,370	\$ 949,142	\$ 970,152	\$ 990,546
Supplies and Services:							
Black Gold Fee	157,000	Depending on governance structure, this will change	140,000	147,000	154,350	162,068	170,171
Allocated Costs-Operations	106,812	37% of Cost Allocation Plan					
Administrative Fee	177,436	Increased from 9% to 13.5%	-	-	-	-	-
Custodial Services to contract	(108,000)						
Custodial Services	62,700	Cost may vary based on contract awarded	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)	32,000	32,320	32,643	32,970	33,299
Water Costs			1,340	1,353	1,367	1,381	1,394
Telephone			3,360	3,360	3,360	3,360	3,360
Internet/Cable			4,730	4,730	4,730	4,730	4,730
Building Maintenance	16,500		16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168		3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel	1,000		4,000	4,000	4,000	4,000	4,000
Dues Membership & License			360	360	360	360	360
Advertising	1,500		4,000	4,000	4,000	4,000	4,000
Printing	4,000		4,000	4,000	4,000	4,000	4,000
Postage			690	690	690	690	690
Office and Special Supplies	46,333	Pays for general office supplies, furniture, book tags	46,333	46,333	46,333	46,333	46,333
Total Supplies and Services	\$ 500,449		\$ 323,181	\$ 330,514	\$ 338,201	\$ 346,259	\$ 354,706
Book Acquisitions	245,042	Can be partially funded with DIF \$ - kept same	245,042	245,042	245,042	245,042	245,042
	-	First-year start up costs	110,350	-	-	-	-
Contribution to Book Reserves			58,499	59,669	60,862	62,080	63,321
TOTAL EXPENDITURES	\$ 1,658,976		\$ 1,563,379	\$ 1,558,595	\$ 1,593,247	\$ 1,623,533	\$ 1,653,615
OPERATING SURPLUS or (DEFICIT)	\$ (225,890)		\$ (148,349)	\$ (138,964)	\$ (168,969)	\$ (194,562)	\$ (219,904)
General Fund Contribution	\$ 219,668	General Fund Contribution will be based on deficit	\$ 148,349	\$ 138,964	\$ 168,969	\$ 194,562	\$ 219,904
ADJUSTED SURPLUS or (DEFICIT)	\$ (6,222)		-	-	-	-	-
RESERVE BALANCE (\$485,744)	479,522	Reserve balance - estimate provided by City of SB	\$ 482,879	\$ 486,259	\$ 489,663	\$ 493,091	\$ 496,542
RESERVE BOOK BALANCE	\$ -		\$ 58,499	\$ 118,168	\$ 179,030	\$ 241,110	\$ 304,431
Indirect Costs		Impacts to General Government Programs (HR/IT/FIN) 22 employees added	\$192,390	\$ 196,238	\$ 200,163	\$ 204,166	\$ 208,249
Indirect Costs + General Fund Cont.			\$ 340,739	\$ 335,202	\$ 369,132	\$ 398,728	\$ 428,153

Notes:

- Service Population: 94,545 based on possible Zone 4 negotiated scenario

**Goleta Library Estimated Operating Budget**

\$8.20 per capita			\$7.80 per capita				
92,666			92,145				
Santa Barbara			Goleta				
FY 17/18			FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
COMMENTS							
REVENUES							
County Per Capita	\$ 760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731	\$ 718,731
Fines / Fees	36,550		36,550	36,550	36,550	36,550	36,550
Other Revenue	9,100		9,100	9,100	9,100	9,100	9,100
Copy Fees	3,750		3,750	3,750	3,750	3,750	3,750
Library DIF Contribution	102,000	Previous contribution level for GF impact discussion	102,000	102,000	102,000	102,000	102,000
Measure L (County)	188,500	County portion (Eastern Goleta Valley) of Measure L revenues	190,385	192,289	194,212	196,154	198,115
Measure L (City)	267,024	City portion of Measure L revenues	269,694	272,391	275,115	277,866	280,645
Meeting Room Rentals	15,000		15,000	15,000	15,000	15,000	15,000
Interest	600		600	600	600	600	600
Donations - Other	2,500		2,500	2,500	2,500	2,500	2,500
Donation - Friends	48,000	Plus direct purchases outside of budget	48,000	48,000	48,000	48,000	48,000
TOTAL REVENUES	\$ 1,433,086		\$ 1,396,310	\$ 1,400,911	\$ 1,405,558	\$ 1,410,251	\$ 1,414,991
EXPENDITURES							
FT Salaries & Benefits	\$ 731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$ 600,176	\$ 692,715	\$ 713,874	\$ 730,180	\$ 745,774
PT Salaries (Allocated Costs-Salaries)	\$ 181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$246,436 based on 16 PT EE's	226,132	230,654	235,267	239,973	244,772
Total Salaries and Benefits	\$ 913,485		\$ 826,307	\$ 923,370	\$ 949,142	\$ 970,152	\$ 990,546
Supplies and Services:							
Black Gold Fee	157,000	Depending on governance structure, this will change	140,000	147,000	154,350	162,068	170,171
Allocated Costs-Operations	106,812	37% of Cost Allocation Plan					
Administrative Fee	177,436	Increased from 9% to 13.5%	-	-	-	-	-
Custodial Services to contract	(108,000)						
Custodial Services	62,700	Cost may vary based on contract awarded	62,700	62,700	62,700	62,700	62,700
Electricity Costs	32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)	32,000	32,320	32,643	32,970	33,299
Water Costs			1,340	1,353	1,367	1,381	1,394
Telephone			3,360	3,360	3,360	3,360	3,360
Internet/Cable			4,730	4,730	4,730	4,730	4,730
Building Maintenance	16,500		16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV	3,168		3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel	1,000		4,000	4,000	4,000	4,000	4,000
Dues Membership & License			360	360	360	360	360
Advertising	1,500		4,000	4,000	4,000	4,000	4,000
Printing	4,000		4,000	4,000	4,000	4,000	4,000
Postage			690	690	690	690	690
Office and Special Supplies	46,333	Pays for general office supplies, furniture, book tags	46,333	46,333	46,333	46,333	46,333
Total Supplies and Services	\$ 500,449		\$ 323,181	\$ 330,514	\$ 338,201	\$ 346,259	\$ 354,706
Book Acquisitions	245,042	Can be partially funded with DIF \$ - kept same	245,042	245,042	245,042	245,042	245,042
	-	First-year start up costs	110,350	-	-	-	-
Contribution to Book Reserves							
TOTAL EXPENDITURES	\$ 1,658,976		\$ 1,563,379	\$ 1,558,595	\$ 1,593,247	\$ 1,623,533	\$ 1,653,615
OPERATING SURPLUS or (DEFICIT)			\$ (167,069)	\$ (157,684)	\$ (187,689)	\$ (213,282)	\$ (238,624)
General Fund Contribution	\$ 219,668	General Fund Contribution will be based on deficit	\$ 167,069	\$ 157,684	\$ 187,689	\$ 213,282	\$ 238,624
ADJUSTED SURPLUS or (DEFICIT)			-	-	-	-	-
RESERVE BALANCE (\$485,744)	479,522	Reserve balance - estimate provided by City of SB	\$ 482,879	\$ 486,259	\$ 489,663	\$ 493,091	\$ 496,542
RESERVE BOOK BALANCE	\$ -		\$ 58,499	\$ 118,168	\$ 179,030	\$ 241,110	\$ 304,431
Indirect Costs		Impacts to General Government Programs (HR/IT/FIN) 22 employees added	\$ 192,390	\$ 196,238	\$ 200,163	\$ 204,166	\$ 208,249
Indirect Costs + General Fund Cont.			\$ 359,459	\$ 353,922	\$ 387,852	\$ 417,448	\$ 446,873

**Notes:**

- Service Population: 92,145 based on possible Zone 4 negotiated scenario (Hope Ranch removed)

**Goleta Library Estimated Operating Budget**

\$8.20 per capita			\$7.80 per capita										
92,666			62,680										
Santa Barbara			Goleta										
FY 17/18			FY 18/19					FY 19/20	FY 20/21	FY 21/22	FY 22/23		
COMMENTS													
REVENUES													
County Per Capita	\$	760,062	Reflects \$8.20 x per capita; FY 18/19 to 22/23 assumes \$7.80 x per capita	\$	488,904	\$	488,904	\$	488,904	\$	488,904	\$	488,904
Fines / Fees		36,550			36,550		36,550		36,550		36,550		36,550
Other Revenue		9,100			9,100		9,100		9,100		9,100		9,100
Copy Fees		3,750			3,750		3,750		3,750		3,750		3,750
Library DIF Contribution		102,000	Previous contribution level for GF impact discussion		102,000		102,000		102,000		102,000		102,000
Measure L (County)		188,500	County portion (Eastern Goleta Valley) of Measure L revenues		190,385		192,289		194,212		196,154		198,115
Measure L (City)		267,024	City portion of Measure L revenues		269,694		272,391		275,115		277,866		280,645
Meeting Room Rentals		15,000			15,000		15,000		15,000		15,000		15,000
Interest		600			600		600		600		600		600
Donations - Other		2,500			2,500		2,500		2,500		2,500		2,500
Donation - Friends		48,000	Plus direct purchases outside of budget		48,000		48,000		48,000		48,000		48,000
TOTAL REVENUES	\$	1,433,086		\$	1,166,483	\$	1,171,084	\$	1,175,731	\$	1,180,424	\$	1,185,164
EXPENDITURES													
FT Salaries & Benefits	\$	731,617	Based on adding 6 FT employees (evaluating level of mgt. needed)	\$	600,176	\$	692,715	\$	713,874	\$	730,180	\$	745,774
PT Salaries (Allocated Costs-Salaries)	\$	181,868	\$181,868 represents 63% of Cost Allocation Plan/ \$246,436 based on 16 PT EE's		226,132		230,654		235,267		239,973		244,772
Total Salaries and Benefits	\$	913,485		\$	826,307	\$	923,370	\$	949,142	\$	970,152	\$	990,546
Supplies and Services:													
Black Gold Fee		157,000	Depending on governance structure, this will change		140,000		147,000		154,350		162,068		170,171
Allocated Costs-Operations		106,812	37% of Cost Allocation Plan										
Administrative Fee		177,436	Increased from 9% to 13.5%		-		-		-		-		-
Custodial Services to contract		(108,000)											
Custodial Services		62,700	Cost may vary based on contract awarded		62,700		62,700		62,700		62,700		62,700
Electricity Costs		32,000	As of 7.18.17 Goleta pays costs directly to SCE (Admin Fee reduced)		32,000		32,320		32,643		32,970		33,299
Water Costs					1,340		1,353		1,367		1,381		1,394
Telephone					3,360		3,360		3,360		3,360		3,360
Internet/Cable					4,730		4,730		4,730		4,730		4,730
Building Maintenance		16,500			16,500		16,500		16,500		16,500		16,500
Alarm/Closed Circuit TV		3,168			3,168		3,168		3,168		3,168		3,168
Training, Meeting & Travel		1,000			4,000		4,000		4,000		4,000		4,000
Dues Membership & License					360		360		360		360		360
Advertising		1,500			4,000		4,000		4,000		4,000		4,000
Printing		4,000			4,000		4,000		4,000		4,000		4,000
Postage					690		690		690		690		690
Office and Special Supplies		46,333	Pays for general office supplies, furniture, book tags		46,333		46,333		46,333		46,333		46,333
Total Supplies and Services	\$	500,449		\$	323,181	\$	330,514	\$	338,201	\$	346,259	\$	354,706
Book Acquisitions		245,042	Can be partially funded with DIF \$ - kept same		245,042		245,042		245,042		245,042		245,042
		-	First-year start up costs		110,350		-		-		-		-
Contribution to Book Reserves													
					58,499		59,669		60,862		62,080		63,321
TOTAL EXPENDITURES	\$	1,658,976		\$	1,563,379	\$	1,558,595	\$	1,593,247	\$	1,623,533	\$	1,653,615
OPERATING SURPLUS or (DEFICIT)													
	\$	(225,890)		\$	(396,896)	\$	(387,511)	\$	(417,516)	\$	(443,109)	\$	(468,451)
General Fund Contribution	\$	219,668	General Fund Contribution will be based on deficit	\$	396,896	\$	387,511	\$	417,516	\$	443,109	\$	468,451
ADJUSTED SURPLUS or (DEFICIT)													
	\$	(6,222)			-		-		-		-		-
RESERVE BALANCE (\$485,744)													
		479,522	Reserve balance - estimate provided by City of SB	\$	482,879	\$	486,259	\$	489,663	\$	493,091	\$	496,542
RESERVE BOOK BALANCE	\$	-		\$	58,499	\$	118,168	\$	179,030	\$	241,110	\$	304,431
Indirect Costs			Impacts to General Government Programs (HR/IT/FIN) 22 employees added	\$	192,390	\$	196,238	\$	200,163	\$	204,166	\$	208,249
Indirect Costs + General Fund Cont.													
				\$	589,286	\$	583,749	\$	617,679	\$	647,275	\$	676,700

Notes:

- Service Population: 62,680 based on possible Zone 4 negotiated scenario (City of Goleta pop. + CSA 3 pop.)

**Start-Up Costs (per Ruth Metz report)**

Polaris (ILS) reconfiguration charge	\$	500
Purchase new barcodes for library items	\$	6,600
Purchase patron library ID cards	\$	6,750
New library card design	\$	500
Black Gold update settings/data	\$	1,000
Library's new website	\$	10,000
Black Gold reconfigure network connection	\$	8,000
Create firewall	\$	4,000
IT space	\$	20,000
Improve data closet	\$	5,000
First year replacement of PCs printers, laptops	\$	48,000
<b>TOTAL</b>	<b>\$</b>	<b>110,350</b>

## Summary of Employee Cost Comparison for Goleta Library Operations for 21 Employees

21 Employees	City of SB (Step 5)	City of Goleta (Step 5)	Variance	% Dif	City of Goleta (Step 3 - Used in Budget)
<b>Total Salaries</b>	\$ 697,065	\$ 709,720	\$ 12,656	2%	\$ 663,267
<b>Total Benefits</b>	\$ 254,700	\$ 173,913	\$ (80,787)	-32%	\$ 163,040
<b>Total Salaries &amp; Benefits</b>	<b>\$ 951,765</b>	<b>\$ 883,634</b>	<b>\$ (68,131)</b>	<b>-7%</b>	<b>\$ 826,307</b>

-For an accurate comparison City of SB and City of Goletas Step 5 Rates and Benefits are provided above

-Rates and benefits were based off salary schedules and benefit costs of each City

### Numbers used for Base Year Budget Scenario:

	21 Employees
<b>Santa Barbara FY 17/18 Adopted Budget</b>	<b>\$ 731,617</b>
<b>Allocated Cost Projections related to Salaries/Benefits</b>	<b>\$ 181,868</b>
<b>Starting Point for Santa Barbara Projections</b>	<b>\$ 913,485</b>

<b>Goleta FY 18/19 Original Projected Budget</b>	<b>\$ 884,806</b>
<b>Adjusted Part-Time Staffing to Step 2 Rates</b>	<b>\$ (58,499)</b>
<b>Goleta FY 18/19 Adjusted Salary &amp; Benefits</b>	<b>\$ 826,307</b>
<b>Set Aside to Book Reserves</b>	<b>\$ 58,499</b>
<b>Total Salary &amp; Benefits + Book Reserves</b>	<b>\$ 884,806</b>

-For budgetary purposes Goleta uses Step 3 in budget, and SB figures are from adopted budget and allocated costs for Director's position

### Breakdown of Total Position Costs:

Full-Time Employees Step 5	21 Employees	City of SB Salaries & Benefits	Goleta Salaries & Benefits	Variance	% Dif
Library Assistant I	2	157,507	140,907	(16,600)	-11%
Library Assistant II	0	-	-	-	-
Administrative Specialists	0	-	-	-	-
Library Technician	1	86,119	78,499	(7,620)	-9%
Library Systems Technician II	0	-	-	-	-
Librarian I	0	-	-	-	-
Librarian II/Children's Librarian	1	108,915	95,021	(13,894)	-13%
Supervising Librarian	1	143,309	132,604	(10,705)	-7%
Library Services Manager	0	-	-	-	-
Library Director	1	242,673	210,472	(32,200)	-13%
<b>Total Full-Time</b>	<b>6</b>	<b>738,522</b>	<b>657,502</b>	<b>(81,020)</b>	<b>-11%</b>
<b>Part-Time Employees</b>					
Page II	6	52,899	60,456	7,557	14%
Library Technician	5	93,203	97,528	4,324	5%
Library Assistant II	0	-	-	-	-
Library Assistant I	4	67,140	68,148	1,008	2%
<b>Total Part-Time</b>	<b>15</b>	<b>213,243</b>	<b>226,132</b>	<b>12,889</b>	<b>6%</b>
<b>Total</b>	<b>21</b>	<b>951,765</b>	<b>883,634</b>	<b>(68,131)</b>	<b>-7%</b>

### Summary of Employee Cost Comparison for Goleta Library Operations for 26 Employees

26 Employees	City of SB (Step 5)	City of Goleta (Step 5)	Variance	% Dif	City of Goleta Step 3
<b>Total Salaries</b>	\$ 864,544	\$ 876,085	\$ 11,541	1%	\$ 818,365
<b>Total Benefits</b>	\$ 321,235	\$ 223,791	\$ (97,445)	-30%	\$ 210,281
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,185,779</b>	<b>\$ 1,099,876</b>	<b>\$ (85,903)</b>	<b>-7%</b>	<b>\$ 1,028,646</b>

Full-Time Employees Step 5	26 Total	City of SB Salaries & Benefits	Goleta Salaries & Benefits	Variance	% Dif
Library Assistant I	2	157,507	140,907	(16,600)	-11%
Library Assistant II	0	-	-	-	-
Administrative Specialists	1	83,520	78,499	(5,021)	-6%
Library Technician	1	86,119	78,499	(7,620)	-9%
Library Systems Technician I	1	101,930	89,101	(12,828)	-13%
Librarian I	0	-	-	-	-
Librarian II/Children's Librarian	1	108,915	95,021	(13,894)	-13%
Supervising Librarian	1	143,309	132,604	(10,705)	-7%
Library Services Manager	0	-	-	-	-
Library Director	1	242,673	210,472	(32,200)	-13%
<b>Total Full-Time</b>	<b>8</b>	<b>923,972</b>	<b>825,102</b>	<b>(98,869)</b>	<b>-11%</b>
<b>Part-Time Employees</b>					
Page II	6	52,899	60,456	7,557	14%
Library Technician	3	55,922	58,517	2,595	5%
Library Assistant II	1	18,706	19,506	799	4%
Library Assistant I	8	134,280	136,295	2,015	2%
<b>Total Part-Time</b>	<b>18</b>	<b>261,808</b>	<b>274,774</b>	<b>12,966</b>	<b>5%</b>
<b>Total</b>	<b>26</b>	<b>1,185,779</b>	<b>1,099,876</b>	<b>(85,903)</b>	<b>-7%</b>

Description of Function/Task	Description of additional resource, supply, material, service, or capital cost	Additional % of time or hours per week (21-Fully Burden rate)	Annual Cost (21 employees) Fully Burden	Annual Cost (26 employees) Fully Burden
Onboarding	Staff time	2.06 hrs @ 65.94	7,200.65	8,915.09
Staff Training	Staff time	1.03 hr @ 57.72	3,001.44	3,716.07
Recruiting/Retention	Staff time	3.62 hrs @ 48.98	9,220.00	11,415.23
Performance Evaluations	Staff time	2.06 hrs @ 76.64	8,209.68	10,164.36
Policies & Procedures	Staff time	2.06 hrs @ 76.64	8,209.68	10,164.36
Labor Relations	Staff time	3.55 hrs @ 76.64	14,147.74	17,516.25
Materials	Supplies and other materials		13,200	16,342.86
Work Comp. & Other Insurances			51,667	63,968.25
IT – other equipment	TBD		2,000	2,476.19
IT- email exchange Hosting	\$10/month per email account plus \$3 archiving		3,432	4,249.14
IT- Monthly Computer	\$105/month/ 30 com.		37,800	46,800.00
IT- Adobe Licensing	\$148 /6 FT users		888	1,099.43
IT- Office 365 Licensing	\$144/6 FT users		864	1,069.71
Purchase Requisitions	40% of week (16 hours per week) increased 33%	2 hours/week	5,658.64	5,658.64
Accounts Payable	60 invoices at 20 minutes per invoice = 20 hours. 50% of week (20 hours per week) increased 33%	2.5 hours/week	5,708.30	5,708.30
Cash Collections (Reconcile)	25% of week (15 hours per week) increased 33%	5.45 hours/week	13,222.09	13,222.09
Time Entry/Payroll	75% of week (30 hours per payroll week) increased 33%	3.6 hours/ biweekly	5,234.24	6,480.49
Budget Oversight/Preparation	14 hours per quarter (2 hours per quarterly report. 8 hours per staff report. 2 hours per powerpoint presentation. 2 hours per review) increased 33%	6.02 hours/quarter	2,078.34	2,078.34
One Time Incode Training: Time	1 hour for one time Incode module training		56.77	56.77
One Time Incode Training:	1 hour for one time Incode module training		56.77	56.77
One Time Incode Training: Cash Receipting	1 hour for one time Incode module training		56.77	56.77
One Time Incode Training: Account Look up	1 hour for one time Incode module training		56.77	70.29
One Time Incode Training:	1 hour for one time Incode module training		56.77	70.29
Supplies	Reciepting Paper for revenue (need to confirm volume/type of transactions on a daily basis)		300	300.00
Supplies	W-2 Forms and envelopes for add'l staff		65	80.48

#### 22 Employees

	NE employee Cost	NE employee Cost
HR Sub Total	49,989.18	61,891.37
HR/IT Materials/Supplies/Services	109,850.66	136,005.58
Finance Subtotal	31,901.61	33,147.86
FIN.Materials/Supplies/Services	648.85	691.36
	<b>192,390.30</b>	<b>231,736.16</b>



# Library DIF Analysis

FY 17/18 Beg. Fund Balance \$ 165,247.11

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<b>Projected DIF Revenues</b>	\$ 187,567	\$ 53,012	\$ 63,197	\$ -	\$ 178,273	\$ -	\$ -
<b>Library DIF Contribution</b>	102,000	102,000	102,000	102,000	102,000	102,000	35,296
<b>DIF Fund Balance</b>	<b>\$ 250,814</b>	<b>\$ 201,826</b>	<b>\$ 163,023</b>	<b>\$ 61,023</b>	<b>\$ 137,296</b>	<b>\$ 35,296</b>	<b>\$ 0</b>

### Summary of Employee Cost Comparison for Goleta Library Operations

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<b>City of SB - Salaries</b>	\$697,065	\$711,006	\$ 725,226	\$ 739,731	\$ 754,525	\$ 769,616
<b>City of Goleta - Salaries</b>	\$709,720	\$738,905	\$ 753,683	\$ 768,756	\$ 784,131	\$ 799,814
<b>Difference</b>	\$ 12,656	\$ 27,899	\$ 28,456	\$ 29,026	\$ 29,606	\$ 30,198

<b>City of SB - Benefits</b>	\$254,700	\$275,788	\$ 300,817	\$ 319,357	\$ 335,903	\$ 353,566
<b>City of Goleta - Benefits</b>	\$173,913	\$184,465	\$ 195,459	\$ 201,396	\$ 206,415	\$ 211,590
<b>Difference</b>	\$ (80,787)	\$ (91,323)	\$ (105,359)	\$ (117,960)	\$ (129,488)	\$ (141,976)

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<b>City of SB Salaries &amp; Benefits</b>	\$951,765	\$986,794	\$ 1,026,044	\$ 1,059,087	\$ 1,090,428	\$ 1,123,182
<b>City of Goleta Salaries &amp; Benefits</b>	\$883,634	\$923,370	\$ 949,142	\$ 970,152	\$ 990,546	\$ 1,011,404
<b>Variance</b>	\$ (68,131)	\$ (63,425)	\$ (76,902)	\$ (88,935)	\$ (99,881)	\$ (111,778)
<b>% Dif</b>	-7%	-6%	-7%	-8%	-9%	-10%
<b>Goleta Cost Increase</b>	-	4.50%	2.79%	2.21%	2.10%	2.11%
<b>SB Cost Increase</b>	-	3.68%	3.98%	3.22%	2.96%	3.00%

-Step 5 Rates used starting FY 18/19, Goleta uses Step 6 in FY 19/20

-Assumes a 2% increase in salaries after top step

### Summary of CalPERS Employer (ER) Rate Comparison for Classic Employees

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
<b>Goleta CalPERS ER Rate</b>	12.20%	13.50%	15.20%	15.90%	16.40%	16.90%
<b>Santa Barbara CalPERS ER Rate</b>	30.37%	33.83%	37.90%	40.57%	42.75%	45.03%

-CalPERS employer normal cost and unfunded liability adjusted over the years per lowering the discount rate

-CalPERS rate adjustment assumes -1.526% employee paid City contributions for City of SB

-CalPERS rate is similar for PEPRA for City of Santa Barbara

### **ATTACHMENT 3:**

Updated Comparative Budget: City of Santa Barbara Management vs.  
Goleta Management

## Goleta Library Estimated Operating Budget

		\$7.80 per capita		Estimate Service Population		92,666							
<i>City Name</i>	<i>Admin Fee</i>	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta
		FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24
<b>REVENUES</b>													
County Per Capita		\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795	\$ 722,795
Fines / Fees		36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550
Other Revenue		9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100
Copy Fees		3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Library DIF Contribution		102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	35,296	35,396
Measure L (County)		190,385	190,385	192,289	192,289	194,212	194,212	196,154	196,154	198,115	198,115	200,097	200,097
Measure L (City)		269,694	269,694	272,391	272,391	275,115	275,115	277,866	277,866	280,645	280,645	283,451	283,451
Meeting Room Rentals		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest		600	600	600	600	600	600	600	600	600	600	600	600
Donations - Other		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Donation - Friends		48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>		<b>\$ 1,400,374</b>	<b>\$ 1,400,374</b>	<b>\$ 1,404,975</b>	<b>\$ 1,404,975</b>	<b>\$ 1,409,622</b>	<b>\$ 1,409,622</b>	<b>\$ 1,414,315</b>	<b>\$ 1,414,315</b>	<b>\$ 1,419,055</b>	<b>\$ 1,419,055</b>	<b>\$ 1,357,239</b>	<b>\$ 1,357,239</b>
<b>EXPENDITURES</b>													
FT Salaries & Benefits (Start at Step 5)		\$ 738,522	\$ 657,502	\$ 769,287	\$ 692,715	\$ 804,186	\$ 713,874	\$ 832,793	\$ 730,180	\$ 859,607	\$ 745,774	\$ 887,745	\$ 761,737
PT Salaries (Allocated Costs-Salaries)		213,243	226,132	217,507	230,654	221,858	235,267	226,295	239,973	230,821	244,772	235,437	249,667
<b>Total Salaries and Benefits</b>		<b>\$ 951,765</b>	<b>\$ 883,634</b>	<b>\$ 986,794</b>	<b>\$ 923,370</b>	<b>\$ 1,026,044</b>	<b>\$ 949,142</b>	<b>\$ 1,059,087</b>	<b>\$ 970,152</b>	<b>\$ 1,090,428</b>	<b>\$ 990,546</b>	<b>\$ 1,123,182</b>	<b>\$ 1,011,404</b>
Supplies and Services:													
Black Gold Fee		140,000	140,000	147,000	147,000	154,350	154,350	162,068	162,068	170,171	170,171	178,679	178,679
Allocated Costs-Operations		110,657		114,641		118,768		123,044		127,473		132,062	
Administrative Fee		241,104	-	249,386	-	258,517	-	266,623	-	274,521	-	282,774	-
Custodial Services to contract		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)	
Custodial Services		62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700
Electricity Costs		32,000	32,000	32,320	32,320	32,643	32,643	32,970	32,970	33,299	33,299	33,632	33,632
Water Costs			1,340		1,353		1,367		1,381		1,394		1,408
Telephone			3,360		3,360		3,360		3,360		3,360		3,360
Internet/Cable			4,730		4,730		4,730		4,730		4,730		4,730
Building Maintenance		16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV		3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel		1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000
Dues Membership & License			360		360		360		360		360		360
Advertising		1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000
Printing		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Postage			690		690		690		690		690		690
Office and Special Supplies		46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333
<b>Total Supplies and Services</b>		<b>\$ 550,962</b>	<b>\$ 323,181</b>	<b>\$ 570,548</b>	<b>\$ 330,514</b>	<b>\$ 591,479</b>	<b>\$ 338,201</b>	<b>\$ 611,905</b>	<b>\$ 346,259</b>	<b>\$ 632,665</b>	<b>\$ 354,706</b>	<b>\$ 654,349</b>	<b>\$ 363,561</b>
Book Acquisitions		245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042
First-year start up costs			110,350		-		-		-		-		-
Contribution to Book Reserves			58,499		59,669		60,862		62,080		63,321		64,588
<b>TOTAL EXPENDITURES</b>		<b>\$ 1,747,769</b>	<b>\$ 1,620,705</b>	<b>\$ 1,802,384</b>	<b>\$ 1,558,595</b>	<b>\$ 1,862,565</b>	<b>\$ 1,593,247</b>	<b>\$ 1,916,034</b>	<b>\$ 1,623,533</b>	<b>\$ 1,968,135</b>	<b>\$ 1,653,615</b>	<b>\$ 2,022,573</b>	<b>\$ 1,684,595</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>		<b>(347,394)</b>	<b>(220,331)</b>	<b>(397,409)</b>	<b>(153,620)</b>	<b>(452,943)</b>	<b>(183,625)</b>	<b>(501,719)</b>	<b>(209,218)</b>	<b>(549,080)</b>	<b>(234,560)</b>	<b>(665,334)</b>	<b>(327,356)</b>
<b>General Fund Contribution</b>		<b>\$ 347,394</b>	<b>\$ 220,331</b>	<b>\$ 397,409</b>	<b>\$ 153,620</b>	<b>\$ 452,943</b>	<b>\$ 183,625</b>	<b>\$ 501,719</b>	<b>\$ 209,218</b>	<b>\$ 549,080</b>	<b>\$ 234,560</b>	<b>\$ 665,334</b>	<b>\$ 327,356</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE ( FY 17/18: \$517,544)</b>			\$ 536,082		\$ 539,834		\$ 543,613		\$ 547,419		\$ 551,251		\$ 555,109
<b>RESERVE BOOK BALANCE</b>			\$ 58,499		\$ 118,168		\$ 179,030		\$ 241,110		\$ 304,431		\$ 369,018
<b>Indirect Costs to Goleta</b>			\$192,390		\$ 196,238		\$ 200,163		\$ 204,166		\$ 208,249		\$ 212,414
<b>Indirect Costs + General Fund Cont.</b>		<b>\$ 347,394</b>	<b>\$ 412,722</b>	<b>\$ 397,409</b>	<b>\$ 349,858</b>	<b>\$ 452,943</b>	<b>\$ 383,788</b>	<b>\$ 501,719</b>	<b>\$ 413,384</b>	<b>\$ 549,080</b>	<b>\$ 442,809</b>	<b>\$ 665,334</b>	<b>\$ 539,770</b>

## Goleta Library Estimated Operating Budget

		\$7.80 per capita				Estimated Service Population				94,545						
City Name Admin Fee	Santa Barbara 18%		Goleta 18%		Santa Barbara 18%		Goleta 18%		Santa Barbara 18%		Goleta 18%		Santa Barbara 18%		Goleta 18%	
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24	FY 23/24	FY 23/24	FY 23/24	
REVENUES																
County Per Capita	\$	737,451	\$	737,451	\$	737,451	\$	737,451	\$	737,451	\$	737,451	\$	737,451	\$	737,451
Fines / Fees		36,550		36,550		36,550		36,550		36,550		36,550		36,550		36,550
Other Revenue		9,100		9,100		9,100		9,100		9,100		9,100		9,100		9,100
Copy Fees		3,750		3,750		3,750		3,750		3,750		3,750		3,750		3,750
Library DIF Contribution		102,000		102,000		102,000		102,000		102,000		102,000		35,296		35,396
Measure L (County)		190,385		190,385		192,289		194,212		196,154		198,115		200,097		200,097
Measure L (City)		269,694		269,694		272,391		275,115		277,866		280,645		283,451		283,451
Meeting Room Rentals		15,000		15,000		15,000		15,000		15,000		15,000		15,000		15,000
Interest		600		600		600		600		600		600		600		600
Donations - Other		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500
Donation - Friends		48,000		48,000		48,000		48,000		48,000		48,000		48,000		48,000
TOTAL REVENUES	\$	1,415,030	\$	1,415,030	\$	1,419,631	\$	1,424,278	\$	1,428,971	\$	1,433,711	\$	1,371,895	\$	1,371,895
EXPENDITURES																
FT Salaries & Benefits (Start at Step 5)	\$	738,522	\$	657,502	\$	769,287	\$	713,874	\$	832,793	\$	730,180	\$	859,607	\$	761,737
PT Salaries (Allocated Costs-Salaries)		213,243		226,132		217,507		230,654		226,295		239,973		230,821		249,667
Total Salaries and Benefits	\$	951,765	\$	883,634	\$	986,794	\$	949,142	\$	1,059,087	\$	970,152	\$	1,090,428	\$	1,011,404
Supplies and Services:																
Black Gold Fee		140,000		140,000		147,000		154,350		162,068		162,068		170,171		178,679
Allocated Costs-Operations		110,657				114,641		118,768		123,044				127,473		132,062
Administrative Fee		241,104		-		249,386		258,517		266,623		-		274,521		282,774
Custodial Services to contract		(108,000)				(108,000)		(108,000)		(108,000)				(108,000)		(108,000)
Custodial Services		62,700		62,700		62,700		62,700		62,700		62,700		62,700		62,700
Electricity Costs		32,000		32,000		32,320		32,643		32,970		32,970		33,299		33,632
Water Costs				1,340				1,367				1,381				1,408
Telephone				3,360				3,360				3,360				3,360
Internet/Cable				4,730				4,730				4,730				4,730
Building Maintenance		16,500		16,500		16,500		16,500		16,500		16,500		16,500		16,500
Alarm/Closed Circuit TV		3,168		3,168		3,168		3,168		3,168		3,168		3,168		3,168
Training, Meeting & Travel		1,000		4,000		1,000		4,000		1,000		4,000		1,000		4,000
Dues Membership & License				360				360				360				360
Advertising		1,500		4,000		1,500		4,000		1,500		4,000		1,500		4,000
Printing		4,000		4,000		4,000		4,000		4,000		4,000		4,000		4,000
Postage				690				690				690				690
Office and Special Supplies		46,333		46,333		46,333		46,333		46,333		46,333		46,333		46,333
Total Supplies and Services	\$	550,962	\$	323,181	\$	570,548	\$	330,514	\$	611,905	\$	346,259	\$	632,665	\$	354,706
Book Acquisitions		245,042		245,042		245,042		245,042		245,042		245,042		245,042		245,042
First-year start up costs				110,350		-		-		-		-		-		-
Contribution to Book Reserves				58,499				60,862				62,080				64,588
TOTAL EXPENDITURES	\$	1,747,769	\$	1,620,705	\$	1,802,384	\$	1,593,247	\$	1,916,034	\$	1,623,533	\$	1,968,135	\$	1,684,595
OPERATING SURPLUS or (DEFICIT)																
		(332,738)		(205,675)		(382,753)		(138,964)		(438,287)		(168,969)		(487,063)		(194,562)
General Fund Contribution	\$	332,738	\$	205,675	\$	382,753	\$	138,964	\$	438,287	\$	168,969	\$	487,063	\$	194,562
ADJUSTED SURPLUS or (DEFICIT)		-		-		-		-		-		-		-		-
RESERVE BALANCE (FY 17/18: \$517,544)																
	\$		\$	536,082	\$		\$	539,834	\$		\$	547,419	\$		\$	551,251
RESERVE BOOK BALANCE				58,499				118,168				179,030				304,431
Indirect Costs to Goleta				\$192,390				\$ 196,238				\$ 200,163				\$ 204,166
Indirect Costs + General Fund Cont.	\$	332,738	\$	398,066	\$	382,753	\$	335,202	\$	438,287	\$	369,132	\$	487,063	\$	398,728

## Goleta Library Estimated Operating Budget

		\$7.80 per capita		Estimated Service Population		92,145										
City Name Admin Fee	Santa Barbara 18%		Goleta		Santa Barbara 18%		Goleta		Santa Barbara 18%		Goleta		Santa Barbara 18%		Goleta	
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24				
REVENUES																
County Per Capita	\$	718,731	\$	718,731	\$	718,731	\$	718,731	\$	718,731	\$	718,731	\$	718,731	\$	718,731
Fines / Fees		36,550		36,550		36,550		36,550		36,550		36,550		36,550		36,550
Other Revenue		9,100		9,100		9,100		9,100		9,100		9,100		9,100		9,100
Copy Fees		3,750		3,750		3,750		3,750		3,750		3,750		3,750		3,750
Library DIF Contribution		102,000		102,000		102,000		102,000		102,000		102,000		35,296		35,396
Measure L (County)		190,385		190,385		192,289		194,212		196,154		198,115		200,097		200,097
Measure L (City)		269,694		269,694		272,391		275,115		277,866		280,645		283,451		283,451
Meeting Room Rentals		15,000		15,000		15,000		15,000		15,000		15,000		15,000		15,000
Interest		600		600		600		600		600		600		600		600
Donations - Other		2,500		2,500		2,500		2,500		2,500		2,500		2,500		2,500
Donation - Friends		48,000		48,000		48,000		48,000		48,000		48,000		48,000		48,000
TOTAL REVENUES	\$	1,396,310	\$	1,396,310	\$	1,400,911	\$	1,400,911	\$	1,405,558	\$	1,405,558	\$	1,410,251	\$	1,410,251
EXPENDITURES																
FT Salaries & Benefits (Start at Step 5)	\$	738,522	\$	657,502	\$	769,287	\$	692,715	\$	804,186	\$	713,874	\$	832,793	\$	730,180
PT Salaries (Allocated Costs-Salaries)		213,243		226,132		217,507		230,654		221,858		235,267		226,295		239,973
Total Salaries and Benefits	\$	951,765	\$	883,634	\$	986,794	\$	923,370	\$	1,026,044	\$	949,142	\$	1,059,087	\$	970,152
Supplies and Services:																
Black Gold Fee		140,000		140,000		147,000		147,000		154,350		154,350		162,068		162,068
Allocated Costs-Operations		110,657				114,641				118,768				123,044		127,473
Administrative Fee		241,104		-		249,386		-		258,517		-		266,623		-
Custodial Services to contract		(108,000)				(108,000)				(108,000)				(108,000)		
Custodial Services		62,700		62,700		62,700		62,700		62,700		62,700		62,700		62,700
Electricity Costs		32,000		32,000		32,320		32,320		32,643		32,643		32,970		32,970
Water Costs				1,340				1,353				1,367				1,381
Telephone				3,360				3,360				3,360				3,360
Internet/Cable				4,730				4,730				4,730				4,730
Building Maintenance		16,500		16,500		16,500		16,500		16,500		16,500		16,500		16,500
Alarm/Closed Circuit TV		3,168		3,168		3,168		3,168		3,168		3,168		3,168		3,168
Training, Meeting & Travel		1,000		4,000		1,000		4,000		1,000		4,000		1,000		4,000
Dues Membership & License				360				360				360				360
Advertising		1,500		4,000		1,500		4,000		1,500		4,000		1,500		4,000
Printing		4,000		4,000		4,000		4,000		4,000		4,000		4,000		4,000
Postage				690				690				690				690
Office and Special Supplies		46,333		46,333		46,333		46,333		46,333		46,333		46,333		46,333
Total Supplies and Services	\$	550,962	\$	323,181	\$	570,548	\$	330,514	\$	591,479	\$	338,201	\$	611,905	\$	346,259
Book Acquisitions		245,042		245,042		245,042		245,042		245,042		245,042		245,042		245,042
First-year start up costs				110,350		-		-		-		-		-		-
Contribution to Book Reserves				58,499				59,669				60,862				62,080
TOTAL EXPENDITURES	\$	1,747,769	\$	1,620,705	\$	1,802,384	\$	1,558,595	\$	1,862,565	\$	1,593,247	\$	1,916,034	\$	1,623,533
OPERATING SURPLUS or (DEFICIT)		(351,458)		(224,395)		(401,473)		(157,684)		(457,007)		(187,689)		(505,783)		(213,282)
General Fund Contribution	\$	351,458	\$	224,395	\$	401,473	\$	157,684	\$	457,007	\$	187,689	\$	505,783	\$	213,282
ADJUSTED SURPLUS or (DEFICIT)		-		-		-		-		-		-		-		-
RESERVE BALANCE ( FY 17/18: \$517,544)		\$		536,082		\$		539,834		\$		543,613		\$		547,419
RESERVE BOOK BALANCE		\$		58,499		\$		118,168		\$		179,030		\$		241,110
Indirect Costs to Goleta				\$192,390				\$ 196,238				\$ 200,163				\$ 204,166
Indirect Costs + General Fund Cont.	\$	351,458	\$	416,786	\$	401,473	\$	353,922	\$	457,007	\$	387,852	\$	505,783	\$	417,448

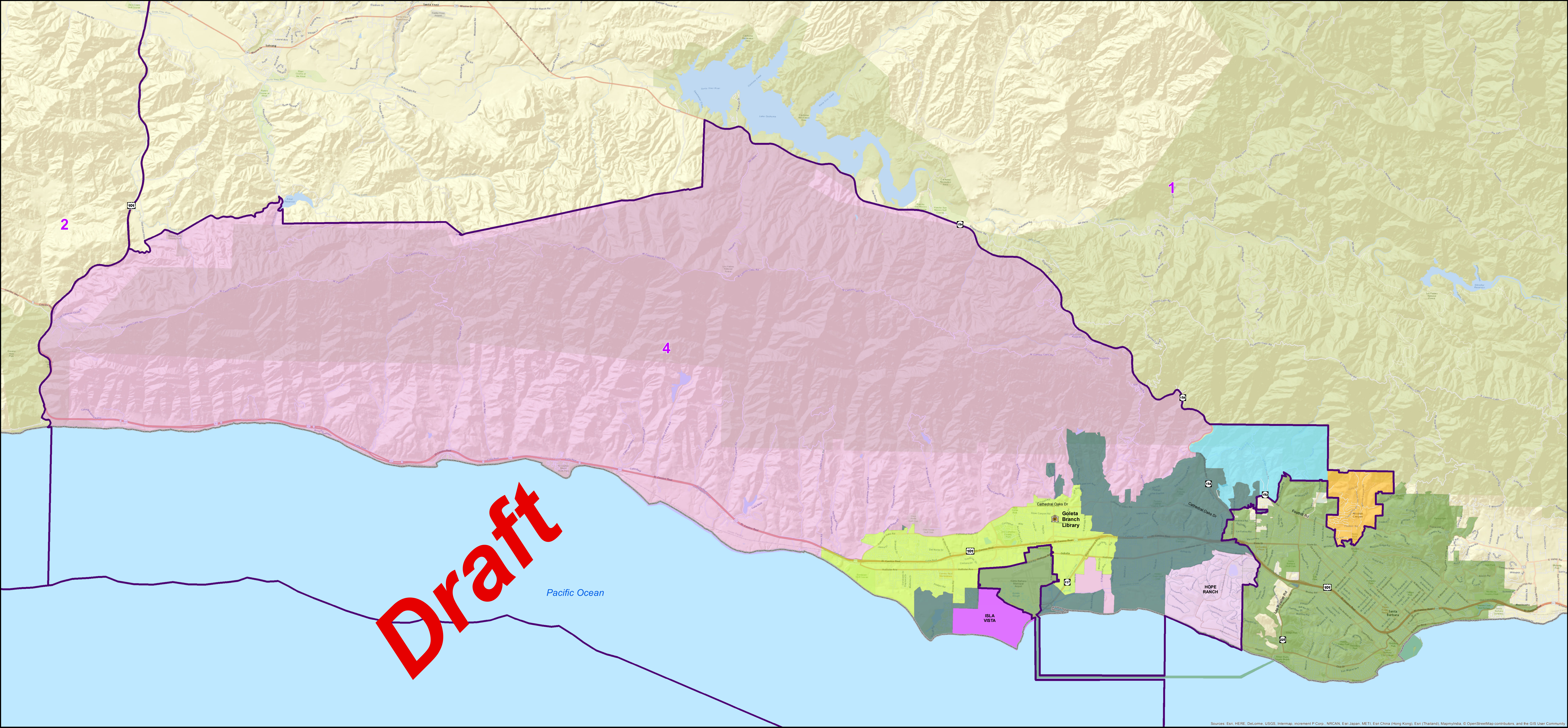
## Goleta Library Estimated Operating Budget

		\$7.80 per capita		Estimated Service Population		62,680							
<i>City Name</i>	<i>Admin Fee</i>	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta	Santa Barbara 18%	Goleta
		FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	FY 20/21	FY 21/22	FY 21/22	FY 22/23	FY 22/23	FY 23/24	FY 23/24
<b>REVENUES</b>													
County Per Capita		\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904	\$ 488,904
Fines / Fees		36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550	36,550
Other Revenue		9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100	9,100
Copy Fees		3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
Library DIF Contribution		102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	35,296	35,396
Measure L (County)		190,385	190,385	192,289	192,289	194,212	194,212	196,154	196,154	198,115	198,115	200,097	200,097
Measure L (City)		269,694	269,694	272,391	272,391	275,115	275,115	277,866	277,866	280,645	280,645	283,451	283,451
Meeting Room Rentals		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Interest		600	600	600	600	600	600	600	600	600	600	600	600
Donations - Other		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Donation - Friends		48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
<b>TOTAL REVENUES</b>		<b>\$ 1,166,483</b>	<b>\$ 1,166,483</b>	<b>\$ 1,171,084</b>	<b>\$ 1,171,084</b>	<b>\$ 1,175,731</b>	<b>\$ 1,175,731</b>	<b>\$ 1,180,424</b>	<b>\$ 1,180,424</b>	<b>\$ 1,185,164</b>	<b>\$ 1,185,164</b>	<b>\$ 1,123,348</b>	<b>\$ 1,123,348</b>
<b>EXPENDITURES</b>													
FT Salaries & Benefits (Start at Step 5)		\$ 738,522	\$ 657,502	\$ 769,287	\$ 692,715	\$ 804,186	\$ 713,874	\$ 832,793	\$ 730,180	\$ 859,607	\$ 745,774	\$ 887,745	\$ 761,737
PT Salaries (Allocated Costs-Salaries)		213,243	226,132	217,507	230,654	221,858	235,267	226,295	239,973	230,821	244,772	235,437	249,667
<b>Total Salaries and Benefits</b>		<b>\$ 951,765</b>	<b>\$ 883,634</b>	<b>\$ 986,794</b>	<b>\$ 923,370</b>	<b>\$ 1,026,044</b>	<b>\$ 949,142</b>	<b>\$ 1,059,087</b>	<b>\$ 970,152</b>	<b>\$ 1,090,428</b>	<b>\$ 990,546</b>	<b>\$ 1,123,182</b>	<b>\$ 1,011,404</b>
Supplies and Services:													
Black Gold Fee		140,000	140,000	147,000	147,000	154,350	154,350	162,068	162,068	170,171	170,171	178,679	178,679
Allocated Costs-Operations		110,657		114,641		118,768		123,044		127,473		132,062	
Administrative Fee		241,104	-	249,386	-	258,517	-	266,623	-	274,521	-	282,774	-
Custodial Services to contract		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)		(108,000)	
Custodial Services		62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700	62,700
Electricity Costs		32,000	32,000	32,320	32,320	32,643	32,643	32,970	32,970	33,299	33,299	33,632	33,632
Water Costs			1,340		1,353		1,367		1,381		1,394		1,408
Telephone			3,360		3,360		3,360		3,360		3,360		3,360
Internet/Cable			4,730		4,730		4,730		4,730		4,730		4,730
Building Maintenance		16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Alarm/Closed Circuit TV		3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168
Training, Meeting & Travel		1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000	1,000	4,000
Dues Membership & License			360		360		360		360		360		360
Advertising		1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000	1,500	4,000
Printing		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Postage			690		690		690		690		690		690
Office and Special Supplies		46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333	46,333
<b>Total Supplies and Services</b>		<b>\$ 550,962</b>	<b>\$ 323,181</b>	<b>\$ 570,548</b>	<b>\$ 330,514</b>	<b>\$ 591,479</b>	<b>\$ 338,201</b>	<b>\$ 611,905</b>	<b>\$ 346,259</b>	<b>\$ 632,665</b>	<b>\$ 354,706</b>	<b>\$ 654,349</b>	<b>\$ 363,561</b>
Book Acquisitions		245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042	245,042
First-year start up costs			110,350		-		-		-		-		-
Contribution to Book Reserves			58,499		59,669		60,862		62,080		63,321		64,588
<b>TOTAL EXPENDITURES</b>		<b>\$ 1,747,769</b>	<b>\$ 1,620,705</b>	<b>\$ 1,802,384</b>	<b>\$ 1,558,595</b>	<b>\$ 1,862,565</b>	<b>\$ 1,593,247</b>	<b>\$ 1,916,034</b>	<b>\$ 1,623,533</b>	<b>\$ 1,968,135</b>	<b>\$ 1,653,615</b>	<b>\$ 2,022,573</b>	<b>\$ 1,684,595</b>
<b>OPERATING SURPLUS or (DEFICIT)</b>		<b>(581,285)</b>	<b>(454,222)</b>	<b>(631,300)</b>	<b>(387,511)</b>	<b>(686,834)</b>	<b>(417,516)</b>	<b>(735,610)</b>	<b>(443,109)</b>	<b>(782,971)</b>	<b>(468,451)</b>	<b>(899,225)</b>	<b>(561,247)</b>
<b>General Fund Contribution</b>		<b>\$ 581,285</b>	<b>\$ 454,222</b>	<b>\$ 631,300</b>	<b>\$ 387,511</b>	<b>\$ 686,834</b>	<b>\$ 417,516</b>	<b>\$ 735,610</b>	<b>\$ 443,109</b>	<b>\$ 782,971</b>	<b>\$ 468,451</b>	<b>\$ 899,225</b>	<b>\$ 561,247</b>
<b>ADJUSTED SURPLUS or (DEFICIT)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE BALANCE (FY 17/18: \$517,544)</b>			\$ 536,082		\$ 539,834		\$ 543,613		\$ 547,419		\$ 551,251		\$ 555,109
<b>RESERVE BOOK BALANCE</b>			\$ 58,499		\$ 118,168		\$ 179,030		\$ 241,110		\$ 304,431		\$ 369,018
<b>Indirect Costs to Goleta</b>			\$192,390		\$ 196,238		\$ 200,163		\$ 204,166		\$ 208,249		\$ 212,414
<b>Indirect Costs + General Fund Cont.</b>		<b>\$ 581,285</b>	<b>\$ 646,613</b>	<b>\$ 631,300</b>	<b>\$ 583,749</b>	<b>\$ 686,834</b>	<b>\$ 617,679</b>	<b>\$ 735,610</b>	<b>\$ 647,275</b>	<b>\$ 782,971</b>	<b>\$ 676,700</b>	<b>\$ 899,225</b>	<b>\$ 773,661</b>

#### **ATTACHMENT 4:**

Map of Potential Zone 4 Service Area (98,645 population)

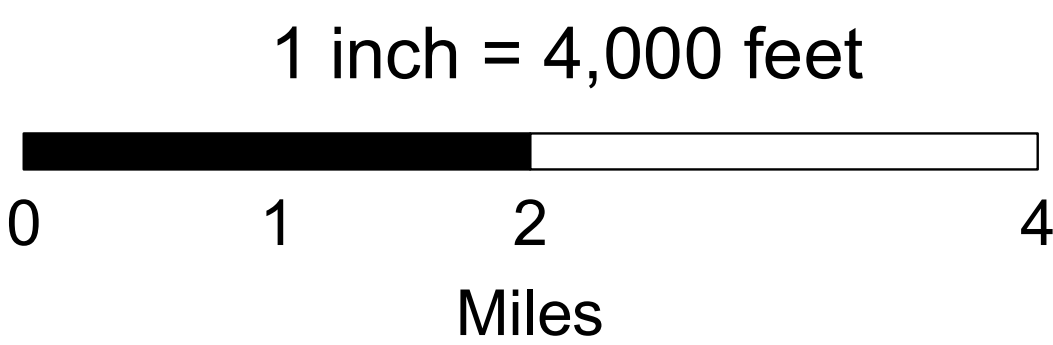
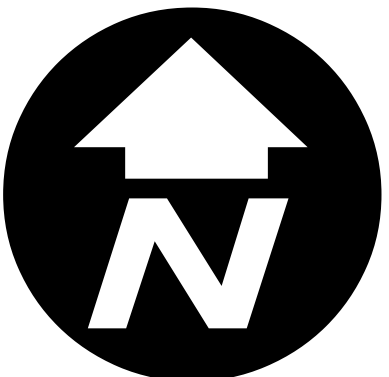




**Legend**

	Gaviota Area Unincorporated Census Blocks	3,190
	CSA #3 Census Blocks	31,735
	Isla Vista Census Blocks	26,275
	Hope Ranch Census Blocks	2400
	Mission Canyon Component	400
	Foothill Area Component	3700
	City of Goleta Census Blocks	30,945
	City of Santa Barbara Census Blocks	
	Proposed Library Zones	

**Total 2015 Esimated Population in  
Proposed Library Zone 4 = 98,645**

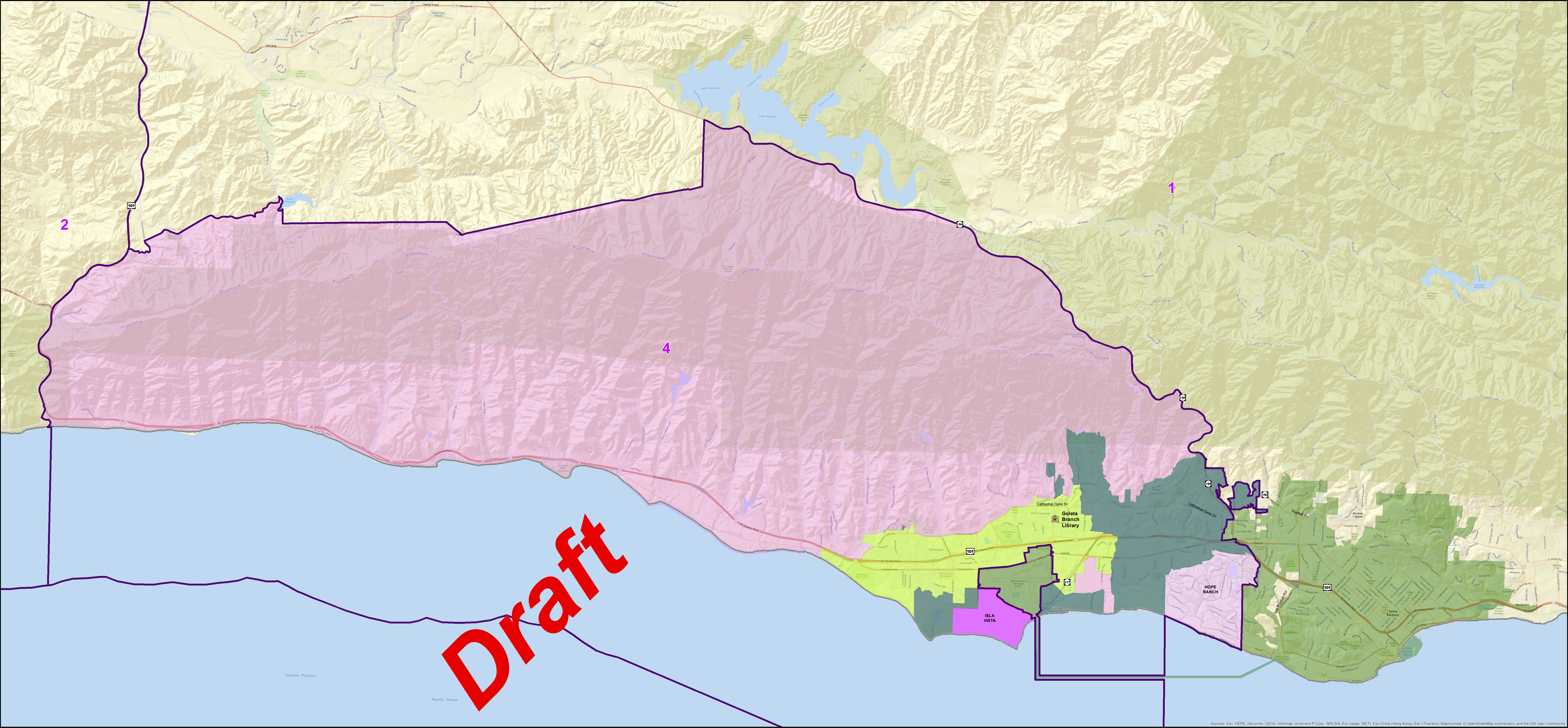




## **ATTACHMENT 5:**

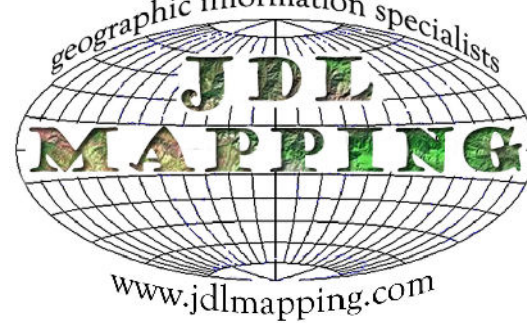
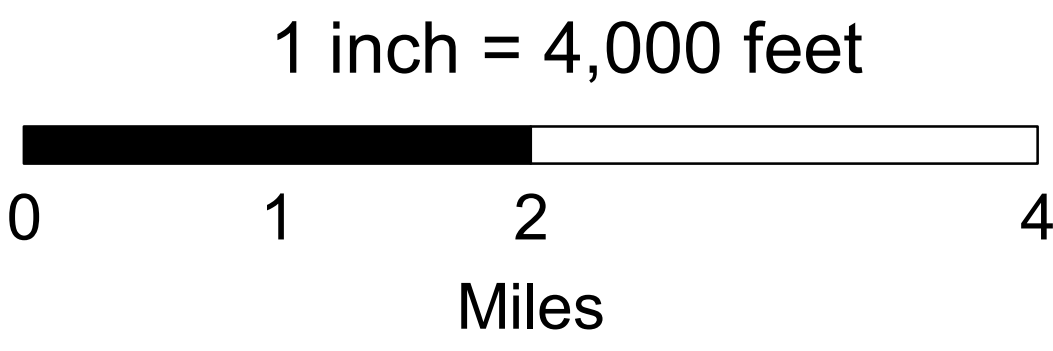
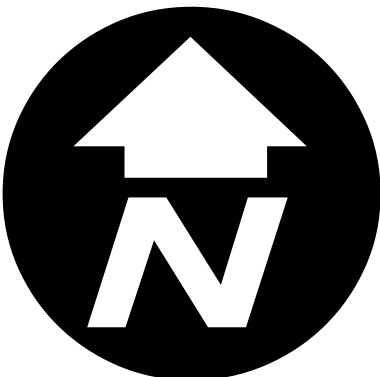
Map of Potential Zone 4 Service Area (94,545 population)





Total 2015 Estimated Population  
in Proposed Library Zone 4

Legend	94,545
Gaviota Area Unincorporated Census Blocks	3,190
CSA #3 Census Blocks	31,735
Isla Vista Census Blocks	26,275
Hope Ranch Census Blocks	2400
City of Goleta Census Blocks	30,945
City of Santa Barbara Census Blocks	

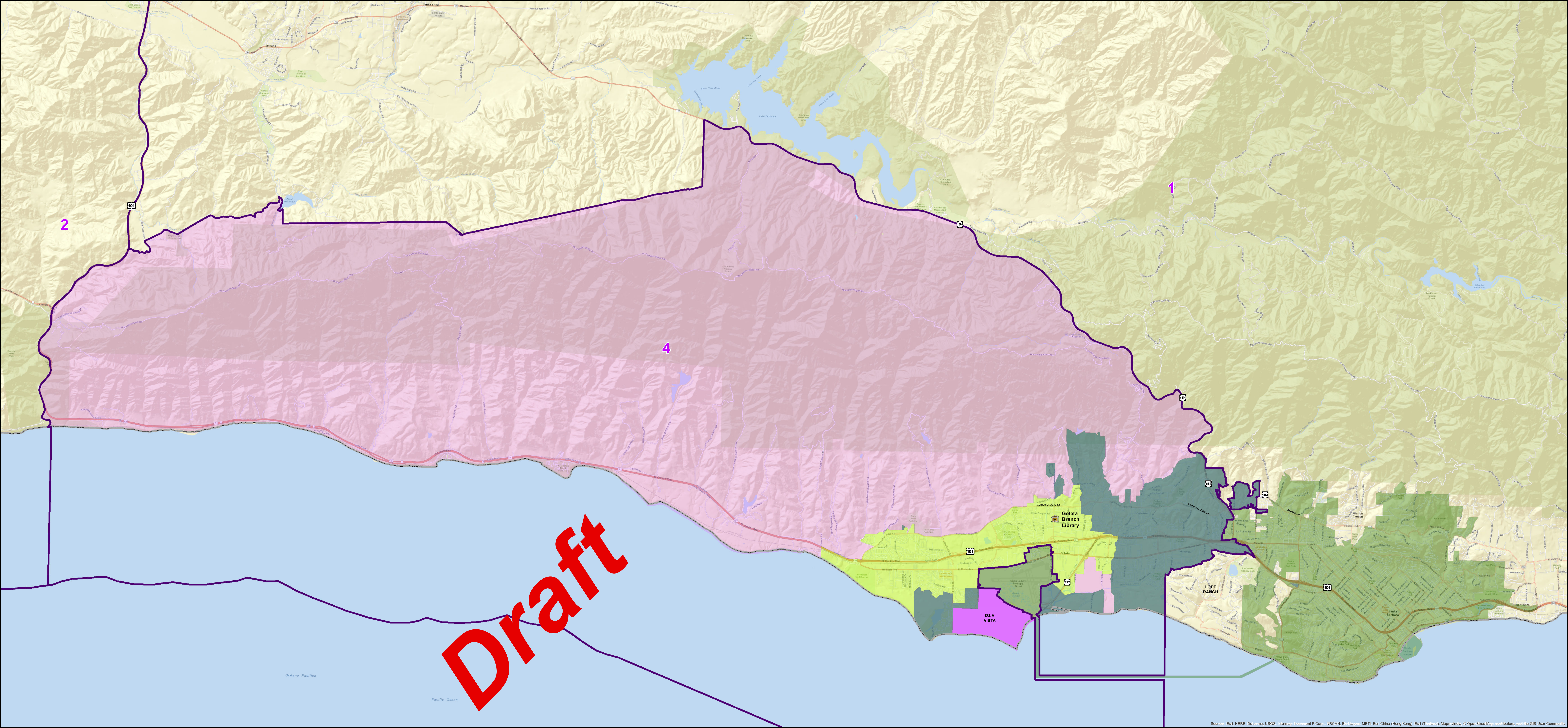




## **ATTACHMENT 6:**






Map of Potential Zone 4 Service Area (92,145 population)

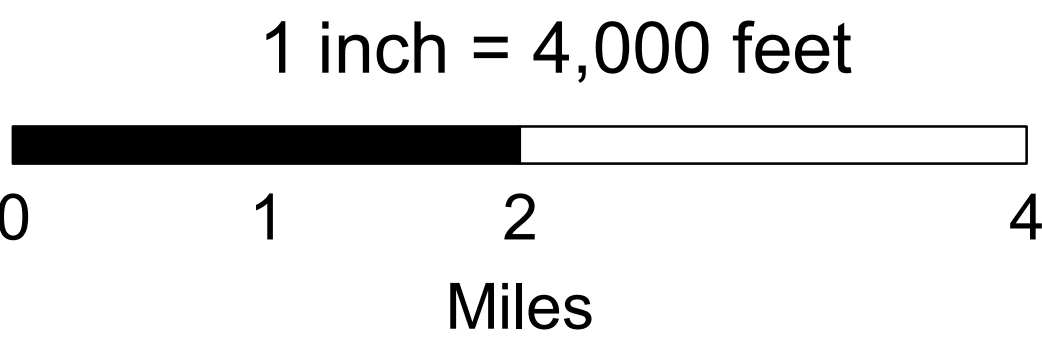
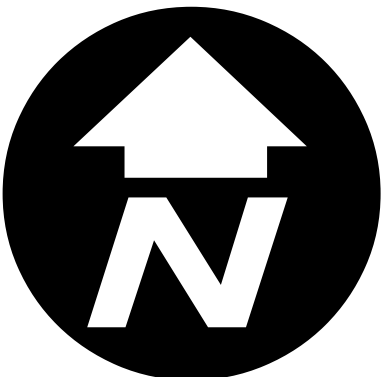




Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

**Total 2015 Estimated Population  
in Proposed Library Zone 4**

	Gaviota Area Unincorporated Census Blocks	92,145
	CSA #3 Census Blocks	31,735
	Isla Vista Census Blocks	26,275
	City of Goleta Census Blocks	30,945
	City of Santa Barbara Census Blocks	

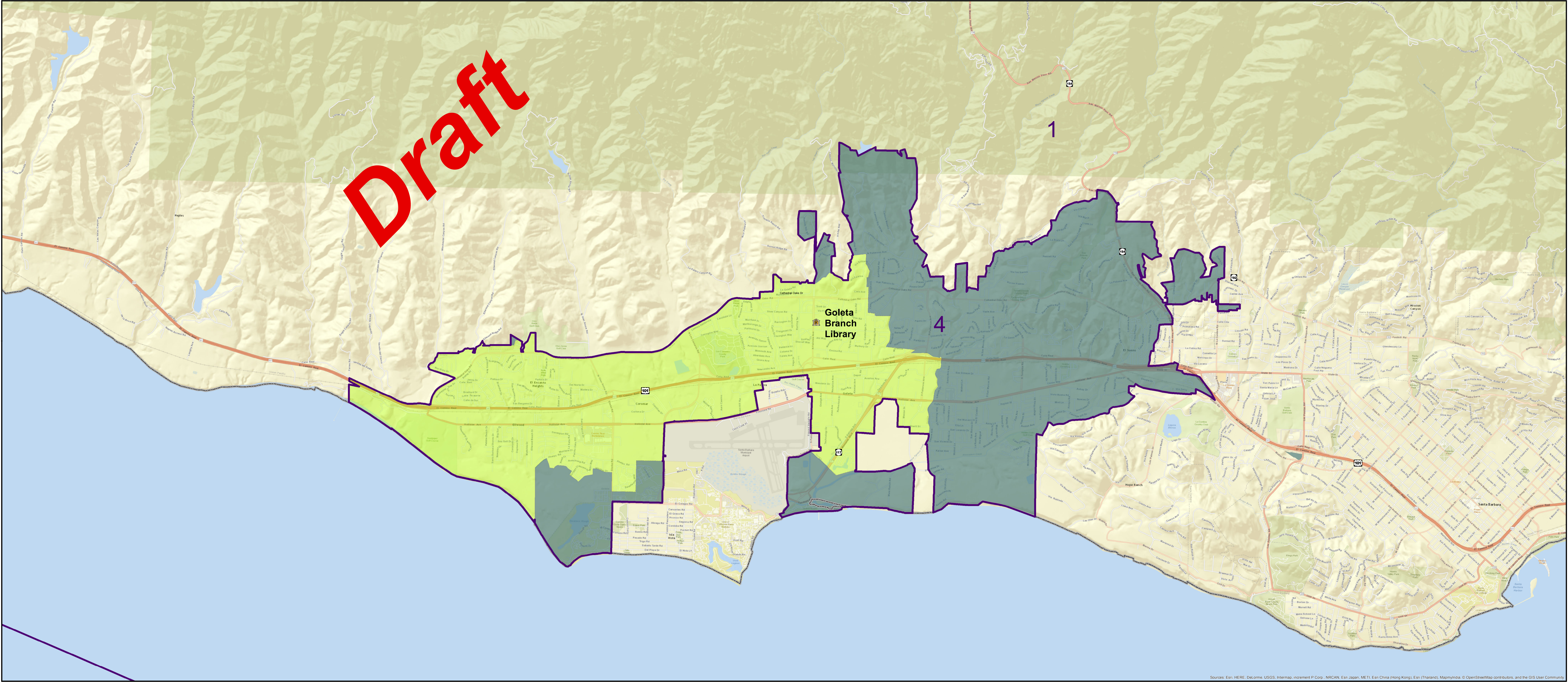




## **ATTACHMENT 7:**

Map of Potential Zone 4 Service Area (62,680 population)





<b>Legend</b>	
	CSA #3 Census Blocks
	City of Goleta Census Blocks
<b>Total 2015 Population in Proposed Library Zone 4</b>	
	<b>62,680</b>
	<b>31,735</b>
	<b>30,945</b>



**ATTACHMENT 8:**

RFP for County Library Consultant Study





June 29, 2017

## **REQUEST FOR PROPOSALS FOR LIBRARY CONSULTANT SERVICES**

The County of Santa Barbara is requesting proposals for an experienced library consultant individual, team or firm to provide library consulting services for the purpose of evaluating the current County library service delivery system, funding model and recommended improvements to the system or different service delivery models for the County to consider.

A Request for Proposals (RFP), which includes instructions for its completion, is attached.

Respondents to this RFP shall submit completed proposals in a sealed envelope, clearly marked with "Proposal for Library Consultant Services" and the name of the firm submitting the proposal. Ten (10) originals and one (1) electronic copy of the proposal must be submitted by August 16, 2017 (Close of Business) to the following address:

County of Santa Barbara  
Community Services Department (Engineering Bldg.)  
123 E. Anapamu St. (2<sup>nd</sup> Floor)  
Santa Barbara, CA 93101

If you have any questions about the RFP please submit your inquiries in writing, preferably via e-mail to:

George Chapjian  
Director, Community Services Department  
County of Santa Barbara  
123 E. Anapamu, 2<sup>nd</sup> floor  
Santa Barbara, CA 93101  
(805) 568-2467  
(805) 568-2459 fax  
Monday through Friday  
[Gchapjian@co.santa-barbara.ca.us](mailto:Gchapjian@co.santa-barbara.ca.us)



# **County of Santa Barbara Community Services Department**

## **Request for Proposal For Library Consultant Services**

**County of Santa Barbara  
Community Services Department  
123 E. Anapamu St. (2<sup>nd</sup> Floor)  
Santa Barbara, CA 93101**

**DUE DATE: August 16, 2017 Close of Business**

# **County of Santa Barbara Request for Proposal for Library Consultant Services**

## **I. INTRODUCTION AND PROJECT DESCRIPTION**

The County of Santa Barbara (“County”) is seeking an experienced individual, team or firm to provide library consulting services for the purpose of evaluating the current County library service delivery system, funding model and recommend improvements to the system or different service delivery models for the County to consider.

## **II. BACKGROUND**

Santa Barbara County government is a service-oriented organization with a \$1.3 Billion budget. The County has 22 departments, and a workforce of approximately 4,300 employees. Library services in the County are provided via the main libraries of Santa Barbara, Lompoc and Santa Maria (“Managing Cities”) and various branch locations as a way to efficiently use existing facilities and prevent the creation of County-operated duplicate establishments.

Every year the County and the Cities of Santa Barbara, Lompoc and Santa Maria enter into an “Agreement for Operation of a County-Wide Library System” (“Agreement”) to manage libraries throughout the County. This agreement confirms geographical zones in which the managing Cities provide library services in their responsible zones. The County provides funds through this agreement to the Cities on a per capita basis for all County residents (cities and unincorporated). The libraries currently are funded through a combination of sources, including the County per capita, funding from the cities, “Friends” groups, rentals, and for the Goleta Library, a special library tax. The County per capita funding commitment is \$7.80, which translates to an annual contribution of approximately \$3.4 million. The County library system is grouped into three zones as follows with the cities of Santa Barbara, Lompoc and Santa Maria as managing cities:

Zone 1: Santa Barbara. Services provided to the cities and unincorporated areas located within or in close proximity to Santa Barbara, Carpinteria, Montecito, Isla Vista, Goleta, Eastern Goleta Valley, Solvang, Buellton, Santa Ynez, and Los Olivos.

Zone 2: Lompoc. Services provided to the cities and unincorporated areas located within or in close proximity to Lompoc and Vandenberg Village.

Zone 3: Santa Maria. Services provided to the cities and unincorporated areas located within or in close proximity to Santa Maria, Cuyama, Guadalupe, Orcutt and Los Alamos.

The County library system has followed this model for more than 50 years. The Community Services Department Director is the designated representative of the County for library services and administers the agreement.

All libraries in the County system are members or associate members of the Black Gold Cooperative Library System, a public library cooperative serving six public library jurisdictions on the central coast. The Cooperative provides delivery services among its member libraries; operation of a library automation system; cataloging and bibliographic services; and coordination of database subscriptions to several online reference resources for all members.

### **III. GENERAL SCOPE OF SERVICES**

The services of the consultant will commence upon the execution of a Professional Services Agreement with the County. The selected consultant will be expected to review the Santa Barbara County library system in components and as a whole, and identify opportunities to improve the current system or recommend other service delivery and funding models that would best serve the residents of Santa Barbara County. The County anticipates the scope of work to involve the following components, including but not limited to:

- Conduct a comprehensive review of Santa Barbara County's existing policies, operational practices, and delivery approaches including but not limited to: funding, design, service delivery model, facilities, technology, staffing, and an evaluation of existing administrative fees charged to branch libraries by managing cities.
- Compare Santa Barbara's existing service delivery and funding model to other California County service delivery and funding models. Evaluate existing financial resource distribution and sustainability.
- Identify opportunities for enhancement to the current system if possible; and, identify alternative service delivery and funding models that would be suitable for SB County.
- Examine collaboration with other community partners (Friends groups, etc.).
- Collect, review and analyze data regarding current use and project future demands and make recommendations as affected by:
  - Community needs and opportunities they offer
  - Future trends in technology
  - Trends affecting the future of public libraries in general
  - Community organizations that either supplement or compliment library services
- Provide alternative delivery and funding models.
- Evaluate the proposed formation of a City of Goleta Municipal library; its impact to the current system and develop recommendations for a service and funding model which incorporates Goleta as a municipal library and ensuring proper County representation in the governance model (two thirds of Goleta's funding comes from unincorporated County through a community services district and County per capita funding). How would this newly formed library function in the current delivery system? [For reference, see the March 7, 2017 Goleta City staff report on the formation of a municipal library.](#)

**The consultant will be required to:**

- Contribute substantively both orally and in writing
- Participate in meetings with the Board of Supervisors, Community Services staff, the Library Advisory Committee, and stakeholders.

**IV. WORK PRODUCT (DELIVERABLES) AND PRESENTATION**

Consultant shall complete a draft and final report and present the final report with recommendations to staff, the Library Advisory Committee and the Board of Supervisors. The report shall identify enhancements to the existing system, alternative delivery system models and advantages and disadvantages of those alternative models.

The report shall describe the purpose, methodology, findings and recommendations. Ten copies of the final report shall be provided to the County in addition to a digital copy in Microsoft Word and/or Excel formats.

**V. PROPOSAL SUBMISSION FORMAT & REQUIREMENTS**

Submit proposals with the following format and completed attachments. Respondents should seek clarification of any requirements they do not fully understand. Misunderstandings resulting in an improper response or failure to effectively submit a clear and complete proposal providing all requested information below, on forms provided, and in the order requested may cause rejection as non-responsive.

1. **Cover/Transmittal Letter:** A cover letter providing a brief description of the firm or individual. Please be sure to include the following: legal company name, address, telephone and fax numbers, e-mail address, and primary contact person.
2. **Brief History & General Information:** Information about the Consultant including location of office(s), years in business, organization chart, number and position titles of key staff and their resumes, and an overview of experience.
3. **Consultant Qualifications:** A detailed description of the consultant's prior related experience in providing the scope of services described above, and any area of experience where the consultant is deficient or will need to rely on the services of an outside sub-contractor.
4. **Key Personnel:** Identify the primary contact for the project and any key personnel who will be assigned to this project. Provide resumes for all key individuals that include a description of their abilities, qualifications, and experience. The Consultant shall inform the County if any key personnel change after the proposal is submitted.
5. **Subcontractors:** Any portion of the scope of work that will be subcontracted. Include firm qualifications (brief) and key personnel, telephone number and contact person for all

subcontractors. The County reserves the right to approve or reject all consultants or internal staff performing consultant services, proposed by the consultant during or after the consultant review and selection process.

6. **Insurance Requirements:** Refer to the County of Santa Barbara Standard Terms and Conditions for Independent Contractors (Attached)
7. **References:** Provide the name and current contact information of at least three references that are familiar with services provided by the Consultant. Include a brief description of the services they received and dates that the services were provided.
8. **Work Examples:** Provide examples of three major projects or assignments exemplifying relevant experience including a detailed description of the scope of responsibilities
9. **Project Scope & Work Plan:** A description of the Consultant's understanding of the scope of work, including the purpose for the study, a detailed work approach and methodology and expected outcomes. Note any deviations or potential additions to the scope.
10. **Project Timeline:** A detailed timeline for completion of this project. Ideally the County would like to complete this project and have a final report in 90 days from the start of the project.
11. **Fee Information:** A proposed fee schedule including a detailed description and breakdown of the following:
  - Labor Costs- Indicate labor classification (position) and corresponding estimated hours, related hourly rate, and total labor costs for each position. Indicate the total estimated hours and direct labor calculated. Include costs for both prime and subcontractors.
  - Overhead Costs
  - Travel Expenses
  - Other Reimbursable Expenses- Any expenses associated with the development and production of the study, including any fees for the collection and analysis of data, printing, etc.
12. **Interview:** Proposers may be requested to be available for an interview with County staff in Santa Barbara as part of the final selection process. The lead member(s) of the consultant's team will be expected to attend any interviews scheduled with the city.
13. **Deadline and Delivery:** Ten (10) original and one (1) electronic copy of the proposal shall be submitted to the following department: Santa Barbara County Community Services Department (Engineering Building), 123 E. Anapamu St. (2nd Floor), Santa Barbara, CA 93101. The deadline for the submittal of a Proposal is August 16, 2017 close of business. Proposals received after August 16, 2017 will not be accepted. The RFP must show the return address and telephone number of the proposer.

## SELECTION PROCESS

1. **Initial Screening:** Proposals will be reviewed by a Selection Committee that may be comprised of staff, representatives from the County's Library Advisory Committee and stakeholders. The Selection Committee shall review submittals for initial decisions on responsiveness and responsibility in meeting the requirements. Failure to meet the requirements will be a cause for eliminating the consultant from further consideration.

The County shall not be liable in any way for the cost incurred by any consultant in the preparation of its proposal in response to this RFP nor for obtaining any required insurance. The County reserves the right to reject any and all proposals, to waive any technicalities, informalities, and irregularities, to accept or reject all or part of proposals, and to be the sole judge of the suitability of the proposals offered.

2. **Proposal Evaluation:** The Selection Committee will evaluate proposals using responsiveness to the Scope of Work, satisfactory past performance and other elements. Responses will be evaluated and ranked or scored using the following evaluation criteria:

Experience (breadth and depth of experience performing comparable work)	40%
Proposed Services (detailed description of the scope of work tasks)	40%
Cost Proposal	20%

Proposals will be evaluated on the following criteria:

- A. Demonstrated understanding of the services being requested
  - B. Prior experience in performing similar work
  - C. Qualifications provided by individual or firm responding to the RFP
  - D. Methodology and scope of the proposed study
  - E. Fees
  - F. Reference checks
3. **Interviews:** The Selection Committee will interview the individuals or firms that are most competitive. When interviews are conducted, rankings of firms shall be determined by the Selection Committee, using the combined results of interviews and proposal submittals. Consultants invited to interview are to bring the assigned Project Manager named by the Consultant in the Proposal, and may bring other key personnel named in the Proposal. The Consultant shall not bring individuals who do not work for the Consultant or are on the project team without advance authorization by the Selection Committee.
  4. **Selection:** The Selection Committee shall select the highest ranked Proposer(s) and the Director will make a recommendation to the County Board of Supervisors.

## **PROPOSAL REVIEW AND AWARD SCHEDULE**

RFP published and distributed	June 29, 2017
Proposal Deadline	August 16, 2017
Proposal Reviewed and Evaluated by staff	August 22, 2017
Interviews of consultants	August 29, 2017
Contract Execution/work begins	
Draft report due	November 22, 2017
Final report due	December 13, 2017
Present report to Board of Supervisors	January 16, 2018

## **SUPPLEMENTAL INFORMATION**

Questions concerning this request for proposal should be in writing (email preferred) and directed to:

George Chapjian  
Director, Community Services Department  
County of Santa Barbara  
123 E. Anapamu, 2<sup>nd</sup> floor  
Santa Barbara, CA 93101  
(805) 568-2467  
(805) 568-2459 fax  
Monday through Friday  
[Gchapjian@co.santa-barbara.ca.us](mailto:Gchapjian@co.santa-barbara.ca.us)

Proposals must be received by the County of Santa Barbara by August 16, 2017 close of business. The proposing firm must submit ten originals and one electronic copy of its proposal in a sealed envelope with "Proposal for Library Consultant Services".

County of Santa Barbara  
Community Services Department (Engineering Bldg.)  
Attn: George Chapjian  
123 E. Anapamu St. (2<sup>nd</sup> Floor)  
Santa Barbara, CA 93101



## County of Santa Barbara

### Standard Terms and Conditions for Independent Contractors

**THESE TERMS & CONDITIONS** apply to the Contract established between the County of Santa Barbara, a political subdivision of the State of California ("we/us/our") by its Purchasing Division ("Purchasing"), and the individual or entity identified as "Vendor" on the Contract form to which this document is attached ("you/your"), including your agents, employees or sub-contractors. **Your signature means you've read and accepted these terms and conditions.**

1. **SCOPE OF SERVICES / COMPENSATION.** You agree to provide services to us, and we agree to pay you, according to the attached Statement of Work. (The term "Statement of Work" refers to all attached language describing the services to be performed and the compensation to be paid, whether found in a Proposal, Estimate, Quote, correspondence, and/or any other attached document, and includes the narrative text appearing on the Contract form, plus any subsequent amendment.) All work is to be performed under the direction of the "Designee" (that is, the person designated by the department identified in the Ship-To box on the Contract form). Payment will be subject to satisfactory performance as determined by the Designee. You will be entitled to reimbursement for only those expenses specifically identified in the Statement of Work.

2. **STATUS AS INDEPENDENT CONTRACTOR.** You will perform all of your services under this Contract as an independent contractor and not as our employee. You understand and acknowledge that you will not be entitled to any of the benefits of a County employee, including but not limited to vacation, sick leave, administrative leave, health insurance, disability insurance, retirement, unemployment insurance, workers' compensation and protection of tenure. You warrant that you are authorized by law to perform all work contemplated in this Contract, and you agree to submit, upon request, verification of licensure or registration, or other applicable evidence of official sanction.

3. **BILLING & PAYMENT.** You must submit your invoice, which **must include the contract number** we assign (see Contract form), to the Bill-To address on the Contract form, following completion of the increments identified in the Statement of Work. Unless otherwise specified in the Contract, we will pay you within thirty (30) days from presentation of invoice.

4. **TAXES.** We will not be responsible for paying any taxes on your behalf, and should we be required to do so by state, federal, or local taxing agencies, you agree to promptly reimburse us for the full value of such taxes paid plus interest and penalty assessed, if any. These taxes include, but are not limited to, the following: FICA (Social Security), unemployment insurance contributions, income tax, disability insurance, and workers' compensation insurance.

5. **CONFLICT OF INTEREST.** You covenant that you presently have no interest and will not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Contract. You further covenant that in the performance of this Contract, you will employ no person having any such interest.

6. **OWNERSHIP OF DOCUMENTS.** We will be the owner of the following items incidental to this Contract, upon production and whether or not completed: all data collected, all documents of any type whatsoever (paper or electronic), and any material necessary for the practical use of the data and/or documents from the time of collection and/or production, whether or not performance under this Contract is completed or terminated prior to completion. You will not release any materials under this paragraph except after our prior written approval.

6.1. **Copyright.** No materials produced in whole or in part under this Contract will be subject to copyright in the United States or in any other country except as determined at our sole discretion. We will have the unrestricted authority to publish, disclose, distribute, and otherwise use in whole or in part, any reports, data, documents or other materials prepared under this Contract.

7. **RECORDS, AUDIT, AND REVIEW.** You must keep such business records pursuant to this Contract as would be kept by a reasonably prudent practitioner of your profession, and will maintain those records for at least four (4) years following the termination of this Contract. All accounting records must be kept in accordance with generally accepted accounting practices. We will have the right to audit and review all such documents and records at any time during your regular business hours or upon reasonable notice.

8. **INDEMNIFICATION PERTAINING TO PROFESSIONAL SERVICES.** You will indemnify and save harmless the County, its officers, agents and employees from any and all claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities arising out of the negligent performance or attempted performance of the provisions hereof; including any willful misconduct, negligent act or omission to act on your part, or your agents or employees or other independent contractors directly responsible to you to the fullest extent allowable by law. You must notify both the Designee and Purchasing immediately in the event of any accident or injury arising out of or in connection with this Contract.

9. **INDEMNIFICATION PERTAINING TO OTHER THAN PROFESSIONAL SERVICES.** You will defend, indemnify and save harmless the County, its officers, agents and employees from any and all claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities arising out of this Contract or occasioned by the performance or attempted performance of the provisions hereof; including, but not limited to, any act or omission to act on your part, or that of your agents or employees or other independent contractors directly responsible to you; except those claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities resulting from the sole negligence or willful misconduct of the County. You must notify both the Designee and Purchasing immediately in the event of any accident or injury arising out of or in connection with this Contract.

10. **INSURANCE.** Without limiting your indemnification of the County, you will procure the following required insurance coverage at your sole cost and expense. All insurance coverages are to be placed with insurers which (1) have a Best's rating of no less than A: VII, and (2) are admitted insurance companies in the State of California. All other insurers require the prior approval of the County Risk Manager. This insurance coverage must be maintained throughout the term of this Contract. Failure to comply with the insurance requirements will place you in default. Upon our request, you will provide a certified copy of any insurance policy within ten (10) working days.

10.1. **Workers' Compensation Insurance.** Statutory Workers' Compensation and Employers Liability Insurance shall cover all your staff while performing any work related to the performance of this Contract. The policy must provide that no cancellation, major change in coverage, or expiration will be effective or occur until at least thirty (30) days after we receive notice of that event. If you are legally self-insured, you will furnish a copy of Certificate of Consent to Self-Insure issued by the Department of Industrial Relations for the State of California. This provision does not apply if a) you have no employees as defined in Labor Code Section 3350 et seq. during the entire period of this Contract, and b) you have submitted to Purchasing a document stating that fact.

10.2. **General and Automobile Liability Insurance.** Your *general liability* insurance must include bodily injury, property damage and personal injury liability coverage, shall afford coverage for all premises, operations, products and completed operations by you and shall include contractual liability coverage sufficiently broad so as to include the insurable liability assumed by you in the indemnity and hold harmless provisions of the Indemnification Section(s) of this Agreement between you and the County. The *automobile liability* insurance must cover all owned, non-owned and hired motor vehicles that are operated on your behalf pursuant to your activities hereunder. You are required to include all subcontractors under your policies or furnish separate certificates and endorsements to meet the standards of these provisions by each subcontractor. The County of Santa Barbara, its officers, employees, and agents shall be **Additional Insured status** on

any policy. A cross liability clause, or equivalent wording, stating that coverage will apply separately to each named or additional insured as if separate policies had been issued to each shall be included in the policies. **A copy of the endorsement evidencing that the County has been added as an additional insured on the policy, must be attached to the certificate of insurance.** The limit of liability of said policy or policies for general and automobile liability insurance shall not be less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Any deductible or Self-Insured Retention (SIR) over \$10,000 requires approval by the County. Said policy or policies shall include a severability of interest or cross liability clause or equivalent wording. The policy or policies must contain a provision of the following form: "The insurance afforded by this policy shall be primary and if the County has other valid and collectible insurance, that other insurance shall be excess and non-contributory." *If the policy is a "claims made" policy, you will maintain such a claims made policy for a minimum of three (3) years after expiration of the contract.* The policy or policies must provide that we will be given thirty (30) days written notice prior to cancellation or expiration of the policy or reduction in coverage.

11. **PROFESSIONAL LIABILITY INSURANCE.** For those agreements where required, professional liability insurance shall include coverage for the activities of your professional staff with a combined single limit of not less than \$1,000,000 per occurrence or claim and \$2,000,000 in the aggregate. Said policy or policies shall provide that County shall be given thirty (30) days written notice prior to cancellation, expiration of the policy, or reduction in coverage. *If the policy is a "claims made" policy, you will maintain such a claims made policy for a minimum of three (3) years (ten (10) years for Construction defects Claims) after the expiration of the contract.*

12. **COMPLIANT COVERAGE.** In the event that you are not able to comply with our insurance requirements, the County may, at its sole discretion and at the your expense, provide compliance coverage.

13. **CERTIFICATE(S) OF INSURANCE.** You must submit to Purchasing your Certificate(s) of Insurance and necessary endorsements documenting the required insurance as specified above prior to this Contract becoming effective. You must ensure that current Certificate(s) of Insurance are at all times available in the Purchasing office as a **condition precedent to any payment by County** under this Contract. Our approval of any insurance shall neither relieve nor decrease your liability under this Contract.

14. **PERIODIC REVIEW OF INSURANCE.** The above insurance requirements are subject to periodic review by the County. The County's Risk Manager is authorized to change the above insurance requirements, with the concurrence of County Counsel, to include additional types of insurance coverage or higher coverage limits, provided that such change is reasonably based on changed risk of loss or in light of past claims against the County or inflation. This option may be exercised during any amendment of this Agreement that results in an increase in the nature of County's risk and such change of provisions will be in effect for the term of the amended Agreement. Such change requiring additional types of insurance coverage or higher coverage limits must be made by written amendment to this Agreement. You agree to execute any such amendment within thirty (30) days of acceptance of the amendment or modification.

15. **NONDISCRIMINATION.** The County's Unlawful Discrimination Ordinance (Article XIII of Chapter 2 of the Santa Barbara County Code) applies to this Contract and is incorporated into the Contract by this reference with the same force and effect as if the ordinance were specifically set out herein, and you agree to comply with that ordinance.

16. **NONEXCLUSIVE AGREEMENT.** You understand that this is not an exclusive Contract and that we have the right to negotiate with and enter into contracts with others providing the same or similar services as those you provide. You must disclose to Purchasing any other contracts under which you are providing services to the County.

17. **ASSIGNMENT.** You will not assign any of your rights nor transfer any of your obligations under this Contract without our prior written consent, and any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination.

18. **TERMINATION.** *For Convenience:* Either you or we may, for any reason, prior to the expiration date of this contract, terminate this contract upon thirty (30) days notice in writing to the other. *For Cause:* Upon a material breach of the Contract by either you or us, the other may terminate by written notice as specified in paragraph 19.

18.1. **Work In Progress.** Unless otherwise directed in the notice of termination, all work under the Contract must be immediately halted, and you must deliver to us all documents specified in paragraph 6.

18.2. **Payment.** We will pay you for services evident to, and performed to the satisfaction of, the Designee prior to notice of termination. However, in no event will we pay you any amount that exceeds the stated value of this Contract, nor for profit on unperformed portions of service. You must furnish to us, if requested, such financial information as we determine necessary to assess the reasonable value of any services you may have performed prior to any termination. In the event of any dispute, our conclusion will be final and binding. These provisions are cumulative and will not affect any right or remedy which we may have in law or equity.

19. **NOTICE.** *From You:* You must send or deliver any required notice to both the Designee and to Purchasing at the addresses appearing on the Contract form. *From Us:* Either Designee or Purchasing must send or deliver any required notice to you at the address last known to the sender, with a copy also sent to the other of us. *Effective Date:* Notices mailed by US Postal Service first-class, receipt of which is unacknowledged, are effective three days from date of mailing. Other notices are effective upon delivery by hand, proof of delivery by common carrier, or acknowledgement of receipt, whichever is earlier.

20. **AMENDMENT.** This Contract may be altered, amended or modified only by an instrument in writing (executed by Purchasing) and by no other means.

21. **PARKING.** This Contract does not entitle you to park in any County lot at the Santa Barbara downtown complex. **Failure to comply may result in your vehicle being ticketed or towed without notice.** Exceptions for extraordinary circumstances may only be made upon prior written approval of the Parking Coordinator (568-2650). For on-street parking for construction or delivery operations, you may instead wish to seek a "Parking Restriction Waiver Permit" from the City of Santa Barbara (564-5385). Public parking lots are available across from the County's downtown complex along Anacapa Street.

22. **CALIFORNIA LAW.** This Contract is governed by the laws of the State of California. Any litigation regarding this Contract or its contents must be filed in the County of Santa Barbara, if in state court, or in the federal district court nearest to Santa Barbara County, if in federal court.

23. **PRECEDENCE.** In the event of conflict between the provisions contained in these numbered paragraphs and the provisions contained in the Statement of Work, the provisions of this document shall prevail unless 1) otherwise specified on the Contract form to which this document is attached, or 2) waived by amendment hereon with dated initials of Purchasing staff.