



Southern California Library Cooperative
Executive Committee Meeting
Wednesday, August 24, 2022
1:00-2:00pm
Hybrid Meeting
Alhambra Library
101 S. First Street, Alhambra, CA 91801

Join Zoom Meeting

<https://us02web.zoom.us/j/87519867806?pwd=WmhDVlg3L041YTJmVIRQMWRSY0xBUT09>

Meeting ID: 875 1986 7806

Passcode: 567631

AGENDA

All items may be considered for action.

1. Opening Gary Shaffer
 - a. Chairperson's Welcome
 - b. Roll Call

2. Public Comment
Opportunity for any guest or member of the public to address the Council on any item of SCLC business.

3. Consent Calendar Gary Shaffer
(ACTION)
All items on the consent calendar may be approved by a single motion. Any Council member may request an item be removed from the consent calendar and placed on the agenda for discussion.
 - a. Minutes of the May 25, 2022 Executive Committee meeting.
 - b. Minutes of the July 22, 2022 Executive Committee Special meeting.

Southern California Library Cooperative
254 North Lake Avenue #874 • Pasadena, California 91101
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4. Adoption of the Agenda Gary Shaffer
5. Budget Status Report FY2021/22
(DISCUSSION) Carol Dinuzzo
6. Budget Status Report FY2022/23
(DISCUSSION) Carol Dinuzzo
7. Strategic Plan Update
(ACTION) Elizabeth Goldman
8. SCLC Controller Update
(ACTION) Gary Shaffer
9. Other Gary Shaffer
*"...that is, matters initiated in the present meeting." Robert's Rules of Order, Revised, III, p.21. Limited by Brown Act to discussion only.
2 minutes*
10. Adjournment Gary Shaffer



ACTION ITEMS

Meeting: _____ SCLC Executive Committee Meeting _____

Date: _____ August 24, 2022 _____

Library: _____

Name: _____

Signature: _____

Date: _____

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain

Agenda Item: _____

_____ Aye _____ Motion

_____ Nay _____ Second

_____ Abstain



EC Agenda Item 03a

Southern California Library Cooperative
Executive Committee Meeting
Wednesday, May 25, 2022
1:00-2:00pm
Hybrid Meeting
San Clarita Old Town Newhall Library
24500 Main Street Newhall, CA 91321

Minutes draft

Attendance

Addington, Jennifer – Palos Verdes
Billings, Cathy – South Pasadena
Goldman, Elizabeth – Burbank
Rivera, Patricia - LACo
Sarmiento, Beatriz – Commerce
Shupe, Robert – Palmdale
Torres, Anita – Pomona

Other

Cousin, Heather – SCLC
Dinuzzo, Carol – SCLC
Graver, Lori – SCLC
Snodgrass, Nerissa – SCLC
Walker, Wayne - SCLC

1. Opening
2 *minutes*
 - a. Chairperson's Welcome
 - b. Roll CallMeeting called to order at 1:05pm.

Elizabeth Goldman

2. Public Comment
5 minutes
Opportunity for any guest or member of the public to address the Council on any item of SCLC business.
 None.
3. Consent Calendar Elizabeth Goldman
3 minutes
All items on the consent calendar may be approved by a single motion. Any Council member may request an item be removed from the consent calendar and placed on the agenda for discussion.
- a. Minutes of the March 15, 2022 Executive Committee meeting.
 - b. Minutes of the May 2, 2022 Executive Committee Special meeting.
 - c. Cooperative Library System Agreement Heather Cousin
 Renewals FY2022/23
 - d. SCLC and Sutherland Consulting Services Heather Cousin
 Agreement Extension
 - e. Administrative Council and Executive Elizabeth Goldman
 Committee Meeting Schedule FY2022/23
 MSP (Addington/Billings) to pass the Consent Calendar. (8 yes, 0 no, 0 abstain)
4. Adoption of the Agenda Elizabeth Goldman
2 minutes
 Chair adopted the Agenda as presented, without objection.
5. Budget Status Report FY2021/22 Carol Dinuzzo
7 minutes
 Most membership dues have been received and reminders have been sent to any jurisdictions with outstanding invoices. Grant revenue has been updated to reflect changes to two of our grant awards:
- California Library Collection Initiatives (CLCI): return of funds to the California State Library in the amount of \$101,750, which included \$9,250 in indirect, due to a reduction in requests for crisis collection assistance.
 - Home Connectivity Kits (HCK): received a budget augmentation of \$310,100, which included an additional \$6,909 toward staffing and \$3,191 for indirect.
- Grant expenses have also been updated to reflect the aforementioned changes in the grant award amounts.
 CLSA ROLLOVER FUNDS:
- FY 2019/20: It is expected that all funds will be fully expended by the close of the current fiscal year.
 - FY 2020/21: The telecommunication funds will also most likely be expended by the end of the year. A request has been sent to the California

Library Services Board (CLSB) to reallocate the remaining \$65,848 originally earmarked for Digilabs, to be used toward E-Resources. Overall increase of \$208,350 in grant revenue.

6. Recruitment Committee Update Gary Shaffer
5 minutes
 - a. Job Description and Recruitment Update
The salary range was recommended by the recruiting agency. Applicant pool is broadened by allowing additional qualifying degrees. MSP (Shupe/Billings) to approve the Job Description, with the edit to the first line of the Minimum Qualifications to *Education: Bachelor's Degree required (any field). Master Degree preferred (e.g. MPA, MBA, J.D., MLIS. If Master of Library and Information Science (MLIS), it must be from an American Library Association-accredited master's program).* (8 yes, 0 no, 0 abstain)
 - b. Recruitment Firm Recommendation
MSP (Billings/Shupe) to contract with Teri Black & Co. LLC to execute the search for a new ED, with a budget of \$32K, the Recruitment Committee to conduct interviews, and the final two candidates to be interviewed by the Executive Committee. (8 yes, 0 no, 0 abstain)

7. Proposed Budget FY2022/23 Carol Dinuzzo/Heather Cousin
15 minutes
MSP (Shaffer/Addington) to recommend to the Administrative Council the approval of the FY2022/23 Proposed Budget. (8 yes, 0 no, 0 abstain)

8. Pension Liability Gary Shaffer
5 minutes
MSP (Sarmiento/Shupe) to pay CalPERS by June 30 the \$154,769 already budgeted and defer until the August meeting the decision to pay the \$115,630 additional.

9. CLSA Plan of Service FY2022/23 Heather Cousin
15 minutes
Presentation and discussion deferred to the Administrative Council meeting.

10. Other Elizabeth Goldman
"...that is, matters initiated in the present meeting." Robert's Rules of Order, Revised, III, p.21. Limited by Brown Act to discussion only.
2 minutes
None.

11. Adjournment Elizabeth Goldman
Meeting adjourned at 2:05pm.

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EC Agenda Item 03b

Southern California Library Cooperative
Executive Council Special Meeting
Virtual
July 22, 2022
4:00pm-5:00pm

Minutes draft

Attendance

Addington, Jennifer – Palos Verdes
Billings, Cathy – South Pasadena
Broman, Susan – LAPL
Goldman, Elizabeth – Burbank
Sarmiento, Beatriz – Commerce
Shaffer, Gary – Glendale
Torres, Anita – Pomona
Walker-Lanz, Jesse – LACo

Other

Cousin, Heather – SCLC
Dinuzzo, Carol – SCLC
Graver, Lori – SCLC
Walker, Wayne - SCLC

1. Opening Gary Shaffer
Meeting began at 4:02pm.
2. Public Comment
None.
3. Adoption of Agenda Gary Shaffer
MSP (Walker-Lanz/Sarmiento) to adopt agenda. Agenda adopted without objection.
4. CLOSED SESSION Gary Shaffer
Closed session began at 4:07pm.

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5. Reconvene to Open Session Gary Shaffer
Reconvened at 4:19pm. No decisions were made in closed session.
6. Interim Executive Director Salary Gary Shaffer
7. MSP (Billings/Walker-Lanz) to appoint Wayne Walker as Interim Executive Director, with a 10% salary increase, until a permanent Executive Director is hired. (8 yes, 0 abstain, 0 no)
8. Status of PressReader and *Los Angeles Times* Gary Shaffer
Broman and Lanz-Walker will talk to John Szabo (LAPL) and Skye Patrick (LACo) about spending political capital to request that LA Times agree to allow access via PressReader.
9. Other Gary Shaffer
None.
10. Adjournment Gary Shaffer
MSP (Addington/Billings) to adjourn meeting at 4:42pm. (8 yes, 0 abstain, 0 no)

DRAFT



DATE: August 24, 2022
TO: SCLC Executive Committee
FROM: Carol Dinuzzo, Controller, SCLC
SUBJECT: Budget Status, FY2021/22 – (DISCUSSION)

BACKGROUND: The Budget Status Report for Fiscal Year 2021/22 is attached for your review and reflects the reconciled bank statements through June 30, 2022.

REVENUE: Most membership dues have been received and reminders have been sent to any jurisdictions with outstanding invoices. Most grant revenue has been received with the final 10% expected once all final reporting has been completed.

EXPENSES: Overall, all expenses fall within the total budgeted amount for the fiscal year. However, there were a few line items where some unanticipated expenses were incurred.

- Personnel Expenses – With the retirement of the Executive Director in February, came the additional expense of a full payout of vacation time upon departure. Additionally, there was a slight increase in dental, vision and life insurance that occurred mid-year.
- Operating Expenses – Increase due to replacement of staff laptops and associated software and IT support. Also, a slight increase in postage due to additional grant support.

CLSA ROLLOVER FUNDS:

- FY 2019/20: All funds have been expended.
- FY 2020/21: All funds have been expended with the exception of a remaining balance \$65,848 originally earmarked for Digilabs and will be reallocated to use toward E-Resources.

FISCAL IMPACT: Pending final close out of FY2021/22 grants.

RECOMMENDATION: Informational.

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REVENUES/EXPENSES (as of 06/30/2022)	Approved	Prior Year Actuals	Actuals	Balance	%	Notes
REVENUE						
				Unrealized		
CLSA Communications & Delivery	\$ 568,881		\$ 568,881	\$ -	100%	Final System Allocation
CLSA System Administration	\$ 342,926		\$ 342,926	\$ -	100%	Final System Allocation
System Supplements to CLSA	\$ -		\$ -	\$ -	0%	N/A
Grant Project Revenue	\$ 3,520,457		\$ 3,276,768	\$ 243,689	93%	Awarded
Grant Indirect (All Systems)	\$ 278,264		\$ 271,409	\$ 6,855	98%	Awarded
Grant Staffing (All Systems)	\$ 99,592		\$ 90,641	\$ 8,951	91%	Awarded
SCLC Member Dues	\$ 211,552		\$ 209,360	\$ 2,192	99%	Approved 03/25/2021
SCLC Califa Memberships	\$ 13,320		\$ 13,140	\$ 180	99%	Approved 03/25/2021
Investment Income	\$ 18,750		\$ 2,743	\$ 16,007	15%	Projected LAIF Interest
TOTAL REVENUE	\$ 5,053,742	\$ -	\$ 4,775,868	\$ 261,687		

REVENUES/EXPENSES	Approved	Prior Year Actuals	Actuals	Balance	%	Notes
EXPENSES						
Personnel Services						
Salaries & Wages	\$ 589,377		\$ 608,202	\$ (18,825)	103%	SCLC Staff & ED Payouts (Feb-2022)
Retirement Benefits	\$ 68,050		\$ 58,093	\$ 9,957	85%	CalPERS
Health Insurance - Current Employees	\$ 48,000		\$ 48,000	\$ -	100%	Health Stipend
Health Insurance - Retirees	\$ 76,800		\$ 44,154	\$ 32,646	57%	Health Stipend
Dental/Vision	\$ 6,552		\$ 6,951	\$ (399)	106%	Ameritas
Life Insurance	\$ 1,224		\$ 1,519	\$ (295)	124%	Dearborn
Unfunded Accrued Liability	\$ 138,339		\$ 133,737	\$ 4,602	97%	CalPERS
Other Personnel Expenses	\$ 3,101		\$ 2,607	\$ 494	84%	Worker's Comp
Personnel Service Subtotal	\$ 931,443	\$ -	\$ 903,263	\$ 28,180		
Operating Expenses						
Office space Lease	\$ 32,000		\$ 27,859	\$ 4,141	87%	Lease TBD
Professional & Contract Services	\$ 65,000		\$ 18,808	\$ 46,192	29%	Legal, Payroll/HR, Consulting, etc.
Telecommunications	\$ 30,000		\$ 8,258	\$ 21,742	28%	Progent, Microsoft, Internet, RingCentral, A2 (CLSA*) and Communications Allowance
Delivery	\$ 66,000		\$ 43,987	\$ 22,013	67%	Reliant (CLSA)
Audit Fees	\$ 12,270		\$ 6,905	\$ 5,365	56%	Fedak & Brown (CLSA)
Software Licenses	\$ 3,479		\$ 3,566	\$ (87)	103%	Dashlane, Intuit (paid biennially)
Office Supplies & Printing	\$ 8,500		\$ 12,501	\$ (4,001)	147%	Office Supplies, Postage, Moving cost, etc.
E-Resources	\$ 137,180		\$ 137,192	\$ (12)	100%	Gale, PressReader (CLSA)
Resource Sharing	\$ 35,000		\$ -	\$ 35,000	0%	Digilabs (CLSA) - To be reallocated
Memberships	\$ 14,500		\$ 13,590	\$ 910	94%	Califa, CLA, etc.
Travel & Conferences	\$ 10,000		\$ 7,193	\$ 2,807	72%	Travel for meetings, conference, and audit
Postage	\$ 800		\$ 1,049	\$ (249)	131%	Shipping, postage, etc.
Other	\$ 350		\$ -	\$ 350	0%	Bank Analysis Fees
Operating Expenses Subtotal	\$ 415,079	\$ -	\$ 280,908	\$ 134,171		
Grant Expenses						
Passthrough Funds						
CLCI	\$ 557,500		\$ 557,500	\$ -	100%	Fully Expended
Dia de los Ninos	\$ 127,551		\$ 113,564	\$ 13,987	89%	Awarded
Digital Navigator	\$ 656,173		\$ 151,182	\$ 504,991	23%	Awarded
Home Connectivity Kits	\$ 1,978,820		\$ 1,241,824	\$ 736,996	63%	Awarded
PLSEP	\$ 122,572		\$ 122,572	\$ -	100%	Fully Expended
Grant Expenses Subtotal	\$ 3,442,616		\$ 2,186,642	\$ 1,255,974		
TOTAL EXPENDITURES	\$ 4,789,138	\$ -	\$ 3,370,813	\$ -		
Surplus (Deficit)	\$ 264,604	\$ -	\$ 1,405,055			

SCLC ACCOUNT BALANCES						
As of June 30, 2021	\$ 3,116,749		\$ 2,661,432			Pacific Western Bank as of June 30, 2022
As of June 30, 2021	\$ 1,924,159		\$ 1,829,410			Local Agency Investment Fund (LAIF) June 2022
As of October 31, 2021	\$ 100,000		\$ 87,177			California Employer's Pension Prefunding Trust (CEPPT) June 30, 2022
SCLC MEMBER DEPOSIT ACCOUNT						

As of March 31, 2021 \$ 170,689 \$ 170,689 Pacific Western Bank as of June 30, 2022

CARRY OVER CLSA FUNDS

FY2019/20 CLSA Communications & Delivery

	Actuals	Expended	Balance	Notes
Resource Sharing \$	65,401	\$ 65,401	\$ -	Digilabs
Digital Resources \$	382,359	\$ 382,359	\$ -	Press Reader
Total Estimated Carry Over \$	447,760	\$ 447,760	\$ -	Fully Expended

FY2020/21 CLSA Communications & Delivery - Projected

	Estimated	Expended	Balance	Notes
E-Reources \$	113,993	\$ 113,993	\$ -	Press Reader
Resource Sharing \$	65,848	\$ -	\$ 65,848	Digilabs - to be reallocated to E-Resources
Delivery \$	17,718	\$ 17,718	\$ -	Reliant
Telecommunication \$	16,724	\$ 16,724	\$ -	
Total Estimated Carry Over \$	214,283	\$ 148,435	\$ 65,848	

*Telecommunications defined by the CLSA Plan of Service as: Internet, web/tech support, phone/fax/VOIP/telecomm equipment maintenance, and web software



DATE: August 24, 2022
TO: SCLC Executive Committee
FROM: Carol Dinuzzo, Controller, SCLC
SUBJECT: Budget Status, FY2022/23 – (DISCUSSION)

BACKGROUND: The Budget Status Report for Fiscal Year 2022/23 is attached for your review.

REVENUE: All approved CLSA allocations and current grant awarded amounts have been included. PLSEP grant awards are still pending. With no other grants or special projects on the horizon, it is expected that there will be a significant shortfall in revenue. Although, there will be some roll over funds once FY2021/22 closes out, it is likely that reserve funds may need to be utilized to cover personnel and operations by the end of this fiscal year.

EXPENSES: At this stage in the fiscal year, most expenditures have been personnel related along with a few operational costs.

CLSA ROLLOVER FUNDS:

- FY 2020/21: All funds have been expended with the exception of a remaining balance \$65,848 originally earmarked for Digilabs and will be reallocated to use toward E-Resources.
- FY2021/22: There will be rollover funds for E-Resources (\$288,419), Audit (\$6,905), Delivery (\$22,013), and Telecommunications (\$21,742). There is also a balance of \$35,000 in Resource Sharing originally set aside for the Digilab project that may need to be reallocated, depending on how the Administrative Council would like to utilize these funds.

PENSION LIABILITY: The annual prepayment for the CalPERS pension liability was paid in July. Although there has been discussion about making an additional discretionary payment (ADP) toward the liability, it is recommended that this be put on hold until the deficit in revenue is addressed.

FISCAL IMPACT: Potential shortfall in revenue for the current fiscal year.

RECOMMENDATION: Informational.

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REVENUES/EXPENSES	Projected	Prior Year	Actuals	Balance	%	Notes
REVENUE						
				Unrealized		
CLSA Communications & Delivery	\$ 563,338	\$ 568,881	\$ 563,338	\$ -	100%	Approved by CLSB May 17, 2022
CLSA System Administration	\$ 343,401	\$ 342,926	\$ 343,401	\$ -	100%	Approved by CLSB May 17, 2022
System Supplements to CLSA	\$ -	\$ -	\$ -	\$ -	0%	N/A
Grant Project Revenue	\$ 3,364,024	\$ 3,395,065	\$ 965,754	\$ 2,398,270	29%	Actual grants awarded
Grant Indirect (All Systems)	\$ 286,970	\$ 271,409	\$ 44,697	\$ 242,273	16%	Actual grants awarded
Grant Staffing (All Systems)	\$ 94,078	\$ 90,641	\$ 44,590	\$ 49,488	47%	Actual grants awarded
SCLC Member Dues	\$ 210,681	\$ 203,984	\$ 56,938	\$ 153,743	27%	Approved 03/15/2022
SCLC Califa Memberships	\$ 13,590	\$ 13,320	\$ 4,860	\$ 8,730	36%	Approved 03/15/2022
Investment Income	\$ 18,750	\$ 18,750	\$ -	\$ 18,750	0%	Projected FY22/23
TOTAL REVENUE	\$ 4,894,832	\$ 4,904,976	\$ 2,023,578	\$ 2,843,774		
Unrestricted	\$ 953,880	\$ 927,710	\$ 489,626	\$ 464,254		Used toward Personnel/Overhead
Restricted	\$ 3,927,362	\$ 3,963,946	\$ 1,529,092	\$ 2,398,270		CLSA and Grant Passthrough Funds

EXPENDITURES						
Personnel Services						See Unrestricted Revenue - line 16
Salaries & Wages	\$ 652,945	\$ 589,377	\$ 77,282	\$ 575,663	12%	SCLC Staff & Interim ED
Retirement Benefits	\$ 71,453	\$ 68,050	\$ 6,198	\$ 65,255	9%	CalPERS
Health Insurance - Current Employees	\$ 50,280	\$ 48,000	\$ 4,190	\$ 46,090	8%	Health Stipend
Health Insurance - Retirees	\$ 80,448	\$ 76,800	\$ 8,682	\$ 71,766	11%	Actuals
Dental/Vision	\$ 6,552	\$ 6,552	\$ 653	\$ 5,899	10%	Ameritas
Life Insurance	\$ 1,224	\$ 1,224	\$ 163	\$ 1,061	13%	Dearborn
CalPERS Unfunded Accrued Liability	\$ 154,223	\$ 133,737	\$ 152,775	\$ 1,448	99%	CalPERS - Annual Prepayment
Other Personnel Expenses	\$ 3,101	\$ 3,101	\$ 4,148	\$ (1,047)	134%	Worker's Comp
Personnel Service Subtotal	\$ 1,020,225	\$ 926,841	\$ 254,091	\$ 766,134		

REVENUES/EXPENSES	Proposed	Prior Year	Actuals	Balance	%	Notes
Operating Expenses						
Office space Lease	\$ 32,000	\$ 32,000	\$ 4,286	\$ 27,714	13%	Lease TBD (unrestricted)
Professional & Contract Services	\$ 65,000	\$ 65,000	\$ 2,900	\$ 62,100	4%	Legal, Payroll/HR, Consulting, etc. (Unrestricted)
Telecommunications	\$ 30,000	\$ 30,000	\$ 825	\$ 29,175	3%	IT Support, Software, Internet, Phone, Website (CLSA*) and Communications Allowance
Delivery	\$ 66,500	\$ 66,000	\$ 7,473	\$ 59,027	11%	Reliant (CLSA)
Audit Fees	\$ 12,200	\$ 12,270	\$ -	\$ 12,200	0%	Fedak & Brown (CLSA)
Software Licenses	\$ 3,479	\$ 3,479	\$ -	\$ 3,479	0%	Keeper, Intuit (paid biennially)
Office Supplies & Printing	\$ 8,500	\$ 8,500	\$ -	\$ 8,500	0%	Office Supplies, Postage, etc. (Unrestricted)
eResources	\$ 445,338	\$ 137,180	\$ -	\$ 445,338	0%	\$368,435 PressReader; \$1,212 Gale Archives; \$75,691 TBD
Memberships	\$ 14,500	\$ 14,500	\$ 13,590	\$ 910	94%	Califa, CLA, etc. (Unrestricted)
Travel & Conferences	\$ 15,000	\$ 10,000	\$ -	\$ 15,000	0%	Travel for meetings, conference, and audit (Unrestricted)
Postage	\$ 800	\$ 800	\$ 9	\$ 791	1%	
Other	\$ 350	\$ 350	\$ -	\$ 350	0%	Bank Analysis Fees
Operating Expenses Subtotal	\$ 693,667	\$ 380,079	\$ 29,083	\$ 664,584		
Grant Expenses						
Grant Projected Expenses	\$ 3,364,024	\$ 3,187,565	\$ -	\$ 3,364,024	0%	Passthrough Funds
Grant Expenses Subtotal	\$ 3,364,024	\$ 3,187,565	\$ -	\$ 3,364,024		
TOTAL EXPENDITURES	\$ 5,077,916	\$ 4,494,485	\$ 283,174	\$ -		
Surplus (Deficit)	\$ (183,084)	\$ 410,491	\$ 1,740,404			

SCLC ACCOUNT BALANCES		
As of July 1, 2022	\$ 2,661,432	Pacific Western Bank
As of July 1, 2022	\$ 1,832,835	Local Agency Investment Fund (LAIF)
As of July 1, 2022	\$ 87,177	California Employer's Pension Prefunding Trust (CEPPT)
SCLC MEMBER DEPOSIT ACCOUNT		

As of July 1, 2022 \$ 170,689

Pacific Western Bank

CARRY OVER CLSA FUNDS

FY2020/21 CLSA Communications & Delivery - Projected (Restricted)

	Estimated	Expended	Balance	Notes
E-Reources \$	-	\$ -	\$ -	Pending reallocation from Resource Sharing
Resource Sharing \$	65,848	\$ -	\$ 65,848	Digilabs - to be reallocated to E-Resources
Delivery \$	-	\$ -	\$ -	Reliant
Telecommunication \$	-	\$ -	\$ -	TBD
Total Estimated Carry Over \$	65,848	\$ -	\$ 65,848	Internet, website, IT support, phone/fax/VOIP/telecomm equipment and software

FY2021/22 CLSA Communications & Delivery - Projected (Restricted)

	Estimated	Expended	Balance	Notes
E-Reources \$	288,419	\$ -	\$ 288,419	To be allocated
Resource Sharing \$	35,000	\$ -	\$ 35,000	Digilabs - to be reallocated?
Audit \$	6,905	\$ -	\$ 6,905	To be used toward finalized audit reports
Delivery \$	22,013	\$ -	\$ 22,013	To be used toward future delivery expenses
Telecommunication \$	21,742	\$ -	\$ 21,742	Internet, website, IT support, phone/fax/VOIP/telecomm equipment and software
Total Estimated Carry Over \$	374,079	\$ -	\$ 374,079	



EC Agenda Item 07

DATE: August 24, 2022
TO: Executive Committee
FROM: Elizabeth Goldman, Past Chair
SUBJECT: Approval of the 2022-25 Strategic Plan – (ACTION)

BACKGROUND: For the past nine months, SCLC has been engaged in a process to develop a three-year strategic plan to guide the organization from 2022-2025. In November 2021, SCLC contracted with consultants BerryDunn, who have conducted research, engaged the Administrative Council and staff in the planning process, and developed a draft plan.

DISCUSSION: Building upon input from the Administrative Council planning session on March 29, plus focus groups and surveys that had taken place in February and March, BerryDunn drafted a plan that was presented to the Executive Committee and Administrative Council in May 2022.

The draft plan identifies three overarching strategic priorities:

- SCLC will serve as a resource nexus, connecting member libraries and their populations with a wide variety of innovative, relevant, and high-value resources.
- SCLC will communicate its operations and advocacy in a modern, timely, and effective manner.
- SCLC will operate in a fiscally and operationally sustainable manner.

Each priority area is accompanied by one or more goals and objectives to be accomplished over the next three years. A timeline included with the plan identifies when work will ideally happen as well as the specific outcomes or measures to determine if goals have been achieved.

The full draft, including these elements, is included as an attachment to this item.

Responsibility for carrying out the objectives of the strategic plan will largely rest with the interim/permanent Executive Director and the Administrative Council. SCLC staff may be given assignments as fit within established work duties, and for some activities, SCLC may elect to bring in outside consultants. For the plan to be successful, Administrative Council members will need to commit to some additional time to support participation in ad hoc committees focused on various areas.

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FISCAL IMPACT: There is no fiscal impact to today's vote. As relevant, actions within the plan that require funds will be brought back to the Administrative Council as part of the budget or separately for votes during the plan implementation period.

EXECUTIVE COMMITTEE RECOMMENDATION: Recommend Administrative Council adopt the SCLC 2022-25 Strategic Plan

Attachment: Draft Strategic Plan

DRAFT

**Southern California
Library Cooperative**

**STRATEGIC
PLAN**



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Acknowledgments

Welcome Message



The Southern California Library Cooperative (SCLC) is an organization with a long and meaningful history providing services to the public libraries of Los Angeles and Ventura Counties. Throughout our existence, despite changes to our name, membership, and funding, SCLC has consistently focused on expanding access to resources and information. By bringing together the 40 member libraries, SCLC has shown the strength of the collective, supporting coordination and interconnectedness through a vast and diverse region of more than 10 million residents.

Like our member libraries, SCLC has found the pace of change to be increasing each year, requiring a more focused effort to identify our vision and strategies to implement that vision. This plan reflects a year-long effort by the SCLC Administrative

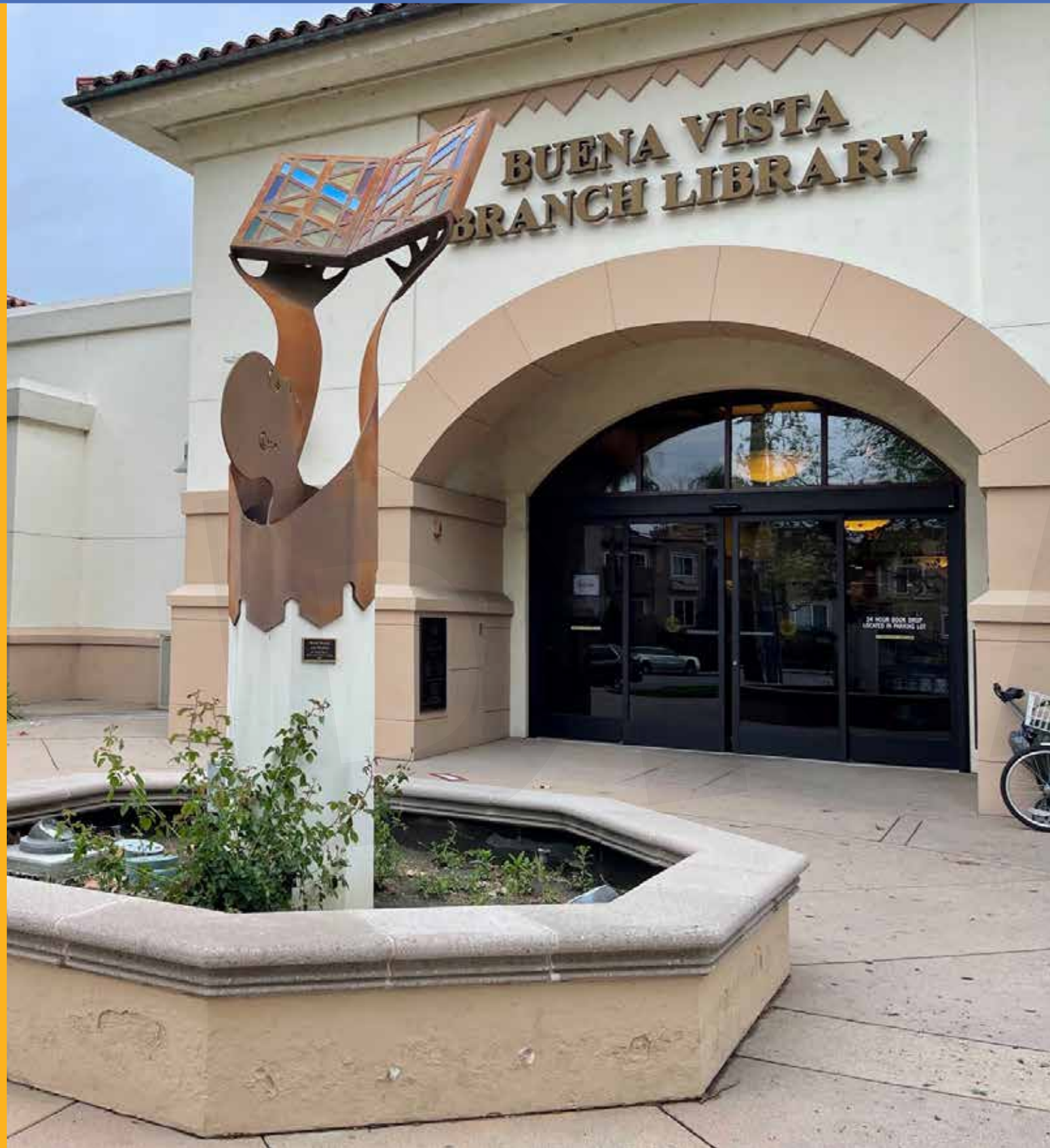
Council to engage in discussion about present strengths and challenges as well as future opportunities and needs. Administrative Council members representing each of the 40 member libraries considered the constituencies they serve locally as well as their part in the larger regional context. Planning efforts considered state trends, limited resources, diverse populations, and creative ideas.

The resulting plan will guide SCLC's work for the next three years. By prioritizing and focusing efforts, SCLC will emerge a stronger organization able to build on its history by providing even greater returns to the communities it serves.

Elizabeth Goldman
Chair, 2021-22

Gary Shaffer
Chair, 2022-23

Our Organization



The Southern California Library Cooperative is a joint powers authority representing the interests of 40 member libraries in Los Angeles County and Ventura County. In accordance with the California Library Services Act, all public libraries in California are eligible for membership in a cooperative, and through the cooperatives, the California State Library (CSL) and California Library Services Board (CLSB) distribute funding for resource sharing and cooperative activities.

Originally founded in 1966, SCLC has a long tradition of resource sharing exhibited through reciprocal borrowing privileges for patrons, the delivery of requested and returned materials throughout the region, and for many years, the provision of second-level reference services to supplement local library capacity. More recently, SCLC has maintained a digital content management solution for participating libraries, sponsored shared programming, and maintained shared database licensing.

Our Organization



The SCLC Administrative Council is charged with the administration of the cooperative system and consists of the library director or designee from each of the 40 members. The Council meets four times per year and can sponsor and oversee several committees and interest groups formed to leverage subject matter expertise and promote cross-library communication and best practices. The Executive Committee is represented by eight of the Councilmembers and meets six times per year to work on specific areas requiring more in-depth conversation.

Our Organization



SCLC derives funding from three primary sources—California Library Services Act (CLSA) funding, membership dues, and indirect and staffing fees derived from administering grant projects, often at the request of the CSL. SCLC also derives income by providing administrative and fiscal services for four other CLSA systems, namely, 49–99 Cooperative Library System, Inland Library System, Santiago Library System and Serra Cooperative Library System.

SCLC has five full-time staff positions: Executive Director, Deputy Director, Controller, Project Manager, and Administrative Assistant, whose work is governed by the Council.

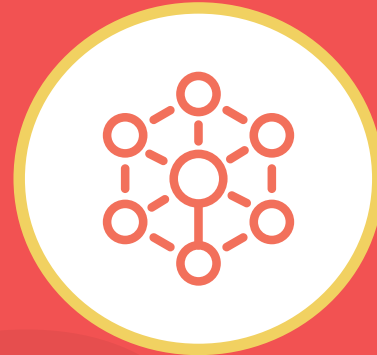
Vision

BUILDING A COMMUNITY OF LIBRARIES IN SOUTHERN CALIFORNIA

We are developing and delivering a uniform message of value and facilitating collaboration to build capacity to serve the public through operational and financial sustainability.



Strategic Priorities



Resource Nexus

SCLC will connect member libraries and their service populations with a wide variety of innovative, relevant, and high-value resources.



Transparency, Advocacy, and Engagement

SCLC will communicate its operations and advocacy in a modern, timely, and effective manner.



Organizational Health and Sustainability

SCLC will operate in a fiscally and operationally sustainable manner.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 1

Grow value and resources provided by SCLC to members.

YEAR ONE OBJECTIVE

1 Establish staff-driven interest groups (e.g., marketing, youth services, collections, etc.).

Performance Measure

- Identify interest groups to establish and grow resources with an annual report provided to the Administrative Council.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 1

Grow value and resources provided by SCLC to members.

YEAR TWO OBJECTIVES

- 1** Form a team/committee to explore and strategize the implementation of shared resources.
- 2** Develop a centralized location of a collection of best practices and ideas to share.

Performance Measures

- Potential shared resources are identified and reviewed.
- New shared resources are established and growth is reported annually.
- All members have the ability to contribute and access a centralized collection of best practices and ideas.
- A report of up-to-date shared resources is established and reviewed as a benchmark of growth within one year of report creation.

Goals, Objectives & Performance Measures



RESOURCE NEXUS

GOAL 2

Provide dynamic resources that are responsive to current needs.

YEAR THREE OBJECTIVE

1 Conduct annual (or semi-annual) SCLC regional public needs assessments, scalable to local and regional needs.

Performance Measures

- Annual (or semi-annual) needs assessments are implemented, results reviewed and resources are adjusted based upon findings.
- Annual (or semi-annual) progress report is created and shared.

Goals, Objectives & Performance Measures



TRANSPARENCY, ADVOCACY, & ENGAGEMENT

GOAL 3

Increase the transparency of SCLC endeavors.

YEAR ONE OBJECTIVES

- 1** Create “Intro to SCLC” for all library staff members.
- 2** Increase transparency so that SCLC Administrative Council has a clear understanding of budget and revenue sources.

Performance Measures

- “SCLC 101” (overview and introduction of SCLC) is established (and updated as necessary) and provided to library staff members.
- Annual membership survey is developed and assesses member satisfaction with transparency of SCLC endeavors.

Goals, Objectives & Performance Measures



TRANSPARENCY, ADVOCACY, & ENGAGEMENT

GOAL 4

Increase the awareness, marketing and engagement of SCLC endeavors.

YEAR TWO OBJECTIVES

- 1** Create an RFP to hire a digital media developer to establish a more robust online presence for SCLC.
- 2** Communicate in a variety of publicity formats (social media, streaming, television, radio, etc.) with simple messages that apply to all our libraries and are designed to motivate the public to visit.

Performance Measures

- A digital media developer is procured.
- A digital media plan with specific goals for enhanced digital media experiences are created and sustained.
- A marketing and engagement plan is created with specific goals established to advocate for the public visitation of all member libraries.
- Annual membership survey is developed and assesses member satisfaction with advocacy and engagement.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.

YEAR ONE OBJECTIVES

- 1** Identify and articulate SCLC mission.
- 2** Hire strong, knowledgeable, and dynamic executive director to provide support, guidance, and leadership.
- 3** Hold an annual planning session for SCLC Administrative Council.

Performance Measures

- Executive Committee creates a process to annually review the SCLC mission.
- All members understand the SCLC mission and routinely communicate through important channels (e.g., digital media, reports, grant applications, etc.).
- Annual membership survey is developed and assesses member understanding of SCLC mission.
- An executive director is selected by October 1, 2022.
- Annual planning session is scheduled and sustained for SCLC Administrative Council.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.

YEAR TWO OBJECTIVES

- 1** Diversify revenue by reviewing membership fees, looking for additional local grant opportunities.
- 2** Assess organization structure, roles and responsibilities to support operating efficiencies for a nimble and responsive organization.
- 3** Contract with a financial expert to assess cost of current and enhanced services.
- 4** Create a process for current directors to mentor upcoming/new directors.

Performance Measures

- Annual review of membership fees with a report created including consideration of fee adjustments.
- Executive Committee to lead an organizational assessment.
- Procure a financial expert to assess costs of current and enhanced services.
- Implement a mentor program to support the growth of new and upcoming directors.

Goals, Objectives & Performance Measures



ORGANIZATIONAL HEALTH AND SUSTAINABILITY

GOAL 5

Grow sound business practices.




YEAR THREE OBJECTIVES

1 Develop fiscal sustainability by putting funds to best use.

Performance Measures

- Establish a framework to measure the best use of funds such as return on investment analysis.
- Use of funds is reviewed and prioritized on an annual basis.
- Annual membership survey is developed and assesses use of SCLC funds.

Proposed Timing for SCLC Priorities

		FISCAL YEAR 2022-23				FISCAL YEAR 2023-24				FISCAL YEAR 2024-25			
		1	2	3	4	1	2	3	4	1	2	3	4
 <p>Resource Nexus</p>	Establish staff-driven interest groups (e.g. marketing, youth services, collections, etc.).			●									
	Form a team/committee to explore and strategize the implementation of shared resources.					●							
	Develop a centralized location of a collection of best practices and ideas to share.						●						
	Conduct annual (or semi-annual) SCLC regional public needs assessments, scalable to local and regional needs.									●			
 <p>Transparency, Advocacy & Engagement</p>	Create “Intro to SCLC” for all library staff members.		●										
	Increase transparency so that the SCLC Administrative Council has a clear understanding of budget and revenue sources.			●									
	Create an RFP to hire a digital media developer to establish a more robust online presence for SCLC.						●						
	Communicate in a variety of publicity formats (social media, streaming, television, radio, etc.) with simple messages that apply to all our libraries and are designed to motivate the public to visit.								●				
 <p>Organizational Health & Sustainability</p>	Identify and articulate SCLC mission.	●											
	Hire strong, knowledgeable, and dynamic executive director to provide support, guidance, and leadership.	●											
	Hold an annual planning session for SCLC Administrative Council.				●								
	Diversify revenue by reviewing membership fees, looking for additional local grant opportunities.							●					
	Assess organizational structure, roles, and responsibilities to support operating efficiencies for a nimble and responsive organization.						●						
	Contract with a financial expert to assess cost of current and enhanced services.					●							
	Create a process for current directors to mentor upcoming/new directors.					●							
	Develop fiscal sustainability by putting funds to best use.										●		

Our Process



The creation of this plan has been an inclusive and collaborative process between the 40 member library systems of the Southern California Library Cooperative. The quantity and diversity of the communities the cooperative serves required a wide range of input methods to ensure this plan was inclusive of the needs and perspectives of its members.

In the fall of 2021, SCLC leadership sought a consultant to assist the organization in developing a three-year strategic plan. The plan would serve as a working document to prioritize known projects and to establish a framework for prioritizing new opportunities. Once a consultant was selected, the Executive Director, Administrative Council Chairperson, and consultant began meeting biweekly to manage the strategic planning process.

Our Process



Central to this process was a robust environmental scan and outreach effort to identify potential opportunities, challenges, and trends that might affect strategic directions and priorities. As part of the environmental scan, stakeholder interviews were conducted with SCLC staff, member libraries, and the CSL staff. An online engagement platform called Social Pinpoint was setup to allow members of the Administrative Council to provide feedback and ideas. Demographics of member libraries, CLSA Plan of Service Documents, and membership agreements were also examined to provide information on structure and funding, as well as to provide context on past goals and responsibilities.

Our Process



A strategic planning workshop was held for the Administrative Council on March 29, 2022. This half-day session identified key strategic areas of focus that can serve as a guide for allocating resources and prioritizing work efforts. This workshop identified the elements for a vision, strategic priorities, and strategies that will guide SCLC for the next 3-5 years.

Following the workshop, this strategic plan was developed with the consultation of the SCLC Administrative Council Chairperson and Executive Director.

Acknowledgments

Our thanks to the following teams and individuals who invested their time and energy in our process and to every member of the cooperative who participated in the strategic planning retreat, forums, surveys, and other forms of input. Every bit of input has been heard and considered, and we are thankful.

The Administrative Council adopted the plan on XX YY, 2022.



Alhambra

Hilda LohGuan

Altadena

Nikki Winslow

Arcadia

Darlene Bradley

Azusa

Ann Graf

Beverly Hills

Karen Buth

Burbank

Elizabeth Goldman

Calabasas

Barbara Lockwood

Camarillo

Mandy Nasr

Commerce

Beatriz Sarmiento

Covina

Lisa Evans
Krizia Virbia

Downey

Ben Dickow

El Segundo

Mark Herbert
Melissa McCollum

Glendale

Gary Shaffer

Glendora

Janet Stone

Inglewood

Kerri Arroyo
Harjinder Singh

Irwindale

Shayna Balli

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Christine Hertzell
Cathy de Leon
Glenda Williams

LA County

Skye Patrick
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Susan Broman

Monrovia

Carey Vance

Monterey Park

Diana Garcia

Moorpark

Christine Conwell

Oxnard

Sofia Kimsey

Palmdale

Robert Shupe

Palos Verdes

Jennifer Addington

Pasadena

Tim McDonald
Michele Perera

Pomona

Anita Torres

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San Marino

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Linda Vera

Santa Clarita

Shannon Vonnegut

Santa Fe Springs

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Santa Monica

Erica Cuyugan

Patty Wong

Sierra Madre

Lori Garza

Christine Smart

Signal Hill

Charles Hughes

Simi Valley

Kelly Behle

South Pasadena

Cathy Billings

Thousand Oaks

Melissa Hurtado

Jennifer Patterson

Torrance

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Heather Cousin

Carol Dinuzzo

Lori Graver

Nerissa Snodgrass

Wayne Walker

BUENA VISTA
BRANCH LIBRARY

Southern California Library Cooperative

STRATEGIC PLAN





EC Agenda Item 08

DATE: August 24, 2022
TO: Executive Committee
FROM: Gary Shaffer, Chair
SUBJECT: SCLC Controller Update – (ACTION)

BACKGROUND: After fulfilling a 5.5-year tenure, our Controller, Carol Dinuzzo, has accepted an offer from an outside organization. Her last day will be Friday, August 19. She is hopeful to join us briefly at our August 24 meeting to provide her last financial report and so that we may wish her well in the next chapter of her life.

Interim Executive Director Wayne Walker and I have been strategizing on next steps. We have had conversations with a temporary agency, an accounting firm, and our sister cooperatives (e.g. PLP) to see if they could temporarily, or on a longer term basis, takeover the controller's duties. It is clear that our sister cooperatives do not have adequate personnel to fulfill our controller duties on a short or long term basis. They could however act in an advisory capacity.

FISCAL IMPACT: We expect there will be additional costs for the solution to fulfilling the controller duties, on both a short and potentially on a long term basis, but the amounts are unknown at this time. Cost to have a sister cooperative consult on an ad hoc basis would be \$150 per hour.

EXECUTIVE COMMITTEE RECOMMENDATION: Recommend Administrative Council to
1) Authorize the Chair to enter into an agreement with a temporary agency or an accounting firm to fulfill controller duties. 2) Authorize the Chair to enter into an agreement for accounting consulting purposes with one of our sister cooperatives on an as-needed basis.

Southern California Library Cooperative

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SCLC Meeting Dates

2022/23

Approved 05252022

Updated 07192022

Friday, July 22, 2022 - Special

4:00pm Executive Committee

Via Zoom

Wednesday, August 24, 2022

1:00pm Executive Committee

2:15pm Administrative Council

Alhambra

Wednesday, October 26, 2022

1:00pm Executive Committee, only

Via Zoom

Wednesday, November 30, 2022

1:00pm Executive Committee

2:15pm Administrative Council

Whittier

Wednesday, January 25, 2023

1:00pm Executive Committee, only

Via Zoom

Wednesday, March 22, 2023

1:00pm Executive Committee

2:15pm Administrative Council

Signal Hill

Wednesday, May 24, 2023

1:00pm Executive Committee

2:15pm Administrative Council

Location TBD