

Municipal Service Review
and Sphere of Influence Update for
Del Norte County Library District



Del Norte
Local Agency Formation Commission

Commission Approved - November 24, 2025

Del Norte Local Agency Formation Commission

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Acknowledgements

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TABLE OF CONTENTS

Introduction.....	1
Agency Profile	4
Governance	5
Transparency and Accountability	6
District Boundary	7
Growth and Population	9
Existing and Planned Uses.....	9
Services Provided	10
Current Services	10
Infrastructure Needs	12
Supporting Nonprofits	13
Other Service Providers.....	14
Financing	15
Revenues and Expenditures	15
Audits	20
Grants and Grant Concerns.....	21
Del Norte Reads	22
Municipal Services Review Determinations	24
Sphere of Influence Determinations	27
References.....	29

LIST OF TABLES

Table 1: Del Norte County Library District Contact Information	4
Table 2: Del Norte Library District Board of Trustees	5
Table 3: Statement of Adopted and Actual Budget Revenues & Expenditures for the Del Norte County Library District	15
Table 4: Recent Audits for the Del Norte County Library District.....	19
Table 5: Adopted/Revised Budget Revenues & Expenditures for Del Norte Reads	22

LIST OF FIGURES

Figure 1: Del Norte County Library District.....	8
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INTRODUCTION

This Municipal Service Review for the Del Norte County Library District (hereafter referred to as DNCLD or the District) and its sphere of influence has been prepared by the Del Norte Local Agency Formation Commission (LAFCo) to assess existing and future public service conditions and to evaluate organizational options for accommodating growth and ensuring critical services are provided efficiently. This Municipal Service Review will be available for use by LAFCo, the Del Norte Library District, special districts, and the public to better understand how public services are provided within the district.

Review Methods

This Municipal Service Review was prepared by Del Norte LAFCo staff. The current Library Director was contacted to obtain information concerning the current status of District operations. LAFCo staff reviewed pertinent resource documents such as the District website and Financial Statements to obtain detailed descriptions of existing infrastructure and services provided by the District. The draft Municipal Service Review was provided to the Del Norte Library District staff for review and clarification. All information gathered for this report is stored in Del Norte LAFCo files for future reference.

Statutory Authority

The fundamental role of the Local Agency Formation Commission (LAFCo) is to implement the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 consistent with local conditions and circumstances. The major goals of LAFCo as established by the Cortese-Knox-Hertzberg Act are to:

- Encourage orderly growth and development;
- Discourage urban sprawl;
- Preserve open-space and prime agricultural lands by guiding minimizing resource loss;
- Exercise its authority to ensure that affected populations receive efficient services;
- Promote logical formation and boundary modifications that direct the burdens and benefits of additional growth to those local agencies that are best suited to provide services;
- Make studies and obtain and furnish information which will contribute to the logical and reasonable development of local agencies to provide for present and future needs;
- Establish priorities by assessing and balancing community service needs with financial resources available to secure and provide community services and to encourage government structures that reflect local circumstances, conditions and financial resources; and
- Determine whether new or existing agencies can feasibly provide needed services in a more efficient or accountable manner and, where deemed necessary.

Special Districts in Del Norte County

A special district is a local governmental agency that delivers public services to a specific area. They are most often established by residents to supply local services in areas not being served by another service provider. In California, there are 58 counties, 483 cities and approximately 3,400 special districts, exclusive of school districts. Special districts provide critical services such as fire protection and emergency response and are governed by a board of directors and have defined boundaries in which they provide services and facilities. Special districts must have statutory authority in order to be established. This authority can take the form of a generic statute which applies to all special districts of that type or may be formed by a special act tailored to the unique needs of a specific area. In Del Norte County, there are 20 special districts providing water, wastewater, fire protection, recreation and other services.

Service Review Determinations

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (California Government Code Section 56000 et seq.) requires LAFCo to review and update spheres of influence not less than once every five years and to review municipal services prior to or in conjunction with sphere updates. The requirement for service reviews arises from the identified need for a more coordinated and efficient public service structure to support California's anticipated growth.

Effective January 1, 2008, Government Code Section 56430 requires LAFCo to conduct a review of municipal services provided in the county by region, sub-region or other designated geographic area, as appropriate, for the service or services to be reviewed, and prepare a written statement of determination with respect to each of the following topics:

- Growth and population projections for the affected area;
- The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence (effective July 1, 2012);
- Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies (including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere of influence);
- Financial ability of the agency to provide services;
- Status of, and opportunities for, shared facilities;
- Accountability for community service needs, including governmental structure and operational efficiencies; and
- Any other matter affecting or related to effective or efficient service delivery, as required by Commission policy.

Sphere of Influence Determinations

A sphere of influence is a plan, adopted by LAFCo, for the probable future boundaries and service area of an agency, such as the DNCLD. State law requires LAFCo to periodically review each agency's sphere of influence and make any amendments LAFCo determines to be advantages. All subsequent boundary change decisions must be consistent with the adopted sphere (i.e., territory cannot be annexed by an agency unless it is within that agency's sphere). When adopting or amending a sphere of influence, the law requires LAFCo to make determinations on a series of topics:

1. The present and planned land uses in the area, including agricultural and open-space lands;
2. The present and probable need for public facilities and services in the area;
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; and
5. For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere of influence.

The Municipal Service Review and Sphere of Influence determinations are included at the end of the report.

California Environmental Quality Act

The California Environmental Quality Act (CEQA) is contained in Public Resources Code § 21000 et seq. Public agencies are required to evaluate the potential environmental effects of their actions. MSRs are statutorily exempt from CEQA pursuant to § 15262 (feasibility or planning studies) and categorically exempt pursuant to CEQA Guidelines § 15306 (information collection). CEQA requirements are applicable to SOI Updates. The CEQA lead agency for SOI Updates is most often LAFCo, unless an agency has initiated an SOI expansion or update.

AGENCY PROFILE

The Del Norte County Library District (DNCLD or District) serves all of Del Norte County, California, which is just south of the Oregon border along the Pacific coast. It serves a sparsely populated rural county with many low-income residents. The District lies entirely within the unincorporated area of Del Norte County and includes the incorporated City of Crescent City.

The DNCLD is composed of the main library in Crescent City, a branch library in Smith River, and the library literacy program, Del Norte Reads. The main library was established as the Ladies Library by volunteers in 1906. The main library moved to its current location in February 1983 which was remodeled in 2020. The Smith River branch opened in April 2002 and is staffed entirely by one part-time employee. The library space in Smith River has been donated to the Library District so the District does not pay rent for that space. The DNCLD provides free library services to all residents living within the boundaries of Del Norte County with services available to all others for an annual fee. The library system holds over 82,000 materials: books, magazines, DVDs, videocassettes, compact discs, audio books, and more.

Vision Statement

The Del Norte County Library provides collections, programs, and leadership to promote the development of literate and informed citizens through open and equal access to cultural, intellectual, recreational, and informational resources.

Mission Statement

The existence of the Del Norte County Library District assures public ownership of print collections, digital resources, and a gathering space for the citizens of the District. The District is committed to sustaining the value of public library services for the greater Del Norte County community through the use of traditional and innovative technologies.

Del Norte County Library Values

- Excellence in customer service
- Providing, supporting and advocating access for all
- Acting with flexibility, creativity and initiative
- Working together with enthusiasm and optimism to reach goals
- Responsible stewardship of resources

Table 1: Del Norte County Library District Contact Information

Del Norte County Library District	Contact:	Andrew Napier, Board President
	Physical Address	190 Price Mall Crescent City, CA 95531
	Mailing Address:	Same as above
	Phone Number:	(707) 464-9793
	E-mail:	andrewn@delnortecountylibrary.org
	Website:	http://www.delnortecountylibrary.org

Governance

The District was formed to maintain and operate library services within the Del Norte County boundaries. In 1978, the Del Norte County Board of Supervisors granted formation for the Del Norte County Library District and its commission under California Education Code §§ 19400-19532. This chapter empowers the District to “establish, equip, and maintain” public libraries and sets out the election, powers, and reporting duties of trustees.

The District’s governing body is an elected Board of Trustees consisting of five members who must be residents of the District/County. Although Board members are elected at-large, geographic representation within the county-wide service area is welcomed. During general elections, candidacy may be declared with the Del Norte County Registrar of Voters. Board members are elected to four-year terms under the terms of the California Election Code.

Table 2: Del Norte Library District Board of Trustees

Board Member	Title	Standing Committee	Term Expiration
Andrew Napier	Board President	Budget Committee	12/26
Meaghan McGlasson	Board Member	Partnerships Committee and Government Liaison Committee	12/26
Andrew Murphy	Secretary	Partnerships Committee and Policy and Strategic Planning Committee	12/28
Tamara Brooks	Board Member	Government Liaison Committee and Policy and Strategic Planning Committee	12/28
Helen DuVernay	Board Member		12/28

There was one seat on the Board that had been vacant since February 2025 after the resignation of Jamie Daugherty but is now filled by Helen DuVernay. There was a delay in filling the position as the Board had received applications from three candidates but had to postpone an appointment after none attended the meeting to confirm their appointment (DNCLD Board of Trustees, 2025; Napier, 2025). There are four standing committees for the District: Budget Committee, Partnerships Committee, Government Liaison Committee, and Policy and Strategic Planning Committee.

The DNCLD Board of Trustees set policy, adopt budgets, and hire and evaluate the Library Director who acts as the chief administrative officer for the District. The Library Board follows the rules of the Brown Act, California Statement of Economic Interests Disclosure, and the State of California Special Districts Financial Reports including an annual audit. Meetings are held the second Monday of each month at 5:15 p.m. and are noticed at least 72 hours in advance online and at the main library. Draft agendas, packets, minutes, and bylaws are publicly available on the District’s website. Meetings are held at the library. Board meetings are recorded and can be requested on the District’s website.

The District employs 12 staff: one full-time Library Director, six regular-part-time (RPT) library technicians, two relief technicians, one RPT bookkeeper, one Del Norte Reads literacy coordinator, one assistant, and one Smith River branch technician (Andrews J. C., 2025; Goodeill, 2025). The Library Director is the only full-time employee while the remaining staff members have 19 or less hours a week. The District has hired a new Library Director following the resignation of former Director Phyllis Goodeill. Volunteer support fluctuates between five and ten individuals. One current Library Board of Trustees member is active with the California State Library Association and the Association for Rural & Small Libraries and has stated she can help the Board with recruitment.

Transparency and Accountability

DNCLD demonstrates a basic commitment to transparency and public accountability through its governance practices, public meeting protocols, and financial reporting. The District is governed by a five-member elected Board of Trustees, which complies with the Brown Act (California Government Code § 54950 et seq.), ensuring that all meetings are open to the public, properly noticed, and conducted in a manner that allows for community participation. Regular meetings are held on the second Monday of each month at 5:15 p.m. at the Crescent City main library, with agendas posted at least 72 hours in advance at the facility and on the District's website.

The Board is responsible for approving budgets, setting library policy, hiring and evaluating the Library Director, and overseeing high-level administrative decisions.

Financial transparency is maintained through compliance with the California State Controller's Office Special Districts Financial Transactions Report and an independent annual audit. The District prepares and submits audited financial statements, budget reports, and state-mandated financial disclosures. Trustees and designated staff are required to complete Form 700 Statements of Economic Interest, as mandated by the Fair Political Practices Commission (FPPC). Additionally, the District reports program metrics to the California State Library as part of its participation in state-funded literacy and resource initiatives.

The District maintains a website (www.delnortecountylibrary.org) where the public can access board meeting agendas, service descriptions, policies, contact information, and links to financial documents. In-person board meeting attendance is welcomed, and information about vacant Board seats, policies, and staff contacts is readily available online. Contact information such as branch addresses, phone numbers, and hours are located on the District's website.

Recent developments have highlighted the importance of enhancing internal accountability. In 2024 and 2025, the California State Library raised concerns over inconsistencies in financial reporting related to the District's management of California Library Literacy Services (CLLS) funds. In response, the Board has committed to strengthening financial controls, pursuing an independent audit, and improving documentation and reporting standards. The District has also taken steps to clarify staff roles and program oversight, particularly within its Del Norte Reads literacy program, which now reports directly to the Board through regular updates from the Literacy Coordinator.

DNCLD files annual State Controller's Special Districts Financial Reports, completes independent audits, and requires trustees and designated employees to file Form 700 Statements of Economic Interests. Board actions follow Brown Act open-meeting requirements, and the District advertises vacancies and recruitment processes to ensure public engagement.

The District Board was contacted about financial assertions made by the public and responded:

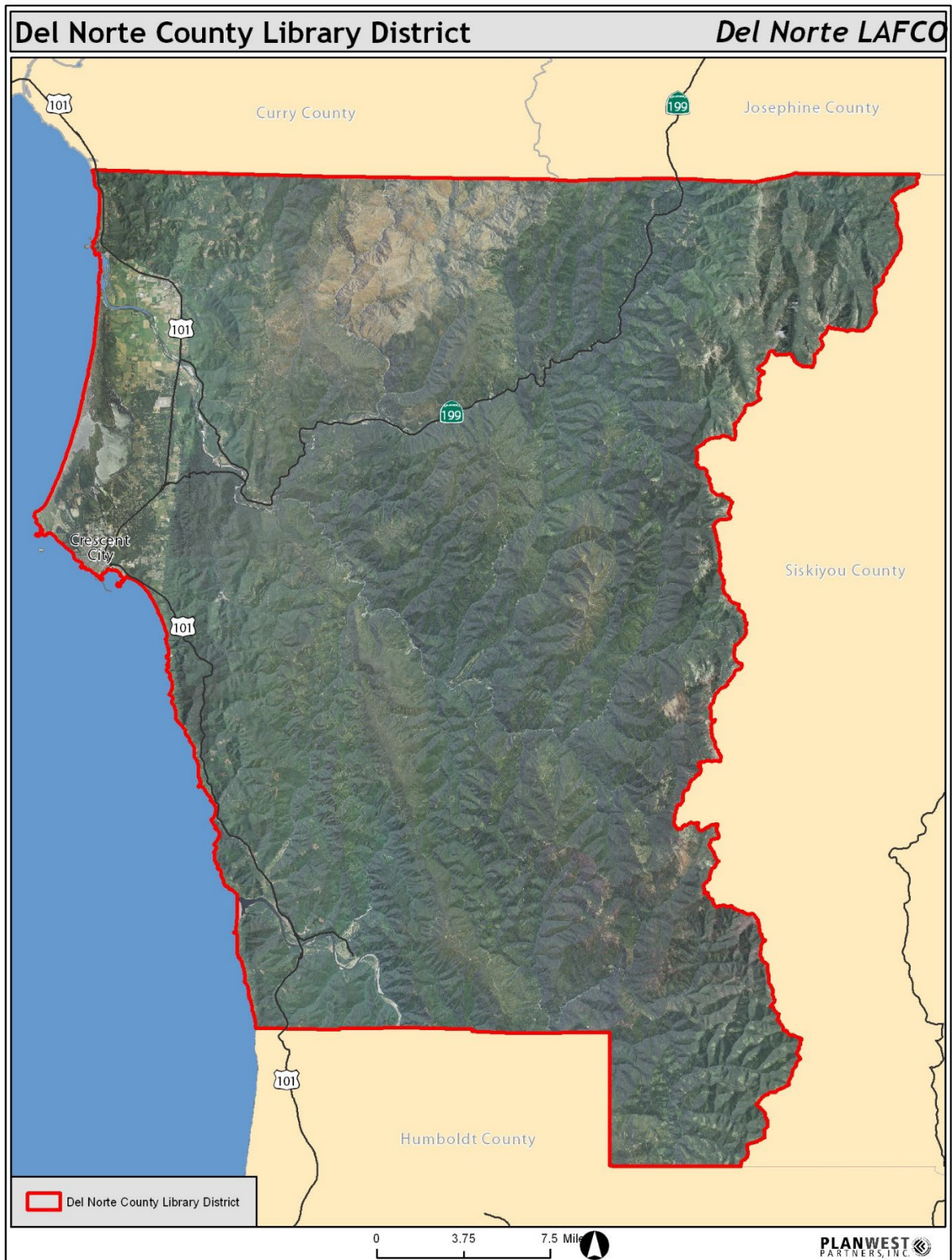
The funds discrepancy is due to DNCL not spending the full grant amount. The County Auditor verified that at a 2025 Board meeting. The grant funds budget line in question had unused funds. The current Board inherited this situation and it is being resolved by the current staff. It is also important to note the reporting discrepancy is because funds were not spent. There is no State assertion of funds misuse, or going over budget from the grant. In years past, the funds from the full grant were not spent and funds remained in the budget line.

There have been no other assertions regarding the District's budget from the General Fund or any other grant the Library has received. The District is operating on an incredibly small budget. The recently adopted budget reduced multiple line expenses.

District Boundary

The DNCLD's service area and sphere of influence are coterminous with the Del Norte County boundary as shown in Figure 1 on the next page.

Figure 1: Del Norte County Library District



Growth and Population

Del Norte County has experienced fluctuating population trends over the past two decades. Historically, the population for Del Norte County has increased from 27,507 in 2000 to 28,610 in 2010 for a 4.0% percent growth rate over 10 years (2000 and 2010 U.S. Census). However, the most recent 2020 Census reported the population dropped to 27,743 which is a -3.1% growth rate over 10 years (U.S. Census Bureau, 2025). The only incorporated city in the county is Crescent City, which actually grew in population by 14.5% between 2010 to 2020, growing from 4,673 to 5,886 (US Census Bureau, 2025). The most recent population estimate for Crescent City was 6,209 which is a -7.5% drop in population from 6,675 in 2020 (US Census Bureau, 2025). The main library branch is located at 190 Price Mall in Crescent City.

Projections for Del Norte County show a county-wide rate of -0.3% average annual loss in population from 2025-2070 (California Department of Finance, 2025). As a Countywide District, the overall service population is expected to decline with County projections at -0.3%.

As of March 2025, the Del Norte County Library District reported 14,272 registered library cardholders (Goodeill, 2025). With 14,272 cardholders and 27,743 residents in its service area, about 53% of county residents hold active library cards. The main facility receives approximately 1800-2300 visits per month, and around 3,000 checkouts. Special event attendance is estimated to bring 800 patrons a month with overall visits estimated at more than 1,000 (Murphy, 2025).

Existing and Planned Uses

The District covers the entire unincorporated area of Del Norte County and the incorporated area of City of Crescent City. Land uses within the District boundaries are subject to the Del Norte County General Plan and the Crescent City General Plan. A majority of the District is identified as resource and rural residential land. Del Norte County is comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned.

SERVICES PROVIDED

Current Services

The District was formed to maintain and operate library services within the County boundaries. DNCLD provides a wide range of public services that go well beyond traditional book lending, positioning the library as a cornerstone of education, digital access, workforce development, and community engagement in one of California's most rural counties. At the heart of DNCLD's services is its lending program. With a library card, patrons can freely borrow books, DVDs, audiobooks, music CDs, and magazines. Digital materials (including eBooks, audiobooks, and streaming content) are available through OverDrive and Libby and can be downloaded at home at any time.

The District further provides computer and internet access, printing, and community meeting space at two physical public library locations. The Main Library, located at 190 Prince Mall, in Crescent City, is open Monday through Saturday from 10:00 a.m. to 6:00 p.m. The Smith River Branch, located at 241 First Street in Smith River, is operational Wednesday through Saturday from 11:00 a.m. to 3:00 p.m. The Crescent City branch houses the bulk of the District's collection and staff, while the Smith River location expands access for North County residents and is run by a single part-time employee. Patrons can use library computers for internet access, printing, and catalog searches. These computers are available on a first-come, first-served basis and are essential for residents without reliable internet access at home.

In addition to DNCLD's lending program, the library plays a central role in local workforce readiness and professional development through its participation in the California State Library's CAREer Pathways initiative. Whether a resident is seeking to upskill, reskill, or prepare for new employment, CAREer Pathways equips patrons with a robust suite of workforce readiness tools. Services include access to Coursera, LinkedIn Learning, Learning Express Library, and Northstar Digital Literacy. These tools, many of which would otherwise cost individuals \$1,000.00 or more annually, are completely free to library cardholders. In addition to digital access, patrons can receive in-person support at the main library, where staff assist with account setup, career navigation, resume development, and job interview preparation.

The District also oversees Del Norte Reads, a dedicated adult literacy program for individuals 16 and over funded by the California State Library (CSL). Del Norte Reads provides free one-on-one services including English as a Second Language (ESL) classes, GED preparation classes, basic computer classes, and literacy tutoring. The Del Norte Reads Learning Center is located at 1080 Mason Mall #9, Crescent City and office hours are available by appointment.

However, the CSL raised serious concerns in April 2025 about Del Norte Reads' fiscal reporting and use of CLLS funds (California State Library, 2025; Andrews J. C., 2025). Discussion of the report is further detailed in the Financing Section of this MSR. As part of the CSL review and report on DNCLD's expenditures, CSL recommended a temporary suspension of CLLS participation and requested the return of unspent funds and the commissioning of an independent audit. The State Library affirmed its commitment to supporting literacy in Del Norte County and encouraged the

district to reapply for CLLS funding once it demonstrates improved fiscal capacity and documentation standards.

In response, the DNCLD Board of Trustees has committed to supporting the audit and partnered with Del Norte Reads Coordinator Terrin Musbach to petition for reentry into the CLLS program. Musbach has outlined new accountability procedures, regular Board reporting, and community outreach to Native American and low-income families. As of May 2025, the program has 27 enrolled learners and 11 active tutors, with 56 tutoring sessions logged between April 14 and May 19 (Andrews J. C., 2025).

In October 2025, the District demonstrated a concerted effort to diversify and expand their financial resources beyond CLLS funds by officially entering into an agreement with the Yurok Tribe to administer and implement the Del Norte Reads – Klamath Promise Neighborhood (KPN) Literacy initiative (Yurok Tribe, 2025). The agreement establishes the District as an independent contractor responsible for program management, staffing, data reporting, and outcomes evaluation in alignment with Promise Neighborhood performance indicators related to academic achievement, family engagement, and community stability. Operations documents provided for the Library Board's October 2nd Special Meeting regarding the partnership contract identified approximately 40 potential partnership pathways. These prospective partnerships include entities capable of providing tutoring spaces, volunteer recruitment pipelines, literacy materials, and specialized services such as citizenship classes and family literacy workshops. Some partners were identified for their capacity to fund or sustain program components such as EPIC Program's \$15,000 commitment to youth tutoring and Del Norte County Office of Education's (DNCOE) Adult Ed's contribution toward high school equivalency pathways while others offered in-kind support such as space, translation, and community outreach. Collectively, identifying these partnerships demonstrate an effort by the District to implement a comprehensive and collaborative approach to expanding literacy and educational access across Del Norte County while strengthening the Library's long-term fiscal sustainability and service delivery capacity.

In the meantime, the District continues to provide value through its robust non-CLLS offerings and partnerships. Recent partnerships include 3Reads23 (a local literacy collaborative), Resilient Del Norte & Tribal Lands DNATL (a community resilience initiative), and the Gardening Group which helped launch a seed library. The District also provides access to educational tools such as Gale Interactive Science and National Geographic Kids, as well as environmental studies databases that support academic research and youth engagement. The District further offers access to the Career Online High School, an 18-month program that helps adults earn an accredited high school diploma alongside a career certificate, with the support of an assigned academic coach.

Their Zip Books program (when available) allows users to request titles not held in the collection and have them delivered directly to their home, free of charge. Returned books are considered for addition to the collection. The library supports local authors by adding qualifying manuscripts to its shelves and hosting book readings and signings. Patrons can also subscribe to the District's email newsletter to stay informed about programs, events, and new materials.

For those who prefer not to enter the building, the District even provides curbside pickup services. Patrons may request items ahead of time and have them delivered to their vehicle upon arrival, offering a safe and accessible option for families, seniors, and individuals with mobility challenges.

Infrastructure Needs

The District has recognized pressing infrastructure needs to support current and future community services. According to a 2019 article from the Lost Coast Outpost, District leadership and the Board of Trustees reported they had begun exploring options for a new library location outside the Crescent City tsunami zone while also planning upgrades to the existing 190 Price Mall building at its June 27, 2019 meeting (Andrews J. C., 2019). The goals included expanding young adult and children's spaces, consolidating literacy and nonprofit program areas (like Del Norte Reads and the Friends of the Library), enhancing cultural programming, and improving curb appeal and structural resilience. Trustees established a five-year strategy, initiated engineering assessments (examining foundation integrity and the feasibility of adding a second story), and earmarked over \$300,000 in a building improvement fund. The Board in 2019 reported it had already collected the building fund for several years, but trustees had been unable to decide how to use it. They had committed to begin fundraising and looking for possible alternative facilities, particularly a building between 10,000 and 12,000 square feet.

In March 2020, the District was faced with the immediate and unprecedented challenge of closing all three library branches in response to California's COVID-19 stay-at-home order (David Hayes, 2020). Although all staff were initially furloughed, the Library Manager at the time successfully rehired the entire team within a month and began transforming library operations to continue serving the public under pandemic restrictions.

The pandemic closure also provided time for facility improvements and operational projects (David Hayes, 2020). The renovation of modernized interior finishes, expanded Wi-Fi capability, and refreshed public spaces to better support community programs and user comfort. During this period, the District received a generous donation to replace the library's non-functioning security gate, which allowed the District to track patron usage more accurately and strengthen the District's grant reporting.

While this remodel brought the facility up-to-date in key areas, the main library is still in need of repair and expansion and the District lacks a formal Capital Improvement Plan (CIP), which hampers its ability to systematically prioritize necessary building repairs and upgrades (Goodeill, 2025). Building needs identified include more accessible and flexible programming spaces, modernization of aging infrastructure, and relocation to a safer, more functional site. Seismic and tsunami safety concerns are of particular concern for relocation. In addition to possible building upgrades, the District also hopes to obtain a book mobile, lower the cost of the 10GB fiber optic network, and upgrade all computers staff and patron.

Supporting Nonprofits

Del Norte Library Foundation

Established in 1983, the Del Norte Library Foundation is a community-driven nonprofit organization formed on the belief that a strong public library is crucial to enriching the lives of Del Norte County residents (Del Norte County Library District, 2025). Operating alongside the District, the Foundation provides a vital funding stream to enhance public collections, upgrade facilities, and support ongoing library operations.

The Foundation's mission centers on maintaining and growing a sustainable endowment fund. Earnings from this fund are used to purchase books, equipment, and contribute to facility maintenance thus ensuring long-term stability for the DNCLD. While economic fluctuations have occasionally limited contributions, leaders have emphasized the ongoing need to build the endowment and welcome community gifts of any size.

Donations are tax-deductible, and the Foundation provides convenient giving options through mailed forms or in-person drop-off at the library. These contributions directly support improvements in library services and physical infrastructure, aligning with the Foundation's vision to enhance intellectual and cultural access across the county.

Friends of the Del Norte Library

The Friends of the Del Norte County Library (hereafter referred to as the Friends) is a dedicated nonprofit organization that plays a vital role in supporting the Library District's mission through fundraising, advocacy, and community outreach (Del Norte County Library District, 2025; Goodeill, 2025). In recognition of its impact, the organization was named 2024 Nonprofit of the Year by the Del Norte County Chamber of Commerce. They are the only civic group the District works with.

The Friends have significantly advanced literacy in Del Norte County by distributing over 6,000 free books to children and families, helping to build home libraries and support early literacy development. As part of its commitment to increasing access to reading materials in underserved areas, the Friends have also donated seven Little Free Library boxes across the region:

- Two boxes to Elk Valley Rancheria Head Start and the Head Start office in Crescent City
- Two boxes to the Hoopa Valley Tribe—at the elementary school and high school
- Three boxes to the Tolowa Dee-ni' Nation, distributed as part of a broader Indigenous literacy outreach effort

These initiatives reflect the Friends' strong emphasis on equity, inclusion, and community partnership, particularly in collaboration with local tribes and early childhood education programs. Through their work, the Friends of the Library help extend the District reach far beyond its physical branches, ensuring books and resources are available to all members of the community.

Other Service Providers

General Governmental Services

The County of Del Norte provides general governmental services, which include social services, emergency services, planning, public works, county roads and parks, etc. to the unincorporated areas of Del Norte County. The City of Crescent City provides similar general governmental services within city limits.

FINANCING

Revenues and Expenditures

Over the past several years, the Del Norte County Library District has operated with a modest and fluctuating budget. The most recent proposed budget for FY 2025-26 had a positive net balance of \$21,494. Overall, the budgets show repeated budgeting for surpluses followed by actual deficits in recent years, with increasingly large swings in both directions. Revenues have steadily increased, rising from approximately \$283,000 in FY 2021–22 with a high of \$404,000 in FY 2024–25, representing a 43% increase. Much of this growth can be attributed to rising property tax revenues, the District’s most stable funding source, as well as expanded grant opportunities from the California State Library and increased community contributions from organizations such as the Friends of the Del Norte Library and the Del Norte Library Foundation. Additional funding from programs like Zip Books and the CAreer Pathways initiative have further supported the expansion of library services. Overdue fines and fees are a minor revenue source, totaling between \$300–\$705 annually for late returns, with additional lost item reimbursements ranging from \$57–\$350. These contributions make up less than 0.3% of the total annual budget. The DNCLD statement of revenues and expenditures is on the next page (Table 3).

At the same time, the District’s expenditures have grown at an even faster pace, climbing from \$270,812 in FY 2021–22 to a revised \$462,612 in FY 2024–25, a 71% increase. This rise is largely driven by higher personnel costs, including expanded staffing, payroll, and retirement contributions. For example, full and part-time payroll grew from \$151,380 in FY 2021–22 to nearly \$199,000 by FY 2024–25. Program and outreach costs have also grown substantially as the District continues to expand services, particularly in literacy, workforce development, and community engagement. New investments include the Summer Reading Program, the Lunch with Library Books initiative, and increased support for digital and physical infrastructure.

Overall, the Del Norte County Library District has updated fiscal management practices, using strategic investments and community partnerships to expand services and increase access. However, expenditure growth has begun to outpace stable revenue suggesting a need for long-term financial planning, including capital improvement strategies and diversified funding sources, to support the District’s evolving role as a hub of education, digital equity, and community resilience. While the District managed to maintain a balanced budget or modest surplus in several recent years (such as in FY 2022–23 and FY 2023–24) the revised budget for FY 2024–25 projects a deficit of approximately \$58,000. This signals emerging financial pressures that may require either additional revenue sources or careful cost containment to ensure continued fiscal health.

Table 3: Statement of Adopted and Actual Budget Revenues & Expenditures for the Del Norte County Library District

Del Norte County Library District Multi-Year Budgets										
	Intra/Inter	Fund	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25	FY 2025-
Line	Transfers		Actual	Adopted	Actual	Adopted	Actual	Adopted	Revised	26
70901	Intrafund Trans In Library District (Reads)			\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
70902	Intrafund Trans Out Library District (371)		(\$16,133)							
	Total Fund Transfers		(\$16,133)	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Revenues										
90010	Property Tx-Current Sec		\$214,538	\$214,000	\$237,283	\$214,500	\$256,614	\$226,867	\$226,867	\$226,867
90011	Prop Tax-Sec Supplemental		\$8,544	\$3,225	\$11,595	\$7,000	\$7,658	\$7,000	\$7,000	\$7,000
90020	Property tx-Current Unse		\$4,542	\$4,300	\$5,615	\$6,000	\$5,470	\$6,000	\$6,000	\$6,000
90091	Yield Tax		\$6,434	\$6,400	\$5,652	\$5,035	\$7,516	\$5,035	\$5,035	\$5,035
90300	Interest - DN Library		\$2,946	\$2,000	\$7,664	\$5,592	\$11,723	\$5,592	\$5,592	\$5,592
90601	Hoptr-Secured/Unsecured		\$3,280	\$3,200	\$3,187	\$3,300	\$3,119	\$3,300	\$3,300	\$3,300
90620	Pub Lib Fund/St Aid Gran		\$1,000						\$25,000	
90622	Library Outreach Grant						\$17,282	\$12,782	\$12,782	
90623	State Grants			\$20,000	\$20,000	\$25,000	\$3,400		\$10,221	\$10,221
90624	Northnet Library Grant		\$8,429	\$8,429	\$6,740	\$6,740	\$9,277	\$9,277	\$9,277	\$9,277
90741	Redevelopment Pass Thru		\$18,279	\$18,000	\$18,884		\$21,248	\$21,247	\$21,247	\$21,247
90909	Spec Dist Augmentation								\$1,000	\$1,000
91040	Book Fines		\$391	\$300	\$705	\$500	\$537	\$300	\$300	\$300
91042	Lost Book Reimbursement		\$57	\$50	\$60	\$70	\$350	\$200	\$200	\$200
91043	Postal Reserve		\$1		\$2					
91060	Photo Copies		\$1,060	\$500	\$1,613	\$1,500	\$1,326	\$900	\$900	\$900

91124	Gifts - Unspecified	\$507	\$1,000	\$16,017	\$5,000	\$1,899	\$1,500	\$1,500	\$1,500
91124	002 Gifts - Specified	\$625		\$536		\$16,718		\$50,000	\$50,000
91124	003 Zip Book Program	\$10,800		\$12,510		\$10,995		\$9,000	\$9,000
91125	Travel Reimbursements			\$2,288	\$1,500	\$3,943	\$1,000	\$4,030	\$4,000
91127	Friends of DNL	\$776	\$6,000	\$6,323	\$6,000	\$972	\$500	\$3,031	\$10,000
91128	DNC Library Foundation			\$2,800	\$500	\$2,351	\$1,000	\$1,000	\$1,000
91129	Misc Revenue	\$741	\$300	\$544	\$500	\$8,281	\$1,000	\$1,000	\$1,000
91132	Donation/New Building	\$67	\$100	\$35	\$40	\$135	\$100	\$100	\$100
91133	Wild Rivers Foundation-SR Branch			\$3,525	\$100				
91134	Cancelled Prior Year Expenses					\$52	\$52	\$52	
	Total Revenue	\$283,015	\$287,804	\$363,578	\$288,877	\$390,866	\$303,652	\$404,434	\$373,539
Expenditures									
Salaries & Benefits									
10010	Payroll	\$48,320	\$54,000	\$57,984	\$67,000	\$70,434	\$108,309	\$108,309	\$108,309
10015	Part-time/Temporary	\$103,060	\$115,000	\$119,682	\$120,185	\$108,848	\$90,783	\$90,783	\$90,783
10020	Retirement	\$15,917	\$19,439	\$18,008	\$15,356	\$20,311	\$22,972	\$21,620	\$21,620
10022	Retirement - CalPERS Unfunded				\$3,400	\$3,400	\$3,400	\$4,752	\$4,752
10030	Employee Benefits	\$2,400	\$2,500	\$1,932	\$2,100	\$1,542	\$2,288	\$2,288	\$2,288
10040	Workers Comp	\$788	\$1,200		\$1,000		\$1,000	\$1,000	\$1,000
Services & Supplies									
20121	Communications	\$3,099	\$2,580	\$3,379	\$3,343	\$30,138	\$10,000	\$19,297	\$19,297
20140	Household Expense	\$1,841	\$1,500	\$3,338	\$2,000	\$4,133	\$3,000	\$4,500	\$3,500
20141	COVID 19 PPE	\$549	\$100	\$89					
20150	Insurance	\$9,877	\$10,000	\$10,580	\$10,600	\$12,203	\$13,360	\$13,360	\$13,360
20170	Maintenance Equipment			\$195					
20180	Building Maintenance		\$5,000	\$11,782	\$5,000	\$11,053	\$5,000	\$3,203	\$3,203
20181	Building Maintenance - SR Library	\$58							

20200	Membership	\$2,685	\$1,700	\$3,262	\$3,000	\$3,123	\$3,000	\$3,900	\$3,900
20223	Postage	\$45	\$50	\$26	\$35	\$31	\$35	\$85	\$85
20224	Office Supplies	\$2,256	\$2,500	\$2,797	\$2,930	\$2,504	\$3,000	\$2,980	\$2,000
20227	Craft Supplies			\$116		\$1,425	\$1,500	\$305	\$405
20228	Promotional items			\$7,318		\$11,071	\$2,000	\$21,684	\$5,000
20230	Professional Services	\$16,480	\$20,000	\$17,023	\$18,000	\$21,167	\$18,000	\$16,150	\$3,000
20231	Prof Serv-Election		\$700	\$225	-\$275		\$500	\$500	
20232	Data Processing - Software	\$3,046	\$3,000	\$3,183	\$3,850	\$3,394	\$3,200	\$3,200	\$3,200
20233	Prof Services - County	\$16,182	\$25,000	\$15,063	\$15,100	\$13,466	\$13,500	\$15,643	\$15,643
20234	Audit Services	\$4,500	\$4,500	\$9,845	\$10,000	\$8,904	\$9,500	\$3,053	\$3,053
20236	Office Supplies-SR Branch			\$304	\$300	\$328	\$250	\$220	\$200
20240	Publications- Advertising	\$520	\$500	\$120	\$250	\$107	\$150	\$221	\$221
20250	Rents & Leases- Equipment	\$3,854	\$4,000	\$4,133	\$4,000	\$3,433	\$3,000	\$2,790	\$2,790
20260	Rent/Lease							\$366	\$366
20270	Minor Equipment	\$108	\$500						
20278	Team Building	\$1,106	\$1,200	\$367	\$500	\$477	\$500	\$200	\$200
20279	Summer Reading Prg	\$3,157	\$8,000	\$8,000	\$20,000	\$2,374	\$2,500	\$2,930	
20280	Spec Dept Expense	\$2,903	\$3,000	\$9,519	\$5,500	\$323	\$200	\$200	
20281	Volunteer Program	\$77	\$200						
20282	Magazines/Newspapers	\$239	\$500	\$175	\$250	\$145	\$100	\$130	
20284	Books 18yrs-up	\$38		-\$357		\$106			
20284-003	Zip Book Payments	\$10,157		\$10,977		\$10,729		\$17,112	\$17,112
20284-004	Munson Books	\$4,238		\$3,740		\$6,374		\$57,000	\$5,700
20286	Spec Dept Exp - Employee	\$554	\$600	\$550					
20288	Cataloging	\$2,650	\$2,000	\$1,499	\$1,500	\$462	\$1,050	\$3,624	\$3,600
20290	Travel & Training	\$541	\$700	\$2,419	\$2,734	\$5,588	\$2,500	\$5,902	\$2,000
20292	Training/Education	\$1,513	\$1,000	\$2,932	\$2,000	\$1,998	\$2,000	\$3,847	\$2,000

20294	Lunch with Library Books					\$20,725	\$12,621	\$23,958	\$23,958
20300	Utilities	\$8,051	\$23,822	\$9,790	\$10,500	\$7,056	\$7,500	\$7,500	\$7,500
	Total Expenditures	\$270,812	\$314,791	\$339,994	\$330,158	\$387,374	\$346,718	\$462,612	\$370,045
	Net Cost (formula)	\$(3,929.37)	\$(8,987.00)	\$41,583.88	\$(23,281.00)	\$21,491.73	\$(25,066.00)	\$(40,178.00)	\$21,494

Audits

For this MSR, audits of the District by Harshwal & Company LLP CPAs were provided for FY 2022-23 and FY 2023-24. The auditors found no material misstatements, no disagreements with management, and no significant difficulties during the audit. Existing accounting policies were applied consistently, financial disclosures were clear, and key estimates such as depreciation and pension liabilities were reviewed and found reasonable. Minor routine adjustments were made to update balances for depreciation, pension liabilities, and fund balances, but these were not material. Overall, the audit confirms that the District's financial statements for FY 2022-23 and FY 2023-24 present a fair and accurate picture of its finances.

These audits confirm that DNCLD is experiencing continuing operating deficits, declining net position, and significant pension liabilities (Table 4). While cash reserves remain, unrestricted resources are negative and the pension obligation dwarfs net assets. Unless revenues increase or expenses are reduced, the District's ability to sustain operations without drawing down reserves will continue to erode.

Table 4: Recent Audits for the Del Norte County Library District

Budget Category		2022-23	2023-24
Unrestricted Fund Balance		\$32,797	\$97,512
Assets	Cash and investments	\$415,761	\$380,468
	Receivables	\$2,113	\$1,368
	Assets Total	\$417,874	\$381,836
Deferred Outflow (Pension)		\$159,517	\$147,459
Liabilities	Accounts payable	\$28,471	\$27,162
	Salaries and benefits payable	\$22,892	\$22,495
	Liabilities Total	\$51,363	\$49,657
Deferred Inflow (Pension)		\$84,173	\$77,538
Revenue	Tax revenue and assessments	\$260,145	\$277,258
	Intergovernmental revenues	\$116,366	\$154,373
	Charges for services	\$2,318	\$1,864
	Interest and investment earnings	\$7,664	\$11,723
	Misc revenues	\$32,327	\$40,740
	Revenue Total	\$418,820	\$485,958
Expendit	Salaries and benefits	\$275,130	\$287,426
	Services, supplies, and other	\$167,958	\$232,864
	Capital Outlay	\$4,881	
	Expenditures Total	\$447,969	\$520,290
Net change in fund balance		\$(29,149)	\$(34,332)

Grants and Grant Concerns

The Del Norte County Library District is actively seeking new funding sources and pursuing multiple grant opportunities. However, it currently faces uncertainty in sustaining and managing its existing grants. The District is the recipient of three active grants funded through the Institute of Museum and Library Services (IMLS), which are administered by the State of California as part of the Library Services and Technology Act (LSTA) program. These grants support a variety of library services but require timely and accurate reporting to maintain eligibility.

To expand services and improve infrastructure, the District has reached out to the Klamath Promise Neighborhood, which has expressed willingness to support the purchase of a bookmobile, new library computers, and possibly to continue funding book distribution at community events. The District is also part of the NorthNet Library System, a regional consortium that provides shared resources and support for public libraries across Northern California.

Despite these efforts, DNCLD has faced challenges in managing certain grant funds. Specifically, concerns have arisen regarding its participation in the CLLS program as mentioned previously. In 2022, the CSL worked with the District to develop a plan to spend \$7,567 in remaining FY 2021–22 CLLS funds by April 2023. CSL also helped the District create a plan to expend its FY 2022–23 funds and reduced its eligible award for FY 2023–24 to allow time to use up previous allocations.

The Library’s Mid-Year Report for FY 2023–24 stated there were no remaining CLLS funds from FY 2021–22 or 2022–23 and that the District was projected to spend its current allocations for adult literacy, family literacy and ESL services. The Library Director subsequently contacted CSL in May 2024, with concerns the District would not fully expend its FY 2023–24 ESL funding.

Further conversations between July and August 2024 revealed inconsistencies between the District’s verbal updates and its written financial reports. CSL staff discovered that not all literacy funds from previous years had been spent and that unreported balances remained. These findings raised concerns about the District’s financial tracking and reporting practices.

CSL staff reviewed the District’s internal reports, budget modifications, and documents from the County Auditor-Controller’s Office. The discrepancies suggested that the DNCLD may have difficulty accurately tracking and reporting fund usage, and that earlier reports may not have reflected actual expenditures. As a result, the State Library questioned the District’s fiscal accountability and the reliability of its grant administration.

These discrepancies emerged despite prior efforts by the State Library to assist with budget modifications and expenditure plans. CSL has since recommended temporary suspension from the CLLS program and requested repayment of unspent funds. The District is now working to implement corrective measures, including an independent audit.

The program’s new coordinator, Terrin Musbach, who was hired in August 2024, has led efforts to rebuild integrity and programming (Andrews J. C., 2025). Under her leadership, Del Norte Reads has expanded from 3 tutors and 9 learners to 10 tutors and 28 learners and aims to restart family

literacy programs. In the meantime, the program is being sustained by local grants and contributions (Andrews J. C., 2025).

Del Norte Reads

Del Norte Reads is the Library District's adult and family literacy program funded through CLLS. This program provides free tutoring in reading, writing, basic math, and English as a Second Language. Services include one-on-one tutoring, ESL conversation groups, and family literacy activities, with instruction delivered by trained volunteers under the coordination of the Literacy Coordinator.

A February 7, 2025 letter from the California State Library placed the program on a funding hiatus for the 2024–2025 period because of difficulties in timely spending and expense tracking (CLLS, 2025). Although no new CLLS Adult Literacy Services funding will be issued for that year, Del Norte Reads remains an active CLLS participant and must continue services using local funds and unspent prior-year CLLS funds while completing required reports and regular check-ins with state library staff.

The Del Norte Reads multi-year budgets show a significant contraction in both revenues and expenditures as the program transitions from full CLLS funding to a reduced funding environment (see Table 5 on the next page). In FY 2024-25, the adopted and revised budgets each included \$18,000 in intrafund transfers and \$71,620 in CLLS grant revenue, supporting total expenditures of about \$124,556 (revised to \$121,398). Most costs were for part-time staffing and benefits, rent, books and educational materials, and program supplies. By FY 2025-26, projected revenues drop sharply to \$10,000 from the Del Norte County Library Foundation with no CLLS grant, while expenditures are expected to fall to \$34,136, reflecting reductions in salaries, benefits, and program supplies. The net cost decreases from roughly \$31,800 to about \$6,100 as the program scales back operations to match the loss of state grant funding.

To address this fiscal challenge and sustain literacy programming, the District recently demonstrated a focused effort to diversify and expand its financial resources by entering into an agreement with the Yurok Tribe to administer and implement the Del Norte Reads – KPN Literacy Partnership (Yurok Tribe, 2025). The contract, valued at \$411,237.69 for the period of September 2025 through December 2026, funds an expansion of youth, family, and adult literacy services under the KPN initiative. The agreement establishes the District as an independent contractor responsible for program management, staffing, data reporting, and outcomes evaluation in alignment with Promise Neighborhood performance indicators related to academic achievement, family engagement, and community stability. The program is supported by a local match of approximately \$18,000 from the Library District and includes funding for personnel, consulting services, curriculum materials, and technology improvements. The Del Norte Reads Operations Budget allocates roughly \$264,000 for staffing, \$12,500 for consultants, \$35,000 for travel and outreach, \$54,000 for materials and supplies, and \$6,700 for equipment, with remaining funds covering program services and subscriptions. All expenditures are subject to quarterly reporting, Results-Based Accountability (RBA) tracking, and Yurok Tribe audit provisions, ensuring transparent financial management and measurable program performance.

Table 5: Adopted/Revised Budget Revenues & Expenditures for Del Norte Reads

Del Norte Reads Multi-Year Budgets			
Intra/Inter Fund Transfers	FY 2024-25 Adopted	FY 2024-25 Revised	FY 2025-26 Adopted
Intrafund Trans In Library District	\$18,000	\$18,000	\$18,000
Total Fund Transfers	\$18,000	\$18,000	\$18,000
Revenues			
CLLS Grant	\$71,620	\$71,620	
DNC Library Foundation			\$10,000
Total Revenue	\$71,620	\$71,620	\$10,000
Expenditures			
Salaries & Benefits			
Part-time/Temporary	\$60,000	\$60,000	\$22,200
Retirement	\$3,000	\$3,000	\$1,682
Employee Benefits	\$500	\$500	\$352
Services & Supplies			
Communications	\$1,500	\$1,500	\$894
Membership	\$500	\$500	
Office Supplies	\$1,000	\$2,261	
Craft Supplies	\$1,817	\$1,680	
Prof Serv- Special Events		\$263	
Publications-Advertising	\$3,000	\$3,000	
Rent	\$11,824	\$11,824	\$9,008
Minor Equipment	\$3,177	\$3,176	
Special Department Expense		\$57	
Spec Dept Expense	\$200	\$239	
Books-ESL	\$14,443	\$14,443	
Books	\$9,356	\$6,179	
Manipulatives & Software	\$984	\$984	
Books- Familt Literacy	\$5,755	\$4,292	
Promotional Items	\$4,500	\$4,500	
Educational Workbooks	\$1,000	\$1,000	
Travel & Training	\$2,000	\$2,000	
Total Expenditures	\$124,556	\$121,398	\$34,136
Net Cost (formula)	\$ (34,936.00)	\$(31,778.35)	\$(6,136.00)

MUNICIPAL SERVICE REVIEW DETERMINATIONS

As set forth in §56430(a) of the CKH Act, in order to prepare and to update the SOI in accordance with §56425, the commission shall conduct a service review of the municipal services provided in the county or other appropriate area designated by the commission. The commission shall include in the area designated for a service review the county, the region, the sub-region, or any other geographic area as is appropriate for an analysis of the service or services to be reviewed, and shall prepare a written statement of its determinations with respect to each of the following:

1) Growth and population projections for the affected area.

According to the US Census, the total population in Del Norte County was 28,610 in 2010. The US Census Population Estimates Program in 2020 gave the population as 27,743 indicating a loss of 867 in population since the last Census estimate (U.S. Census Bureau, 2025). The District largely contains resource and rural residential land and will likely continue to decrease at the projected county-wide rate of -0.31% average annual loss in population (California Department of Finance, 2025). Del Norte County's projected population is 26,488 in 2025 and 26,074 in 2030 (California Department of Finance, 2025). Del Norte is one of the counties with the least growth in comparison with the state and other counties. The DNCLD serves the entire County and has the capacity to accommodate its current population and the projected population loss, however, continued population loss may affect service demand, staffing pools, and revenue bases. Long-range MSR planning should account for possible declining tax revenue and excess facility capacity unless offset by economic-development initiatives.

2) The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere.

Eighty percent of the statewide annual median household income is \$77,067 (U.S. Census Bureau, 2025). The Del Norte County median household income is \$66,780, which is below the 80% threshold referenced above. This prompts the Commission to prepare a written determination on infrastructure needs or deficiencies within or contiguous to the DNCLD's sphere of influence.

The District serves the entire unincorporated area of Del Norte County and the incorporated City of Crescent City. There are a number of small unincorporated communities in the County including Klamath to the south of Crescent City, Bertsch–Oceanview to the north of Crescent City, Hiouchi and Gasquet to the east, Fort Dick and Smith River to the north. These areas are rural, have low household incomes (44–79% of California's MHI), and lack urban services, marking them as priority zones for public infrastructure and environmental justice investments (North Coast Water Board, 2023). Del Norte County is largely rural in character comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned.

The District offers free services to County residents who can check out books, audio, digital resources, and use computers with internet access and printing capabilities. Meeting space is also available for use by library patrons. The District operates the main library in Crescent City and a

branch in Smith River; however, there are no library services in Klamath, Hiouchi, or Gasquet. However, there have been seven Little Free Library boxes across the region by the Friends of the Del Norte Library to extend the reach of Library services. The Del Norte Reads program also provides free services including English as a second language classes, GED preparation classes, basic computer classes, and literacy tutoring. The Del Norte Read's recently expanded their capacity to deliver family and youth literacy programs by entering into a partnership with the Yurok Tribe's KPN initiative. This collaboration enhances the District's reach into underserved communities.

3) Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged, unincorporated communities within or contiguous to the sphere.

The District provides library services to County residents from branches in Crescent City and Smith River and operates the Del Norte Reads program. These locations adequately serve County residents and fulfill the District's mission to assure public ownership of print collections, digital resources, and gathering space for the citizens of the District. Therefore, the District meets current and projected future demand for services.

4) Financial ability of agencies to provide services.

The District has limited funding to finance desired programs. The District receives most of its funding through property taxes, grant funding contributions, and fines. The Board of Trustees make budget decisions for the District. The District notes that as a special district they are not as dependent on state and federal funding as many other rural libraries, which has been an asset during the recent budget crisis. The District has recently demonstrated a concentrated effort to diversify its revenue sources by having their Del Norte Reads program enter into a formal partnership with the Yurok Tribe's KPN initiative to deliver family and youth literacy programs as a contractor for the Tribe.

5) Status of, and opportunities for, shared facilities.

The main library in Crescent City offers a community group meeting space. The Smith River branch library is provided space to operate rent free in the Smith River Community Hall and is staffed by a single part-time employee. Del Norte Reads is a library Literacy Program in partnership with the Del Norte County Library District. It is a grant/donation funded program through the California Library Services and it receives donations and funding through various community partnerships.

6) Accountability for community service needs, including governmental structure and operational efficiencies.

The District is staffed by a combination of 12 paid staff and 5-10 volunteer staff. The District has shown the ability to operate efficiently with minimal staff and budget. The interim Library Director is currently only working 30 hours and it is hoped the replacement will be a full-time 40 hours position, however this could be affected by budget and candidate availability. In addition, there are six regular-part-time (RPT) library technicians, two relief technicians, one RPT bookkeeper, one Del Norte Reads Literacy Coordinator, one assistant, and one branch technician at the Smith River

branch. The Literacy Coordinator is a part-time hourly position which is entirely grant funded and will need alternate funding if CLLS funds are not renewed. No other potential options were identified with regard to DNCLD's government structure that would allow for more effective or efficient service provision.

The DNCLD has a Board of Trustees that are elected by registered voters within the district. The Board approves the Library Director who acts as the chief administrative officer for the District. The Board meets regularly, and district board meetings comply with the provisions of the Brown Act. The District has a website where information is made available to the public, such as board meeting agendas and minutes, and the activities of the District. The District demonstrated full accountability in its disclosure of information and cooperation with LAFCo. The agency responded to LAFCo's written questionnaires and cooperated with LAFCo inquiries and document requests.

7) Any other matter related to effective or efficient service delivery, as required by commission policy.

To expand services and improve infrastructure, the District has reached out to the Klamath Promise Neighborhood, which has expressed willingness to support the purchase of a bookmobile, new library computers, and possibly to continue funding book distribution at community events. There are no further matters related to effective or efficient service delivery to report at this time.

SPHERE OF INFLUENCE DETERMINATIONS

In order to carry out its purposes and responsibilities for planning and shaping the logical and orderly development of local governmental agencies to advantageously provide for the present and future needs of the county and its communities, the commission shall develop and determine the sphere of influence of each district, as defined by Government Code §56036, and enact policies designed to promote the logical and orderly development of areas within the sphere. In determining the sphere of influence of each local agency, the commission shall consider and prepare a written statement of its determinations with respect to the following:

1) The present and planned land uses in the area, including agricultural and open-space lands.

The DNCLD's service area and sphere of influence are coterminous with the Del Norte County boundary as shown on Figure 1. The District covers the entire unincorporated area of Del Norte County and the City of Crescent City. Land uses within the District boundaries are subject to the Del Norte County General Plan and Crescent City General Plan. Del Norte County is comprised of approximately 683,500 acres, of which approximately 192,357 acres (28%) are privately owned and 489,697 acres (72%) are publicly owned. As the DNCLD sphere is coterminous with the District boundary and the Del Norte County boundary, there is no opportunity to expand the SOI and therefore no recommended changes.

2) The present and probable need for public facilities and services in the area.

The DNCLD provides the only public library services in Del Norte County. As stated in the mission statement their existence assures public ownership of library materials and collections. The District will continue to serve the present and projected future library services needs in Del Norte County.

3) The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide.

The DNCLD provides library services to Del Norte County. Overall, the district currently functions efficiently. The DNCLD budget demonstrates that the District has the ability to acquire sufficient revenues to cover expenses and sustain the district at its current capacity.

4) The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency.

The district serves all of Del Norte County including unincorporated communities and the City of Crescent City. No areas of social or economic interest are known that are not already being served by the district. The Del Norte Reads program provides free services including ESL classes, GED preparation classes, basic computer classes, and literacy tutoring.

5) For an update of a sphere of influence of a city or special district that provides public facilities or services related to sewers, municipal and industrial water, or structural fire protection, the present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing sphere.

The District SOI has no ability to expand due to it already covering the entire County and therefore it is not proposed to be updated. The Municipal Services Review determination made for disadvantaged unincorporated communities applies to this determination as well.

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