



SANTA CRUZ PUBLIC
LIBRARIES
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD

Monday, April 4, 2011
Santa Cruz Board of Supervisors Chambers
701 Ocean Street, 5th Floor

6:30 PM PUBLIC MEETING

1. ROLL CALL

PROCLAMATION RECOGNIZING NATIONAL BOOKMOBILE DAY 2011

PROCLAMATION HONORING AND THANKING MEMBERS OF THE TASK
FORCE

2. APPROVE AGENDA OF APRIL 4, 2011

3. APPROVE MINUTES OF FEBRUARY 7, 2011 (PG. 3-6)

4. APPROVE MINUTES OF MARCH 7, 2011 (PG. 7-10)

5. ORAL COMMUNICATIONS

6. CONSENT AGENDA

A. Lease for new Scotts Valley Library (PG. 11-34)

7. WRITTEN COMMUNICATIONS

A. Articles About Santa Cruz and California Libraries (PG. 75-104)

B. Patron Written Comments (PG. 105-132)

C. Articles on Libraries Nation Wide (PG. 133-163)

D. Monthly Narrative Reports- March 2011 (PG. 164-170)

E. Monthly Statistical Report – through February (PG. 171-177)

F. Advocacy Breakfast Invitation (PG. 178)

8. REPORTS OF ADVISORY BODIES

A. Friends of the Santa Cruz Libraries, Inc. (oral)

B. Finance Committee Minutes and Oral Report (PG. 35-36)

9. MEMBER REPORTS

- A. Scotts Valley Report (Reed)
- B. Capitola Report (Storey)

10. STAFF REPORTS

- A. February Financials (PG. 37-46)

11. OTHER BUSINESS

- A. Adoption of service model
 - i. Minutes & Notes from Community Meetings (PG. 47-51)
 - ii. Service Model & Financial Summary (PG. 52-56)
 - iii. Staffing Model (PG. 57-72)
- B. Public Input on FY 11/12 Budget (oral)
- C. Parking lot review (PG. 74)

12. NEXT MEETING

The next regularly scheduled meeting is Monday, May 2, 2011 at 6:30 p.m.

13. ADJOURN

The Library Joint Powers Authority Board will adjourn from the regularly scheduled meeting of April 4, 2011 to the next regularly scheduled public meeting on May 2, 2011 at 6:30 pm in the Community Meeting Room of the Central Branch Library.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, the Library requests that you attend fragrance free. The Central Branch Library is a fully accessible facility. If you wish to attend this public meeting, and you will require special assistance such as sign language or other special devices in order to attend and participate, please call (831) 427-7706 seventy-two (72) hours prior to the event to make arrangements for assistance. Upon request, agendas for public meetings can be provided in a format to accommodate special needs.



SANTA CRUZ • PUBLIC
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**PROCLAMATION OF THE SANTA CRUZ LIBRARY JOINT POWERS
AUTHORITY BOARD RECOGNIZING NATIONAL BOOKMOBILE DAY 2011**

WHEREAS, libraries everywhere play a vital role in supporting the quality of life in their communities;

WHEREAS, librarians are trained professionals, helping people of all ages and backgrounds find and interpret the information they need to live, learn and work in a challenging economy;

WHEREAS, for over 100 years, bookmobiles and direct-delivery outreach services have played a vital role in fulfilling the mission of libraries, bringing the resources of libraries and the expertise of librarians directly to all kinds of communities – rural, urban and suburban;

WHEREAS, bookmobiles are modern, changing and dynamic mobile information centers for the 21st century, providing not just books, but DVDs, music, resources for job searches, and more;

WHEREAS, as an extension of libraries, bookmobiles are part of the American Dream – places for opportunity, education, self-help and lifelong learning;

WHEREAS, bookmobile use is up nationwide among all types of library users;

WHEREAS, libraries, librarians, library workers and supporters across America are celebrating National Bookmobile Day during National Library Week;

NOW, THEREFORE, WE the Library Joint Powers Authority Board
Do hereby proclaim Tuesday, April 12, 2011 as

National Bookmobile Day

We encourage all residents to visit the Santa Cruz Bookmobile that day to take advantage of the wonderful library resources available @ your library, brought directly to you by bookmobiles.

Signed this 4th Day of April, 2011.



SANTA CRUZ • PUBLIC
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**PROCLAMATION OF THE SANTA CRUZ LIBRARY JOINT POWERS
AUTHORITY BOARD HONORING AND THANKING
THE MEMBERS OF THE SERVICE MODELS TASK FORCE**

WHEREAS, the Board would like to honor and thank the following members of the
Fiscally Sustainable Alternative Service Models Task Force:

Board Members

Barbara Gorson
Ellen Pirie
Nancy Gerdt
Leigh Poitinger

Staff

Teresa Landers
Kira Henifin
Linda Gault
Valerie Murphy

Community Members

Johanna Bowen (Live Oak)
Toni Campbell (Central)
Dick English (Aptos)
Cindy Jackson (La Selva Beach)
Bryn Kanar (Branciforte)
Thomas Karwin (Garfield Park)
Michael Keogh (Scotts Valley)
Darby Kremers (Boulder Creek)
Paul Machlis (Felton)
Michael Termini (Capitola)
Sam Shields (SJSU intern)
Suzanne Koebler (volunteer Conflict Resolution Center facilitator)

WHEREAS, these members worked for six months, meeting weekly to study, learn and compile library information and statistics.

WHEREAS, concluding their work with four (4) complete financially sustainable library service models for the Board to consider

NOW, THEREFORE, WE the Library Joint Powers Authority Board
Do hereby honor and thank the members of the task force who worked tirelessly while serving on the Library Service Models Task Force.

Signed this 4th day of April, 2011.

SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD

MINUTES

February 7, 2011

Louden Nelson Auditorium
301 Center Street, Santa Cruz

6:30 PM STUDY SESSION AND PUBLIC HEARING

I. ROLL CALL

Present: Citizen Nancy Gerdt, Citizen Barbara Gorson, Citizen Leigh Poitinger, Councilmember Jim Reed, Councilmember David Terrazas, Councilmember Katherine Beiers, Supervisor Mark Stone, Supervisor Ellen Pirie

Absent: Councilmember Sam Storey

Staff: Teresa Landers, Director of Libraries

II. APPROVAL OF MEETING AGENDA OF FEBRUARY 7, 2011

Supervisor Stone moved, seconded by Councilmember Beiers

that the Board approve the agenda of February 7, 2011.

UNAN

Absent: Storey

III. PRESENTATION OF TASK FORCE REPORT

The Library Director presented to the Board the final Task Force report including the process and models A-D.

VI. PUBLIC COMMENT ON TASK FORCE REPORT

Forty-two members of the public spoke to the Board for two minutes each expressing their thoughts on the models presented.

VII. BOARD DISCUSSION

The Library Director presented her vision for the future for the Santa Cruz Library System. She illustrated recent and historical changes in library materials that have led to new formats and said that digital formats, which are quickly becoming a demand in libraries, are not dependent upon physical facilities in order to be accessed. Director Landers indicated that

during the data gathering for the strategic plan, public participants identified the largest threats the library faced as: financial situation, the Internet and Google and e-books. Landers reviewed the task force charge and said it included looking at how the library could best be positioned for the futures. She stressed that libraries need to redefine themselves in order to stay relevant and pointed out that the task force service models that embrace a visionary view for the futures of the public library are ones that will best serve the community. She affirmed that creating a library system where library professionals are allowed to provide services and programs that no one else can and in ways no one else can is key. She further stated that taking library professionals out into the community where people are is an important trend in the library world. She acknowledged that these trends will most likely change libraries as we know them, but indicated that this does not have to mean a degradation of services and/or programs.

Director Landers expressed her support for whichever model is adopted by the Board, but stated that it was her professional responsibility to share her recommendations. She recommended Model D because she felt it was the most visionary and offered the most opportunity for the greatest rewards. In her opinion, it broadens the definition of library service so that the library serves a wider population rather than a narrower one. She indicated that she believes that Model D looks at library service in a holistic way as a system and it takes into account the best interest of the citizens as a whole. She stated that she believes that Model D is the most financially viable of all the models.

The Board then was given 5 minutes each to express their thoughts.

Councilmember Terrazas was impressed with the public comments and overall interest in the future of the library system. He is sensitive to the value libraries add to families and that these families will be impacted by the Board's final decision. Terrazas would like to see an alternative to the level of service provided in the communities where library branches would be repurposed.

Councilmember Beiers was not prepared to make remarks.

Supervisor Stone stated that he is glad there are two models that keep all branches open. He reminded the Board that libraries bring a sense of community and that the Board has made promises over the years to the entire county to keep the libraries open.

Citizenmember Gerdt expressed concern that Model C was being portrayed as an old style library that will not move into the future. She restated that Model C commits 8.5% to the materials budget and spends \$1 million for programs and services. Gerdt stated that Library Director was hired to unite the system and she feels our system is being divided again. Gerdt also feels that library staff has a real hatred for the smaller branches. Gerdt is tired of fighting the battle of closing branches. In closing Gerdt reflected on her time spent working on the task force. She said she learned that no system that closes branches has been able to implement a new kind of service and that systems that have had to close branches are ones that are financially failing.

Citizenmember Poitinger expressed her concern that the library system has a sustainability problem. She feels model D offers greater outreach. She is also concerned with the level of services and programs described in model C. Poitinger wishes we could keep everything open but does not think this is possible given the financial situation the library faces.

Supervisor Pirie recounted that before the task force began its work; the Board wanted to keep all branches open but did not think it was possible. At the conclusion of the task force, two of the task force models kept all 10 branches open. Supervisor Pirie thought this was very exciting news and that the Board and the Director would share in this excitement. She is very disappointed that this is not the case. Pirie believes model D is neither bold nor visionary. It takes library service away from the people by closing branches. Supervisor Pirie believes there will be broken promises to the community if the Board adopts model D. She feels the Board will never again have a successful tax measure to support our library system.

Councilmember Reed thanked the task force for all the hours of work they spent on developing the four models and the final report. Reed read from the Measure R ballot statement:

Measure R is not a new tax and the tax rate will not increase. Yes on R simply continues existing library funding before it expires. Without your vote, our libraries will lose more than half their funding and will be forced to make deep cutbacks in book collections, services and hours.

Councilmember Reed specified a specific intent in Measure R that was to update the book collection. Currently the library's collection budget is a fraction of the 12% industry standard. When the library system was doing relatively well the SCPL book budget was only 8%. Reed feels we have more library system than we can afford. He also stated that he did not recall the task force being charged with finding a financially sustainable model keeping all 10 branches open but rather a financially sustainable model period.

Councilmember Reed also spoke to the rising health care and PERS costs that the library system will soon face. In the task force budget projections, the assumption was a 1% increase annually. Industry professionals suggest these projections should be closer to 3.5%, which will ultimately affect all the models. Model D is the most stringent fiscally to help mitigate these projected increases.

Citizenmember Gorson commented that the library system is already unfair to many residents if the definition is that each community should have a library branch. More than one third of our population does not have a neighborhood branch library. She stated our library system cannot afford 10 branches any more and that model A and C are not financially sustainable. There has been a decrease in usage of the library system even before the recession and decrease in hours. From 00/01 – 07/08 there has been a consistent decrease in usage. Gorson restated that the job of the Board is to look at servicing the entire community of Santa Cruz County. Gorson expressed that what she loves more than the physical library facility is the services the library provides and the transformation these

services can give to a community; but we cannot afford to expand services and to reallocate resources to the people who are underserved today. Statistics have shown that over half of the people who are from Garfield Park, La Selva Beach and Felton use other libraries. She believes patrons can adjust their use to another library (admittedly with some adjustment) and that libraries should not stay open to serve as community centers. Libraries are paid for with tax dollars and should be staffed with professionals to be run as a library and secondly to be a community gathering place.

XI. NEXT MEETING

The next regularly scheduled meeting is Monday, February 14, 2011 at 6:30 pm.

XII. ADJOURN

The study session and public hearing adjourned at 9:50 p.m.

Respectfully submitted,


Kira Henifin, Clerk of the Board

All documents referred to in these minutes are available in the Library Office.

SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD

MINUTES

March 7, 2011

Santa Cruz County Chambers
701 Ocean Street 5th Floor
Santa Cruz, CA

6:00 PM CLOSED SESSION MEETING

Labor Negotiations (Government Code §69967.6)

Lisa Sullivan, City of Santa Cruz Human Resources Director
Employee Organizations- Service Employees International Union
Supervisory Employees, Operating Engineers
Mid-Management, Operating Engineers

6:30 PM PUBLIC MEETING

Chair Gorson reported out on the closed session meeting with Lisa Sullivan, Human Resources Director. During the meeting, information was provided regarding labor negotiations but no decisions were made.

I. ROLL CALL

Present: Citizen Nancy Gerdt, Citizen Barbara Gorson, Citizen Leigh Poitinger, Councilmember Randy Johnson (6:40 pm), Councilmember David Terrazas, Councilmember Katherine Beiers, Supervisor Mark Stone, Supervisor Ellen Pirie, Councilmember Sam Storey

Staff: Teresa Landers, Director of Libraries

II. APPROVAL OF MEETING AGENDA OF MARCH 7, 2011

Councilmember Terrazas moved, seconded by Councilmember Storey

that the Board approve the agenda of March 7, 2011.

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III. APPROVE MINUTES OF FEBRUARY 7, 2011 & FEBRUARY 14, 2011

Supervisor Pirie moved, seconded by Councilmember Storey

that the Board postpone the approval of the February 7, 2011 meeting minutes until the next regularly scheduled Board meeting of April 4, 2011.

UNAN

Absent: Johnson

Supervisor Pirie moved, seconded by Councilmember Storey

that the Board approve the minutes of February 14, 2011.

UNAN

Absent: Johnson

IV. ORAL COMMUNICATIONS

A. Friends of the Santa Cruz Libraries, Inc.

Carole McPherson, Vice President reported the following Friends' activities:

- Held an Orientation for New Board Members
- Enlarged the Number of People Serving on the Board for Fundraising Efforts
- 3/25 Recognition of Volunteers
- Technology Campaign; so far pledges and gifts= \$25,000
- Friends Membership Renewal Continues to Increase
- Lobby Bookstore Celebrated 1 Year Anniversary and was Voted Best Little Book Store
 - The Store Currently Averages \$500/week
- Financial Statements were Provided

V. CONSENT AGENDA

A. Contract for Cheryl Gould

Item moved to 8B.

VI. WRITTEN COMMUNICATION

- A. Articles About Santa Cruz and California Libraries
- B. Patron Written Comments
- C. Patron Comments About Service Models
- D. Articles on Libraries Nation Wide
- E. Monthly Narrative Reports
- F. Monthly Statistical Report
- G. County Appointment of LJPB Alternate

- H. Response to Questions Raised at Meetings on February 7 and 14 and In Subsequent Emails and Other Patron Correspondence

VII. STAFF REPORTS

- A. Monthly Financial Reports

The Library Director reported on the current financial status of the library and the Board reviewed revenues, expenditures and cash flow for the library system.

- B. Mid-year Budget Projections & Request to Release Funds for Materials

Supervisor Pirie moved, seconded by Councilmember Terrazas

that the Board authorize the expenditure of \$70,000 for library materials based on mid-year projections.

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- C. Update on New ILS Implementation Plan

The library is currently testing the migration of the data from the old software to the new software. The go live date is tentatively set for Labor Day Weekend 2011. The library may need to put a moratorium on holds while the final migration takes place.

VII. OTHER BUSINESS

- A. Update on Library Service Model Board Subcommittee

Councilmember Terrazas reported to the Board on the Service Model Subcommittee meetings. The subcommittee has met 3 times since the February 14th Board meeting. The subcommittee is confident they will bring back a 10-branch model. They will focus on consistent hours, a financially sustainable model and one that invests in new resources. Finally, the subcommittee is focused on meeting the needs expressed by the community at large.

The subcommittee will have its final recommendation to the Board at its April 4, 2011 meeting. On March 22nd the subcommittee will make their draft proposal available to all Board members and the public. They will then schedule three meetings to discuss the draft proposal with the community before the April 4th meeting. The subcommittee may modify the draft proposal based on community input.

- B. Cheryl Gould Contract

Supervisor Pirie moved, seconded by Councilmember Terrazas

that the Board authorize the Director of Libraries to sign a contract with Cheryl Gould for resiliency to change training for library staff. This training is funded through a grant paid for by the California State Library.

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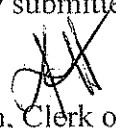
VIII. NEXT MEETING

The next regularly scheduled meeting is Monday, April 4, 2011 at 6:30 pm.

IX. ADJOURN

The regular meeting adjourned at 7:55 p.m.

Respectfully submitted,



Kira Henifin, Clerk of the Board

All documents referred to in these minutes are available in the Library Office.

SCOTTS VALLEY LIBRARY LEASE AGREEMENT

THIS SCOTTS VALLEY LIBRARY LEASE AGREEMENT (the "Agreement") is made this ____ day of _____, 2011, between the Scotts Valley Redevelopment Agency ("Landlord") and the Santa Cruz County Library Joint Powers Authority ("Tenant"). Landlord and Tenant agree to all of the terms and conditions of this Agreement as follows:

ARTICLE 1 - BASIC LEASE PROVISIONS

The following are basic terms applicable to this Agreement. The Sections and Exhibits referenced below in parenthesis explain and define the basic terms specified below and are to be read in conjunction with basic terms herein:

- 1.01 **Commencement of Term**. June 1, 2011 (Section 3.01).
- 1.02 **Term**. 30 year term which expires May 31, 2041 unless terminated in accordance with Section 3.04.
- 1.03 **Building**. The building located at 251 Kings Village Road, Scotts Valley.
- 1.04 **Premises**. A portion of the Building and the rear outdoor patio of approximately 3500 square feet and associated parking.
- 1.05 **Floor Area**. 13,150 square feet.
- 1.06 **Rent**. \$1.00 per year.
- 1.07 **Use of Premises**. Premises shall be utilized solely for the operation of the Scotts Valley Branch Library (Section 8.01).

ARTICLE 2 - LEASE OF PREMISES

2.01 **Scotts Valley Redevelopment Agency as Landlord**. Tenant acknowledges and understands that Landlord is a public agency consisting of numerous offices, departments, agencies and districts. Whenever a provision contained in this Agreement, or any extension, modification or amendment, requires the written consent of Landlord, such consent must be obtained from the then acting Executive Director of the Scotts Valley Redevelopment Agency. Tenant may not rely on any statement or representation by any other employee, agent or representative of Landlord in obtaining such consent and any such statement or representation other than the express written consent of the Executive Director shall be null and void and have no effect. Nothing contained in this Section shall limit in any way the authority of any office, department, agency or district of the Redevelopment Agency from approving or withholding consent to any event or activity regulate by local law.

2.02 Premises. Landlord leases to Tenant and Tenant leases from Landlord the Premises. The Premises shall not include, and the Tenant shall have no rights in, the remainder of the building that is not currently improved. A diagram of the location of the Premises is attached to this Agreement as Exhibit A. A floor plan of the Premises is attached to this Agreement as Exhibit B.

2.03 Reservations. Landlord reserves the right at any time with 24 hours notice to Tenant to make alterations or additions to the exterior of the Premises, the remainder of the building, the parking lot and the landscaping on the property. Landlord also reserves the right to construct other buildings or improvements on the property and to make alterations or additions thereto. Easements for light and air are not granted in this Agreement. Landlord further reserves the right to enter and access the roof of the Premises or to repair and maintain the roof and to use any space within walls or above the ceiling finish and beneath the floor surface for utility lines and conduits. Landlord further reserves the right to use the multipurpose room located within the Premises in accordance with Tenant's meeting room policy. Landlord shall be deemed a government agency under the policy.

2.04 Condition of Premises. Tenant acknowledges that it recognizes the uniqueness of the Premises and accepts them in their current and disclosed condition existing on the effective date of this Agreement, subject to all applicable zoning, municipal, county or state laws, ordinances and regulations affecting the use of the Premises. Tenant acknowledges that it has satisfied itself, by its own independent investigation that the Premises are suitable for its intended use and neither Landlord nor its agents or representatives have made any representation or warranty as to the present or future suitability of the Premises for the conduct of Tenant's business.

ARTICLE 3 - TERM

3.01 Commencement of Term. The term (the "Term") of this Agreement shall commence on the date specified in Section 1.01 (the "Commencement Date") and shall continue until the date of termination specified in Section 1.02, unless terminated sooner in accordance with the terms and provisions of this Agreement.

3.02 Extension of Term. If Tenant is not in default at any time during the Term of this Agreement, Tenant shall have the option to extend the Term of this Agreement for one 10-year period (the "Extended Term") following the expiration of the Term, upon the same terms and provisions contained in this Agreement. Tenant may exercise said option to extend the Term, and the Extended Term, by giving written notice to Landlord at least four (4) but not more than six (6) months before the expiration of the Term. If Tenant has failed to cure a default in accordance with Section 13.02 of this Agreement, at any time during the Term, or the Extended Term, of this Agreement, Tenant's election to extend the Term of this Agreement shall be totally

ineffective and this Lease shall expire at the end of the initial term, or the Extended Term, unless otherwise terminated earlier in accordance with this Agreement.

3.03 Early Termination. In the event the Santa Cruz County Library Joint Powers Authority is no longer in existence or the City of Scotts Valley ceases to be a member of the Santa Cruz County Library Joint Powers Authority, either party may terminate this Agreement with 45 days notice to the other party.

ARTICLE 4 - RENT

The Rent for the premises shall be \$1.00 per year payable to Landlord on June 1st of each year of the Term.

ARTICLE 5 - TAXES AND ASSESSMENTS

5.01 Personal Property Taxes. Tenant shall pay before delinquency all federal, state or local taxes, assessments, license fees, and other charges that are levied and assessed against Tenant's personal property installed or located in or on the building, and that become payable during the term. On demand by Landlord, Tenant shall furnish Landlord with satisfactory evidence of these payments.

5.02 Possessory Interest Taxes. Tenant shall pay before delinquency all possessory interest taxes, assessments, license fees, and other charges that are levied and assessed against the leasehold interest. "Possessory Interest Tax" means that tax imposed pursuant to laws of the State of California on leaseholds of tax exempt property and does not include taxes on Tenant's inventory, personal, or any other tax or assessment that is presently or may, in the future be levied. On demand by Landlord, Tenant shall furnish Landlord with satisfactory evidence of these payments.

ARTICLE 6 - OPERATING EXPENSES

6.01 Share of Operating Expenses As Additional Rent. In addition to the Rent specified above, Tenant shall pay as additional rent a pro rata amount of certain expenses (the "Operating Expenses") incurred by Landlord in the operation and maintenance of the Premises. These common operating expenses include, but are not limited to, general maintenance and repair of exterior siding, periodic cleaning of the roof, periodic cleaning of the water recharge system, maintenance of the parking lot, and cleaning of windows. On or before February 1 of each year, Landlord shall provide Tenant with an estimate of the annual operating expenses for the following year. After the end of each fiscal year, Landlord shall deliver to Tenant a statement of Tenant's share of the Operating Expenses for such fiscal year, accompanied by a computation of the difference between the estimated expenses provided by February 1 and the actual expenses. If Tenant's payments are less than Tenant's share thereof, then Tenant shall pay the difference within twenty (20) days after receipt of such statement. If Tenant's payments exceed Tenant's share thereof, then (provided that Tenant is not in default), Landlord shall credit such amount to the installments thereof next coming due. In

addition, the parties will meet annually to discuss the possibility of Tenant taking on some of the maintenance work to reduce costs to Tenant.

6.02 Tenant's Pro Rata Share. Tenant's pro rata share of Operating Expenses shall be 59% based on the square footage of the Building.

ARTICLE 7 - USE

7.01 Use of Premises. Tenant shall use the Premises solely for the use specified in Section 1.07 herein. No use shall be made or permitted to be made of the Premises, nor acts done, which will increase the existing rate of insurance upon the Premises, or cause a cancellation of any insurance policy covering the Premises or any part thereof. Tenant shall, at its sole cost, comply with any and all requirements regarding the use of the Premises by any company that issues a policy of fire, casualty or public liability insurance to the Landlord. If Tenant's use of the Premises results in a rate increase for the Premises, Tenant shall pay as additional rent within ten (10) days written notice, a sum equal to the additional premium caused by such rate increase.

7.02 Hazardous or Toxic Materials.

(a) Tenant shall comply, at its expense, with all federal, state and local statutes or regulations concerning environmental conditions, emissions, pollutants and controls. Tenant shall not cause, store, use or permit any Hazardous Material, including without limitation asbestos or polychlorinated biphenyls, to be brought upon, kept or used in or about the Premises by Tenant, its agents, employees, contractors or invites, without the prior written consent of Landlord, which Landlord shall not unreasonably withhold as long as Tenant demonstrates to Landlord's reasonable satisfaction that such Hazardous Material is necessary or useful to Tenant's business, does not violate any requirements of the Landlord's policies of fire, causality or public liability insurance and will be used, kept and stored in a manner that complies with all laws regulating any such Hazardous Material so brought upon or used or kept in or about the Premises.

(b) If Tenant breaches any of its obligation stated herein, or if the presence of Hazardous Material on the Premises caused or permitted by Tenant results in contamination of the Premises, then Tenant shall indemnify, defend and hold Landlord harmless from any and all claims, judgment, damages, penalties, fines, costs, liabilities or losses, including, without limitation, diminution in value of the Premises, damages for the loss or restriction on use of rentable or usable space or of any amenity of the Premises, damages arising from any adverse impact on marketing of space on the Property, and sums paid in settlement of claims, attorneys' fees, consultant fees and expert fees which arise during or after the lease term as a result of such contamination. Without limiting the foregoing, if the presence of any Hazardous Material on the Premises caused or permitted by Tenant results in any contamination of the Premises, Tenant shall promptly take all actions at its sole expense as are necessary to return the Premises to the condition existing prior to the introduction of any such Hazardous Material to the Premises; provided that Landlord's approval of such actions shall first be

obtained, which approval shall not be unreasonably withheld so long as such actions would not potentially have any material adverse long-term or short-term effect on the Premises.

(c) As used herein, the term "Hazardous Material" means any hazardous or toxic substance, material or waste which is or becomes regulated by any local governmental authority, the State of California or the United States Government. The term "Hazardous Material" shall include without limitation, any material or substance which is (i) defined as a "hazardous waste," "extremely hazardous waste" or "restricted hazardous waste" under Sections 25115, 25117 or 25122.7, or listed pursuant to Section 25140, of the California Health and Safety Code, Division 20, Chapter 6.5 (Hazardous Waste Control Law); (ii) defined as a "hazardous substance" under Section 25316 of the California Health and Safety Code, Division 20, Chapter 6.8 (Carpenter-Presley-Tanner Hazardous Substance Account Act); (iii) defined as a "hazardous material," "hazardous substance," or "hazardous waste" under Section 25501 of the California Health and Safety Code, Division 20, Chapter 6.95 (Hazardous Materials Release Response Plans and Inventory); (iv) defined as a "hazardous substance" under Section 25281 of the California Health and Safety Code, Division 20, Chapter 6.7 (Underground Storage of Hazardous Substances); (v) petroleum; (vi) asbestos; (vii) listed under Article 9 or defined as hazardous or extremely hazardous pursuant to Article 11 of Title 22 of the California Administrative Code, Division 4, Chapter 20; (viii) designated as a "hazardous substance" pursuant to Section 311 of the Federal Water Pollution Control Act (33 U.S.C. § 1317); (ix) defined as a "hazardous waste" pursuant to Section 1004 of the Federal Resource Conservation and Recovery Act, 42 U.S.C. § 6901 et seq. (42 U.S.C. § 6903); or (x) defined as a "hazardous substance" pursuant to Section 101 of the Comprehensive Environmental Response, Compensation and Liability Act, 42 U.S.C. § 9601 et seq. (42 U.S.C. § 9601), and any amendments or successor statutes thereto.

7.05 Compliance with Governmental Regulations. Tenant shall, at its sole cost and expense, comply with all of the requirements of all local, state and federal authorities now in force, or which may hereafter be in force, pertaining to the Premises. With regard to the use of the Premises, Tenant shall faithfully observe all local ordinances and state and federal statutes now in force or which may hereafter be in force.

7.06 Americans With Disabilities Act. Tenant acknowledges and expressly accepts full responsibility and shall incur all costs and expenses for compliance with the requirements of the Americans with Disabilities Act (ADA) and any other local, state or federal law or regulation regarding the accessibility of the Premises by disabled individuals. Tenant agrees to release, indemnify, defend and hold Landlord harmless for any claim, loss, expense or liability arising from Tenant's failure to fully comply with all such laws or regulations.

ARTICLE 8 - CAPITAL IMPROVEMENTS

8.01 Capital Improvements. Tenant shall pay its pro rata share of all capital improvements. Capital improvements include the costs of additions, replacements, renovations or significant upgrades of or to the Improvements on the Premises, including building exteriors and major building systems (such as HVAC, mechanical, electrical, plumbing, vertical transportation, security, structural or roof) that significantly increase the capacity, efficiency, useful life or economy of operation of the Improvements or their major systems. Tenant's pro rata share for all capital improvements shall be paid within 60 days of Landlord's request for such pro rata share.

8.02 Consent. Tenant shall not make any improvements, alterations or additions to the Premises without Landlord's prior written consent. All improvements, alterations and additions shall be in conformity with the laws, directives, rules or regulations of all applicable public and governmental agencies. Prior to the commencement of any work relating to any repairs, alterations, improvements or additions approved by landlord, Tenant's contractor(s) shall notify the Executive Director.

8.03 Notices. At least fifteen (15) days prior to commencing any work relating to any improvements, alterations or additions approved by Landlord, Tenant shall notify Landlord in writing of the expected commencement date. Landlord shall have the right thereafter to post and maintain on the Premises such notices as Landlord deems necessary to protect Landlord and the Premises from mechanics' liens, materialmen's liens or any other liens. Tenant shall pay, when due, all claims for labor and materials furnished to or for Tenant for use in improving the Premises. Tenant shall not permit any mechanics' or materialmen's liens to be levied against the Premises arising out of work performed, materials furnished or obligations to have been performed on the Premises by or at the request of Tenant. Tenant hereby indemnifies and holds Landlord harmless against loss, damage, attorneys' fees and all other expenses on account of claims of lien of laborers or materialmen or others for work performed or materials or supplies furnished to Tenant or persons claiming under it.

8.04 Trade Fixtures. Tenant may install trade fixtures, display items, machinery or other trade equipment in conformance with the all laws, ordinances, directives, rules or regulations of all applicable public and governmental agencies. The parties acknowledge that Landlord is contributing certain trade fixtures to the Premises that will remain on the Premises at the termination of this Agreement and other trade fixtures that will become the property of Tenant upon occupancy of the Premises. A list of those trade fixtures are attached hereto as Exhibit C. Tenant shall not remove any trade fixtures, display items, machinery or other trade equipment from the Premises, without Landlord's written consent, if the removal of any such item would cause damage to the Premises and, in the absence of Landlord's written consent to removal, any such

item shall be deemed a part of the realty and belong to the Landlord at termination of the Agreement.

8.05 Restoration. Except as otherwise provided herein, Tenant shall return the Premises to the same condition as existed as of the Commencement Date of the Agreement, reasonable wear and tear excepted. Landlord, through Landlord's sole discretion and authority, and upon receipt of written request from Tenant, may consider allowing any Tenant Improvements approved by Landlord under this Agreement to remain. Landlord, at its election, may also require Tenant to remove, at tenant's sole cost, any improvements, alterations or additions approved by Landlord in accordance with this Agreement. Tenant shall repair, at its sole cost, any damage resulting from the removal of any alterations, improvements, additions, equipment, machinery or trade fixtures.

8.06 Signs and Advertising Matter.

(a) Tenant will not place, install, maintain or construct or allow any third party to place, install, maintain or construct any sign, banner, flag, awning or canopy, covering, or advertising matter on the roof, or on any exterior door, wall or windows of the Premises without Landlord's prior written consent, which shall not be unreasonably withheld. Tenant further agrees to maintain such sign, awning, canopy, decoration, lettering, advertising matter or window coverings in good condition and repair at all times.

(b) No advertising medium shall be used or allowed to be used by Tenant which can be heard or experienced outside the Premises, including without limitation, flashing lights, searchlights, loudspeakers, phonographs, radios or television. Except with Landlord's prior written consent, Tenant shall not display, paint or place, or cause to be displayed, painted or placed, any handbills, bumper stickers or other advertising devices on any vehicle parked in the parking area of the Property, including those belonging to Tenant, or to Tenant's agent or any other person; nor shall Tenant distribute or cause to be distributed on the Property any handbills or other advertising devices.

ARTICLE 9 - MAINTENANCE AND REPAIRS

9.01 Landlord's Maintenance Obligations.

(a) Landlord, on behalf of Tenant and any other occupants of the Building, shall maintain in good condition and repair the foundations, roofs, structural components and exterior surfaces of exterior walls of the Building (exclusive of doors, door frame, door checks, windows, window frames and store fronts); provided, however, if any repairs or replacements are necessitated by the negligence, gross negligence or willful acts of Tenant, its officers, employees, representatives, agents, customers, invitees or trespassers or by reason of Tenant's failure to observe or perform any provisions contained in this Agreement or caused by alterations, additions or

improvements made by Tenant or its officers, employees, representatives, agents, contractors, subcontractors, laborers or materialmen, the cost of such repairs and replacements shall be the sole obligation of Tenant.

(b) Tenant shall be solely responsible for all repairs to and maintenance of the Premises which are not expressly allocated to the Landlord under this Agreement or by separate written agreement between the Landlord and Tenant. However, for a period of one year from the Commencement Date, Landlord shall be responsible for all costs associated with the repair and maintenance of the HVAC system.

(c) Tenant acknowledges and agrees that it shall be responsible for paying Landlord a pro rata share of Landlord's expenses in maintaining the surfaces of the exterior walls and for periodic cleaning of the roof of the Building as set forth elsewhere in this Agreement. Landlord agrees to exercise reasonable effort to obtain cleaning and maintenance services at a reasonable and fair cost.

(d) In its sole discretion, or in the event Tenant fails to maintain, repair, or replace HVAC systems in accordance with Section 9.03, Landlord may contract with a service company licensed and experienced in servicing HVAC equipment and approved by Landlord for regular maintenance, repairs and replacement, if required, of the HVAC equipment serving the Premises. Tenant shall be responsible for the reasonable costs of such maintenance, repairs or replacement as set forth in this Agreement.

(e) Unless Tenant notifies Landlord in writing of the need for repairs under subsection a, Landlord shall not be liable for its failure to make such repairs. Landlord shall be entitled to a reasonable period of time to affect such repairs upon receipt of said written notice from Tenant. Tenant waives any right of offset against any rent due hereunder and agrees not to assert as an affirmative defense in any judicial proceeding or arbitration brought by Landlord against Tenant on claims made under this Agreement the provisions of Sections 1941 and 1942 of the California Civil Code, or any superseding statute, and of any other law permitting Tenant to make repairs at Landlord's expense.

9.02 Landlord's Right of Entry. Landlord, its agents, contractors, employees and assigns may enter the Premises at all reasonable times to: (a) examine the Premises; (b) perform any obligation of, or exercise any right or remedy of, Landlord under this Agreement (c) make repairs, alterations, improvements or additions to the Premises, the Building or to other portions of the Property as Landlord deems necessary; (d) perform work necessary to comply with laws, ordinances, rules or regulations of any public authority or of any insurance underwriter; (e) show prospective tenants the Premises during the last six (6) months of the Term; and (f) perform work that Landlord deems necessary to prevent waste or deterioration in connection with the Premises should Tenant fail to commence to make, and diligently pursue to completion, in a reasonable time as defined by Landlord, Tenant's required repairs after written

demand therefor by Landlord. Landlord will give a minimum of twenty-four (24) hours advance notice of such entry when practicable.

9.03 Tenant's Maintenance Obligations.

(a) Except as provided elsewhere in this Agreement, Tenant, at its sole cost and expense, shall keep the interior of the Premises and the rear patio in good order, condition and repair and shall make all replacements necessary to keep the Premises in such condition, including maintenance and repair of HVAC systems, and maintenance and inspection of fire sprinkler systems.

(b) All replacement equipment shall be of a quality equal to or exceeding that of the original equipment or improvements. Should Tenant fail to make these repairs and replacements or otherwise maintain the Premises for a period of three (3) days after delivery of a written demand by Landlord, or should Tenant commence, but fail to complete, any repairs or replacements within a reasonable time after written demand by Landlord, Landlord shall have the right to make such repairs or replacements without liability to Tenant for any loss or damage that may occur to Tenant's stock or business, and Tenant shall pay for all costs incurred by Landlord in making such repairs or replacements, together with interest thereon at the maximum rate permitted by law from the date of commencement of the work through the date of payment. Tenant shall, at its expense, repair promptly any damage to the Premises, Building or the Property caused by Tenant, its agents, employees, customers, invitees, subtenants, assignees or concessionaires, or caused by the installation or removal of Tenant's personal property.

(c) Tenant shall, at its own expense, comply with all requirements of the Landlord's insurance underwriters and any other governmental authority having jurisdiction thereof, regarding the installation and periodic maintenance of fire suppression systems or apparatus.

ARTICLE 10 - UTILITIES

10.01 Separate Charges. Tenant shall pay for all water, gas, heat, light, power, telephone service and any other utilities metered or otherwise separately charged to the Premises.

10.02 Jointly Metered Utilities. Tenant shall pay, as additional rent, a pro rata share of any utility charges which are jointly metered or charged. Tenant's pro rata share of these charges shall be based upon the ratio of the square footage of the Premises to the total square footage of the building or buildings serviced by such meter, plus any extraordinary uses by Tenant which may be reasonable ascertained by Landlord.

10.03 Interruption. Landlord shall not be liable for any failure or interruption of any utility service being furnished to the Premises, and no such failure or interruption shall entitle Tenant to terminate this Agreement.

ARTICLE 11 - INDEMNIFICATION AND INSURANCE

11.01 Indemnification. Landlord shall not be liable to Tenant for any damage to Tenant or Tenant's property from any cause which is not the result of Landlord's gross negligence. Tenant, as a material part of the consideration for this Agreement, hereby expressly waives and releases all claims against Landlord, its officers, employees, representatives and agents, for any injury or damage to any person or property on or about the Premises arising for any reason. Tenant agrees to indemnify, release, defend and hold harmless Landlord, its officers, employee, representatives and agents from any loss, claim, cost, expense or liability for any injury or damage to person or property, occurring in, on or about the Premises, arising for any reason, including without limitation the condition or use of the Premises or the improvements or personal property located therein and against any loss, claim, cost, expense or liability for injury to the person or property of Tenant, its agents, officers, employees, invitees or trespassers.

11.02 Insurance Requirements. Tenant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the Tenant's operation and use of the leased premises. The cost of such insurance shall be borne by the Tenant.

(a) The general liability policy is to contain, or be endorsed to contain, the following provisions:

- (i) A policy limit of \$1,000,000.00 per occurrence/\$2,000,000.00 annual aggregate.
- (ii) The City of Scotts Valley and the Redevelopment Agency, its officers, officials, employees and volunteers are to be covered as insureds with respect to liability arising out of ownership, maintenance or use of that part of the premises leased to the Tenant.
- (iii) The Tenant's insurance coverage shall be primary insurance as respects the City, the RDA, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the City or RDA, its officers, officials, employees or volunteers shall be excess of the Tenant's insurance and shall not contribute with it.
- (iv) Coverage shall not be canceled, except after thirty (30) days' prior written notice has been given to the City and the RDA.

(b) **Acceptability of Insurer.** Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII.

(c) **Verification of Coverage.** Tenant shall furnish Landlord with original certificates and amendatory endorsements effecting commercial general liability coverage required by this agreement. Upon request by Landlord, Tenant shall provide certificates evidencing the other coverages required herein. The endorsements should be on forms provided by Landlord or on other than the Landlord's forms, provided those endorsements or policies conform to the requirements. All certificates and endorsements are to be received and approved by Landlord before the Lease commences. Landlord reserves the right to require complete, certified copies of all required insurance policies, including endorsements affecting the coverage required by these specifications at any time.

(d) **Increase in Coverage.** Landlord may increase or decrease the amount of commercial general liability insurance required herein, based upon a general review by Landlord of the standard insurance requirements. Such changes in coverage shall be commercially reasonable at the determination of Landlord. Changes in insurance amounts shall occur not more frequently than every two years. Landlord will notify Tenant of any changes under this provision of this Agreement.

11.03 Tenant's Failure To Maintain Insurance. Tenant agrees that if Tenant does not maintain any insurance policy required under this Agreement or fails to pay any premiums when due, Landlord may, at its election, either terminate this Agreement, require that the Premises be immediately closed for business pending reinstatement of insurance by Tenant, or obtain the necessary insurance and pay the premium, and the repayment thereof shall be deemed to be additional rent due by the Tenant and payable on the next date upon which a payment of rent is due.

11.05 Waiver of Subrogation. Tenant and Landlord each waive its right of recovery against the other, and each party's successors, assigns, directors, agents and representatives in connection with any loss or damage caused to property belonging to the Tenant or Landlord which is covered by any insurance policy of either the Tenant or Landlord in force at the time of any such loss or damage. Tenant and Landlord hereby waive, on behalf of each party's insurance carriers, any right of subrogation it may have against the other party and each shall notify its carriers of the waiver contained herein.

11.06 Waiver of Loss and Damage. Landlord shall not be liable for any damage to inventory or other property of Tenant, or others, located in, on or about the Premises, nor for the loss of or damage to any property of Tenant or of others by theft or otherwise, which is not the direct result of Landlord's negligence, and Tenant waives any claim against Landlord with respect to such property. Landlord shall not be liable to Tenant, Tenant's employees or representatives for any injury or damage to persons or property resulting from fire, explosion, falling plaster, steam, gas, electricity, water, rain or leaks from any part of the Premises or from the pipes, appliance or plumbing works

or from the roof, street or subsurface or from any other places or by any other cause of whatsoever nature. Landlord shall not be liable to Tenant, Tenant's employees or representatives for any such damage caused by other tenants or persons in the Premises, occupants of the Building, or the public, or caused by operations in construction of any private, public or quasi-public work. All property of Tenant kept or stored on the Premises shall be so kept or stored at the sole risk of Tenant, and Tenant shall hold Landlord harmless from any claims arising out of damage to the same, including subrogation claims by Tenant's insurance carriers, unless such damage shall be caused by the willful act or gross neglect of Landlord.

11.07 Notice by Tenant. Tenant shall give immediate notice to Landlord in case of fire or accidents in or around the Premises or of any damage or defects in the Premises, or any fixtures or equipment therein.

ARTICLE 12 - ASSIGNMENT AND SUBLETTING

12.01 Prohibition Against Voluntary Assignment, Subletting, and Encumbering; Tenant's Request to Landlord.

(a) The parties acknowledge that this Agreement is a unique relationship between these individual parties. Landlord charges a reduced rent to Tenant due to the services Tenant provides to the citizens of the City of Scotts Valley. Therefore, Tenant cannot assign its rights under this Agreement or its rights to the Premises without the prior written consent of Landlord which may be withheld for any reason or no reason.J

ARTICLE 13 - DEFAULT

13.01 Events of Default. The occurrence of any of the following shall constitute a breach and material default of this Agreement by Tenant:

(a) The failure of Tenant to pay or cause to be paid any rent, monies or other charges due Landlord as set forth in this Agreement on or before the due date for payment of any such amounts;

(b) The failure of Tenant to maintain all insurance coverage as set forth in Article 11.

(c) The abandonment of the Premises by Tenant, which shall mean failure to operate as set forth in this Agreement for five consecutive days, except by prior written notice by Tenant and with the written consent of Landlord;

(d) Except as otherwise provided in this Agreement, the failure of Tenant to do or cause to be done any act as set forth in this Agreement, if the failure continues for fifteen days (15) consecutive days after notice has been given to Tenant. However, Tenant shall not be in default of this Agreement if Tenant commences to cure the

default within said fifteen (15) day period and diligently and in good faith continues to cure the default to the satisfaction of the Landlord;

(e) Tenant causing, permitting or suffering, without the prior written consent of Landlord, any act when this Agreement requires Landlord's prior written consent or prohibits such act; or

(f) Any act of bankruptcy caused, suffered or permitted by Tenant. For the purposes of this Agreement, "act of bankruptcy" shall include any of the following:

- (i) Any general assignment or general arrangement for the benefit of creditors;
- (ii) The filing of any petition by or against Tenant to have Tenant adjudged a bankrupt or a petition for reorganization or arrangement under any law relating to bankruptcy, unless such petition is filed against Tenant and the same is dismissed within sixty (60) days;
- (iii) The appointment of a trustee or receiver to take possession of substantially all of Tenant's assets located in the Premises or of Tenant's interest in this Agreement.

13.02 Notice of Default and Opportunity to Cure. Landlord shall give written notice to Tenant of any Event of Default on the part of Tenant. Said notice shall specify the nature of the act, omission, or deficiency giving rise to the Event of Default. In addition, if the Event of Default is curable, and does not give rise to an imminent danger to health or safety, the notice shall also specify the action required to cure the default, and a reasonable date, which shall not be less than thirty (30) calendar days from the mailing of the notice, by which Tenant must take or commence such action to cure. If the notice specifies only a commencement date for the cure, Tenant must commence such cure within the specified time and shall diligently pursue the cure to completion within a reasonable time thereafter.

13.03 Remedies. In the event of any breach by Tenant, Landlord shall be entitled to any rights or remedies available at law

(a) Efforts Landlord may make to mitigate the damages caused by Tenant's breach of this Agreement shall not constitute a waiver of Landlord's right to recover damages against Tenant, nor shall anything contained in this Agreement affect Landlord's right to indemnification against Tenant for any liability arising prior to the termination of this Agreement for personal injuries or property damage, and Tenant agrees to indemnify and hold Landlord harmless from any injuries and damages, including all reasonable attorney fees and costs incurred by Landlord in defending any action brought against Landlord for any recovery, and in enforcing the terms and provisions of this indemnification against Tenant.

(b) However, the breach of this Agreement by Tenant, or an abandonment of the Premises by Tenant, shall not constitute a termination of this Agreement, nor of Tenant's right of possession under this Agreement, unless and until Landlord elects to do so, and until that time Landlord shall have the right to recover rent and all other payments to be made by Tenant under this Agreement as they become due; provided, that until Landlord elects to terminate this Agreement and Tenant's right of possession under this Agreement, Tenant shall have the right to sublet the Premises or to assign interests in this Agreement, or both, subject only to the written consent of Landlord, which consent shall not be unreasonably withheld.

(c) In the event that Landlord should take any act to maintain or preserve the Premises on Tenant's behalf, or seek the appointment of a receiver to protect Landlord's interests under this Agreement, such acts shall not constitute a termination of Tenant's right of possession unless Tenant receives written notice from Landlord to regarding Landlord's election to terminate.

13.04 Covenants and Conditions. All covenants made by Tenant hereby are conditions of this Agreement; therefore, in the event of any default by Tenant in fulfilling any of the same, Landlord may at any time thereafter at its option declare a forfeiture of this Agreement. Landlord shall not be obligated to perform any covenant made by him under this Agreement which accrues after the date of any default by Tenant hereunder.

ARTICLE 14 - DAMAGE OR DESTRUCTION

14.01 Landlord's Duty To Repair.

(a) If the Premises are destroyed or materially damaged from a cause not insured against, or if the amount of available insurance proceeds, including deductible costs, is not sufficient to completely repair or restore any such damage or destruction, Landlord shall have the right to terminate this Lease by giving written notice of termination to Tenant within thirty (30) days after the date of the damage or destruction. If the Lease is not terminated, then Landlord shall diligently proceed to repair and restore the Premises to the extent that insurance proceeds, including deductible costs, are sufficient to completely repair or restore any such damage or destruction.

(b) If the Premises are materially damaged or destroyed from a cause covered by insurance, and it can be repaired or restored within ninety (90) days after commencement of repair or restoration, then Landlord shall diligently proceed to repair and restore the Premises. If Landlord determines that the Premises cannot be repaired or restored within this period, then Landlord shall have the right to terminate this Lease by written notice to Tenant given within sixty (60) days after the date of the damage or destruction, and Tenant's obligation to pay Rent and other charges under this Lease

shall terminate as of the date of the damage or destruction, or the date Tenant ceases to do business at the Premises, whichever date is later.

(c) If the Premises are damaged to the extent of fifty percent (50%) or more of the replacement cost, Landlord may elect to terminate this Lease by written notice to Tenant given within sixty (60) days after the date of the destruction.

(d) Except as otherwise provided in this Agreement, damage to or destruction of the Premises shall not terminate this Agreement or result in the abatement of any rent or other charges payable under this Agreement. Tenant expressly waives any right it may have, in law or equity, to offset any cost incurred by Tenant for repairs or restoration to the Premises against Tenant's obligations to pay rent in connection with Landlord's duties of repair and restoration under this Lease.

(e) Landlord's duties of repair and restoration under the provisions of this Lease shall extend only to those portions of the Premises insured under a policy of insurance, and Landlord shall not be responsible for any loss, damage, or destruction to Tenant's personal property, trade fixtures, merchandise, inventory or equipment.

14.02 Tenant's Duty to Repair or Replace. Except as otherwise provided herein, Landlord's obligation to restore shall not include the restoration or replacement of Tenant's personal property, inventory, trade fixtures, merchandise, or equipment. Tenant shall restore and replace said items in the event that Landlord is obligated or elects to repair any damage or destruction of the Premises.

ARTICLE 15 - ESTOPPEL CERTIFICATES; ATTORNMENT

15.01 Tenant to Furnish Certificate. Tenant shall, within ten (10) business days of written notice from Landlord, execute and deliver to Landlord a written statement certifying that this Agreement is unmodified and in full force and effect or, if modified, stating the nature of such modification. Tenant's statement shall include other details requested by Landlord, such as the date to which rent and other charges are paid and Tenant's knowledge concerning any uncured defaults in Landlord's obligations under this Agreement and the nature of such defaults if they are claimed. Any such statement may be relied upon conclusively by any prospective purchaser or encumbrancer of the Premises. Tenant's failure to deliver such statements within such time shall be conclusive upon the Tenant that this Agreement is in full force and effect, except as and to the extent any modification has been represented by Landlord, and that there are no uncured defaults in Landlord's performance and that not more than one (1) month's rent has been paid in advance.

15.02 Additional Documents. Tenant, upon request of any party in interest, shall execute promptly such instruments and certificates necessary to carry out the intent of the foregoing Sections as shall be requested by Landlord.

ARTICLE 16 - MISCELLANEOUS

16.01 Attorneys' Fees. In the event of any legal action, arbitration or proceeding between the parties, the prevailing party shall be entitled to reasonable attorneys' fees and expenses as a part of the judgment or award resulting therefrom.

16.02 Transfer, Sale or Lease of the Premises by Landlord. Notwithstanding any provisions of this Agreement, Landlord may assign in whole or in part Landlord's interest in this Agreement and may sell or transfer all or part of Landlord's leasehold interest in the real estate of which the Premises are a part. In the event of any transfer, sale or exchange of the Premises by Landlord and assignment by Landlord of this Agreement, Landlord shall be entirely freed and relieved of all liability under all covenants and obligations contained in or derived from this Agreement or arising out of any act, occurrence or omission relating to the Premises which occurs after the consummation of such sale, exchange or assignment.

16.03 Liability to Successors. The covenants and conditions herein contained shall, subject to the provisions as to assignment, apply to and bind the heirs, successors, executors, administrators and assigns of the parties hereto who shall be jointly and severally liable for the covenants contained herein.

16.04 Interpretation. Whenever the singular number is used in this Agreement, the same shall include the plural. Reference to any gender shall include the masculine, feminine and neuter genders, and the word "person" shall include corporation, firm or association, when required by the content.

The headings or titles to the paragraphs of this Agreement are for convenience only and do not in any way define, limit or construe the contents of such paragraphs. This instrument contains all of the agreements and conditions made between the parties with respect to the hiring of the Premises and may not be modified orally or in any manner except by a written instrument signed by all the parties to this Agreement.

The laws of the State of California shall govern the validity, performance and enforcement of this Agreement. If any provision of this Agreement is determined to be void by any court of competent jurisdiction, such determination shall not affect any other provision of this Agreement and such other provisions shall remain in full force and effect. If any provision of this Agreement is capable of two constructions, one which would render the provision void and one which would render the provision valid, the provision shall be interpreted in the manner which would render it valid.

Except as may otherwise be expressly stated, each payment required to be made by the Tenant shall be in addition to and not in substitution for other payments to be made by Tenant.

16.05 Time. Time is of the essence in this Agreement.

16.06 Force Majeure. Any prevention, delay or stoppage due to strikes, lockouts, labor disputes, acts of God, inability to obtain labor or materials or reasonable substitutes therefor, governmental restrictions, regulations or controls, enemy or hostile government action, civil commotion, fire or other casualty, and other causes beyond the reasonable control of the party obligated to perform, shall excuse the performance by such party for a period equal to that resulting from such prevention, delay or stoppage. However, Tenant's obligations to make payment for rental and other charges pursuant to the terms of this Agreement shall be excused or reduced only as elsewhere specifically provided in this Agreement.

16.07 Notices. All notices to be given by one party to the other or options to be exercised under this Agreement shall be in writing, mailed or delivered to Landlord and Tenant at the following addresses:

Landlord

Redevelopment Agency of Scotts Valley
Attn Executive Director
One Civic Center Drive
Scotts Valley, CA 95066

Tenant

Santa Cruz County Library Joint Powers Authority
117 Union Street
Santa Cruz, CA 95060
Attention: Library Director

Mailed notices shall be sent by United States Postal Service, certified or registered mail, postage prepaid, and shall be deemed to have been given on the date of posting in the United States Postal Service.

Either party may, by proper notice, at any time designate a different address to which notices shall be sent.

16.08 Relationship of Parties. The relationship of the parties hereto is that of Landlord and Tenant and it is expressly understood and agreed that Landlord is not in any way or for any purpose a partner of Tenant, or a joint venturer with Tenant in the conduct of Tenant's business or otherwise.

16.09 Waiver. The waiver by Landlord of any breach of any term, covenant or condition herein contained shall not be deemed to be a waiver of any other term, covenant or condition or any subsequent breach of the same or any other term,

covenant or condition herein contained. The subsequent acceptance of rent hereunder by Landlord shall not be deemed to be a waiver of any preceding breach by Tenant of any term, covenant or condition of this Agreement, other than the failure of Tenant to pay the particular rental so accepted, regardless of Landlord's knowledge of such preceding breach at the time of acceptance of such rent. No covenant, term or condition of this Agreement shall be deemed to have been waived by Landlord, unless such waiver is in writing by Landlord.

16.10 Accord and Satisfaction. No payment by Tenant or receipt by Landlord of a lesser amount than the rent herein stipulated shall be deemed to be other than on account of the earliest stipulated rent, nor shall any endorsement or statement on any check or any letter accompanying any check or payment as rent be deemed an accord and satisfaction, and Landlord may accept such check or payment without prejudice to Landlord's right to recover the balance of such rent or pursue any other remedy in this Agreement provided.

16.11 Authority. If Tenant is a corporation or partnership, each individual executing this Agreement on behalf of such entity represents or warrants that he or she is duly authorized to execute and deliver this Agreement on behalf of such entity and that such entity shall be bound by all the terms and provisions hereof.

16.12 Broker's Commission. Each party represents and warrants that there are no claims for brokerage commissions or finder's fees arising from that party's activities in connection with this Agreement, and each party agrees to indemnify and hold the other party harmless from all liability arising from any such claim.

16.13 Assessment District Establishment. Tenant agrees not to unreasonably protest the establishment of an assessment district for purposes of public improvements, including, but not limited to, sidewalks, streets, lighting, utilities. Notwithstanding the foregoing, Tenant may protest the establishment of an assessment district if Tenant believes it adversely affects Tenant's business.

The parties have executed this Agreement as of the date first written above.

LANDLORD:

Redevelopment Agency of Scotts Valley

By: _____

Stephen H. Ando

Its: Executive Director

TENANT:

Santa Cruz County Library Joint Powers
Authority

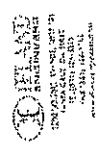
By: _____

Its: _____

Exhibit A
Location of Premises

(see reverse)

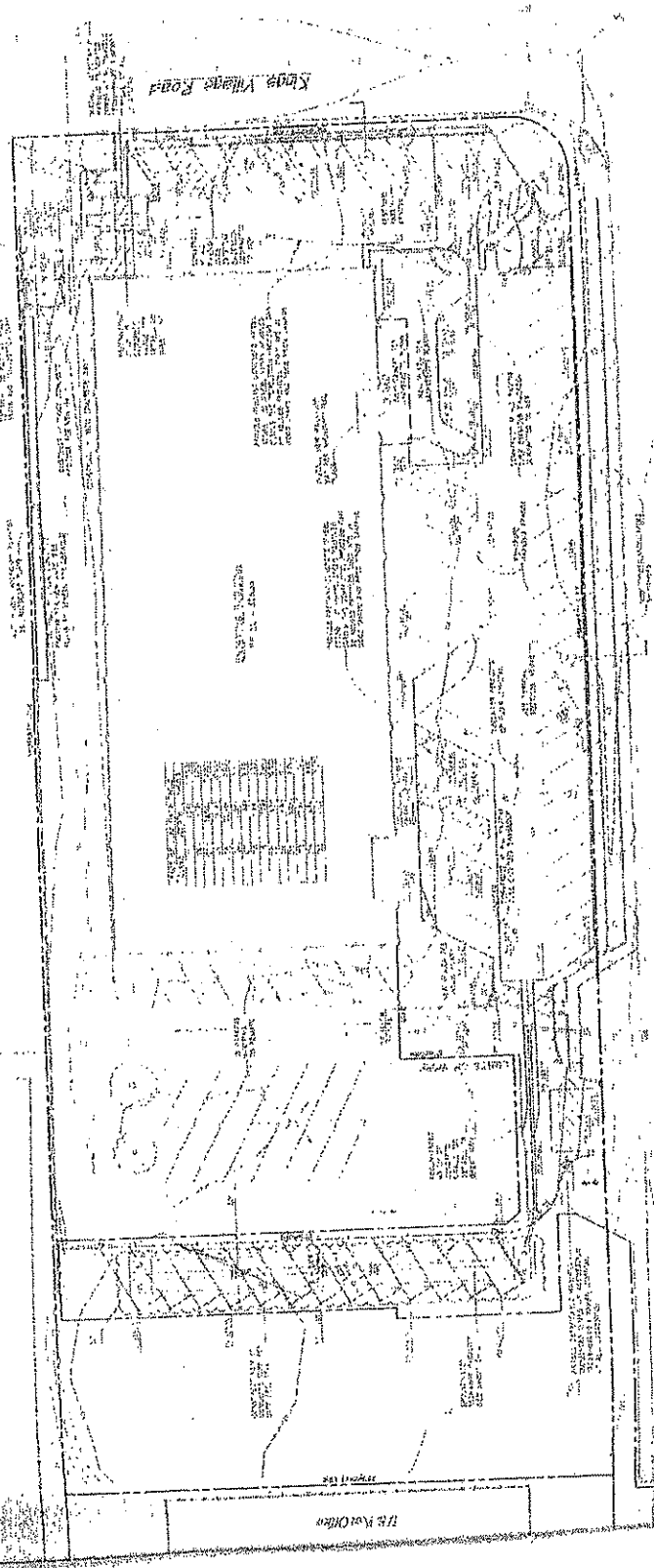
THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.



SHEET NO. 100-00000
 DATE: 10/15/00
 C2.0

Typical Section B
 SEE SHEET 100-00000 FOR LOCATION

Typical Section A
 SEE SHEET 100-00000 FOR LOCATION



SEE ALSO FOR PROJECT LOCATION
 DISTRIBUTION

Exhibit B
Floor Plan of Premises

(see reverse)

Exhibit C

The following are designated as property of the Library at the time the Premises are turned over to the Library for operation with exceptions as noted.

1. Books and other library materials
2. Shelving
3. All furniture and equipment including computers

Exceptions:

1. Should the Scotts Valley Library cease to be a member of the Joint Powers Authority, all books and library materials and shelving in the Premises at the time of separation shall belong to the City of Scotts Valley RDA or successor entity.
2. The following are considered property of the City of Scotts Valley RDA or successor entity or the Friends of the Library Scott Valley Chapter (if the Scotts Valley Chapter ceases to exist the system Friends of the Library will be the owner).
 - a. Early childhood Literacy structure (RDA)
 - b. Media wall (Friends)
 - c. Digital sign (Friends)
 - d. Gaming wall and equipment (Friends)

However, in the event the Library pays for replacement of any of the above the Library will become the owner of the replacements. If replaced, the Library shall have the right to move any of the above to another location in the Library System. If the item is sold the proceeds will go to the original owner. If donated to a non-profit, the original owner can designate the recipient.

3. In the future, anything purchased with a value of less than \$100 will become the property of the Library. For items with a value greater than \$100, an agreement will be reached as to ownership and future disposition. The Library will maintain an inventory list.
4. Built in kitchen and kitchenette equipment is the property of the City of Scotts Valley RDA or successor entity. Specifically: ranges and refrigerators
5. Built in fixtures considered "part of the building" such as lighting or the service desk is the property of the City of Scotts Valley RDA or successor entity.

SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD
FINANCE COMMITTEE

DRAFT

MINUTES

March 28, 2011

Central Branch Meeting Room
224 Church Street, Santa Cruz

6:00 PM PUBLIC MEETING

I. ROLL CALL

Present: Citizenmember Gorson and Councilmember Storey

Absent: Councilmember Terrazas

Staff: Teresa Landers, Library Director

II. APPROVAL OF MEETING AGENDA OF MARCH 28, 2011

Councilmember Storey moved, seconded by Citizenmember Gorson

that the Board approve the agenda of March 28, 2011.

UNAN
Absent: Terrazas

III. APPROVAL OF MINUTES OF JANUARY 24, 2011

Citizenmember Gorson moved, seconded by Councilmember Storey

that the Board approve the minutes of January 24, 2011.

UNAN
Absent: Terrazas

IV. ORAL COMMUNICATIONS

There were no oral communications.

V. STAFF REPORTS

A. Financial Reports through February 2011

Revenues:

- Are at 71% for the year, which is a bit higher than expected.
- \$89,000 Leet-Corday Trust is now showing in the Combined Balance Sheet.
- The Director recently received information from the County informing the library that sales tax figures for March are higher than expected.

Expenditures:

- Travel and meetings expenditure line in Programs and Partnerships is higher than expected but is being adjusted by moving some training funds into this budget line.
- Library functional supplies budget line is lower than expected because we order these items in bulk and more things are being pre-processed. A bulk order is expected to be placed in the next few months.
- Telecommunications equipment budget line is lower than expected but the LIT manager has plans to spend the money before the end of the fiscal year.

Personnel:

- Is running slightly under budget at 62% for the year (66%).

Month End Cash Balance

- Still positive for the 11th month in a row.

VI. OTHER BUSINESS

A. Review Financial Information for Recommended Service Model

Chair Gorson reported out at the meeting that there is no new information to publicize at this time.

VII. NEXT MEETING

The next regularly scheduled meeting will be held Monday, April 25, 2011 at 6:00PM in the Central Library meeting room.

VIII. ADJOURN

The regular meeting adjourned at 6:30 p.m.

Respectfully submitted,

Kira Henifin
Clerk of the Board

All documents referred to in these minutes are available in the Library Office.

LIBRARY JOINT POWERS AUTHORITY		
COMBINED BALANCE SHEET		
JPA FUND AND ACCOUNT GROUPS		
FEBRUARY 2011		
	JPA	Total
Assets		
Pooled cash	875,122.12	
Pooled cash interest receivable	1,567.59	
Other interest receivable	379.82	
Taxes receivable - current	543,275.00	
Accounts receivable	434,301.99	
Infrastructure	579,683.02	
Accumulated depreciation - infrastructure	(191,370.66)	
Buildings	1,758,907.67	
Accumulated depreciation - buildings	(853,447.25)	
Lease improvements - buildings	259,124.00	
Accumulated depreciation - lease imp-buildings	(178,220.34)	
Machinery and equipment	1,617,208.66	
Accumulated depreciation - machinery & equip	(1,478,466.09)	
Software	61,759.70	
Accumulated depreciation-software	(61,759.70)	
Construction in progress	78,918.85	
Total Assets	3,446,984.38	
Liabilities		
Accounts payable	162,640.70	
Sales tax payable	199.60	
Deferred grant revenue - unearned	529.84	
Unclaimed funds	219.00	
Payable to the County - noncurrent	80,586.11	
Other intergovernmental payable-noncurrent	350,179.03	
Total Liabilities	594,354.28	
Equities		
Unreserved, undesignated fund balance	1,195,128.38	
Committed - cash flow/unexpected expenditures	495,929.00	
Investment in capital assets - Library	1,592,337.86	
Reserved for long-term debt	(430,765.14)	
Total Equities	2,852,630.10	
Total Liabilities and Equities	3,446,984.38	

LIBRARY JOINT POWERS AUTHORITY						
COMBINED BALANCE SHEET						
SPECIAL FUNDS						
FEBRUARY 2011						
Fund #	955	956	957	960	Spec Funds	
Fund Description	Contingency	Technology	Projects	Felton	Total	
Assets						
Pooled cash	9,449.26	4,774.49	470.37	1,135.32	15,829.44	
Pooled cash interest receivable	18.54	9.37	0.92	2.22	31.05	
Total Assets	9,467.80	4,783.86	471.29	1,137.54	15,860.49	
Equities						
Unreserved, undesignated fund balance	9,467.80	4,783.86	471.29	1,137.54	15,860.49	
Total Equities	9,467.80	4,783.86	471.29	1,137.54	15,860.49	

LIBRARY JOINT POWERS AUTHORITY						
COMBINED BALANCE SHEET						
TRUST FUNDS						
FEBRUARY 2011						
	Fund #	931	932	933	934	935
Fund Description	McCaskill Loc His	McCaskill Vis Imp	Finkeldey	Whalen	Leet-Corday	Trust Funds Total
Assets						
Pooled cash	259,918.97	245,731.80	9,516.05	119,266.03	89,124.38	723,557.23
Pooled cash interest receivable	510.04	482.20	18.67	234.04	0.02	1,244.97
Total Assets	260,429.01	246,214.00	9,534.72	119,500.07	89,124.40	724,802.20
Equities						
Net assets held in trust-library prog	260,429.01	246,214.00	9,534.72	119,500.07	89,124.40	724,802.20
Total Equities	260,429.01	246,214.00	9,534.72	119,500.07	89,124.40	724,802.20

Revenue Status Report
 Library JPA
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

revstat.rpt
 03/23/2011 3:49PM
 Periods: 8 through 8

Account Number	Adjusted Estimate	Revenues	Year-to-date Revenues	Balance	Prct Rcvd
951 Library Joint Powers Authority					
951-41000 TAXES					
951-00-00-0000-41211 Sales and use tax	5,321,475.00	543,275.00	3,896,004.60	1,425,470.40	73.21
Total TAXES	5,321,475.00	543,275.00	3,896,004.60	1,425,470.40	73.21
951 INTERGOVERNMENTAL					
951-36-00-0000-43210 State operating grants and contributions	70,000.00	72,564.00	72,564.00	-2,564.00	103.66
951-36-00-0000-43310 Local operating grants and contributions	12,000.00	0.00	12,000.00	0.00	100.00
951-36-00-0000-43311 Maintenance of effort contributions	5,210,951.00	434,301.99	3,471,703.42	1,739,247.58	66.62
951-36-55-3531-43210 State operating grants and contributions	2,500.00	0.00	1,423.10	1,076.90	56.92
951-36-55-3560-43190 Federal grants - other	3,024.00	0.00	3,024.00	0.00	100.00
Total INTERGOVERNMENTAL	5,298,475.00	506,865.99	3,560,714.52	1,737,760.48	67.20
951 CHARGES FOR SERVICES					
951-36-00-0000-44613 Internet use fee	7,000.00	279.60	2,661.70	4,338.30	38.02
951-36-00-0000-44630 Room rentals-library JPA	1,890.00	160.00	1,220.00	670.00	64.55
951-36-00-0000-44901 Photocopy fee	10,000.00	566.52	4,553.73	5,446.27	45.54
Total CHARGES FOR SERVICES	18,890.00	1,006.12	8,435.43	10,454.57	44.66
951 FINES AND FORFEITS					
951-36-00-0000-45131 Library fines	200,000.00	15,831.58	134,505.04	65,494.96	67.25
951-36-00-0000-45132 Lost library items	25,000.00	1,994.00	15,129.98	9,870.02	60.52
Total FINES AND FORFEITS	225,000.00	17,825.58	149,635.02	75,364.98	66.50

Revenue Status Report
 Library JPA
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

Account Number	Library Joint Powers Authority	Adjusted Estimate	Revenues	Year-to-date Revenues	Balance	Prct Rcvd
951-46000	MISCELLANEOUS REVENUES					
951-00-00-0000-46110	Pooled cash and investment interest	-5,000.00	330.96	4,692.76	-9,692.76	93.86
951-00-00-0000-46190	Interest earnings - other	5,141.00	379.82	2,225.08	2,915.92	43.28
951-00-00-0000-46910	Miscellaneous operating revenue	9,250.00	0.00	2,765.00	6,485.00	29.89
951-00-00-0000-46990	Miscellaneous non-operating revenue	25,000.00	0.00	59,671.20	-34,671.20	238.68
951-36-00-0000-46303	Donations - library	33,000.00	0.00	58,772.16	-25,772.16	178.10
951-36-00-0000-46309	Donations - library - Friends of the Lib	25,000.00	4,192.05	54,072.46	-29,072.46	216.29
951-36-00-0000-46916	Cash over/short	0.00	38.03	-18.45	18.45	0.00
951-36-00-0000-46918	Damaged property recovery	0.00	0.00	1,080.06	-1,080.06	0.00
Total	MISCELLANEOUS REVENUES	92,391.00	4,940.86	183,260.27	-90,869.27	198.35
951-49000	OTHER FINANCING SOURCES					
951-00-00-0000-49122	From Library Private Trust Fund	40,190.00	0.00	40,190.00	0.00	100.00
Total	OTHER FINANCING SOURCES	40,190.00	0.00	40,190.00	0.00	100.00
Grand Total		10,996,421.00	1,073,913.55	7,838,239.84	3,158,181.16	71.28

Expenditure Status Report
 Library Payroll Expenditures
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

expstat.rpt
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 Periods: 8 through 8

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
101	General Fund					
35	Library (City)					
101-35-51000	PERSONNEL SERVICES					
Total	4,226,408.00	315,906.13	2,674,876.80	0.00	1,551,531.20	63.29
Total	733,982.00	59,481.46	471,519.97	0.00	262,462.03	64.24
Total	3,000.00	417.23	1,054.39	0.00	1,945.61	35.15
Total	0.00	0.00	7,355.27	0.00	-7,355.27	0.00
Total	520,010.00	34,946.74	276,928.69	0.00	243,081.31	53.25
Total	0.00	0.00	816.29	0.00	-816.29	0.00
Total	12,600.00	0.00	19,324.59	0.00	-6,724.59	153.37
Total	0.00	0.00	-329.16	0.00	329.16	0.00
Total	2,880.00	285.00	2,017.40	0.00	862.60	70.05
Total	665,780.00	51,421.75	428,847.28	0.00	236,932.72	64.41
Total	69,994.00	1,521.56	12,691.87	0.00	57,302.13	18.13
Total	982,969.00	86,896.08	589,061.94	0.00	393,907.06	59.93
Total	99,100.00	8,143.14	57,896.86	0.00	41,203.14	58.42
Total	17,994.00	1,383.80	10,318.43	0.00	7,675.57	57.34
Total	63,836.00	5,387.23	45,149.00	0.00	18,687.00	70.73
Total	2,744.00	225.86	1,665.06	0.00	1,078.94	60.68
Total	35,300.00	3,108.63	22,263.95	0.00	13,036.05	63.07
Total	37,175.00	1,925.31	15,997.24	0.00	21,177.76	43.03
Total	221,481.00	18,326.24	152,780.05	0.00	68,700.95	68.98
Total	0.00	0.00	0.00	0.00	0.00	0.00
Total	7,695,253.00	589,376.16	4,790,235.92	0.00	2,905,017.08	62.25
Grand Total						

Expenditure Status Report
 Library JPA
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-52000		SERVICES				
951-36-50-3510-52135	6,200.00	0.00	4,639.50	515.50	1,045.00	83.15
951-36-50-3510-52149	603,881.00	44,547.99	375,918.38	0.00	227,962.62	62.25
951-36-50-3510-52199	60,000.00	0.00	21,400.00	38,600.00	0.00	100.00
951-36-50-3510-52223	0.00	163.75	163.75	0.00	-163.75	0.00
951-36-50-3510-52240	5,020.00	57.00	2,643.03	0.00	2,376.97	52.65
951-36-50-3510-52248	5,000.00	0.00	0.00	0.00	5,000.00	0.00
951-36-50-3510-52302	2,000.00	0.00	1,119.30	0.00	880.70	55.97
951-36-50-3510-52402	0.00	4,001.97	39,460.00	0.00	-39,460.00	0.00
951-36-50-3510-52403	3,970.00	253.40	1,641.98	0.00	2,328.02	41.36
951-36-50-3510-52933	14,484.00	0.00	10,190.00	0.00	4,294.00	70.35
951-36-50-3510-52961	17,471.00	135.00	12,500.97	0.00	4,970.03	71.55
951-36-50-3510-52971	100.00	0.00	74.11	0.00	25.89	74.11
951-36-50-3510-52972	5,900.00	722.70	3,489.76	0.00	2,410.24	59.15
951-36-50-3510-52973	10,000.00	0.00	0.00	0.00	10,000.00	0.00
951-36-50-3540-52135	550,000.00	38,821.03	338,763.63	0.00	211,216.37	61.60
951-36-51-3520-52131	16,000.00	581.75	4,179.65	11,822.95	-2.80	100.02
951-36-51-3520-52149	1,214,081.00	94,364.18	766,731.35	0.00	447,349.65	63.15
951-36-51-3520-52244	3,500.00	0.00	0.00	0.00	3,500.00	0.00
951-36-51-3520-52248	17,588.00	281.12	1,967.40	0.00	15,620.60	11.19
951-36-51-3520-52972	3,000.00	197.10	1,637.03	0.00	1,362.97	54.57
951-36-52-3530-52149	4,313,404.00	324,675.70	2,641,865.07	0.00	1,671,538.93	61.25
951-36-52-3530-52244	3,000.00	0.00	0.00	0.00	3,000.00	0.00
951-36-52-3530-52302	3,063.00	13.77	252.27	0.00	2,810.73	8.24
951-36-52-3530-52972	6,000.00	200.00	942.55	0.00	5,057.45	15.71
951-36-53-3515-52149	225,162.00	17,575.28	142,636.18	0.00	82,525.82	63.35
951-36-53-3515-52201	55,065.00	4,685.70	34,970.80	0.00	20,094.20	63.51
951-36-53-3515-52211	100,000.00	6,821.72	50,621.61	0.00	49,378.39	50.62
951-36-53-3515-52223	39,555.00	27,972.46	27,972.46	0.00	11,582.54	70.72
951-36-53-3515-52246	140,984.00	2,017.58	69,831.97	22,479.87	48,672.16	65.48
951-36-53-3515-52247	21,145.00	65.76	3,045.49	0.00	18,099.51	14.40
951-36-53-3515-52261	393,396.00	32,933.33	272,054.64	28,122.00	93,219.36	76.30

Expenditure Status Report
 Library JPA
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

expstat.rpt
 03/23/2011 3:45PM
 Periods: 8 through 8

951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-36-53-3515-52302	150.00	0.00	0.00	0.00	150.00	0.00
951-36-53-3515-52932	15,500.00	1,291.67	10,333.36	0.00	5,166.64	66.67
951-36-53-3515-52933	36,506.00	0.00	30,883.00	0.00	5,623.00	84.60
951-36-54-3550-52149	550,312.00	45,464.13	358,981.21	0.00	191,330.79	65.23
951-36-54-3550-52199	29,000.00	1,093.75	4,423.50	11,576.50	13,000.00	55.17
951-36-54-3550-52248	215,038.00	6,500.00	57,075.54	0.00	157,962.46	26.54
951-36-54-3550-52249	55,275.00	1,355.63	18,690.36	4,275.24	32,309.40	41.55
951-36-54-3550-52302	1,300.00	194.06	865.06	0.00	434.94	66.54
951-36-54-3550-52403	151,291.00	3,241.61	73,559.40	36,584.07	41,147.53	72.80
951-36-55-3560-52149	802,600.00	62,748.88	504,103.73	0.00	298,496.27	62.81
951-36-55-3560-52302	800.00	553.33	1,193.83	0.00	-393.83	149.23
951-36-55-3560-52304	13,975.00	372.62	6,657.56	0.00	7,317.44	47.64
951-36-55-3560-52306	3,024.00	0.00	1,512.00	0.00	1,512.00	50.00
951-36-55-3560-52960	3,000.00	0.00	0.00	0.00	3,000.00	0.00
951-36-55-3560-52972	6,000.00	0.00	1,333.18	0.00	4,666.82	22.22
Total SERVICES	9,722,740.00	723,903.97	5,900,344.61	153,976.13	3,668,419.26	62.27
951-53000						
SUPPLIES						
951-36-50-3510-53101	12,000.00	452.45	2,913.60	0.00	9,086.40	24.28
951-36-50-3510-53102	16,200.00	632.56	9,569.13	0.00	6,630.87	59.07
951-36-51-3520-53106	567,000.00	24,195.32	381,450.32	0.00	185,549.68	67.28
951-36-51-3520-53107	25,000.00	2,192.71	47,527.59	0.00	-22,527.59	190.11
951-36-51-3520-53112	120,350.00	3,679.22	30,659.07	3,125.00	86,565.93	28.07
951-36-52-3530-53109	6,500.00	0.00	3,123.00	0.00	3,377.00	48.05
951-36-53-3515-53108	2,690.00	328.29	1,000.19	0.00	1,689.81	37.18
951-36-53-3515-53113	18,000.00	1,206.40	9,526.35	0.00	8,473.65	52.92
951-36-53-3515-53311	157,710.00	9,660.93	97,254.46	0.00	60,455.54	61.67
951-36-53-3515-53312	20,260.00	3,377.74	12,044.28	0.00	8,215.72	59.45
951-36-54-3550-53110	20,000.00	1,750.20	9,820.29	4,782.31	5,397.40	73.01
Total SUPPLIES	965,710.00	47,475.82	604,888.28	7,907.31	352,914.41	63.46
951-54000						
OTHER MATERIALS AND SERVICES						
951-36-50-3510-54990	3,020.00	0.00	0.00	0.00	3,020.00	0.00
Miscellaneous supplies and services						

Expenditure Status Report
 Library JPA
 CITY OF SANTA CRUZ
 2/1/2011 through 2/28/2011

951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Pct Used
951-36-52-3530-54990	2,390.00	42.28	147.92	0.00	2,242.08	6.19
951-36-54-3550-54203	0.00	0.00	358.28	0.00	-358.28	0.00
951-36-55-3531-54990	2,500.00	190.00	1,330.00	1,140.00	30.00	98.80
951-36-55-3560-54990	31,071.00	1,000.00	17,970.60	600.00	12,500.40	59.77
Total OTHER MATERIALS AND SERVICES	38,981.00	1,232.28	19,806.80	1,740.00	17,434.20	55.28
951-56000						
OTHER CHARGES						
951-36-52-3530-56995	2,000.00	182.00	1,582.50	0.00	417.50	79.13
Total OTHER CHARGES	2,000.00	182.00	1,582.50	0.00	417.50	79.13
951-57000						
CAPITAL OUTLAY						
951-36-54-3550-57410	73,000.00	0.00	16,367.86	0.00	56,632.14	22.42
Total CAPITAL OUTLAY	73,000.00	0.00	16,367.86	0.00	56,632.14	22.42
951-58000						
DEBT SERVICE						
951-36-50-3540-58140	40,961.00	0.00	40,960.88	0.00	0.12	100.00
951-36-50-3540-58190	40,293.00	0.00	40,293.07	0.00	-0.07	100.00
951-36-50-3540-58240	19,600.00	0.00	19,557.00	0.00	43.00	99.78
951-36-50-3540-58290	3,500.00	0.00	977.91	0.00	2,522.09	27.94
Total DEBT SERVICE	104,354.00	0.00	101,788.86	0.00	2,565.14	97.54
Grand Total	10,906,765.00	772,794.07	6,644,778.91	163,623.44	4,098,382.65	62.42

Library - Fund 951
 Month-End Cash Balances

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2011 Pooled cash	72,541.96	250,794.12	312,607.59	1,397,052.22	604,129.15	539,173.69	1,566,968.17	875,122.12				
FY 2010 Pooled cash	(908,343.59)	(797,637.50)	(752,924.76)	(597,787.31)	(558,459.72)	(707,533.76)	290,832.95	(390,345.22)	(62,933.26)	15,984.66	25,912.58	120,299.01
FY 2009 Pooled cash	(1,028,955.46)	(397,327.61)	(356,999.20)	252,949.44	(714,416.36)	(711,714.61)	(812,054.05)	(668,015.42)	(595,048.05)	(543,669.74)	222,502.65	(667,431.15)
FY 2008 Pooled cash	555,177.28	285,993.39	362,222.74	452,678.88	381,688.89	348,644.68	414,873.10	180,026.54	267,117.50	988,379.63	877,239.75	65,274.00
FY 2007 Pooled cash	378,173.37	260,209.81	(47,055.07)	77,967.52	141,276.32	331,082.13	1,134,207.34	1,970,264.04	582,080.73	688,990.25	693,402.17	260,082.00



SANTA CRUZ PUBLIC
LIBRARIES
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD

STUDY SESSIONS ON LIBRARY SERVICE MODEL RECOMMENDATION

MINUTES

Saturday, March 26, 2011

Aptos Library Community Room
7695 Soquel Drive
Aptos, CA 95003

9:30 a.m. - 10:30 a.m.

The study session provided information on the proposed LJPB sub-committee library service model. Public comments and questions were heard.

There was no quorum at this meeting.

No decisions were made.



SANTA CRUZ PUBLIC
LIBRARIES
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD

STUDY SESSIONS ON LIBRARY SERVICE MODEL RECOMMENDATION

MINUTES

Saturday, March 26, 2011

Santa Cruz Police Department Community Room
155 Center Street
Santa Cruz, CA 95060

12:30 p.m. – 1:30 p.m.

The study session provided information on the proposed LJPB sub-committee library service model. Public comments and questions were heard.

There was no quorum at this meeting.

No decisions were made.



SANTA CRUZ PUBLIC
LIBRARIES
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD

STUDY SESSIONS ON LIBRARY SERVICE MODEL RECOMMENDATION

MINUTES

Saturday, March 26, 2011

Felton Fire Station
131 Kirby Street
Felton, CA 95018

3:30 p.m. – 4:30 p.m.

The study session provided information on the proposed LJPB sub-committee library service model. Public comments and questions were heard.

There was no quorum at this meeting.

No decisions were made.

SUMMARY OF PUBLIC TESTIMONY CONCERNING THE COMPROMISE
LIBRARY SERVICE MODEL
March 26, 2011

The Board's subcommittee tasked with designing a compromise library service model held public meetings on March 26, 2011, in three locations spread throughout the county. The purpose of the meetings was to get feedback from the public about the proposed compromise library service model. Meetings were held in Aptos, Santa Cruz, and Felton.

The feedback at all three meetings was overwhelmingly positive and supportive of the compromise model. Many people thanked the Board for listening to the public and responding to the concerns expressed at prior meetings. Concerns were also raised, primarily the impact on staff, the reliance on volunteers, and the reduction in on site reference staff.

The feedback received at each meeting is described in more detail below.

Aptos Community Meeting – Approximately 30 people attended this meeting. Approximately 19 people spoke and expressed support for the model and appreciation for the Committee's work. A significant number of speakers had questions about the model and those questions were answered. Some speakers expressed concerns about the use of volunteers with regards to the time taken to manage volunteers and the ability or desire of volunteers to handle the physical nature of materials sorting and shelving. Other speakers supported the use of volunteers, some using the reliability and commitment of the La Selva Beach volunteers as an example. A concern was expressed that the materials budget was inadequate. Another concern was expressed that each local branch should have a certain degree of autonomy to make decisions about how their services are provided. Support was expressed for pursuing partnerships with community groups. The need to ensure modern technology and to appeal to a young demographic was conveyed. The hope was expressed that this model would truly be sustainable.

City of Santa Cruz Community Meeting – 16 members of the public attended this meeting and again the feedback was overwhelmingly positive. Several people thanked the Library Board for listening to the community and for being responsive. Concerns were expressed about whether the new staffing model would be workable and about the reduction of on site reference staff in the branches. An issue was raised about the staff backing branch closures and therefore a concern about the challenge for staff with this model. Concern was also expressed about having a para-professional answer a reference question, not being able to speak to a reference librarian face-to-face in some branches, and about whether programming under the compromise model would be adequate. A concern was raised about the robust use of volunteers.

In addition, the following suggestions were made: move the smaller branches up to full hours as soon as possible, have every branch open at least one weekend a day, give Branciforte a few more hours, libraries should investigate getting the County's cast off computers.

Observations were made that no one wants to change, but change is coming in how library services are delivered; and you don't have to throw out the past in order to be ready for the future.

Felton Community Meeting – Approximately 25 members of the public attended this meeting. The feedback was overwhelmingly positive and several people thanked the Subcommittee and the Board for listening to them. After expressing support, many speakers had questions which the Committee and staff, who were present in the audience, answered. In addition, speakers offered the following suggestions: check in with the librarian after 6-12 months to see how they think things are going, consider saving money by reducing salaries, when surveying library users for feedback also try to reach those who do not use the library--perhaps with an online survey, and partnerships that would make use of the library buildings after hours should be encouraged.

1040B2

COMPROMISE SERVICE MODEL

Recommended by the Compromise Subcommittee: Ellen Pirie, David Terrazas, Sam Storey and Barbara Gorson

Introduction

The model defines key library parameters and features. Detailed implementation, staffing and operational plans will be developed by staff once the Board has approved a model. The details will be reflected in the annual budget for fiscal year 2011/12. The model will be implemented in two phases: 1) beginning as soon as practical and increasing total hours by 20% by January 2012; and 2) a goal of increasing to full hours (50% increase from current hours) in July 2012.

Key Parameters:

- Deliver service in 10 branches, the bookmobile and other community places and via the web and other technology
- Provide convenient, increased open hours
- Create a sustainable cost structure while building appropriate contingency funds and reserves
- Fund materials at a minimum of 8% of expenditures
- Provide technology that meets modern library standards and evolves with changing needs and library practices.

Key Features:

Branches and Hours:

Branch	Current Hours per Week	Hours per Week When Model Fully Implemented In Phase 2
Downtown	47	56
Aptos	38	48
Scotts Valley	34	48
Capitola	22	40
Live Oak	30	40
Boulder Creek	21	35
Branciforte	18	35
Felton	15	30
Garfield Park	18	30
La Selva Beach	14	30
TOTAL	257	392

While implementation and operational details are yet to be finalized, the financials for this Model are based on a total of 318 open hours per week in Phase 1: Downtown at 54 hours; Aptos and Scotts Valley at 44 hours; Capitola and Live Oak at 30 hours; Boulder Creek and Branciforte at 28 hours; Felton, Garfield Park and La Selva Beach at 20 hours.

Finances:

- Development of a cash reserve that reaches 6.8% of revenues or \$795,000 by 2015/16; with a goal of funding to 10% in the following years.
- Cumulative fund balance grows to approximately 5% of revenues by 2015/16. The intention is to ensure funds are available to handle unexpected issues in transitioning to a new model. The Board will determine the best use of the fund balance and any policies for continuing annual budget surpluses going forward.

Efficiencies & Technology:

- Operational efficiencies planned and funded (same as Task Force models) include:
 - Self check out/self pick up of holds (currently implemented);
 - Single point of service (consolidated service desks) implemented wherever possible and funding for remodels in some branches so that this change can achieve the greatest level of efficiency possible.
 - Courier service is outsourced
 - Floating collections will be implemented once the new ILS system is online and after staff evaluates the options.
 - Process improvements in collections development and management (more preprocessing, automated selection, etc).
- Automated Materials Handling is not funded but will be evaluated by staff and if recommended, it will be implemented using other sources of funding (e.g. vendor financing).
- Routine technology replacement is funded
- Additional funding for technology innovations and upgrades is provided
- Technology needed to implement remote reference service is funded

Staffing:

Staffing in this model (and all the Task Force models) relies upon a new and very different staffing model developed by a library staffing consultant in collaboration with Director Landers. It was developed to provide the maximum staffing efficiency, while maintaining flexibility; and was designed with the assumption that the above operational efficiencies are implemented. This new model restructures the organization and significantly reorganizes how work will be done. Librarians will be focused on work which requires their specialized knowledge, skills and abilities and will be formed into centralized teams to provide reference, collection development and design and delivery of programs. Branch staff will be focused on the movement of materials (circulation and routing) and responding to patron questions as appropriate.

City of Santa Cruz HR is in the process of developing new job descriptions and classifications for most of the library jobs. Once a model is approved, staff will translate this staffing model into a detailed staffing plan and convert the FTE's calculated in the Compromise Model to actual positions filled by individuals.

Total staff is expected to be reduced approximately 11% from current levels. Regular staff is reduced by 20%, while temporary staff (pages and on calls) are increased from current levels. Management hopes to minimize layoffs through retirements (there will be a retirement incentive program in place) and attrition, but there are likely to be some layoffs.

Services:

- Onsite (Branch) Services: The focus of Branch staff will be to handle materials flow and answer basic information and reference and readers' advisory questions as time permits. Staffing is determined based on the volume of circulation and for Downtown, there is a square footage factor which increases staffing levels.
- Virtual and web services will be provided.
- Reference and readers' advisory services
 - On site support in the Downtown Branch and during peak hours at Scotts Valley, Aptos and Live Oak. Note that the smaller branches do not currently have on site dedicated reference and readers' advisory staff and that will continue under this model.
 - Remote or online access provided for all library locations and from outside library facilities (home, office, etc) during library open hours.
 - 24x7 online chat reference service provided via a contracted service.
- Programs
 - Current levels of programming are maintained
 - There is a centralized team designing, evaluating and delivering programs system wide (in branches and in the community) at current levels.
 - Bookmobile service continues basically unchanged.
 - Volunteers and partners are important in expanding opportunities for programming throughout the system and the community.
- Volunteers
 - This model relies on a robust partnership and volunteer program for success.
 - Volunteers will be used to assist in sorting and shelving materials in the 6 larger branches, replacing some page staff. Volunteers will also be used throughout the system to enhance and expand opportunities and programs and perform additional tasks as appropriate.
 - A full time volunteer coordinator position is funded and will be responsible for the volunteer program

Materials

- The materials budget will be 8% of expenditures. It will be slightly less in the transitional year of 11/12, but will reach 8% in subsequent years.
- Physical and virtual materials will be selected, managed and processed by a centralized group and process improvements will be implemented.

Capital

- Funding for a Facilities Master Plan is included so that the Library can begin long term infrastructure planning.
- Funds are established for routine capital replacement and maintenance.
- Savings for additional capital projects, building remodels or construction is not provided in this model and will require separate sources of funding.

Implementation:

Phase 1:

- Transition to the new staffing model and organizational structure as soon as practical.
- Increase branch open hours by January 2012.
- Evaluate results of the new model, solicit patron feedback, make needed adjustments and get the new service model running smoothly.

Phase 2:

- Increase branch hours to the full amount -- 53% increase from current levels.
- The goal is to increase to maximum hours effective July 2012.

Model Flexibility

- It is recognized and expected that adjustments will be required as different aspects of the new model are implemented, evaluated and improved.
- Routine evaluation of the model will be performed to confirm that it is achieving expected results.
- It is important to understand that no model can remain static for long. Library staffing, structures and services will evolve over time as our communities change and as library services and technologies progress. This model sets the overall parameters for our library system to provide a framework within which change and improvements can be made.

**Santa Cruz Library Recommended Service Model
5 Year Projections**

	FY 11/12	FY12/13	FY13/14	FY14/15	FY15/16
Sales Tax	\$ 5,509,350	\$ 5,564,444	\$ 5,675,732	\$ 5,789,247	\$ 5,905,032
Maintenance of Effort	\$ 5,153,415	\$ 5,204,949	\$ 5,309,048	\$ 5,415,229	\$ 5,523,534
Other	\$ 326,794	\$ 326,794	\$ 326,794	\$ 326,794	\$ 326,794
TOTAL REVENUES	\$ 10,989,559	\$ 11,096,187	\$ 11,311,575	\$ 11,531,270	\$ 11,755,360
PERSONNEL	\$ 7,342,383	\$ 7,546,784	\$ 7,682,672	\$ 7,897,062	\$ 8,115,002
OTHER OPERATING EXPENSES	\$ 3,132,763	\$ 3,187,777	\$ 3,195,983	\$ 3,245,299	\$ 3,295,328
CAPITAL PROJECTS					
Facilities Master Plan	\$ 100,000				
Single Svc Remodel		\$ 10,000	\$ 20,000		
Single Svc Remodel Central		\$ 25,000			
Centralizing Ref Tech Costs	\$ 25,000				
Technology Innovation/Upgrade		\$ 25,000	\$ 25,000	\$ 25,000	
FUNDS & RESERVES					
Technology Replacement	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Vehicle Replacement	\$ 73,750	\$ 73,750	\$ 73,750	\$ 73,750	\$ 73,750
Capital Maintenance	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Cash Reserve			\$ 100,000	\$ 100,000	\$ 100,000
TOTAL EXPENSES	\$ 10,788,896	\$ 11,018,311	\$ 11,247,405	\$ 11,491,111	\$ 11,734,080
NET GAIN/(LOSS)	\$ 200,663	\$ 77,876	\$ 64,170	\$ 40,159	\$ 21,280
CUMULATIVE FUND BALANCE AT YEAR END					
	\$ 419,009	\$ 496,884	\$ 561,054	\$ 601,204	\$ 622,493
CUMULATIVE CASH RESERVES	\$ 495,000	\$ 495,000	\$ 595,000	\$ 695,000	\$ 795,000



A STAFFING MODEL:
SANTA CRUZ PUBLIC LIBRARIES

Santa Cruz Public Libraries
Ruth Metz Associates
February 16, 2011

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Introduction

This staffing model was developed expressly for the Santa Cruz Public Library by library consultant Ruth Metz in consultation with Library Director Teresa Landers. The purpose has been to realign the structure of library-specific classifications for currency, efficiency, flexibility, and adaptability.

The library leadership wants the organization to be able to efficiently and effectively deliver library services and to nimbly adapt services and operations in a constantly changing technological environment. It wants a staffing plan that is sustainable.

The goal of this staffing model is to efficiently, purposefully, and dynamically deliver services that engage the public. Collections and content, services and programs, and the operations that support them are delivered in the libraries, in the community, and virtually.

In a constantly changing technological environment, all libraries are under pressure to change their paradigms. This staffing model is only one aspect of a paradigm shift. For the staffing model to be successful, the library leadership must prepare staff, support its continuous learning, and fund the requisite technology integration and necessary facility improvements.

Because today's technologies change and new technologies emerge, the library leadership and staff will have to continuously scan the technological horizon and in a disciplined way, continuously integrate technologies to improve processes.

Library leaders and staff will have to be attentive to and involved in the on-going process of reducing tomorrow's labor-intensive routines in the interests of employing staff in value-added services. Likewise, library management should continuously monitor the suitability of the staffing plan and FTE allocation in practice and adjust it as needed. It too must adapt to continuous change.

What is a Staffing Model

This report uses the terms “staffing model”, “staffing plan,” and “service model.” Each of these terms has a unique meaning.

A staffing model refers to the structure of staffing—classifications and job descriptions—and the way staff is organized. A staffing plan describes what classifications of staff and the number of staff will be allocated to given functions. A staffing plan is based on a staffing model.

The term service model has been used by the SCPL to describe the various ways the library system could be structured for sustainability. Would the library system have 10 branches or fewer? Will all branches be full-service or will some be specialized?

A civilian Task Force appointed by the Library Board has recently developed various service models according to guidelines set by the Library Board. These alternative service models are under review by the Library Board at this time.¹ Once a service model is adopted by the Library Board, a staffing plan can be developed based on the staffing model described in this report.

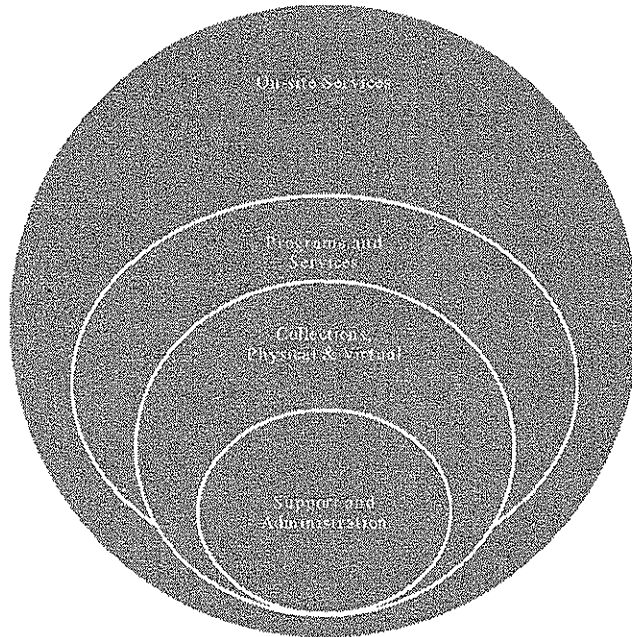
Conceptual Framework for the Staffing Model

This staffing model is based on a framework that organizes the library’s functions into four interdependent elements. Each element is described in the following pages, including the assigned staffing classifications. The four interdependent elements are:

1. onsite services
2. programs and services
3. collections , both physical and virtual
4. support and administration

¹ “Final Task Force Report to the Library Joint Powers Board on Financially Sustainable Service Models for the Santa Cruz Public Libraries”, January 31, 2011

CONCEPTUAL FRAMEWORK FUNCTIONAL ELEMENTS IN RELATIONSHIP



The allocation of resources to each element and in relationship to the other elements can flex according to the available resources, the service model that the Library Board eventually adopts, and the priorities of the library leadership over time. A decision to reduce or increase the allocation to any element should be made in consideration of its impact on the other elements.

For instance, the branches are so leanly staffed and the hours so modest that any funding reduction strategy would almost certainly be to reduce the number of facilities. If the number of facilities is sacrosanct, then by default any reductions would be made in one or more of the other elements: the collection, programs and services, or support/administration. But it must be understood that any reduction to these other elements will adversely impact the functionality of the branches. Reallocation must be thoughtfully made, in consideration of the effect on the whole.

Distinguishing Features

This model consolidates staffing in the four functional divisions noted above. It also emphasizes team-work and collaboration between and among staff of all classifications and across divisions.

This model concentrates librarians' time on professional-level work in collections management and services, and programs. Professional-level means performing those core competencies that ALA and ALA-accredited graduate schools expect of MLS graduates.

The library system needs its librarians using their professional abilities to navigate the currents of technological change. This staffing model has librarians using their knowledge, imaginations, and creativity in designing, developing, deploying, performing, and continuously improving service.

Librarians are planning, evaluating, and reshaping services and programs in addition to delivering them. Often, they are designing services and programs that another classification of staff or volunteers will deliver. They are managing projects; this calls for organizing, delegating, and overseeing the work of others.

Librarians are not working alone in these divisions. The staffing model brings collection development and the design and deployment of library services and programs under a team of professional and support staff. The staffing model responsibly broadens the scope of support staff, and provides training accordingly, enabling a more fully-functioning staff.

Teams are collaboratively designing a portfolio of customer-driven services and programs, deploying these efficiently through the libraries and the community, and continuously improving, evolving, and reinventing them. Librarians, support staff, and their Division Managers work in teams to plan, organize, and accomplish the work portfolio within the available resources.

Librarian expertise is concentrated in another way. Selections for the library collection are orchestrated by a small team of librarians. With the assistance of the Division Manager, the selector team structures a process that taps into the subject expertise of staff to build, maintain, and weed the collection both, physical and virtual.

In branches, Library Assistants and Library Aides provide a variety of routine services on site and immediately refer the customer to alternative service points when necessary. These alternative service points are the virtual branch and Information Specialists at a central location. The customer can talk with a librarian by telephone, by email or text messaging, or at a computer information kiosk in the branch.

Staffing Structure

The basic structure for staffing the library includes five library classifications and several citywide classifications. The library classifications are:

- Library aide
- Library Assistant I, II, III, IV
- Librarian I, II
- Library Specialist I, II
- Library Division Manager

All jobs in the library fall under one of these classifications except for the following job titles.

- Account Clerk
- Accountant
- Administrative Assistant
- Building Maintenance Worker, Lead
- Building Maintenance Worker
- Assistant Director of Library Services
- Director of Library Services

The City is currently reviewing the classification structure of library IT positions.

- IT Manager
- System Administrator
- Library Network Administrator
- Webmaster
- Assistant Webmaster
- Computer Support Specialist

On-Site Services

In staffing for onsite services, there are four main considerations that affect the staffing allocation: the number of outlets, the hours of service, the activity level of the facility, and the size of the facility. The SCPL has 10 libraries located in the communities throughout the county. These are the physical nodes for the public's access to the library.

In this model, each branch has a person in charge of the branch (a Library Assistant 2, 3, or 4) and an assistant (Library Aide) for every hour the library is open. The number of library aides or library assistants is higher in some branches than others because of the volume of use or square footage or both.

The staff is responsible for everything that happens in the branch, including providing basic services and supporting programs developed and delivered centrally: story times, readings, computer training, and so forth. From each branch, customers can talk in real time by telephone or online through the library's virtual branch with an Information Specialist or Librarian. Volunteers are trained specifically to assist in the branches with hospitality, programs, shelving, computer-side help, and so forth.

What the public can expect to find at each Library Location:

1. A welcoming, respectful, and efficient staff and volunteers
2. An aesthetically pleasing, ordered, and safe environment
3. A reliable schedule of open hours
4. Collections, furnishings, seating, group and individual spaces, wireless technology, computers, and audio visual and photocopy equipment

What the public can expect to do in each Library Location:

1. Set up an account to borrow materials, pay fines, make payment plans, and talk with staff about one's library account
2. Request collection purchases
3. Browse, use, and borrow popular fiction and non-fiction books, CDs, DVDs, magazines, and newspapers at the branch, and in the library system.
4. Browse, read, study, use computers, use a wireless computer, use photocopy equipment, get basic help using the library's computers and equipment
5. Drop off borrowed materials, pick up holds, and check out items without having to wait for staff assistance
6. Find and borrow materials easily and without undue waiting
7. Quickly find the right Information needed in the course of their daily lives on their own or with assistance from staff
8. Get expert searching advice and assistance from a virtual Information Specialist or Librarian
9. Make an appointment with a librarian for face-to-face search advice and assistance
10. Attend programs that promote learning and the enjoyment of reading
11. Attend meetings that are situated at the branch
12. Use an interactive virtual branch that includes an array of self-service options

Division Staffing

Library Division Manager
Library Assistant I, II, III, or IV
Library Aide
Building Maintenance Worker Lead
Building Maintenance Worker
Administrative Assistant II

Programs and Services

The scope of responsibility includes all programs and services for the public. Examples of services now are the Virtual Branch, reader's advisory, reference, the bookmobile and outreach. Examples of programs are the summer reading program, book clubs, story times, business brown bag lunches, and so forth. The Division Manager, librarian, and support staff organize in sub-teams to carry out programs and services and also to evaluate and improve them.

The Programs and Services Team will:

1. Plan and implement programs and services, using staff and volunteers to deploy these to the branches and in the community.
2. Assist the public in efficiently finding, evaluating, and using information in the physical collection and on the web.
3. Provide readers advisory and programs that promote the enjoyment of reading and life-long learning.
4. Be responsible for the totality of the library's web presence: planning, implementing, evaluating, trend watching, and integrating the appropriate emerging technologies into services.

Working within a prescribed annual and multi-year budget, an imaginative, creative, and resourceful Programs and Services team efficiently develops, evaluates, refreshes, and reinvents the library system's programs and services. The team transitions from the current distributed programs and services model to a consolidated program and service plan that is customer-driven and efficient. The team may form sub-teams to maintain some programs and services in the team's portfolio while forming other sub-teams to design or redesign aspects of the service plan.

The team sets priorities, collects relevant data, and learns to manage a dynamic program and portfolio that is always relevant, efficient, and ready to change. The team is always gauging the needs of the public and keeping their eyes on the horizon of technology and service innovation. It is always looking to maximize the relevance, benefit, and effectiveness within finite resources. Decisions about programs and

services are based on data. Data is from the community, from the industry, from the onsite staff, and from fellow divisions. The team conducts targeted needs assessments in the community and in the library organization to ensure that the service plan is customer-driven.

Working with the Onsite Services staff and management, the team deploys these programs and services throughout the system and in the community. The team partners with other providers for programming and services, leveraging resources for the maximum impact. Programs and services can be purchased, leased, provided by staff, volunteers, independent contractors or any combination of these methods.

The Virtual Branch

The team develops and manages the library's virtual branch design content and selectively expands the Library's presence on the Internet and in the social media milieu. The team works closely with the on-site division and the IT staff to surface the public's content needs and information technology trends. They conduct targeted needs assessment and develop, implement, and evaluate projects that address those needs.

Customized Discovery: Information, Information Sources, Search Strategy, Online Research Literacy

From any branch including the virtual branch, the public can be get information or get help finding information. Sometimes this is a simple matter and other times not. Information needs run the gamut from simple to complex. In this model, branch staff is trained to quickly know the difference and connect the seeker to the expert at the virtual branch or through remote assistance.

The SCPL is ready for these referrals, 24/7. People go online to chat or chat face-to-face via Skype, or use their Smartphones, or if they prefer, talk over a land line to their advisor. A team of Information Specialists I and II and Librarians provide these services. Help is also provided by appointment when appropriate.

Sometimes it is possible to meet an information need nearly instantly with factual information quickly located at the branch. Other times the searcher wants to know how to go about finding the needed information. In this case, the librarian helps the searcher not by finding the information but by advising on how to find it efficiently and perhaps taking the person to the sources online and guiding them through it. Increasingly, searcher needs are complex because the Internet offers so many routes to information, some free, some fee-based, some more reliable than others. It is then that the searching prowess of the Information Specialist and Librarian are particularly invaluable.

Reader's Advisory Service

The public can also query a librarian with special expertise in readers' advisory. Reader's advisory is a service which involves suggesting fiction and nonfiction titles to a reader. The reader's advisory service taps the literacy expertise of a reader's advisory "network" in the system.

Bookmobile Services

The bookmobile delivers programming and other services developed by the program and services team. This includes traditional bookmobile services but also transitional and future services as part of an overall service plan.

Division Staffing

The complement of staffing is based on an estimate of what it would take to match the number of programs currently. This includes programs provided, including for all age levels, both in the library and through Outreach Services. The goal would be to efficiently deliver the most desirable programs to the greatest number of people at the lowest possible cost. The assigned staff will be encouraged to be creative and resourceful in achieving this goal, including through partnering, leveraging, and the use of volunteers.

1. Librarians
2. Library Assistant III (Information Specialist) (new)
3. Library Assistant II (Bookmobile Driver)
4. Library Specialist II (Virtual Services Coordinator) (new)
5. Library Division Manager
6. Administrative Assistant II

Collection Management

A several-person team of librarian selectors develops the multi-media collection and the virtual collection of databases, downloadable resources, and internet content. Collections, both physical and virtual, are chosen, procured, made ready for use, maintained, and de-accessioned by a team of librarians and collection management assistants. These functions are centralized in this team which has the responsibility to efficiently garner internal and external customer input and feedback related to the collection.

A team of Librarians, Library Assistants, and Library Aides develop and maintain the collection: purchased, leased, and gifted. Working with a prescribed annual or multi-year budget, the selector team includes area expertise such as in early childhood resources, school age resources, teen resources, adult fiction, and adult non-fiction.

The staff selects and deselects materials, online databases, and content. This team interfaces with the other divisions and especially with the Programs and Services sub-team for the virtual branch. Librarians from this division and the Programs and Services Division rotate between the divisions.

A professional librarian catalogs unique items, oversees copy cataloging, and manages the specifications and vendor contract for pre-cataloging and preprocessing of new purchases. Library Assistants are cross-trained.

The courier service is in this division. At this time the plan is to outsource this function. If that does not happen then additional positions will need to be identified and funded. In the outsourced model, Library Aides handle sorting, routing, and preparing materials for courier pickup and return.

Division Staffing

1. Division Manager
2. Librarians
3. Library Assistants I and II
 - a) Acquisitions
 - b) Serials control, interlibrary loan, receiving
 - c) Copy cataloging
 - d) Processing, mending, volunteer supervision
 - e) Maintenance of special collections and tools such as sheet music, the song index, newspaper indexing, and community information.
4. Library Aides

System Support and Administration

A team of professional, technical, and administrative staff support direct service to the public through business and information technology functions. The business functions include finance, human resources, learning systems, volunteer coordination, and executive leadership.

The Division Manager also serves in a support role to the Library Director in the areas of budget and statistical analysis and support.

This staffing model includes a newly defined training librarian position, Learning Systems Coordinator. It is responsible for insuring continuous learning throughout the organization. For the SCPL to actualize this new conceptual and staffing model, with its emphasis on sustainability, flexibility, adaptability, and dynamic technology, there must be a significant investment in staff and volunteer development.

The Learning Systems Coordinator continuously works with managers, work teams, and the executive team to assess learning and training needs of individuals, work teams, and the organization as a whole. Organizational competencies are measures of how well-positioned the library is to accomplish its goals. They have to do with conditions in the library that affect its capacity to be efficient and effective.²

The Learning Systems Coordinator develops a continuous program of job-related learning and training options for individuals and teams based on the needs assessment. Individuals and work teams and their supervisors are responsible for learning what is necessary through information, training, consultation, mentoring, and coaching. Supervisors at every level of the organization are responsible for development planning with the individuals and teams under their supervision. Coaching and mentoring are encouraged and managers, in particular, train for these skills.

The library leadership intends to strategically recruit and place volunteers throughout the organization. The Volunteer Coordinator will recruit, train, and manage a volunteer force on behalf of the library. The Volunteer Coordinator works with the other divisions to assess need and match volunteer talents to complement the staffing plan. The size of the volunteer force may require an additional staff position.

² Sandra Nelson writes about organizational competencies in *Strategic Planning for Results*, ALA, 2008. She provides a work form and suggests a process for assessing the organization's competency. A growing body of information and research on organizational competency can be readily accessed online.

Division Staffing

Staffing for System Support Services³

1. Division Manager, Support Services
2. Accountant I
3. Account Clerk 1
4. Administrative Assistant II
5. Volunteer Coordinator (new)
6. Learning Systems Coordinator (new)
7. IT Manager
8. System Administrator (ILS)
9. Network Administrator (data infrastructure)
10. Digital Content Specialist I (new)
11. Digital Content Specialist II (formerly Webmaster)
12. Computer Support Specialists (2)

Staffing for Administration

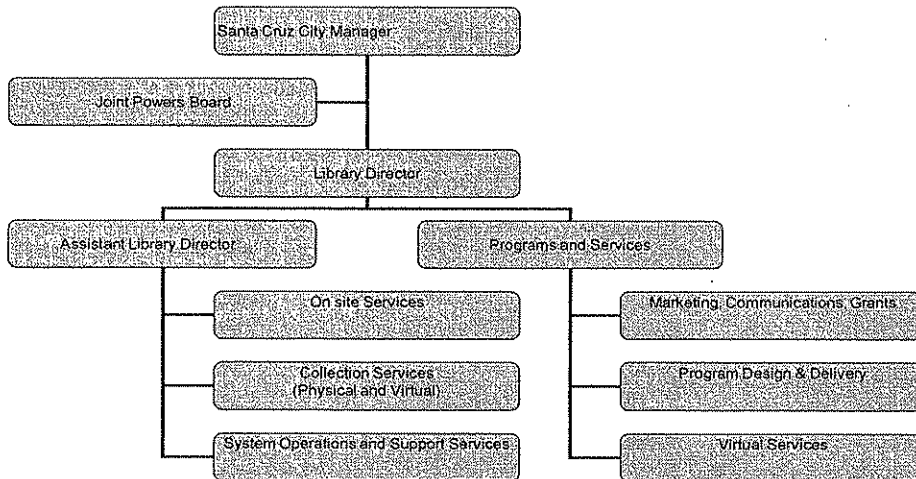
1. Library Director
2. Assistant Library Director (new)

Note: The Assistant Library Director position was eliminated last year as a cost savings measure. In this model, the position is reinstated. This change has also been recommended by the Library Joint Powers Board, City of Santa Cruz Human Resources Manager and City Manager. The Assistant Director will be overseeing operations and for managing the transition to the new service model.

³ The City is conducting a compensation study for IT classifications

Appendix A: Functional Organization Chart

Functional Organization Chart



About the Consultant

Ruth Metz Associates specializes in library strategic planning, organizational development, and leadership development. Since launching her firm in January 2004, Ms. Metz has conducted dozens of feasibility studies, library service options studies, needs assessments, and strategic plans for library organizations and local and state government. All of these projects involved developing workable models for services and staffing.

Ms. Metz has written about organizational effectiveness and has successfully coached leaders and teams through organizational change. Her book, *Coaching in the Library: A Management Strategy for Achieving Excellence* was published in January 2011 by the American Library Association in a revised edition. Her recent article about organizational effectiveness, published last March in *American Libraries*, is available on her website (www.librarycoach.com)

Ms. Metz's consulting practice is based on a career of innovative leadership and successful management of libraries and library organizations in Michigan, Colorado, California, and Oregon. Her resumes is available on her website (www.librarycoach.com)

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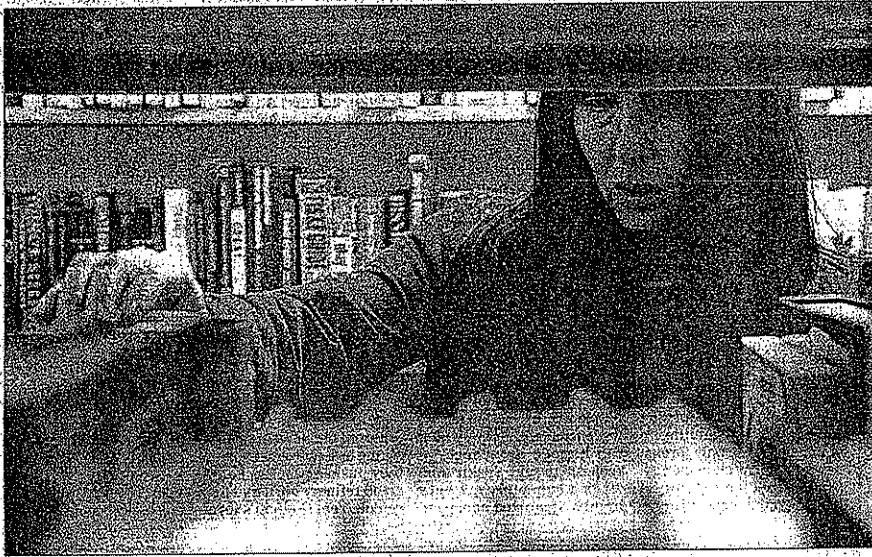
PARKING LOT ITEMS

TOPIC	RESOURCES/ RESPONSIBILITY	DATE
Redaction of personal information in LJPB packet	LJPB	7/2011 (after budget)
Branch owned collections purchased by local funds	Teresa	11/1/2011 (after new ILS)

Sentinel
3/10/11

On to Plan B

Library panel uses overlooked model as basis for restructuring



LARISSA MUELLER/SENTINEL

Diana Ferraluolo reshelves books at the La Selva Beach library branch on Thursday afternoon. Volunteers like Ferraluolo will be critical to keeping small branches, like La Selva Beach, open.

Group focused on keeping 10 branches open

By I.M. BROWN
ibrown@santacruzsentinel.com

SANTA CRUZ — A panel studying how to restructure the financially strained city-county library system and still keep all branches open is using as its foundation a compromise model that has received scant public attention despite achieving both goals.

To grapple with a projected five-year, \$6 million deficit for the 10-branch system serving patrons from San Lorenzo Valley to South County, a task force recently presented four reorganization plans, called Models A, B, C and D. Library patrons, staff and board members entrenched on either side of the brewing battle over shutting small branches immediately clung to one of two plans.

Model C kept all branches open to create geographical convenience and offered the most open hours overall, but it cost the most. Model D cost the least because it closed four small branches — Gar-

IF YOU GO

SANTA CRUZ PUBLIC LIBRARIES BOARD MEETING

WHEN: 6:30 p.m. Monday, March 14

WHERE: Board of Supervisors Chamber, 701 De Anza St., Room 122, Santa Cruz, CA 95062

DETAILS: www.santacruz.ca.gov/call427

field Park, Felton, La Selva Beach and Branciforte — to invest more in capital improvements like more online features, electronic readers and automated services.

Model A, which would have been polarizing because it closed branches, was seen as unworkable for many reasons, including that it set hours based on the number of workers afforded by a

SEE LIBRARIES ON A12

OPEN HOURS

The following is a look at the number of current open hours per branch, ranked from the most to the least number of total hours. The hours reflect furloughs that may not be continued this year. Also provided are proposed hours per branch under Model B, which a library board subcommittee is using as a guide for restructuring the 10-branch system. The hours proposed in Model B are likely to be different from the final recommendation of the subcommittee.

BRANCH	CURRENT HOURS	MODEL B HOURS
Central	47	51
Aptos	38	44
Scotts Valley	34	48
The Oaks	30	44
Capitola	29	35
Boulder Creek	21	27
Branciforte	18	32
Garfield Park	18	16
Felton	15	20
La Selva Beach	14	20

SOURCE: Santa Cruz Public Libraries administration

Small branches critical for kids

By I.M. BROWN
ibrown@santacruzsentinel.com

SANTA CRUZ — Last month, after users of small library branches learned the sites might face closure, parents bombarded public officials with pleas to consider the toll on children.

Advocates for the Felton and La Selva Beach sites, as well as the small Santa Cruz branches called Garfield Park and Branciforte, said the small libraries were particularly important to children, who use the neighborhood centers for story hours, homework assistance

and pleasure reading. New library circulation statistics provided by the library administration suggest those supporters were correct.

The Sentinel evaluated circulation figures categorized by user age group from fiscal year 2009-2010, which is the latest data available. The Sentinel chose to examine figures from four months — September, December, March and June — because they represented all four seasons and were each three months apart.

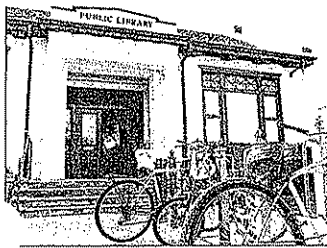
In all of the city-county system's

SEE BRANCHES ON A12



LARISSA MUELLER/SENTINEL

Leslie Letja sits with her kids at the Felton library last month. Children and their families often use the small branches of the Santa Cruz Public Libraries system, like Felton, as neighborhood centers for story hours, homework assistance and pleasure reading.



Garfield Park library branch is one of several small branches used frequently by children.

KEVIN JOHNSON/SENTINEL

BRANCHES

Continued from A1

10 branches, the highest percentage of circulation in every case occurred among adults, who represent the largest cardholder group. But the four-month figures also demonstrate that the highest percentage of circulation among children and young adult cardholders occurred at the Garfield Park, Felton, La Selva Beach and Branciforte branches.

Ysraelya Dolinger, a mother of two young children, is not surprised.

She said she cherishes family trips to the Felton branch, saying local library access is essential to furthering her children's literacy and personal growth. Her daughter, 4½-year-old Jayda, just obtained her own library card, which also provides a lesson in the personal responsibility of borrowing and returning items.

"Just having it there in the community, knowing there is a place where there are all these books," Dolinger said, explaining the Felton branch's importance. "It's promoting community value. You don't have to buy everything. You can share and borrow."

The statistics from library administration show children and young adults accounted an average of 16 percent of total circulation among the small branches during the four months evaluated in 2009 and 2010. In comparison, youth cardholders accounted for an average of 9.7 percent of circulation at the larger Central, Aptos, Scotts Valley and Live Oak branches during the same months.

"I think that's really revealing," said subcommittee member and county Supervisor Ellen Pirie, who is a vocal proponent of keeping all branches open.

"One of the important pieces in the library's strategic plan is to serve that population, to have children develop an early love of books and literacy," Pirie said. "Those small branches do that and those are ones we were proposing to close."

A library task force studying potential service models for library reorganization presented two plans that kept all branches open and two that closed several small sites that are only open between 14 and 18 hours per week. After two years of employee furloughs and other cuts, the system has pulled itself out of a spiral of deficit spending and borrowing from the city of Santa Cruz.

But a projected \$6 million deficit over the next five years, driven by modest revenues and increased personnel costs, necessitates restructuring.

Supporters of branch closures say creating a leaner system that tucks more money into technology and capital improvements is needed for modernity and financial stability. After the proposed closures created a stir among small-branch users, the library's governing board appointed a subcommittee that would hammer out a compromise.

Subcommittee members understand the impact closing small branches will have on

CHILDREN AND SENIORS

The following circulation statistics rank the top Santa Cruz Public Libraries branches by their percentages of cardholders who are children or young adults and seniors or homebound people. The Sentinel randomly selected four months to examine within fiscal year 2009-2010 — September, December, March and June — as representative of the four seasons, equally three months apart.

SEPTEMBER 2009

Children and Young Adult	Percent
Garfield Park	20.6%
Felton	17.6%
Branciforte	14.4%
Seniors and Homebound	
Aptos	25.6%
La Selva Beach	21.2%
Capitola	20%

DECEMBER 2009

Children and Young Adult	Percent
La Selva Beach	20.8%
Garfield Park	16.5%
Felton	15.6%
Seniors and Homebound	
Aptos	27.3%
Capitola	21%
Central	18.4%

MARCH 2010

Children and Young Adult	Percent
Branciforte	19.2%
Boulder Creek	16.7%
Felton	15.2%
Seniors and Homebound	
Aptos	26.9%
Capitola	20.1%
Branciforte	18.1%

JUNE 2010

Children and Young Adult	Percent
Garfield Park	18.4%
Felton	16.5%
Branciforte	15.4%
Seniors and Homebound	
Aptos	27.1%
Capitola	20.6%
La Selva Beach	17.5%

SOURCE: Santa Cruz Public Libraries administration

Capitola is a small branch but not one that has been targeted for closure. In fact, the city's redevelopment agency is planning a new facility.

La Selva Beach is the only small branch that appeared among the system's top three sites for serving seniors and homebound people, according to the statistics reviewed by the Sentinel.

Still, the other three small branches also saw an average of 13.5 percent of circulation over the four months stem from seniors or homebound cardholders. The bookmobile and other outreach services help additional seniors and disabled people throughout the county.

Marta Gaines, a senior who has lived in Santa Cruz for 40 years, prefers to visit Garfield Park now more than the Central branch downtown.

"This is my favorite," she said after returning a Mark Twain book "Life on the Mississippi" to the Garfield Park branch last week. "It's cute and little and nearby."

She said she doesn't want small branches to change. "They are pretty wonderful just as they are," she said. "I just wish they were open more."

Library board president Barbara Gorson, who sits on the four-member restructuring subcommittee, said the

LIBRARIES

Continued from A1

strict limit on labor costs.

But lost in the shuffle was Model B, a plan that keeps all branches but keeps overall costs low by cutting hours at each site, relying on volunteers to run small branches and spending less on materials. Model B, the primary focus of which is redefining literacy to include cultural and technology competency, was co-written by library staff who, when the choice came down to C or D, lined up behind D because it cut costs and saved for modernization.

The Sentinel has learned that a library board subcommittee tasked with charting a way out of the bitter fight over closing branches is drawing on Model B plan as its framework because it is defined by compromise. All four members of the subcommittee acknowledged as much in interviews last week, but said it is too early to say how they will tweak Model B to make it viable.

"The reason we started with Model B is because one of our objectives was to keep all branches open, and Model B did that," said Capitola Councilman Sam Storey, a subcommittee member. "There is recognition that we can come up with a model that would keep branches open, but we have to look at what is the allocation of hours among them and the costs associated with that."

This is good news to creators of Model B and supporters of keeping small branches open.

"Nobody said, 'What saves the most is the best,'" said Cindy Jackson, a La Selva Beach resident who manages a squad of volunteers for her local branch. "Model B never got a hearing."

The restructuring subcommittee will make its first progress report during the library board meeting Monday. No formal recommendation is expected because the subcommittee still has a lot of work to do determining how often branches will be open, how traditional and technological services will be combined, and how volunteers will be maximized to achieve personnel savings that are central to creating long-term fiscal sustainability.

"Facilities have value, but we have to restructure the operational needs and change how services are provided," said Santa Cruz Councilman David Terrazas, a subcommittee member. "We have to take operational steps that make the geographical (focus) possible."



Santa Cruz resident Deb Bell browses the books inside of the Garfield Park library on Wednesday. Bell said that she comes to the small library in Westside Santa Cruz once a week.

KEVIN JOHNSON/SENTINEL

'B' DIDN'T MAKE THE GRADE

It's difficult to understand why B wasn't immediately championed after a task force of board members, residents and library workers presented new service models for consideration in late January. Even the library administration, staff and board members have a hard time explaining it, because, as they say, there was a lot to like about B that could have soothed the furor that erupted over closing branches during three public meetings in February.

In five-year financial projections for the \$11.6 million library system, all models set aside a \$1 million reserve and nearly \$1 million more for materials. By spending less on capital reserves and materials, B is projected to cost only about \$200,000 more yearly than D, the model that closes four small branches. The main difference is B spends more on personnel by keeping branches open.

Another financial component that makes B's early disappearance surprising is that it was projected to cost less than C, the other plan that keeps 10 branches open. The difference is C spends more on materials and keeps branches open nearly 20 percent longer each week than B, which Storey said could explain why some supporters of neighborhood branches rallied behind C.

Although Library Director Teresa Landers was a vocal proponent of closing branches, saying it would allow for facility improvements, new equipment and updated technology, like self-checkout systems and greater online services, she said she actually started out backing B.

"There is a lot of B that I really like," she said last week. "B would be my second choice. I can support B."

Landers said the choice between C and D "kind of became a forced-choice exercise. People had made a mental choice between them."

Barbara Gorson, the library board president who favors trimming branches, said she didn't embrace B because it reduced hours at larger branches that see more customers in favor of increased hours at smaller branches. She said she isn't convinced yet that keeping all branches open is feasible.

"It also seemed from a financial stability standpoint to cut too close," Gorson said of B. "One of my concerns with all the models is that I feel we need to have some small cushion where we're not anticipating spending."

MAKING REVISED 'B' WORK

Some of B's costs were the highest among the four models.

It called for converting several branches to specialized centers — a hands-on technology hub for Branciforte and moving the genealogy center from the Central branch to the Garfield Park branch — concepts subcommittee members say are not getting much traction in their discussions. B also requires the second highest number of employees.

Still, library board member Leigh Poitinger, a San Jose Mercury News researcher, said she liked B because it preserves reference librarians at four large branches, making them available via Skype, the Internet phone service, to patrons elsewhere. She also liked B's call for creating some specialized branches.

"I think the system needs to invest some more in technology, and hopefully it could expand some of the tech lab services to other branches in the future," Poitinger said. "Obviously, books and literacy will be the main tenets of the library for the foreseeable future, but we can't ignore the changes in how people are accessing information."

In addition to services, subcommittee members and authors of Model B agree volunteers will be crucial to making a revised Model B work. Volunteers will be key especially in small branches, where they would be paired with just one staff member to cut personnel costs.

A volunteer pilot plan has worked well at La Selva Beach over the past eight months.

Diane Ferraluolo, an 18-year resident of La Selva Beach, works 2½ hours every Thursday at the local branch, which, at just 1,200 square feet, is the system's tiniest.

She prepares craft projects for children, assists patrons with self-checkout machines and even puts out the recycling.

"I have felt very useful in that regard," she said. "In doing some of the smaller jobs, it helps the librarians be there to assist the patrons with things we can't assist them with."

Landers, the library director, said the La Selva Beach volunteer program indeed works well as long as there is something for residents to do. Taking away a library page who works alongside librarians at small branches would provide more opportunities to do sorting and shelving of materials typically left to pages, she said.

Jackson, the volunteer who helped draft Model B, said supporters of branch consolidation are fearful volunteers won't show up, leaving a singular staff member stranded at a small branch. But she said there hasn't been a single no-show at the La Selva Beach branch since the pilot program she manages started last June.

Valerie Murphy, a veteran youth services librarian who also worked on Model B, said the system's nearly 100 full-time equivalent workers, who are unionized, sometimes worry about volunteer labor doing the work of paid employees. But she said workers are more concerned about the library's financial future, which is why staff overwhelmingly backed closing branches when the only other choice seemed to be keeping them open and avoiding modernization.

After two years of furloughs, fluctuating branch schedules and pressure to pay more into their pensions, workers want fiscal stability, she said.

"There is a definite need to move forward as a system," Murphy said. "We need the ability to expand and contract. The more tied you are to fixed facilities the harder it is to do that."

Murphy said Model D created the financial wiggle room to provide more community outreach, like a recent visit by library staff to Mission Hill Middle School in Santa Cruz, where they signed up or renewed 400 library cards. Any service model defined solely by keeping branches open just for the sake of having geographically convenient locations works from the dynamic of "praying and hoping that the people come through the door," she said.

Still, as she awaits the reorganization subcommittee's report Monday, she said "I would hope they give Model B serious consideration."

REGISTERED BORROWERS

The following are totals for Santa Cruz Public Libraries' registered borrowers by residency for the fiscal year 2009-2010, which is the latest data available. The data is listed from largest to smallest.

LOCATION	BORROWERS	PERCENT
Santa Cruz	43,287	35.3%
Live Oak	14,425	11.6%
Aptos and Freedom	9,870	8%
Scotts Valley and Mount Hermon	9,265	7.5%
Other	8,233	6.7%
Watsonville, Corralitos and Aromas*	5,871	4.8%
Soquel	5,709	4.6%
Capitola	5,610	4.6%
Boulder Creek	5,051	4.1%
Rio del Mar and Seaciff	4,775	3.8%
Felton	4,420	3.6%
Ben Lomond and Brookdale	3,695	3%
La Selva Beach	1,411	1%
Homeless	1,047	0.8%
Borny Doon	835	0.6%
Total	122,489	100%

* The Santa Cruz Public Libraries have patrons who live in Watsonville, but Watsonville is also served by its own, separate library system.

SOURCE: Santa Cruz Public Libraries administration

children, but it's more difficult to demonstrate how it would impact seniors and homebound library customers.

The circulation statistics provided by the library administration, which favored shutting small branches, show the Aptos and Capitola branches had the highest percentage of circulation among senior and homebound cardholders during those four months in 2009 and 2010.

use of small branches by children, young adults and seniors should be closely examined as the panel works on recommendations. But she said she hasn't committed to the idea of keeping all branches open.

"I hope we can do that, that's what everyone would want," said Gorson, who has supported closing small sites as a prudent financial step. "But I don't know that we've been able to do that yet."

Santa Cruz Sentinel.com

Board expected to vote on library plan next month: Panel studying restructuring will recommend saving branches

By J.M. BROWN - jbrown@santacruzsentinel.com

Posted: 03/08/2011 01:30:02 AM PST

SANTA CRUZ -- A panel studying the reorganization of the city-county library system will recommend the governing board vote next month to keep all 10 branches open, a key official confirmed Monday.

Santa Cruz City Councilman David Terrazas, a member of the board's subcommittee on restructuring, told the public a draft plan to be released after March 22 will address the library's looming budget deficit in a way that preserves neighborhood sites. The panel will organize several public meetings before asking the Library Joint Powers Authority to vote April 4, Terrazas said.

The Sentinel reported Sunday that the subcommittee, formed last month after deep division on the board over the prospect of closing branches, is focused on maintaining the 10-branch system using a model that relies on volunteers and keeps neighborhood sites open

longer. Other details are still being worked out.

"We are confident we will come back with a 10-branch system model," Terrazas said during a board meeting Monday. "We've heard from the community."

Library users applauded the panel's direction, but several urged the subcommittee not to depend heavily on volunteers in its planning. Volunteers already help staff at many branches but are not necessary to actually open the doors.

"If the plan required a volunteer staff person in order to have open hours, that could set us up for failure," said Joni Martin, a Felton resident.

The branch in Felton, as well as libraries

in La Selva Beach, Garfield Park and Branciforte, were eyed for closure under two models proposed last month by a task force seeking efficiencies. Two other models, including one being used by the new subcommittee as a foundation for compromise, kept all branches open but socked away less money for capital improvements.

Due to modest revenue increases and hikes in the cost of employee benefits, the system faces an estimated \$6 million deficit over the next five years if steps aren't taken to slash costs. All of the task force models call for trimming jobs, though officials hope to avoid layoffs through attrition and early retirements.

Small branches are open 14-18 hours per week

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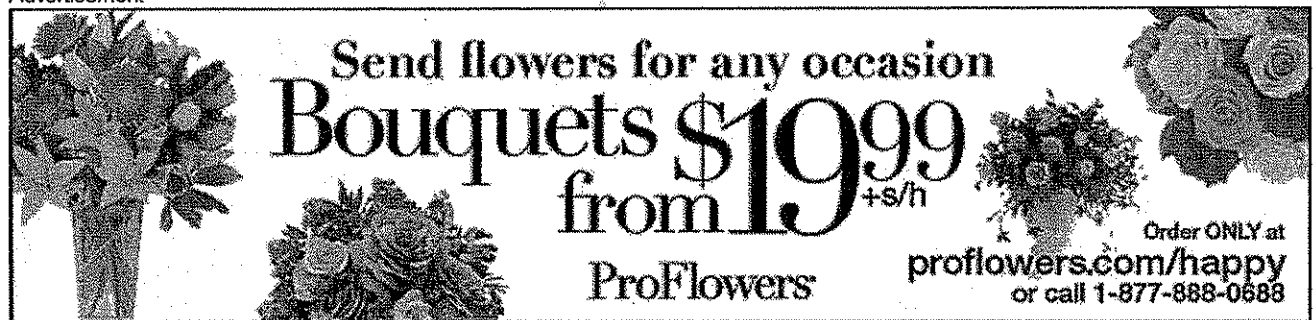
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due to budget cuts, but those hours could increase if employee furloughs end this summer. The city of Santa Cruz, the system's largest funding source, wants to negotiate a 10 percent cut in personnel costs with the union representing most library workers.

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As We See It: Library searches stacks for deficit solutions

Posted: 03/09/2011 01:30:14 AM PST

It was apparent last month that a plan to close smaller branches in the Santa Cruz city-county library system was DOA.

What has not been apparent is how the library system not only will keep all branches open, but also close an anticipated five-year, \$6 million budget gap.

When the branch closing option developed by a task force failed to move forward, as did a relatively unaffordable option that would have kept branches open for the most hours, we urged library board members and administrators to find a compromise solution.

It turns out just such a compromise was right in front of them in the form of a little discussed option also developed by the task force. This "B" option, one of four overall, would keep all 10 branches open but at reduced hours -- using more volunteer staff at smaller branches.

While this option will take some fine-tuning -- especially figuring out how volunteers can be effectively utilized -- there seems to be a consensus on a library restructuring

subcommittee that its basic framework of keeping branches open with more volunteer help could be financially feasible while allowing the library to move forward in technology and services.

The subcommittee's draft report on recommendations about how to solve the library deficit will be released after March 22. Following public meetings, the proposal would go to the full library board for approval April 4.

The subcommittee has no easy task, needing to navigate a

choppy sea of issues, not the least of which is keeping the La Selva Beach, Felton, Garfield Park and Branciforte branches open as many hours as possible, as backers adamantly insist.

The committee, and the board, also have to recognize that voters who in 2008 agreed to permanently extend a quarter-cent library sales tax want a say in how it is managed.

And library workers -- who don't want to lose their jobs, or see them replaced by volunteers, and want assurances the system is on sound financial footing -- can't be overlooked.

Library users have to realize that hours and improvements will almost certainly be limited at the smaller branches. Santa Cruz city leaders and residents, who enjoy the downtown Central Library, need to branch out to understand the deep-seated support for small community libraries as well.

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We're glad to see Library Director Teresa Landers, who had championed the branch closing model, seems to be supporting a compromise solution.

Amid all these concerns is the need for the library to move forward using modern technology and mobile resources while continuing to manage acquisitions of new materials on a limited budget.

But if the objective is to keep branches open, which is what most people seem to want, then we'd expect compromises will be acceptable to all sides.

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Praiseworthy: March 14, 2011

Posted: 03/14/2011 01:30:06 AM PDT

Thanks for covering talk

I want to thank you for your article on the recent presentation at Cabrillo College by Dr. John Medina, author of "Brain Rules." The presentation on recent brain research was both entertaining and thought-provoking. I was particularly impressed with the negative impact stress has on the ability for children to learn. As a psychologist who works with families and young people, it certainly points to the importance of community programs that help children and their families. It was also great to see the collaboration between Gateway School, the county Office of Education and Cabrillo College that brought this wonderful opportunity to us. Thanks for your coverage of this important event.

Jon Girvetz, Santa Cruz

I recommend the Villa

As the daughter of a longtime Sunshine Villa resident, I'm writing to emphasize the Villa's caring, competent service provided by this outstanding memory-care facility. The Sentinel has publicized the views of the attorneys who are suing the Villa staff. It's equally appropriate

to feature the views of disinterested community members, like me, who visit the Villa daily and have direct personal experience with the quality care consistently offered by the hardworking Villa staff. The physical plant is gorgeous and meticulously maintained; the activities schedule is extensive and imaginative; the nursing staff is knowledgeable and compassionate. Most important, the staff manages to observe rigorous

standards of safety, while still maintaining a flexible, homelike atmosphere that respects the needs of individual residents. The Villa is fully in compliance with state regulations. I recommend the Villa unreservedly.

Margaret Gordon, Santa Cruz

Lions help landscape

The Aptos Branch Library would like to send a shout-out to members of the Cabrillo Host Lions Club for helping library staff with grounds maintenance last Friday. Nine men and women spent four hours pruning, hedges, raking leaves, pulling weeds and cultivating planter boxes. They will return later this year to do it all over again. Landscape contracts were canceled last year, but plants and weeds keep growing. The library is very grateful for their time and efforts. What a team!

Heidi Jaeger-Smith, Branch Manager, Aptos Branch Library

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Santa Cruz Sentinel.com

New library model increases hours, saves all branches: Public meetings Saturday

By J.M. BROWN - Santa Cruz Sentinel

Posted: 03/22/2011 07:15:52 PM PDT

SANTA CRUZ — Tuesday, a library board panel released its recommendation for a new service model that would keep the system's 10 branches open, substantially increase hours and create reserves for capital improvements and rainy days.

The panel has scheduled three meetings for Saturday to quickly collect public input before the Joint Powers Authority Board votes on a model April 4 and a new budget this summer. The panel has recommended phasing in the changes by increasing library hours 23 percent by January 2012 and 53 percent in July 2012.

In late January, a library task force published four proposed service models, two of which called for closing three to four of the smallest neighborhood branches. The prospect of closing sites, raised in previous years as a potential fix for red ink, split the board.

The subcommittee formed Feb. 14 to hammer out a compromise between board members who sided with small-branch users wanting to keep all sites open, and those who believed shuttering some branches would provide enough funding and resources for the system to modernize and increase digital materials.

The majority of library employees, fatigued from years of cuts, supported trimming branches as a way to stabilize the budget, which workers will be asked to do again through concessions when contracts are up this fall. But several have said

they would support whatever model the board backs as long as it minimizes deep cuts in the future.

It's unclear how many jobs would be cut in the plan as financial estimates are still being revised. The proposed model does reduce reference librarians and pages, but increases total open hours every week by July 2012 from 257 to 392, by using more volunteers.

"I look forward to the board approving this model and to its implementation," said Library Director Teresa Landers, who had favored shutting small branches. "There are many challenges facing us but we have a dedicated staff in whom I have the highest confidence they will make a successful transition."

The smallest three branches would see some of the biggest increase in hours. The 30 hours recommended each week for the Garfield and La Selva Beach branches would double their current hours of 15 and 14, respectively. The 30 hours allocated to Felton, which is open 18 hours per week, represents a 67 percent increase.

By comparison, three of the largest branches, Central, Aptos and Scotts Valley, would see smaller increases but would be open seven days per week. They are currently closed one to two

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days.

County Supervisor Ellen Pirie, one of four subcommittee members, said she believes the public will respond positively to the recommendations, including patrons who primarily use larger branches. She pushed for keeping small branches open.

"I don't expect to hear unhappiness from people who frequent large branches because they will see increases and we're already open more hours," she said. "Three of the branches will now be open seven days a week. That is a huge improvement in service."

The model, as explained in a summary released by the subcommittee Tuesday, relies on a "robust volunteer program" that will allow them to help sort and shelve materials in larger branches. The model calls for making reference librarians available primarily on the phone or online.

The model projects a nearly \$800,000 reserve, which is 7 percent of projected revenues, during the next five years. The panel set a goal of hitting a 10 percent reserve in future years.

By 2015-16, the plan also calls for achieving a \$555,000 annual fund balance, which is 5 percent of revenue, to put toward the costs of changing service models and dealing with missed projections in revenue or expenses. The model also would set aside capital replacement and maintenance reserves, but the exact projections are still under revision.

The annual estimated cost is still being worked out, said board president Barbara Gorson, who had supported closing branches as a way to create more funding for the library to undertake capital improvements and technology upgrades. But, she said she supports the compromise because "it provides for convenient hours in branches and continues to provide services in the community, via bookmobile and on the Internet" and creates capital reserves.

Although a formal staffing plan will be defined after the board votes, Gorson noted, "We are significantly increasing open hours from today and, at the same time, reducing staffing levels. How the staff delivers services and does their jobs will change. The patron experience will also change as more services are provided online or remotely and via self service."

Gorson served on the subcommittee along with fellow board members Pirie, Santa Cruz Councilman David Terrazas and Capitola City Councilman Sam Storey.

IF YOU GO

LIBRARY MEETINGS

WHAT: Library board subcommittee meetings on a proposed service model.

WHEN: All meetings are on Saturday; see times and locations below.

WHERE: 9:30-10:30 a.m. at Aptos Branch Community Room, 7695 Soquel Drive; 12:30-1:30 p.m. at Santa Cruz Police Department Community Room, 155 Center St.; 3:30-4:30 p.m. at Felton Fire Station, 131 Kirby St.

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INFORMATION: Visit the library system's website at www.santacruzpl.org and click on a link to 'Recommended Model.'

OPEN HOURS

The library board's subcommittee on revising the 10-branch system's service model has recommended a plan that calls for the following open hours each week:

BRANCH CURRENT DAYS CURRENT HOURS NEW DAYS NEW HOURS INCREASE IN HOURS

Central 6 47 7 56 19 percent

Aptos 5 38 7 48 26 percent

Scotts Valley 5 34 7 48 41 percent

Capitola 4 22 5 40 82 percent

Live Oak 5 30 5 40 33 percent

Boulder Creek 4 21 5 35 67 percent

Branciforte 3 18 5 35 94 percent

Felton 3 18 5 30 67 percent

Garfield Park 3 15 5 30 100 percent

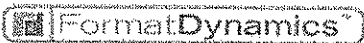
La Selva Beach 2 14 5 30 114 percent

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As You See It, March 25, 2011: Don't ax on-site reference librarians

Posted: 03/25/2011 01:30:49 AM PDT

Don't ax on-site reference librarians

The new recommended model for our library system eliminates most on-site reference librarian positions, a fact almost overlooked in the coverage of the story. I think cutting costs this way would be a shame; on-site librarians provide invaluable education and guidance to the public as well as humanizing the experience. Closing a few small branches, or staffing them through nonprofits as community centers with book and other material collections, would be a far better alternative.

Carol Long, Santa Cruz

What happened to the good old days?

When did the U.S. become the pathetic joke it has become? I recall a day when we spoke the truth. We said it like it was, not sugarcoated it for the sake of political correctness.

War was war, not "kinetic military actions." Bullies in school were expelled for good, not coddled and referred to as "poor misguided children." Men were men, none wore women's earrings, and women dressed like ladies, not like lumberjacks. OK, we only had three TV networks, and news was at 6 p.m. and 11 p.m., not 24/7, but somehow we managed. Men worked, women were home to actually raise children, and schools were able to teach. If a foreigner worked in the U.S., he followed our holiday schedule, and was not entitled to special holiday treatment. English was the official language, and you learned to speak it if you wanted to survive here. The

system actually worked. Oh, for those good old days.

William Sortes, Felton

More money for parks, less for wars

Our national park system is in serious trouble from being underfunded. Now Congress wants to cut another \$100 million from our parks budget.

At the same time we are throwing millions of dollars away on our endless wars, the newest one being Libya.

Our park system is part of our national heritage and should be protected and properly funded. Some of my most memorable experiences have occurred in our national parks. They are truly our greatest idea. Please help save them for future generations.

Don Faia, Aptos

Republican governors do the corporate dance

There is method to the madness as Republican governors in Middle America dance to their corporate puppet masters, passing the most illogical legislation just to ensure themselves

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Library panel shops new plan to public; dozens turn out for Saturday meetings

By J.M. BROWN – Santa Cruz Sentinel

Posted: 03/26/2011 03:33:49 PM PDT

APTOS — A library panel tasked with finding a compromise between branch closures and modernization shopped a new service model to the public Saturday, hosting three meetings throughout the rain-soaked county.

A four-member subcommittee of the library board, which has been working for six weeks to draft a new model for the 10-branch system, met with three dozen patrons in Aptos, 16 residents in Santa Cruz and patrons in Felton. Many thanked the panel for proposing a model that keeps all sites open and creates more hours.

"I'm thrilled they pulled it all together," said Jim Van Houten of La Selva Beach, where the branch was threatened with closure under an earlier restructuring model.

The subcommittee — made up of county Supervisor Ellen Pirie, Capitola Councilman Sam Storey, Santa Cruz Councilman David Terrazas and library board President Barbara Gorson — formed Feb. 14 amid a board split over the prospect of closing branches to shore up a deficit expected to reach \$6 million over the next five years. The city-county system, suffering from drops in sales tax revenue, has already sustained furloughs, layoffs and drastically cut hours to stay afloat.

A task force studying ways to cut costs and modernize proposed four models in late January, two of which recommended shuttering smaller branches. Two other models kept all sites open.

The subcommittee will ask the full board to approve a compromise model April 4 and to phase it in over the next 16 months.

"We wanted to design a model here that we believe will be sustainable into the future," Pirie told patrons in Aptos.

The compromise model allows for 392 hours systemwide per week by July 2012, an increase of 53 percent over the current 257. The libraries would see their first increased hours in January 2012, with some of the largest increases at smaller branches, which are open just 14-18 hours now because of budget cuts.

The proposed model calls for reducing staff from about 111 full-time equivalent employees to between 95 and 100, having reference librarians be available primarily by phone or online and cutting back on page positions. Library managers hope retirements will reduce the need to lay off workers, and they are offering an early retirement incentive of \$15,000 for two years of health coverage to entice senior workers to depart.

Volunteers will be needed to support all sites under the new plan, though the model does call for having at least two staff members present at all times.


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Sue Graziano, a youth services librarian who manages the Central Branch, said she appreciates volunteers but noted that staff has to train them and make sure shelving and other tasks are done correctly.

"We are underestimating how much staff time volunteers require," she said, adding later, "How do we keep them interested and engaged?"

Other staff have questioned what would happen if volunteers fail to show. But participants in a volunteer program at La Selva Beach say a volunteer has never failed to show.

Van Houten, whose wife, Ellie, volunteers at the branch, said: "I still sense a reluctance to put trust in volunteers. I don't think the disasters that have been predicted will happen."

OPEN HOURS

The library board's subcommittee on revising the 10-branch system's service model has recommended calling for the following open hours each week by July 2012:

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Garfield Park 3 15 5 30 100 percent

La Selva Beach 2 14 5 30 114 percent

FINANCIAL PICTURE

The subcommittee has made the following financial assumptions associated with a compromise model that keeps all 10 branches open and extends hours. The subcommittee expects the figures, five years from now, to change when staff implements the model, if approved by the board.

Total revenues: \$11.75 million

Total expenses: \$11.73 million

Cumulative fund balance: \$622,493

Cumulative cash reserves: \$795,000

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LIBRARY BOARD

WHEN: 6:30 p.m. April 4

WHERE: Central Branch, 224 Church St.




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Santa Cruz Sentinel.com

Library panel shops new plan to public; dozens turn out for Saturday meetings

By J.M. BROWN

Posted: 03/27/2011 01:30:25 AM PDT

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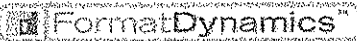
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Felton	3	18 5 30	67	percent
Garfield Park	3	15 5 30	100	percent
La Selva Beach	2	14 5 30	114	percent

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 Total expenses: \$11.73 million
 Cumulative fund balance: \$622,493
 Cumulative cash reserves: \$795,000

IF YOU GO

LIBRARY BOARD meeting

What: Four-member subcommittee of the library board will ask the full board to approve compromise model for library system.

WHEN: 6:30 p.m. April 4

WHERE: Central Branch, 224 Church St.

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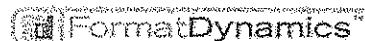
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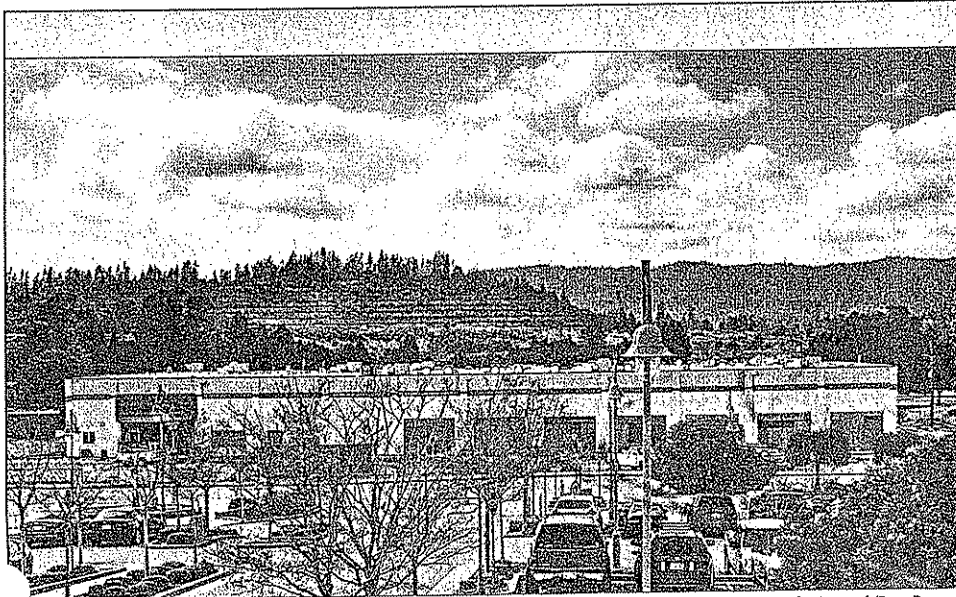
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SEASON ENDS FOR FALCONS

The quarterfinals weren't kind to the Scotts Valley girls soccer team, as a 1-0 loss ended the season.

SPORTS. PAGE 22



Lucjan Szweczyk/Press Banner

A new learning center?

Cabrillo College might move its North County branch into a space connected to the new library branch in Scotts Valley.

NEWS. PAGE 2

FIVE NAILED FOR ALCOHOL SALES

A sting operation found five clerks around the city who allegedly sold booze to minors.

NEWS. PAGE 5

A DAY FOR THE COMMUNITY

Volunteers are needed to help with this year's Community Day, which is slated for Sept. 10.

NEWS. PAGE 4

SOME WINES WORTH STORING

What makes one wine age with grace and another fall apart? It's all about balance.

COMMUNITY. PAGE 12

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Cabrillo eyes move to new Scotts Valley library

By Peter Burke
Press-Banner

Cabrillo College and the city of Scotts Valley are near a deal that would move the college's North County home from Whispering Pines Drive to a new space connected with the developing Scotts Valley Branch Library.

A City Council subcommittee of Randy Johnson and Mayor Dene Bustichi is in talks with Cabrillo College President Brian King about a partnership between the college and the city.

The council met in closed session Wednesday, March 2, to discuss the deal, and Cabrillo's board of trustees will talk about it Monday, March 7, King said.

"It hasn't been finalized," King said. "But we anticipate having a larger space with better parking close to the library with a lower cost."

Cabrillo pays about \$161,000 annually to lease a 7,350-square-foot building at 104 Whispering Pines Drive. The space connected to the library, King said, is nearly 9,100 square feet. Because the deal is in negotiations, he would not talk about the lease, except to say it would involve a lower cost to the college.

Scotts Valley initially looked for retail businesses to fill the remaining part of the library building. That building, a former sports complex, is about 23,000 square feet, and the library will occupy about 18,000 square feet. Cabrillo would take the remaining space that had been slated for shops.

"We've been in discussion, and we've come to a point where we're just working out the finer details," Johnson said. "The discussion has been very positive. They want to be there, and we want them there."

The Scotts Valley Center opened in December 2006 as Cabrillo's North County branch. The college's class offerings in Scotts Valley have decreased in recent years, due to a shrinking budget, but general-education classes in math, English, Spanish, economics, history and health are offered, along with technical classes in subjects such as criminal justice, human relations and medical terminology. According to Cabrillo officials, 250 students were enrolled at the Scotts Valley center in fall 2010, and 72 percent of those students were 25 years old or younger.

The move could provide a boost for the city in several ways, Johnson said.

First, the city would collect rent from the college, which would help with the cost of the building. Second, Johnson said, because Scotts Valley residents pay some property tax money toward Measure D, which was passed in 2004 to upgrade Cabrillo's facilities, they would be directly investing in their city with



Lucjan Szcwzyk/Press-Banner

A NEW HOME: Pending approval by the city and the Cabrillo College board, the college's North County home may move to the space connected with the developing Scotts Valley Branch Library.

tax dollars. Third, businesses interested in the town center planned nearby are keen on the idea, because it would draw people to the area at all times of the day and in the early evening.

King said Cabrillo has been happy with its Whispering Pines center, but the space next to the library would provide benefits, too.

The Cavallaro Transit Center sits across the street for easy Santa Cruz Metro access, he said, and the new space would have plenty of parking for students. Being right next door to a library is advantageous for students, as well.

King said Cabrillo originally met with the city about moving the campus into the proposed town center, but once the library plan was offered, it seemed like a good fit.

If a deal is reached, King said, the college would hope to move fully in early 2012.

Developer Kevin Pratt, whose family has taken on the town center project, said he is thrilled by the prospect of Cabrillo moving in next to the library, a short distance from the future development.

"It's awesome," Pratt said. "It's an absolutely perfect use. We would love to see Cabrillo there."

Pratt explained that in urban planning, the more uses an area has — shopping, recreation, city services, education and so on — the more successful something like the town center is likely to be.

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Worship Guide pgs. 16-17

Business Directory pgs. 16-17

Classifieds pgs. 18-20

Sports pgs. 21-23

SC Mountain Dining pgs. 24-25

Library committee reworks plan

Press-Banner

Three community meetings on Saturday, March 26, will give the public a chance to review a revised plan for the future Santa Cruz County Public Library System.

The revised plan, dubbed the "compromise model," released Tuesday by a Library Joint Powers Board subcommittee, would increase library hours across the county, including upping hours at the Felton, Boulder Creek and Scotts Valley branches.

The subcommittee of board members Barbara Gorson, Ellen Pirie, Sam Storey and David Terrazas spent five weeks building the model, with help from library staff.

The plan relies on a robust volunteer program, combined with

At a glance

Meetings to review the new library plan Saturday, March 26:

- 9:30 to 10:30 a.m.: Aptos Library Community Meeting Room, 7695 Soquel Drive, in Aptos
- 12:30 to 1:30 p.m.: Santa Cruz Police Department Community Room, 155 Center St., in Santa Cruz
- 3:30 to 4:30 p.m.: Felton Fire Station, 131 Kirby St., in Felton

staff reductions, to achieve financial stability. According to library staff, it would increase open hours by 53 percent across the 10 libraries in the system.

The task force recommends that the model be implemented in two phases. The first phase, by January, would begin to increase hours and change staff levels.

By July 2012, when the second phase would kick in, Scotts Valley would be open seven days a week for a total of 48 hours; Boulder Creek would be

open 35 hours, five days each week; and Felton would be open 30 hours, five days each week.

The new model would also build a reserve fund into the budget that would reach 6.8 percent of total revenues by the 2015-16 fiscal year.

The library board as a whole will review and make a decision on the new model at its April 4 meeting. The time and place will be announced after Wednesday, March 30, at www.santacruzpl.org or by calling 427-7706.



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Volume XXXIII, Issue 3

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Planning Dispute Settlement Costs County \$750,000
Library Subcommittee Plan Will Maintain All Branches
Rispin Ruins to be Preserved, but New Hotel Plans Rejected
State Commission Recommends Reforms for All Public Pensions
State Parks Waiting for Closure List

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- Sheriff's Office Vacation Watch Program Is Now Available Online

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- Water Conservation Demonstration

Arts & Entertainment

- Student Jazz Festival Swings into Town

Business Profile

- Leaner, Stronger, Happier

Crimebeat

- Crime beat

Did You Know?

- Of Mad Women and Venomous Bunnies

Dining

- Pleasure Pizza and So Much More

The Mid-County Post > News

Library Subcommittee Plan Will Maintain All Branches

New Proposal Expected on Mar. 18 and Community Meetings on Mar. 22

By Linda Fridy

Neighborhood branch advocates got some of the news they wanted on Mar. 7 when a Library Joint Powers Board subcommittee announced its compromise plan for the future system structure would keep all locations open.

"We're confident we can come back with a 10-branch system model," said David Terrazas, the subcommittee member who led the effort to revisit the four different models released by a task force on Jan. 31.

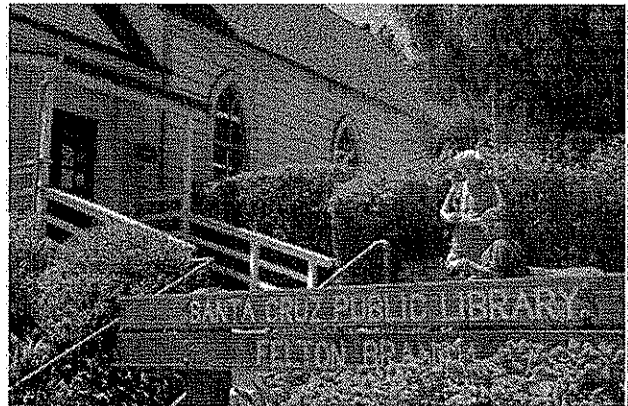
Terrazas is also a newly elected Santa Cruz city councilman, who has been considered one of the swing votes needed to keep smaller branches open around the county.

However, without any additional details other than daily newspaper speculation that the subcommittee was favoring a plan that would require volunteers to keep three branches open, community members still expressed reservations.

"Let's have 10 branches that don't bring us back here in a few years. Don't set us up for failure," Felton resident Glenn Lyons said, a sentiment shared by several speakers.

The four models were developed in response to stagnant income and rising costs that have resulted in employee furloughs and fewer open hours from Boulder Creek to La Selva Beach. Two current proposals under consideration by the larger Joint Powers Board would close some smaller branches, while another two kept all 10 branches open.

The board is considering four proposals in total and the subcommittee is meant to be seeing if a



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compromise proposal might be crafted to gain support of the total board.

One of those, model B, called for La Selva, Felton and Garfield Park to operate with a team of one volunteer and one staff member to remain open. La Selva Beach has already been using this approach since last summer as a way to increase its open hours.

Speakers echoed comments previously made by library director Teresa Landers that relying on volunteers to keep a branch open is not a "best practice," while in earlier meetings community members rallied around the other 10-branch plan.

Library staff supported a model that would close four branches as the most sustainable and flexible to meet future needs, which has proven unpopular in public comment.

One task force member, Paul Machlis, suggested that if the committee wants to use volunteers to save money, it should place them in the larger branches where they would have support of more paid staff, and keep two employees at the small branches.

That would assure that the absence of a volunteer would not prevent the branch from operating on any given day.

Fast Track

In order to stay on schedule to craft a budget for the fiscal year beginning in July, the subcommittee will bring its proposal to the board for a vote Apr. 4. Terrazas said the committee did not want to wait until that time to allow for community feedback, and suggested earlier outreach.

To allow that, the report will be released to the board and available to the public by Friday, Mar. 18, and community meetings set for Tuesday, Mar. 22. The times and locations of those meetings have yet to be announced.

Check online at www.thepost.us.com for updates.

Five of the nine board members have not seen the proposal, and said the meetings need to make it clear that this is not a final board plan.

Members supported the outreach effort, but they also wanted assurance that public feedback could be incorporated into the final proposal.

The final recommendation for the Apr. 4 meeting must be finished by Mar. 31 so it can be included in the agenda packet, Landers reminded the subcommittee.

The compromise proposal will consider higher estimates for pension and healthcare costs than were originally presented to the task force when those models were developed.

Some community members also asked for a review of administrative costs, and at the Mar. 7 meeting, board member Ellen Pirie noted that the 5 percent or roughly \$550,000 contract with the city of Santa Cruz had not been included as an administrative expense in an earlier document.

That would be a significant oversight.

The compromise may also incorporate elements from the various models. Board members have praised setting a cap on personnel as a percentage of the budget, expanding the definition of literacy efforts to include cultures and technology, greater use of high-impact volunteers to provide programs and taking services into the community to encourage more library use. ■

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The Mid-County Post > Opinions

Writing the Future Course of our Library System

By County Supervisor Ellen Pirie

A new chapter, perhaps an entire new book, is being written on the Santa Cruz City-County Public Library system.

Should the neighborhood branch libraries be closed and resources concentrated in the larger city libraries? Should smaller branches cease being libraries and instead become simply community centers? Can the system afford 10 geographically dispersed branches? Should the city/county combined system that we have continue, or should it separate?

These debates are at the heart of the current discussion over the future "model" library system.

The Restructuring Task Force

Over the past two years, due to sales and property tax shortfalls, more than \$1 million has been cut from the library through employee furloughs and other budget reductions.

What's more, there is a projected five-year budget shortfall of several million dollars. To address this issue, last June the Library Board formed a 20-member task force, of which I was a member, to devise possible new service models for the library system.

After six months of work, four models were proposed by the task force. Each model (called Model A, Model B, Model C and Model D) met the requirements of the task force to 1) be financially sustainable; 2) create a \$1 million reserve for hard times; and 3) maintain materials spending at no less than 8 percent of the budget.

Two models kept all 10 branches open, while two models closed three or four of the smaller branches. The public discussion quickly focused on Models C and D. Model C, which I supported, proposed to keep all 10 branches open, while Model D would have shuttered four neighborhood branches - Felton, Branciforte, Garfield Park and La Selva Beach.

Model C was based on maximizing access to neighborhood libraries for everyone—families, seniors and the poor. Model D is a more technology driven model that could loan electronic reading systems and offers more hours and money to the three largest branches - Central, Scotts Valley and Aptos. Model C would cost slightly more at \$11,437 million, compared to \$11.096 million for Model D. Model D would cut more staff and would also build a capital reserve.

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The library board scheduled two public meetings to get input about the future direction of the library system. The public overwhelmingly supported Model C and keeping all the branches open.

Unfortunately, the process of selecting a model went into a tailspin after the Library Director endorsed Model D, and asked the Santa Cruz City Council to do the same. This unprecedented move took place even before the Library Board of Directors had met to consider the models. The Santa Cruz City Council requested that their two representatives on the library board support Model D.

At the library board meeting on Feb. 14, it was clear that the nine board members were split five-to-four in favor of retaining all current library branches.

Rather than creating a deeper rift on the library board by endorsing either model, the board of directors created a four-person subcommittee to work on a compromise plan. The four board members selected for the committee, Sam Storey, Barbara Gorson, David Terrazas and myself, represent a variety of viewpoints on the issues.

Is a Compromise Possible?

It's important to remember the relatively low cost of keeping small branches open. For instance, the La Selva Beach branch is the least expensive to operate, at about \$132,000 a year, compared to \$2.6 million for the Central Library. In fact, the branches that were proposed to be closed account for less than 5 percent of the total library budget.

Retaining all 10 branches also keeps the promises made in voter-approved ballot measures in 1996 and in 2008 when people voted in favor of a quarter cent sales tax to fund the library system. Those measures pledged to protect branches. The library board's own policy, approved in 2005, also commits to keeping branches open.

The committee will return to the board with a compromise plan at the Apr. 4 board meeting. The compromise will keep all 10 branches open, will not betray the promises to voters and will be financially sustainable. Prior to the Apr. 4 board meeting, the committee will have public meetings in communities throughout the county to discuss the compromise plan.

The Joint Powers Agreement

The debate over the models has opened other discussions as well. The library system operates under a Joint Powers Agreement which includes the cities of Santa Cruz, Scotts Valley and Capitola, and the unincorporated county. Under the agreement the nine-member library board includes two members appointed by the Santa Cruz City Council, two from the County Board of Supervisors, one each from the Scotts Valley and Capitola City Councils, and three "at large" citizens. Recent events have highlighted the shortcomings of the current agreement.

First and foremost, the library director is expected to answer to both the library board of directors and the Santa Cruz City Manager. That leaves the director in a very difficult position if there is disagreement between the two.

Second, under the agreement the library director and all library staff are employees of the City of Santa Cruz, which seems to give the city greater weight in library decisions than its population or financial contribution would warrant.

Third, the county is under-represented on the nine-member board, when compared to the population of the unincorporated area. The County has two representatives on a nine-member board representing roughly two-thirds of the population being served.

The county currently contributes at least \$7.4 million—or roughly two-thirds of the \$11

million annual budget. Yet ♦the branches in the unincorporated county receive about one-third of the library services.

A combined library system is certainly the most efficient and desirable system for us to have. However, it is not right that whenever library funding gets tight, the "solution" is to take library services away from the unincorporated communities. We have had that threat too many times over the last 10 years and it has to stop.

If we are going to continue to have a unified system, we have to stop treating people who live in unincorporated communities like they are second class citizens, who only get library service as long as it doesn't impinge on the downtown Santa Cruz branch or library headquarters.

So where do we go from here? We need a fresh start to keep from finding ourselves in the same debate about which branches deserve support and which branches can be cut.

I believe we need to look at the Joint Powers Agreement and the issues raised by recent events.

We have a great library system that has incredibly strong community support and we want to preserve that, but clearly, the agreement is less than perfect. Hopefully once the library board has chartered the system's future course, we can take a thoughtful look at whether improvements to the Joint Powers Agreement are needed. ■

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New Library Plan Debuts

Proposal Keeps Branches Open with Help from Volunteers

A subcommittee of four members of the Library Joint Powers board will present to the community its recommendation for the 10-branch system's future on Saturday, Mar. 26, several days later than its initial deadline. The plan became available online Mar. 22.



The full board will review the plan and likely vote on it at the regular Apr. 4 meeting in order to move forward with its budget process.

The board formed the subcommittee to try to craft a compromise from four models created by a task force. The intent of the models was to plan ahead for the future of the library and find an operating budget that would stabilize funding.

The library systems has 10 branches from La Selva Beach through Boulder Creek, however some are small facilities while others, like the downtown Santa Cruz branch, are large and serve a bigger population. Some are also new, like Live Oak or the Scotts Valley library under construction, while others are much older, like the Felton branch that is housed in a historic church.

Some models would have closed as many as four of the system's 10 libraries.

The community supported keeping all branches open and library staff advocated for sufficient funding to keep materials and technology current. The compromise plan looks to meet both of those priorities, said subcommittee member Sam Storey.

Proposal Keeps All Branches Open

As promised in early March, the compromise maintains all 10 branches from La Selva Beach to Boulder Creek.

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Three Centuries of Endangered Sounds

Agatha Christie's "Spider Web"

Toy Trains and Tall Trees Ends

History

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Water Education Mini-Grants

Big Sur Highway Closure

Goodwill Welcomes Spring Cleaning Extras

Newsmakers

Community Awards Celebration

Kudos for Accessibility

Opinions

Time to Regulate Businesses in Our Neighborhoods

Postmarked

Enough Water

Support Our Troops

Overall open hours will increase more than 50 percent by July 2012.

Smaller branches will be open five days a week, for a minimum of 30 hours weekly, while Aptos, Scotts Valley and Downtown will be available every day.

The plan, if approved, will take effect in phases.

The task force based staffing on a model created for the initial task force by director Teresa Landers and a consultant, and reduces employees by 12.

According to the summary, "This plan relies on a robust volunteer program and enhanced community partnerships for success."

Volunteers will help with sorting and shelving, replacing some paid page positions traditionally held by students. Volunteers will also work on specific projects.

Reference and readers' advisory will be centralized with remote access to most branches.

Staffing changes would be implemented first, with one bump in hours by January 2012 and the full expansion by July 2012.

The subcommittee also had to contend with ongoing uncertainty about rising pension and healthcare costs for employees.

"The question is what kind of margin of error are we going to build into these models?" said Storey. It ended up with a combination of a large, cumulative fund balance plus reserves to create a projected \$1.3 million cushion by the fifth year out.

Mar. 26 Plan Introduction Community Meetings

Aptos:
Aptos Library
Community Room
7695 Soquel Dr.
9:30-10:30 a.m.

Santa Cruz:
Santa Cruz Police Dept. Community Room
155 Center St.
12:30-1:30 p.m.

Felton:
Felton Fire Station
131 Kirby St.
3:30-4:30 p.m. ■

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LIBRARY JOURNAL

Santa Cruz Keeps Branches Open by Replacing Staff with Volunteers

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By **Bob Warburton** Mar 28, 2011

All ten library branches in Santa Cruz, CA, will remain open under a [reorganization plan](#) to be voted on April 4, but the price would be cutting staff and filling the gaps with "a robust volunteer program."

The plan is almost certain to be adopted by the [Joint Powers Authority Board](#), a nine-member panel that governs the [library network](#) as a combined venture between the City of Santa Cruz and Santa Cruz County.

The strategy, drafted by a four-person subcommittee tasked with forging a compromise among four separate plans proposed this winter, would also increase library hours throughout the system and set aside money for future capital improvements, reassuring many who feared some branches in the city-county system would be shuttered in an effort to weather future budget deficits.

Under the proposal, total open hours at the ten branches would increase a whopping 53 percent—from 257 to 392—by July 2012. Three branches would stay open seven days a week; currently none are open more than five. The plan's initial phase calls for hours to be increased 23 percent by January 2012.

But the new model does include staff cuts. The reorganization plan, which library director Teresa Landers said would, if adopted, take effect in January, does not specify the extent of those cuts. A budget still has to be passed this summer by the Joint Powers board.

Landers admitted, however, that these personnel reductions would be "significant," estimating the library would lose about 20 full-time equivalent positions, or about one-quarter of the current level.

"The public's going to have to choose," Landers told *LJ*. "They can't have it all. What we heard is, 'we want the doors open.' That's what we're giving them."

"It does reduce staffing. There's no way to sugarcoat that," added Barbara Gorson, a Santa Cruz resident who sat on the "compromise committee" and also chairs the Joint Powers board. "It increases hours; it reduces staff. Obviously, the way things get done will change. Services will not be delivered exactly as they have in the past."

Technology, not face-to-face

The new model calls for a greater reliance on available technology. Reference services would, according to the recommendation, "be primarily via remote or web-based delivery."

According to Landers, library patrons would consult with reference librarians by telephone, email, or other Internet connections, perhaps through Skype

"I think it's viable," she said. "It's going to be a major change for our staff and the public. I don't know if the public quite understands that. Collections, they won't notice any difference. But we will not have reference librarians on duty at all of the branches all of the time."

Day-to-day operation of branches would depend much more on nonpaid workers. "Volunteers will assist in materials sorting and shelving in all larger branches, replacing some page staff hours," the proposal states. "Volunteers will also be relied on for enhanced program delivery and other tasks as appropriate."

If the plan is approved, a reserve fund would be established, reaching 6.8 percent of projected revenues (or \$795,000) by FY15/16. The goal is to continue expanding that reserve until it reaches ten percent of revenues.

Gorson said that currently no funds are set aside for physical improvements.

Facing rising employee costs and limited revenue increases—a fact of life common to most library systems in the nation—the Santa Cruz library system moved to cope with a budget deficit estimated at \$6 million over the next five years. A subcommittee was formed to develop more cost-effective reorganization plans.

Meanwhile, Landers worked with a consultant to develop an "efficient and flexible staffing model," which would likely be a prominent feature of any reorganization model eventually adopted.

In January, four proposals were unveiled. The plans varied; one called for keeping all ten branches open, another favored closing smaller libraries in the system, perhaps as many as four. The subcommittee was split, primarily over the issue of branch closures. Neither plan received a consensus.

So in February, the "compromise committee" was formed, and the current model agreed upon. This plan was made public on March 22.

"This model meets our community's needs," Gorson said.

- end -



Teresa Landers <landerst@santacruzpl.org>

Fw: Library Service Model Compromise

Barbara Gorson <bagorson@pacbell.net>
To: Teresa Landers <LandersT@santacruzpl.org>

Sun, Mar 27, 2011 at 3:47 PM

Barbara Gorson
831-464-6717

----- Forwarded Message -----

From: Heather Norquist <norquisthe@santacruzpl.org>
To: bagorson@pacbell.net
Sent: Sun, March 27, 2011 1:59:09 PM
Subject: Library Service Model Compromise

Barbara and JPB Members,

What concerns me more than any other aspect of this compromise plan is the fact the reference and readers advisory service will happen remotely or by phone. I am afraid that children, teens and Spanish speaking patrons will not be served by this new model. Most of the interactions I have with patrons occur when I greet them, offer assistance, or just happen to be in the area where they are browsing. I can then take them in person to the resources they need and teach them how to use them. I cannot imagine that most an elementary aged children will feel comfortable asking for help remotely or over the phone, and I don't believe that a volunteer will be able to provide service with the professional expertise that our patrons require and deserve.

Sincerely,

Heather Norquist

--

Heather Norquist, Youth Services Librarian
Live Oak Branch, Santa Cruz Public Libraries
2380 Portola Drive,
Santa Cruz, CA 95062
(831)427-7706 x7698



Kira Henifin <henifink@santacruzpl.org>

Fwd: statement to JPB--please replace earlier draft with this

1 message

Thu, Mar 31, 2011 at 3:00 PM

[REDACTED]
[REDACTED]

To the members of the Library Joint Powers Board:

With all due respect to the hardworking members of the Joint Powers Board subcommittee, in particular Barbara Gorson, this is not a compromise. This is a prescription for the incremental death of library services in Santa Cruz. It represents the capitulation of the trustees of library services in Santa Cruz to a small group of bullies. It will result in buildings that say "library" but do not offer the services that make public libraries a unique and vital resource. And it is a death knell for the hopes of those who cannot afford to replace the lost services because they cannot afford to buy expensive books, pay for broadband or smartphones, or subscribe to Netflix. It says: if you're not one of the chosen few, tough: go away.

Library workers are assiduous about the quality of the information that they provide: they seek not just an answer, but the best answer. As they do so, they not only fulfill an immediate request, they teach by both precept and example. Librarians (I say "librarians" because that is generally what patrons call all library staff, professionals or not) are teachers, and what they teach is essential: be skeptical, ask questions, verify statements, test data. Librarians search for integrity of information, and teach those whom they serve to do the same. This is a lesson whose value I fear we'll only appreciate in sad retrospect.

I ask this Board not to shut the doors that our public libraries long have opened, doors of knowledge, freedom of speech, and equality of opportunity. Don't "compromise" by stooping. Don't sell us out.

Leslie Auerbach

Citizen, City of Santa Cruz

Library worker

123 Liberty Street
Santa Cruz, CA 95060
March 27, 2011

Joint Powers Library Board
Santa Cruz City-County Library
117 Union St., Santa Cruz, CA 95060

Dear Board Members,

I write as a member of the public and a former member of your Board for 26 of the last 32 years. I am fairly confident that little, if anything, at this point would dissuade you from implementing the so-called compromise that was recently developed with respect to the future of library services for our community. No doubt the excitement of the public at the amazing ability of the Board to ostensibly solve a serious financial crisis not by reducing some services, but rather by maintaining all existing branches and by expanding open hours at every branch will be hard to resist.

However, I feel some obligation as someone who does know a little bit more than the average member of the public about library operations and the direction of modern library services expected by the public who use the system to at least make a few comments on the proposed resolution of the problems confronting our library. Leave aside for a moment my lack of surprise that the public is so quick to accept a solution that seems absurd on its face, i.e. that we can save money by doing more for the public. Who wouldn't like to believe in miracles?

I was actually presently surprised and supportive when Board Member David Terrazas proposed a compromise that would provide support for transforming the smallest three or four library branches to community centers with limited library services. I thought that this would be a positive way to respond to the strong demand from many members of the public to find a way to keep the small branches open and it recognized that the testimony that you received from most of the people fighting for the small branches was more about having a community center that parents and children or children alone could access close to their homes (or seniors in the case of La Selva Beach). That such centers might depend a great deal more than we do now on volunteers, also seemed quite reasonable, since community centers with limited library services (for example, a reference collection, some computers with access to the library's collection information so people could order deliveries from the bookmobile, on-line or phone in reference service, etc.) would still be better than no small branches at all.

But the proposed "compromise," has not just based services at the small branches on expanded use of volunteers and reduced modern library services; it has essentially obliterated modern library services and the use of trained professional librarians at virtually every branch. Research will essentially be reduced to a phone-

in function (why not save more money and contract out for it from Mumbai?), and the amount of funding available for purchasing the databases and other modern library services will be significantly reduced throughout the system. This will be less of a problem for your patrons who can afford access to such information through private, pay-for-use access on home or office computers, but it will significantly increase the digital divide that leaves low-income residents without such services at all or extremely limits their access to them.

The extensive use of volunteers will inevitably mean that, increasingly, professional library staff will not spend their time preparing materials, databases, and information for the library system as a whole and for individual reference requests, but rather in supervising volunteers who will no doubt keep doors of buildings open (and I do disagree with those who think you can't get committed and responsible volunteers), but they will never be able to be "trained" to provide the level of service that I have come to expect from well-trained and educated library professionals. Since I have access to the UCSC Library, this is less of a personal problem for me than a crime against the members of the local public who are not so well connected. I do think that it is inevitable that high school students in the public library who are told to call a reference librarian or contact them on-line for help, are more likely to just go back to using Wikipedia or Google as their reference source – to the dismay of their teachers and future college teachers. I have a Ph.D. and excellent research skills, but I have no idea how I would ever survive without the help of trained library professionals in my research efforts.

People who are trying to get advice about reading choices for their children or themselves will do fine if they can afford to go to a bookstore and get help, but there is no reason to believe that volunteers at a library branch will be able to provide professional level help to those library patrons who cannot afford to buy private books or other materials they used to get at the public library.

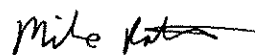
So, I suspect that in some way the current "compromise" is financially sustainable. You will have effectively turned all ten branches into community centers and the library budget can probably support that for some time into the future. But at some point, the people in this community that actually need and want library services will realize that they have been short-changed by this non-solution to the crisis. At that point, they will organize to overturn your solution here or they will just drift away from the entire public library as an institution. If that is the outcome, one more public institution (one of the first in the world by the way) will then be replaced by private for-profit services for those who can afford it and a life in the underworld of neglect for everyone else.

So, although I don't have a great deal of hope that my words here will make much difference, I do urge you to do some more work on the existing compromise so that it moves back in the direction of continuing to provide and expand modern library services for our entire community rather than the comforting, but illusory shell of library services that ten branches without the adequate funding, trained

professional staff, or funding for library materials that will be the actual product of your decision.

Thanks for your service. I certainly know that none of this is easy.

Sincerely,

A handwritten signature in black ink that reads "Mike Rotkin". The signature is written in a cursive style with a horizontal line extending from the end of the name.

Mike Rotkin

From: Bob & Sarah Balla <[redacted]>

To: bagorson@pacbell.net; lpoltinger@comcast.net; nancyg@surfnetusa.com; jimreeds@v@gmail.com; samforcapitola@att.net; ellen.pirie@co.santa-cruz.ca.us; mark.stone@co.santa-cruz.ca.us

Sent: Thu, February 24, 2011 9:05:03 PM

Subject: libraries

Dear Members of the Library Joint Powers Board,

I wanted to write to you in regards to the decision made last week to form a new task force around the library dilemma we Santa Cruz citizens face. I live in the City of Santa Cruz, and Branciforte is my neighborhood branch. I am one of the voices to close the smaller branches in favor of extending services to the larger branches.

First off, I don't envy your position, as it is a no-win situation. I was in a similar position when asked to serve as one of the members of the task force put together to decide the fate of the Santa Cruz City Schools. It was a long and tedious process, one in which all sides were heard and circumstances reviewed. Some of us had nothing at stake, meaning we were from one of the bigger schools not in danger of being closed. We could then look at all the facts objectively and unbiased. At the end of the process, we chose to close the 2 smallest schools.

We were then surprised that the board went against our decision and kept open one school with the loudest, most vocal group (Gault) and closed the larger school (Branciforte) that served the least vocal and most impoverished students. I'm sure that if parents knew this was how the decision was going to be made, more would have shown up to defend their school. Several problems have arisen because of this decision.

One cost saving to the district was to eliminate bussing. But because Branciforte was closed (which was on a major bus route), a bus has had to be provided for students from the Grant Street area for DeLaveaga School (additional cost). "White flight" also happened at Gault. Those vocal parents who hammered the board with emails and phone calls left the school when they saw it was going to look differently than what they had envisioned. With them went parent volunteers and donated money that is necessary to help run a successful school. This has meant extra work for those dedicated teachers who work at Gault.

Another aspect of all this is that the other schools have had to pick up the slack for the smaller school staying open. The larger schools have become impacted, serving more students with less staff. Again, this is a drain on the entire teaching staff and support personnel at the other schools.

I implore you to look at the big picture within the library system and not let the smaller, vocal group influence you with their self-serving agenda. They are not looking at the good of the whole system. In an ideal world, we would all be able to walk a few blocks to our neighborhood school, library, store, and park but the financial reality dictates this is not always possible. Everyone needs to give up something. I am hoping that this new subcommittee will come up with some good compromises that will benefit the most people in our county.

Please think about this when making your decision about our library system. The Santa Cruz City Council understood the importance of consolidating the branches by voting overwhelmingly to endorse Model D. Please help keep the system working for the majority of the patrons that use our wonderful libraries. We want to have libraries in the years to come.

Sarah Balla

Third Grade

DeLaveaga Elementary School

Forwarded Message ----

From: "FOODREAL@aol.com" <FOODREAL@aol.com>

To: gorson@pacbell.net

Sent: Tue, March 8, 2011 8:56:22 AM

Subject: library

Dear Member of the Library Joint Powers,

We are residents of Santa Cruz county since 1966 and Felton since 1974. We have been at all the meetings but are out of town working right now. However we want to urge you to consider some very key issues regarding the libraries before you make your decisions, especially after some of the points in the Sentinel today.

o Ar the end of the most recent Sentinel article, it listed the number of library cardholders by area. In those numbers, *provided by the library administration*, Mt. Hermon was lumped together with Scotts Valley even though the Felton branch is closer for Mt. Hermon residents than the Scotts Valley branch is. They also didn't choose to lump together Felton, Bonny Doon, Ben Lomond and Brookdale. If they'd properly combined cardholders based on which was their closest branch, the numbers for Felton and Scotts Valley would have been nearly equal if not greater for Felton.

o Scotts Valley's mayor (and Library Board member) Jim Reed has repeatedly said that the system can't afford the operating costs of the Felton branch, yet Felton is the closest branch for more library users than Scotts Valley, and the Felton branch costs without staff are \$1670 per month compared to Scotts Valley projected costs without staff of \$7,000 per month. It seems this is a conflict of interest for him since SV has much to gain by all of us trouping over there weekly.

o Volunteer use is great, but making branch open hours contingent upon a volunteer being there isn't the right way to use them. The Library Director herself has said so in the past (though she said the opposite in today's Sentinel article), and the consultant she's often referred to (Joan Frye Williams) has said the same. There are no studies or surveys done on how many people might be available to staff each branch as volunteers. Making open hours contingent on volunteer staffing should be a last-resort solution, and we're not at "last resort" unless you've explored all other ways to cut costs.

o With such a system, it would be easy for JPB to blame the community if we didn't have enough open hours - i.e. "We only got enough volunteers to keep your doors open 10 hours a week, so that's all you'll get." That would be unfair since people in other communities wouldn't have their library use tied to whether they are able to recruit enough volunteers to keep doors open. The Felton branch serves a larger community (18,000 people according to census results for Ben Lomond, Brookdale, Zayante, Lompico, Bonny Doon, Felton) than Scotts Valley (12,000 per census figures), yet nobody is suggesting that Scotts Valley's proposed 13,000 square foot new library should have its open hours contingent on volunteer staffing.

o The larger branches could also certainly use some volunteers to do work that pages do and save similar amounts of money without threatening any branches' open hours, putting that money back into the system as a whole.

o Before resorting to such a drastic measure as basing our open hours on our ability to recruit volunteers, we should be assured that the Board has looked at every other possible way to cut costs. The amount of money saved by one staff person being replaced by a volunteer at each small branch is very small since we'd be replacing the lowest-paid staff workers. What about looking at the library director's salary? Or what about asking the soon-to-be-enormous (13,000 square feet vs. their current approx. 5,000 SF) Scotts Valley branch to rent out more of their building space to Cabrillo College's programs, putting that money back into the system?

o The library director has said they don't have good, specific projected operating expenses for the new Scotts

Valley branch. They used \$7000 for the projections simply because that's the current amount of rent for the Scotts Valley branch, and they figured it'd be less than that. (\$7000 for rent-compared to the pittance for Felton? This seems to be a no-brainer which to keep open!!) Scotts Valley's library designers are proposing a huge media wall that will have big screens and may suck enormous amounts of energy, but no figures have been provided to the Library Board showing what to anticipate in terms of energy costs or any other detailed costs. We should demand that they provide a specific proposed expense projection based on facts, and the Board should have to look at those expenses as closely as they're supposed to be looking at those of all the other branches. Pre-construction is the time to make sure a building is designed as efficiently as possible to keep costs down, yet they are flying through their construction schedule without any input from the Library Board on issues that could affect costs that will be borne by the entire library system.

- o Felton Library Friends has been working for years to get a new branch built that would be larger and serve our community better. The Verutti family donated land for it. The Felton Library Friends raised tens of thousands of dollars in funds for the building. The Joint Powers Board said several years ago that building a new branch for Felton was their top capital funding priority. Yet because Scotts Valley had RDA money to build their branch without funds from the library system, their project is flying forward without considering future operating costs as they design it, while the community served by the Felton library, numerous as we are, has had to fight threats of branch closure and been essentially told that our dream of a bigger branch for our community won't happen.

- o And lastly on another point besides the whale of Scotts Valley swallowing the modest Felton library is the concern about a "specialized branch" proposed in Model B is Garfield Park, where the highest circulation figures are children and young adults - and Model B proposed turning that branch into a genealogy collection. This is not good planning!

Thank you for taking the time to look deeply at all the issues and for trying to keep our community the best it can be.

Sincerely, Tandy Beal and Jon Scoville

NAME: ramona smith

PHONE NUMBER: [REDACTED]

EMAIL ADDRESS: [REDACTED]

Please keep La Selva Beach Library open. It serves the community well.

From: Summer Castorini <[REDACTED]>

To: bagorson@pacbell.net; lpoltinger@comcast.net; nancyg@surfnetusa.com; dterrazas@cityofsantacruz.com; jimreedsy@gmail.com; kbeiers@sbcglobal.net; samforcapitola@att.net; ellen.pirie@co.santa-cruz.ca.us; mark.stone@co.santa-cruz.ca.us

Sent: Tue, March 8, 2011 9:12:28 AM

Subject: Re: The Felton Library

Hello,

As a homeschooling parent I ask you to please, please, please keep the Felton Library open. For many of us in the San Lorenzo Valley it is a crucial resource to educate our children and also serves as a meeting place for elderly residents. I don't know what we will do if this library closes.

Thank you,
S. Castorini (Mom and Voter)

NAME: Madeline Lott

PHONE NUMBER: [REDACTED]

EMAIL ADDRESS: [REDACTED]

I feel strongly that the La Selva branch should stay open. It will not save that much money in the long run, and once it is gone it will never reopen. Please find another way.

I always donate at Deluxe Foods, by the way.

From: Barbara Elwell Matessa <[REDACTED]>

To: gorson@pacbell.net; lpoitinger@comcast.net; nancyq@surfnetusa.com; dterrasas@cityofsantacruz.com; jimreedsv@gmail.com; kbeiERS@sbcglobal.net; samforcapitola@att.net; ellen.pirie@co.santa-cruz.ca.us; mark.stone@co.santa-cruz.ca.us

Sent: Mon, March 7, 2011 9:41:44 AM

Subject: In support of the Felton branch

Dear Board,

I am writing to urge you to keep the Felton branch open without the reliance of volunteers. Members of our community do not see "Model B" as a fair, viable option.

The Sentinel published the number and percentage of registered borrowers per area. The combined total of Felton, Ben Lomond and Brookdale is 6.6 percent of registered borrowers. If the small amount of Mt. Hermon borrowers had been correctly attributed to Felton (much closer than Scotts Valley), and if some of Bonny Doon's borrowers are included, the percentage of borrowers who are near to the Felton branch approaches that of Scotts Valley (7.5 percent). It's unfair to compare usage statistics with other branches when the Felton branch is only open a fraction of the hours.

I live in Ben Lomond, and I only use the Scotts Valley branch when the Felton branch is closed due to cutbacks. My six year old son and I would much rather visit the branch close to home, where he goes to school, where we shop, and where we run into friends. When we lived in Felton, we would frequently walk there. I don't use the Boulder Creek branch because it is completely out of my driving pattern--the vast majority of Ben Lomond residents will say the same thing.

We understand that cuts must be made, but in fairness, reducing hours throughout the system is better than eliminating the small *staffed* branches that our community has come to love and rely on.

Thank you,

Barbara Matessa

From: Rena & Harlan <[REDACTED]>

To: bagorson@pacbell.net; dterrazas@cityofsantacruz.com; samforcapitola@att.net; ellen.pirie@co.santa-cruz.ca.us

Sent: Fri, February 25, 2011 1:58:39 PM

Subject: thoughts on closing Branciforte Library

Hello,

Thank you so much for all your work for the libraries.

I did want to relay our experience with one of the branches "on the table" -- Branciforte. The Branciforte Branch is in walking distance for my family, and when it was open six days a week, we visited it at least once a week. Sometimes we spent time browsing, other times just popping in to pick up holds. However, once the branch cut back its hours to two or three days a week, we stopped going. Firstly, I could never remember which days and times it was open. And trying to get there before five on a weekday is impossible for our schedule, with all the kids' extra-curricular activities. Secondly, placing items on hold for pickup at Branciforte was ridiculous -- it took me a week or two for my schedule to coincide with the branch open hours. I soon found that picking up holds at Central or Live Oak was more convenient, although farther. (The ability to go online and place holds at the branch of my choosing has dramatically increased our library usage.) Because all our holds are at Central or Live Oak, sadly, we never go to our neighborhood branch.

I would be *thrilled* to have a "real" branch at Branciforte -- open five days a week, from 1 - 7 each day, especially as Staff of Life has just opened several doors down. So convenient! But I question the value of spending many resources on keeping this branch "open" when its hours make it mostly closed anyhow. I would rather see those hours go towards the Live Oak or Central Branches.

I do not see the sense in keeping Branciforte "open" in name only, when in reality, it is closed so much that it makes it unusable. While some people will be happy that a branch isn't technically closed, it seems irresponsible when the money is so desperately needed elsewhere.

However, if you can find a financially prudent way to restore many open days and hours to Branciforte, we would be grateful!

Thanks for listening!

Rena Dubin

[REDACTED]
longtime library user and occasional Friends volunteer

From: DANIEL MCMAHON <[REDACTED]>
To: Gorson@pacbell.net; Jimreedsv@gmail.com
Cc: nancyg@surfnetusa.com
Sent: Wed, February 23, 2011 2:22:24 PM
Subject: Library

All Public Libraries should be retained. Maintenance of all is not expensive as shown in the analysis.

All the libraries should be only open 5 days a week. Live Oak's Sunday hours should be moved to Saturday. Central's Sunday hours should be used to better support the three smaller branches. Then as they would not be necessary, all Administration and Support Services hours for Sunday should be eliminated from the Budget.

I believe that this will save significant funds.

Also all libraries should have some evening and Saturday hours to service patrons who work. I would recommend the labor hours saved from Central be used for this purpose.

Daniel P McMahan
[REDACTED]
Ben Lomond CA 95005
[REDACTED]

DAN

TO: Santa Cruz Library

FROM: East Cliff Village Apartments Residents

Date: 2/28/11

RE: Possible cuts to outreach bookmobile services

MAR 23 2011

We would like to let you know that all of us that use the library services are concerned that our bookmobile may be cut in the ongoing budget crisis. Residents here are dependent on the delivery and pickup of the once a month book service. Many are unable to get to the library due to health and other reasons. For these people this is a very important service. It provides relief from boredom and depression that would otherwise not be possible. We all look forward to the variety of books delivered for our enjoyment and education each month.

We are asking you to please consider the importance of this outreach program and that you continue the bookmobile services to shut-ins and seniors. Many of us will be devastated if it is discontinued.

See Attached Signatures:

EAST CLIFF VILLAGE APARTMENTS
1635 Tremont Drive, Santa Cruz, CA 95062

SIGNATURE:

APARTMENT NUMBER:

1 *Margarite Tuckardt* # 131

2 *Dominic Hall* # 126

3 *Alvin Kuhn* # 124

4 *Dolores Taylor* # 202

5 *Mucero (Linda Mucero)* # 140

6 *Kathryn Brown* # 225

7 *Susan Fayer* # 236

8 *Joan D. Smith* # 209

9 *Jessie Gray* # 206

10 *Pat Gorman* # 120

11 *Leo Hall. Bobnal* # 124

12 *Margaret Hall* # 242

13 *George J. Lewis* # 229

14 *Wendy Johnson* # 135

15 *Mary G. Gardner* # 212

16

17

18

19

20

21

22



Teresa Landers <landerst@santacruzpl.org>

SCPL Patron Comment or Suggestion: Was hoping for a different plan

webmaster@santacruzpl.org <webmaster@santacruzpl.org>
To: landerst@santacruzpl.org

Wed, Mar 9, 2011 at 9:29 AM

The following message has been received from:

NAME: Judith Grunstra

PHONE NUMBER: [REDACTED]

EMAIL ADDRESS: [REDACTED]

Thanks to all Board members and Task Force members who put in so much time and thought into evaluating the library's resources and future needs (AND to Ms. Landers, who has taken on a thankless task). Thank you for making the report available online. I use the library quite a lot, mostly Central but also several branches. I am a bit disappointed that after the report recommended closing branches, the public outcry made you backtrack on your decision. I fear that Model B will cause an overall decline in the system just to benefit a minority of citizens. I fear a steep reduction in the amount of materials available and I have doubts about the reliability of volunteers. If the end result is support for a bond issue for a beautiful new Central Branch or other capital improvements, then it may be worth it. It's certainly true that the branches can not be all things to all people, but library users will expect that anyway. We DO need community centers. Please remember that not everyone is jumping on the eBook/tech gadget bandwagon. We still want BOOKS. I also think any re-design of branch layouts should include some study rooms. FYI, I am a professional librarian as well as a literacy tutor.

March 29, 2011

Dear Members of the Library Joint Powers Board,

Please, use your imagination, and think of all those people you have not heard from, those who are not jumping up and down shouting for your attention. There are many, many people who have not spoken at all, because they do not have the time and energy, or even feel that they have the right, to ask for services.

Please think very carefully before you disregard the advice of your library director, who you selected to bring new ideas and modernization to this system.

Please think very carefully before you disregard the wealth of experience of the library staff, who most ardently want to provide the best service they can to the whole county, and who have also offered you their advice.

Yes, we all love books. We love the image of a young family sitting on the floor and sharing some quality time. But libraries have traditionally been so much more than that. They have been places of equality, where the less advantaged could go to keep up with the news, find work, gain knowledge, to educate and entertain themselves and their families.

In the 21st Century, we need to embrace the digital world, because that is where information is, news, jobs, and services. There is very little that we can do any more that does not involve computers, and the most disadvantaged of our community are being cut out of this new world because they have no means of using it, or learning how to.

This is what the Library should be providing. How are we going to serve the poorest in our community if all we can do is give them a book? We need investment in a pro-active, high-tech, reaching-out, service model, that can help bridge the ever-growing monetary and digital divide in our society.

Please think carefully before you vote to support the same old system yet again. This may appear to be a safe, low-risk decision because it appeases the vocal minority, but the last 10 years has proved that it does not work, and I fear that you will be voting for the death of our library services.

Yours sincerely,

Brenda McIlroy
Citizen of Santa Cruz County
and Librarian.



Teresa Landers <landerst@santacruzpl.org>

Fw: Letter for the Board packet

Barbara Gorson <bagorson@pacbell.net>
To: Teresa Landers <LandersT@santacruzpl.org>

Tue, Mar 29, 2011 at 6:26 PM

Can you add these names (see below) to Brenda's letter?

Barbara Gorson
831-464-6717

----- Forwarded Message -----

From: Brenda McIlroy <mum@pobox.com>
To: Barbara Gorson <bagorson@pacbell.net>
Sent: Tue, March 29, 2011 2:57:24 PM
Subject: Re: Letter for the Board packet

Barbara,
Thank-you for your thoughtful reply.
I shared my letter with my department, and they would like to add their names to this, if that is possible.
They are:
Sue Graziano
Valerie Murphy
Emily Galli

I realize it may be too late,
Brenda

On Mar 29, 2011, at 12:15 PM, Barbara Gorson wrote:

Brenda, yes, this is in time to include in the board packet. I appreciate your inputs and perspective. I would like to clarify that this model includes the same amount of technology funding as Model D, so I believe the library will be able to focus on staying current. I do share some of your concerns about not expanding services and programs to underserved populations (in and outside of branches). This model keeps those services at current levels. However, I believe it provides a framework within which we can improve and expand those services in the future.

I know this transition will be a challenge for staff and my efforts on the Board (once a model is approved) is to ensure staff has appropriate support for getting through this significant change and making the model successful for all concerned.

Barbara Gorson
831-464-6717



Teresa Landers <landerst@santacruzpl.org>

SCPL Patron Comment or Suggestion: library service model

webmaster@santacruzpl.org <webmaster@santacruzpl.org>
To: landerst@santacruzpl.org

Tue, Mar 29, 2011 at 4:24 PM

The following message has been received from:

NAME: Suzanne de Beaumont

PHONE NUMBER: [REDACTED]

EMAIL ADDRESS: [REDACTED]

I was very disappointed in the task force's decision.
I am a library volunteer and not at all interested in doing the work of Librarians.
I'm a retired nurse.
Relying on volunteers, I think, is a big mistake because the volunteers I know are not interested in a steady job, part time or otherwise.
The heart of any library is its reference desk and the people who need this service use it because they don't have internet access.
Yes, the branches will be open, but what kind of services will they be providing?
Will Story time still be there? So many families, myself included, rely on that service.
What about Senior outreach? Who will do that? And the Bookmobile, will volunteers manage that?
Close the least used branches and increase hours and services at the rest. That will better serve the community.

----- Forwarded Message -----

From: Patti Moran <[REDACTED]>
To: bagorson@pacbell.net
Sent: Tue, March 29, 2011 12:34:02 PM
Subject: letter to JPB

Hello Barbara

Could you kindly forward my letter to the Joint Powers Board? Thank you, Patti Moran, Library Employee

To the Joint Powers Board:

50% more open library hours minus approximately 20 less library employees = there is something wrong with this equation.

This will result in more worker's comp injuries, and a tired, overworked staff who will be unwilling/unable to provide the excellent service we have been giving our patrons.

As for the use of volunteers: while this may be a well meaning concept and undoubtedly there are people who are willing to give their time and energy to helping the library, let's see how long those volunteers last when they are: yelled or spit at by disgruntled patrons; stabbed with a hypodermic needle while shelving books; injured while shelving heavy materials, or doing some other task that is tedious and involves repetitive motion. Personally I would not do what I do here if I wasn't paid for it, and I'm sure I am not the only one who feels that way. While I'm sure volunteers help enormously in certain situations, to rely on them to help run a branch, in my opinions, is not a good idea. Thank you, Patti Moran

NAME: Anonymous Female

PHONE NUMBER: Patron

EMAIL ADDRESS:

A very angry patron came up to the Central Refdesk, today 2/28/11, and wrote on two call slips that she wants the "library director to listen to us" and to keep the VHS tapes and not give them away.

Pam
Ref. Libr.

MAR 10 2010

Feb. 17, 20

Dear

Thank you for
helping me the other
day.

You spent quite
awhile helping/tracking
down a 'lost' or missing
Pete Seeger DVD for me

You were, as always,
cheerful & gracious.

I am only one of
many, I'm sure, who
appreciate you &
your fellow librarians

Thank you,
(Irene) Roni Shepher

MAR 10 2010

TERESA,

- I RECEIVED A VERY
NICE CARD FROM A
PATRON WHO APPRECIATES
WHAT WE DO.
- WANTED TO LET YOU
KNOW...

CHEERS! - IAN -

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Fwd: SCPL Patron Comment or Suggestion: Kudos to Staff Members

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WEBMASTER SCPL to [show details](#) 12:40 PM (8 minutes ago) [Reply](#)

----- Forwarded message -----
 From: <webmaster@santacruzpl.org>
 Date: Wed, Mar 16, 2011 at 6:21 PM
 Subject: SCPL Patron Comment or Suggestion: Kudos to Staff Members
 To: webmaster@santacruzpl.org

The following message has been received from:

NAME: Dyane Harwood
 PHONE NUMBER: [REDACTED]
 EMAIL ADDRESS: [REDACTED]

=====
 As a longtime SCPL patron, I would like to commend the following library staff as being particularly excellent in terms of their helpfulness, great skills in working with the public, and creative measures in reference problem-solving. (If that makes any sense!) They are:

Jim Tarjan, Reference
 Lynette at Felton Library
 Pam at Felton Library
 April at Felton Library

Our community is lucky to have these staff members. Thank you, Dyane Leshin-Harwood and family (p.s. sorry not to know Lynette, Pam and April's last names)

=====
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February 14, 2011

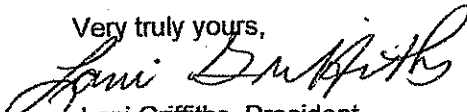
Dear Library Joint Powers Board Member:

You have a difficult and arduous task of steering a course providing the most benefits to employees and patrons, with flexibility for the future. A decision not to be made in haste.

The Genealogical Society of Santa Cruz County has occupied a unique presence in the library system. We are grateful for the support received these past 35 years, at both the Branciforte and Central Library locations and we have reciprocated with our GSSCC volunteers (25+ hours weekly) and services available in the collection for the library and patrons. We currently have over 10,000 items and continue to add each month.

At this time we are submitting, with permission, a reprint of a letter sent to the library during May, 2010 to reaffirm the society's interest and continued partnership with the library system.

Very truly yours,



Lani Griffiths, President

Monday, February 14, 2011 AOL: raylanig

Dear Ms. Landers, Ms. Gorson,
and Library Joint Powers Board Members:

The Genealogical Society of Santa Cruz County has reviewed the Library System's Three to Five Year Strategic Plan, 2010 - 2015, which was presented to the Library Joint Powers Board at its special session held on April 19, 2010. It is our understanding that the strategic plan was formulated after receiving input over a period of months from the community by way of various means, including surveys, focus group sessions, and library town hall meetings throughout the county.

The Genealogy Society is gratified to see that lifelong learning has been identified as an important strategic direction as the Library System moves forward during these difficult economic times. As you know, under a Memorandum of Understanding, the Genealogy Society has been a library partner for decades, serving both local and visiting researchers by providing a genealogical reference collection (currently shelved at Central Branch) of more than 10,000 items, including books, periodicals, microfilms & microfiche and CD-ROM materials. The genealogical reference collection, which has been hailed by visitors as one of the best in California, covers local Santa Cruz County history and families as well as containing materials for all fifty states and several foreign countries. The Society collection includes resources for genealogists of all experience levels. As the library plans for the future, the Genealogy Society looks forward to continuing its partnership with the Library System and helping the library to continue to provide access to materials fulfilling the information needs for learners of all ages.

Our Society also provides volunteers who staff the genealogy room at Central Branch nearly twenty five hours per week, and an educational program of monthly speakers on a wide range of topics of genealogical interest. In addition, our Society sponsors a genealogy seminar each year, as well as occasional Saturday or evening programs. Indeed, at our recently completed series of presentations featured at this year's annual seminar, (spread over three separate dates from March 6 through April 3), more than 150 attendees came to one or more of the Society's presentations. And, as genealogical research becomes even more popular, we anticipate increased usage of our reference collection and greater attendance at our programs. Of course, all of our reference materials are acquired, and our programs are presented, at no cost to the Library System. And our materials are accessible to all library patrons and our programs are free and open to the public.

The Genealogy Society is also delighted to see that the document presented to the Joint Powers Board on April 19 cites the fostering of community connections as a continuing high priority element of the library's strategic plan. Our Society believes that, through providing genealogical reference materials and educational family history programs, we have a proven track record of providing valuable and non-duplicative services of benefit to library patrons and the community. As a Santa Cruz non-profit organization, we look forward to continuing to work in partnership with the library to provide useful services and resources for genealogists.

As library partners, we have saved the Library System tens of thousands of dollars in materials acquisition costs over the years. In addition, our Society's researchers have undertaken valuable work in providing indices to local newspapers and other finding aids for researchers. We also aid the library generally by providing able volunteers in the genealogy room, and we bring members of the community into the library through our schedule of programs and seminars. We look forward to continuing our service as a reliable library partner as the Library System implements its strategic goals to meet the information needs of the residents of Santa Cruz County.

Very truly yours,

A. Herold Raeder

4

Subj: **GSSCC letter to chair, Joint Powers Board, May 11, 2009**
Date: 2/10/2011 11:33:56 A.M. Pacific Standard Time
From: [REDACTED]
To: [REDACTED]

Hi Lani, Diane and Karen:

Below is the text of the letter I sent to Barbara Gorson, Chair (at that time) of the Library Joint Powers Board. It is similar, but not identical, to the statement our Society formally presented to the LJPB, also in May, 2009. The significance of this communication is that it contains a brief history of the Genealogy Society's association with the library. It is possible that some of the text contained here might be useful in current communications with library administration.

Gail

May 11, 2009

To: Barbara Gorson, Chairperson
and Members of the Library Joint Powers Board

We in the Genealogy Society are as dismayed as everyone else that you are having to contemplate such drastic actions as closing beloved neighborhood library branches and potentially laying off library employees. And, of course, Society members have many questions and concerns about how we will be affected by whatever changes in library services are adopted.

As you know, the Genealogy Society has been a library partner for more than thirty years, first at Branciforte Branch, and for more than twenty years, at Central Branch downtown. Pursuant to the Memorandum of Understanding between the Society and the Library, our Society provides twenty-five hours per week of volunteer staffing in the local history room at Central Library, regular educational programs on subjects of genealogical interest to the community, an intensive two-day annual genealogical seminar, and most importantly, a comprehensive genealogical reference library of more than 6,000 volumes, all at no cost to the library. In exchange, the library has generously provided shelving space for the Society's reference collection, and has made space

Saturday, February 12, 2011 AOL: raylanig

available for us to use for our programs.

With respect to the current proposals before the Joint Powers Board, the Society is most concerned that the westside neighborhood will lose a much-loved community gathering place. As for the Society itself, it will be a struggle for us to maintain the ambitious staffing schedule needed in order to staff a building by using only our volunteers. The staffing scenario under the current proposal will not only mean longer shifts, but will require twice as many staffers as we currently have.

We are also concerned that the genealogical collection will necessarily be available to researchers many fewer hours per week than is currently the case. We are unsure whether or not there is sufficient shelving space available for our current collection of reference materials, much less having space available for the one hundred or more new acquisitions we purchase each year. Finally, like other groups, our Society struggles to remain financially solvent. We are not in a position to afford changes which will require the expenditure of monies we do not have.

We are gratified that Library Administration has acknowledged that the Genealogy Society and its collection comprise a vital component in the overall array of library services in the Santa Cruz community. This is evidenced by the fairness with which the Genealogy Society is being treated in the library's current proposals, which ensure that the Society continues to have a home within the library system.

It goes without saying that we at the Society would much prefer to remain at Central Branch, as that location is particularly convenient for researchers, with a variety of reference materials available at a single location, and other resources easily reachable nearby. We at the Society certainly understand; however, that the current budget situation constitutes a crisis of unprecedented proportions. We understand that, as library partners, we stand to be affected along with other segments of library services. We thank the Board for considering these issues. I have confidence that our Society members will do everything we can to make the altered situation work, and we will rise to the challenges we now face with energy, creativity and good will.

Very truly yours,

Gail B. Burk, President

City Council agenda 420-5020
 7:00 pm 2/8 - only agenda
 City Chambers

To Susan Elgin,
 Acting Library Director

Dear Susan:

*was reprinted from May, 2009
 Susan Elgin, then acting Library Director following
 retirement of Anne Turner*

I am writing to you at the request of the Genealogy Society Board of Directors, and in response to a number of suggestions by Genealogy Society members.

In light of the Library System's ongoing exploration of various budget-cutting scenarios, particularly with respect to the current investigation of several configurations involving across-the-board changes to all branches of the library system, and in view of the library system's stated desire to move the young adult collection and services into the Californiana/genealogy room at Central Branch, we offer the following proposal for consideration.

If the decision is indeed made to move the genealogy collection out of Central Branch, consider moving the genealogy collection and Genealogy Society operations to the Branciforte Branch, and reconfigure the Branciforte Branch as a genealogy and local history destination. We advocate placing the genealogy collection, the Sentinel newspaper microfilm collection together with the necessary microform readers, and the relevant library-owned genealogical reference materials (which are considerable in number together at this location, since all these materials together comprise what is needed to build a true local history research center within the library system. Branciforte also currently provides wifi capability, which is a great boon to researchers.

While such a scenario would necessitate a considerable reduction in the adult browsing collection at Branciforte, the children's collection at Branciforte could remain in place in the separate children's library section it now occupies. Adult patrons at Branciforte could continue to utilize the small adult collection, the Internet computers, check out hold items, and return items to the branch. Furthermore, moving the genealogy collection to Branciforte would allow Garfield Park, the only library branch on the west side, potentially to remain in use as a circulating library.

In our view, if it is decided that the genealogy collection needs to be moved out of Central Branch, where it now comprises the core of the local history and genealogy reference resources for patrons, then it makes sense to relocate the genealogy collection to a library facility where there is sufficient space available to keep all the local history and genealogy materials together. Genealogists regularly use all these materials, not just the Society-owned genealogy collection. Historical and genealogical researchers frequently use the extensive existing newspaper indices, many of which were created by Genealogy Society members. And, inasmuch as our Society volunteers continue to index local newspapers (we are now working on the early 1960s), our members feel strongly that all genealogy-related materials, including the newspaper microfilms, should remain together in one location.

In partnership, the Genealogy Society and the Library System could promote Branciforte as the library destination for genealogical and local history research. We could publicize this resource both within the local community and among neighboring cities and counties. By situating the genealogy and local history resources together at a mid-county location, these materials would be most conveniently accessible to the greatest number of residents. Many of our Society volunteer staffers, and a good many of our members, live east and south of Santa Cruz, making a mid-county location especially attractive. Additionally, the Branciforte branch is located near a number of senior residences, making Branciforte a

particularly good fit for the demographics of the neighborhood.

The Society envisions utilizing our volunteer staffers to assist patrons with their genealogical research questions on a schedule similar to the present schedule our staffers now fill at Central Branch, based of course, on the actual (reduced) open hours at the Branciforte Branch, with professional library staffers on duty to assist non-genealogy patrons and take responsibility for opening and closing the building, booting up the computers, etc.

Our Society sees this proposal as providing a long-term solution to the need to free up space at the Central Branch Library, rather than other solutions which might only serve as stop-gap measures to deal with what we hope are only temporary budget problems. Thank you for your consideration of our suggestions. We look forward to continuing to work cooperatively with the Santa Cruz Library System as we face these challenging financial crises.

Very truly yours,

Gail Burk, President
Genealogical Society of Santa Cruz County

*Copies
Printed*

ICMA



Maximize the Potential of Your Public Library

A Report on the Innovative Ways Public Libraries are Addressing Community Priorities

Includes case studies from the nine
ICMA Public Library Innovations grant projects

ACKNOWLEDGMENTS

This report was made possible with generous support from the Bill & Melinda Gates Foundation. We especially appreciate the support, guidance, and partnership of Jill Nishi, the deputy director of the U.S. Libraries Initiative at the Bill & Melinda Gates Foundation, who provided valued, direct participation throughout the duration of the ICMA Public Library Innovations grant program. Valuable project feedback was also provided by Allison Davis, Vice President at GMMB, and Steve Mumford, Consultant at Organizational Research Services.

Molly Donegan was program manager and led the ICMA Public Library Innovations grant program with a dedicated commitment to the funder and to the participants. Invaluable assistance throughout the program was provided by independent consultant Elizabeth Miller, who provided subject matter expertise from the perspective of both the city manager's office and the library. Keith Strigaro led the development of this report and program close-out. Felicia Logan provided leadership training for grant participants. Julie Pike was ICMA contract administrator. Kathleen Cole designed the report.

Special recognition is due to Susan Benton, President and CEO of the Urban Libraries Council. She developed the original concept for the proposal while previously at ICMA and she established the relationship between the Bill & Melinda Gates Foundation and ICMA.

Most importantly we thank the numerous library and local government leaders who worked so hard to enhance their communities through these grants. These leaders, at all levels, demonstrated the value of initiative and partnerships in addressing the challenges that face communities. They demonstrated how libraries can further enhance their value to the people they serve.

—Ron Carlee, Chief Operating Officer, ICMA

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ICMA Public Library Innovations

Maximize the Potential of Your Public Library

Introduction

Public libraries play varied and dynamic roles in communities across the country. While their core mission remains information, literacy, and public education, libraries can also serve as a valued asset in meeting a community's strategic goals. This can only happen when leaders of both local government and libraries think broadly and strategically about what libraries can accomplish, and develop partnerships with each other in order to unleash that potential.

ICMA, the International City/County Management Association, recently concluded the Public Library Innovations grant program that served as a catalyst for connecting libraries with other local government and community partners. With funding support from the Bill & Melinda Gates Foundation, ICMA awarded grants to nine jurisdictions so they could engage their public libraries in innovative projects that addressed important community issues of literacy, public safety, environmental sustainability, cultural diversity, and economic development. The nine grant recipients were a diverse group that differed in size, location, priorities, governance structures, and funding sources. The grant period lasted from March 2009 through August 2010.

What We Learned

Six themes emerged from the nine innovation grant projects:

- Library and local government leaders need to connect on community priorities.
- Building partnerships is key to innovation.
- Leadership happens at all levels of an organization.
- Successful partnerships require commitment to the effort.
- Innovation occurs in communities of all sizes.
- Not every effort will be successful.

This report discusses these lessons learned and offers ideas about how they can be put into action by others. First, we begin the report with a discussion on why a rethinking of public libraries is important.

Why Libraries?

A better question might be why not libraries? As communities develop strategies to address important issues and needs, communicating those strategies to the public is essential. And what community program reaches more of the general adult public in a learning environment than the public library? Libraries also reach large numbers of young people when they are not in school, especially in after-school and summer programs. Any community effort that involves public education, communications, and marketing is overlooking an important asset if the library is not included in the plan.

There are over 9,000 library systems in the U.S., many of which support multiple branch facilities, representing an annual operating expenditure of over \$10 billion and \$36 per capita. Public libraries provide community-based facilities, with knowledgeable staff, that are typically open in evenings and on weekends, generating more than 1.5 billion visits each year.¹

Today's libraries act as a new type of town square, a place for people of all ages and backgrounds to seek help, connect with others, and get access to the information and services they need. In 2009, 169 million people in the United States visited a public library to find work, apply for college, secure government benefits, learn about critical medical treatments, and enjoy free access to the Internet. A recent study revealed that approximately 40% of library patrons use library computers for career and education needs.²

The public library is also a government service that receives very high support from the public. According to a 2010 study, 74 percent of respondents said the library is an important asset for their own computer and Internet use and 84 percent said the library is an important asset for the community. Few government services receive such broad public support.³

The credibility public libraries have with citizens provides a strong platform for their expanded roles. They have enormous potential to assist in any strategic initiative. As communities look to do more with less, libraries can provide a greater return on the

investment local governments make in them when libraries become strategically involved in addressing community priorities, whether through their established resources (community-based facilities and knowledgeable staff) or through more innovative approaches and partnerships (e.g. e-services and taking services outside the four walls of library buildings). Libraries represent a significant community asset that is at risk of being underutilized when limited to its traditional roles, notwithstanding the importance of those roles. The traditional work of libraries is important and they can do more.

Barriers to Innovation

Barriers, however, exist to engaging libraries at a broader, strategic level: structural, attitudinal, and financial.

Structural Challenges. Structurally, library systems exist in many configurations. Less than half of library directors report to the chief administrative officer of a local government.⁴ Many report to independent or semi-independent boards. Library systems may serve multiple jurisdictions, leading to a situation where if everyone owns the system then no one owns it. As a consequence of structure, the library director and staff may not be integrally connected with the strategic (or even tactical) priorities of a local government. Where the public library is a department of the local government, the challenge is merely one of inclusion and thinking more broadly. Where the public library is outside of the local government structure, there is the more difficult inter-organizational challenge to include library leadership in broader community initiatives. Regardless of structure, most libraries are supported by local taxes which should compel both library and general local government leaders to connect on issues of importance to the community.

Attitude Challenges. Despite strong public support for the ideals libraries represent (e.g. access to information, equity), there can be differences of opinion about whether library services are necessities or amenities. Public libraries are often viewed by local government managers as discretionary because they are not universally associated with core needs such as public safety, health, and economic development. As local governments struggle to balance budgets during tough economic times, services such as fiction books and free DVD loans do not make compelling cases for funding by city and county managers. Ironically, some of the “amenity” services provided by libraries attract



Teenagers helping young children learn math skills at the Santa Ana Public Library.

a loyal following among more affluent taxpayers that helps account for the broad popularity of libraries. It is this popularity that can be leveraged for other strategic priorities.⁵

At the same time, libraries can be their own worst enemy. If the leadership of the library is itself focused mostly on collections and circulation, it risks at best being underutilized and at worst being marginalized. If the public library wants to be more engaged with community priorities, the library must adopt these priorities as its own and reach out to local government and community partners. As former CEO of the Urban Libraries Council and the ALA's Public Library Association Eleanor Jo Rodger recently wrote in *American Libraries*, “These hard times invite [librarians] to assume community leadership, not just public library leadership.”⁶

Funding Challenges. Funding for public libraries has increasingly come from local sources. Since 1999, local funds increased from \$6.94 billion to \$9.42 billion in 2008. During that same period, state funding decreased from \$1.13 billion to \$0.99 billion.⁷ With the nation in recession, Americans are visiting their local public libraries more often and taking advantage of the free services they provide with greater frequency. Yet even as the need for services increases, libraries, like other government services, are seeing budget cuts.

The first two challenges—structure and attitude—can be fairly easy to overcome by library and local government leaders connecting on their mutual goals and exploring the ways in which libraries can expand their impact and reach. Budgets are a greater challenge. The U.S. is in an economy where people depend

PROJECT:	SUMMARY:
Buena Vista, Virginia: Training and Call Center	The Rockbridge Regional Library formed a partnership with the City of Buena Vista and the Dabney S. Lancaster Community College to help the region's unemployed and underemployed residents become more competitive for good paying jobs in the in-coming call center industry. The Training and Call Center provided residents with free, basic, or advanced training in PC usage.
Dallas, Texas: Every Child Ready to Read @ Dallas Expansion	The Dallas Public Library partnered with Mayor Tom Leppart to launch Every Child Ready to Read @ Dallas in March 2008, which offers classes to help parents and caregivers teach their children six essential pre-reading skills needed to succeed in school: narrative skills, print motivation, vocabulary, phonological awareness, letter knowledge, and print awareness.
Fairfax County, Virginia: Changing Lives through Literature	The Fairfax County Public Library piloted Changing Lives through Literature, an alternative sentencing program aimed at reducing teenage recidivism, in collaboration with the Fairfax County juvenile and domestic relations court services and the Virginia department of corrections. Guided by a facilitator and joined by a court officer, groups of 10 to 15 teen offenders read and discuss novels, short stories, and poems that illustrate themes of friendship, values, choices, and consequences.
Fayetteville, Arkansas: Solar Test-Bed Library Project	In June 2010, the Fayetteville Public Library became a test bed for new technology in an effort to support local economic development. The purpose of the project is to create solar-generated power to reduce utility bills at the library, position Fayetteville as a leader in sustainability and an incubator for economic development, educate citizens in solar energy, and promote public-private partnerships. The Fayetteville Public Library Solar Test-Bed Project is a partnership between the city of Fayetteville, the University of Arkansas, Arkansas Energy Office, APEL, BP Solar, and others.
Georgetown County, South Carolina: The Hurricane Project	The Georgetown County Library decided to take an active role in preparing the public to survive and recover from inevitable coastal hurricanes. The library teamed up with county and state emergency management personnel to offer traditional public lectures and workshops, as well as disaster game simulations, Web 2.0 communication techniques, oral-history video interviews, digital storytelling, and the creation of a digital collection of historic hurricane photographs.
Iowa City, Iowa: ECO Iowa City	The Iowa City Public Library partnered with the public works department and others to develop ECO Iowa City, an educational program providing residents with demonstration projects and up-to-date information on sustainability, particularly storm water management, local foods and compost, smart waste disposal, and energy efficiency. ECO Iowa City developed partnerships with other city departments, community groups, local businesses, and city council members.
Miami, Oklahoma: Miami Native American Language, Culture, Health Education/Empowerment Center	Miami is the center of government for nine Native American tribes. To honor the heritage of their area and facilitate cross-cultural understanding, the city and the Miami Public Library partnered to provide services to this diverse community. Use of technology centered in the library, from computer literacy classes to workshops about federal and state websites for tribal staff, has been a key component of the partnership.
Pendleton, Oregon: Wired for Safety	The Pendleton Public Library and Police Department formed an innovative partnership, Wired for Safety, that focused on their shared mission to create a safe and productive environment for teens and the community. Using a mix of technology (a citywide wireless network and surveillance equipment) and expanded services (programs for teens and community safety, including self-defense, identity theft protection, and Internet safety), Pendleton partnered the strength and security of local law enforcement with the empowering culture of the public library to make the library a comfortable and welcoming community space.
Santa Ana, California: Connect!/Conectate! Connecting Yourself with Your Future—Conectate con Tu Futuro!	City and library leaders set their sights on providing young people with the basic tools needed to help them advance academically and economically. The program provided teens with opportunities to assist adults who have limited English proficiency develop language and computing skills. Young adults also worked with children ages 5 to 11 on math and literacy skills.

on libraries—especially for training and technology services to seek employment—and which generates fewer resources for local governments. Whatever levels of local funding libraries ultimately receive, it is in the best interest of all to get maximum value from those limited resources.

Lessons Learned

The lessons learned from the ICMA Public Library Innovations grant program provide guidance on how any community can leverage the assets of its public library to address strategic priorities. They illustrate the importance of library systems reaching beyond their four walls of physical space to expand their services. Finally, the projects detailed in this report demonstrate how local funders, foundations, and philanthropists can have an impact on a community priority by serving as a catalyst for bringing different sectors together with modest incentives.

Library and Local Government Leaders Need to Connect on Community Priorities

How effective libraries are in achieving their potential will depend on how connected they are to the needs and opportunities specific to their community. A public library must be aware of the local government's strategic and development plans and work to assist in accomplishing those plans. Likewise, local government leaders need to recognize the potential of the library to support their priorities. This requires a joint assess-

ment of what capabilities it has to contribute to community priorities and how to make the most of those capabilities.

All nine grant recipients addressed issues considered important in their communities:

Learning and Literacy

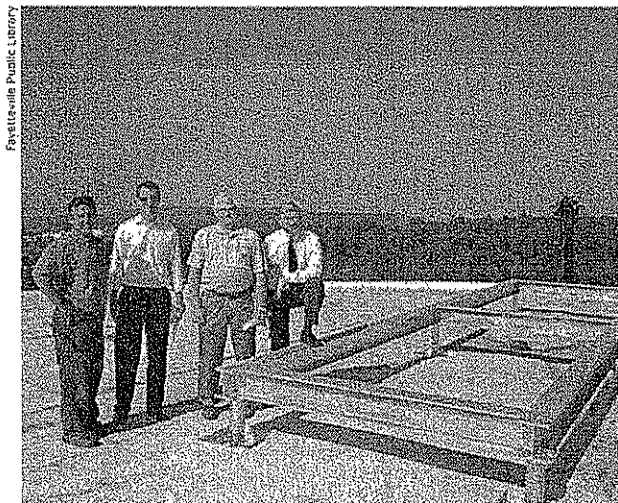
Literacy is not a new area for libraries. Nonetheless, the issue was approached with innovation by the libraries in this program. With the seventh-highest dropout rate in the country and more than 50 percent of students failing basic skills assessments, Dallas, Texas chose a long-term approach to help young children acquire the pre-literacy skills they need to succeed in school. The library led an effort with partners in city government and in community-based organizations to promote early childhood reading by taking the program (and the books) out to where people are and not waiting to get them into a library. Outreach was a critical part of the program.

Fairfax County, Virginia was also struggling with teens getting into trouble that led to adjudication and incarceration. Their approach was to intervene to break a cycle of recidivism. The Fairfax County Public Library partnered with the courts to introduce the young offenders to self reflection through reading. The program promoted literacy and learning, but also presented youth with positive role models and new outlets to deal with difficult life issues.

While almost all of the nine programs utilized technology as a service delivery method, Santa Ana, California decided to turn to a tech savvy teen population in a community with high poverty and unemployment and create a dedicated, safe space out of which they could explore a range of constructive activities, including using their computer knowledge to help adults learn new employment skills and tutor young children in math and reading literacy.

Public Safety

The Fairfax County project is arguably more about public safety than literacy, revealing how some programs can meet multiple objectives. This was also the case in Pendleton, Oregon where the library partnered with the police department. Funds from the grant went directly into technology for the police department to provide security cameras and communications systems while simultaneously providing enhanced broadband access for the library. The technology, however, was secondary. What emerged from the project was joint programming by the police and library departments to



City, library, and community partners at the solar test-bed installation on top of the Fayetteville Public Library.

create a safe and non-threatening environment where teens and the police could interact. Teens became engaged in numerous constructive activities to build self-confidence, including reading and literacy.

In Georgetown County, South Carolina, the focus was on emergency management. Georgetown County is at high risk for hurricanes, illustrated by the devastation from Hurricane Hugo 20 years ago. Memories fade, however, and people can become complacent. As part of a preparedness and public education strategy, the library partnered with the emergency management agency to promote awareness in a fun-oriented event and through a variety of communication strategies.

Environmental Sustainability

Environmental issues loom large for a number of communities; some are concerned about the effects from climate change; others just want to reduce energy to save money. In Iowa City, Iowa, the public works department wanted to promote recycling and environmental stewardship. In this partnership, the public library provided effective marketing and communication support, attracting people to engage in environmental activities as varied as using rain barrels and properly disposing of prescription drugs.

Fayetteville, Arkansas has a goal of being a leader in green technology. In their project, 60 solar panels were installed on the roof of the library to test new solar technology while reducing the library's carbon footprint and reducing energy costs.

Economic Development

The Fayetteville project also served dual purposes. The solar array installed on the roof of the Fayetteville Public Library was an effort to support emerging local business. In the course of this ongoing project, the library will test and help develop a market for a highly efficient state-of-the-art silicon carbide inverter developed by Arkansas Power Electronics International, a local company.

Buena Vista, Virginia also had a vision of using the library for economic development. In this case, the goal was to improve the relatively low wage structure in this economically challenged area by training unemployed and underemployed residents to staff call centers. Information literacy—introducing the use of technology to those who had not yet ventured into the world of computers for any purpose, let alone as a means to a better career—was a key component of the Buena Vista project.



Pendleton's Wired for Safety Project helped police officers engage teenagers in discussions about public safety at the library.

City officials in Miami, Oklahoma were are also looking to explore joint economic development ventures with the Native American tribes in their areas. Such conversations are now possible because of the relationships that have been built as a result of their library grant activities.

Cultural Diversity

In addition to the economic issues in Miami, the city was concerned about building bridges across cultures. The general population of Miami is 15% Native American with their children making up 49% of the school enrollment. While nine Native American tribes are located in Miami, the native cultures are not often fully connected with the broader community. At the same time, the tribes are beginning to lose their language and other parts of their heritage. The Miami Public Library became a leader in connecting the tribes with the local government and providing a mechanism to honor and preserve tribal cultures. This project took advantage of the library's capabilities in language and its reputation as neutral ground to build relationships across cultures.

In addition, both the Dallas and Santa Ana projects honored the diversity of the populations they serve and cultural differences associated with them by making many of their grant programs and services available in Spanish and other languages.

The range of community objectives across the nine projects selected for this program was also reflected in the 515 applications received for an ICMA Public Library Innovations grant:

- 100 applications focused on economic development and workforce development
- 80 proposed technological advances for their community and library
- 65 addressed youth and teen programs
- Other proposals included civic engagement, education and literacy, environment, public safety, health and immigration.

The lesson learned is that libraries can be a partner in just about any area that is important to a community as long as connections are made.

Building Partnerships is Key to Innovation

A key component to the ICMA Public Library Innovations grant program was connecting library directors and city and county managers. A strong relationship between the chief executive and the chief librarian is essential in creating and sustaining change. Top executives within local government can play a critical role in a project's success, either by serving as a champion for the library and the project, or by empowering others.

- In Miami, the city manager was personally committed to building bridges with the tribal communities and preserving their culture. At the time, the city manager was a relatively new manager to Miami, and he had Native American lineage himself. He wanted to build a more inclusive community and saw the library as a key partner in helping achieve that goal.
- In Dallas, the city manager was a knowledgeable ally, having once been library director herself. The mayor became the front person for the library's early literacy program Every Child Ready to Read @ Dallas. He frequently attended library events and personally read to children. The mayor personally championed the program as one strategy for changing the alarming trend of high school drop-outs in his city.
- In Georgetown County, a long-time member of the county council became the senior local official actively engaged in the innovation program. The council chair still remembers Hurricane Hugo and is committed as part of his public service to making Georgetown County a more resilient community for when the next hurricane hits. He, too, embraced the library as a mechanism to accomplish a personal mission.
- Pendleton's city manager worked with a diverse team of executives on the library grant project,



Iowa City Public Library staff members and community partners conduct their first of two expired pharmaceutical collection events. This very successful event netted over 135 pounds of expired or unused pharmaceuticals.

including the library director, police chief, city attorney and facilities manager. As a result he states that he has developed a new relationship with the library director, a better understanding about the library, and a greater appreciation for the multiple talents of the members of his team.

In addition to the top officials of a community, assistants and deputies also play key leadership roles:

- In Fayetteville, the mayor assigned his chief of staff to oversee the city's role in the solar test-bed project.
- In Fairfax County, the deputy county manager was the key contact.
- In Santa Ana, the senior assistant to the city manager played an important communication and guidance role during the library's leadership transition.
- In Iowa City, the public works recycling coordinator and the library information services coordinator initiated the ECO Iowa City program and built the relationships with other community organizations and government departments.

Leadership that builds relationships was the single most important variable in these projects. Library leaders must first have the desire and willingness to work in new areas in new ways and raise awareness among local government officials about what they can do. In turn, leaders at the top of local government need to see the potential for libraries to help address the most pressing needs of a community. They must then provide direct support and/or empower the rest of the organization to think and act creatively and

cooperatively. One way to do this is for managers and mayors to give libraries more visibility by including the library director on the senior executive team or to at least include the library director in strategic discussions even if the immediate connection may not be apparent.

Leadership Happens at All Levels

While support at the top, or very near the top, is highly desirable, these projects prove that leadership happens at all levels within an organization. Major change can occur through peer relationships that also enhance the image of the library and increase its relevance and connection to the larger community. The following new relationships were formed and became essential to the success of the grant projects:

- In Pendleton, the library director and police chief forged a new relationship that neither had previously envisioned which resulted in the hiring of a joint volunteer coordinator and discussion of establishing a youth council that can advise on library, police and other city services.
- In Santa Ana, the director of parks, recreation and community services inherited the library in a reorganization, and made it a priority for the entire department. His first hand experience and knowledge with city management has been an asset in library youth development and other efforts.
- In Buena Vista the key partner was the economic development director.
- The Georgetown County emergency manager was an integral partner in the Hurricane Project.

Program staff members are vital to a project's outcome—they are the ones responsible for actually making the innovative programs work. Success or failure of a program is determined by the quality and effectiveness of the implementation. Some of the program staff that made cross sector connections in these projects include the following:

- Santa Ana's dedicated young adult librarian and the library manager were critical in expanding teen programming from the library to the new recreation center teen space. The dedication of the Santa Ana librarian who works with adult learners has been a key component in the high value placed on the service by community members.
- Georgetown County's Hurricane Project manager was a former journalist who was able to leverage media connections for greater exposure.

- The Fayetteville Public Library's program team included the information technology director, facilities manager, and a library intern from the University of Arkansas. The team worked closely with the city's sustainability coordinator.
- Representatives from multiple tribes in Miami personally contributed their time and talent to make the library programs and meetings successful. The leader of the Miami Tribe's Myaamia Project at Miami University in Oxford, Ohio included the Miami Public Library director in seminars and trainings so she could replicate their specialized offering for the tribe's population in Oklahoma.
- Buena Vista's program facilitator worked with partners and community members at the ground level and was able to make adjustments when unexpected challenges arose and changes were required. Program leaders and participants alike were complimentary of her efforts and achievements.

Successful Partnerships Require a Commitment to the Effort

Successful partnerships do not grow overnight. The trust and understanding needed to build and sustain a partnership are products of multiple interactions over a period of time. Other key lessons in building partnerships include the following:

- **Manage expectations.** At the start of the project, develop a set of ground rules and tasks to achieve the desired partnership outcome. Joint projects benefit from clear understanding of who is in charge of what, the roles of each partner, and processes for decision-making and resolving conflict. Fayetteville's use of an appreciative inquiry team building model is the best example of this lesson.
- **Schedule regular meetings and communicate frequently.** Regular, face-to-face meetings between and among the partners are critical for building understanding. Constant communication is also essential. Nothing undermines a relationship more quickly than a sense that one partner is not being kept fully informed. Georgetown County used a weekly program newsletter to keep county staff informed of their activities. Pendleton, Iowa City, Fayetteville, Georgetown County, and Miami used regular team meetings or leadership meetings to share information and build relationships.
- **Share success.** Develop a cohesive message and create opportunities to jointly promote the effort.

Be generous in sharing the success and take ownership of problems that arise. Many of the grantees took advantage of regional and national library and local government meetings to share their successes.

- **Support each other's efforts.** Sharing one another's mission more broadly demonstrates respect and strengthens the relationship beyond the immediate project. In Georgetown County the library and emergency management agency continue to support each other's efforts, not only within the scope of the Hurricane Project, but beyond to issues like disaster planning and staff training. Staff members talk weekly in person or over the phone, visit each other's facilities regularly, plan and run workshops together, post on each other's Facebook sites, and generally stay well informed of each department's activities.
- **Be flexible.** Every organization has its own culture and pressures. Learning to accommodate one another takes understanding and patience. Dallas, for example, saw a need to take their program into multiple venues requiring that library staff constantly adapt to fit into the space, time-frames, and approaches of different organizations.
- **Find a bridge.** There may be a time over the course of a project when there is a communication breakdown. It helps to have a person who can act as a bridge between the partners, an interpreter of their hierarchies, culture, language/lingo/jargon, communication preferences, etc. Fayetteville used a university student and library intern to help translate communication between the library and its part-

nering institution. The Miami Public Library relied on key tribal members to help relay the library's desire to engage the community without expecting anything in return.

The projects also illustrate how the job of leadership and building relationships is never complete. Local governments are dynamic places and the actors change. To have a sustainable program, one must build multiple relationships and re-build them as people change. Key people in these projects who changed during their short time span were the following:

- The economic development director of Buena Vista;
- The library directors in Dallas and Fayetteville;
- The city manager in Iowa City;
- The assistant city manager in Santa Ana and the leader of the Santa Ana Public Library.

Innovation Occurs in Communities of All Sizes

Innovation is sometimes thought to be the domain of larger communities that have more resources. However, communities both large and small demonstrated enormous creativity and developed innovative projects throughout the grant program.

A little external funding can stimulate significant change. By most standards, the grants ICMA awarded in this project were relatively modest, ranging from \$37,450 to \$60,000. Even at these small amounts, over 500 communities applied for funding.

COMMUNITY	POPULATION	LIBRARY BUDGET	GRANT AWARD
City of Buena Vista, VA	6,361	\$1,386,733*	\$60,000
City of Miami, OK	13,364	\$339,741	\$47,470
City of Pendleton, OR	17,300	\$688,000	\$60,000
Georgetown County, SC	60,860	\$1,092,355	\$59,873
City of Iowa City, IA	62,649	\$5,363,000	\$57,634
City of Fayetteville, AR	72,208	\$3,790,929	\$59,860
City of Santa Ana, CA	355,662	\$3,293,388	\$59,846
Fairfax County, VA	1,041,507	\$26,035,911	\$37,450
City of Dallas, TX	1,192,538	\$22,034,165	\$60,000

*The Rockbridge Regional Library in Buena Vista serves a larger, multi-county and city region.

A number of the communities used the innovation grants to prove the concept of their programs and then secure additional funding from other sources:

- Santa Ana received a \$69,987 Library Services and Technology Grant, \$626,766 from the Laura Bush 21st Century Librarian program, and \$250,000 in local Community Development Block Grant funds.
- Dallas received \$214,000 from the U.S. Department of Education and both in-kind and direct support from the U.S. Census Bureau and the Junior League of Dallas.
- The Fairfax Library Foundation committed \$16,500 to continue support for the Changing Life through Literature programming.

The lesson for libraries is that there is value in pursuing smaller grants. While grant applications can be onerous, even for small amounts of money, the external resources can be leveraged to demonstrate a library's capacity and competence and establish a basis for seeking larger amounts from its wide range of funders, including its local government(s).

There is also a lesson here for national and local funders, including foundations, philanthropists, and local, state, and federal governments. A modest amount of funding can serve as a catalyst to bring non-traditional partners together to address policy and community concerns. In this project, communities could propose innovative projects in any policy area. A funder, agency or local manager could just as easily define the focus area and, based on the high level of interest seen in the project, expect a high degree of innovation and collaboration.

Not Every Effort Will Be Successful

If libraries and their partners take a risk in trying to tackle difficult community problems, success is not inevitable. Among the communities in this program, Buena Vista faced the greatest challenge. The Rockbridge Regional Library serves not only the city of Buena Vista, but the city of Lexington, the counties of Rockbridge and Bath, and the towns of Glasgow and Goshen. Their innovation project was a partnership with the City of Buena Vista's economic development director, who left during the project, and the Dabney S. Lancaster Community College. At the same time, the city of Buena Vista faced a major financial crisis and became unable to meet all of its debt obligations.

The goal of the partnership was to create a training and call center to create jobs and attack a poverty rate of more than 10%. The idea was that a trained

workforce in a low cost area would offer a competitive advantage to businesses. However, the timing could not have been worse. In the words of Library Director Alan Bobowski:

"We had thought that the Call Training Center could become self-supporting through the provision of fee-based call center services for local business. Looking back, this was perhaps the worst possible time to attempt a call center start-up. The very businesses that we had hoped would purchase services were themselves drastically reducing expenditures. In addition, the one call center that did relocate to the region, and which might have been expected to provide employment to program participants, went out of business after only a few months."

In the end, the center was not sustainable and Buena Vista and the surrounding communities continue to search for ways to promote economic development and jobs. The positive result of the effort, however, was the increased awareness of the library's ability to be a partner in this effort.

Miami, Santa Ana, and Pendleton also confronted some unanticipated challenges that led them to make changes to the programs offered and their timing. Miami revisited their project's mission and decided to focus more on language preservation and reduce the cultural and children's programming at the library. They also decided to postpone some of the health and economic development programs. In Santa Ana, programming offered at certain times was poorly attended due to public transportation options and safety concerns in the neighborhood. The Pendleton staff canceled certain programs planned by staff that were poorly attended and instead turned to the teens to seek their ideas on what they would like to have the library offer.

Outcomes

The results from these projects demonstrate that when libraries are actively involved in important and strategic issues, local governments have more assets and capabilities to address community concerns. Some of the capabilities libraries offer include: trained staff, physical facilities, technology assets, and access to large numbers of people in a neutral setting. In the accompanying table are some of results from the grants.

COMMUNITY:	RESULTS:
Buena Vista, Virginia	<ul style="list-style-type: none"> • 67 people trained in basic computer skills. • 3 people found new jobs.
Miami, Oklahoma	<ul style="list-style-type: none"> • The programs and computer classes directly affected 256 people, both native and non-native. • 45 copies of the Shawnee language learning video have been produced and distributed. The potential audience is estimated to be more than 6,500 across three tribes.
Pendleton, Oregon	<ul style="list-style-type: none"> • 929 people were directly served via the 43 classes/events held during the grant period. • A Teen Board with 22 participants is advising on library matters and engaging with the police department as a result of the project. • Pendleton's National Night Out for Safety program had not been held for several years due to a lack of interest; the last two held under the joint library/police sponsorship have each attracted more than 1,000 people.
Georgetown County, South Carolina	<ul style="list-style-type: none"> • Roughly one out of every 35 residents participated in program activities. • 150 oral history interviews filmed and edited. • 22 disaster night activities with 150 children participating. • 60 county staff from 8 agencies trained in Web 2.0 communication technologies. • 10 PSAs taped and played on cable access and available online.
Iowa City, Iowa	<ul style="list-style-type: none"> • 300 rain barrels distributed to the public. • 13,011 pounds of e-waste recycled. • 260 pounds of expired pharmaceuticals collected and safely disposed. • 150 local elementary students toured landfill. • 963 pounds of documents shredded and recycled. • 10,000 residents participate in educational programming.
Fayetteville, Arkansas	<ul style="list-style-type: none"> • 60 solar panels in three arrays installed on library roof. • 16 University of Arkansas engineering students participated in the mechanical and electrical engineering design and installation. • 6.5 tons of CO₂ emissions offset by library solar energy production.
Santa Ana, California	<ul style="list-style-type: none"> • More than 1,100 Santa Ana teens have participated in and/or volunteered for the various buddy programs and Connect Yourself! teen workshops and programs. • Elementary aged children served by the "Buddies" program numbered 750. • Over 750 ESL/ Limited English speaking adults have participated in the Connect!/Conectate! computer skills workshops, and a waiting list of 299 remains. • A total of 10,000 teen volunteer hours have been logged by teens mentoring children and assisting adult learners. Ninety percent of teens surveyed felt that their library volunteer experience was overall a positive one and 91% said they plan to continue volunteering.
Fairfax County, Virginia	<ul style="list-style-type: none"> • 112 young people participated in Changing Lives through Literature. • Costs for each program participant remained at approximately \$330, whereas incarceration costs are estimated at \$5,000 each.
Dallas, Texas	<ul style="list-style-type: none"> • 50,000 children have been impacted by Every Child Ready to Read @ Dallas. • 73 workshops at WIC Clinics, 39 workshops at Parkland Clinics, and 62 workshops at Vital Statistics Records Office. • Pre-literacy training workshop presentations in Spanish and English were filmed and have been made available on DVD.

Conclusion

A primary objective of the ICMA Public Library Innovations grant program was to promote new community partnerships. The underlying theory was that stronger connections between libraries and local government leadership would create a stronger commitment to the library and thereby enable the library to maximize its potential, help address community issues in non-traditional ways, and fare better in the local budget process.

"Our partnership with ICMA has highlighted the many ways public libraries can help solve critical issues that communities and their residents face, and improve quality of life for all people," said Jill Nishi, deputy director of the Bill & Melinda Gates Foundation's U.S. Libraries Initiative. "We challenge city and county managers to be champions of public libraries."

New relationships were indeed achieved as part of this program. The impact on funding, however, is more difficult to document. Each of the local governments involved in this program faced significant budget challenges during the period of the grant and made reductions in most of their government services, including libraries. It is the perception of those involved with the grant, however, that the relationships built during the innovation projects mitigated against deeper budget reductions.

In the absence of a grant to serve as a catalyst to bring partners together, local government and library leaders must take the initiative to find one another and explore partnership opportunities. While the projects clearly demonstrate the leadership role that libraries can play in addressing pressing issues, they also demonstrate that a network of public and private institutions is important for effecting change. The following is our advice for leaders looking to initiate partnerships:

For the chief executive officer; city, county, or town manager; mayor or county executive:

- Think of your public library as an untapped resource for addressing community needs and priorities. Have conversations regularly with the library director, exploring interests, capabilities, and opportunities.
- Include the library director on the senior executive team.
- Include the library director in strategic discussions even when the connection is not readily apparent, including such areas as public safety, emergency management, economic development, gangs,

school drop-outs, early childhood education, workforce development, and cultural inclusion.

- Visit the library and all the branches, especially when they are sponsoring special events.

For library directors and senior personnel, especially branch directors:

- Think outside the walls of the library and beyond collections and circulation. Understand the issues in your community and explore how your library can make positive contributions and promote the expanded view to all library staff.
- Build relationships. Don't wait for the senior leadership of your community to invite you to a conversation; take the initiative. Do not let yourself be out of sight and out of mind. Be visible.
- Invite community leaders to the library, especially to special events that you are sponsoring, whether or not they are already advocates (e.g. elected officials, friends of the library, board members, etc.)
- Think about events you can sponsor that are relevant to the issues in your community to demonstrate your relevance to community leaders.
- Nurture and preserve the library's positive image with the public and the perception that the library is a safe and neutral space. These are among the strongest asset of libraries.

For funders:

- Serve as a catalyst to bring people together across agencies and sectors. Grants, even in relatively small amounts, can promote community connections. We recommend requiring partnerships as a qualifying element in grants when appropriate. ■

ENDNOTES

¹ Henderson, Everett. "Service Trends in U.S. Public Libraries, 1997-2007." Research Brief No.1. Institute of Museum and Library Services, December 2009, pp. 4, 14.

² Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. *Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries*. Institute of Museum and Library Services, 2010.

³ Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. *Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries*. Institute of Museum and Library Services, 2010.

⁴ ICMA. "Local Government Managers and Public Libraries: Partners for a Better Community." *ICMA Management Perspective*. ICMA, 2007.

⁵ Rodger, Eleanor Jo. "Public Libraries: Necessities or Amenities?" *American Libraries*. American Library Association, 2009.

⁶ Rodger, Eleanor Jo. "Public Libraries: Necessities or Amenities?" *American Libraries*. American Library Association, 2009.

⁷ Henderson, Everett. "Service Trends in U.S. Public Libraries, 1997-2007." Research Brief No.1. Institute of Museum and Library Services, December 2009, p. 15.

Buena Vista, Virginia: Training and Call Center

Population: 6,361

Library Budget: \$1,386,733 (includes areas beyond Buena Vista)

Grant Amount: \$60,000

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Community priority statement: Buena Vista and the surrounding area have suffered from the economic decline and loss of traditional manufacturing jobs.

Partnerships formed: The Rockbridge Regional Library formed a partnership with the City of Buena Vista and its department of economic development, and the Dabney S. Lancaster Community College.

Goals and project description: The goal of this program was to help the region's unemployed and underemployed residents become more competitive for good paying jobs in the call center industry. One center had located in the community and there was potential for others at the start of the effort. The community college housed the Training and Call Center established by the ICMA grant where residents were eligible to receive free, basic or advanced training in PC usage.

"The goal of the training is to take people from knowing nothing about information technology to making them information literate and providing them with skills to enhance their lives," says Library Director Alan Bobowski.

The Buena Vista program encountered multiple challenges during the grant period yet the partners persevered in their quest to serve their target audience. Key components of the effort included the establishment of an "on the ground" facilitator position to oversee all aspects of the program, from recruitment to student interactions, and use of WebJunction, the online learning resource for libraries.

Results: The economic downturn undermined the long-term viability of the effort. The call center that located in the community closed, as did the training program at the end of the grant period. During its operation, the center trained 67 residents in basic computer skills, three of whom got new jobs.

Even though all objectives were not met as originally conceived, the local government and regional library partners in the Buena Vista Training and Call Center project still believe theirs was a worthy effort, with many lessons learned. They encourage others to consider a joint project as one of the best ways to build the trust and relationships needed to cooperate in other areas and to succeed in ongoing operations for which both have responsibility.

Dallas, Texas: Every Child Ready to Read @ Dallas Expansion

Population: 1,192,538

Library Budget: \$22,034,165

Grant Amount: \$60,000

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City of Dallas

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Community priority statement: Dallas has the seventh-highest dropout rate in the country and more than 50 percent of students failing basic skills assessments.

Partnerships formed: The Mayor, City Manager, Dallas Public Library, other City Departments, non-profits, corporate and business entities, health care providers, schools and other educational institutions, service clubs, arts and culture organizations.

Goals and project description: Dallas Public Library chose a long-term approach to help young children under the age of six acquire the pre-literacy skills they need to succeed in school through Every Child Ready to Read @ Dallas. The program offers classes and information to help parents and caregivers teach their children six essential pre-reading skills: narrative skills, print motivation, vocabulary, phonological awareness, letter knowledge, and print awareness.

The program has been able to reach out to the target audience through varied methods, including use of bilingual materials, multimedia presentations and online technology. Their most effective approach has been to engage a wide array of community partners by personally visiting various venues, recruiting volunteers and finding ways to integrate the Every Child Ready to Read @ Dallas message into services and locations where parents and young children naturally gravitate. Classes and information are found in schools, recreation centers, libraries, museums, day care centers, health clinics and even the State Fair.

Results: The program has already impacted the lives of 50,000 children in Dallas and it is still going strong, with support coming from a variety of sources. Dallas City Manager Mary Suhm says about the Every Child Ready to Read @ Dallas program "This is the most fundamental way to improve the workforce in the city of Dallas. It is long term and it is long lasting."

Fairfax County, Virginia: Changing Lives through Literature

Population: 1,041,507

Library Budget: \$26,035,911

Grant Amount: \$37,450

Contact:

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Fairfax County Government

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Community priority statement: In 2005, Fairfax County experienced an alarming rise in recidivism and gang involvement. Court and probation officers identified anger and alienation as the chief characteristics of repeat offenders.

Partnerships formed: Fairfax County Public Library, Fairfax County juvenile and domestic relations court services and detention center, the Virginia department of corrections, the Community Justice Board, George Mason University and local programs that work with juvenile offenders.

Goals and project description: "Changing Lives through Literature" is designed as an alternative sentencing program with a goal of breaking the cycle of recidivism. Guided by a facilitator and joined by a court officer, groups of 10 to 15 teen offenders read and discuss novels, short stories, and poems that illustrate themes including friendship, values, choices, and consequences. The program, held at the public library, lasts 10 weeks.

The Fairfax County Public Library stepped up to propose this innovative "literature or lock-up" program to help its community after hearing about the accomplishments of similar efforts in other areas of the country. The program has been successfully adapted to meet Fairfax County local needs and has earned acclaim from a wide community spectrum, ranging from judges and local government officials to parents and teens.

Results: In the words of one participant, "I learned to listen to other people's perspectives. I didn't ever realize people can look at the same situation and have different opinions about it." Within one year of completing the program, 90 percent of the juveniles who participated had no new charges. By comparison, in FY 2008, only 72 percent of juveniles who were placed on probation avoided arrest. Each 10-week session costs roughly \$330 per participant, while 10 weeks in jail costs nearly \$5,000.

Fayetteville, Arkansas: Solar Test-Bed Library Project

Population: 72,208

Library Budget: \$3,790,929

Grant Amount: \$59,860

Contact:

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Fayetteville Public Library

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Main: (479) 856-7000

Community priority statement: To facilitate local economic development and demonstrate the region's commitment to sustainability.

Partnerships formed: The Fayetteville Public Library's Solar Test-Bed Project was a partnership between the library, city, University of Arkansas, local businesses, and the mayor's office.

Goals and project description: The goals of the Fayetteville project was to design, install, and operate a solar-generated energy system using components that support a real-world test environment for locally designed solar-energy products.

In June 2010, a team of library staff and professors and students from the University of Arkansas installed 60 solar panels on the library roof. The solar array is initially providing power to the library using a commercially available inverter. After six months of collecting production data, the library will test a highly efficient state-of-the-art silicon carbide inverter developed by Arkansas Power Electronics International. This project positions the library as the city's incubator for local solar business development, stimulates Fayetteville's fledgling green businesses, and promotes citizen interest in adopting solar technologies. Building upon the library's U.S. Green Building Council's LEED-Silver certification, the solar energy system creates electricity thereby reducing the library's utility use and carbon footprint.

Results: To date, the installation is producing an average of 60kWh per day and has offset 13,173 pounds of CO₂ emissions. The reduction of the library's electric utility bill is being reallocated from operations to library services. Recently two other Fayetteville buildings began solar power projects as a direct result of the library's success. "The Fayetteville Public Library and the University of Arkansas are out in front in the field of sustainability, and this is a great example of that leadership," says John Coleman, Fayetteville's sustainability coordinator.

To help patrons access information about the solar project, the library rolled out an educational kiosk for the solar test-bed project. The solar kiosk development was supported by grant funding through the Arkansas Energy Office. The top portion of the kiosk has five main areas of information including: ICMA Public Library Innovations grant program history; hardware components; instal-

lation photo gallery, how solar works, and project partners. The lower portion of the kiosk shows real-time energy production data from the Solectria inverter. Patrons can view AC power and energy data for the day, by hour, and view historical energy production.

Georgetown County, South Carolina: The Hurricane Project

Population: 60,860

Library Budget: \$1,092,355

Grant Amount: \$59,873

Contact:

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Community priority statement: To prepare the public to survive and recover from inevitable coastal hurricanes through public education and enhanced communication tools.

Partnerships formed: The library formed partnerships with county and state emergency management personnel and other local government departments. The library also strengthened its relationship with the county administrator and county council.

Goals and project description: The library teamed up to offer traditional public lectures and workshops, as well as disaster game simulations, Web 2.0 communication techniques, oral-history video interviews, digital storytelling, and the creation of a digital collection of historic hurricane photographs. The library involved the entire community in the project, from kids starring in hurricane safety public service announcements to nursing home residents recounting how they survived Hurricane Hazel in 1954.

During hurricane season, the project ran 10 public service announcements on local channels, reminding everyone how to protect themselves during and after a hurricane. The library also provided Web 2.0 training to eight county departments to ensure that residents received prompt and reliable updates in the event of an emergency.

Results: Overall, the project directly impacted an estimated 1,400 to 1,700 people: roughly one out of every 35 people in Georgetown County. All of the participants gained additional knowledge about dealing with hurricanes. Many embraced new technical skills. A considerable number of participants also produced material—especially PSAs and videos—concerning hurricanes which can be shared with others for generations. Activities included:

- Filming a digital video collection of 150 oral-history interviews on hurricanes by 72 teenagers who conducted interviews and taped them (a celebrated intergenerational activity).
- Creating a series of ten televised public-service announce-

ments about hurricane safety that starred 100 children from the community and included an additional 300 extras.

- Using serious digital game simulations on disasters to educate more than 150 kids and tweens during 22 "Disaster Nights" on civil engineering and planning as they relate to disasters.
- Teaching 60 county staff from eight agencies to use Web 2.0 technologies to communicate information about hurricanes to web-savvy users.
- 40 heads of non-profit agencies attended a three-hour lecture and discussion on hurricane preparedness devised especially for them.
- 100 affluent residents participated in five one-hour hurricane informational sessions.
- Over 600 people—mainly from disadvantaged families—benefited from a hurricane-related educational community event with free food and enjoyable activities for children.

Johnny Morant, chairman of the Georgetown County Council, says "The county government sees the library as part of the emergency management system because we know how important it is to get information out, and the library system is there, spread out through the community, and people utilize it."

Iowa City, Iowa: ECO Iowa City

Population: 62,649

Library Budget: \$5,363,000

Grant Amount: \$57,634

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Community priority statement: After suffering a devastating tornado in 2006 and historic flooding in 2008, Iowa City was looking to rebuild greener, with a focus on environmental stewardship.

Partnerships formed: The initial partnership between the Iowa City Public Library and the public works department that created ECO Iowa City expanded to include over 45 organizations including other city departments, community groups, and local businesses.

Goals and project description: Eco Iowa City delivered educational programs providing residents with demonstration projects and up-to-date information on sustainability, particularly storm water management, local foods and compost, smart waste disposal, and energy efficiency. ECO Iowa City distributed

composting equipment, rain barrels, and weatherizing materials; collected electronics and prescription drugs; and conducted educational programming on recycling and creating a rain garden.

Results:

- Educational content and other resources to more than 10,000 residents.
- In addition to public education, the partnership actively supported smart waste disposal and storm water management. Staff and volunteers collected over 13,011 pounds of e-waste for recycling, including televisions, VCRs, stereos, computers, laptops, cell phones, and numerous other items. Forty pallets were filled with materials—the equivalent to the amount recycled in a given month at the Iowa City Landfill and Recycling Center.
- The program sold 300 rain barrels to the public in less than three hours at a subsidized cost of \$40.
- Two pharmaceutical collections were held to educate citizens about proper disposal in order to keep expired pharmaceuticals out of the drinking water supply. Over 100 families brought in an average of 130 pounds of prescription drugs at each event. "Public works did not always know what the library had to offer, but as a result of this partnership we have a stronger outreach and education program," says Rick Fosse, Public Works Director.

"ECO Iowa City has been the mechanism by which all the community environmental groups have been able to come together and collaborate," said Liz Christiansen, University of Iowa Office of Sustainability Director.

Miami, Oklahoma: Miami Native American Language, Culture, Health Education/Empowerment Center

Population: 13,364

Library Budget: \$339,741

Grant Amount: \$47,470

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Community priority statement: Miami is the center of government for nine Native American tribes. For many tribes, increasing assimilation has resulted in loss of history, culture, and language.

Partnerships formed: The Miami Public Library, City Manager's Office and other city departments; individual tribal leaders; the Tribal Council; the Myaamia Research Project at Miami University in Oxford, Ohio; Northeastern Oklahoma A&M College; local video producer; local school districts.

Goals and project description: Miami city government and the public library sought to establish community connections, provide services, and collaborate with the native people in their area. Meetings between city and library officials and tribal leaders have resulted in program planning and, more importantly, trust and relationship building. Cooperative ventures have developed particularly around the critical need to preserve and revitalize native languages. Production of language-related DVDs and programs about native culture for the general public has been successful. Training opportunities for area teachers are being planned through these collaborations. Use of technology centered in the library, from computer literacy classes to workshops about federal and state websites for tribal staff, has also been a key component of the effort.

Results: The programs and computer classes directly affected 256 people, both native and non-native. Forty-five copies of the Shawnee language instruction DVD have been produced and distributed and these are already in use. The potential audience for these DVDs, when counting all tribes that share the common language, is estimated to be over 6,500.

A deeper appreciation for Native American culture has resulted from this work. Miami Library Director Marcia Johnson states that "I have learned the importance of consensus and harmony for the native people in my area, in contrast to competition and rank." The public library has gained visibility and heightened respect within city government and with all segments of the community based on what has been achieved through this project.

Pendleton, Oregon: Wired for Safety

Population: 17,300

Library Budget: \$688,000

Grant Amount: \$60,000

Contact:

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Larry Lehman, *City Manager*

City of Pendleton

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Community priority statement: Juvenile crime increased by 48 percent between 2005 and 2008 and many teens disconnected from the community, a detachment that manifests in substance abuse, truancy, and gangs.

Partnerships formed: The City Manager's office, the Public Library, the Police Department, other City department leaders including the City Attorney and Facilities Manager, the public schools.

Goals and project description: Wired for Safety focuses on a shared mission to create a safe and productive environment for teens and the community. Using a mix of technology (a citywide wireless network and surveillance equipment) and expanded services (programs for teens and community safety, including self defense, identity theft protection, and Internet safety), Pendleton partnered the strength and security of local law enforcement with the empowering culture of the public library to make the library a comfortable and welcoming community space.

When members of the city's management team came together to look at youth issues from different perspectives, the public library emerged as a focal point for additional technology, community action and information exchange. Local government resources and talents are now being used more broadly, and service "silos" are being dismantled, both inside the city government structure and with other public service agencies.

Results: A Teen Board with 22 participants and a 5-member governing board is advising on library matters and engaging with the police department as a result of the project. Pendleton's National Night Out for Safety program had not been held for several years due to a lack of interest, yet the last two jointly sponsored by police and the library as part of the Wired for Safety collaboration, each attracted more than 1,000 people.

"Libraries are an invaluable resource to any community," says Police Chief Stuart Roberts. "The police department was looking for a vehicle to provide public information and education in a nonthreatening environment conducive to learning . . . what better place than the library?"

Santa Ana, California: Connect!/Conectate!: Connecting Yourself with Your Future—Conectate con Tu Futuro!

Population: 355,662

Library Budget: \$3,293,388

Grant Amount: \$59,846

Contact:

Gerardo Mouet, *Executive Director*

Parks, Recreation and Community Services Agency

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Community priority statement: Santa Ana, a densely populated city with a median age of 28.1, is facing poverty, unemployment, and low educational attainment. Youth development is a critical city focus.

Partnerships formed: Connect!/Conectate! was a partnership between the Public Library, the City Manager's Office, and the Parks, Recreation and Community Services agency.

Goals and project description: City and library leaders set their sights on providing young people with the basic tools needed to help them advance academically and economically. "Connect!/Conectate!: Connecting Yourself with Your Future—Conectate con Tu Futuro" grew from the success of the teen library club, a program in which city youth contributed more than 3,000 hours of community service. The expanded program provides teens with opportunities to explore and strengthen their own talents as they assist adults who have limited English proficiency as well as develop language and computing skills. Young adults are also able to work with children ages 5 to 11 on math and literacy skills.

Because of city budget challenges and changes in personnel, the library became a division of the Parks, Recreation and Community Services agency in July 2009 and the PRCSA Executive Director now heads the library. Being connected to a service provider with a similar mission has drawn more attention to how the library can contribute to the city's major goals. The youth development connection has come into greater focus.

Results: By the end of August 2010, more than 1,100 Santa Ana teens had participated in and/or volunteered for the various buddy programs and Connect Yourself! teen workshops and programs. Elementary aged children served by the "Buddies" program numbered 750. Over 750 ESL/limited English speaking adults have participated in the Connect!/Conectate! computer skills workshops, and a waiting list of 299 remains.

A total of 10,000 teen volunteer hours have been logged by teens mentoring children and assisting adult learners. Ninety percent of teens surveyed felt that their library volunteer experience was overall a positive one and 91% said they plan to continue volunteering.

"There is now a greater recognition of what the library can do in youth services," says Santa Ana City Manager Dave Ream. "It is a core service and a good value for the cost."

ABOUT THE BILL & MELINDA GATES FOUNDATION

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, the foundation is led by CEO Jeff Raikes and co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett. Jill Nishi leads the U.S. Libraries Initiative.

The Gates Foundation began investing in computer and Internet services in U.S. public libraries in 1997. To date, it has provided nearly \$350 million in grants and other support to install and sustain computers in libraries and train thousands of library staff in nearly 13,000 libraries in all 50 states and U.S. territories. The foundation continues to support libraries by supporting research, training and advocacy, and programs that help libraries sustain high-quality computer and Internet services for patrons.

For more information about the Bill & Melinda Gates Foundation, please visit www.gatesfoundation.com.

BILL & MELINDA
GATES foundation

ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas. Robert O'Neill is Executive Director.

ICMA

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ICMA Public Library Innovations



by marshall breeding

Director for Innovative Technologies and Research
Vanderbilt University Libraries

Preparing for the Long-Term Digital Future of Libraries

IT'S NOT TOO
SOON TO BEGIN
PLANNING
FOR THE BEST
TECHNOLOGIES
THAT LIBRARIES
WILL NEED TO
THRIVE AS
THE FUTURE
UNFOLDS
AROUND US.

Let's turn the calendar forward a decade or so and consider that libraries might face relative changes that might take place in the reading and entertainment materials that make up their collections. We can project at least some aspects of this world based on trends well underway today. Although many things could happen to impact the kinds of change and the timetables, it's important to begin thinking now about long-term library futures.

The Shift to Digital Formats

The obvious changes to anticipate involve major shifts toward digital formats, distributed through license arrangements, rather than physical materials available for purchase. Different types of materials created by different publishing niches will each travel toward this destination on their own timeline, but it seems clear, at least by what's happening today, that scholarly journals, newspapers and other periodicals, books, music, and movies are all headed in this common direction.

Serials and periodicals. These kinds of materials were the earliest to get on the track toward all-digital distribution. Even today, most academic libraries have largely experienced the transition of their scholarly journals from print to electronic versions. Many of the university libraries that I'm familiar with have replaced the expansive ranges of bound serials and periodicals with subscription ejournal products. Extensive, often comprehensive, backfiles provide convenient access to this material, though libraries continue to struggle with the rising

costs of ejournal content, despite its transformation to fully digital publishing and distribution methods once believed to have the opportunity to drastically reduce expense.

In the scholarly publishing arena, we can anticipate a greater variety of business arrangements, such as open access publishing, where authors pay publishing costs to support perpetual free access to the materials. We might anticipate a vigorous competition between commercial publishers and universities that self-publish their scholarly output. The scholarly publishing sector has many different dynamics in motion, making it difficult to predict its shape in the relatively long-term future.

Music and other audio materials. The music industry has gone through a tumultuous history since it encountered the digital fray. Today, rampant peer-to-peer sharing outside the bounds of official commerce and copyright restrictions has largely been beaten down, now replaced by legal streaming services. In a decade or so, CDs and other physical media will have largely gone extinct, or at least relegated to the niche of aficionados or collectors. By that time, even lesser-known artists will depend on publishing through internet streaming services rather than CDs or other formats. It seems fairly safe to anticipate an all-digital future for commercial music publishing.

Movies, documentaries, and other video content. These holdings will follow much the same trajectory as music. Streaming video services, which are gaining steam today, will dominate entirely in the years and decades to come. Blu-ray, the latest of the physical media formats

for video, may never achieve critical mass before streaming comes to dominate.

Manuscripts and photographs. Manuscripts, photographs, and other historical materials will likewise enjoy benefits through comprehensive digitization in the coming decades. While advanced researchers may continue to appreciate access to the original objects, the vast majority of scholars will find that digital technologies unlock these treasures more than was ever possible in times when constrained by physical access. During my recent visit to Leipzig, for example, I learned how the famous Codex Sinaiticus was published digitally in the last year through a collaboration of The British Library, Leipzig University Library, the National Library of Russia, and the Monastery of St. Catherine in Mount Sinai to bring together many different fragments of an important historic artifact—fragments that had long been separated (<http://codex.sinaiticus.org/en>).

Books. Often considered the lifeblood of libraries, books will likewise be entirely transformed in the decades to come. It's plausible, if not likely, that in the next decade, all the books ever published will have been digitized. Google seems well on track, barring legal obstacles, to complete its projects underway to digitize millions of books from the world's largest libraries. Many other mass digitizing projects now underway will complement and complete the effort. I anticipate that in 20 years, all new books will be published electronically exclusively rather than in printed form. Once all new books are published digitally, existing library collections will gradually transition away from legacy print collections. Public libraries with collections of materials that turn over fairly quickly will feel the impact of these migrations before academic and research libraries with large static collections will.

To support such a future reality, devices upon which to read electronic books must be ubiquitous and either free or cheap. I can picture a time when rev-

enues associated with content entirely subsidized the costs of ebook readers. In the same way that digital cameras today span options from disposable to high-end professional models, I expect to see devices for ebook content available in the full range of pricing options, beginning with free versions.

That said, it's hard to anticipate a time when physical books go entirely extinct. Some scholars will continue to work with physical materials even when the contents might be available electronically. Even in the long term, I see the benefit in digitizing large research collections more for discovery than for access.

Convergence Abounds

On the technology front, convergence will have blurred, if not eliminated, boundaries among the web, television, and radio. I also expect this converged realm to be delivered through a full range of devices—mobile phones, tablets, notebooks, desktops, and super-sized panels. Looking into the future, I expect the footprint of the screen to become less of a limiting factor in the content and features available to the device.

Content will also converge. Once fully digital, many of the distinctions previously made in formats will blur. Once freed from the association with the printed page, for example, books will no longer be tied to text and still images but might come with enhanced video content and other built-in multimedia features.

I anticipate that the competition today among devices for consuming content will subside in favor of universal interoperability. As the value and differentiation among hardware devices diminishes, distributors might lose any advantage in tying their content to an individual product or platform. Unlike today—when Amazon links its content to the Kindle, Barnes & Noble links to the Nook, and Apple distributes through its family of devices such as the iPad, iPhone, iPod, or iPod touch—the e-commerce systems that distribute content will support all varieties of devices.

New Media, New Business

The transformation that will play out over the next 2 decades will involve shifts away from physical media, which brings a business and legal framework based on access and not so much on ownership. In each of these areas, including books, the prevailing models of commerce will likely involve paying for access under specified conditions rather than ownership of tangible objects. Today when I buy a printed book, a movie published on DVD, or music published on a CD, I can do with it as I please, including lending it to a friend, giving it away, or selling it. Such may not be the case at all in the all-digital future, where consumers license access to content rather than purchase a copy fixed onto some physical media. License agreements may, or may not, allow me to share, transfer, sell, or give away my access.

In the consumer arena in this all-digital future, I can picture that individuals will acquire content in different kinds of settings. The majority of activity might simply take place online, as each device will have built-in mechanisms for e-commerce. One can only imagine what such e-tailors as iTunes and Netflix or their successors might look like in a decade or so. Will bookstores or other brick-and-mortar establishments involved in books and media be extinct? I'm betting that they'll still be around, though in quite a different form than today. Of course, rather than buying items of inventory off the shelves, consumers will experience multimedia presentations of all sorts of content that they can sample in person, naturally with the opportunity to pay to add it to their personal collections.

Implications for Libraries

The transition into a mostly digital future has massive implications for the role of libraries. To the extent that libraries base their missions on their communities for physical materials, they will need to reshape their services as their collections take increasingly digital forms. They already have to the

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extent that these transitions have already begun at different degrees in different aspects of library collections. I do think that, even as the transition to mostly digital content nears completion, libraries will continue to thrive and perform an essential role in society.

The presence of bookstores selling books hasn't obviated the need for libraries in these times of tangible media. Likewise, in future times where all content comes in the form of digitally licensed media, libraries will provide a vital alternative to the commercial consumer channels.

I find it hard to imagine that, in the future society upon which I've been speculating, there will not be at least the same levels of disparity we see today. To the extent that some parts of the population lack the means to gain access to all of the information that they need and desire through the commercial sector, libraries will play an important role to ensure equal access to information, entertainment, and cultural materials. Even for those with the means to pay for access to information, libraries will provide access to a broader range of materials than any person might choose or be able to acquire commercially. Today, individuals from all sectors of society borrow many books from libraries even if they can afford to purchase some.

Just as importantly, libraries provide a different set of services surrounding the content they offer than might be expected from the commercial sector. Reference services—offering nonbiased, nonjudgmental, expert assistance with information materials—may not be as forthcoming through the commercial distribution channels of converged digital content. Libraries will continue to provide public spaces for private study, collaborative learning, and community engagement. They will continue to provide essential support to teaching and research in educational institutions. While I worry if, given the budget cuts experienced in recent months, they will continue to receive the funding they need, I strongly believe that even into the distant future, libraries will be the same essential institutions that they are today.

Library Technologies for Future Libraries

If the future plays out anything like the scenarios I suggest, libraries will need much different technical infrastructure than what is in place today. This unfolding future where materials shift away from physical formats poses enormous challenges for library automation. The current model of the integrated library system emerged in an era when library collections consisted entirely of physical materials, and the model has not always effectively evolved to accommodate digital formats as they have emerged. By the time library collections are composed mostly of electronic materials, a dramatically different model of automation system will be required to manage and provide access to collections.

So much of the technology components created for libraries today revolve around the workflows involved in handling and purchasing physical materials. Automation support for the circulation might be those most impacted as digital displaces tangible materials. Over the next 2 or 3 decades, we'll need to shift from systems based on a physical inventory to those capable of regulating access to licensed digital materials in multiple formats. Some of the most interesting aspects of library automation today, such as increased adoption of RFID technologies for self-check and automated returns and automated materials handling, will be moot in this long-term perspective if library collections make a transition to mostly digital form.

I'm not at all suggesting that libraries should not make investments today in technologies that assist them in more efficient handling of their current physical collections. I think that the shifts toward digital collections to the extent that will impact the need for automation of physical collections will transpire in something like a 20- to 30-year span. In the meantime, libraries will need the best possible automation support to help them manage their current physical collections through very challenging times.

The legacy model of the integrated library system faces the need for major changes in the long term. They might take on more of the functionality currently seen in the electronic resource management systems, typically offered as separate products from the ILS. The kinds of business automation support that libraries need in an era of licensed digital content differs significantly from that involved in managing an inventory of physical materials. I would hope that future automation platforms develop well ahead of the anticipated changes in library collections and not lag behind as has been the case in recent cycles of library automation history.

I see some of the technologies in use today as quite helpful toward these long-term strategies. The various discovery service products, for example, provide a layer of search and services that spans both electronic and physical materials that will easily accommodate these anticipated shifts among formats. Having end-user interfaces separate from the backend business infrastructure provides great flexibility. As libraries require new components to support the management of their increasing digital collections, they should snap in fairly transparently behind these discovery-layer products.

In many ways a future of increasingly digital library collections presents exciting opportunities for society and for libraries. In the coming decades, however, libraries will have to work hard to ensure their place as vital institutions as information takes new forms and as new business models take effect. Even though these transitions will take many years to take full effect, it's not too soon to begin planning for the best technologies that libraries will need to thrive as the future unfolds around us.

Marshall Breeding is the director for innovative technologies and research for the Vanderbilt University Libraries, the executive director of the Vanderbilt Television News Archive, and the founder of Library Technology Guides (www.librarytechnology.org). His email address is shall.breeding@vanderbilt.edu.

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New Way to Check Out eBooks

Wall Street Journal, 2/23/2011, p. D1

By KATHERINE BOEHRET

Get out your library cards: Now you can wirelessly download electronic books from your local library using the Apple iPad or an Android tablet.

Last week, OverDrive Inc. released OverDrive Media Console for the iPad, a free app from Apple's App Store. With the app, you can now borrow eBooks for reading on the go with a tablet.

Apps that function as wireless libraries should make borrowing and reading books easier but WSJ's Katherine Boehret finds a few drawbacks.

You can already borrow an eBook from a library using an eReader, including the Sony Reader and Barnes & Noble Nook, but you'll need a PC and a USB cable for downloading and synching. Amazon's Kindle doesn't allow borrowing eBooks from libraries.

For the past week, I borrowed and wirelessly downloaded digital books onto tablets primarily using OverDrive, the largest distributor of eBooks for libraries. I tested the OverDrive Media Console for the iPad. I also used the Dell Streak 7 tablet to test the app on the Android operating system; this app also works on Android smartphones. An iPhone app is available.

Before you go hunting for your library card, there are a few factors to consider. While there are positives to borrowing eBooks from a library, the process has significant limitations that can be frustrating.

The biggest upside, of course: They're free. In comparison, digital bookstore apps like Amazon's Kindle, Apple's iBooks and the Barnes & Noble Nook app charge around \$10 a book. Local libraries pay for licenses to each eBook just like they pay for each physical book. Lending periods vary among libraries, from seven to 21 days, and some libraries let patrons set due dates. Fines or late fees are nonexistent because digital access to the books expires on a set due date, at which point titles lock up and users are prompted to delete the titles.

There's a major downside to borrowing digital books. If the book you want is checked out, you still have to wait until someone returns it to borrow it.

OverDrive's licenses allow one book copy per person, so several people can't simultaneously borrow the same eBook. Libraries can buy several licenses for a title so they can have multiple copies of popular books for borrowing. I found seven eBook copies of "The Girl with the Dragon Tattoo" in my Washington, D.C., public library system.

The OverDrive app, running on an iPad, shows how many copies of each book are available and how many people are waiting for each book.

At the Library

How to borrow an eBook using the OverDrive app:

- Search for a library using ZIP Code.
- Browse titles to find an available book.
- Enter library-card number and download book.
- Book expires after seven, 14 or 21 days, depending on the library.

But the OverDrive interface showed me that most of the books I wanted to read were checked out, and in several cases, there were other patrons on a waiting list for the copies. While "The Girl with the Dragon Tattoo" had seven copies, it also had seven patrons waiting for copies of the book. The idea of waiting for a book with many people lined up to borrow it is enough to inspire even some of the most frugal readers to cough up the dough to buy digital books. Just like with "real" library books, checked-out eBooks shouldn't impact sales of eBooks.

An OverDrive spokesman says, "Libraries set the number of titles that can be checked out by each cardholder at any one time. That number varies from library to library, and the average is about five titles across our network."

Book selection is also a challenge. According to fiscal records, my library's physical book collection numbers well over two million books, while its OverDrive titles total about 11,000 eBooks. And only a portion of those were in the EPUB format, which is the only format that works with the Android, iPhone and the iPad apps. That meant the selection for me is pretty small. Smaller libraries have even fewer eBooks from which to choose. Users can't borrow digital content from libraries where they don't have library cards.

Many of my book searches showed that my library didn't have a digital copy of the incredibly popular "Team of Rivals" by Doris Kearns Goodwin, or even anything by the popular mystery novelist, Mary Higgins Clark. I tried entering broader terms into the OverDrive search box and didn't have much luck then either: The term "London" only returned two results.

According to a spokesman, the D.C. library system has more than 25,000 eBook titles, including the OverDrive offerings, and "will be adding new titles in EPUB format weekly as new titles are released and to meet demand."

Part of the selection problem, of course, is that many libraries are new to the eBook borrowing experience and are in the midst of building up digital collections.

Since availability is a problem, it would make sense that users could view books by seeing just those books that are available for borrowing. But OverDrive lacks this feature, so users are stuck searching for—or scrolling through—titles over and over again only to find that they're already checked out by other people. After a dozen searches like this, I was ready to give up.

The OverDrive spokesman said a feature that sorts books to display only those available will be out sometime this year. He noted that several libraries are increasing their eBook catalogs to adjust to increasing demand from tablet users.

But the process for selecting and downloading books is clumsy. After choosing the correct local library, the OverDrive app sends the user out into the tablet's Web browser to find books in the library's system. OverDrive's spokesman said this preserves library branding but that, in the future, this selection process will be in the app.

To download and read the EPUB formatted book, you must sign in with an Adobe ID. This is in addition to entering your library card number. I had one of these IDs from past use of Adobe products, but many people won't and will groan over this extra registration step.

Actually checking out a book, takes very little time. After all, these files contain only text, not large video or audio files. Since I had trouble finding books to download, I settled on a romance novel featured on OverDrive's homepage titled "Hawk's Way: Rebels" by Joan Johnston. It took less than 30 seconds to download to my iPad.

Once downloaded, books looked fine on the iPad and Dell Streak. The screen's brightness can be adjusted using an on-screen slider and a handy navigation strip at the bottom of each page shows where you are in a book and how many pages remain in the currently opened chapter. Publishers can set the number of font sizes to which text can be adjusted. And with the app, text can't be displayed like pages in a real book (with two columns of text on two pages opened in front of you) when the tablet is held horizontally.

OverDrive doesn't enable synchronizing of material across multiple devices, like Amazon's Kindle app does with Whispersync. So if I download a book on my iPad in the OverDrive app, I can't open that book on an Android phone or desktop using OverDrive.

OverDrive serves more than 13,000 libraries with a catalog of 400,000 titles from 1,000 publishers, but it's possible your library may not use this system (check OverDrive.com for participating libraries). The spokesman said the company plans an app for the BlackBerry by June and hopes to enable wireless downloads on other devices in the future.

Piedmont shelves Oakland library services fee

Carolyn Jones, Chronicle Staff Writer

03/27/11

Piedmont has shut the book on libraries. Or at least paying for them.

In the latest example of the strained relationship between the neighboring cities of Piedmont and Oakland, Piedmont has decided - for now, anyway - to stop paying Oakland for library services.

"A lot of people are saying, why are we paying this large sum of money for people to use the library if we don't have to?" said Piedmont City Administrator Geoffrey Grote, noting that any California resident is free to obtain an Oakland library card.

Until 2008, Piedmont - which has no libraries of its own - paid Oakland \$350,000 a year for library services. When the contract expired, Oakland asked to raise the fee to \$395,000 a year, in part to cover a steep rent increase at the branch used most by Piedmont residents, the Piedmont Avenue Branch.

Piedmont countered with a less expensive offer, the same \$350,000 but with a 5 percent annual increase over five years.

Oakland said no. Negotiations have been stalled for at least a year, during which Piedmont stopped paying Oakland anything.

Oakland officials are not pleased.

"I think it's unconscionable for a city as wealthy as Piedmont to do this," said Oakland City Councilwoman Jane Brunner. "It is not acceptable."

Oakland taxpayers pay about \$20 million annually for library services, half through the Measure Q parcel tax and half from the city's general fund. That amounts to \$130 per household, or \$50 a year for each resident, including children.

Oakland wanted Piedmont residents to pay the same.

Emeryville renews

Emeryville, another neighboring city without its own libraries, pays Oakland \$100,000 a year, plus an additional \$2,500 to the Friends of the Golden Gate Library, the branch closest to the Emeryville border.

Emeryville not only renewed the contract, it offered a 60 percent raise over the 2008 rate.

"I think it's a valuable resource for Emeryville residents, although I don't know how much more we can afford," said Emeryville City Manager Pat O'Keeffe.

Oakland's public library has 17 branches and offers services such as tool lending, computer classes and special collections of American Indian, African American, Spanish and Asian language literature.

Budget slashed sharply

Its budget, like most public amenities in Oakland, has been slashed significantly the past few years. Branches are now closed every Monday, and staffing is down 20 percent.

Oakland's libraries are again poised for cuts, as the city prepares to slice \$46 million from its \$400 million general fund budget.

Piedmont has weathered the recession relatively unscathed. Until this year, home sale prices have risen, to an average of \$1.5 million, but transfer taxes have plummeted 50 percent.

Piedmont's 5 percent raise offer for Oakland library services was more generous than what it offered its own employees, Grote said.

Furthermore, Piedmont would not be receiving extra benefits - such as its own branch or a bookmobile - if it agreed to pay the amount Oakland requested.

In fact, it would receive the same benefits whether it paid \$395,000 a year or nothing at all, he said.

"There's no increase in their costs to serve little Piedmont," he said. "Most of the money they collect from us is pure profit."

Patrons supportive

Piedmont officials might be cautious with their money, but residents there have been exceedingly generous to the library, said Oakland library officials.

They volunteer, donate books and money, and are frequent library users, said Oakland library director Carmen Martinez.

"So many of our wonderful supporters live in Piedmont," she said. "And I know they are behind us."

How Oakland and Piedmont fees compare

	Oakland	Piedmont
Dog walking	Cost for Piedmont residents to walk their dogs off-leash in Oakland: \$0.	Cost for Oakland residents to walk their dogs off-leash in Piedmont: \$47.
Schools	Transfer policy in Oakland: Everyone welcome. At one school, Oakland School for the Arts, six Piedmont students are enrolled and eight more applied but were rejected.	Transfer policy in Piedmont: Oakland children allowed only if their parents are district employees.
Recreation	Amount Piedmont residents pay for one week of summer day camp in Oakland: \$211. All applicants treated equally.	Amount Oakland residents pay for one week of summer day camp in Piedmont: \$255. Priority registration for Piedmont residents.

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MONTHLY REPORT FOR MARCH 2011

1. Reading, Listening and Viewing for Pleasure

A. Children in Santa Cruz County will enter school ready to read, write, listen and learn

Live Oak: We had 4 preschool classes from Live Oak Preschool visiting with their families as part of the Raising a Reader Program. Heather presented an introduction to the library and its services in Spanish and English, a story, and helped the children to use their new library cards in the self-check machines.

Jeanne O'Grady was the guest speaker at the Cabrillo College SEEDS class. She spoke about the Read to Me Kits and using the SCPL web catalog. Four people in the class signed up for new library cards as well.

B. All ages will have materials, programs and displays that reflect current community interests and provide pleasurable reading, viewing and listening experiences that help them reach their personal literacy goals

Aptos: This month's book display was on Women's History Month.. David Addison picks the themes and Patti Maraldo makes the signs.

Women's History Month was also the theme of our display case. It featured literature from the Daughters of the American Revolution and the United Daughters of the Confederacy.

The following groups met in the Aptos Library Meeting room in March.

1. Aptos Library Young People's Chess Club-Tuesday afternoons.
2. Mother Goose Story Time with Nancy Call.-Wednesday mornings.
3. Project Scout Tax assistance-Thursday afternoons.
4. Genealogical Society of Santa Cruz.
5. Aptos Writing group
6. Creek and Glen Home owners association
7. Library Joint Powers Authority – Task force sub-committee

Scotts Valley: Scotts Valley presented a display for Women's History Month, and continued a stained glass exhibit. The Scotts Valley branch Knitting Club met 3 times during the month of March, with a total of 41 participants.

Live Oak: Laura Vanderslice presented a display for National Nutrition Month. This included books, reference items and Internet links to various nutrition sites.

Downtown: Members of the Genealogical Society created a display of influential women in Santa Cruz County's history for Women's History Month. They found that they had

so many to choose from that they highlighted a few in the large, windowed display case Downtown and their own display case in the Californiana/Genealogy room. They are planning to continue showcasing two or three women each month in their own display case.

C. People of all ages will have friendly support and intuitive access to the materials and resources they want.

Outreach:

Jeanne helped Donna Swedberg with a tour of the downtown branch for 19 people (3 staff, and 16 residents) from Sunshine Villa. We started in Genealogy where they presented us with a thank you poster and a plate of cookies. Then Donna pointed out the different types of materials the library has – books, audiobooks, movies, magazines – as well as the reference desk and the collection of telephone books and large print material. The tour ended in the small downstairs staff room where Jeanne did a short storytime about Ireland for the group.

A new BookBuddy relationship began in Felton. A second one is on hold due to volunteer personal reasons. In the meantime staff delivers materials to the homebound BookBuddy until all is better for the volunteer.

2. LIFELONG LEARNING

A. People will have access to a relevant collection of resources in diverse formats for all ages.

Posted by a friend on my Facebook page (3/22/11):

"Jeanne, your posts about bookmobiles remind me of when I was a child, & my mother would take me to a bookmobile that would park in front of Berryessa School. I loved it."

B. Library users will have access to innovative and successful programming which reflects the cultural, educational and informational needs of the diverse communities served by SCPL and which will help learners of all ages to achieve their goals.

Aptos: David Addison and Chase McLelan taught a class on Basic Internet Skills-March 15, 2011. The 90 minute class was held before the branch opened and was limited to 10 people. 9 seniors participated. They were so happy to be in a small class with a good deal of individual attention. They requested a follow up class later this year and we will attempt to accommodate that. David indicated that in the future we will need to get additional mice for our lap-tops. The three people who had to use the laptops did not like the touch pad.

Live Oak: Gail Paynter has started teaching a weekly *Computer Class for Absolute Beginners*. This focuses on very basic computer skills: how to turn on computer, how to use trackball or mouse, etc.

C. People will have access to innovative technology and the tools necessary to find, evaluate and use information and resources to meet their learning needs.

The month started with a server failure that prevented us from getting a dial-up connection on the bookmobile. Of course we only discovered this at San Andreas which is one of our busiest stops and one of only two stops where we actually still use dial-up. Jeanne accepted returns and did offline charges for requests, renewals, and materials that were on the bookmobile, while Dave tried to figure out what was wrong. Finally about half way through the one hour stop, Dave was able to contact Dan in LIT who confirmed that we wouldn't be using DRA anytime soon. Patrons at San Andreas were very understanding, waited patiently while we did the offline charges, and seemed happy with materials that we had on board. It was a very busy time and the shelves were bare when we finished. Dave spent about an hour the next morning doing discharges and Jeanne did the offline charges she had written out during the first rush when her scanner wasn't working either.

There were several server failures this month which left the public and staff without access to Internet, the catalog, phone renewals, circulation, etc. The Internet issue is still being worked on at Central and Capitola.

3. COMMUNITY CONNECTIONS

A. The Library will initiate and nurture partnerships with the public, private and nonprofit sectors in Santa Cruz County for the mutual benefit of the partners, the Library and the community.

Aptos: The Cabrillo Host Lions Club sent 9 people to work on our library clean up day. The event was moved from February 25th to March 4th due to rain. Heidi wrote a thank you letter that ran in the Santa Cruz Sentinel on Monday, March 14th. The Lions will return later in the year to help with the grounds again.

As part of the effort to put a library card in the hand of every student at the Rio Del Mar Elementary, the Aptos Staff has completed all library card applications. Now Nancy Call is in the process setting up a convenient time for the teachers and students to receive these. Soon every student will have a Santa Cruz Public Library card; more than half of the 612 students asked for a library card!

After having met with the Summer Reading Program team, Nancy Call is contacting Summer Reading Dollar Merchants to determine their participation level with Summer Reading dollars and the Teen Lottery. So far, a good number of merchants are enthusiastic about participating, some are requiring more thought, and others who are more difficult to reach are still on the to-be-contacted list.

Live Oak: Each year the Ageless Art Project exhibits work at the library. "Purpose of Ageless Art is to serve people in long care facilities through high quality fine art education groups, ... The exhibit makes it possible for care facility residents to access to the cultural life and resources of the community." *Ageless Art Project*

Teresa participated in the Women in Business Luncheon as a committee member. She also staffed the Women in Business booth at the Chamber Business Fair and then visited with the Friends who also had a booth there. She also stopped at the Digital Media Factory Booth where the media wall destined for the new Scotts Valley Library was on display.

Teresa also spoke at a luncheon sponsored by the Santa Cruz County League of Women Voters.

B. People will strengthen their ties with each other, the community and the library.

Scotts Valley: Gail Mason and Linda Gault met with Virginia Hooper of the Scotts Valley Historical Society regarding accessing their historical archives, and the role the library may play in preserving those assets.

C. The community will recognize the value of SCPL in improving their lives and will recognize SCPL as an asset to their community.

Jeanne delivered discarded, but still from this century, sets of World Book Encyclopedia to Neary Lagoon and Parkhurst outreach sites. Both sites have homework centers, but until now they have not have much in the way of reference material. Pia updated Jeanne on the reception to the new deposit collections at Parkhurst. They have been very well received although the kids are making a list of things that could be better. However, several books have already been used for reports due between bookmobile stops.

D. Volunteers will be used effectively.

Live Oak: Kevin Hildreth, is the new Live Oak Volunteer Coordinator, replacing Gail Paynter. Greg Gardener who helped with the sends list has resigned. Bob Tatum continues to come weekly and does upkeep on landscape. Sharon Yamanaka does takes care of interior plants and accounting for book donation and book sale money. This month Live Oak earned \$133.91.

Aptos:

Aptos has a new volunteer-Tom Fox. Tom is recently retired and specifically asked to shelve when the library is closed. He works Friday morning.. Aptos has 5 people ready to volunteer should jobs become available. Heidi has phoned them and in some cases they are not able to do the type of work needed. Three of the 5 cannot shelve due to health concerns. Two are only available to work within a narrow window each day. We will place them when a match becomes possible.

Several teen volunteers who work at Aptos were photographed as part of the system-wide READ poster program. Their posters will hang in the young adult section of the library. One of the teens is our famous Michelle Zheng who has put together the successful flower sales in partnership with the Friends of the Library's book sale.

The volunteer committee has been meeting to work on better ways of finding, interviewing, training and evaluating volunteers. The committee attended a symposium in San Jose on March 24 put on by the California State Library. It is about working with volunteers, called Get Involved, and the state library pays for a subscription to Volunteer Match, a nationwide website to post and find volunteer opportunities. The committee members are Gale Farthing, Emily Galli, Elizabeth Henry, Heather Pereira, Patty Webster and Catherine Workman.

The Friends sponsored a lunch to recognize library volunteers. There were about 100 people in attendance and the Downtown Library first floor never looked so nice. Several board and City Council members attended.

4. WELCOMING PLACE

A. Identify the physical changes and funding required to provide 21st century library facilities.

Scotts Valley:

Progress continues on the new building and it is starting to look more finished with all the sheetrock up. Rain has delayed much of the site work. Just to be safe we have moved the opening day out 2 weeks to June 18.

Friends of the Scotts Valley Library and library staff have begun planning the Grand Opening for the new branch scheduled for June 18, 2011.

Branciforte received our self-check-out kiosk furniture, as well as several display units. A rearrangement of the circulation desk area has streamlined movement in staff areas and improved access to public areas. The rearrangement has also opened up quite a bit of space in the public areas (both adult and youth), which now contain attractive displays. Clear and attractive signage directing patrons to major service points has also made the branch more welcoming and intuitive. This was possible due to a trust left specifically for use at the Branciforte library.

Live Oak: Laura VanDerslice with help from the pages, has shifted the audio collection to where the DVDs lived. Since we are slowly weeding video, there is more space for audio.

Aptos: Building maintenance staff hung lines from our overhead lights so that we can now have attractive signage over the display area

B. The virtual branch meets the definition of a welcoming place

C. People receive service at the level they need and want

Scotts Valley: When a Scotts Valley patron reported a missing charge card, Liz Pollock observed fellow staff member Linda Gault demonstrate exemplary customer service skills while helping the patron conduct a thorough search of the branch until the card was located for the grateful patron.

Garfield Park has installed self check, being the last branch to do so. The first day went very smoothly for us. More on this next month.

Outreach: Jeanne spent most of 2 days at Mission Hill Middle School updating and issuing new library cards. In all we saw over 400 students who now have new Young Adult cards and PIN numbers. With their card numbers and PINs they have access to all library services particularly our databases. Coincidentally Brainfuse – the new online live homework help service – was rolled out during the time we were at Mission Hill.

5. FINANCIAL SUSTAINABILITY

A. The Library System maintains a healthy and stable financial position

A library board subcommittee met and developed a compromise service model. Three community meetings were held to explain the new model to the public. It will be voted on April 4 at the monthly JPB meeting.

B. There is adequate, stable and diverse funding to finance ongoing operations, key strategic initiatives and capital projects.

C. Services of a defined level and quality are consistently delivered based on revenue projections and supportive organizational and operating structure.

D. The Library operates efficiently and focuses on continual improvement.

Several staff participated in a Webinar on floating collections which has the potential to greatly reduce the volume of materials handled by the courier service. It cannot be implemented until the new ILS is in place but staff were excited about the prospect.

6. ORGANIZATIONAL READINESS

A. Staff receives adequate training to do their jobs effectively.

Many staff attended training on the new tutoring database: Brainfuse

Several staff attended a webinar on floating collections.

Additional training included:

1. PLA's Annual Spring Symposium-on-line
2. Infopeople's Readers Advisory Training, Nancy.

Scotts Valley:

Liz Pollock has explored the help features on the Library's Facebook website, including maneuvering the photo albums, chat questions and security tips. Our reference librarians continue to field many questions from patrons about using the computer and this popular network.

Linda Gault attended two training webinars, "Effective Floating Collections" and "Social Media, Libraries and the Law" and a training workshop at CSUMB on screen capture software "Jing and Camtasia"

B. SCPL is committed to developing current library staff to become tomorrow's library leaders.

Heather Norquist, Cathy Landis and Lois Meyer are active in Wildrumpus.

Teresa attended a State Library sponsored conference in San Jose with other library directors from around the state to discuss the issue of sustainability and what can the State do to support this.

C. Employees have the skills to execute change and are committed to change and continual improvement.

Staff started attending PRESTO training as part of the grant received from the State Library to provide transition training for staff. These small group sessions are the first step. The last of the small group sessions is scheduled for April 4. Staff feedback has been overwhelmingly positive.

D. A customer driven service philosophy guides staff training and development.

10/11 VOLUME AND PERCENT CHANGE

	Circulation		Busyness*		Reference/Info		Visitors	
	FY0910	FY1011	FY0910	FY1011	FY0910	FY1011	FY0910	FY1011
July								
Aptos	20850	20321	50334	47311	3139	4684	12,585	10,134
Boulder Creek	3462	3075	10470	9152	71	295	4,151	1,971
Branciforte	6716	6152	21789	18285	3276	732	6,006	4,762
Capitola	9169	9711	24244	25497	1998	1469	5,821	5,133
Central	44612	42850	99046	90160	12081	5399	31,432	29,752
Felton	2531	2031	9064	6417	173	511	1,728	1,202
Garfield Park	3643	2265	11154	7463	546	442	3,229	1,945
La Selva Beach	979	1005	3609	2273	53 na	#VALUE!	1,109	1,532
Live Oak	12835	13313	32510	22505	1570 na	#VALUE!	9,870	6,792
Scotts Valley	17308	18018	40942	39757	2760	2622	11,409	11,261
Outreach	3245	2677	7421	6304	2747	1278	994 na	na
TOTAL	125350	121418	310583	275124	28415	17433	87,340	75,477
		%change		%change		%change		%change
August								
Aptos	21655	20095	50085	47281	3139	4684	11242	11252
Boulder Creek	4161	3364	10587	9752	49	295	4188	2347
Branciforte	7806	5640	20027	17721	3276	732	5862	4607
Capitola	10607	8642	25134	24718	1887	1469	5256	5244
Central	43409	43072	100246	84348	12081	5399	32012	29191
Felton	1959	1580	6972	5891	156	511	1396	966
Garfield Park	3141	2695	9876	8223	546	442	2916	2472
La Selva Beach	771	945	2791	2381	53 na	#VALUE!	760	1279
Live Oak	13221	13129	32495	23534	1936 na	#VALUE!	9444	10975.5
Scotts Valley	16444	16380	38603	38713	2760	2622	10639	10232
Outreach	3235	2809	6972	4465	2747	1278	928 na	na
TOTAL	126409	118351	303788	267027	28630	17433	83715	79493.5
		%change		%change		%change		%change
Sept								
Aptos	20473	18645	47173	39059	3139	4684	11689	9,225
Boulder Creek	3547	2850	10019	8545	49	295	1963	1,900
Branciforte	5974	5575	17902	17231	3276	732	5306	4,775
Capitola	9015	8171	24349	22620	1887	1469	5493	4,781
Central	41717	40135	94200	71145	12081	5399	31871	27,623
Felton	2335	1668	7676	5512	156	511	1678	1,237
Garfield Park	3373	2568	9973	7537	546	442	1943	1,974
La Selva Beach	804	703	2981	1856	53 na	#VALUE!	929	996
Live Oak	12618	12517	30363	21142	1936 na	#VALUE!	9476	7,024
Scotts Valley	16630	15949	38550	36809	2760	2622	10947	10,692
Outreach	3550	6958	7457	10247	2747	1278	1,238 na	na
TOTAL	120036	115739	290643	241703	28630	17433	81295	71,465
		%change		%change		%change		%change

*Defined as check ins/check outs/route ins/route outs

10/11 VOLUME AND PERCENT CHANGE

	Circulation		Busyness*		ReferenceInfo		Visitors	
	FY0910	FY1011	FY0910	FY1011	FY0910	FY1011	FY0910	FY1011
Oct								
Aptos	19444	19446	46884	34026	1556	4281	11,177	10393
Boulder Creek	3340	3534	10320	9649	516	234	2,354	2221
Branciforte	7211	5720	20712	16973	1218	295	6,508	4595
Capitola	9252	8173	24959	22177	806	1759	5,271	5075
Central	42814	40573	97660	64677	8359	10318	38,928	27389
Felton	2043	1689	6936	5583	425	243	1,335	894
Garfield Park	2901	2330	8973	6888	979	225	2,594	2183
La Selva Beach	842	709	3074	1897	26	238	895	958
Live Oak	12679	12779	30941	21482	1122	2795	9,418	9414
Scotts Valley	16998	14735	38930	32217	2314	5152	10,938	9633
Outreach	3099	2564	7116	5548	1833	2136	357	1785
TOTAL	121123	112252	296505	221117	19154	27677	78,597	74540
Nov								
Aptos	16011	19284	38594	33727	1556	4281	8,660	13,913
Boulder Creek	2752	3556	8356	9757	516	234	1522	2,224
Branciforte	5375	5044	16058	13116	1218	295	4,183	4,597
Capitola	6865	7516	19102	21010	806	1759	3,877	4,603
Central	36594	40879	82860	64540	8359	10318	22,258	26,840
Felton	1537	1833	5109	5881	425	243	1,137	1,025
Garfield Park	2549	2052	7650	7228	979	225	2,305	1,977
La Selva Beach	735	909	2419	2225	26	238	613	1,608
Live Oak	11783	13216	28370	21686	1122	2795	7,596	10,057
Scotts Valley	13302	11622	31580	28080	2314	5152	8,285	10,676
Outreach	2658	3250	5908	6704	1833	2136	714	2,267
TOTAL	100161	109161	246006	213954	19154	27677	61,150	79,787
Dec								
Aptos	16235	16442	39162	29919	1556	4281	9,645	8,924
Boulder Creek	2514	3206	7719	8524	516	234	1397	1,893
Branciforte	4323	4679	14243	10832	1218	295	4,274	4,465
Capitola	6504	5684	19541	14691	806	1759	3,531	3,957
Central	36544	37335	84033	62572	8359	10318	23,207	25,579
Felton	1656	1512	5640	5060	425	243	1,299	964
Garfield Park	2317	2113	7405	7142	979	225	2,006	2,981
La Selva Beach	642	655	2406	1835	26	238	616	1,098
Live Oak	11364	12185	27947	20542	1122	2795	8,112	8,480
Scotts Valley	13084	13241	31472	26282	2314	5152	8,776	8,118
Outreach	2436	2522	5091	5453	1833	2136	579	1,418
TOTAL	97619	99574	244659	192852	19154	27677	63,442	67,877

(Italics=no self check)

	Circ/Open Hour		Business/Open Hour		Refill/Open Hour		Visits/Open Hour	
	FY0910	FY10/11	FY0910	FY10/11	FY0910	FY10/11	FY0910	FY10/11
July								
Aptos	150	147	363	341	25	28	98	73
Boulder Creek	67	15	201	44	1	3	86	9
Branciforte	111	101	359	301	59	9	107	78
Capitola	106	112	280	294	25	15	73	59
Central	257	247	571	520	76	27	196	172
Felton	73	59	261	185	5	8	54	35
Garfield Park	70	44	215	144	11	6	67	37
La Selva Beach	28	17	104	37	2	na	35	25
Live Oak	106	110	268	185	14	na	88	56
Scotts Valley	125	130	295	287	22	18	89	81
TOTAL	1093	980	2918	2339	240	114	894	626
August								
Aptos	156	145	361	341	25	28	88	81
Boulder Creek	80	16	204	47	1	3	87	11
Branciforte	129	93	330	292	59	9	105	76
Capitola	122	100	290	285	25	15	66	61
Central	250	248	578	487	76	27	200	168
Felton	57	46	201	170	5	8	44	28
Garfield Park	60	52	190	158	11	6	61	48
La Selva Beach	22	16	81	39	2	na	24	21
Live Oak	109	108	268	194	14	na	84	90
Scotts Valley	119	118	278	279	22	18	83	74
TOTAL	1104	942	2781	2292	240	114	841	658
Sept								
Aptos	148	134	340	282	25	28	91	67
Boulder Creek	68	14	193	41	1	3	41	9
Branciforte	98	92	295	284	59	9	95	79
Capitola	104	94	281	261	25	15	69	55
Central	241	232	543	410	76	27	199	159
Felton	67	48	221	159	5	8	40	36
Garfield Park	65	49	192	145	11	6	40	38
La Selva Beach	23	12	86	31	2	na	29	16
Live Oak	104	103	250	174	14	na	85	58
Scotts Valley	120	115	278	265	22	18	79	77
TOTAL	1038	893	2680	2052	240	114	768	594
Oct								
Aptos	144	128	338	207	16	26	81	69
Boulder Creek	64	24	198	106	14	3	47	15
Branciforte	119	83	341	218	29	4	107	66
Capitola	107	90	288	233	13	18	61	56
Central	247	215	563	318	70	51	225	145
Felton	59	34	200	86	18	4	50	18
Garfield Park	56	36	173	88	27	3	50	34
La Selva Beach	24	12	89	31	4	4	26	16
Live Oak	104	102	255	165	13	22	78	75
Scotts Valley	123	103	281	219	24	35	79	67
TOTAL	1047	826	2726	1670	225	168	803	560

PER OPEN HOUR

	Circ/Open Hour			Busyness/Open Hour			Refill/Open Hour			Visits/Open Hour		
	FY0910	FY10/11	%change	FY0910	FY10/11	%change	FY0910	FY10/11	%change	FY0910	FY10/11	%change
Nov												
Aptos	115	117	1%	278	205	-26%	16	26	63%	90	84	-6%
Boulder Creek	53	39	-26%	161	107	-33%	14	3	-82%	42	24	-42%
Branciforte	89	65	-27%	265	168	-36%	29	4	-87%	100	59	-41%
Capitola	79	79	0%	220	220	0%	13	18	42%	65	48	-26%
Central	211	201	-5%	478	317	-34%	70	51	-28%	185	132	-29%
Felton	44	28	-36%	147	90	-39%	18	4	-78%	47	16	-66%
Garfield Park	49	26	-46%	147	93	-37%	27	3	-89%	64	25	-60%
La Selva Beach	21	15	-29%	70	37	-47%	1	4	293%	26	27	2%
Live Oak	97	102	5%	234	167	-29%	13	22	65%	90	77	-14%
Scotts Valley	96	79	-18%	228	191	-16%	24	35	46%	86	72	-16%
TOTAL	855	750	-12%	2228	1595	-29%	225	168	-25%	795	565	-29%
Dec (closed 1 wk)												
Aptos	169	100	-41%	408	182	-55%	16	26	63%	100	54	-46%
Boulder Creek	70	35	-50%	214	94	-56%	14	3	-82%	39	21	-47%
Branciforte	103	60	-42%	339	139	-58%	29	4	-87%	102	57	-44%
Capitola	108	60	-45%	326	154	-53%	13	18	42%	59	42	-30%
Central	305	183	-40%	700	307	-56%	70	51	-28%	193	126	-35%
Felton	69	23	-66%	235	78	-67%	18	4	-79%	54	15	-73%
Garfield Park	64	27	-58%	206	92	-56%	27	3	-89%	56	38	-32%
La Selva Beach	27	11	-60%	100	30	-70%	1	4	293%	26	18	-30%
Live Oak	135	94	-31%	333	158	-53%	13	22	65%	97	65	-33%
Scotts Valley	136	90	-34%	328	178	-46%	24	35	46%	91	55	-39%
TOTAL	1186	683	-42%	3189	1412	-56%	225	168	-25%	817	412	-50%
January												
Aptos	146	117	-20%	335	195	-42%	25	25	0%	82	69	-16%
Boulder Creek	60	38	-37%	177	108	-39%	4	3	-27%	32	23	-28%
Branciforte	114	67	-41%	317	148	-53%	14	16	11%	92	64	-31%
Capitola	99	82	-17%	262	159	-39%	19	27	39%	56	59	6%
Central	281	216	-23%	621	331	-47%	64	63	-2%	182	156	-14%
Felton	51	27	-48%	187	88	-53%	5	2	-57%	42	16	-61%
Garfield Park	52	28	-46%	155	91	-41%	10	9	-8%	50	34	-32%
La Selva Beach	23	17	-26%	77	35	-54%	3	5	67%	22	19	-13%
Live Oak	116	109	-6%	284	184	-35%	26	26	0%	78	83	6%
Scotts Valley	123	101	-18%	279	186	-34%	20	42	108%	81	69	-15%
TOTAL	1064	800	-25%	2695	1525	-43%	190	217	14%	717	592	-17%
February												
Aptos	138	117	-15%	325	195	-40%	25	25	0%	78	67	-14%
Boulder Creek	57	38	-33%	172	108	-37%	4	3	-27%	35	23	-34%
Branciforte	97	67	-31%	296	148	-50%	14	16	11%	80	68	-15%
Capitola	97	82	-16%	266	169	-40%	19	27	39%	59	57	-4%
Central	250	216	-14%	571	331	-42%	64	63	-2%	174	139	-20%
Felton	45	27	-40%	170	88	-48%	5	2	-57%	35	20	-44%
Garfield Park	49	28	-44%	150	91	-40%	10	9	-8%	41	36	-14%
La Selva Beach	20	17	-16%	71	35	-51%	3	5	67%	20	21	7%
Live Oak	96	109	13%	251	184	-27%	26	26	0%	75	74	-2%
Scotts Valley	113	101	-11%	287	186	-30%	20	42	108%	75	67	-10%
TOTAL	962	800	-17%	2539	1525	-40%	190	217	14%	672	572	-15%

10/11 SELF CHECKOUT

JULY								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		2270					2270	11%
Boulder Creek	na						0	0%
Branciforte	na						0	0%
Capitola	na						0	0%
Central		3725	1187				4912	11%
Felton	na						0	0%
Garfield Park	na						0	0%
La Selva Beach		803					803	80%
Live Oak		4036	3365	3601			11002	83%
Scotts Valley		1861					1861	10%
							20848	17%
AUGUST								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		2298					2298	11%
Boulder Creek							0	0%
Branciforte							0	0%
Capitola							0	0%
Central		12009	3438				15447	36%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		795					795	84%
Live Oak		4867	3514	3696			12077	92%
Scotts Valley		1675					1675	10%
							32292	27%
SEPTEMBER								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		2792	1374	1360			5526	30%
Boulder Creek							0	0%
Branciforte							0	0%
Capitola							0	0%
Central		8329	3984	4524	3794		20631	51%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		607					607	86%
Live Oak		4351	3000	3068			10419	83%
Scotts Valley		1981					1981	12%
							39164	34%
OCTOBER								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		4238	3556	4466			12260	63%
Boulder Creek							0	0%
Branciforte							0	0%
Capitola							0	0%
Central		7047	6743	9340	4130		27260	67%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		514					514	72%
Live Oak		4427	2955	3441			10823	85%
Scotts Valley		2951	507	783			4241	29%
							55098	49%

10/11 SELF CHECKOUT

NOVEMBER								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		4716	3470	4790			12976	67%
Boulder Creek							0	0%
Branciforte		1406	1578				2984	59%
Capitola							0	0%
Central		6109	7211	10062	5016		28398	69%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		692					692	76%
Live Oak		4502	3950	2835			11287	85%
Scotts Valley		3625	2269	3127			9021	78%
							65358	60%
DECEMBER								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		4303	2906	5069			12278	75%
Boulder Creek							0	0%
Branciforte		1534	2294				3828	82%
Capitola		1655	1464				3119	55%
Central		4817	6631	10359	3851		25658	69%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		535					535	82%
Live Oak		4314	3286	2452			10052	82%
Scotts Valley		3199	1979	2723			7901	60%
							63371	64%
JANUARY								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		4709	3677	6262			14648	76%
Boulder Creek							0	0%
Branciforte		1646	2474				4120	79%
Capitola		3021	3210				6231	80%
Central		4905	7603	12437	5314		30259	69%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		804					804	79%
Live Oak		4908	3829	3230			11967	85%
Scotts Valley		3670	2565	3708			9943	67%
							77972	67%
FEBRUARY								
	#1	#2	#3	#4	#5	#6	TOTAL	% Circ
Aptos		4709	3677	6262			14648	76%
Boulder Creek							0	0%
Branciforte		1646	2474				4120	79%
Capitola		3021	3210				6231	80%
Central		4905	7603	12437	5314		30259	69%
Felton							0	0%
Garfield Park							0	0%
La Selva Beach		804					804	79%
Live Oak		4908	3829	3230			11967	85%
Scotts Valley		3670	2565	3708			9943	67%
							77972	67%

PLP Members:

Please Save The Date:

May 21, 2011

**Pacific Library Partnership Advocacy Breakfast
“Celebrating Library Advocacy”**

May 21, 2011

9:00 a.m. – 11:00 a.m.

**Stanford Park Hotel, 100 El Camino Real, Menlo
Park**

Speaker will be Senator Joseph Simitian

More information will be sent at a later date

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