



SAN RAFAEL
THE CITY WITH A MISSION

**SAN RAFAEL PUBLIC LIBRARY
BOARD OF TRUSTEES
AGENDA**

**Tuesday, July 14, 2020
6:00 P.M.**

Virtual via Zoom

CORONAVIRUS (COVID-19) ADVISORY NOTICE

In response to Executive Order N-29-20, the City of San Rafael will no longer offer an in-person meeting location for the public to attend. This meeting will be streamed through a Live Zoom Video Webinar at:

<https://us02web.zoom.us/j/81548684301?pwd=Nk1BNzcrUW00THBZaDdMUDI1NzJmdz09>

Password: 415

The City is not responsible for any interrupted service.

Want to listen to the meeting and comment in real-time over the phone? Call: (669) 900-9128 and enter 815-4868-4301#

CALL TO ORDER

- Roll Call

AGENDA AMENDMENTS

MINUTES

1. Approve regular meeting minutes of February 11, 2020

MEETING OPEN TO THE PUBLIC

2. Introductions/Awards/Recognitions/Presentations
 - A. Introduction of new Board Member Adriana Duque Hughes
 - B. Library Curbside Service - Jill Harris, Supervising Librarian
3. Public Comment from the audience regarding items not listed on the agenda. *Speakers are encouraged to limit comments to 3 minutes.*

MATTERS BEFORE THE BOARD OF TRUSTEES

If necessary to assure completion of the following items, the Chairperson may establish time limits for the presentations by individual speakers.

4. Library's COVID19 Response and Service Modifications
5. FY 2020/21 Library Budget Update

BOARD REPORTS AND COMMENTS

6. Other brief reports on any meetings, conferences, and/or seminars attended by Board members.

STAFF REPORTS AND COMMENTS

7. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff:
 - A. Measure D Parcel Tax Committee
 - B. Friends of the San Rafael Public Library
 - C. San Rafael Public Library Foundation
 - D. MARINet Board
 - E. NorthNet Board
 - F. New Library Building Update
 - G. City Librarian Update

NEXT MEETING: August 11, 2020

FUTURE AGENDA TOPICS

Revised Workplan 2020

ADJOURNMENT

Notice

Any records relating to an agenda item, received by a majority or more of the Board less than 72 hours before the meeting shall be available for inspection in the Library, 1100 E Street. Sign Language interpreters and assistive listening devices may be requested by calling (415) 485-3066 (voice), emailing Lindsay.lara@cityofsanrafael.org or using the California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request. Public transportation is available through Golden Gate Transit, Line 22 or 23. Paratransit is available by calling Whistlestop. Wheels at (415) 454-0964. To allow individuals with environmental illness or multiple chemical sensitivity to attend the meeting/hearing, individuals are requested to refrain from wearing scented products.



San Rafael Library – 1100 E Street, San Rafael, CA
February 11, 2020 – 6:00 P.M.

CALL TO ORDER

Chair Libresco called the meeting to order at 6:00 P.M.

Roll Call

Board Members Present: Josh Libresco, Jaimi Cortes, Claudia Fromm, Beverly Rose, and Robert Ross

Board Members Absent: None

Staff Present: Henry Bankhead, Assistant Library & Recreation Director/City Librarian, Susan Andrade-Wax, Library & Recreation Director, Jill Harris, Supervising Librarian, and Jinder Banwait, Administrative Analyst

AGENDA AMENDMENTS

None

MINUTES

1. Approve regular meeting minutes of January 14, 2020

Chair Libresco requested that the following be added to page four (4), item seven (7), letter F, at the end of the last paragraph:

- a. Links to the 2017 and 2019 Carnegie Building Studies.
- b. Correction - change item eight (8) to item seven (7).

A motion was made by Board Member Ross, seconded by Board Member Fromm, to approve the minutes of the January 14, 2020 meeting. **The motion was approved unanimously.**

MEETING OPEN TO THE PUBLIC

2. Introductions/Awards/Recognitions/Presentations

Presentation – Mystery Maker Bags

Ms. Harris presented on a library program called Mystery Maker Bags, which is specifically made available during Creativity Month (January). Participants make something utilizing the bag and the included supplies. This program is mainly self-driven, drop-in, low cost, and is more process-based, focusing on the participant's experience rather than the creation. **No action required.**

3. Public Comment from the audience regarding items not listed on the agenda

A member of the public asked if there was going to be any discussion on the new library project. Ms. Andrade-Wax provided an update. She shared that the staff are developing a request for proposal (RFP) and that the scope of work is currently being defined. Staff are determining whether a concept plan or schematic plan should be included in the scope of work for the RFP. There is a discussion about the process and expanding the role and the makeup of the sub-committee to include additional members. A cost estimate request will also be included in the RFP.

MATTERS BEFORE THE BOARD

4. Allergy Awareness Signage

Mr. Bankhead explained that the signage will serve as an awareness message and not as a ban of peanut and other tree nut products. He shared that if peanuts and other tree nuts are prohibited, the policy must be enforced, which means that the City can be held liable if someone is exposed to these products. Board Member Cortes provided examples of signage that emphasized the message with large font and easy to understand graphics. She recommended language such as "nut-free zone" in large font at the top, "please do not bring items with nuts into this area" in small font at the bottom under a large graphic (graphic showing various types of nuts) in the middle. Ms. Andrade-Wax recommended presenting the conceptual signage to the City Attorney for review.

A motion was made by Board Member Cortes, seconded by Board Member Ross, to accept the report with the shared recommendations. **The motion was approved unanimously.**

5. Review of Board of Trustees Draft Workplan for 2020

Ms. Andrade-Wax explained that the proposed workplan is a document to help plan meetings throughout 2020. The topics are only predictions and can be added/removed at any time with the Board's feedback and input.

Board Member Cortes suggested adding the Fees/Fines topic to the workplan.

Board Member Ross suggested adding the incentivization of cooperative behavior to the workplan.

Board Member Rose suggested including library use statistics with the quarterly budget report.

Board Member Ross suggested inviting other City Board & Commissions and members from neighboring cities/libraries a couple of times a year to host an open forum.

Board Member Cortes suggested that the workplan be a "living" document where it can be modified throughout the year. Ms. Andrade-Wax confirmed that the workplan is a guiding document and that as it is updated, it will be included with future meeting packets.

No action taken by the Board.

6. FY 2019/2020 Library Budget Mid-Year Status Report

Mr. Bankhead shared the Library Fiscal Year 2020 Second (2nd) Quarter Budget Report and explained that the expenditures are on target.

BOARD REPORTS AND COMMENTS

7. Board Member Cortes attended the Making Ends Meet in Marin event on January 28th at First 5 Marin, presented by the California Budget & Policy Center. Part of the discussion were library fines and how these fines can be stressors adding to the already high housing and childcare costs in Marin County. However, libraries also provide resources and services to reduce or eliminate financial stressors. Free resources such as Discover & Go Passes and the Library Park Pass Program.

Organizations website links:

<https://calbudgetcenter.org/>

<http://first5marin.org/children-families-first/>

Ms. Andrade-Wax left the meeting at approximately 7:20 P.M.

STAFF REPORTS AND COMMENTS

8. Staff provided updates regarding the following meetings and events:
 - A. The Measure D Parcel Tax Committee has not recently met.
 - B. The Friends of the San Rafael Public Library will meet on Wednesday, February 12th.
 - C. The San Rafael Public Library Foundation, nothing new to report.
 - D. The MARINet Board met and are still looking at placing a book drop on Lucas Valley Road. The budget for FY21 is being finalized. The cost to the San Rafael Public Library will be increasing for FY21 by approximately \$10,000 to about \$281,000. The delivery contract with Sprint Delivery Services is being negotiated and may increase by 35%.
 - E. The NorthNet Board met on Friday, February 7th. MARINet and NorthNet are collaborating and seeing Link+ cost savings. State grants are also helping with these cost savings. NorthNet is also looking into collaborating with libraries statewide in sharing eBooks resources. Recovering Together LSTA grant information was also presented at the meeting. This grant helps libraries impacted by recent fires. Lunch at the Library program was introduced as well where State funding will provide lunches to children during school closures. Organizations in the local community will collaborate with libraries in providing this service.
 - F. New building update provided under item three (3) above.
 - G. City Librarian Update
 - a. The Northgate Mall would like to extend the library contract another year.
 - b. Gary Raghianti from the San Rafael Public Library Foundation received a Lifetime Achievement Honoree Award from the MCBA.
 - c. Various types of story times have been taking place recently. One future story time coming up is a Disaster Awareness Story Time that will be performed by the City's Emergency Management Project Manager, Quinn Gardener.

NEXT MEETING: March 10, 2020

FUTURE AGENDA TOPICS

Allergy Awareness Month (May), potential display and presentation by Library staff

General Disaster Planning, potential presentation by the City's Emergency Management Project Manager, Quinn Gardener

ADJOURNMENT

The meeting was adjourned at 7:47 P.M.



**July 14, 2020
Item #4**

TITLE: LIBRARY'S COVID19 RESPONSE AND SERVICE MODIFICATIONS

SUMMARY

On Tuesday, March 17, 2020, at 12:01 am, Marin County Public Health Officer Dr. Matt Willis issued a legal order directing residents to shelter at home until April 7, 2020. That end date was extended by a similar statewide order from Governor Gavin Newsom on March 19, 2020. Both orders limit activities, travel, and business functions to only the most essential needs. Upon the emergency declaration, the City closed its facilities, modified many of its services and activated the City's Emergency Operations Center (EOC). As a result, City staff transitioned to a remote working environment where they provided virtual library programs and services and supported the EOC by serving as Disaster Service Workers. This report provides a summary of those programs and services that staff have been supporting for the last four (4) months.

RECOMMENDATION

That the Board accept the report and provide comment.

BACKGROUND

Working Remotely

The library was quickly able to transition regular hire staff to a remote work environment after the shutdown of all City facilities. Laptops and other resources were provided to staff so that they could successfully work remotely from their homes.

One silver lining of the closure of libraries all over the country was that many of the in-person fee-based conferences and trainings became available for free online. This meant that many new opportunities became available to staff from all over the United States in an online format. Working from home, staff was able to take full advantage of some amazing professional development opportunities at no cost to our organization. Many of these opportunities were related to COVID-19 and developing a "new normal" for library service during the current pandemic. They directly contributed to our success in getting a fully functional online workspace up in a matter of days and helped to maintain the high level of sustained engagement and services we were able to provide during the shutdown.

An additional tool that staff utilized was Microsoft Teams. This secure video conferencing interface, similar to Zoom, was used for the majority of internal meetings for the City Emergency Operations Center. The Library staff adopted it for its own internal purposes to work, collaborate and meet virtually. Teams continues to be widely used by all departments across the City.

In response to the COVID crisis and the Shelter in Place order by the State of California and Marin County Health and Human Services, the City of San Rafael closed its library operations at all three (3) library sites. As a result, City staff transitioned to a remote working environment where they provided virtual library programs and services and supported the EOC by serving as Disaster Service Workers. This report provides a summary of those programs and services that staff have been supporting for the last four (4) months.

Virtual Library Programming and Services

Virtual Chat

All staff were able to communicate online using our library chat client from LibraryH3lp. This interface allows staff to communicate remotely with patrons through a widget on the Library's website as well as with each other. Initially everyone was busy fielding questions from the public and providing assistance with the use of the Library's online resources. Staff was able to provide our chat widget to the Marin County Free Library and Sausalito library in order to provide assistance to their patrons. The chat interface provides an easy and immediate way for staff to communicate with the public and is a close substitute for in-person assistance. This interface was extremely beneficial as it enabled staff with the ability to answer patron inquiries remotely. The chat service which was provided in English and Spanish, allowed staff to easily resolve account issues that may have prevented them from being able to access online resources. Once account issues were resolved, patrons were able to access the streaming video, ebooks, e-audiobooks and online learning resources the library provides.

Zip Books

The California State Library grant-funded Zip Books program became highly popular during the shutdown as patrons were unable to access physical library materials from our collections directly. Zip Books is a program that allows patrons to request up to five items per month that are delivered directly to their homes by Amazon. The program requires that patrons return the items to the library when they are finished. When we first re-opened the book drop we received a ton of zip book returns - a testament to the popularity of the program. Due to the Shelter-in-Place health order, the State Library relaxed its' requirements; patrons were able to request items already owned by the library system. Unfortunately, because of the overwhelming popularity of the program, the library had to temporarily reduce the total monthly limit from five (5) items per individual to two (2) items per household due to limited funds. Once the Library had exhausted all of its State funding, the Friends of the Library contributed approximately

\$7,000 in additional funds to keep the program going. When additional State funding was secured, the Library was able to increase the number of items to five (5).

MiFi Hotspots

Staff worked with the San Rafael City Schools and Marin County Free Libraries to coordinate the provision of MiFi hotspots to students to support distance learning during the shutdown. Utilizing funding from the Marin Community Foundation, staff were able to order and receive 150 MiFi hotspots which were then distributed to San Rafael City School District. Once the City receives additional information from the District, the Library plans on creating a record that links each hotspot to the student's library account. If the student doesn't already have a library account, then one will be established for them.

Canal Wireless Network

The Library collaborated with the Department of Digital Services and Open Government, Canal Alliance and Marin County to help with the Canal Wi-Fi Network. This network was inspired by the free wired connectivity available at the Pickleweed Library. Based on the Pickleweed Library Network, the expanded framework will provide a larger network in the Canal area. Library Administration participated in the policy planning and some of the technical conversations about how the network would be built and deployed. The purpose of the network was to help support students engaged in remote learning and the community at large by providing free internet connectivity. This project has gained national recognition as a model to span the digital divide and create digital equity in the community. GovTech Magazine featured the project in an article entitled [*How San Rafael, Calif., Built a Wi-Fi Network During a Pandemic*](#)

Outreach to Older Adults

Staff sent out a mailing to the Library's Senior Outreach patrons explaining how to use the Zip Books program during the Shelter-in-Place. In addition, staff followed up with individual Outreach patrons who needed help in placing their Zip Books orders. The Outreach program provides service to homebound seniors in the form of delivery of library materials to their home or a congregate living facility. These patrons were thought to be particularly vulnerable during the Shelter-in-Place health order.

Online Programming

Staff worked quickly to move as many of its existing programs as we could to an online format, as well as developing new programs to support people of all ages during the shutdown.

Family Storytime and Pint-Size Storytime

During the Shelter-in-Place, the Library offered two (2) Family Storytimes per week in English and Spanish via Facebook Live. Staff also launched a series of pre-recorded themed storytimes called *Pint-Size Storytime*. Both programs were immensely popular, receiving numerous attendees, likes and positive comments. Now that the Library has opened for Curbside Service, Pint-Size Storytime will be posted on Tuesday mornings on Facebook and Family Storytime will be provided on Thursdays on Facebook Live.

Family Special Events

The Library offered two (2) special online *Noe's Garden* concerts. These concerts are gentle, nature-focused, and provided important social-emotional support for families with young children. The Library also hosted *Colors of Spanish* and *Cascada de Flores* online. These two (2) performers were originally scheduled for *Día de los Niños / Día de los Libros* and fortunately they were able to move their shows to an online format. For adults with young children, the Library also offered a program about healthy eating presented by Dr. Michelle Perro.

School-aged Youth Programming

The monthly online offerings for school-aged children was developed especially for Spanish-speaking children and were some of the most successful, well-attended programs. The Blues Poetry workshop helped children express their frustration with COVID-19 and the resulting distance learning environment. The Library also hosted author Angela Cervantez for a Cinco de Mayo book club online.

Teen Space

The Library hosted a successful Teen Space meeting via Zoom. The first meeting was well attended. Teens talked about the challenges and stresses they experienced during the Shelter-in-Place, offered tips to each other regarding distance learning, and shared favorite books, movies, and music. They also played a fun online game called Drawful.

Virtual Book Clubs

Staff hosted several online book clubs in English and Spanish. Each was well-attended and an important social time for participants.

Marketing and Content Creation

Staff also converted the monthly events newsletter created on MailChimp into a weekly publication called *Your Online Library*. Staff received a lot of positive feedback about this newsletter and it helped our community feel well-informed of our offerings. The weekly publication featured online programs, digital resources such as Kanopy, Lynda, and Libby, virtual chat service, Zip Books, etc. Staff also worked with the City's Digital Service and Open Government (DSOG) department to launch a Spanish version of the newsletter. Additionally, the Library continues to market its programs and services for youth via the PeachJar app that emails information to all San Rafael City School District families.

Staff also offered a lot of original content to support families and engage with the community while sheltering in place, such as craft tutorials, curated lists of materials available anytime on Hoopla, and creative works made by the community during the Blues Poetry Workshop. Staff shared this content with the public via social media and in partnership with the Recreation Division via the San Rafael Active & Well website.

Virtual Library Card Project with Miller Creek School District

The library card drive with the Miller Creek School District was based on the Institute of Museum and Library Sciences funded Student Success Initiative and replicated the Library's ongoing library card drive with the San Rafael City schools. In this model, staff creates library cards for all the students using a data transfer from the District. The sharing of data is made possible by a Memorandum of Understanding (MOU) between the Library and the School District which protects the confidentiality of the student records. In the case with Miller Creek School District, staff had not yet created the physical library cards, so staff converted it to a virtual library card project, using the student ID number as the library card number instead of the traditional physical library barcode. This enabled Miller Creek students to better access the Library's online resources during this time.

Emergency Response and Disaster Service Work

Several of the Library lead staff and Assistant Director assisted in the City's Emergency Operations Center while the library was closed. Staff assisted with providing services for people experiencing homelessness, coordinated supplies and logistical support at the food pantry sites, and helped launch an initiative to provide meals for older adults via the Great Plates Program. Other staff supported the Public Information Office by drafting press releases and Citywide communications, as well as assisting with graphics, social media and public relations. The Assistant Director was a member of the Logistics Team and helped with securing cloth mask donations, organizing telework opportunities, and supported the Calling Older Adults project.

Mask Donations

Along with these coordination efforts, more library staff helped to collect facial coverings (masks) that community members made and were willing to donate. These masks were collected in library book drops, laundered and then distributed to City employees, emergency services workers, and members of the community experiencing homelessness.

Translation Services

Several bilingual staff were instrumental in providing translation services to help the City communicate with the public in Spanish and in Vietnamese about issues related to the COVID shutdown.

Calling Older Adults Project

Library and Recreation staff assisted with calling older adults during the shelter in place to make sure they had the support and resources they needed to weather the crisis. Using public voter rolls, they first started with the 90+ age group and moved successively by decades to 80+ and 70+. This project was part of the Neighbor to Neighbor toolkit developed by Vice-Mayor Kate Colin.

Census Project

Library staff acted as project managers to help Canal Alliance set up phone banks to assist people with their census questions, as well as deploying phone-based outreach services.

Libros Para Familias

Staff all helped to provide free book giveaways to families at the free lunch programs at the Bahia Vista and Vallecito Schools. The library had a large stock of children's books, originally donated by Copperfield's Bookstore, that we were planning to use for summer reading prizes. Instead these books were given out to the community in conjunction with local free lunch programs.

DISCUSSION

As we have implemented curbside pickup and return of library materials on June 3rd we continue to provide virtual chat, Zip Books and some more limited online programming including storytime and virtual book clubs. The MiFi and Canal wireless projects are ongoing as is the library card drive with San Rafael City Schools. Our MailChimp newsletter continues to be published weekly rather than monthly. Emergency Operations Center work and Disaster Service Worker Assignments, including the Census Call Center project have ended as all regular hire staff have been required to return to on-site assignments to staff curbside pickup and return of library materials. As all MARINet libraries begin to offer curbside services in some form, the consortium has formed a working group to discuss next steps in redesigning services to better meet the needs of the public but to also maintain safety of staff and the public and limit the spread of CVOID 19.

FISCAL IMPACT

N/A

ALTERNATIVE ACTION

Any other action as determined by the Board.

Submitted by:



Henry Bankhead
Assistant Library and Recreation Director / City Librarian



**LIBRARY BOARD OF TRUSTEES
AGENDA REPORT**

**July 14, 2020
Item #5**

TITLE: FY 2020/21 LIBRARY BUDGET UPDATE

SUMMARY

This report presents the adopted Library Budget for Fiscal Year (FY) 2020-2021, beginning July 1, 2020 and ending June 30, 2021. This budget is different than in prior years as the financial impacts of Covid-19 are substantial and created a significant budget deficit for Fiscal Year 2019/2020, 2020/2021 and are expected to have a stronger longer lasting impact.

RECOMMENDATION

That the Board accept the report and provide comment.

BACKGROUND

This report presents the adopted Library Budget for Fiscal Year (FY) 2020-2021, beginning July 1, 2020 and ending June 30, 2021. This budget is different than in prior years as the financial impacts of Covid-19 are substantial and created a significant budget deficit for Fiscal Year 2019/2020, 2020/2021 and are expected to have a stronger longer lasting impact.

As of April 30, it was projected that over the next 16 months, the City will experience reductions in revenue in the range of approximately \$11,790,000, which is fourteen percent of the City's General Fund budget.

At the May 4, 2020 City Council meeting, the Assistant City Manager presented the City Council with a staff report on the "*Preliminary Impact of COVID-19 Pandemic on City's Finances & Initial Programs to Aid in Recovery*". In order to immediately respond to the economic downturn, it was recommended that the City implement the following cost cutting measures immediately to reduce expenses and develop a comprehensive Covid-19 Economic Recovery Plan (Attachment 1). As part of the cost cutting measures and budget preparation for FY 2020/21, all departments were asked to prepare scenarios for additional budget reductions at 2.5%, 5% and 10%.

Cost Cutting Measures for FY 19/20 & FY 20/21	Amount
Hiring Freeze for non-public safety employees	\$ 1,420,000
Voluntary retirement separation program	600,000
Furloughs for non-public safety employees	700,000
Additional budget reductions	4,200,000
One-time funds available from prior year	1,104,000
Emergency Reserve up to 2.5%/year for 2 years	3,766,000
Estimates Sources to Fund Projected Deficit	\$ 11,790,000

As mentioned in the May 4th staff report, all these cost cutting measures will significantly help to address the projected General Fund deficit, however additional measures including using the one-time savings from FY 2019/20, the City's emergency reserves and/or reductions in force may need to be considered at a later date.

DISCUSSION

On June 15, 2020, the City Council adopted the budget which included over \$4 million in city-wide departmental budget reductions. The Library's budget (Attachment 2) was reduced by only 2.5% or approximately \$76,130. The line items that were reduced in the Library's budget included travel & training, office supplies, contractual services, audio/visual materials, books and publications.

It is important to note that annually the Library receives funding from both the City's General Fund (approx. \$3.1m) and the Measure D Property Tax fund (approx. \$1.0 m). The budget reduction of \$76,130 was applied only to the portion the Library receives from the General Fund.

Currently, the Library does not anticipate significant reductions in operational hours due to these initial budget reductions. However, if the City receives less revenues than has been estimated and needs to implement additional budget reductions, then possible "reductions in force" i.e. layoffs may be necessary in the coming fiscal year.

Next steps towards offering library services in the new budget environment will depend upon the evolution of the COVID-19 pandemic and the types of services that will be allowed per Marin County Health and Human Services. For example, the current curbside services being provided by the library are allowed because they fall within the related health guidelines for both employees and the public. As County Health allows, the Library will continue to explore ways of adding additional services and programs.

FISCAL IMPACT

N/A

ALTERNATIVE ACTION

Any other action as determined by the Board.

Submitted by:



Henry Bankhead

Assistant Library and Recreation Director / City Librarian

Attachments:

1. COVID-19 Economic Recovery Plan
2. FY 2020/21 Library Budget

COVID-19 ECONOMIC RECOVERY PLAN



JUNE 2020

PURPOSE

The goal of the COVID-19 Economic Recovery Plan (CERP) is to communicate to San Rafael's residents, businesses, elected officials, and the City workforce how the City plans to economically recover from this public health and subsequent financial crisis. We must respond with urgency to preserve the vitality of our City and remain resilient during these unprecedented times by controlling costs and finding innovative ways to create new revenues.

This CERP describes the strategies the City has already taken to address the economic impacts of the COVID-19 Shelter in Place (SIP) orders on the City of San Rafael, both as a provider of critical government services and as a community. Additionally, it forecasts additional strategies to reduce expenses, increase revenues, and enhance the economic vitality of our City.

The CERP also outlines our work plan to reopen and reinvigorate local businesses and the economy of San Rafael.

EMERGENCY MANAGEMENT RESPONSE TO COVID-19

To better coordinate our response to COVID-19 and the SIP orders, the City of San Rafael has been operating our remote Emergency Operations Center (EOC) since the proclamation of a Local State of Emergency on March 10, 2020. Through the EOC, City staff has been managing the logistical and operational activities behind the City's response to the pandemic, including public information communications, supporting non-profits and local businesses, and maintaining a continuity of government through innovative digital solutions in the face of disaster. The City has a [dedicated section of the City website](#) for resources and the latest information on COVID-19. Throughout the crisis, the City's public safety first responders have been there for all of us responding to calls and serving as the City's front line of defense against COVID-19.



SAN RAFAEL IS RESILIENT

EXAMPLES OF SAN RAFAEL EMERGENCY OPERATIONS CENTER (EOC) EFFORTS TO DATE



Emergency Childcare Program for Essential Workers

Early in the crisis the City of San Rafael's Library and Recreation Department began providing popup childcare for healthcare workers, first responders, disaster service workers, and other essential workers working or living in the county while classroom instruction is suspended. All childcare centers are following social distancing, sanitation, and hygiene guidelines.



Support for Local Businesses

The City has partnered with the County of Marin, Chamber of Commerce, BID, and others to create a San Rafael Small Business COVID-19 Disaster Relief Fund to help businesses struggling to maintain cash flow and financial solvency during these unprecedented times. To date, over \$200,000 has been raised and over 280 grant applications were submitted. The City has also assisted businesses to interpret the Federal CARES Act and Payroll Protection Program (PPP), provided financial and legislative advocacy, maintained a directory of open businesses on the website and is playing a leadership role in the Marin Recovers reopening plan.



COVID-19 Testing and Surge Planning

The City of San Rafael Office of Emergency Services and Fire Department have worked in coordination with the County of Marin Health and Human Services in the setup of drive-thru COVID-19 testing facilities and surge planning for potential increases in patient volume.



Assistance for Our Vulnerable Communities

Staff has worked in coordination with local service providers to set up food distribution and local lodging providers to provide shelter for people who were experiencing homelessness and who are medically vulnerable or required to be in quarantine due to exposure to COVID-19. The City has also supported food banks, blood drives, and have even turned book drops into face covering donation sites. A [Neighbor to Neighbor Toolkit](#) was created to harness the superpower of neighbors helping neighbors to get through these difficult times together.



Equitable Access to Information and Services

Staff has also worked in coordination with the County of Marin and San Rafael School District to expand internet access to students and families with limited or no access. The City has developed stronger translation services for public information to ensure public safety messaging is reaching as much of our community as possible, including regular informational videos in English and Spanish.



Online Access to City Services

City staff has developed remote access to City services including a Virtual Recreation Center and an Online Library where you can participate in online story times, workshops, and live chat, or get books delivered to your doorstep. Many services are now being offered online such as remote access to building and planning permit applications.



BUDGET AND FISCAL IMPACTS OF COVID-19

In addition to the health impacts of COVID-19, the restrictions put into place through the public health order have taken an unprecedented toll on our federal, state, and local economy. Economists are predicting cities such as San Rafael who are heavily reliant on sales tax, transaction and use tax (TUT), and transient occupancy tax (TOT) will endure the hardest financial hit.

As of April 30, it is preliminarily projected that over the next 16 months, the City will experience reductions in revenue in the range of approximately \$11,790,000, which is 14% of the City's General Fund budget. The breakdown of this financial hit is as follows: 71% of the revenue reductions are due to loss of sales and TUT, 10% is attributed to TOT, 6% is attributed to business licenses and the remaining 13% is an accumulation of several smaller revenue generating sources.

While the fiscal year 2019-20 general fund budget for operating expenses was more than \$80 million, approximately \$43 million or more than 53% was for the funding of public safety operations. Although staff is recommending reductions to these operations, the majority is planned to come from the non-public safety operating budget. Theoretically, if staff was asked to make cuts of \$12 million solely in non-public safety areas, it would take closing down the libraries, eliminating all recreation activities, cutting community development services and we still would not get to the target amount.

The economic impacts of the pandemic and shelter in place orders have a direct negative impact on our local businesses and the revenues used to operate our city. To meet our financial challenges, the City is taking steps that will create a balanced budget for fiscal year 2020-21 in line with the City Council's goals and strategies. Budget development is guided by tenets such as:

- Continually assess and improve efficiency in the delivery of services.
- Manage the size and compensation of the workforce to best deliver services given our current and anticipated financial realities.
- Seek additional revenues from all sources to meet the community's expectations of a high level of service.
- Collaborate with other Marin governmental agencies to consider partnerships and/or regionalized services to leverage resources and improve efficiency.

REVENUE LOSS ESTIMATES

REVENUE ITEM	% LOSS	FY 19/20	FY 20/21	TOTAL LOSSES
Sales/Transaction & Use Tax	71%	\$4,930,000	\$3,440,000	\$8,370,000
Transient Occupancy Tax	10%	\$860,000	\$290,000	\$1,150,000
Business Licenses	6%	\$240,000	\$500,000	\$740,000
Permitting/Franchise/Investment Earnings	13%	\$1,120,000	\$410,000	\$1,530,000
Projected Revenue Losses as of 4/30/2020		\$7,150,000	\$4,640,000	\$11,790,000


PROJECTED REDUCTION OVER THE NEXT 16 MONTHS

\$11,790,000


THAT'S ROUGHLY...

 **\$24,194,338**

1/2 of our Police Department General Fund Budget for one year

 **\$18,925,306**

2/3 of our Fire Department General Fund Budget for one year.

 **\$12,021,259**

Our entire Department of Public Works General Fund Budget for one year.

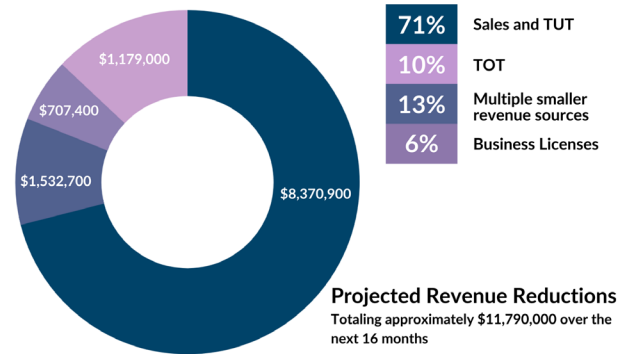
There are a number of efforts and programs that will be necessary to reduce expenses and increase revenues. In an effort to meet the revenue loss estimates, the below table lists current and potential future actions. A hiring freeze has already been instituted which would result in approximately \$1.4 million in savings annually. The City Council approved a mandatory furlough program for non-safety employees which is expected to save approximately \$700,000 for the year. This would reduce non-public safety compensation by 5%.

The City Council also approved a Voluntary Retirement Separation Program which will result in on-going salary and benefit savings to the City by not filling the vacant positions or restructuring around the vacancies. This program is expected to yield approximately \$600,000 but it is completely dependent upon the number of applications and selections.

The Council additionally approved a Voluntary Work Hours Reduction Program. This program will depend upon the number and position of the employees participating and would lower that employee's base annual pay for a period of time.

These measures will significantly help to address the projected General Fund deficit, however additional efforts will be needed including using one-time funds available from the prior year and use of the City's Emergency Reserve.

Following the Great Recession, the City has been able to build its Emergency Reserves from less than 3% to meet its policy of 10%. While a reserve figure of 15% or 20% would be optimal, the below chart illustrates reducing our reserve by a total of 5% (bringing it to 5%) through Fiscal Year 20/21. Even with these reductions, an additional \$4.2 million could be needed to meet the estimated revenue losses on the prior page. These additional budget reductions will significantly add to the negative impacts on city services, such as described on pages six and seven.



EXPENSE REDUCTION RECOMMENDATIONS

COST CUTTING MEASURES FOR FY 19/20 & FY 20/21	AMOUNT
Hiring Freeze for non-public safety employees	\$1,420,000
Furloughs for non-public safety employees	\$700,000
Voluntary retirement separation program	\$600,000
One-time funds available from prior year	\$1,104,000
Emergency Reserve up to 2.5% per year for 2 years	\$3,766,000
Additional budget reductions	\$4,200,000
Estimated Sources to Fund Projected Deficit	\$11,790,000

RECOVERY STRATEGIES

The City's immediate response to the economic downturn was to implement a variety of measures to reduce expenses and City staff have also identified additional cost-savings opportunities to be implemented over the coming months. We will continue to monitor the impacts of revenue and expenses and make additional recommendations for the City Council's consideration as the situation evolves.



Actions Taken:

- Implemented a hiring freeze for non-essential positions.
- Left 14 positions vacant since March and all new, non-essential vacancies will remain unfilled.
- Halted all non-essential/discretionary spending and projects.
- Eliminated planned cost of living compensation increases for executives, management and bargaining units without closed contracts for fiscal year 2020-21.
- Offered a Voluntary Retirement Separation Program that provides an incentive to encourage employees to retire earlier than they would otherwise.
- Offered a Voluntary Work Hours Reduction Program which allows employees to voluntarily take time off work without pay.
- Actively seeking COVID-19 related state and/or federal financial assistance through the support of our local legislators.



Actions in Progress/Future:

- Implement a Mandatory Time Off Work (MTO)/Furlough Program for non-public safety employees which is a 5% pay reduction. **(in progress)**
- Focus on re-opening the local economy and enhancing efforts on business attraction and retention during the recovery process to support businesses and increase revenues. **(in progress)**
- Continue to pursue any federal stimulus funding made available to local governments and other grants that can provide resources for projects and other one-time needs. **(in progress)**
- Finalize the fiscal year 2020-21 budget including reducing the Emergency Reserve to 5%, if needed, as well as implementing additional departmental reductions in expenses. **(in progress)**
- Evaluate savings associated with the voluntary retirement, voluntary time off without pay, and mandatory furlough program to determine if reductions in force are necessary to balance the budget.
- Meet with employee unions to work on collaborative ways to control costs and analyze other operational cost savings opportunities. **(in progress)**
- Consider increasing the Paramedic Tax within the current voter-approved cap limits.
- Evaluate the City's "master fee schedule" to bring them in line with the costs of similar Bay Area agencies and insure total cost recovery of our services. **(in progress)**
- Continue to explore and gauge community interest in other revenue generating possibilities.
- Collaborate with the County and all Marin cities and towns to evaluate opportunities for savings through partnerships, shared services, and/or other consolidation efforts. **(in progress)**
- Participate in regional groups such as Marin Recovers (and its Industry Advisory Groups) and the Marin County Council of Mayors and Councilmembers Adhoc Economic Recovery Committee that are working on reopening businesses and regional financial recovery solutions. **(in progress)**

HOW WILL CITY SERVICES BE IMPACTED?

The City Council adopts specific [goals and strategies](#) each year along with the budget adoption process. The goals are broken down into the following 5 categories:

1. Neighborhood & Economic Vitality
2. Quality of Life
3. Public Safety
4. Public Assets
5. Foundational Services

The public health crisis has made it nearly impossible for City staff to remain focused solely on the goals/strategies developed pre-COVID-19 as the EOC and other disaster service work has been more urgent and a much higher priority in serving the community. In addition, the specific impact of the mandatory furlough means City services will need to be closed to the public for 13 calendar days during fiscal year 2020-21. Described below are some of the anticipated impacts to city services by each goal category:



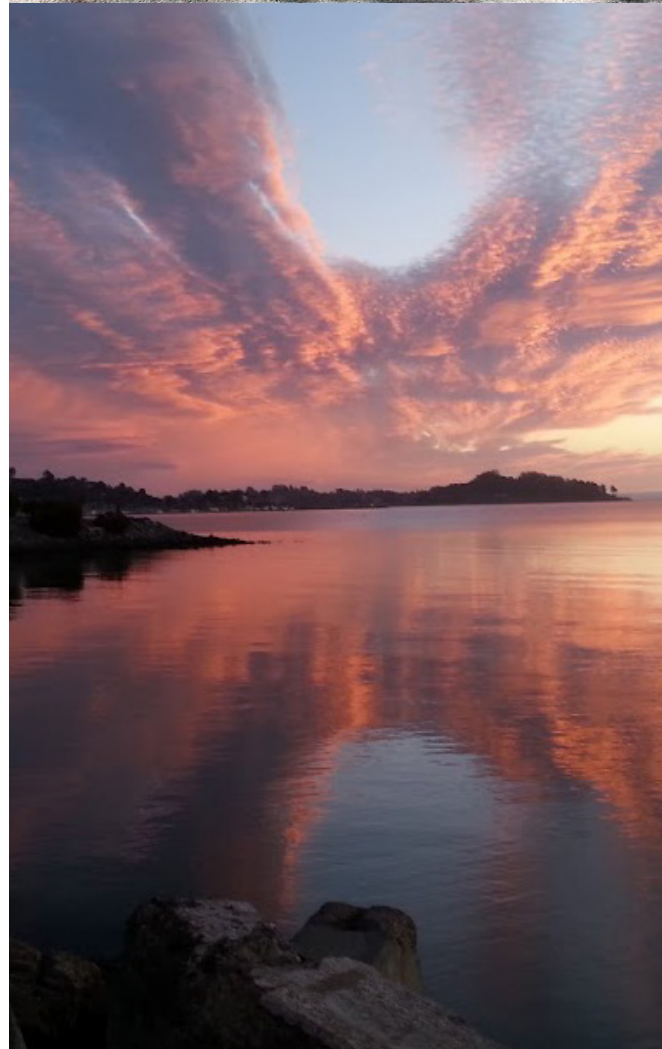
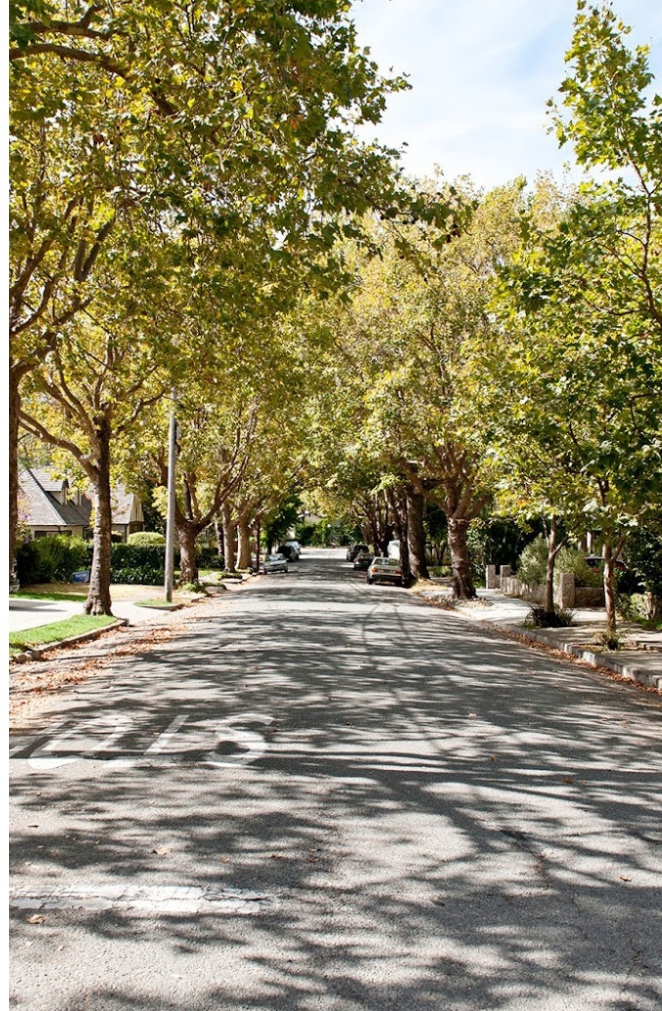
Neighborhood & Economic Vitality

Regaining and sustaining the vibrancy of our City will be an enormous challenge in the years ahead, both as it relates to housing as well as business attraction and retention. Additionally, this goal includes the work that City staff has been successfully implementing to reduce the number of individuals experiencing homelessness in our community. Unfortunately due to job loss and economic hardships due to COVID-19 we expect to see those numbers increase. With greater needs and fewer staff resources available to help, some of the initiatives underway in this area might be slowed down and take longer to accomplish. In addition, the number of hours staff can provide public services over the counter for processing permits, etc. will be reduced and the processing of current planning development applications will be slowed. While greenhouse gas emissions are down due to the economy coming to a halt, however now is not a time to get complacent about climate change. Implementation of our Climate Change Action Plan is as important as ever.



Quality of Life

This category is focused on the arts, culture and recreational experiences of our community, as well as improving resident engagement and governmental transparency. Due to our revenue losses, the City may need to reduce its programs and/or operational hours at the three library locations. Staff will continue to look for ways to mitigate service impacts to the public. In addition, the City may need to reduce some of its recreation programs, services and/or hours at its community centers, if it is unable to open and/or be fully operational. There are many priority initiatives planned for the coming years to improve engagement with our Latinx community and develop a City-wide data program to monitor the success of City services. City staff may need to be re-directed to focus on critical/essential delivery of services, which may result in the deferral or reduced pace of progress in these areas.





Public Safety

We will continue to provide critical public safety services, protect our most vulnerable populations, and prioritize maintaining as much funding toward these activities as possible. However, due to the need to reduce budget in both police and fire we will need to defer equipment and vehicle purchase which in the longer term can become a safety issue. In addition, there will be less resources available for professional development/training available for our police officers and fire fighters.

In addition, the Police Department’s cadet program will be on hold which is a key strategy for identifying up and coming talent and training and retaining new public safety officers.



Public Assets

After years of deferred maintenance due to the Great Recession, the City was beginning to make progress in improving our roads and parks. Unfortunately, this economic crisis will result in continued deferral of maintenance projects of the City’s key facilities, such as the downtown San Rafael and Terra Linda community centers. With significant projected losses in gas taxes coming from the State, as well as reductions of other funding sources, the City’s Capital Improvement Program will be impacted and fewer core infrastructure projects will be able to be accomplished in the coming year. In addition, the City may not be able to implement another sidewalk application program this year, resurfacing of streets is likely to be reduced, and we will not be able to make improvements to outdated park structures and public restrooms.



Foundational Services

The City has a focus on exemplary service which relates to creating and sustaining a high performing team and improving our technology and digital presence. Our [Together San Rafael](#) culture initiative has grown over the last few years and has received significant awards from state and national organizations. Staff will continue to prioritize innovation and service design improvements, but it can’t be ignored that there will be far fewer staff carrying out initiatives. For example, existing staff will be needed to backfill for the many current and future vacant positions due to the hiring freeze.

While our City staff work to adapt services that meet health and safety requirements and move services online, enhancing our technological infrastructure and some improvements to digital services may need to wait until new revenue sources can be found for more costly projects. Delays in technology investments, enhancements, and automation will have a direct impact on efforts to improve service delivery.



GETTING TO ECONOMIC RECOVERY

The novel coronavirus is causing major disruptions to businesses and communities across the world. COVID-19 is compromising supply chains, workers' hours and income, and demand for products and services as consumers are encouraged to avoid public places.

Economic recovery requires a safe start and healthy workforce. Workplaces will continue to look and operate differently. Continued physical distancing, teleworking, and other measures will continue to be necessary to keep workers and customers safe.



A phased approach:

Businesses should be prepared for a phased comeback approach which will start with the State of California, and then be [customized by the County of Marin](#), to meet the specific needs of our community. Industries and venues will be reopen based on their ability to address health risks and comply with the state and county orders.



Maintain physical distancing and other public health requirements:

Businesses and public spaces will need to maintain physical distancing and make modifications as necessary to keep employees, customers and the public safe.

PREPARING FOR A PHASED REOPENING

Leverage lessons learned:

Apply best practices from industries and businesses that have adjusted to new COVID-19 safety standards.

Listen & Learn:

Engage with the business community to understand challenges and evolve our approach based on what we learn.

Assist small businesses:

Help prepare restaurants, retail and service businesses, and manufacturers, that are critical to local economies, understand changing health and safety protocols.

Support the recovery of regional economies:

Develop and use a data-based approach to determine support needed by sector and region to assist with recovery.





ECONOMIC RECOVERY

San Rafael's quality-of-life is maintained and sustained by a healthy local economy. The City's beautiful natural setting, sense of community, public safety, recreation facilities, and efficient government is supported by municipal revenues. These unprecedented times require us to respond swiftly to maintain the strength of our City while controlling costs and being innovative in stabilizing revenues. Staff will be focused on long-term COVID-19 business recovery, advancing key development projects including affordable and workforce housing, conducting business outreach and education, and keeping local partnerships strong.

ACTIONS TAKEN

- Partnered with the County of Marin, the San Rafael Chamber of Commerce, BID and others to administer Small Business COVID-19 Disaster Relief Grants to San Rafael businesses
- Participating and advancing the County's [Marin Recovers](#) plan and taking part in the [County of Marin's Retail Industry Advisory Group](#)
- Continuing to communicate available small business federal, state, and local COVID-19 disaster relief and recovery programs
- Improving revenue stability by communicating business reopening health and safety protocols
- Promoting which San Rafael businesses are "Open for business" to the community

ACTIONS UNDERWAY | GETTING TO A SUSTAINED RECOVERY.



Business Recovery Support:

- Ensure businesses have a strong voice in the State and local reopening protocols and get people back to work.
- Directly assist our local businesses in taking advantage of Federal, State and Local recovery programs.
- Partner with the Chamber of Commerce and BID to find creative out-of-the-box ways to support our local businesses to maintain their viability.
- Continue to invest in our business ecosystem including infrastructure improvements (e.g. Third Street project, East and West Francisco Boulevards) and beautification efforts.



Continued business outreach, education, and marketing/promotions.

Partner with Chamber, BID, commercial property owners, merchants, developers, and brokers to support our existing commercial businesses base throughout the entire city and achieve our economic goals.



Stimulate business growth through retention, expansion, and advancing new development projects:

- Encourage business growth, private investment, and economic vitality including but not limited to: in-fill development, biotech, large format stores, hotel/lodging
- Create local employment opportunities
- Expand cannabis licenses and license types
- Improve the fiscal condition of the City by expanding the tax base



Develop a post-COVID-19 economic development recovery strategy

Work with our community partners to advance a comprehensive and forward-looking strategy to stimulate the economic vitality of San Rafael in the post-COVID world.



SUMMARY AND CONCLUSIONS

The City of San Rafael faces serious financial challenges to recover from the COVID-19 public health emergency and due to the unprecedented nature of this economic downturn, we will need to remain vigilant about updating our financial projections and assumptions in order to ensure we are doing enough. As economic conditions change our staff will continue to develop solutions that balance our expenses with available resources.

We have an amazing team who will work diligently to find innovative ways to keep our organization operating and providing the highest quality services to our community possible. However, we will face challenges in maintaining pre-COVID service levels with less funding and fewer staff to provide services. We will do our very best to continue building trust with our community and will always look for something we can say yes to. And we will take every necessary action to ensure the City's finances and operations remain resilient moving forward.

The City Council will move forward with the efforts outlined in this plan and will adopt the fiscal year 2020-21 budget in June. This plan will also be amended as necessary to keep up with the rapidly changing COVID-19 crisis environment. Progress reports will be prepared as part of the City's regular updates to the City Council. We will also provide updates regularly in the City Manager's Snapshot e-newsletter.

QUESTIONS OR COMMENTS

If you have questions or comments about the Economic Recovery Plan you can make them [online at the City Website](#).



**SAN RAFAEL IS
RESILIENT**

San Rafael Public Library Budget - Fiscal Year 20/21									
AS OF: 7/9/2020	Budget and Expenditures								
	GF Budget	GF YTD	GF % Total Spent	PT Budget	PT YTD	PT % Total Spent	Total	Total YTD	% Total Spent
Total for Revenue (estimated)	18581.00			1092091.00			1110672.00		
Regular Hire Salaries & Benefits	1861869.77	0.00	0.00%	743320.26	0.00	0.00%	2605190.03	0.00	0.00%
Extra Hire	57748.07	0.00	0.00%	115636.00	0.00	0.00%	173384.07	0.00	0.00%
Personnel Services	1919617.84	0.00	0.00%	858956.26	0.00	0.00%	2778574.10	0.00	0.00%
Bldg.Maint.Contracts	33805.00	0.00	0.00%	-	-	-	33805.00	0.00	0.00%
Maint.Bldg.Improv.	17000.00	0.00	0.00%	-	-	-	17000.00	0.00	0.00%
Utilities-Gas & Electricity	47455.00	870.47	1.83%	-	-	-	47455.00	870.47	1.83%
County Administrative Fee	-	-	-	28342.00	0.00	0.00%	28342.00	0.00	0.00%
Travel and Conference	-	-	-	-	-	-	-	-	-
Contract Services (MARINet, security, etc.)	312764.00	0.00	0.00%	-	-	-	312764.00	0.00	0.00%
Internal Service Charges (IT, phone, ins)	217694.00	0.00	0.00%	-	-	-	217694.00	0.00	0.00%
Programming Supplies	-	-	-	10,000	0.00	0.00%	10000.00	0.00	0.00%
Office Supplies	23073.00	0.00	0.00%	-	-	-	23073.00	0.00	0.00%
Books	15845.00	0.00	0.00%	137983.00	0.00	0.00%	153828.00	0.00	0.00%
Periodicals	7000.00	0.00	0.00%	6250.00	0.00	0.00%	13250.00	0.00	0.00%
Digital Branch Resources	15681.00	0.00	0.00%	45000.00	0.00	0.00%	60681.00	0.00	0.00%
Audio/Video Materials	10000.00	0.00	0.00%	-	-	-	10000.00	0.00	0.00%
Technology Supplies & Materials	-	-	-	6000.00	0.00	0.00%	6000.00	0.00	0.00%
Training & Instruction	-	-	-	5000.00	0.00	0.00%	5000.00	0.00	0.00%
Professional Dues & Subscriptions	1000.00	0.00	0.00%	-	-	-	1000.00	0.00	0.00%
Credit Card Fees	400.00	0.00	0.00%	-	-	-	400.00	0.00	0.00%
Unbudgeted items	-	-	-	-	-	-	-	-	-
Non-Personnel Services	701717.00	870.47	0.12%	238575.00	0.00	0.00%	940292.00	870.47	0.09%
Total	2621334.84	870.47	0.03%	1097531.26	0.00	0.00%	3718866.10	870.47	0.02%
Other Budget Sources (estimated)									
Friends of the Library (books, programs)	10,000.00			Budget Sources	Annual	% of Total			
TOTAL	10,000.00			General Fund	\$2,621,334.84	70.30%			
				Parcel Tax	\$1,097,531.26	29.43%			
				Other	\$10,000.00	0.27%			
				TOTAL	\$3,728,866.10	100.00%			
ESTIMATED, FY20 FINAL NUMBERS UNAVAILABLE									
Special Funds									
Estimated 214 Fund Balance	20,431.99			Budget Sources + Special Funds:		\$6,719,378.23			
Copy Fund	5,868.36								
Donations Fund	110,952.81			** part of the 2.5% reduction in the General Fund					
Kay Corlett Memorial Fund	490,629.91			Travel and Conference eliminated		\$6,000			
Kenneth Edlin Memorial Fund	418,847.48			Contractual Services reduced		\$28,080			
Robert and Lorraine Joses Memorial Fund	1,387,012.39			Office Supplies reduced		\$8,050			
MC Parcel Tax Capital Set-Aside Balance	353,335.00			Books reduced		\$21,000			
MD Parcel Tax Fund Balance as of 6/30/19	203,137.27			Audio/Video Material reduced		\$10,000			
Donation for New Building	300.00			Training & Instruction eliminated		\$3,000			
Immigration Services Grant	-3.08			TOTAL		\$76,130			
TOTAL	2,990,512.13			NOTE: Revenue - Expenses + Prior Year Fund Balance = Current Fund Balance					