FY 2021 PROPOSED BUDGET HEARINGS

COMMUNITY AND LIBRARY SERVICES

SERVICE AREA

Community Services & Library Departments

Ops Pg. 171 – 184, 215-221
# FY 2021 BASELINE BUDGET SUMMARY (APRIL 20)

<table>
<thead>
<tr>
<th>Department</th>
<th>General Fund Revenue</th>
<th>General Fund Expenses</th>
<th>General Fund FTE</th>
<th>All Funds Revenue</th>
<th>All Funds Expenses</th>
<th>All Funds FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services</td>
<td>$11,179,132</td>
<td>$32,390,494</td>
<td>130.71</td>
<td>$11,179,132</td>
<td>$32,390,494</td>
<td>130.71</td>
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<tr>
<td>Library</td>
<td>$116,116</td>
<td>$10,447,853</td>
<td>61.28</td>
<td>$116,116</td>
<td>$10,447,853</td>
<td>61.28</td>
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</tbody>
</table>
FY 2021 BUDGET SUMMARY (COMMUNITY SERVICES)

Balancing Strategy
• Hold position vacancies, including three manager positions
• Increase cost-recovery for some programs
• Pause programs/events with low cost-recovery or that promote gatherings
• Reduce operating hours or close some facilities; scale back or eliminate contracts

Major Proposed Changes in General Fund
• Pause Art Center exhibitions, Children’s Theatre productions, and teen services programs (-$593,000 rev/ -$2.6 M exp)
• Reduce parks maintenance contracts by 50%, eliminate contract rangers, close Baylands Interpretative Center (-$686,000)
• Reduce operating hours at 3 community centers and Art Center by one day per week (-$277,000)
• Increase cost recovery of programs: middle school + adult athletics programs and Junior Museum & Zoo (JMZ) ($52,000 rev/-$263,000 exp)
• Reduce special events and pause Know Your Neighbors Grants (-$13,500 rev/ -$278,000 exp)
FY 2021 DEPARTMENT OUTLOOK (COMM. SVC.)

• CSD will continue to offer recreation, theatre, and art classes and programs, striving for high cost-recovery levels
• Park, playgrounds and open space areas will be open and maintained for safety
• Community Centers will remain open, but on a more limited schedule
• The new JMZ will open in FY21 with new animals and exhibits and improved accessibility
• CSD will continue collaborations with our nonprofit partners
• Funding for human services needs through HSRAP remains consistent with the levels included in the FY 2021 Proposed Budget as of April 20, 2020.
FY 2021 BUDGET SUMMARY (LIBRARY)

Balancing Strategy
Eliminated service hours at Library branches during lower usage period. Adjusted service delivery to focus on two full-service libraries with two neighborhood branches in light of the expected shelter in place and social distancing orders. Consolidated services to increase efficiency.

Major Proposed Changes in General Fund
• Reduce full-service Children's Library to basic "neighborhood branch" model – reduce from 7 to 4 days open per week (-$518,000)
• Eliminate Rinconada Library evening hours (-$102,000)
• Close College Terrace Library (-$168,000)
• Decrease library materials (books) budget (-$150,000)
• Reduce staffing based on reduction of services and vacancies (-$707,000)
FY 2021 DEPARTMENT OUTLOOK (LIBRARY)

• The Library Services Department continues to nurture innovation, discovery and delight through connecting our diverse community through knowledge, resources and opportunities.

• Four libraries would remain open to support patrons.

• The Library is looking to expand its online presence through increased virtual programming and digital resources, in light of the Shelter in Place and public space restrictions continuing into FY 2021.

• Continue to provide technology and support for those seeking education and professional development in this time of economic crisis.
<table>
<thead>
<tr>
<th>Service Area</th>
<th>General Fund FY 2021 Baseline (as of 4/20/20)</th>
<th>General Fund FY 2021 Revised (as of CMR #11322)</th>
<th>% change</th>
<th>All Funds FY 2021 Baseline</th>
<th>All Funds FY 2021 Revised</th>
<th>% change</th>
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</thead>
<tbody>
<tr>
<td>Community &amp; Library Services Area</td>
<td>$42.8 M</td>
<td>$36.4 M</td>
<td>(15.1%)</td>
<td>$42.8 M</td>
<td>$36.4 M</td>
<td>(15.1%)</td>
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</table>
PRELIMINARY OPERATING PLAN FOR THE JMZ

Item 4b
FY 2020-2021

City Council    MAY 12, 2020
www.cityofpaloalto.org
SUMMARY AND RECOMMENDATIONS

The JMZ was anticipated to reopen in October 2020 as a larger facility with more animals, exhibits, and services. Staff recommended to Finance Committee:

- Expanding personnel and some non-personnel expenses
- Setting new fees to offset increased service costs
THE NEW JMZ

The City and the Friends have built a new JMZ to:

• Improve the visitor experience
• Expand and optimize space
• Make science programing scalable for future generations

The New JMZ is a state-of-the-art museum with a focus on:

• Inclusion
• Accessibility
• Highest standards in animal care

The JMZ’s mission is to engage a child’s curiosity for science and nature.
## Comparing the Original and New JMZ

<table>
<thead>
<tr>
<th></th>
<th>Museum (sq. ft.)</th>
<th>Zoo (sq. ft.)</th>
<th>Education Space (sq. ft.)</th>
<th>Exhibition Area (sq. ft.)</th>
<th>Number of Interactive Exhibits</th>
<th>Number of Science Play Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original JMZ</td>
<td>9,000</td>
<td>10,000</td>
<td>3,300</td>
<td>2,500</td>
<td>40</td>
<td>7</td>
</tr>
<tr>
<td>New JMZ</td>
<td>15,150</td>
<td>18,520</td>
<td>4,690</td>
<td>6,715</td>
<td>78</td>
<td>13</td>
</tr>
<tr>
<td><strong>Difference</strong></td>
<td><strong>6,150</strong></td>
<td><strong>8,520</strong></td>
<td><strong>1,390</strong></td>
<td><strong>4,215</strong></td>
<td><strong>38</strong></td>
<td><strong>6</strong></td>
</tr>
<tr>
<td>Increase at new JMZ</td>
<td>68%</td>
<td>185%</td>
<td>142%</td>
<td>269%</td>
<td>195%</td>
<td>186%</td>
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</table>
ADJUSTMENTS DUE TO COVID-19

- March 2021 Projected Opening Date
- Increased cost recovery expectations
- Increase in recommended fees from $10 to $18 per ticket (85% cost recovery)
- Potential adjustments and reductions in educational programming through Spring 2021
- Ongoing evaluation of public confidence and market research around museum and zoo visitation
PRICING RECOMMENDATIONS

Daily Entrance Ticket $18 ($0 - 2 and younger)
Discounted Ticket Fee $2
Annual Family Membership - Resident $150
Annual Family Membership - Non-Resident* $216
Annual Family Plus Membership
  - Resident $300
Annual Family Plus Membership
  - Non-Resident* $430

* Per Policy, non-resident fees are set at approximately 30% above resident fee rates

Charging admission will help to develop a sustainable funding path that allows for future growth of services and experiences within the JMZ.
## RESOURCE IMPACT

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022***</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong>*</td>
<td>$734,000</td>
<td>$1,871,000</td>
<td>$3,200,000</td>
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<tr>
<td><strong>Staffing Expense</strong></td>
<td>$1,854,000</td>
<td>$2,117,000</td>
<td>$2,380,000</td>
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<tr>
<td><strong>Non-personnel Expense</strong></td>
<td>$126,000</td>
<td>$498,000</td>
<td>$498,000</td>
</tr>
<tr>
<td><strong>Allocated Charges</strong>**</td>
<td>$500,000</td>
<td>$900,000</td>
<td>$900,000</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>$2,479,000</td>
<td>$3,515,000</td>
<td>$3,778,000</td>
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<tr>
<td><strong>Net General Fund Impact</strong></td>
<td>$1,745,000</td>
<td>$1,644,000</td>
<td>$580,000</td>
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</tbody>
</table>

*Current revenue is generated from science-based classes and camps, birthday party programs, facility rentals, school fieldtrips, and in-class science lessons.

**Allocated Charges include direct services such as electricity and refuse collection.

***Projected based on current models.
## CURRENT STAFFING

<table>
<thead>
<tr>
<th>Status Quo Staffing (Full-time Equivalent)</th>
<th>Animal Care &amp; Experiences</th>
<th>Exhibitions &amp; Museum Maintenance</th>
<th>Education Programs</th>
<th>Guest Services &amp; Experiences</th>
<th>Management</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefitted Positions</td>
<td>1.00</td>
<td>1.00</td>
<td>4.60</td>
<td>1.00</td>
<td>1.15</td>
<td>8.75</td>
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<tr>
<td>Part-Time Positions</td>
<td>1.07</td>
<td>1.38</td>
<td>4.26</td>
<td>0.48</td>
<td>-</td>
<td>7.19</td>
</tr>
<tr>
<td>Total</td>
<td>2.07</td>
<td>2.38</td>
<td>8.86</td>
<td>1.48</td>
<td>1.15</td>
<td>15.94</td>
</tr>
<tr>
<td>Recommended Additions</td>
<td>Animal Care &amp; Experiences</td>
<td>Exhibitions &amp; Museum Maintenance</td>
<td>Education Programs</td>
<td>Guest Services &amp; Experiences</td>
<td>Management</td>
<td>Total</td>
</tr>
<tr>
<td>-----------------------</td>
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<tr>
<td>Benefitted Positions</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
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<tr>
<td>Part-Time Positions</td>
<td>2.16</td>
<td>0.75</td>
<td>-</td>
<td>2.88</td>
<td>-</td>
<td>5.79</td>
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<tr>
<td>Total</td>
<td>3.16</td>
<td>0.75</td>
<td>-</td>
<td>2.88</td>
<td>-</td>
<td>6.79</td>
</tr>
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</table>
NEXT STEPS

• Construction resumed May 4\textsuperscript{th}

• Continue to evaluate March 2020 opening
  • Pricing
  • Staffing
  • Educational programs
  • Adaptability of exhibits and programs to social distancing requirements