



## CONSENT CALENDAR

### Agenda Item # 7

#### AGENDA REPORT SUMMARY

**Meeting Date:** February 26, 2019

**Subject:** North County Library Authority Library Redevelopment Task Force update

**Prepared by:** Jon Maginot, Deputy City Manager

**Approved by:** Chris Jordan, City Manager

**Attachment(s):**

1. June 26, 2018 Council Report
2. January 28, 2019 Task Force Report to North County Library Authority
3. Los Altos Library – Then and Now data sheet
4. Los Altos Library Funding and Governance Structure data sheet

**Initiated by:**

City Council

**Previous Council Consideration:**

November 16, 2017 and June 26, 2018

**Fiscal Impact:**

None at this time

**Environmental Review:**

Not applicable

**Policy Question(s) for Council Consideration:**

- Does the Council support the construction of a new library building in the same general location as the current Main Library?
- Does the Council support the North County Library Authority continuing to explore the potential redevelopment of the Main Library?
- Does the Council wish to commit staff resources to supporting the North County Library Authority library redevelopment project?

**Summary:**

- A Task Force was established in 2017 by the North County Library Authority to explore options for redevelopment of the Main Library
- NCLA is considering beginning an outreach program to educate the community on the library and potential future uses of a redeveloped library building



**Subject:** North County Library Authority Library Redevelopment Task Force update

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**Staff Recommendation:**

Receive an update from the North County Library Authority Library Redevelopment Task Force and provide direction as needed



**Subject:** North County Library Authority Library Redevelopment Task Force update

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### **Purpose**

To receive a presentation from the North County Library Authority Library Redevelopment Task Force and to provide direction to staff as needed.

### **Background**

On November 16, 2017, the City Council met in a joint session with the Los Altos Hills City Council. At that meeting, the two bodies discussed redevelopment of the Main Library, to be led by the North County Library Authority (NCLA) and both bodies agreed to issue a joint letter to Los Altos Library Endowment (LALE) and Friends of the Los Altos Library (Friends) regarding their participation in a study on the potential redevelopment of the Los Altos Library.

On December 19, 2017, NCLA initiated a Task Force to explore redevelopment of the Main Library. This Task Force consisted of a representative from NCLA, the Los Altos Library Commission, the Friends and LALE. The purpose of the Task Force was to begin to explore options for redeveloping the Library, either through expansion and remodel or a complete re-build.

On June 26, 2018, the Task Force provided an update on the progress of the project to the City Council, including those actions undertaken by the Task Force to that point (more details included in Attachment 1).

### **Discussion/Analysis**

Upon completion of the project's initial steps, the Task Force was expanded to 11 members and began the process of ascertaining what public support, if any, exists for a potential ballot measure to fund a new library building. NCLA engaged the services of Godbe Research Associates to conduct a community survey. The results of the survey indicate that, without conducting any sort of education and outreach program, a revenue measure could have as high as 62% support among the community. Based on that result, NCLA and the Task Force determined to begin exploring options for increasing community awareness of the project.

The Task Force spent the latter part of 2018 developing an education and outreach plan including a tentative budget and timeline for the plan. As part of that work, the Task Force met with representatives from firms which specialize in helping communities conduct outreach and education programs. The Task Force also met with the Director of the Palo Alto Library. As a result of these efforts and discussions, the Task Force recommended that NCLA engage the services of a professional firm to assist the Task Force in developing and implementing an education and outreach campaign.

As the project continues to move forward, the Task Force also determined that the time was appropriate to reaffirm the support of both City Councils for continuing the project, particularly the Los Altos City Council, as the City owns the land and building from which the library currently operates.



**Subject:** North County Library Authority Library Redevelopment Task Force update

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On January 31, 2019, the Los Altos Hills Town Council received an update from the Task Force and voted unanimously to formally support the North County Library Authority's library redevelopment project.

Policy questions for Council

At this time, the policy questions before the Council are whether or not continuing to explore the potential redevelopment of the library is a priority for the Council and whether or not Council wishes to continue to utilize staff time for this endeavor. Should the Council support continuing with the project, no actual commitment will be made to build a new library nor to place a revenue measure on a future ballot, merely NCLA, the Task Force and the City would continue to explore the potential for redevelopment.

It is anticipated that NCLA and the Task Force will continue to provide regular updates to both City Councils as the project moves forward.

**Recommendation**

Receive the presentation and provide direction to staff as needed.



## DISCUSSION ITEMS

### Agenda Item # 8

#### AGENDA REPORT SUMMARY

**Meeting Date:** June 26, 2018

**Subject:** North County Library Authority Library Redevelopment Task Force update

**Prepared by:** Jon Maginot, City Clerk/Assistant to the City Manager

**Approved by:** Chris Jordan, City Manager

**Attachment(s):** None

**Initiated by:**  
City Council

**Previous Council Consideration:**  
November 16, 2017

**Fiscal Impact:**  
None

**Environmental Review:**  
Not applicable

**Policy Question(s) for Council Consideration:**

- There are no policy questions for Council consideration at this time

**Summary:**

- The NCLA Board is exploring potential redevelopment of the Main Library using non-City of Los Altos funds
- The Task Force has undertaken an update to the 2008 Library Space and Services Needs Assessment and an architectural feasibility study
- The Task Force is currently in the process of surveying the community regarding a potential revenue measure

**Staff Recommendation:**

Receive an update from the North County Library Authority Library Redevelopment Task Force



**Subject:** North County Library Authority Library Redevelopment Task Force update

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### **Purpose**

To receive an update on the North County Library Authority Library Redevelopment Task Force

### **Background**

On November 16, 2017, the City Council met in a joint session with the Los Altos Hills City Council. At that meeting, the two bodies discussed redevelopment of the Main Library, to be led by the North County Library Authority (NCLA) and both bodies agreed to issue a joint letter to Los Altos Library Endowment (LALE) and Friends of the Los Altos Library (Friends) regarding their participation in a study on the potential redevelopment of the Los Altos Library.

On December 19, 2017, NCLA initiated a Task Force to explore redevelopment of the Main Library. This Task Force consisted of a representative from NCLA (Jean Mordo), the Los Altos Library Commission (Cindy Hill), the Friends (Mary Jo Kelly) and LALE (Bob Simon). The purpose of the Task Force was to begin to explore options for redeveloping the Library, either through expansion and remodel or a complete re-build.

### **Discussion/Analysis**

As part of the initial steps of the process, the Task Force recommended updating the 2008 Library Services and Space Needs Assessment and conducting an architectural feasibility study to determine the advantages/disadvantages (including cost) of remodel/expansion of the existing facility compared to building a new library.

NCLA engaged the services of Group 4 Architecture, Research + Planning, Inc. to update the Needs Assessment and STRATAap to conduct the feasibility study.

### **Needs Assessment Update**

A Library Needs Assessment was completed in 2008 outlining the needs for the two Los Altos Libraries, including service and space needs. The Assessment indicated that an additional 11,000 square feet was needed for the Main Library.

During a two-month process, Group 4 met with stakeholders from the Los Altos Library Commission, Friends of the Library, Los Altos Library Endowment, Los Altos Library staff and Santa Clara County Library District Administration. These meetings included discussions on current operations of the Library, current and future needs of the Library, library trends, and community aspirations. Group 4 also reviewed available data and information and observed activities and conditions in the Library.

The Needs Assessment Update affirmed the need for an expanded Library. The conclusion of the update is that a minimum of 12,000 additional square feet of space is needed beyond the current library space of 28,000 square feet. The Needs Assessment Update, with the input of Library staff, identified the following challenges with the current Library:



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1. Inadequate programming space (i.e. programs exceed Orchard Room's 100 person capacity, no dedicated children's storytime space, use staff conference room for programs). Note: conference room is also used for staff meetings, Friends sorting, lactation space, all-staff computer and occasional storage
2. Inadequate space to implement new services that emerge over time (i.e. Passport Services, Reading Program)
3. Lack of collaborative space (i.e. small meeting rooms for group study, tutors and students, book discussion groups)
4. Need for dedicated space for teens. Current space used by tutors and as an overflow program space
5. Too few electrical outlets at seated areas to support laptops and devices. Electric conduit has reached capacity
6. Lack of family/all gender restroom
7. Congested public circulation areas and holds room
8. Crowded shelving (current collection is 267,000 / 234,000 in 2008) (children's area maxed)
9. Accessible ad display shelving (i.e. current shelves are 7.5 feet high)
10. Reconfigure workroom for efficiency and to allow staff to collaborate better
11. Inadequate space for Friends of the Library-operated book sale, café and sorting area
12. Lack of parking

While the Needs Assessment Update does not specify how space should be used, it does indicate that additional space is needed for larger program space, expanded children's library space, dedicated teen space (the current space is often used for tutoring and other activities), collaboration space, more and different seating choices, more space for personal technology, more accessible physical collection and space for the Friends of the Library. The Needs Assessment Update does indicate that while 40,000 square feet is the minimum needed, additional square footage may help to better serve the needs of the community within the Library.

Group 4 further recommends that next steps in the process include gathering community input on library service and space allocation priorities within the Library.

#### Architectural Feasibility Study

The architectural feasibility study looked at whether it was possible to expand the library by 9,000 or 11,000 sq. ft. and the cost for either option as well as building a new, 40,000 sq. ft. library on the site and its costs.

#### *Expansion of Library*

The study looked at expanding the current building by 9,000 or 11,000 sq. ft. These numbers were based upon numbers included in the 2008 Needs Assessment.



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The current library building consists of two parts. The original building, which comprises the majority of the square footage, was built in the late-1950s or early-1960s and includes the reference desk area, teen area and the bulk of the collection. The building was expanded in the early-1990s. This expansion includes the southern portion of the library (the circulation area, program room and staff areas). The Library functions basically as two separate buildings which are joined together to form one building.

The construction style used in the original building makes expansion of the library by going above the original library cost-prohibitive. Such expansion would require significant upgrades to the structure of the building in order to meet current construction standards. This option was deemed not feasible.

The study also looked at expanding the library outward. This too was deemed not feasible. Expanding toward the soccer field or toward the History Museum would require eliminating parking and roadway access. Expanding into the orchard toward City Hall would require relocating a massive utility trench which runs parallel to the Library building. Expanding toward San Antonio Road was deemed not feasible as the Public and Community Facilities District, of which the Library is a part, requires a 40-foot setback and so there is not sufficient space to expand in that direction and gain significant amounts of square footage.

The Architectural Feasibility Study did determine that expansion was possible by demolishing the 1990s addition and rebuilding a two-story building in its place. This building would be tied into the remaining library as it is today. This construction would consist of 18,000 sq. ft. for a gain of 9,000 sq. ft. The Study also proposes adding a second-story overhang to the parking and delivery area immediately adjacent to the Library. This would allow for continued parking and access while adding approximately 2,000 sq. ft.

The study also determined that construction of a new 40,000 sq. ft. building in the same location as the existing library is possible. The study looked at the cost of a two-story building in order to allow for additional parking and open space.

While the study determined that all three options are possible, though the related costs for expansion (\$19.9 million for 9,000 sq. ft., \$22.1 million for 11,000 sq. ft.) seem to make expansion cost-prohibitive. Meanwhile, the cost of demolition and re-building of the Library amounts to approximately \$44 million.

At the request of the Task Force, the architectural feasibility study also looked at the cost to renovate the existing square footage of the Library. This amounts to approximately \$6.7 million.

#### Task Force recommendation

At its May 3, 2018 meeting, the Task Force reviewed all information gathered, including both studies. The Task Force unanimously recommended to the NCLA Board to move forward with exploration





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of the redevelopment of the Main Library, specifically to tear down the existing building and replace it with a 40,000 square-foot two-story building.

On May 14, 2018, the NCLA Board approved moving forward with exploration of the redevelopment of the Main Library, specifically to tear down the existing building and replace it with a new building between 35,000 and 50,000 square feet. The size of the facility will be further refined during the planning process.

The NCLA Board also approved conducting a survey for the purpose of gauging community support for a potential revenue measure. NCLA is contracting with Godbe Research Associates for this survey, which is expected to be completed by the end of June 2018.

Also on May 14, the NCLA Board approved expansion of the membership of the Task Force to allow for additional community input into the process.

**Recommendation**

Receive an update from the North County Library Authority Library Redevelopment Task Force.

## **NORTH COUNTY LIBRARY AUTHORITY**

### **REPORT FROM THE LIBRARY REDEVELOPMENT TASK FORCE**

**Meeting Date:** January 28, 2019

**Subject:** Response to NCLA January 14<sup>th</sup> Joint Meeting and Request to Authorize Consultant Services Contract

**Prepared and Approved by:** NCLA Library Redevelopment Task Force

**Fiscal Impact:**

One-time expenditure of \$12,000 from NCLA funds.

**Purpose**

The NCLA created the Library Redevelopment Task Force to take the lead in identifying and executing the steps necessary to build a new Main Library. Eleven highly qualified people were selected and approved by the NCLA to serve on the Task Force. The Task Force has carefully reviewed existing documentation directly relating to the Library, conducted three new studies to evaluate the library needs and redevelopment options, and reviewed information on similar projects within Los Altos and Los Altos Hills, as well as library projects in nearby communities. The Task Force found that there are distinct benefits in engaging the services of consultants that have successfully supported similar efforts. We have further realized that failure to properly navigate through the processes can doom the best efforts.

The NCLA requested more information from the Task Force at their meeting on January 14<sup>th</sup>. The Task Force desires to provide reliable and complete information to NCLA and feels that working with a firm that has expertise in this type of project will allow us to do so. Therefore, we are requesting authority to select and hire a consulting company to work with the Task Force for the express purpose of establishing a realistic workplan, budget, and timeline for this project.

**Background**

**Need** - A Los Altos Library Needs Assessment (2018 Update) and the Library Feasibility Assessment (dated May 2, 2018) indicated the need for the Los Altos Main Library to be replaced with a new larger facility. Renovation and/or additions to the existing building were ruled out as not being cost-effective. The existing structure does not provide reasonable means and methods to provide the (approximately 40,000 square-feet) area recommended by the Needs Assessment. The existing building configuration does not reasonably support the type of utilities (heating, ventilation and air conditioning (HVAC), electrical power, data, communications, and security) that are standard at current libraries.

The existing library is deficient in area to serve adequate functional spaces for children, teens, study, homework, collection, programs, and other functions. There is insufficient library meeting space

and insufficient space for the regular library collection that would appropriately serve the Los Altos and Los Altos Hills service area, even when the branch library is considered. The Children's area does not even have a dedicated restroom, nor any family restroom.

**Public Support** – A survey completed by Godbe Research in July 2018 revealed that a majority (62%) of potential voters would approve a bond issue for a new Main Library building. The survey respondents indicated preference for a bond measure over a parcel tax to fund a new library building. The survey results also indicated that more time and outreach is needed to overcome a lack of knowledge about the importance of libraries in general and the reasons why the Main Library would need replacement.

A bond issue to fund design and construction of a new Main Library would require a 2/3 (66.67%) majority to pass. Comments gathered by Godbe, and subsequently by Task Force members, seem to show that once people are made aware of the need, or have specific questions resolved, many voters' interests in a new library change from lack of support to clear support.

### **Work by the Task Force**

The Task Force moved forward to define the issues and establish a timeline and budget for our project. We've focused our efforts toward gaining the funding needed for the project. Without funds, there is no project. Yet if the community were to vote for a bond to fund the library this is the clearest indication from voters that they want the new library.

Funding - Responses to the Godbe survey showed that support for a bond measure decreases as the amount of the bond obligation increases. We have heard from community groups, such as Our Next Library Committee, that there are those who may donate money from private or corporate sources to build a new library. Therefore, the Task force decided upon a two-pronged approach, pursuing both public and private monies to pay for the project. Donations could reduce the amount of money needed in a bond issue. We do not have information available at this early stage of the project to supply a realistic estimate of the amount that could be raised through a fundraising campaign.

Donors may be reluctant to give to a project that is not clearly defined, or where the success of the project is not yet secure. Therefore, we are considering a campaign to gain donation pledges, where pledged money would not be due until and unless the library gets fully funded. We need expertise to create documents that provide sufficient definition and graphics of the new library, without hindering the actual design, which could come only after a project is approved and an architect is hired. We need expertise to assure that donation pledges are respectful, legal, binding, and provide the best tax advantage.

Budget – We started developing a budget and timeline as we learned more. Certain costs are fairly clear, yet the actual cost will depend on timing. The cost of an election varies greatly depending upon the specific date. There are legal fees to prepare and review election papers. There are administrative costs to support the processes of the City of Los Altos and the Town of Los Altos Hills Councils to review and approve resolutions to support the NCLA in considering these measures.

In our research on similar projects in other communities, we learned that most conducted extensive educational campaigns to inform the community about the need for a new building prior to preparing any tax measure. This type of educational campaign was typically planned and executed with the support of experienced consultants. Additionally, once a bond measure is filed, neither the City, nor Town, nor NCLA can incur any costs associated with a second (but related) marketing campaign in support of a bond measure. Therefore, the Task Force sought and received a commitment from the Los Altos Library Endowment (LALe) to fund the campaign after a bond measure is filed for inclusion in an election. The Task Force recognizes the need for a consultant, experienced in projects such as this to provide guidance towards success and avoidance of pitfalls.

Timeline – We put together a rough timeline based upon what we have gleaned from available resources. However, we also realize that we may be unaware of required steps, which may affect the timeline as well as the budget.

## **Discussion/Analysis**

We asked several Consultants to come to our public meetings to see how much information could be gained, and to gauge whether or not we should consider hiring a company. Although many in the Task Force initially thought we could do the work without a consultant, as we learned about areas where we lacked direct experience, we became convinced that a consultant is vital to success, and would help avoid doing anything that would reflect poorly upon the NCLA, the City, and the Town.

We also recognized that the members of the NCLA are accustomed to and rightfully expect to receive fully vetted reports from their respective and experienced staffs. That is why we have attempted to put this report into a similar format. Unfortunately, the Task Force does not believe we can provide NCLA with the level of reliable information that you deserve, without the expertise that a consultant would provide. Therefore, we propose hiring a consultant for a limited engagement to specifically work with the Task Force to develop the existing work into a more complete, authoritative, and reliable set of documents, responsive to the requests made by the NCLA at the January 14<sup>th</sup> meeting.

Attached are Draft level documents that the Task Force has created, revised to format more closely to respond to your requests. Although we caution that these reports may not be completely reliable at this draft stage (since they have not been vetted by people experienced in the intricacies of public information marketing, fund-raising, and public issuance of bond financing), we believe that the NCLA will find the information useful in your deliberations.

## **Options**

- 1) Hire a consultant for a limited scope of work, to specifically assist the Task Force to develop a workplan, including budget and timeline, responsive to the requests made by the NCLA. The Request for Proposals (RFP) for this contract would include the initial phase of work (estimated to be 2 - 3 months), plus a second phase of work to complete the project up to the point of filing a bond issue. The second phase would only be authorized if the Task Force and NCLA are satisfied with the first phase work, and if the Task Force and NCLA agree that the second phase is necessary. More information is included in the attached Draft RFP Scope of Work.

**Advantages:** This approach allows the Task Force to develop a solid workplan, budget and timeline for future work. Phasing the work allows for a more efficient and effective administrative process, using one RFP for both phases. This more comprehensive approach would also attract more experienced consultants. The best consultants may not be interested in a process that would exclude them from the next phase of the work, or that involves excessive bureaucracy.

**Disadvantages:** none

2) Hire a consultant for only a limited scope of work with no provision for extension.

**Advantages:** This approach may be possible without the need for the RFP process. However, we believe we should comply with the normal processes of both the City of Los Altos and Town of Los Altos Hills.

**Disadvantages:** The approach may limit the field of consultants who would respond and may not provide the best consultant for the job. This approach also would require a second RFP, if it is determined that additional consultant services are warranted. Frequently, consultants that do preliminary work are excluded from participating in further phases of work, since they may be seen to have advantages over others.

3) Do not hire consultant.

**Advantage** – This is the no cost alternative.

**Disadvantage** – This option does not provide any outside expertise and does not move the project forward. While the Task Force is motivated and willing to donate their time to work on this project, we do not want to waste resources spinning our wheels, fearing that we are focusing on irrelevant items and missing unknown requirements.

## **Recommendation**

The Task Force recommends option 1 above. Authorize the NCLA Staff (Los Altos City Manager) to advertise a Request for Proposals, for a consultant, per option 1 above, and execute an agreement for the first phase, on behalf of the NCLA, to provide education and outreach consulting services for the NCLA Library Redevelopment Task Force, in an amount not to exceed \$12,000.

The Draft RFP, including scope of work is attached.

## **Attachments:**

1. Draft Scope of Work for Consulting Services
2. Summary of Need for New Main Library (references Los Altos Main Library Needs Assessment Update)
3. Revised Draft Budget (based upon current information)
4. Summary presentation slides

## **EDUCATION AND OUTREACH CONSULTANT**

### **OBJECTIVE AND SCOPE OF WORK**

The outreach and education program will be divided into two phases and shall include, but not be limited to, the following key elements:

#### Phase 1

1. Development of an outreach and education program to inform community members of the benefits of and need for a new library;
2. Preparation of detailed timeline of outreach program leading up to placement of a revenue measure on the ballot, including detailed budget outlining potential costs;
3. Recommended funding strategies.

#### Phase 2

1. Outreach, community input gathering and presentation of project to key groups, stakeholders and officials;
2. Development of targeted messaging materials for the many segments of the community;
3. Leadership over all communications during outreach and education program;
4. Recommendations on other aspects of outreach and education program as well as potential funding opportunities;
5. Continuous updates of budget and timelines as outreach and education program proceeds.

Note that the consultant(s) must be willing to work in conjunction with NCLA Board members, staff, the NCLA Library Redevelopment Task Force, and community volunteers to help reach the goals outlined, which may be subject to change. Further, project may be cancelled after Phase 1.

# What Could a New Library Offer? <sup>1</sup>

A New Library will provide our community access to up-to-date library services, programs, activities and an expanded collection consistent with those enjoyed by neighboring communities.

- **Children's area and dedicated teen room that are adequately sized**
  - Dedicated space for storytimes and other programs and activities, eliminating the need to turn children away from popular programs
  - Expanded activity areas targeted to children of all ages
  - Children would have better access to the collection - lower shelves, better display
  - Family restrooms
  - Eliminate the need for Teen room to be "taken over" for other uses
- **Additional and larger programming and meeting rooms**
  - Larger program room that can accommodate all attendees
  - Additional small programming room(s) to allow multiple events at same time
  - New small meeting rooms for tutoring and group meetings
  - Option for new offerings such as technology lab or maker space
- **More browsable and accessible collection**
- **More seating options and additional quiet areas**
- **Updated power and internet connections to reliably support current and future technology needs**
  - Outlets at every seat and workstation, all meeting rooms and in all study areas
  - New tools for patrons, including option for dedicated technology education space
  - Capacity for growth and evolution
- **Compliance with current building codes**
  - Earthquake, fire, accessibility, HVAC
- **Expanded and more efficient staff back office space and new Friends of the Library workroom**

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<sup>1</sup> For further information see Los Altos Main Library Needs Assessment Update, dated April 10, 2018 by Group 4; and accompanying PowerPoint Presentation dated March 22, 2018.

**NCLA Library Redevelopment Task Force**  
**Preliminary Budget**  
**(DRAFT 24-Jan-2019)**

CY2018			CY2019			CY2020			Total	Notes
Actual			Unit Cost	Qty.	Extension	Unit Cost	Qty.	Extension		
Projected										
FUNDING SOURCES (considered to date )										
	North County Library Authority	45,855						-	45,855	\$150K committed for expense not funded from public sources. Could be used in 2019 or 2020.
	Los Altos Library Endowment	16,105						150,000	166,105	
	Friends of the Library	16,105							16,105	
	Santa Clara Country Library District								-	
	City of Los Altos								-	
	Town of Los Altos Hills								-	
	Our Next Library Committee								-	
TOTAL FUNDING		78,066			-			150,000	228,066	
EXPENSE										
1 Building Requirements										
a	Needs Assessment Update	14,210							14,210	NCLA, LALE, FOL each paid equally
b	Architectural Feasibility Study	34,106							34,106	
	Subtotal	48,316			-			-	48,316	
2 Outreach Consultant										Professional advisor to Task Force
a	Phase 1 Consulting fees		6,500	2	13,000				13,000	
	Phase 2 Consulting fees		6,500	6	39,000				39,000	
	Phase 3 Consulting fees				-			30,000	30,000	
b	Contingency			15%	8,000		15%	4,500	12,500	
c	Subtotal				60,000			34,500	94,500	
3 Community Input and Outreach										
a	Printed materials, mailings		17,000	3	51,000	15,000	5	75,000	126,000	Pre-filing: 3 mailings to all households; Post-filing: 5 mailings to targeted households
b	Advertising, online media				10,000			10,000	20,000	
c	Signs, voter contact							6,000	6,000	
d	Contingency			15%	9,150		15%	13,650	22,800	
e	Subtotal				70,150			104,650	174,800	
4 Polling										
a	2018 Revenue Measure Survey	29,750							29,750	Survey to assess initial support
b	2019 Revenue Measure Survey				30,000				30,000	Survey to assess support just prior to filing
c	Contingency			15%	4,500				4,500	
d	Subtotal	29,750			34,500				64,250	
5 Legal & Accounting Services										
a	City attorney review				20,000				20,000	Review funding authorities, bond resolution, ballot language
b	Fundraising accounting consultant		5,000	2	10,000				10,000	Compliant account structure & funds flow; Monthly fee
c	Accounting services							2,000	2,000	Treasurer's reports, FPPC filings
d	Contingency			15%	1,500		15%	300	1,800	
e	Subtotal				31,500			2,300	33,800	
6 Private Fundraising Consultant										Need still to be determined
a	Consulting fees		2,000	10	20,000	2,000	2	4,000	24,000	monthly fee
b	Fundraising study				45,000				45,000	
c	Fundraising campaign execution		4,500	10	45,000	4,500	2	9,000	54,000	monthly fee
d	Contingency			15%	16,500		15%	1,950	18,450	
e	Subtotal				126,500			14,950	141,450	
7 SCCROV Filing Fees					75,000				75,000	Exact cost determined by registrar. Expected range: \$50K - \$500K
TOTAL EXPENSE		78,066			397,650			156,400	632,116	
UNFUNDED EXPENSE										
		-			(397,650)			(6,400)	(404,050)	

Assumptions: • Filing in December 2019. • Election could be as soon as Feb. 2020





# **North County Library Authority Library Redevelopment Task Force**

January 25, 2019



## Los Altos Main Library Building

The oldest in the Santa Clara County system, the Main Library is operating at or beyond capacity at 28,000 sq. ft.

The library would not meet current building codes, and cannot be upgraded for adequate power outlets.

A needs analysis commissioned by NCLA recommended a new structure to be built on the same site of at least 40,000 sq. ft.



## Engaging the Community

A poll of residents found approximately 62% in favor of a bond measure for the new library, within range of the required super-majority.

A Task Force consisting of community members including LALE and the Friends of the Library is active in planning and outreach.

A private fundraising campaign will add to \$2M already committed from bequests.





## What's Needed Next

The Los Altos and Los Altos Hills Councils must confirm their support for the new construction.

NCLA is requested to cover some of the initial costs including an outreach consultant, deemed essential in other regional library redevelopments.

The consultant will start with a review of the timeline and budget drafted by the Task Force.



# Recent Library Remodels with Consultants



**Gilroy**     The Lew Edwards Group



**Hayward**     Clifford Moss; Brakeley Briscoe



# Recent Library Remodels with Consultants



**Belmont**

The Lew Edwards Group



**Palo Alto** The Lew Edwards Group

# Task Force Achievements

- Obtained commitment from LALE for campaign expenses
- Spoke with three outreach consultancy firms
- Met with community members and fundraising consultant about private fundraising
- Drafted timeline and budget for public and private fundraising campaigns
- Developed communication plan





## Next Steps for Success

- Retain outreach consultant
- Determine optimum date for bond measure
- Clarify legal and financial authority of stakeholder organizations
- Finalize budget
- Develop and execute comprehensive education and outreach campaign, gather community input
- Develop and execute private fundraising campaign





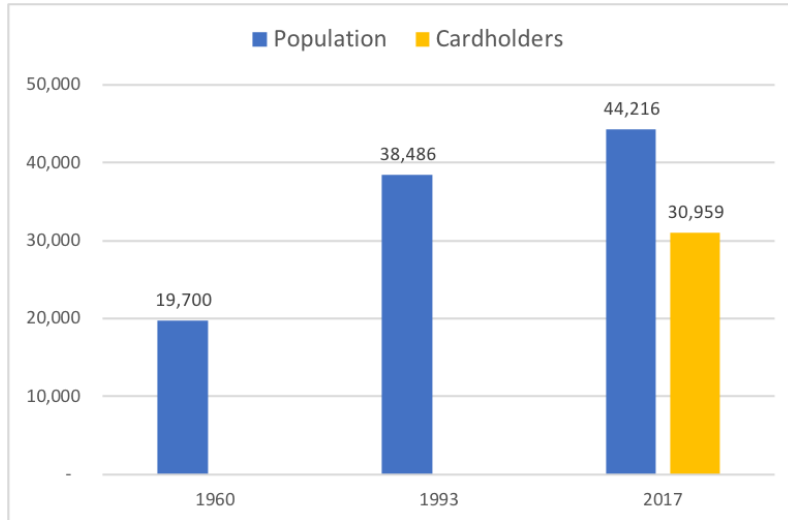
Thank You

## Los Altos Libraries – Then and Now

### Our Libraries and Our Community

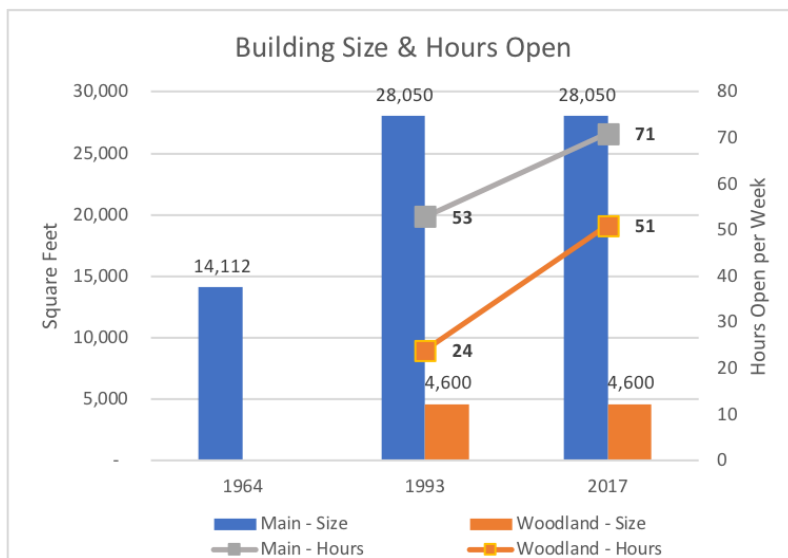
The Los Altos and Los Altos Hills communities are growing and, in many cases, the number of residents has exceeded prior estimates. When the detailed Library Needs Assessment was completed in 2008 by Page & Morris, the estimate of the number of residents in 2030 was 43,810. The population of the two communities is now over 44,000.

We are a community who loves our libraries. Seventy percent of the residents have a library card.



Note: Population does not include the unincorporated areas.

The original Main Library building opened in 1964 and was remodeled in 1993, nearly doubling in size to accommodate usage demands. The Woodland branch library opened in 1976 and was remodeled in 2010. In order to meet patrons' demand, the number of hours that the libraries are open has increased; Los Altos libraries are now open 347 days per year.



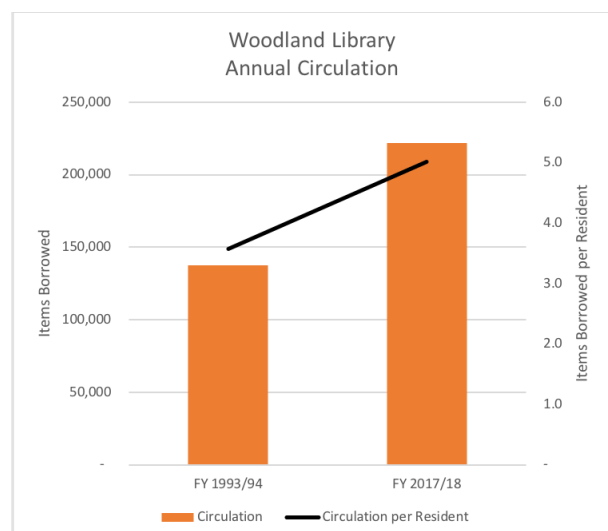
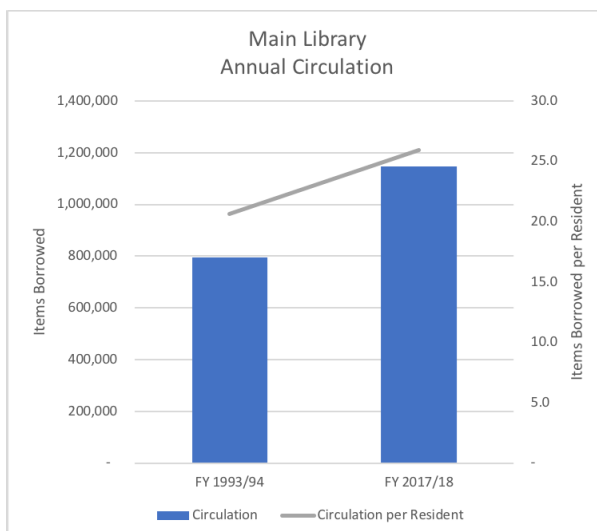
The collection has also grown. The collection includes all of the items found on the shelves in the libraries. The Main Library collection is nearly 60% larger than it was when the library was remodeled 25 years ago.



## Library Usage

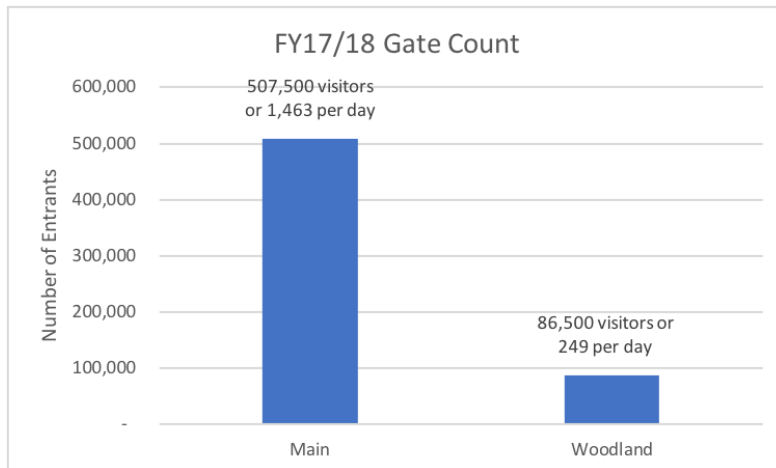
Use of our libraries is up across every measure, despite the emergence of the Internet and electronic media.

Circulation has increased nearly 50% since the early 1990's. The circulation count includes books, media, e-books and audiobooks, although e-materials account for only 7% of the circulation in Los Altos and Los Altos Hills. For comparison over the time period, the charts show the average number of items borrowed for every resident. However, library cardholders borrowed 44 items on average during the last fiscal year.



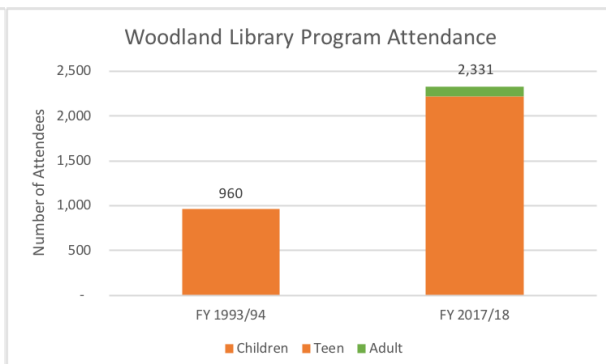
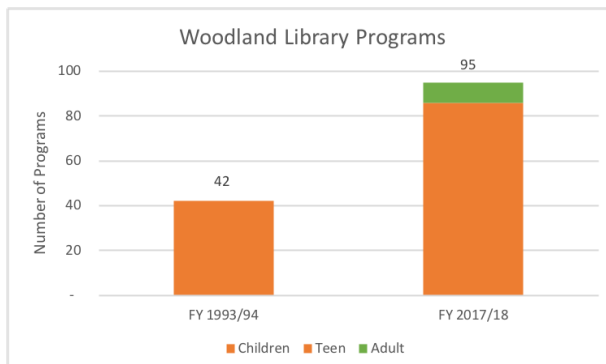
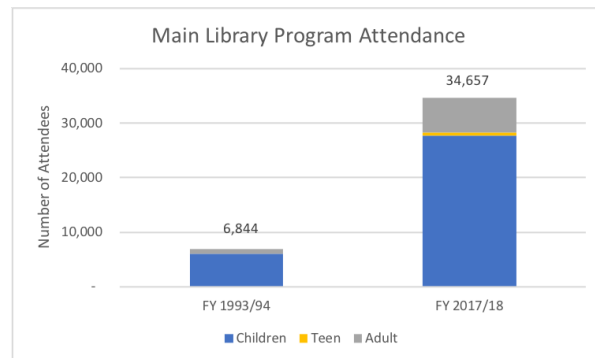
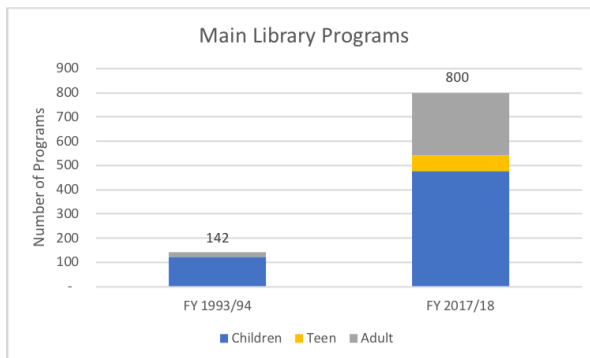
As in most communities, the library is one of the most visited public buildings. The number of visitors to the library was not measured in the early 1990's, but it is measured today. During the last fiscal year, nearly 600,000 people

passed through the entrance gates at the Los Altos Libraries, totaling 1,700 visits per day. Eighty-five percent of the visits are to the Los Altos Main Library.



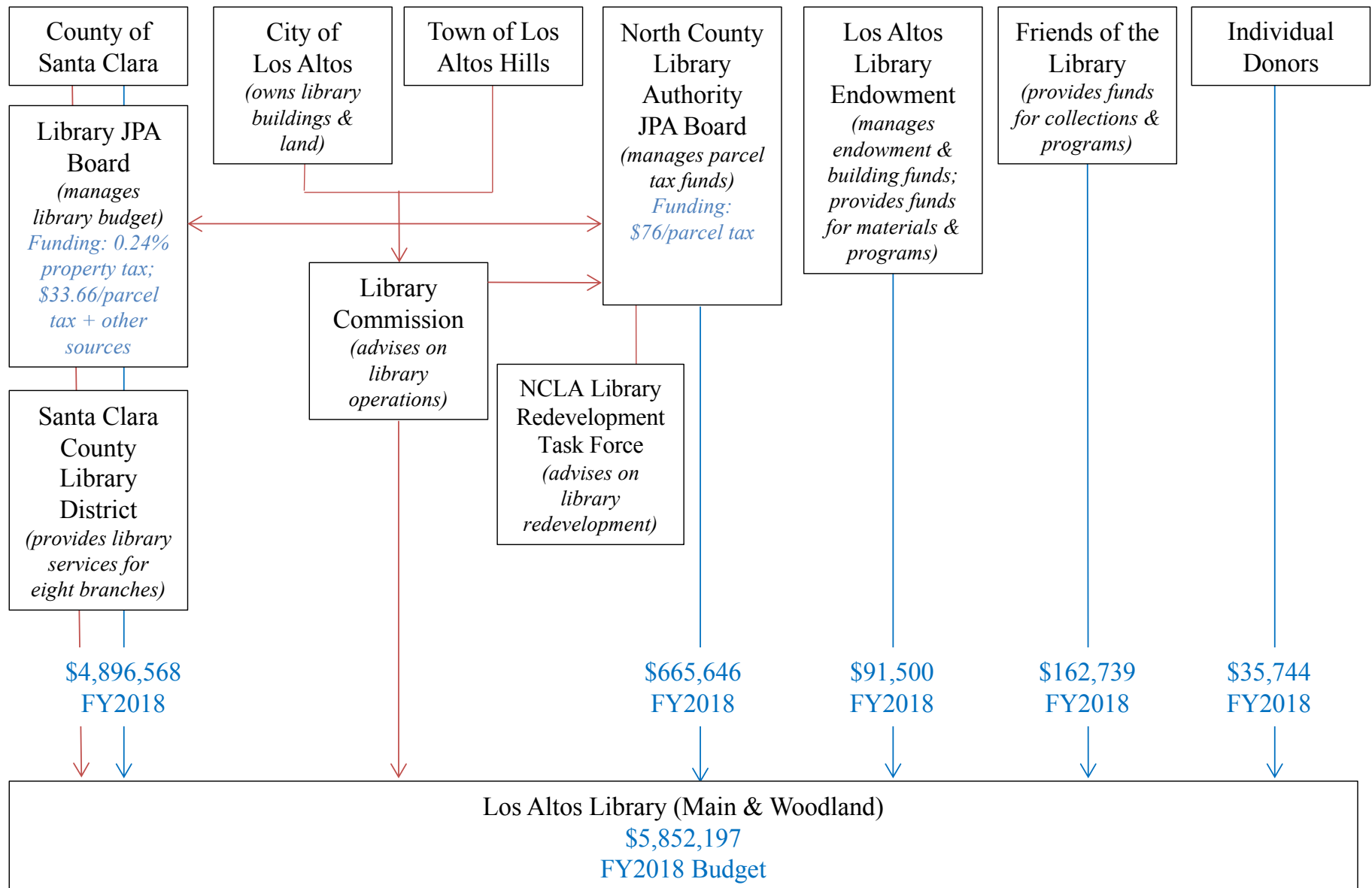
Note: The number of visitors per day is an average for the year. The actual number varies by day of the week and the season.

Nearly every day there are multiple programs in the library, targeted at all age groups. Program topics range from story times for children, book clubs, art and current affairs lectures, author visits, as well as other topics that interest local residents. The number of programs offered at Los Altos Main Library in FY17/18 is nearly five times the number in FY1993/94. Overall attendance at adult programs shows the highest growth rate. Children's programs have grown significantly as well; the average number of children attending a program was 58 in FY2017/18. A few times a month, the number of attendees – both for children and adult programs – exceeds room capacity and people must be turned away. At Woodland Library, the number of programs and attendance have doubled over the same time period while the average attendance at each program has held steady.



# Los Altos Library Funding & Governance Structure

DRAFT  
2/8/19



— Governance  
— Funding