

VACAVILLE LIBRARY COMMISSION

May 8, 2017

6:30 p.m.

LOCATION: Vacaville Public Library – Cultural Center, Conference Room

The County of Solano, in compliance with the Americans with Disabilities Act of 1990, will provide accommodations for persons with disabilities who attend public meetings. If you wish to attend this meeting and you will require assistance in order to participate, please call the Supervising Librarian at 1-866-572-7587 at least 48 hours in advance of the event to make reasonable arrangements to ensure accessibility to this meeting.

Non-confidential materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection at the Vacaville Public Library – Cultural Center, 1020 Ulatis Drive, Vacaville, CA during normal business hours.

AGENDA

1. CALL TO ORDER
2. ROLL CALL AND ESTABLISHMENT OF QUORUM
3. INTRODUCTIONS
4. APPROVAL OF MINUTES of March 13, 2017-Attachment 1 -**ACTION**
5. APPROVAL OF AGENDA – **ACTION**
6. COMMENTS FROM THE FLOOR (10-minute time limit per individual)
 - a. Items on the Agenda – Persons wishing to speak to items on the agenda should so indicate to the President of the Commission at this time. You will be given an opportunity to speak on the subject at the time the item is discussed by the Commission.
 - b. Items Not on the Agenda – Persons wishing to speak to items not on the agenda should so indicate to the President of the Commission at this time. Subjects not on the agenda may be introduced at this time, but no action may be taken on them at this meeting. Please stand and state your name and address.
7. CORRESPONDENCE
8. LIBRARIANS' REPORTS – The Vacaville libraries' Supervising Librarians' reports are issued in written format in the interest of time. Questions on any of the topics may be presented at the meeting – Attachment 2

9. OLD BUSINESS

Expansion of the Cultural Center Library – the Commission will discuss the expansion to the Cultural Center Library.

10. NEW BUSINESS

a. Strategic Plan Presentation – presentation by Deputy Director, Mark Fink, on the Solano County Library Strategic Plan 2017-2022.

b. Proposed FY 2017-2018 Budget – the Commission will discuss and may take action on the proposed budget for FY 2017-2018. **ACTION**

11. ITEMS OF INTEREST TO THE COMMISSION

12. DATE OF NEXT MEETING: June 12, 2017

13. ADJOURNMENT

Vacaville Public Library-Cultural Center
1020 Ulatis Drive
Vacaville, CA 95687

Library Commission Meeting
March 13, 2017
Meeting Room

CALL TO ORDER

President Beatryce Clark called the meeting to order at 6:30 p.m.

ROLL CALL AND ESTABLISHMENT OF QUORUM

Members present:

Beatryce Clark
Bruce DuClair
Dave McCallum

Members absent:

Janet Matthews
Carol Sue Robison

Others present:

Bonnie Katz, Director of Library Services
Malissa Knapp, Library Branch Manager
Johnny Parker, Supervising Librarian
Nancy Redfield, Supervising Librarian
Tamie Tvrdik, Clerical Operations Supervisor

INTRODUCTIONS

The Commission welcomed new member, Dave McCallum, and all present introduced themselves.

APPROVAL OF MINUTES

The minutes of the meeting of January 9, 2017 were unanimously approved on motion of Mr. DuClair and seconded by Ms. Clark. So ordered by 4-0 vote.

APPROVAL OF AGENDA

Mr. DuClair moved to approve the March 13, 2017 agenda; Mr. McCallum seconded. Motion unanimously approved. So ordered by 4-0 vote.

COMMENTS FROM THE FLOOR

Items on the agenda

None.

Items not on the agenda

CORRESPONDENCE

None.

LIBRARIANS' REPORTS

The librarians' reports were submitted in writing. Mr. DuClair complimented the staff with all of their hard work mentioning that VCC seems to be one of the busiest libraries in the County. Ms. Katz confirmed that VCC does circulate the most throughout the system. Ms. Katz distributed the new Check It Out. The newsletter recognizes the

Library volunteers that gave 35,679 hours in the previous year. In addition, Ms. Katz informed the Commission that the new strategic plan will be on the agenda of the April 25th Board of Supervisors meeting. The Library will be asking the Board of Supervisors to accept the plan. The consultant will also be at that Board meeting. The 2 supervising library assistant vacancies for the Vacaville libraries have now been filled; one is a promotion and the other is a transfer from the JFK library. A long time employee that started as a departmental aide and now works as a library assistant at the Cordelia Library is being reassigned (at his request) to the Town Square library. This will mean the Vacaville libraries will be fully staffed. Ms. Katz also added that it is budget time and the Auditor has instructed the Library to anticipate an increase of 4 percent in property tax and 2 percent in sales tax. Ms. Katz will have a full budget report for the Commission at the May meeting.

OLD BUSINESS

Expansion of the Cultural Center Library – the Commission will discuss the expansion of the Cultural Center Library.

CanonDesign, the architectural firm hired by the County Architect's Capital Projects division is in the process of preparing the preliminary planning application. This will be submitted to the City of Vacaville and will determine what the requirements will be in terms of parking and to do the expansion. The firm will speak with the Commission to develop a conceptual plan. This is the first step to see if the project can go forward.

NEW BUSINESS

None.

ITEMS OF INTEREST TO THE COMMISSION


Ms. Katz informed the Commission that there is a Library Board meeting on Thursday, March 16th.

DATE OF NEXT MEETING

The next VLC meeting will be held on Monday, May 8, 2017 at 6:30 p.m. at the Cultural Center Library Conference Room. The budget and the strategic plan will be on the agenda.

ADJOURNMENT

Meeting adjourned at 7:00 p.m.



Malissa Knapp, Library Branch Manager

Librarian's Report to the Vacaville Library Commission
Vacaville Public Library-Cultural Center (VCC)
May 8, 2017

Greetings, Commissioners:

During the months of March and April, VCC welcomed 36,692 visitors and circulated 64,279 items.

During the reporting period, staff presented 43 storytimes, with 1614 in attendance. 634 elementary school-age children participated in library programs which included PAWS, Afternoon Adventures, and The Puppet Company Tall Tales puppet show. Total attendance for children's programming was 2,273.

Staff made 7 outreach visits, and connected with 408 people. Staff hosted 3 library tours for 88 people.

Total attendance for 28 adult programs was 217. These included Road to Employment, Master Gardeners, Knott Just Knitting, the genealogy program, and the adult craft program among others.

Upcoming May and June programs will include:

- Free Comic Book Day – Everyone gets a free comic book on May 6th. Stop by to get yours. Saturday May 6. 10am – 5pm
- Comic Book Recycling. Celebrate Free Comic Book Day 2017 with Teen DIY! Make your own comic book using pages from old comics and manga. Wednesday May 3. 4pm.
- Tabletop Thursdays. Join us for a brand-new program – board games! Each month on the fourth Thursday Cultural Center Library will host board games. Come try out new games and then check out the ones you like! Solano County Library will start circulating board games this Spring. Thursday May 25. 7pm.
- Gadget Clinic. A volunteer will help you with your iPad, Kindle, smartphone or other device. First and third Tuesdays. 1-2pm.

There were no suspensions for inappropriate use of the Internet during the reporting period.

Respectfully submitted,
Nancy Redfield
Supervising Librarian
Vacaville Public Library-Cultural Center

Librarian's Report to the Vacaville Library Commission
Vacaville Public Library-Town Square (VTS)
May 8, 2017

Greetings, Commissioners:

During the months of March and April, VTS welcomed 27,051 visitors and circulated 28,319 items.

During the reporting period, staff presented 40 storytimes, with 1,580 in attendance. 2,185 children participated in library programs, including Bunnies and Bonnets In-N-Out Cover to Cover, and Python Ron.

Homework Help provided assistance to 180 students.

Total attendance for 26 adult programs was 564. These included the Brain Games, Book Club, Writer's Group, Gadget Workshop, La Di Da Quartet, Old Time Radio Theatre, and Rosie the Riveter.

Upcoming program highlights include:

- Kentucky Derby Hat Celebration: Tuesday, May 2nd, 6:30 – 7:30 PM – Wear your prized derby hat and join us with our guest speaker from the Vacaville Horseplay Therapeutic Riding Center. Hats are encouraged.
- Mother's Day Craft: Thursday, May 11th, 4:00 – 5:00 PM – Vanden High Art Club will be teaching kids their favorite craft.
- Afternoon Adventures – Science Day: Thursday, May 18th, 4:00 – 5:00 PM – Genetech gives back with cool science projects and experiments at the library!
- A Taste of Summer with Rita's Italian Ice: Thursday, June 1, 2017, 6:30 PM – 8:00 PM – Start the summer right! Join us for a sampling of this summer's delicious creations by Vacaville's one and only, Rita's Italian Ice.
- Steampunk Summer Series: Steampunk Workshop with author Stephanie Kato – Thursday, June 15, 2017, 6:00 PM – 7:30 PM. The first of our "Steampunk Summer Series". Author Stephanie Kato will discuss her series, The Post-Apocalyptic Society, while at the same time giving insight into the Steampunk world.
- Edible Bookfest Contest: Tuesday, June 20, 2017, 5:30 PM – 8:00 PM. Stop by the Vacaville Town Square Library and vote for your favorite Edible BookFest creation. By popular vote, there will be a prize awarded to the first, second, and third place winners. This event is free, thanks to the Vacaville Friends of the Library.

There were no suspensions for inappropriate use of the Internet during the reporting period.

Respectfully submitted,
Johnny Parker
Supervising Librarian
Solano County Library

SOLANO COUNTY LIBRARY

FY2017/18 BUDGET
VACAVILLE LIBRARY DISTRICT - FUND 427

ACCOUNT/DESCRIPTION	FY2015/16 <u>ACTUALS</u>	FY2016/17 <u>BUDGET</u>	FY2017/18 <u>PROPOSED</u>
<u>EXPENSES</u>			
2055 Insurance Fire	\$34,599	\$38,000	\$38,000
2140 Building Maintenance	\$0	\$25,000	\$25,000
2235 Accounting/Financial Services	\$16,258	\$5,000	\$40,000
2236 Consulting Services	\$0	\$175,000	\$200,000
2239 Legal Service	\$520	\$0	\$0
2250 Charge for Service (Operating Vacaville Library	\$3,855,337	\$4,103,693	\$4,059,876
2250 Property Tax Administration Fee	\$27,245	\$35,000	\$35,000
2250 Other Professional Services	\$5,590	\$35,000	\$35,000
3020 Refund of Prior Year Charges	\$3,062	\$15,000	\$15,000
3230 Long-Term Loan Redemption	\$68,329	\$73,210	\$78,091
3244 Interest on Long-Term Debt	\$79,390	\$76,071	\$72,429
4201 Buildings and Improvements	\$0	\$75,000	\$75,000
4303 Equipment	\$0	\$12,000	\$0
8101 Contingency	\$0	\$2,655,011	\$6,005,810
8301 Reserves	\$0	\$5,000,000	\$0
TOTAL EXPENSES	\$4,090,330	\$12,322,985	\$10,679,206
<u>REVENUES</u>			
9001 Property Taxes-Secured	\$1,638,414	\$1,705,031	\$1,723,828
9002 Property Taxes-Unsecured	\$108,839	\$214,963	\$106,270
9003 Property Taxes-Prior	\$3,480	\$0	\$0
9004 Property Taxes-Supplemental	\$39,527	\$37,374	\$67,011
9005 Property Taxes-Prior Supplemental	\$5,020	\$0	\$0
9015 Library Sales Tax	\$2,220,609	\$2,442,670	\$2,354,213
9018 Unitary	\$34,786	\$34,752	\$38,088
9019 ABX1 26 Residual Taxes (Redevelopment)	\$257,658	\$375,034	\$336,001
9020 ABX2 26 Pass Through	\$434,209	\$523,696	\$544,962
9021 LM1HF & Other Assets	\$0	\$103,353	\$68,010
9401 Interest	\$33,566	\$40,000	\$55,000
9405 Building Rental	\$252,108	\$253,058	\$240,234
9504 Fish and Game	\$208	\$0	\$0
9505 State Highway Rentals	\$16	\$0	\$0
9507 Homeowner's Relief	\$24,872	\$27,872	\$25,020
9604 Contract Services	\$150,000	\$150,000	\$150,000
9703 Other Revenue	\$0	\$0	\$0
9704 Developer Impact Fee Monies	\$415,894	\$414,862	\$508,644
9705 Insurance Proceeds	\$0	\$0	\$0
9805 Reserve Transfer	\$0	\$0	\$0
9806 Fund Balance Available	\$4,250,970	\$5,894,344	\$4,461,925
TOTAL REVENUES	\$9,870,176	\$12,217,008	\$10,679,206

2

CHARGE FOR SERVICE
VACAVILLE LIBRARY OPERATING COSTS

FY2015/16
ACTUALS

FY2016/17
BUDGET

FY2017/18
PROPOSED

****EXPENSES**

Expenses in the Vacaville Library Overhead for Fiscal Year	\$3,001,496	\$3,244,979	\$3,296,914
Administration	\$608,472	\$649,352	\$768,699
Technical Svs. Fees	\$569,908	\$670,259	\$602,146
Automation	\$246,177	\$245,596	\$212,535
Telephone Assistance Center	\$103,644	\$112,078	\$96,967
TOTAL EXPENSES	\$4,529,697	\$4,922,264	\$4,977,261

****CREDITS**

Revenue collected in the Vacaville Library for Fiscal Year			
Library Fines/Fees	\$88,587	\$94,835	\$70,286
Building Use Fees	\$2,775	\$2,345	\$1,800
Photo/Microfiche Copies	\$11,760	\$9,993	\$11,368
Cash Overage	\$25	\$14	\$0
Other Revenue	\$0	\$186	\$0
Tax area code credit	\$398,221	\$427,038	\$459,726
Unexpended Direct Funds	\$82,905	\$284,160	\$374,205
TOTAL CREDITS	\$584,273	\$818,571	\$917,385
TOTAL CHARGE	\$3,945,424	\$4,103,693	\$4,059,876

**Per Auditor's recommendation using last full fiscal year actual costs.

2

SOLANO COUNTY LIBRARY
VACAVILLE PUBLIC LIBRARY
CULTURAL CENTER
BUDGET

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
1110 Salary/Regular	728,688	843,991	873,797
1121 Salary/Extra Help	139,670	150,810	125,396
1131 Salary/OT/Call back	11,215	14,110	14,816
1141 Salary/Premium	8,153	8,962	8,627
1210 Retirement	103,499	149,643	170,665
1212 Deferred Comp County Match	283	260	650
1213 OPEB costs	13,565	16,882	17,477
1220 FICA	64,257	80,646	92,032
1230 Health	146,930	195,318	188,548
1231 Vision	1,677	2,184	2,100
1240 Comp Insurance	17,983	20,263	13,237
2141 LT Disability Insurance	0	0	523
1250 Unemployment	516	394	377
1260 Dental	8,667	11,160	10,962
1270 Accrued Leave CTO	13,680	2,500	2,500
1290 Life Insurance	626	969	972
Subtotal 1000's	<i>1,259,409</i>	<i>1,498,092</i>	<i>1,522,679</i>
2020 Com/Radio Services	0	0	0
2021 Telephone/County	2,059	2,758	3,233
2022 Telephone/AMC's	0	150	304
2023 Voice Mail	151	151	197
2025 Cellular Phone Service	0	50	50
2028 Telephone/Non County	0	0	0
2035 Household Expenses	35,457	45,602	50,665
2050 Liability/Risk Management	0	0	0
2051 Liability Insurance	4,785	3,826	5,330
2120 Equipment Maintenance	7,125	1,000	1,400
2140 Maintenance/Buildings	20,773	37,220	40,942
2170 Memberships	0	0	0
2178 Cash/Inventory Shortage	39	35	35
2200 Office Expense	2,921	3,000	3,000
2201 Office Equipment	0	94,600	94,600
2202 Controlled Asset (>1500<5000)	0	0	0
2203 Computer Componets <1500	0	0	0
2205 Postage	0	0	0
2215 Managed Print Services	2,491	1,832	2,015
2220 Microfilm/Fiche/Photo	0	0	0
2235 Accounting/Financial Svs.	0	0	0
2236 Consulting Services	0	0	0

4

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
2250 Other Professional Svs.	2,835	45,724	20,724
2260 Software (CMSI)	0	0	0
2261 Software Licenses	0	0	0
2266 Central Data Processing	0	0	0
2267 HRIS Infrastructure Costs	0	0	0
2268 CDP - Supplemental Svs.	0	0	0
2280 Publications/Legal Notes	0	0	0
2281 Advertising/Marketing	0	0	0
2285 Rent/Lease - Equipment	0	0	82
2295 Rent/Lease - Building	0	0	0
2301 Small Tools	0	0	0
2310 Education/Training	0	0	0
2311 Tuition Reimbursement	0	0	0
2312 Special Depart. Expense	155	100	100
2327 Library Materials Process.	0	0	0
2328 Library Materials	150,200	150,200	150,200
2335 Travel Expense	0	50	50
2336 Travel Out-of-State	0	0	0
2337 Refreshments	0	0	0
2339 Management Expense	0	0	0
2345 Moving/Freight	0	0	0
2350 County Garage Services	0	0	0
2355 Personal Mileage	433	1,000	1,000
2360 Utilities	56,555	78,287	86,116
2361 Water	4,003	2,603	3,300
Subtotal 2000's	289,982	468,188	463,343
3020 Refund of Prior Year Charg.	0	0	0
3231 Capital Lease-Equipment	0	0	0
3690 Interfund Svs. - Sheriff	0	0	0
3694 Interfund Svs. - Professional	0	0	0
3695 Interfund Svs. - Main./Mat.	0	0	0
3696 Interfund Svs. - Small Projects	0	0	0
3697 Interfund Svs. - Postage	0	0	0
3698 Interfund Svs. - Main./Labor	0	0	0
3701 Contribution - Non County	0	0	0
3710 County Admin. Overhead	0	0	0
Subtotal 3000's	0	0	0
4201 Buildings & Improvements	0	0	0
4202 Construction in Progress	0	0	0
4303 Equipment	0	0	0
4304 Computer Equipment	0	0	0
Subtotal 4000's	0	0	0
5040 Transfer Out - POB's	36,204	36,568	40,871
8101 Contingency	0	0	0
8301 Reserves	0	0	0
9304-8101 Contingency	0	0	0
Total - Expenses	1,585,595	2,002,848	2,026,893

4

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
9001 Prop. Taxes/Secured	0	0	0
9002 Prop. Taxes/Unsecured	0	0	0
9004 Prop. Taxes/Supplement	0	0	0
9005 Prop. Taxes/Prior	0	0	0
9401 Interest	0	0	0
9405 Building Rental	525	500	600
9407 Telephones	0	0	0
9507 Homeowner's Relief	0	0	0
9511 Other Governmental Agen.	0	0	0
9569 State Aide	0	0	0
9601 Building Use Fees- Now 9405	0	0	0
9603 Photo/Microform copies	8,503	7,997	8,146
9604 Contract Services	0	0	0
9605 Library Fines	61,535	61,645	47,265
9637 Other Prof. Services	0	0	0
9663 Redevelopment	0	0	0
9702 Cash Overage	28	0	0
9703 Other Revenue	0	0	0
9705 Insurance Proceeds	0	0	0
9803 Op. Transfers In	0	0	0
9805 Reserve Transfer	0	0	0
9806 Fund Balance Available	0	0	0
Total Revenue	70,591	70,142	56,011

6

SOLANO COUNTY LIBRARY

VACAVILLE PUBLIC LIBRARY

TOWN SQUARE

BUDGET

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
1110 Salary/Regular	376,085	512,356	500,157
1121 Salary/Extra Help	76,422	66,066	73,763
1131 Salary/OT/Call back	5,380	6,500	6,855
1141 Salary/Premium	2,183	2,104	2,640
1210 Retirement	57,991	94,094	99,493
1212 Deferred Comp County Match	726	780	780
1213 OPEB costs	7,527	10,248	10,004
1220 FICA	34,483	46,458	52,827
1230 Health	91,763	133,338	128,389
1231 Vision	902	1,260	1,176
1240 Comp Insurance	10,357	12,803	7,375
1250 Unemployment	406	238	299
1260 Dental	5,707	8,154	8,220
1270 Accrued Leave CTO	6,881	1,500	1,500
1290 Life Insurance	392	534	494
Subtotal 1000's	677,205	896,433	893,972
2020 Com/Radio Services	0	0	0
2021 Telephone/County	2,854	3,400	4,102
2022 Telephone/AMC's	63	150	304
2023 Voice Mail	151	151	197
2025 Cellular Phone Service	0	50	50
2028 Telephone/Non County	0	0	0
2035 Household Expenses	18,557	26,080	29,197
2050 Liability/Risk Management	0	0	0
2051 Liability Insurance	4,574	3,306	4,728
2120 Equipment Maintenance	5,476	500	750
2140 Maintenance/Buildings	16,957	22,125	24,338
2170 Memberships	0	0	0
2178 Cash/Inventory Shortage	4	20	20
2200 Office Expense	2,493	1,720	1,720
2201 Office Equipment	1,184	25,700	25,700
2202 Controlled Asset (>1500<5000)	0	0	0
2203 Computer Componets <1500	0	0	0
2205 Postage	0	0	0
2215 Managed Print Services	0	1,372	1,509
2220 Microfilm/Fiche/Photo	0	0	0
2235 Accounting/Financial Svs.	0	0	0
2236 Consulting Services	0	0	0

6

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
2250 Other Professional Svcs.	7,394	21,460	21,460
2260 Software (CMSI)	0	0	0
2261 Software Licenses	0	0	0
2266 Central Data Processing	0	0	0
2267 HRIS Infrastructure Costs	0	0	0
2268 CDP - Supplemental Svcs.	0	0	0
2280 Publications/Legal Notes	0	0	0
2281 Advertising/Marketing	0	0	0
2285 Rent/Lease - Equipment	325	0	82
2295 Rent/Lease - Building	0	0	0
2301 Small Tools	0	0	0
2310 Education/Training	0	0	0
2311 Tuition Reimbursement	0	0	0
2312 Special Depart. Expense	0	100	100
2327 Library Materials Process.	0	0	0
2328 Library Materials	80,000	80,000	80,000
2335 Travel Expense	0	50	50
2336 Travel Out-of-State	0	0	0
2337 Refreshments	0	0	0
2339 Management Expense	0	0	0
2345 Moving/Freight	0	0	0
2350 County Garage Services	0	0	0
2355 Personal Mileage	238	776	776
2360 Utilities	60,335	54,903	60,393
2361 Water	3,399	3,718	4,090
Subtotal 2000's	204,004	245,581	259,566
3020 Refund of Prior Year Charg.	0	0	0
3231 Capital Lease-Equipment	0	0	0
3690 Interfund Svcs. - Sheriff	0	93,132	93,064
3694 Interfund Svcs. - Professional	59,573	0	0
3695 Interfund Svcs. - Main./Mat.	0	0	0
3696 Interfund Svcs. - Small Projects	2,984	0	0
3697 Interfund Svcs. - Postage	0	0	0
3698 Interfund Svcs. - Main./Labor	0	0	0
3701 Contribution - Non County	0	0	0
3710 County Admin. Overhead	0	0	0
Subtotal 3000's	62,557	93,132	93,064
4201 Buildings & Improvements	0	0	0
4202 Construction in Progress	0	0	0
4303 Equipment	0	0	0
4304 Computer Equipment	0	0	0
Subtotal 4000's	0	0	0
5040 Transfer Out - POB's	19,919	24,882	23,419
8101 Contingency	0	0	0
8301 Reserves	0	0	0
9304-8101 Contingency	0	0	0
Total - Expenses	963,685	1,260,028	1,270,021

8

<u>Account/Description</u>	<u>FY2015/16</u> ACTUALS	<u>FY2016/17</u> BUDGET	<u>FY2017/18</u> PROPOSED
9001 Prop. Taxes/Secured	0	0	0
9002 Prop. Taxes/Unsecured	0	0	0
9004 Prop. Taxes/Supplement	0	0	0
9005 Prop. Taxes/Prior	0	0	0
9401 Interest	0	0	0
9405 Building Rental	2250	1500	1200
9407 Telephones	0	0	0
9507 Homeowner's Relief	0	0	0
9511 Other Governmental Agen.	0	0	0
9569 State Aide	0	0	0
9601 Building Use Fees- Now 9405	0	0	0
9603 Photo/Microform copies	3,257	2,348	3,222
9604 Contract Services	0	0	0
9605 Library Fines	27,052	28,064	23,021
9637 Other Prof. Services	0	0	0
9663 Redevelopment	0	0	0
9702 Cash Overage	0	0	0
9705 Insurance Proceeds	0	0	0
9803 Op. Transfers In	0	0	0
9805 Reserve Transfer	0	0	0
9806 Fund Balance Available	0	0	0
Total Revenue	32,559	31,912	27,443

8

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	CODE ACCOUNT/DESCRIPTION	6311/Hqtrs	JFK	FCC	VAC	SPR	RIO	LAW	SUI	COR	AUTO	LITERACY	TAC	Subtotal
2	A 1100 Salary/Regular	1,012,950	133,304	163,591	254,453	66,652	54,497	24,210	84,784	96,939	31,503	66,652	36,365	1,012,950
3	A 1121 Salary/Extra Help	173,251	22,800	27,980	43,521	11,400	9,321	4,141	14,501	16,580	5,388	11,400	6,220	173,251
4	A 1131 Salary/OT/Call back	1,956	257	316	491	129	105	47	164	187	61	129	70	1,956
5	A 1141 Salary/Premium Pay	1,016	134	164	255	67	55	24	85	97	32	67	36	1,016
6	A 1142 Salary/Wages Standby Pay	0	0	0	0	0	0	0	0	0	0	0	0	0
7	A 1143 401(a) Employer	0	0	0	0	0	0	0	0	0	0	0	0	0
8	A 1210 Retirement	192,730	25,363	31,126	48,414	12,682	10,369	4,606	16,132	18,444	5,994	12,682	6,919	192,730
9	A 1211 PARS Retirement	2,490	328	402	625	164	134	60	208	238	77	164	89	2,490
10	A 1212 Deferred Comp-County Match	1,111	146	179	279	73	60	27	93	106	35	73	40	1,111
11	A 1213 OPEB Costs	24,709	3,252	3,991	6,207	1,626	1,329	591	2,068	2,365	768	1,626	887	24,709
12	A 1214 PARS-SRP	0	0	0	0	0	0	0	0	0	0	0	0	0
13	A 1220 FICA	104,875	13,802	16,937	26,345	6,901	5,642	2,507	8,778	10,037	3,262	6,901	3,765	104,875
14	A 1230 Health	195,100	25,675	31,509	49,009	12,838	10,496	4,663	16,330	18,671	6,068	12,838	7,004	195,100
15	A 1231 Vision	2,289	301	370	575	151	123	55	192	219	71	151	82	2,289
16	A 1240 Comp Insurance	23,568	3,102	3,806	5,920	1,551	1,268	563	1,973	2,255	733	1,551	846	23,568
17	A 1241 Long Term Disability Ins.	2,729	359	441	686	180	147	65	228	261	85	180	98	2,729
18	A 1250 Unemployment	957	126	155	240	63	51	23	80	92	30	63	34	957
19	A 1260 Dental	11,955	1,573	1,931	3,003	787	643	286	1,001	1,144	372	787	429	11,955
20	A 1270 Accrued Leave CTO	10,782	1,419	1,741	2,708	709	580	258	902	1,032	335	709	387	10,782
21	A 1291 Life Insurance (1290)	2,113	278	341	531	139	114	51	177	202	66	139	76	2,113
22	Subtotal 1000's	1,764,581	232,219	284,980	443,263	116,109	94,934	42,173	147,695	168,870	54,878	116,109	63,348	1,764,581
25	A 2020 Com/Radio Services	0	0	0	0	0	0	0	0	0	0	0	0	0
26	A 2021 Telephone/County	1,849	243	299	464	122	99	44	155	177	58	122	66	1,849
27	A 2022 Telephone/AMC's	158	21	26	40	10	9	4	13	15	5	10	6	158
28	A 2023 Voice Mail	515	68	83	129	34	28	12	43	49	16	34	18	515
29	A 2025 Cellular Telephone Ser.	0	0	0	0	0	0	0	0	0	0	0	0	0
30	A 2028 Telephone/Non County	0	0	0	0	0	0	0	0	0	0	0	0	0
31	A 2035 Household Expenses	767	101	124	193	50	41	18	64	73	24	50	28	767
32	A 2050 Liability/Risk Management	186,313	24,519	30,090	46,802	12,259	10,024	4,453	15,594	17,830	5,794	12,259	6,689	186,313
33	A 2051 Liability Insurance	14,670	1,931	2,369	3,685	965	789	351	1,228	1,404	456	965	527	14,670
34	A 2055 Insurance, Other	0	0	0	0	0	0	0	0	0	0	0	0	0
35	A 2110 Ind Contractors -Travel	0	0	0	0	0	0	0	0	0	0	0	0	0
36	A 2120 Equipment Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
37	A 2122 Fuels & Lubricants	0	0	0	0	0	0	0	0	0	0	0	0	0
38	A 2140 Maintenance/Buildings	5,318	700	859	1,336	350	286	127	445	509	165	350	191	5,318
39	A 2170 Memberships	9,223	1,214	1,490	2,317	607	496	220	772	883	287	607	331	9,223
40	A 2178 Cash/Inventory Shortage	0	0	0	0	0	0	0	0	0	0	0	0	0
41	A 2200 Office Expense	20,358	2,679	3,288	5,114	1,340	1,095	487	1,704	1,948	633	1,340	731	20,358
42	A 2201 Office Equip (un \$1500)	0	0	0	0	0	0	0	0	0	0	0	0	0
43	A 2202 Office Equip (1500-4999)	0	0	0	0	0	0	0	0	0	0	0	0	0
44	A 2203 Comput. Com. (un 1500)	0	0	0	0	0	0	0	0	0	0	0	0	0
45	A 2205 Postage	0	0	0	0	0	0	0	0	0	0	0	0	0
46	A 2210 Central Duplicating	8,928	1,175	1,442	2,243	587	480	213	747	854	278	587	321	8,928
47	A 2215 Managed Print Cost Per Copy	4,856	639	784	1,220	320	261	116	406	465	151	320	174	4,856
48	A 2216 Maintenance/Service Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
49	A 2220 Microfilm/Fiche/Photo	0	0	0	0	0	0	0	0	0	0	0	0	0
50	A 2235 Accounting/Financial Svcs.	0	0	0	0	0	0	0	0	0	0	0	0	0
51	A 2236 Consulting Services	0	0	0	0	0	0	0	0	0	0	0	0	0
52	A 2237 Conservatorships	56	7	9	14	4	3	1	5	5	2	4	2	56

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
CODE	ACCOUNT/DESCRIPTION	6311/Hdqtrs	JFK	FCC	VAC	SPR	RIO	LAW	SUI	COR	AUTO	LITERACY	TAC	Subtotal
53		107,199	14,107	17,313	26,928	7,054	5,767	2,562	8,973	10,259	3,334	7,054	3,848	107,199
54	A 2250 Other Professional Svcs.	0	0	0	0	0	0	0	0	0	0	0	0	0
55	A 2260 Data Processing Services	0	0	0	0	0	0	0	0	0	0	0	0	0
56	A 2261 Software Lic/Maint Agrmts	162	21	26	41	11	9	4	14	16	5	11	6	162
57	A 2266 Central Data Processing Svce	171,551	22,576	27,705	43,094	11,288	9,229	4,100	14,359	16,417	5,335	11,288	6,159	171,551
58	A 2268 Central DP Supp Ssev	0	0	0	0	0	0	0	0	0	0	0	0	0
59	A 2270 Software													
60	A 2280 Publications/Legal Notes	610	80	99	153	40	33	15	51	58	19	40	22	610
61	A 2281 Advertising Marketing	43,087	5,670	6,959	10,823	2,835	2,318	1,030	3,606	4,123	1,340	2,835	1,547	43,087
62	A 2285 Rent/Lease - Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
63	A 2301 Small Tools	0	0	0	0	0	0	0	0	0	0	0	0	0
64	A 2310 Education/Training	5,711	752	922	1,435	376	307	136	478	547	178	376	205	5,711
65	A 2312 Special Depart. Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
66	A 2327 Library Materials Process.	0	0	0	0	0	0	0	0	0	0	0	0	0
67	A 2328 Library Materials	382	50	62	96	25	21	9	32	37	12	25	14	382
68	A 2335 Travel Expense	11,771	1,549	1,901	2,957	775	633	281	985	1,126	366	775	423	11,771
69	A 2336 Travel Out-Of-State	1,461	192	236	367	96	79	35	122	140	45	96	52	1,461
70	A 2337 Refreshments	119	16	19	30	8	6	3	10	11	4	8	4	119
71	A 2338 Employee Recognition	0	0	0	0	0	0	0	0	0	0	0	0	0
72	A 2339 Management Business Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
73	A 2345 Moving/Freight	0	0	0	0	0	0	0	0	0	0	0	0	0
74	A 2350 County Garage Services	0	0	0	0	0	0	0	0	0	0	0	0	0
75	A 2355 Personal Mileage	1,509	199	244	379	99	81	36	126	144	47	99	54	1,509
76	A 2360 Utilities	21,143	2,782	3,415	5,311	1,391	1,137	505	1,770	2,023	658	1,391	759	21,143
77	A 2361 Water	1,725	227	279	433	114	93	41	144	165	54	114	62	1,725
78														
79	Subtotal 2000's	619,441	81,518	100,040	155,604	40,759	33,326	14,805	51,847	59,281	19,255	40,759	22,238	619,441
80														
81	A 3020 Refund of Prior Year Charges	12,942	1,703	2,090	3,251	852	696	309	1,083	1,239	402	852	465	12,942
82	A 3231 Capital Leases Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
83	A 3242 Interest Exp on County Pool	0	0	0	0	0	0	0	0	0	0	0	0	0
84	A 3244 Interest on Long-term dept	0	0	0	0	0	0	0	0	0	0	0	0	0
85	A 3694 Interfund Svcs. Professional	25,077	3,300	4,050	6,299	1,650	1,349	599	2,099	2,400	780	1,650	900	25,077
86	A 3695 Interfund Svces - MNT Materials	641	84	104	161	42	34	15	54	61	20	42	23	641
87	A 3696 Interfund Svces - Small Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
88	A 3697 Interfund Svces - Postage	0	0	0	0	0	0	0	0	0	0	0	0	0
89	A 3698 Interfund Svces - MNT labor	18,118	2,384	2,926	4,551	1,192	975	433	1,516	1,734	563	1,192	650	18,118
90	C 3710 County Admin. Overhead	581,310	72,024	116,204	128,702	32,728	26,043	0	41,215	53,190	62,840	32,379	15,986	581,310
91	A 3712 CAC Building Charges	52	7	8	13	3	3	1	4	5	2	3	2	52
92	Subtotal 3000's	638,140	79,503	125,382	142,978	36,467	29,100	1,358	45,972	58,628	64,607	36,118	18,026	638,140
93														
94	A 4202 Construction in Progress	0	0	0	0	0	0	0	0	0	0	0	0	0
95	A 4303 Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
96	A 4304 Computer Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
97	A 5010 Operating Transfers out	40,546	5,336	6,548	10,185	2,668	2,181	969	3,394	3,880	1,261	2,668	1,456	40,546
98	A 5040 Trans OUT - POB's	66,359	8,733	10,717	16,669	4,366	3,570	1,586	5,554	6,351	2,064	4,366	2,382	66,359
99	Subtotal 4000-5000	106,905	14,069	17,265	26,855	7,034	5,751	2,555	8,948	10,231	3,325	7,034	3,838	106,905
100	8101 Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
101	C 8301 Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0
102	C 9304-8101 Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
103	Subtotal 8000's	0	0	0	0	0	0	0	0	0	0	0	0	0
104	Total - Expenses	3,129,067	407,309	527,667	768,699	200,370	163,112	60,891	254,462	297,010	142,075	200,021	107,451	3,129,067

10

OVERHEAD 'AL FY 15/16

P	Q	R	S	T	U	V	W	X	Y	Z
CODE	ACCOUNT/DESCRIPTION	6316/CSS	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
1		6316								
2	B 1100 Salary/Regular	572,482	100,642	114,325	197,793	41,276	18,491	45,970	53,985	572,482
3	B 1121 Salary/Extra Help	22,522	3,959	4,498	7,781	1,624	727	1,809	2,124	22,522
4	B 1131 Salary/OT/Call back	0	0	0	0	0	0	0	0	0
5	B 1141 Salary/Premium Pay	0	0	0	0	0	0	0	0	0
6	B 1142 Salary/Wages Standby Pay	0	0	0	0	0	0	0	0	0
7	B 1143 401 (a) Employer	0	0	0	0	0	0	0	0	0
8	B 1210 Retirement	86,545	15,215	17,283	29,901	6,240	2,795	6,950	8,161	86,545
9	B 1211 PARS Retirement	0	0	0	0	0	0	0	0	0
10	B 1212 Deferred Comp-County Match	757	133	151	262	55	24	61	71	757
11	B 1213 OPEB Costs	11,450	2,013	2,287	3,956	826	370	919	1,080	11,450
12	A 1214 PARS-SRP	9,331	1,640	1,863	3,224	673	301	749	880	9,331
13	B 1220 FICA	44,659	7,851	8,918	15,430	3,220	1,442	3,586	4,211	44,659
14	B 1230 Health	154,392	27,142	30,832	53,342	11,132	4,987	12,398	14,559	154,392
15	B 1231 Vision	1,664	293	332	575	120	54	134	157	1,664
16	B 1240 Comp Insurance	12,516	2,200	2,499	4,324	902	404	1,005	1,180	12,516
17	B 1241 Long Term Disability Ins.	0	0	0	0	0	0	0	0	0
18	B 1250 Unemployment	424	75	85	146	31	14	34	40	424
19	B 1260 Dental	10,667	1,875	2,130	3,685	769	345	857	1,006	10,667
20	B 1270 Accrued Leave CTO	176	31	35	61	13	6	14	17	176
21	B 1290 Life Insurance	602	106	120	208	43	19	48	57	602
22										
23	Subtotal 1000's	928,187	163,175	185,359	320,689	66,922	29,980	74,533	87,528	928,187
24										
25	B 2011 Clothing	174	31	35	60	13	6	14	16	174
26	B 2021 Telephone/County	2,474	435	494	855	178	80	199	233	2,474
27	B 2022 Telephone/AMC's	153	27	31	53	11	5	12	14	153
28	B 2023 Voice Mail	189	33	38	65	14	6	15	18	189
29	B 2025 Cellular Telephone Ser.	6	1	1	2	0	0	0	1	6
30	B 2028 Telephone/Non County	17,151	3,015	3,425	5,926	1,237	554	1,377	1,617	17,151
31	B 2035 Household Expenses	3,823	672	763	1,321	276	123	307	361	3,823
32	B 2050 Liability/Risk Management	0	0	0	0	0	0	0	0	0
33	B 2051 Liability Insurance	53,655	9,433	10,715	18,538	3,869	1,733	4,308	5,060	53,655
34	B 2055 Insurance, Other	0	0	0	0	0	0	0	0	0
35	B 2110 Ind Contractors -Travel	0	0	0	0	0	0	0	0	0
36	B 2120 Equipment Maintenance	8,376	1,473	1,673	2,894	604	271	673	790	8,376
37	B 2122 Fuels & Lubricants	8,024	1,411	1,602	2,772	579	259	644	757	8,024
38	B 2140 Maintenance/Buildings	900	158	180	311	65	29	72	85	900
39	B 2170 Memberships	0	0	0	0	0	0	0	0	0
40	B 2178 Cash/Inventory Shortage	0	0	0	0	0	0	0	0	0
41	B 2200 Office Expense	16,939	2,978	3,383	5,852	1,221	547	1,360	1,597	16,939
42	B 2201 Office Equip (un \$500) (2204)	434	76	87	150	31	14	35	41	434
43	B 2202 Office Equip (1500-4999)	71,323	12,539	14,243	24,642	5,142	2,304	5,727	6,726	71,323
44	B 2203 Comput. Com. (un 1500)	22,710	3,992	4,535	7,846	1,637	734	1,824	2,142	22,710
45	B 2205 Postage	47	8	9	16	3	2	4	4	47
46	B 2210 Central Duplicating	0	0	0	0	0	0	0	0	0
47	B 2215 Managed Print Cost Per Copy	899	158	180	311	65	29	72	85	899
48	B 2216 Maintenance/Service Contract	62,517	10,990	12,485	21,600	4,507	2,019	5,020	5,895	62,517
49	B 2220 Microfilm/Fiche/Photo	0	0	0	0	0	0	0	0	0
50	B 2235 Accounting/Financial Svcs.	0	0	0	0	0	0	0	0	0
51	B 2236 Consulting Services	0	0	0	0	0	0	0	0	0
52	B 2237 Conservatorships	0	0	0	0	0	0	0	0	0

P	Q	R	S	T	U	V	W	X	Y	Z
CODE	ACCOUNT/DESCRIPTION	6316/ICSS	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
53		6316/ICSS								
54	B 2250 Other Professional Svcs.	56,798	9,985	11,343	19,624	4,095	1,835	4,561	5,356	56,798
55	B 2260 Data Processing Services	0	0	0	0	0	0	0	0	0
56	B 2261 Software Lic/Maint Agmts	124,178	21,830	24,798	42,903	8,953	4,011	9,971	11,710	124,178
57	B 2266 Central Data Processing Svc	0	0	0	0	0	0	0	0	0
58	B 2268 Central DP Supp Ssev	0	0	0	0	0	0	0	0	0
59	B 2270 Software	21,220	3,730	4,238	7,332	1,530	685	1,704	2,001	21,220
60	B 2280 Publications/Legal Notes	0	0	0	0	0	0	0	0	0
61	B 2281 Advertising Marketing	0	0	0	0	0	0	0	0	0
62	B 2285 Rent/Lease - Equipment	0	0	0	0	0	0	0	0	0
63	B 2301 Small Tools	0	0	0	0	0	0	0	0	0
64	B 2310 Education/Training	0	0	0	0	0	0	0	0	0
65	B 2312 Special Depart. Expense	19,667	3,457	3,927	6,795	1,418	635	1,579	1,855	19,667
66	B 2327 Library Materials Process.	91,623	16,107	18,297	31,656	6,606	2,959	7,357	8,640	91,623
67	B 2328 Library Materials	0	0	0	0	0	0	0	0	0
68	B 2335 Travel Expense	23	4	5	8	2	1	2	2	23
69	B 2336 Travel Out-Of-State	0	0	0	0	0	0	0	0	0
70	B 2337 Refreshments	0	0	0	0	0	0	0	0	0
71	B 2338 Employee Recognition	0	0	0	0	0	0	0	0	0
72	B 2339 Management Business Expense	0	0	0	0	0	0	0	0	0
73	B 2345 Moving/Freight	0	0	0	0	0	0	0	0	0
74	B 2350 County Garage Services	19,078	3,354	3,810	6,591	1,376	616	1,532	1,799	19,078
75	B 2355 Personal Mileage	262	46	52	91	19	8	21	25	262
76	B 2360 Utilities	1,437	253	287	496	104	46	115	136	1,437
77	B 2361 Water	1,939	341	387	670	140	63	156	183	1,939
78										
79	Subtotal 2000's	606,019	106,538	121,022	209,380	43,694	19,574	48,663	57,148	606,019
80	B 3020 Refund of Prior Year Charges	0	0	0	0	0	0	0	0	0
81	B 3231 Capital Leases Equipment	0	0	0	0	0	0	0	0	0
82	B 3242 Interest Exp on County Pool	0	0	0	0	0	0	0	0	0
83	B 3244 Interest on Long-term dept	0	0	0	0	0	0	0	0	0
84	B 3694 Interfund Svcs. Professional	0	0	0	0	0	0	0	0	0
85	B 3695 Interfund Svces - MNT Materials	0	0	0	0	0	0	0	0	0
86	B 3696 Interfund Svces - Small Projects	99	17	0	0	0	0	0	0	116
87	B 3697 Interfund Svces - Postage	7,267	1,278	0	0	0	0	0	0	1278
88	B 3698 Interfund Svces - MNT labor	0	0	0	0	0	0	0	0	0
89	C 3710 County Admin. Overhead	0	0	0	0	0	0	0	0	0
90	B 3712 CAC Building Charges	0	0	0	0	0	0	0	0	0
91										
92	Subtotal 3000's	7,366	1,349	1,436	2,415	453	262	587	865	7,366
93										
94	B 4202 Construction in Progress	0	0	0	0	0	0	0	0	0
95	B 4303 Equipment	120,612	21,204	24,086	41,671	8,696	3,896	9,685	11,374	120,612
96	B 4304 Computer Equipment	0	0	0	0	0	0	0	0	0
97	B 5010 Operating Transfers Out	50,681	8,910	10,121	17,510	3,654	1,637	4,070	4,779	50,681
98	B 5040 Trans OUT - POB's	30,336	5,333	6,058	10,481	2,187	980	2,436	2,861	30,336
99	Subtotal 4000-5000	201,629	35,446	40,265	69,663	14,537	6,513	16,191	19,014	201,629
100	8101 Contingency	0	0	0	0	0	0	0	0	0
101	8301 Reserves	0	0	0	0	0	0	0	0	0
102	9304-8101 Contingency	0	0	0	0	0	0	0	0	0
103	Subtotal 8000's	0	0	0	0	0	0	0	0	0
104	Total - Expenses	1,743,201	306,509	348,082	602,146	125,607	56,330	139,975	164,554	1,743,201

12

12

OVERHEAD 'AL FY 15/16

AA	AB	AC	AD	AE	AF	AL	AH	AI	AJ	AK
1	CODE ACCOUNT/DESCRIPTION	6306/AUTO	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
2	B 1100 Salary/Regular	190,705	33,526	38,084	65,888	13,750	6,160	15,314	17,983	190,705
3	B 1121 Salary/Extra Help	0	0	0	0	0	0	0	0	0
4	B 1131 Salary/OT/Call back	739	130	147	255	53	24	59	70	739
5	B 1141 Salary/Premium Pay	994	175	198	343	72	32	80	94	994
6	B 1142 Salary/Wages Standby Pay	0	0	0	0	0	0	0	0	0
7	B 1143 401(a) Employer	0	0	0	0	0	0	0	0	0
8	B 1210 Retirement	28,563	5,021	5,704	9,869	2,059	923	2,294	2,693	28,563
9	B 1211 PARS Retirement	0	0	0	0	0	0	0	0	0
10	B 1212 Deferred Comp-County Match	160	28	32	55	12	5	13	15	160
11	B 1213 OPEB Costs	3,814	671	762	1,318	275	123	306	360	3,814
12	B 1214 PARS - SRP	0	0	0	0	0	0	0	0	0
13	B 1220 FICA	14,671	2,579	2,930	5,069	1,058	474	1,178	1,384	14,671
14	B 1230 Health	18,912	3,325	3,777	6,534	1,364	611	1,519	1,783	18,912
15	B 1231 Vision	372	65	74	129	27	12	30	35	372
16	B 1240 Comp Insurance	5,762	1,013	1,151	1,991	415	186	463	543	5,762
17	B 1241 Long Term Disability Ins.	54	9	11	19	4	2	4	5	54
18	B 1250 Unemployment	170	30	34	59	12	6	14	16	170
19	B 1260 Dental	2,247	395	449	776	162	73	180	212	2,247
20	B 1270 Accrued Leave CTO	432	76	86	149	31	14	35	41	432
21	B 1290 Life Insurance	175	31	35	61	13	6	14	17	175
22										
23	Subtotal 1000's	267,771	47,074	53,474	92,515	19,306	8,649	21,502	25,251	267,771
24										
25	B 2020 Com/Radio Services	0	0	0	0	0	0	0	0	0
26	B 2021 Telephone/County	2,923	514	584	1,010	211	94	235	276	2,923
27	B 2022 Telephone/AMC's	70	12	14	24	5	2	6	7	70
28	B 2023 Voice Mail	84	15	17	29	6	3	7	8	84
29	B 2025 Cellular Telephone Ser.	0	0	0	0	0	0	0	0	0
30	B 2028 Telephone/Non County	62,259	10,945	12,433	21,510	4,489	2,011	4,999	5,871	62,259
31	B 2035 Household Expenses	79	14	16	27	6	3	6	7	79
32	B 2050 Liability/Risk Management	0	0	0	0	0	0	0	0	0
33	B 2051 Liability Insurance	11,198	1,969	2,236	3,869	807	362	899	1,056	11,198
34	B 2055 Insurance, Other	0	0	0	0	0	0	0	0	0
35	B 2110 Ind Contractors -Travel	0	0	0	0	0	0	0	0	0
36	B 2120 Equipment Maintenance	16,872	2,966	3,369	5,829	1,216	545	1,355	1,591	16,872
37	B 2122 Fuels & Lubricants	0	0	0	0	0	0	0	0	0
38	B 2140 Maintenance/Buildings	0	0	0	0	0	0	0	0	0
39	B 2170 Memberships	1,153	203	230	398	83	37	93	109	1,153
40	B 2178 Cash/Inventory Shortage	0	0	0	0	0	0	0	0	0
41	B 2200 Office Expense	444	78	89	154	32	14	36	42	444
42	B 2201 Office Equip (un \$500)	0	0	0	0	0	0	0	0	0
43	B 2202 Office Equip (1500-4999)	0	0	0	0	0	0	0	0	0
44	B 2203 Comput. Com. (un 1500)	827	145	165	286	60	27	66	78	827
45	B 2205 Postage	37	7	7	13	3	1	3	4	37
46	B 2210 Central Duplicating	151	27	30	52	11	5	12	14	151
47	B 2215 Managed Print Cost Per Copy	344	61	69	119	25	11	28	32	344
48	B 2216 Maintenance/Service Contract	0	0	0	0	0	0	0	0	0
49	B 2220 Microfilm/Fiche/Photo	0	0	0	0	0	0	0	0	0
50	B 2235 Accounting/Financial Svcs.	0	0	0	0	0	0	0	0	0
51	B 2236 Consulting Services	1,866	328	373	645	135	60	150	176	1,866
52	B 2237 Conservatorships	0	0	0	0	0	0	0	0	0

OVERHEAD BUDGET FISCAL YEAR 15/16

AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK
CODE	ACCOUNT/DESCRIPTION	6306/AUTO	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
53										
54	B 2250 Other Professional Svcs.	23,522	4,135	4,697	8,127	1,696	760	1,869	2,218	23,522
55	B 2260 Data Processing Service	0	0	0	0	0	0	0	0	0
56	B 2261 Software Lic/Maint Agmts	99,699	17,527	19,910	34,446	7,188	3,220	8,006	9,402	99,699
57	B 2266 Central Data Processing Svc	0	0	0	0	0	0	0	0	0
58	B 2268 Central DP Supp Ssvc	0	0	0	0	0	0	0	0	0
59	B 2270 Software	546	96	109	189	39	18	44	51	546
60	B 2280 Publications/Legal Notes	0	0	0	0	0	0	0	0	0
61	B 2281 Advertising Marketing	0	0	0	0	0	0	0	0	0
62	B 2285 Rent/Lease - Equipment	0	0	0	0	0	0	0	0	0
63	B 2301 Small Tools	0	0	0	0	0	0	0	0	0
64	B 2310 Education/Training	0	0	0	0	0	0	0	0	0
65	B 2312 Special Dept. Expense	0	0	0	0	0	0	0	0	0
66	B 2327 Library Materials Process.	0	0	0	0	0	0	0	0	0
67	B 2328 Library Materials	97,938	17,217	19,558	33,838	7,061	3,163	7,864	9,236	97,938
68	B 2335 Travel Expense	15	3	3	5	1	0	1	1	15
69	B 2336 Travel Out-Of-State	0	0	0	0	0	0	0	0	0
70	B 2337 Refreshments	0	0	0	0	0	0	0	0	0
71	B 2338 Employee Recognition	0	0	0	0	0	0	0	0	0
72	B 2339 Management Business Expense	0	0	0	0	0	0	0	0	0
73	B 2345 Moving/Freight	0	0	0	0	0	0	0	0	0
74	B 2350 County Garage Services	0	0	0	0	0	0	0	0	0
75	B 2355 Personal Mileage	657	116	131	227	47	21	53	62	657
76	B 2360 Utilities	2,944	518	588	1,017	212	95	236	278	2,944
77	B 2361 Water	263	46	53	91	19	8	21	25	263
78										
79	Subtotal 2000's	323,892	56,940	64,681	111,905	23,353	10,462	26,008	30,543	323,892
80										
81	B 3020 Refund of Prior Year Charges	0	0	0	0	0	0	0	0	0
82	B 3231 Capital Leases Equipment	0	0	0	0	0	0	0	0	0
83	B 3242 Interest Exp on County Pool	0	0	0	0	0	0	0	0	0
84	B 3244 Interest on Long-term dept	0	0	0	0	0	0	0	0	0
85	B 3694 Interfund Svcs - Professional	1,290	227	258	446	93	42	104	122	1,290
86	B 3695 Interfund Svces - MNT Materials	0	0	0	0	0	0	0	0	0
87	B 3696 Interfund Svces - Small Projects	0	0	0	0	0	0	0	0	0
88	B 3697 Interfund Svces - Postage	2	0	0	1	0	0	0	0	2
89	B 3698 Interfund Svces - MNT labor	929	163	186	321	67	30	75	88	929
90	C 3710 County Admin. Overhead	0	0	0	0	0	0	0	0	0
91	B 3712 CAC Building Charges	0	0	0	0	0	0	0	0	0
92	Subtotal 3000's	2,221	407	433	728	137	79	177	261	2,221
93										
94	A 4202 Construction in Progress	0	0	0	0	0	0	0	0	0
95	B 4303 Equipment	0	0	0	0	0	0	0	0	0
96	B 4304 Computer Equipment	0	0	0	0	0	0	0	0	0
97	B 5010 Operating Transfers Out	11,292	1,985	2,255	3,901	814	365	907	1,065	11,292
98	B 5040 Trans OUT - POB's	10,090	1,774	2,015	3,486	727	326	810	951	10,090
99	Subtotal 4000-5000	21,382	3,759	4,270	7,388	1,542	691	1,717	2,016	21,382
100	8101 Contingency	0	0	0	0	0	0	0	0	0
101	8301 Reserves	0	0	0	0	0	0	0	0	0
102	9304-8101 Contingency	0	0	0	0	0	0	0	0	0
103	Subtotal 8000's	0	0	0	0	0	0	0	0	0
104	Total - Expenses	615,266	108,180	122,858	212,535	44,337	19,880	49,404	58,071	615,266

14

AL	AM	AN	AO	AP	AQ	AS	AT	AU	AV	
CODE	ACCOUNT/DESCRIPTION	6342/TAC	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
1										
2	B 1100 Salary/Regular	166,421	29,257	33,234	57,498	11,999	5,375	13,364	15,694	166,421
3	B 1121 Salary/Extra Help	0	0	0	0	0	0	0	0	0
4	B 1131 Salary/OT/Call back	694	122	139	240	50	22	56	65	694
5	B 1141 Salary/Premium Pay	1,688	297	337	583	122	55	136	159	1,688
6	B 1142 Salary/Wages Standby Pay	0	0	0	0	0	0	0	0	0
7	B 1143 401(a) Employer	0	0	0	0	0	0	0	0	0
8	B 1210 Retirement	25,167	4,424	5,026	8,695	1,815	813	2,021	2,373	25,167
9	B 1211 PARS Retirement	0	0	0	0	0	0	0	0	0
10	B 1212 Deferred Comp-County Match	131	23	26	45	9	4	11	12	131
11	B 1213 OPEB Costs	3,362	691	671	1,162	242	109	270	317	3,362
12	B 1214 PARS - SRP	10,119	1,779	2,021	3,496	730	327	813	954	10,119
13	B 1220 FICA	13,359	2,349	2,668	4,616	963	431	1,073	1,260	13,359
14	B 1230 Health	38,796	6,820	7,748	13,404	2,797	1,253	3,115	3,658	38,796
15	B 1231 Vision	477	84	95	165	34	15	38	45	477
16	B 1240 Comp Insurance	3,523	619	704	1,217	254	114	283	332	3,523
17	B 1241 Long Term Disability Ins.	0	0	0	0	0	0	0	0	0
18	B 1250 Unemployment	127	22	25	44	9	4	10	12	127
19	B 1260 Dental	1,660	292	332	574	120	54	133	157	1,660
20	B 1270 Accrued Leave CTO	0	0	0	0	0	0	0	0	0
21	B 1290 Life Insurance	187	33	37	65	13	6	15	18	187
22										
23	Subtotal 1000's	265,711	46,712	53,062	91,803	19,158	8,582	21,337	25,057	265,711
24										
25	B 2020 Com/Radio Services	0	0	0	0	0	0	0	0	0
26	B 2021 Telephone/County	101	18	20	35	7	3	8	10	101
27	B 2022 Telephone/AMC's	0	0	0	0	0	0	0	0	0
28	B 2023 Voice Mail	0	0	0	0	0	0	0	0	0
29	B 2025 Cellular Telephone Ser.	0	0	0	0	0	0	0	0	0
30	B 2028 Telephone/Non County	0	0	0	0	0	0	0	0	0
31	B 2035 Household Expenses	71	12	14	25	5	2	6	7	71
32	B 2050 Liability/Risk Management	0	0	0	0	0	0	0	0	0
33	B 2051 Liability Insurance	274	48	55	95	20	9	22	26	274
34	B 2055 Insurance, Other	0	0	0	0	0	0	0	0	0
35	B 2110 Ind Contractors -Travel	0	0	0	0	0	0	0	0	0
36	B 2120 Equipment Maintenance	0	0	0	0	0	0	0	0	0
37	B 2122 Fuels & Lubricants	0	0	0	0	0	0	0	0	0
38	B 2140 Maintenance/Buildings	0	0	0	0	0	0	0	0	0
39	B 2170 Memberships	0	0	0	0	0	0	0	0	0
40	B 2178 Cash/Inventory Shortage	0	0	0	0	0	0	0	0	0
41	B 2200 Office Expense	76	13	15	26	5	2	6	7	76
42	B 2201 Office Equip (un \$500)	0	0	0	0	0	0	0	0	0
43	B 2202 Office Equip (1500-4999)	0	0	0	0	0	0	0	0	0
44	B 2203 Comput. Com. (un 1500)	0	0	0	0	0	0	0	0	0
45	B 2205 Postage	0	0	0	0	0	0	0	0	0
46	B 2210 Central Duplicating	0	0	0	0	0	0	0	0	0
47	B 2215 Managed print Cost Per Copy	0	0	0	0	0	0	0	0	0
48	B 2216 Maintenance/Service Contract	0	0	0	0	0	0	0	0	0
49	B 2220 Microfilm/Fiche/Photo	0	0	0	0	0	0	0	0	0
50	B 2235 Accounting/Financial Svs.	0	0	0	0	0	0	0	0	0
51	B 2236 Consulting Services	0	0	0	0	0	0	0	0	0
52	B 2237 Conservatorships	0	0	0	0	0	0	0	0	0

	AL	AM	AN	AO	AP	AQ	AS	AT	AU	AV	
	CODE ACCOUNT/DESCRIPTION		6342/TAC	JFK	FCC	VAC	SPR	RIO	SUI	COR	Subtotal
53	B	2250	Other Professional Svs.	3	1	1	0	0	0	0	3
54	B	2260	Data Processing Service	0	0	0	0	0	0	0	0
55	B	2261	Software Lic/Maint Agmts	0	0	0	0	0	0	0	0
56	B	2266	Central Data Processing Svc	0	0	0	0	0	0	0	0
57	B	2268	Central DP Supp Saev	0	0	0	0	0	0	0	0
58	B	2270	Software	0	0	0	0	0	0	0	0
59	B	2280	Publications/Legal Notes	0	0	0	0	0	0	0	0
60	B	2281	Advertising Marketing	0	0	0	0	0	0	0	0
61	B	2285	Rent/Lease - Equipment	0	0	0	0	0	0	0	0
62	B	2301	Small Tools	0	0	0	0	0	0	0	0
63	B	2310	Education/Training	0	0	0	0	0	0	0	0
64	B	2312	Special Depart. Expense	0	0	0	0	0	0	0	0
65	B	2327	Library Materials Process.	0	0	0	0	0	0	0	0
66	B	2328	Library Materials	0	0	0	0	0	0	0	0
67	B	2335	Travel Expense	0	0	0	0	0	0	0	0
68	B	2336	Travel Out-Of-State	0	0	0	0	0	0	0	0
69	B	2337	Refreshments	0	0	0	0	0	0	0	0
70	B	2338	Employee Recognition	0	0	0	0	0	0	0	0
71	B	2339	Management Business Expense	0	0	0	0	0	0	0	0
72	B	2345	Moving/Freight	0	0	0	0	0	0	0	0
73	B	2350	County Garage Services	0	0	0	0	0	0	0	0
74	B	2355	Personal Mileage	0	0	0	0	0	0	0	0
75	B	2360	Utilities	465	528	913	191	85	212	249	2,643
76	B	2361	Water	41	47	82	17	8	19	22	236
77											
78											
79			Subtotal 2000's	598	680	1,176	245	110	273	321	3,404
80											
81	B	3020	Refund of Prior Year Charges	0	0	0	0	0	0	0	0
82	B	3231	Capital Leases Equipment	0	0	0	0	0	0	0	0
83	B	3242	Interest Exp on County Pool	0	0	0	0	0	0	0	0
84	B	3244	Interest on Long-term dept	0	0	0	0	0	0	0	0
85	B	3694	Interfund Svcs. Professional	266	302	522	109	49	121	142	26
86	B	3695	Interfund Svces - MINT Materials	0	0	0	0	0	0	0	0
87	B	3696	Interfund Svces - Small Projects	0	0	0	0	0	0	0	0
88	B	3697	Interfund Svces - Postage	0	0	0	0	0	0	0	0
89	B	3698	Interfund Svces - MINT labor	1,129	225	390	81	36	91	106	19
90	C	3710	County Admin. Overhead	0	0	0	0	0	0	0	0
91	B	3712	CAC Building charges	0	0	0	0	0	0	0	0
92			Subtotal 3000's	464	527	912	190	85	212	249	2,640
93											
94	A	4202	Construction in Progress	0	0	0	0	0	0	0	0
95	B	4303	Equipment	0	0	0	0	0	0	0	0
96	B	4304	Computer Equipment	0	0	0	0	0	0	0	0
97	B	5010	Operating Transfers Out	0	0	0	0	0	0	0	0
98	B	5040	Trans OUT - POB's	8,902	1,778	3,076	642	288	715	839	8,902
99			Subtotal 4000-5000	1,565	1,778	3,076	642	288	715	839	8,902
100			8101 Contingency	0	0	0	0	0	0	0	0
101			8301 Reserves	0	0	0	0	0	0	0	0
102			9304-8101 Contingency	0	0	0	0	0	0	0	0
103			Subtotal 8000's	0	0	0	0	0	0	0	0
104			Total - Expenses	49,340	56,047	96,967	20,235	9,065	22,537	26,466	280,657

COUNTY FREE LIBRARY - FUND 4
 VACAVILLE TRA INFORMATION
 FY 2016-17

TRA	R750307A Adjusted ETR	LESS ERAF 0.174338	ADJUSTED EQUIVALENT TAX RATE Net of ERAF	R720102A FY 16-17 FINAL ASSESSED VALUE	TAX AMOUNT
6009	0.034508	0.006016	0.028492	-	0
6011	0.036009	0.006278	0.029731	-	0
6012	0.034596	0.006031	0.028565	-	0
6014	0.035595	0.006206	0.029389	-	0
6021	0.034987	0.006100	0.028887	387,143	112
6023	0.035501	0.006189	0.029312	149,084,788	43,700
6038	0.035501	0.006189	0.029312	18,102,481	5,306
6039	0.035501	0.006189	0.029312	117,736,817	34,511
6046	0.035501	0.006189	0.029312	-	0
6085	0.039700	0.006921	0.032779	23,413,030	7,675
6086	0.040200	0.007008	0.033192	13,039,823	4,328
6088	0.039669	0.006916	0.032753	17,468,988	5,722
6093	0.035595	0.006206	0.029389	-	0
6094	0.036009	0.006278	0.029731	-	0
6095	0.035501	0.006189	0.029312	92,131,055	27,005
6097	0.035501	0.006189	0.029312	40,229,439	11,792
6098	0.036015	0.006279	0.029736	33,921,722	10,087
6104	0.034508	0.006016	0.028492	-	0
6105	0.035912	0.006261	0.029651	48,237,009	14,303
6107	0.034508	0.006016	0.028492	268,682	77
6113	0.040200	0.007008	0.033192	59,313,847	19,687
6120	0.034508	0.006016	0.028492	286,737	82
6123	0.039700	0.006921	0.032779	66,120,742	21,674
6124	0.039668	0.006916	0.032752	1,399,229	458
6128	0.039700	0.006921	0.032779	101,335,961	33,217
6129	0.040200	0.007008	0.033192	4,649,898	1,543
6130	0.040200	0.007008	0.033192	10,554,821	3,503
6133	0.034288	0.005978	0.028310	950,000	269
6134	0.035675	0.006220	0.029455	-	0
6135	0.035269	0.006149	0.029120	1,463,000	426
6136	0.035269	0.006149	0.029120	3,495,276	1,018
6137	0.034288	0.005978	0.028310	1,645,000	466
6138	0.034671	0.006044	0.028627	-	0
6152	0.034596	0.006031	0.028565	-	0
6153	0.034987	0.006100	0.028887	-	0
6154	0.039700	0.006921	0.032779	7,134,624	2,339
6155	0.040200	0.007008	0.033192	11,286,264	3,746
6163	0.035269	0.006149	0.029120	1,590,248	463
6172	0.040200	0.007008	0.033192	204,936,814	68,023
6174	0.034987	0.006100	0.028887	-	0
6182	0.039668	0.006916	0.032752	123,250,394	40,367
6196	0.039668	0.006916	0.032752	33,657,284	11,023
6199	0.034508	0.006016	0.028492	-	0
6205	0.039668	0.006916	0.032752	129,850,203	42,529
6206	0.039668	0.006916	0.032752	30,857,056	10,106
6207	0.039668	0.006916	0.032752	2,960,000	969
6213	0.039668	0.006916	0.032752	15,052,528	4,930
6214	0.039668	0.006916	0.032752	83,052,571	27,201
6218	0.039668	0.006916	0.032752	1,177,754	386
6219	0.040231	0.007014	0.033217	-	0
6220	0.040182	0.007005	0.033177	2,057,689	683
6223	0.039668	0.006916	0.032752	-	0
6224	0.039668	0.006916	0.032752	-	0
6225	0.039668	0.006916	0.032752	-	0
6226	0.039668	0.006916	0.032752	-	0
TOTAL				1,452,098,917	459,726

2016-17 ERAF RATE FOR FUND 4 - COUNTY FREE LIBRARY:

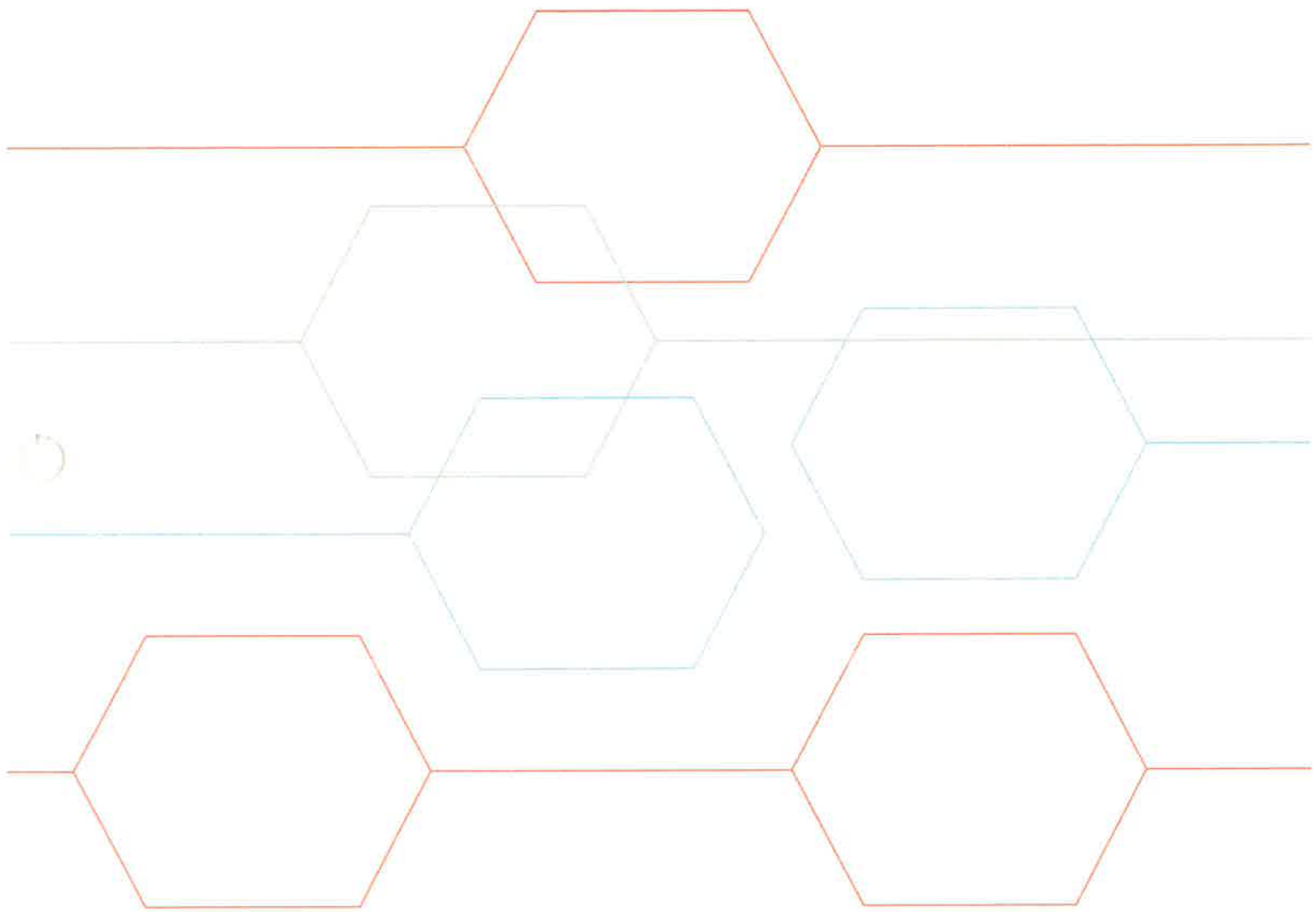
2016-17 ERAF ADJUSTMENT	=	1,686,243	
2016-17 AB 8 ALLOCATION	Pat	9,672,265	0.174338

17

Solano County Library

Strategic Plan 2017-2022

Executive Summary



CIVICTechnologies

April 7, 2017

1.0 Introduction

The purpose of the Solano County Library's Strategic Plan for 2017-2022 is to guide the Library's investments, initiatives, actions, service approach, staff alignment, organizational development and cultural change.

The Strategic Plan has been prepared with substantial community engagement and is co-authored by Library staff. The Strategic Plan is data-driven and customer-focused. It includes the following:

- Target market segments.
- Mission, vision, and organizational values statements.
- Strategy framework.
- Market strategies to guide customer services.
- Organizational development strategies to guide cultural change.
- Implementation "logic models" and actions.
- A roll out plan.
- Technical documentation.

2.0 Inputs to the Strategic Plan

2.1 Community Engagement

The Strategic Plan was prepared utilizing several methods of community input including a telephone survey, an online public survey, an online elected and appointed officials survey, public forums, stakeholder interviews, focus groups, town hall meetings, individual conversations, and information posted to the Library's web site.

2.2 Staff Engagement

The Strategic Plan was prepared utilizing several methods of staff input. A Leadership Team of 30 staff members including line staff, supervisors, managers, and others participated extensively in the development of this plan. The Leadership Team reviewed data, discussed findings and made recommendations related to the following workshop topics: service and organizational assessment, topic paper review, community needs/library usage, gaps and opportunities, strategic alternatives, strategic directions, telephone and online survey review, and development of the mission, vision, and values. In addition, all staff were invited to participate in casual conversations, complete an online staff survey, and attend all staff town hall meetings.

2.3 Customer Needs Assessment

A detailed market segmentation and library usage analysis was prepared. This analysis identifies community needs countywide and in each outlet service area. The primary countywide service populations are as follows:

- **Families with Children: 254,000 people (67%).** Most are two-parent families with some single parents. Most parents are under 40 years of age and kids are under 15 old.
- **Singles/Couples without Children: 104,000 people (27%).** This group includes young professionals and married couples over 50 years of age.
- **Seniors: 23,000 people (6%).** Over 65 years of age, some are still working, but most are retired. There are both married couples and singles in this group.

2.4 The Big Takeaways

The following findings and recommendations inform this Strategic Plan:

- Reach library customers where they are, in the library, online, and in the community.
- Provide resources for people to dream, discover, and innovate.
- Expand virtual and community engagement.
- Evolve an organizational culture that embraces changes and innovates.
- Balance unified countywide strategies with differentiated local service area strategies.
- Implement new mission, vision, and organizational values statements.
- Prepare a strategic framework with market and organizational development strategies.
- Provide implementation “logic models,” action plans, and roll out plan.

3.0 Mission, Vision, Values

The new mission, vision, and workplace values statements are as follows:

Mission: We are the people, places, and services that spark curiosity, inspire creativity, and champion learning.

Vision: We unify the County, providing our unique and diverse communities with quality library resources and services. We inspire all residents to achieve success, live in healthy, vibrant communities, and engage in creative, collaborative, and cultural activities.

Organizational Workplace Values:

- **Relationships:** We are inclusive and responsive.
- **Experiences:** We are customer-focused and results-oriented.
- **Change:** We are flexible and embrace new challenges.
- **Quality:** We are excellent and innovative.

4.0 Strategic Plan

4.1 Framework

The following diagram describes the Strategic Plan framework. The focus is on customer- and demand-driven services through three market strategies and three organizational development strategies. These market strategies focus on services that address community needs as the public face of the Library. The organizational development strategies evolve the Library’s organizational culture necessary to deliver the market strategies.

Figure 1: Strategic Framework



4.2 Market Strategies

Each of the strategies in the framework have one or more themes, and each theme has specific initiatives. Logic models are used to describe, organize, and integrate strategies, themes, and initiatives.

Strategy #1: Seeds for Success

Description: The Library supports basic informational needs and provides a diverse range of resources for people of all ages.

Outcome: Communities will realize the importance and impact of personal growth on the county's quality of life and long term economic vitality.

Theme: Personal Resource Development includes two initiatives -- Learning for Achievement and Information Referral Service.

Theme: Learning for Leisure includes one initiative -- Learning for Leisure.

Strategy #2: Creative Community Life

Description: The Library provides a diverse range of programming and cultural enrichment services, activities, and events to create connected communities outside of the Library, in branches, and online.

Outcome: A connected, creative, and diverse community.

Theme: Diverse Programming includes one initiative -- Diverse Programming and Recreational Options for Local Audiences.

Theme: Creating Community includes two initiatives -- Meet-Ups Anywhere, Transform Branches.

Strategy #3: Youth Success

Description: The Library provides a range of reading, programming, and learning resources to support in and out of school learning.

Outcome: Children, supported by their parents and caregivers, are prepared to succeed in school.

Theme: Bridge the Education Gap includes two initiatives -- Children Prepared to Enter Kindergarten and Children Reading at Grade Level.

Theme: Youth Self-Directed Learning includes two initiatives -- Youth Engaged in STEM and Youth Engaged in Literature and Arts.

4.3 Organizational Development Strategies

Strategy #1: Culture of Innovation

Description: Evolve a culture of innovation in the areas of staff engagement, risk taking, learning from mistakes, and how staff approach work.

Outcome: Staff will take risks and learn from mistakes to meet evolving community needs and interests.

Strategy #2: Growing Leaders

Description: Develop staff capacity and capabilities by building on each individual staff member's strengths, setting personal career objectives, and learning new skills to meet new challenges.

Outcome: Staff will have the capacity and capabilities to meet new challenges, achieve personal career objectives, and utilize key strengths.

Strategy #3: Improving Work Processes

Description: Utilize "lean" principles to redesign existing workflows and work processes.

Outcome: More efficient work flows and work processes will free up staff time for customer services.