



LIBRARY JOINT POWERS AUTHORITY BOARD

Monday, May 7, 2012
Downtown Branch Meeting Room
224 Church Street, Santa Cruz CA

6:00 Closed Session-

Personnel – Discussion of Evaluation of Library Director
(Government Code §54957)
Martin Bernal, City Manager

6:30 PM PUBLIC MEETING

1. ROLL CALL
2. APPROVE AGENDA OF MAY 7, 2012
3. PRESENTATION: Inside/Out Art Project- Janis O'Driscoll
4. ORAL COMMUNICATIONS
5. MEMBER REPORTS
6. CONSENT AGENDA
 - A. Approve minutes of APRIL 9, 2012 (PG.3-8)
7. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT
8. STAFF REPORTS
 - A. Revised November-March Statistical Reports (PG.9-11)
 - B. Financial Report: March Financials (PG.12-21)
 - C. Update on special expenditures approved in February (oral)
 - D. Follow up to April Board Requests (PG.22-49)

- E. Report on Volunteer Program (PG.50-63)
- F. Preliminary FY12/13 Budget (PG.64-67)

9. WRITTEN COMMUNICATIONS

- A. Articles about Santa Cruz and California Libraries (PG.68-81)
- B. Patron Written Comments (N/A)
- C. Articles on Libraries Nation Wide (N/A)

10. BOARD MEETING CALENDAR

The Board will consider its current meeting schedule and may revise it as necessary.

11. NEXT MEETING

The next regularly scheduled meeting is Monday, June 4, 2012 at 6:30 p.m. at the Scotts Valley Branch Library

12. ADJOURN

The Library Joint Powers Authority Board will adjourn from the regularly scheduled meeting of Monday, May 7 to the next regularly scheduled public meeting on Monday, June 4, at 6:30 pm in the Fireside Room of the Scotts Valley Branch Library.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the Library Administration Office at 427-7706 at least five days in advance so that we can arrange for such special assistance, or email subfinders@santacruzpl.org.

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SANTA CRUZ PUBLIC LIBRARIES
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD

MINUTES

Downtown Branch Community Meeting Room
224 Church Street, Santa Cruz

April 9, 2012

6:00 PM CLOSED SESSION

6:30 PM PUBLIC MEETING

I. ROLL CALL

Present: Citizen Nancy Gerdt, Citizen Leigh Poitinger, Councilmember Katherine Beiers, Councilmember David Terrazas, Councilmember Sam Storey, Citizen Dick English, Supervisor Ellen Pirie, Councilmember Randy Johnson (alternate for Jim Reed)

Absent: Supervisor Mark Stone

Staff: Marc Pimentel, Finance Director; Teresa Landers, Director of Libraries

II. APPROVAL OF MEETING AGENDA OF APRIL 9, 2012

Councilmember Terrazas moved, seconded by Supervisor Pirie

**That the Board approve the Agenda of April 9, 2012 with the following change:
moving Agenda item 7 D to 7 A.**

**UNAN
Absent: Stone**

III. ORAL COMMUNICATIONS

None

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IV. MEMBER REPORTS

None

V. CONSENT AGENDA

A. APPROVE MINUTES OF MARCH 5, 2012

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the Board approve the Minutes of March 5, 2012.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

B. FINAL APPROVAL TO AMEND BY-LAWS TO ELIMINATE ARTICLE IX
SEC.2; NORMAL ORDER OF BUSINESS

Councilmember Terrazas moved, seconded by Supervisor Pirie

**That the LJPB approve the amendment to the by-laws; eliminating Article IX
Section 2 and renumbering successive sections accordingly.**

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

C. INTERNET USE POLICY

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve the Internet Use Policy.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

D.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-05 to accept the \$2,747.81 from the Whalen Trust signifying the final administrative order of the trust, and that it amend the FY 2011-2012 Budget.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

E.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-06 to authorize the transfer of \$20,000 from the Whalen Trust, and that it amend the FY 2011-2012 Budget.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

F.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-09 that \$20,000 from the Dorothy Hale Trust income be transferred and appropriated to the FY 2011-2012 Budget for the purchase of library materials for this purpose.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

G.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-08 to accept the grant for \$4,995 received for the LSTA: San Lorenzo Valley History Preservation and Digitization project and that it amend the FY 2011-2012 Budget.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English,
Absent: Stone
Abstain: Johnson**

H.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-07 to accept the grant for \$4,800 received for the LSTA: Let's Play Program and that it amend the FY 2011-2012 Budget.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

I.

Councilmember Terrazas moved, seconded by Supervisor Pirie

That the LJPB approve Resolution # 2012-10 to make the following changes in personnel:

Increase Hours for:

101-005 Account Clerk I from .5 FTE to .75 FTE

106-008 Administrative Assistant II from .5 FTE to .65 FTE

106-009 Administrative Assistant II from .75 FTE to .90 FTE

Eliminate 102-009 Account Clerk II 1.0 FTE

Add 101-xxx Account Clerk I .5 FTE.

**Ayes: Gerdt, Poitinger, Beiers, Storey, English
Absent: Stone
Abstain: Johnson**

VI. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT

- A. Ellen Campos, Friends of the Santa Cruz Public Libraries, gave a report on the Friends' involvement at the following activities.
- May 25 and 26: semiannual Civic Auditorium Book sale;
 - Due to a downturn in donated books the Friends are actively pursuing donations of e-readers etc.
 - Launch of the new Friends website and work on the Donor database
 - The Friends Board has several new members and are still looking for a treasurer.
 - April 21 - event at the Museum sponsored by the Humanities Department at UCSC.
 - Involvement with Big Read event featuring John Steinbeck.
 - On May 19 the Friends of the Scotts Valley Library will be celebrating an early first birthday with a Book sale.

VII. STAFF REPORTS

- A. Follow-up from March LJPB Meeting
Director Landers gave an extensive report on the status of the volunteer program; what has changed regarding personnel costs since the original model was created; consideration of criterion of percent of ideal hours for allocating additional hours; and the effects on public service of making adjustments to the current model. Several Union representatives and members of the public addressed the Board with opinions and concerns. The Board discussed the various issues raised in the report and explored solutions to the obvious problems.

Citizenmember English moved, seconded by Councilmember Terrazas

That the Board request staff to act on the following items and to present the findings at the next meeting:

The cost of replacing the critical shift operational volunteers with library aides.

Details on the cost of "fixing" what is not working well with the new model.

Three specific things that could be done to alleviate pressure points immediately.

The cost to increase hours to 80% and 90% of the "full" goal hours including the cost of remediation.

What other fixes are needed such as in the areas of technology and short term facility improvements and what would these cost.

UNAN

Absent: Stone

- B. Monthly Narrative Reports- February 2012.
C. Monthly Statistical Report.

D. Financial Report.

VIII. OTHER BUSINESS

None

IX. WRITTEN COMMUNICATIONS

- A. Articles About Santa Cruz and California Libraries
- B. Patron Written Comments
- C. Articles on Libraries Nation Wide

X. NEXT MEETING

Request to move the LJPB meeting from May 7 to May 14. This request needs to be added as an emergency item to the Agenda.

Councilmember Beiers moved, seconded by Citizenmember Poitinger

That the Board add the request to move the LJPB meeting from May 7 to May 14 to the Agenda.

UNAN
Absent: Stone

Board members discussed scheduling problems and ultimately, the matter failed. Therefore, the next regularly scheduled meeting is on Monday, May 7, 2012 at 6:30 pm at the Downtown Branch Library.

XI. ADJOURN

The regular meeting adjourned at 8:20 p.m.

Respectfully submitted,

Helga Smith, Clerk of the Board

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

	Circulation		Visitors		Circ/Open Hr		Visitors/Open Hr	
	FY10/11	FY11/12	FY10/11	FY11/12	FY10/11	FY11/12	FY10/11	FY11/12
January								
Aptos	19,197	23,695	11,330	10,317	117	135	69	59
Boulder Creek	3,457	4,181	2,089	2,272	38	35	23	19
Branciforte	5,203	8,914	4,964	5,842	67	74	64	49
Capitola	7,827	9,436	5,659	5,440	82	68	59	39
Downtown	43,908	53,475	31,819	31,902	216	248	156	148
Felton	1,736	2,826	1,071	1,587	27	34	16	19
Garfield Park	2,173	2,954	2,647	2,688	28	37	34	34
La Selva Beach	1,018	1,521	1,141	1,547	17	18	19	18
Live Oak	14,161	13,598	10,761	8,493	109	116	83	73
Scotts Valley	14,863	20,818	10,114	14,760	101	118	69	84
Outreach	2,808	2,917	1,824	1,370				
Subtotal	116,351	144,335	83,419	86,218	800	883	592	541
online renewals								
ebooks								
e-audio								
TOTAL	116,351	144,335	83,419	86,218	800	883	592	541
website hits	383,365	527,072	109,903	127,092				
February								
Aptos	19,197	22,640	11,009	10,800	117	129	67	61
Boulder Creek	3,457	4,547	2,082	2,934	38	39	23	25
Branciforte	5,203	8,289	5,331	6,913	67	70	68	59
Capitola	7,827	9,271	5,409	5,964	82	66	57	42
Downtown	43,908	49,729	28,353	33,503	216	230	139	155
Felton	1,736	2,520	1,286	1,744	27	30	20	21
Garfield Park	2,173	2,929	2,785	2,780	28	37	36	35
La Selva Beach	1,018	1,335	1,286	1,851	17	16	21	22
Live Oak	14,161	12,420	9,602	9,024	109	104	74	75
Scotts Valley	14,863	19,913	9,918	13,485	101	113	67	77
Outreach	2,808	2,633	1,559	1,232				
Subtotal	116,351	136,226	78,620	90,230	800	833	572	572
online renewals								
ebooks								
e-audio								
TOTAL	116,351	136,226	78,620	90,230	800	833	572	572
website hits	351,525	512,433	101,444	122,298				

	Circulation		Visitors		Circ/Open Hr		Visitors/Open Hr	
	FY10/11	FY11/12	FY10/11	FY11/12	FY10/11	FY11/12	FY10/11	FY11/12
November								
Aptos	19,284	20,655	13,913	8,659	117	125	84	53
Boulder Creek	3,556	3,972	2,224	1,937	39	44	24	21
Branciforte	5,044	7,452	4,597	4,895	65	96	59	63
Capitola	7,516	8,307	4,603	4,628	79	87	48	49
Downtown	40,879	47,641	26,840	28,005	201	234	132	138
Felton	1,833	2,372	1,025	821	28	36	16	13
Garfield Park	2,052	2,392	1,977	2,358	26	31	25	30
La Selva Beach	909	1,245	1,608	1,048	15	21	27	17
Live Oak	13,216	13,403	10,057	8,558	102	103	77	66
Scotts Valley	11,922	19,068	10,676	12,403	79	129	72	84
Outreach	3,250	2,721	2,267	1,208				
Subtotal	109,161	129,228	79,787	74,520	750	906	565	533
online renewals								
ebooks								
e-audio								
TOTAL	109,161	129,228	79,787	74,520	750	906	565	533
website hits	350,443	416,930	101,784	105,162				
December								
Aptos	16,442	20,468	8,924	7,953	100	124	54	48
Boulder Creek	3,206	3,224	1,893	1,517	35	35	21	17
Branciforte	4,679	6,737	4,465	4,095	60	86	57	53
Capitola	5,684	8,389	3,957	4,591	60	88	42	48
Downtown	37,335	46,660	25,579	25,751	183	229	126	126
Felton	1,512	2,600	964	932	23	40	15	14
Garfield Park	2,113	2,639	2,981	2,866	27	34	38	37
La Selva Beach	655	1,259	1,098	1,241	11	21	18	20
Live Oak	12,185	12,046	8,480	7,365	94	93	65	57
Scotts Valley	13,241	16,065	8,118	9,176	90	109	55	62
Outreach	2,522	2,295	1,418	1,102				
Subtotal	99,574	122,382	67,877	66,589	683	859	491	483
online renewals								
ebooks								
e-audio								
TOTAL	99,574	122,382	67,877	66,589	683	859	491	483
website hits	336,973	432,813	97,308	106,311				

LIBRARY JOINT POWERS AUTHORITY COMBINED BALANCE SHEET JPA FUND AND ACCOUNT GROUPS MARCH 2012		
	JPA	Total
Assets		
Pooled cash	2,211,047	
Pooled cash interest receivable	3,601	
Other interest receivable	-	
Taxes receivable - current	-	
Accounts receivable	-	
Internal investment & loan receivable	8,952	
Infrastructure	579,683	
Accumulated depreciation - infrastructure	(217,892)	
Lease improvements - buildings	2,018,032	
Accumulated depreciation - lease imp-buildings	(1,134,479)	
Machinery and equipment	1,648,085	
Accumulated depreciation - machinery & equip	(1,515,684)	
Software	3,983	
Accumulated depreciation-software	(3,983)	
Construction in progress	71,354	
Total Assets	3,672,699	
Liabilities		
Accounts payable	51,612	
Sales tax payable	366	
Deferred grant revenue - unearned	3,098	
Unclaimed funds	596	
Payable to the County - noncurrent	80,586	
Other intergovernmental payable-noncurrent	307,170	
Total Liabilities	443,428	
Equities		
Unreserved, undesignated fund balance	1,671,999	
Committed - cash flow/unexpected expenditures	495,929	
Investment in capital assets - Library	1,449,099	
Reserved for long-term debt	(387,756)	
Total Equities	3,229,271	
Total Liabilities and Equities	3,672,699	

LIBRARY JOINT POWERS AUTHORITY						
COMBINED BALANCE SHEET						
SPECIAL FUNDS						
MARCH 2012						
	Fund #	956	960	961	Spec Funds	
Fund Description		Technology	Felton	Vehicle Replacement	Total	
Assets						
Pooled cash		4,777	1,136	73,707		79,620
Pooled cash interest receivable		12	3	125		140
Internal investment and loan receivable		43	10	-		53
Total Assets		4,832	1,149	73,832		79,813
Equities						
Unreserved, undesignated fund balance		4,832	1,149	73,832		79,813
Total Equities		4,832	1,149	73,832		79,813

LIBRARY JOINT POWERS AUTHORITY COMBINED BALANCE SHEET TRUST FUNDS MARCH 2012										
Fund #	Fund Description	931 McCaskill Loc His	932 McCaskill Vis Imp	933 Finkeldey	934 Whalen	935 Leet-Corday	935 Morley	935 Hale	Trust Funds Total	
	Assets									
	Pooled cash	255,045	235,825	9,331	144,308	89,233	12,303	70,143	816,188	
	Pooled cash interest receivable	654	604	24	370	229	31	180	2,092	
	Internal investment and loan receivable	2,317	2,191	85	1,257	737	-	-	6,587	
	Total Assets	258,016	238,620	9,440	145,935	90,199	12,334	70,323	824,867	
	Equities									
	Net assets held in trust-library prog	258,016	238,620	9,440	145,935	90,199	12,334	70,323	824,867	
	Total Equities	258,016	238,620	9,440	145,935	90,199	12,334	70,323	824,867	

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Revenue Status Report
 Library JPA
 CITY OF SANTA CRUZ
 3/1/2012 through 3/31/2012

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 Periods: 9 through 9

75%
 Prct Rcvd

951 Library Joint Powers Authority

Account Number	Adjusted Estimate	Revenues	Year-to-date Revenues	Balance	Prct Rcvd
951-41000 TAXES					
951-00-00-0000-41211 Sales and use tax	5,501,530.00	496,726.19	4,582,688.97	918,841.03	83.30
Total TAXES	5,501,530.00	496,726.19	4,582,688.97	918,841.03	83.30
951-43000 INTERGOVERNMENTAL					
951-36-00-0000-43210 State operating grants and contributions	0.00	0.00	5,000.00	-5,000.00	0.00
951-36-00-0000-43310 Local operating grants and contributions	0.00	0.00	14,671.00	-14,671.00	0.00
951-36-00-0000-43311 Maintenance of effort contributions	5,146,100.00	428,259.23	3,854,062.23	1,292,037.77	74.89
951-36-55-3631-43210 State operating grants and contributions	2,500.00	0.00	1,550.98	949.02	62.04
951-36-55-3660-43190 Federal grants - other	12,956.00	0.00	3,956.00	9,000.00	30.53
951-36-55-3660-43210 State operating grants and contributions	0.00	4,800.00	4,800.00	-4,800.00	0.00
Total INTERGOVERNMENTAL	5,161,556.00	433,059.23	3,884,040.21	1,277,515.79	75.25
951-44000 CHARGES FOR SERVICES					
951-36-00-0000-44613 Internet use fee	4,100.00	383.30	3,442.06	657.94	83.95
951-36-00-0000-44630 Room rentals-library JPA	2,500.00	875.00	2,560.00	-60.00	102.40
951-36-00-0000-44901 Photocopy fee	7,000.00	739.90	5,518.80	1,481.20	78.84
Total CHARGES FOR SERVICES	13,600.00	1,998.20	11,520.86	2,079.14	84.71
951-45000 FINES AND FORFEITS					
951-36-00-0000-45131 Library fines	200,000.00	14,757.04	129,060.22	70,939.78	64.53
951-36-00-0000-45132 Lost library items	25,000.00	1,184.94	10,591.09	14,408.91	42.36
Total FINES AND FORFEITS	225,000.00	15,941.98	139,651.31	85,348.69	62.07

Revenue Status Report
 Library JPA
 CITY OF SANTA CRUZ
 3/1/2012 through 3/31/2012

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 Periods: 9 through 9

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	0.00	2,183.70	8,492.62	-8,492.62	0.00
951-00-00-0000-46190	Interest earnings - other	4,096.00	284.12	2,386.77	1,709.23	58.27
951-00-00-0000-46620	Internal investment & loan int receipts	0.00	0.00	50.04	-50.04	0.00
951-00-00-0000-46910	Miscellaneous operating revenue	8,500.00	1,945.00	6,518.64	1,981.36	76.69
951-00-00-0000-46990	Miscellaneous non-operating revenue	0.00	0.00	22,303.44	-22,303.44	0.00
951-36-00-0000-46303	Donations - library	12,000.00	1,000.00	17,214.72	-5,214.72	143.46
951-36-00-0000-46309	Donations - library - Friends of the Lib	100,000.00	157.50	25,682.50	74,317.50	25.68
951-36-00-0000-46916	Cash over/short	0.00	7.64	183.12	-183.12	0.00
Total	MISCELLANEOUS REVENUES	124,596.00	5,577.96	82,831.85	41,764.15	66.48
951-49000	OTHER FINANCING SOURCES					
951-00-00-0000-49122	From Library Private Trust Fund	15,190.00	0.00	15,190.00	0.00	100.00
951-00-00-0000-49191	Intra-entity fund transfer in	9,959.00	0.00	10,036.41	-77.41	100.78
Total	OTHER FINANCING SOURCES	25,149.00	0.00	25,226.41	-77.41	100.31
Grand Total		11,051,431.00	953,303.56	8,725,959.61	2,325,471.39	78.96

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Expenditure Status Report
 Library JPA
 CITY OF SANTA CRUZ
 3/1/2012 through 3/31/2012

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 Periods: 9 through 9

951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-52000		SERVICES				75%
951-36-50-3510-52135	7,644.00	Financial services - outside	0.00	7,748.52	-236.00	103.09
951-36-50-3510-52199	110,000.00	Other professional & technical services	0.00	10,000.00	100,000.00	9.09
951-36-50-3510-52240	4,020.00	Office equipment operation/maint	0.00	2,012.08	2,007.92	50.05
951-36-50-3510-52248	16,000.00	Software maintenance services	0.00	10,100.00	5,900.00	63.13
951-36-50-3510-52302	4,000.00	Travel and meetings	0.00	514.91	3,485.09	12.87
951-36-50-3510-52402	42,600.00	Telecommunications service - internal	3,550.00	31,950.00	10,650.00	75.00
951-36-50-3510-52403	3,300.00	Telecommunications service - outside	787.49	1,505.65	1,794.35	45.63
951-36-50-3510-52933	14,774.00	Liability insurance/surety bonds-outside	0.00	10,440.00	4,334.00	70.66
951-36-50-3510-52961	17,250.00	Dues and memberships	293.00	13,844.00	3,406.00	80.26
951-36-50-3510-52971	100.00	Printing and binding-internal	2.36	43.97	56.03	43.97
951-36-50-3510-52972	3,900.00	Printing and binding-outside	0.00	4,903.37	-1,003.37	125.73
951-36-50-3540-52135	550,000.00	Financial services - outside	54,768.10	407,983.02	142,016.98	74.18
951-36-51-3520-52131	10,000.00	Claims management services - outside	848.65	4,849.59	-1,523.67	115.24
951-36-51-3520-52244	1,680.00	Other equipment operation/maintenance	0.00	0.00	1,680.00	0.00
951-36-51-3520-52248	46,320.00	Software maintenance services	476.98	31,100.74	15,219.26	67.14
951-36-51-3520-52302	100.00	Travel and meetings	0.00	17.00	83.00	17.00
951-36-51-3520-52972	2,500.00	Printing and binding-outside	0.00	580.48	1,919.52	23.22
951-36-52-3530-52240	1,500.00	Office equipment operation/maint	0.00	248.00	1,252.00	16.53
951-36-52-3530-52244	2,180.00	Other equipment operation/maintenance	0.00	610.42	1,569.58	28.00
951-36-52-3530-52302	2,150.00	Travel and meetings	106.00	648.08	1,501.92	30.14
951-36-52-3530-52972	4,000.00	Printing and binding-outside	0.00	3,307.75	692.25	82.69
951-36-53-3515-52201	66,640.00	Water, sewer and refuse	6,879.98	44,002.85	22,637.15	66.03
951-36-53-3515-52211	125,000.00	Janitorial services	7,425.87	66,465.19	58,534.81	53.17
951-36-53-3515-52223	111,000.00	Vehicle operation charges - internal	2,841.65	44,588.23	66,411.77	40.17
951-36-53-3515-52246	183,800.00	Building and facility o & m - outside	15,211.06	127,005.21	43,154.89	76.52
951-36-53-3515-52247	17,000.00	Landscaping maintenance services	68.42	1,393.36	15,606.64	8.20
951-36-53-3515-52261	312,530.00	Equipment, building and land rentals	27,788.11	235,293.23	73,536.77	76.47
951-36-53-3515-52302	150.00	Travel and meetings	0.00	0.00	150.00	0.00
951-36-53-3515-52932	17,050.00	Liability insurance/surety bonds-interna	1,420.83	12,787.47	4,262.53	75.00
951-36-53-3515-52933	36,506.00	Liability insurance/surety bonds-outside	0.00	25,714.00	10,792.00	70.44
951-36-54-3550-52199	108,000.00	Other professional & technical services	6,677.50	22,825.25	77,000.00	28.70

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951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-36-54-3550-52248	169,835.49	7,900.00	58,838.78	11,750.00	99,246.71	41.56
951-36-54-3550-52249	91,700.00	12,359.49	42,160.16	1,005.30	48,534.54	47.07
951-36-54-3550-52302	1,350.00	0.00	731.50	0.00	618.50	54.19
951-36-54-3550-52403	73,234.00	15,156.33	112,395.78	12,410.88	-51,572.66	170.42
951-36-55-3560-52304	70,606.00	2,280.49	36,654.29	0.00	33,951.71	51.91
951-36-55-3560-52306	9,000.00	0.00	0.00	0.00	9,000.00	0.00
951-36-55-3560-52960	3,000.00	0.00	0.00	0.00	3,000.00	0.00
951-36-55-3560-52972	6,500.00	1,951.93	4,882.85	0.00	1,617.15	75.12
Total SERVICES	2,246,919.49	168,794.24	1,378,145.73	57,486.39	811,287.37	63.89
951-53000						
SUPPLIES						
951-36-50-3510-53101	8,000.00	141.48	2,523.56	0.00	5,476.44	31.54
951-36-50-3510-53102	2,400.00	83.68	2,519.56	0.00	-119.56	104.98
951-36-50-3510-53108	0.00	0.00	175.00	0.00	-175.00	0.00
951-36-51-3520-53106	872,269.00	62,487.63	566,449.24	0.00	305,819.76	64.94
951-36-51-3520-53107	75,000.00	60.39	6,407.29	0.00	68,592.71	8.54
951-36-51-3520-53112	113,550.00	6,465.38	37,845.16	13,552.04	62,152.80	45.26
951-36-52-3530-53102	12,300.00	698.08	9,606.05	444.26	2,249.69	81.71
951-36-52-3530-53109	6,630.00	1,525.40	4,141.10	0.00	2,488.90	62.46
951-36-53-3515-53108	2,370.00	260.76	1,864.49	0.00	505.51	78.67
951-36-53-3515-53113	18,360.00	814.59	9,439.32	0.00	8,920.68	51.41
951-36-53-3515-53311	167,748.00	10,053.34	115,461.13	0.00	52,286.87	68.83
951-36-53-3515-53312	26,133.00	3,705.97	19,944.70	0.00	6,188.30	76.32
951-36-54-3550-53110	22,000.00	2,316.95	17,202.56	4,000.00	797.44	96.38
Total SUPPLIES	1,326,760.00	88,613.65	793,579.16	17,996.30	515,184.54	61.17
951-54000						
OTHER MATERIALS AND SERVICES						
951-36-50-3510-54990	3,445.00	94.00	752.90	0.00	2,692.10	21.85
951-36-52-3530-54990	7,000.00	124.00	3,319.90	0.00	3,680.10	47.43
951-36-53-3515-54108	44,000.00	0.00	0.00	0.00	44,000.00	0.00
951-36-55-3531-54990	0.00	209.00	1,881.00	0.00	-1,881.00	0.00
951-36-55-3560-54990	18,927.52	211.44	16,630.79	0.00	2,296.73	87.87
Total OTHER MATERIALS AND SERVICES	73,372.52	638.44	22,584.59	0.00	50,787.93	30.78

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951 Library Joint Powers Authority

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-56000 OTHER CHARGES						
951-36-52-3530-56995 Refunded fees and fines	2,000.00	42.50	1,203.50	0.00	796.50	60.18
Total OTHER CHARGES	2,000.00	42.50	1,203.50	0.00	796.50	60.18
951-57000 CAPITAL OUTLAY						
951-36-55-3560-57401 Office furniture/equipment	25,000.00	0.00	6,972.47	0.00	18,027.53	27.89
Total CAPITAL OUTLAY	25,000.00	0.00	6,972.47	0.00	18,027.53	27.89
951-58000 DEBT SERVICE						
951-36-50-3540-58140 Loan principal	40,961.00	0.00	43,008.92	0.00	-2,047.92	105.00
951-36-50-3540-58190 Other debt principal	40,293.00	0.00	40,293.07	0.00	-0.07	100.00
951-36-50-3540-58240 Loan interest	19,600.00	0.00	17,508.96	0.00	2,091.04	89.33
951-36-50-3540-58290 Other debt interest	3,500.00	0.00	414.21	0.00	3,085.79	11.83
Total DEBT SERVICE	104,354.00	0.00	101,225.16	0.00	3,128.84	97.00
951-59000 OTHER FINANCING USES						
951-00-00-0000-59191 Intra-entity fund transfer out	148,668.00	0.00	73,668.00	0.00	75,000.00	49.55
Total OTHER FINANCING USES	148,668.00	0.00	73,668.00	0.00	75,000.00	49.55
Grand Total	3,927,074.01	258,088.83	2,377,378.61	75,482.69	1,474,212.71	62.46

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 Library Personnel Costs
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951 Library Joint Powers Authority

75%

Account Number	Adjusted Appropriation	Expenditures	Year-to-date Expenditures	Year-to-date Encumbrances	Balance	Prct Used
951-51000 PERSONNEL SERVICES						
Total Regular full time	4,237,245.00	361,099.34	2,799,545.96	0.00	1,437,699.04	66.07
Total Regular part time	747,294.00	119,542.00	631,564.16	0.00	115,729.84	84.51
Total Overtime	3,000.00	201.74	2,443.05	0.00	556.95	81.44
Total Termination pay	0.00	0.00	76,975.17	0.00	-76,975.17	0.00
Total Temporary	555,298.00	70,098.26	428,155.77	0.00	127,142.23	77.10
Total Other pay	0.00	200.36	2,703.65	0.00	-2,703.65	0.00
Total Special vacation pay	4,400.00	0.00	19,351.73	0.00	-14,951.73	439.81
Total Special sick leave pay	0.00	0.00	0.00	0.00	0.00	0.00
Total Vehicle-phone-data allowance	1,800.00	275.00	1,555.00	0.00	245.00	86.39
Total Salary savings	0.00	0.00	0.00	0.00	0.00	0.00
Total Retirement contribution	754,846.00	74,731.29	530,047.99	0.00	224,798.01	70.22
Total F.I.C.A.	0.00	3,166.97	20,759.08	0.00	-20,759.08	0.00
Total Group health insurance	1,119,068.00	111,889.27	768,524.74	0.00	350,543.26	68.68
Total Group dental insurance	107,422.00	9,541.06	70,184.01	0.00	37,237.99	65.33
Total Vision insurance	18,242.00	1,539.33	11,663.38	0.00	6,578.62	63.94
Total Medicare insurance	64,309.00	7,214.63	52,184.97	0.00	12,124.03	81.15
Total Employer-paid COBRA	0.00	2,901.28	2,901.28	0.00	-2,901.28	0.00
Total Group life insurance	2,744.00	260.58	1,906.18	0.00	837.82	69.47
Total Disability insurance	73,078.00	3,986.41	28,529.02	0.00	44,548.98	39.04
Total Unemployment insurance	23,622.00	2,711.73	19,161.79	0.00	4,460.21	81.12
Total Workers' compensation	208,640.00	23,117.47	162,200.07	0.00	46,439.93	77.74
Total Intrafund labor - credit	0.00	0.00	0.00	0.00	0.00	0.00
Grand Total	7,921,008.00	792,476.72	5,630,357.00	0.00	2,290,651.00	71.08

Library - Fund 951
 Month-End Cash Balances

	July	August	September	October	November	December	January	February	March	April	May	June
FY 2012 Pooled cash	894,190.39	994,042.19	759,933.36	925,760.72	911,230.93	1,083,486.87	1,323,144.44	2,379,377.39	2,211,047.06			
FY 2011 Pooled cash	72,541.96	250,794.12	312,807.59	1,397,052.22	604,129.15	539,173.69	1,566,968.17	875,122.12	1,076,342.48	1,227,629.78	1,164,416.13	806,095.53
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)	(937,327.61)	(356,999.20)	252,949.44	(714,416.36)	(711,714.61)	(812,054.05)	(688,015.42)	(595,048.05)	(543,669.74)	222,502.65	(667,431.15)
FY 2008 Pooled cash	555,177.28	285,983.39	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	663,402.17	260,082.00

STAFF REPORT

DATE: April 25, 2012
TO: Library Joint Powers Board
FROM: Teresa Landers, Director of Libraries ^{TZ}
RE: Follow up to April LJPB meeting

RECOMMENDATION: This report is advisory.

SUMMARY

In providing direction for the FY12/13 budget, the LJPB has asked for clarification in a variety of areas. This report, similar to the one prepared for the April meeting, follows up on those requests and provides information to assist in the preparation of the final budget for FY12/13. The requests focused on two areas: costs associated with short and long term measures to remediate pressure points of the new service model and then additional costs to increase hours incrementally towards the goal established in April 2011. There is also a summary of the responses to a staff survey regarding the new service model.

BACKGROUND

At the April LJPB meeting a motion was made requesting the following information:

1. The cost of replacing the critical shift operational volunteers with library aides.
2. Details on the cost of "fixing" what is not working well with the new model.
3. Three specific measures that could be taken to immediately alleviate pressure points.
4. The cost to increase hours to 80% and 90% of the "full" goal hours including the cost of remediation.
5. Plan to get to full hours
6. What other fixes are needed such as in the areas of technology and short term facility improvements and what these would cost.

Additionally there have been requests for more direct feedback from staff on their ideas regarding the new service model. To this end a staff survey was conducted from April 10-19, 2012 and the results of that survey are in Section 7 of this report.

DISCUSSION

1. Critical shift operational volunteers

The cost to replace the volunteers working 8 hours per week in the 6 larger branches with Library Aides is \$39,686 annually.

2. "Fixing" what is not working well

Library management staff met again on April 11 to review and finalize their recommendations. In response to the Board's request for details on what staff was felt was needed to fix what is not working well, they re-examined earlier assumptions and findings and used the additional 10 weeks of experience to make their recommendations.

The following specific needs are addressed and the methodology to remediate them is presented:

1. Items are not being re-shelved in a timely manner in some branches and in a couple of branches, staff other than Library Aides, are helping with check in and shelving. This takes time from their other responsibilities, primarily customer service. In Felton and Garfield Park, the book return slots block the public entrances and must be physically cleared before the building can open. With regular staff arriving shortly before opening and Library Aides arriving at opening, there is not enough time to clear the doorway, as well as set up computers, cash registers, etc., before the doors open to the public.

Solution: In addition to replacing volunteers with paid Library Aides, additional aide time is needed, and the amount is determined on a branch by branch basis based on recent re-shelving data and the unique circumstances involving shelving at each branch. Five hours per week additional Library Aide time in Felton and Garfield Park is recommended.

2. Staff not having any "off desk" time for training, meetings, keeping current, etc.

Solution:

- Add five hours per week to each non-PIC onsite services staff.
- Add 10 hours per week to each PIC.
- If a PIC is already scheduled at 40 hours per week, then a Library Assistant II gets an additional 10 (total 15 hours) to cover the desk for the PIC, act as second in command and have their own off desk time as described in the first bullet

3. Incoming phone calls at the Downtown Branch are not being answered.

Solution: Increase the 2 Library Assistants I 10 hours per week each. Between them, they will be assigned to answer the phones all hours Downtown is open, answer circulation-related questions, and forward reference questions.

4. No second in command at the larger branches that are open more than 5 days per week:

Solution: See number 2.

5. The Programming and Reference Teams are also having difficulties covering the added methods for providing centralized reference service: e-reference, text a librarian, and we haven't started using Facetime or Skype yet. Covering the various reference services in order to provide instruction for a class visit or teach a class is also problematic.

Solution: Increase an Information Specialist by 10 hours per week and a part time Librarian II by 10 hours per week.

6. Currently a programming librarian has to be the second person on the Bookmobile one day per week which impacts number 5 above. There is also not enough time to handle the off-Bookmobile duties such as selecting items for upcoming stops.

Solution: Increase part time Bookmobile Library Assistant by nine hours per week.

7. The span of control for the Manager of Programs, Information and Partnerships is too large at 21 direct reports.

Solution: By establishing a rotating position of team leader for the two teams: Programming and Reference, this span could become more reasonable.

8. The span of control for the Onsite Services Manager is too large at 18 direct reports, but she is willing to give this more time. However, the span for the Persons in Charge (PIC) at the larger branches is also too large, particularly with the large numbers of volunteers that need to be supervised.

Solution: Hiring a second Americorps Volunteer who can supervise the volunteers on site, handling scheduling, training, and feedback, would enable the PICs to focus on issues related to staff supervision. This relates to numbers 2 and 4 above.

The specific changes are detailed in Appendix I.

The remediation model reflects an increase in regular staff FTE of 5.35 which is a 7% increase over the current model. The current model did, however, decrease regular FTE by 25%.

3. Three specific short term measures:

Three areas that could benefit from immediate attention include:

1. Using Library Aides instead of volunteers as described earlier. The cost of this for seven weeks between May 14 and June 30 is \$5,300.

- The problem we are having is that incoming calls are currently coming to the Downtown reference desk where they are often too busy to answer. Most of the calls are circulation-related but that staff is also too busy to always answer. We are working on redesigning how incoming phone calls are handled. Unfortunately, because of e-rate we need to change our phone provider and are not yet sure if changes we make now will be applicable in the new system. Rather than do work that has to be re-done in two months, it would be more responsible to wait and make the changes once we are with the new provider.

Hiring temporary help at the Library Assistant I level to answer phones for seven weeks would cost approximately \$7,560.

- The third “quick” temporary fix would be to authorize additional substitute hours to cover LAII off desk time in the branches, and programming and reference staff so they have time to attend staff meetings and participate in training. Two hours per week for seven weeks for each of the affected staff costs about \$16,300 in sub time.

The total cost of these three “quick” short term remedies is about \$29,160. Please note that these “remedies” are included in the remediation model.

4. The cost to increase hours to 80% and 90%

This section examines what it will take to increase hours at all locations to at least 80% or 90% of the full hours set as a goal in the Compromise Service Model after remediation has been factored in.

The following table shows how many hours the branches need to add to get to 80% and 90%:

OPEN HOURS	CURRENT	FULL	PERCENT		Change to		Change to	
			OF FULL	80%	get to 80%	90%	get to 90%	
Aptos	44	48	91.7	44	0	44	0	
BC	28	35	80	28	0	32	4	
B40	28	35	80	28	0	32	4	
Capitola	30	40	75	32	2	36	6	
DTN	54	56	96.4	54	0	54	0	
Felton	20	30	66.7	24	4	27	7	
GP	20	30	66	24	4	27	7	
LSB	20	30	66.7	24	4	27	7	
LO	30	40	75	32	2	36	6	
SV	44	48	91.7	44	0	44	0	
TOTAL	318	392		334	16	359	41	

In Capitola and Live Oak, there are two people on duty at all times, so an increase of two hours per week in open hours translates to four hours per week of staff time that needs to be added. At Live Oak, the PIC was already at 40 hours per week during the remediation phase, and we could not provide enough hours to the one other person to meet the base

level of hours as described. When we went to 80%, it became necessary to add a 20 hour per week LAII position in order to not compound the shortage already in existence- a tipping point was reached.

In Live Oak, Capitola and Branciforte, as hours are increased, Library Aide time was increased by two for each hour added. For example, a two hour increase in open hours resulted in four additional Library Aide hours; six additional hours results in a 12 hour per week increase in Library Aide time. This is applied to both the 80% and 90% scenarios.

In Felton, Garfield Park and La Selva Beach, it was only necessary to add to the existing part time positions the same number of hours per week that the branch was adding. Each added four hours per week of LAII and Library Aide time at the 80% level and seven at the 90% level.

It is acknowledged that once branches exceed 5 hours per day, a meal break will be required, and there will be times when the only staff member present in the building is a Library Aide.

At 90%, Branciforte and Capitola hit the same tipping point that Live Oak reached at 80%, and it was necessary to add a 20 hour per week LAII to each of these branches. For Capitola, this did mean that the existing LAII would not need to go to 40 hours per week as in the 80% scenario but could, in fact, be a 32 hour per week position (35 in the remediation model). In Live Oak, the 35 hour per week LAII would need to go to 40, and the 20 hour per week position that was added for the 80% scenario would be included as well.

The remediation scenario includes modest increases in staffing for the Programming and Reference teams. The 29 hours per week additional time is, at this time, considered adequate to meet the additional demands for service created by adding hours in the 80% and 90% models. This will need to be closely monitored and evaluated should the additional hours be implemented.

The details are in Appendix II.

The 80% scenario reflects an increase of FTE of .425 over the remediation model or .5% and 90% is 1.075 additional FTE over the 80% scenario or an increase in FTE of 1.45.

5. Plan to get to full hours

If we are not able to achieve the full hours in July 2012, there was a request for a plan on how and when those hours might be achieved. The following plan is offered for consideration:

- a. Implement as much of the remediation scenario as is fiscally responsible in July 2012.
- b. Monitor and evaluate for 6 months. By January 2013, we will have a year's worth of data and experience with the new model.
- c. Consider additional adjustments needed to accomplish Phase I as described in the Compromise Service Model

- d. Consider additional hours as part of the next budget cycle based on fiscal sustainability.

6. Other areas needing fixing

A request was made to identify other areas that need attention that were not specifically addressed in the Compromise Service Model. The two that were mentioned were technology and short term facilities improvements.

Technology: The Compromise Model did provide for technology replacement (\$100,000) as well as innovation funding (\$25,000). The issue we face in our IT department is a lack of staff resources. We are supplementing this by the appropriate use of contract services for assistance in those areas where we need specialized technological expertise for short term projects. In these cases, it has been determined that it is not worth the investment of staff time to get up to speed on something they will not do very often, if ever again. Still, we are limited in what we are able to accomplish.

Steps we are taking include:

- The creation of an IT Strategic Plan to give us direction and to analyze what our needs are. This should be completed by Fall 2012, and there will doubtless be recommendations that may require financial resources to accomplish. There is no way to quantify these at this time.
- We are getting a great deal of support from the City's Chief Technology Officer at no additional charge to us.
- Usage of our Web site is increasing rapidly. Many of our users now only access the Library online. It has literally become an eleventh branch. Just as our facilities demand upgrading, so does our web site in order to be able to provide service at the level expected by the public. One of the Code for America interns assigned to Santa Cruz has taken on the Library's Web Page as his 20% project. This enables him to spend up to 20% of his non-primary project time on analyzing the library's web page and recommending how it should be changed to meet current standards, customer expectations and usability. Once we have his report, it may be necessary to contract for the recommended changes to be made as it is unlikely our Webmaster will have the time for a major overhaul of the web site if that is recommended. Once again, no estimate is available, but we have had quotes to redesign our website for about \$80,000. Since the analysis is being done at no charge, it is likely this cost will be reduced but will still be substantial and is currently unfunded.
- There is growing demand for mobile applications and equipment. This includes items such as in-house use of i-pads, laptops and other mobile devices as well as access to the library's virtual resources via smart phones. Implementing mobile services requires funding for the devices themselves as well as initial and ongoing technical support and content. General estimates are that \$100-150,000 could be needed to launch comprehensive mobile initiatives.

Facilities Improvement: The Compromise Service Model did provide some funds for long and short term facilities improvement. Long term, the funding of a facilities master plan is the first step in identifying and prioritizing long term needs. That plan was budgeted in FY11/12 and should be completed by the end of this calendar year. This will

surely have recommendations for needs that can only be met by a major funding initiative such as a bond or parcel tax.

Short term, the Compromise Service Model provided for \$10,000 for FY12/13 for remodeling that will facilitate single point of service. That increases to \$20,000 in FY13/14. There is also \$25,000 for this same purpose for the Downtown branch in FY12/13. These funds will be used to redesign service desks and do minor rearranging, recabing, etc. The major barrier to accomplishing this is staff time. There is no one with the time to devote to project management. One idea that is being considered involves staff resources that may become available if the operational volunteers in the branches are replaced by Library Aides.

The two Americorps Volunteers could handle most of the volunteer functions, and the Volunteer Coordinator could split her time between that position and Project Manager. We can have the Americorps Volunteers for two more years, which would coincide well with the timeline for the funding allotted for short term improvements. Until we are able to devote staff time to analyzing specific branch short term needs, we won't know if the designated funds are sufficient.

In La Selva Beach, there are some other funds available through the Friends and a bequest that will be used to begin a small remodel process there. An initial meeting was held in March, and an in depth planning session is scheduled for May.

Additional Factors

As seen in the two examples above there is still a lot of uncertainty. Every year additional concerns are raised that need addressing that require a commitment of financial resources. Our budget does not typically include a contingency component; yet clearly each year such needs arise. This past year unexpected mold issues in Aptos and legally required modifications to the Bookmobile resulted in over \$30,000 in unanticipated costs. In February the Board approved additional appropriations to address concerns that arose as a result of migrating to a new computer system followed by the new service model, staff shortages in the Library Information Technology Department, and to address several public service issues.

This coming year the Facilities Master Plan will surely recommend short and long term; substantial and modest improvements. We know we have an aging infrastructure and expect this plan to identify a process for planning for related needs.

Another area of growing concern is patron and staff health and safety. We have been experiencing more incidents requiring law enforcement assistance. With reduced staff "on the floor" there are fewer staff available to deal with problems and, when they do, customer service to other patrons who need staff help with library related matters, suffers. First Alarm Security was contacted to determine the cost of having a contract security guard about 50 hours per week. This would be \$57,200.

These few examples make clear that having some "room" in the annual budget for expenditures for measures that help accomplish the objectives in the strategic plan and improve our customers' library experiences should be given careful consideration.

7. Staff Survey Results

Staff were asked four open ended questions. Forty two responses were received. The number in parentheses next to each question indicates the number of responses received. The complete list of responses is in Appendix III. Please note that references to specific individuals or remarks directed towards an individual have been edited or deleted. A key comment for each question is also included.

1. What do you feel is working well with the new service model as implemented thus far? (40)
2. What do you feel is not working well with the new service model as implemented thus far? (42)
3. What are your recommendations for how the service model can be improved? (40)
4. The Library Joint Powers Board has asked for staff recommendations on improvements that do not involve additional staff. What do you recommend? (30)

In response to the first question about what is working well most frequently mentioned were:

- The new hours; particularly Fridays
- Centralized Reference and Programming
- The team approach including enhanced communication and strong support for co-workers

Also mentioned were self check growing in popularity and the sense that it has been challenging and requiring adjustment but overall a good experience.

What is not working well resulted in a more diverse set of responses:

- Finding materials on the shelves is much more difficult- items are not where they are supposed to be and no shelf reading is happening
- The Library Information Technology (LIT) Division is overwhelmed and understaffed
- Many technology related deficiencies as a result of not enough time and money being devoted to technology. This includes all aspects including Evergreen, self check, the PCs themselves, software available, timing, printing wifi, etc.
- Not enough staff to provide the same level of service as previously, tasks are not getting done and supervisors have too large a span of control. There is no time off desk for meetings, training and various other tasks
- The extensive use of volunteers is unrealistic and ineffective. There are not enough of them and those we do have are not all reliable in terms of just showing up.
- Growing concerns for security with less staff to deal with problems.

Recommendations for improvement include:

- Either more staff or less hours
- Less reliance on volunteers
- Improving technology including more LIT staff and more money devoted to technology
- Need a second in command in some locations
- More library aide hours
- Create physical spaces that facilitate the service model

It should be noted that the remediation scenario does address all these concerns with the exception of the last one. This is partially addressed by the service model itself which does provide some funding starting in FY12/13 for minor physical modifications.

Recommendations for improvement that do not include staff reiterate many of the suggestions provided in the previous question. While these do not require expenditures on staff, many do require financial support to accomplish.

- Better technology: self serve, support, training, Evergreen, print queue management
- Smaller branches closed or volunteer run
- Reliable volunteers
- Reduce hours
- Require all patrons to use self check
- Implement floating collections
- Increase staff training
- Make physical changes that enable single point of service.

APPENDIX I: REMEDIATION SCENARIO:

REGULAR STAFF

LOCATION	Current Classification	Current FTE	Revised Classification	Revised FTE	# Hours Increased
Aptos	LAI	25		40	15
Aptos	LAI	25		30	5
Aptos	LAI	20		25	5
B40	LAI	30		35	5
B40	LAII	30		40	10
Capitola	LAII	30		40	10
Capitola	LAI	30		35	5
DTN	LAI	20		25	5
DTN	LAI	20		25	5
DTN	LAI	20		25	5
DTN	LAI	30		40	10
DTN	LAI	30		40	10
DTN	LAI	20		25	5
LO	LAI	30		35	5
SV	LAI	25		40	15
SV	LAI	25		30	5
SV	LAI	20		25	5
PIP	Information Specialist	30		40	10
PIP	BKM LAI	20		29	9
PIP	Librarian II	30		40	10
DTN	NEW		LAII	40	40
LO	NEW		LAI	20	20
TOTAL ADDITIONAL HOURS					214

LIBRARY AIDES

Library Aides	#Wkly Hours (using volunteers)	#Wkly Hours (not using volunteers)
Aptos	90	98
BC	30	30
B40	46	54
Capitola	49	57
DTN	258	266
Felton	25	25
GP	25	25
LSB	20	20
LO	72	80
SV	110	118
TOTAL HOURS	725	773

APPENDIX II: 80% and 90% SCENARIOS: STAFF HOURS

REGULAR STAFF: 80%

B40	LAI	30	LAI	40	10
Capitola	LAI	30	LAI	40	10
Capitola	LAI	30	LAI	40	10
DTN	LAI	20	LAI	25	5
DTN	LAI	20	LAI	25	5
DTN	LAI	20	LAI	25	5
DTN	LAI	30	LAI	40	10
DTN	LAI	30	LAI	40	10
DTN	LAI	20	LAI	25	5
Felton	LAI	25	LAI	29	4
GP	LAI	25	LAI	29	4
LSB	LAI	25	LAI	29	4
LO	LAI	30	LAI	35	5
SV	LAI	25	LAI	40	15
SV	LAI	25	LAI	30	5
SV	LAI	20	LAI	25	5
PIP	Information Specialist	30	Information Specialist	40	10
PIP	BKM LAI	20	BKM LAI	29	9
PIP	Librarian II	30	Librarian II	40	10
DTN	NEW		LAI	40	40
LO			LAI	20	20
TOTAL ADDITIONAL HOURS					231

LIBRARY AIDES: 80%

Library Aides	#Wkly Hours (using volunteers)	#Wkly Hours (not using volunteers)
Aptos	90	98
BC	30	30
B40	46	54
Capitola	53	61
DTN	258	266
Felton	29	29
GP	29	29
LSB	24	24
LO	76	84
SV	110	118
TOTAL HOURS	745	793

REGULAR STAFF: 90%

LOCATION	Current Classification	Current FTE	Revised Classification	90% Hours Per Week	Increase in Hours
Aptos	LAI	25	LAI	40	15
Aptos	LAI	25	LAI	30	5
Aptos	LAI	20	LAI	25	5
B40	LAI	30	LAI	30	0
B40	LAI	30	LAI	40	10
Capitola	LAI	30	LAI	40	10
Capitola	LAI	30	LAI	32	2
DTN	LAI	20	LAI	25	5
DTN	LAI	20	LAI	25	5
DTN	LAI	20	LAI	25	5
DTN	LAI	30	LAI	40	10
DTN	LAI	30	LAI	40	10
DTN	LAI	20	LAI	25	5
Felton	LAI	25	LAI	32	7
GP	LAI	25	LAI	32	7
LSB	LAI	25	LAI	32	7
LO	LAI	30	LAI	40	10
SV	LAI	25	LAI	40	15
SV	LAI	25	LAI	30	5
SV	LAI	20	LAI	25	5
PIP	Information Specialist	30	Information Specialist	40	10
PIP	BKM LAI	20	BKM LAI	29	9
PIP	Librarian II	30	Librarian II	40	10
DTN	NEW		LAI	40	40
LO	NEW		LAI	22	22
B40	NEW		LAI	20	20
Capitola	NEW		LAI	20	20
TOTAL ADDITIONAL HOURS					274

LIBRARY AIDES: 90%

	#Wkly Hours (using volunteers)	#Wkly Hours (not using volunteers)
Aptos	90	98
BC	34	34
B40	54	62
Capitola	65	73
DTN	258	266
Felton	36	36
GP	36	36
LSB	31	31
LO	88	96
SV	110	118
TOTAL HOURS	802	850

APPENDIX III: SURVEY COMMENTS

- The comments are included as written except where references to specific individuals or remarks directed towards an individual have been edited or deleted.
- Each “paragraph” represents an individual’s response to that question
- EG stands for Evergreen, the new ILS

1. What do you feel is working well with the new service model as implemented thus far?

The increase in hours is popular with the patrons - particularly being open on Fridays. The attention that CMS has been able to give to our digital resources has been great. We seem to be moving in a more cohesive direction in our online resources. We've been able to look at our resources and services with fresh eyes, which has been helpful. A good example of this is the re-vamping of our local history collection.

Branch services seem to be functioning OK, at least where I work, but this is because we're offering less service and because we have excellent aides and volunteers. The public are happy enough to have the doors open that it seems to compensate for the waiting and other inconveniences they endure.

Centralized storytime and programming; library specialists doing a good job with creating value for our library; Liquid Space; we finally don't have to borrow money from the city to make payroll;

I think that after the first month things began to work more smoothly than they had in January. I don't know if I'd say that anything is working well so much as it's working.

The ability to try new jobs has been challenging but a great experience.

For a bare bones operation, it is limping along. Programming works well.

Patrons are very happy about the extended open hours.

More library hours have been effective with our patrons. With one exception Evergreen is working fine. (*editor's note: this refers to a later response that says, "EG has a way too high recall without precision."*)

1) The public enjoys more open hours. 2) Self-check is working pretty well. 3) EG is more flexible than DRA.

Public is happy with the new hours and with the fact that all the branches remain open.

The patrons like our new, extended hours. However, most are not happy when they learn of the cost (lay-offs & cuts in people's hours).

Patrons like the additional open hours, especially Fridays. That's about all I can come up with. Oh - I believe patrons are still getting great customer service from the staff, despite the problems enumerated below, and I believe the public appreciates that. The staff is doing a great job under very trying and challenging circumstances.

Patrons like the enhanced hours. Teamwork has been exceptional. The learning systems organization concept is a good one and has potential to develop further provided management consults with staff (not just the staff they like best) and listens to all ideas with an open mind

I think that centralizing Reference and Programming services is working well and will get even better over time.

The team approach has enhanced communication among staff members and fostered stronger support for coworkers. I also noticed teams respond and adapt more quickly to internal and external changes. For example, Reference quickly adapted to the influx of patrons using the library during recent storms and the accompanying behavior and crowding. By targeting areas known to be a problem, they helped to mitigate the situation. Among the Selectors, there's been a huge learning curve with our new responsibilities, but working as a team has provided a supportive learning workplace. I'm confident that we will get our training wheels off during the coming year.

Public seems happy with it. Some of the volunteers are dependable and great.

The patrons love the new open hours. I'm actually surprised that we can handle the workflow much of the time, with our reduced staff. It keeps us hopping.

I think circulation staffing at the smaller Branches (BC, FEL, GP, LSB) is working well.

The public likes the more open hours.

I feel the Reference Team has been working well together. We've been sharing information, helping each other out, rotating desk shifts, and finding solutions to problems together. Having Reference staff work shifts at branches besides DTN has also helped with information sharing and finding solutions and better alternatives to common issues.

Having branches open Friday. Hours are generally popular with the public.

At first, it was crazy. Everything was so different all of a sudden!

Patrons seem happy with more open hours. Self check, while not perfect, is gaining in popularity and comfort of use.

It is good to offer the public the chance to do more things for themselves. But, enough staff need to be available, AT ALL TIMES, to give any help that is needed.

More open hours for public

1. Public likes the increased hours 2. Some staff have latitude to take on new projects 3. Training has been encouraged

Can't think of anything, except at this small branch we don't work the staff the way the larger branches do, so there aren't the problems that the larger branches have. Volunteers are doing a good job helping to shelf items.

Library aide position seems to be functioning better (at DTN) their assignment to zones helps them to complete tasks

Not much! What I hear most often from patrons is. "Why isn't there any staff to help me?"

Libraries are open more hours. Staff spend more time working, less time doing nothing.

The self-check machines are helping circulation staff find some time to try to finish other tasks.

Honestly, I can not identify what the "service model" is.

1) Most borrowers are using self-check for routine transactions. 2) Single point of service seems to be catching on, nice not to have to send people waiting at one desk to another (except for DTN)

The patrons are happy with more hours and open Fridays.

The public is thrilled that we are open on Fridays now

Separating materials handling from customer service- particularly where physical space facilitates this separation.

Some of the centralized and then delivered programming seems to be working well.

In my new position I'm not responsible for such a broad scope of duties which was leaving me exhausted and feeling like I was doing a million tasks but none of them well. In the new model my work is primarily focused in one area. Another plus is the way school community service volunteers are working on set projects on set days.

Nothing is working well. Everybody is suffering and barely getting by let alone catching up. Its a disaster!!!! Lowest moral in years here at the library.

The public is very happy with the extended hours and more open days at some branches.

2. What do you feel is not working well with the new service model as implemented thus far?

Finding materials is much more difficult. Books and media aren't being returned to the shelves and there is no shelf-reading so the shelves are often a mess. This is a huge challenge for reference staff who are looking for SPECIFIC items - not just browsing. You are often on a wild goose chase when trying to track down materials for patrons, which is frustrating. The public expects us to keep the collection in order. There is not enough staff in these buildings. Central and the other large branches (particularly SV) are under-staffed. There's frequently no aide upstairs at DTN - there have been several days in the last few weeks when there was only one aide in the building. This lack of staff is a security issue at a branch like DTN. We're constantly constrained by our technology issues: printers not working, wi-fi going down, no word processing at the internet terminals (we need MS Word - this is the standard for job apps, etc.), problems with the authentication system, etc. Technology was touted as being improved in the new service model, but this has not really come to fruition for patrons and staff on the floor. Our IT staff is outstanding, but I think they're overwhelmed and understaffed. The lack of staff is making it hard to provide the same level of service as we did before. We're being barraged with new resources to evaluate, and requests to modify/improve service, but there is no time to schedule meetings and attend trainings to adequately deal with these things - we're on the desk all the time.

It seems as though downtown staff and those in the headquarters building are having a tough time keeping up, as do the couriers. We all have to suffer equally, and the same things we used to get in a day arrive in two or three.

Our technology for patrons; not enough LIT staff; we need more training and updates for EG; titles on EG that show up with no holdings should be removed from the database, very confusing for patrons and staff; the expectation that staff can give the same level of customer service as before but with less people

I think that the main problem with the new system is the lack of staff. I know it's a monetary issue but less staff plus the same amount of patrons does not a functioning library system make. From an inside perspective, branches like Felton and LSB could have been sold/run by the FSCPL instead of cutting clerks at larger branches. Small branches function fine with less staff but places like Central and LO are suffering. Our books are barely getting shelved in good time, nothing is being shelf-read, patrons are screwing up self-checks because no one is available to help them out. So far the public has been mostly accepting of the new model but the staff are the ones who are hurt.

I believe there are areas that are missing a lead person whereby staff could go to that particular lead with task that need to be done, and they in turn can assign tasks that need to be completed. Certain tasks have fallen through the cracks, and no one knew, or there was no one to do it, and no one to tell. I think this is especially true in Reference. Some of these tasks are essential to the smooth operation of a branch.

Self check machines are confusing to patrons. The screen does not explain why the patron is having a problem. Many many items are lost or can't be found. All it takes is for a volunteer or a staff member missing to cause a cascade of problems as fewer people are trying to keep up the work. Patron's still demand a lot of reference time. Staff is struggling with part time work. Many are working all the sub shifts they can get for survival. Some are working without any days off at all. They have become the walking wounded.

The system is just too short-staffed. Tasks are either not getting done or are severely taxing staff to do them (eg weeding, purchasing, shelving). Also, the timing of switching to EG so close to the implementation of the new model has made it very difficult for the LIT dept. to work out the kinks and non-compatibility issues with EG and our system's needs. Relying on volunteers to do the work of staff is unrealistic and ineffective.

Three issues: 1. EG has a way too high recall without precision. For example, it has no exact match function so I get a LOT of hits on a "title" search when I should just get the exact match title or a zero hit if we do not have it. 2. Two-hour shifts are too short - minimum should be three. 3. Often, there is only the reference librarian in YP, even though pages are scheduled, there are periods of time when only one person is 'upstairs' which could have security issues.

EG- from the patron's home computer has some problems: 1) should notify clearly the status of an item on request list- 'Ready for Pick-up' in green or 'Not filled request' in red (just as a suggestion...), and clearly show the ranking on the queue-list. Notification is important. make a clear distinction- this item is 'Ready for Pick-up' or the following items will accrue fines if not returned or renewed. Make the e-mail look different so patron can tell what the e-mail is just at a glance. 'Do they have an item 'Ready for Pick-up'..OR might they be accruing fines?'

staff is stretched too far. volunteers are not as plentiful or regular as promised. Expectations for services and programs are far to high for the number of staff still working. Teams don't seem to be as cohesive as I would have expected by now - 3 and a half months into the new service model. Stress levels for staff remain very high.

I have heard that the larger branches, like SV, are really struggling with the limited staff.

Lack of staff; on-call staff doesn't know where their station will be when they show up at central. Items not being checked in properly. Assignments are too short. At central the children's room has people coming and going every 2 hours. No one has responsibility and the knowledge to make it a thriving place anymore.

Too few staff members at branches. Long on-desk shifts (5-6 hours) are not good -especially since we are mostly dealing with problems unhappy patrons have. No time to check & respond to emails; no time to attend training or webinars; too much work for staff even with terrific Aides and volunteers; everyone is getting burnt out even those who are really good at customer service.

There are really too many issues to cover. Here's a brief list, in no particular order: Too many technical problems with public computers, printing, wifi disconnects, etc. These are chronic problems, not directly related to the service model, but because we have fewer staff, is even more problematic, and takes time to deal with that we no longer have. Fewer staff = diminished capability to monitor patron behavioral problems, especially Downtown. Not conducive to a "welcoming place." Volunteer program doesn't appear to be successful. Tasks that volunteers were supposed to keep up with aren't happening: shelving, stack maintenance, shelf reading, etc. Items that are supposed to be on shelf can't be found, staff have to take additional time trying to find items. Too many problems with the ILS. Things don't work properly (new items, acquisitions, marc fields that don't display or aren't searchable, etc.), so work-arounds have to be implemented, which eats up more time for staff and LIT.

Across the board, the staffing levels are not commensurate with workload. Staff are trying to meet past expectations as well as newer expectation, and with reduced staff. This was not the original intent of the service model--or was it? Workflow is not being closely evaluated by managers or coordinators, the result being that some staff are doing more than others, some are overwhelmed, others are floundering. No one is sure how much is expected of them. The efficiencies based on centralized staff with core teams of staff, e.g. three or four selectors, are not working as conceived. There are not enough reference librarians and selectors are needed to work on the public desks. Assigned desk staff are on public desks too many hours and it is not particularly healthy for either body or mind. The materials collections are dated to an embarrassing degree and need to be a priority with sufficient staff able to concentrate on upgrades. ILL services are long overdue. Volunteers are not yet forthcoming for operational needs. It is frustrating trying to find items on the shelves DTN. Far too many are missing and we are not sure why--is our self-check less than optimal for keeping track of materials, or are we just too short staffed to care for the collection?

We don't have enough staff to take care of the necessary tasks of running our branches. Expecting any staff member who comes across a problem situation to deal with that situation directly is inappropriate when the situation is out of their job description (knowledge level, training, etc...). We need managers to deal with situations like these.

There have been unrealistic volunteer expectations in terms of how much volunteers can contribute to the smoooooth running of the library system. Every volunteer needs to be supervised. Staff is reaching the angle of repose when it comes to our new ILS system. I've had unrealistic expectations that we would have greater functionality at this point. However, I know LIT is doing everything they can at this point and that it's really an EverGreen issue.

Some branches are overwhelmed; branch staff often does not have time to get anything done as they don't arrive at the branch until it opens; materials cannot be located when they're supposed to be available; most staff I talk to are very stressed out; many people are now specialized and are losing their skills in areas in which they are no longer being used.

Too many items are missing, either walked out the door intentionally or not properly checked on the self-check machines. Too many items are not checked in properly and patrons ask us to mark them "claims returned". No search lists. No staff available to monitor rowdy teens after school bothering other patrons. Public internet computers don't work half the time (@ SV).

I don't believe the staffing at the medium and larger Branches (APT, CAP, DTN, LO, SV) is working well- they need a second in command and more aides. Additionally, no one took into account the amount of supervising the PICs are expected to do with staff and volunteers.

We don't have the people to help the patrons check out their items with Evergreen. We don't have the staff to cover off desk duties, since no one is ever off desk who works in the branches. We don't have enough staff to cover the desks while open. And those we do have, are working 5 hours straight and are going to start getting injured and burnt out and leaving. There was a reason we went from a 2 person 4 hour desk shift to a 3 person 4 hour desk shift to a 4 person 3 hour desk shift. It was to cut down on the injuries that were occurring from repetitive motion injuries. Now no one has any diversity in duties on the desk, and repetitive motion injuries are starting to flare up again. Doing more with less never works well.

Centralized programming and selection seem to have taken some time to get to a place where they are performing smoothly, but overall that is working. Some branches seem to be functioning smoothly, and others aren't.

Understaffing. Narrowing of functions is decreasing staff's flexibility. Too many workers no longer deal directly with the public. Too many have been consigned to drudgery. A few have been relieved of accountability and are underworked. Senior management is perceived as having opted out of its responsibilities. Managers spend too much time in meetings and not enough time in the field. Volunteers aren't showing up. Aides are exploited and becoming less reliable as they burn out.

How much time someone spends on the desk. And sometimes people seem to get confused about where they need to be next.

Staff is getting burnt out. There is not enough variety, so no matter where you end up, you'll be sick of whatever it is soon enough. And there is just plain too much work for too few people. 20+ hours of desk shifts a week is too much. We are putting too much of a load on our library aides. They are being asked to perform an unreasonable physical workload. There is inadequate time to accomplish "off desk" tasks such as damages or deposits or building issues. Volunteers are not an adequate replacement for staff, and they require a large amount of supervision for some time, until they are seasoned. The chances that they will stay that long are not great. Staff does not have the time to supervise volunteers. Lots and lots of mistakes are happening because there is no time for quality control. The amount of claims returned items is through the roof, and it's not the patron's fault. It is embarrassing to attempt to provide customer service when we are so hampered by a poorly working model. Staff looks inept, but we are doing our best. It is utterly demoralizing.

I feel that the service model is basically flawed. 1) The service model is using workers that are classified as temporary to do things that are not temporary -- I don't feel that temporary workers should be used to keep the doors open. 2) The proportion of part-time to full-time workers, is out-of-balance. When the proportion of part-time workers gets as high as the service model provides for, moral suffers. Staff do not see any chance of getting/keeping a full-time job. The Library will not be able to keep/hire the high quality of worker, if it cannot offer full-time high quality work for the worker to do.

Very little time for staff development or time to attend training workshops; at branches the staff is on desk too many hours so you have to learn the way of evergreen while working with the public instead of in a learning situation; staff burn out trying to keep up with who is doing what & where & who to refer questions or problems to; volunteers do not show up as scheduled; very little time for quality control of discharging & shelving as a result can't find things in the branches; no reports generated for lost or claim returns; technology breakdowns with band aid approach for fixes; too little staff at branches to cover desk shifts & deal with problem patrons; staffing model moved some staff to new positions with new challenges and left other staff in place where they continue to work as before with the same mind set of how things should be done without any changes; too few staff left to operate and manage problems, challenges, and provide confidence to staff that management knows what to do to help staff move forward; management structure too stretched with too many things to do & too many staff to supervise; staff has not had a chance to completely understand all of the things that have changed in a learning situation instead you have to learn "on the run" and play catch up to maintain a sense of knowledge of staffing, service model, evergreen, new ways of working -ie. collectionHQ, liquidspace, ways of noticing patrons, programs & services to public, new ways of presenting reference, e-readers and still have a sense that you are doing your best with any kind of job satisfaction. The staff is just too crispy to take on just one more task!!

1. The librarians are underutilized. These are professionals with years of experience whose jobs have been fragmented. The reference librarians are being used basically as warm bodies to fill seats that could as easily be filled by on-calls. This is a false economy, as work they could be doing is not being done, and time and money are spent as they travel to branches. 2. The branches, at least the larger ones, are suffering from a lack of on-site management. There is sense of constantly playing "catch-up" with no time or staff available to make the branch pleasing and welcoming, with attractive displays. 3. Staff morale is at the lowest it's been in as long as I've been here, 10+ years. Please don't underestimate the importance of morale -- it is the engine driving any organization. 4. There is a feeling of no one in charge -- anywhere. So much attention has been placed on dividing tasks and responsibilities that the bigger picture is overlooked; the forest is not being seen because of the trees. 5. The Downtown branch is messy, dirty, and smelly. The building is too big not to have someone in an oversight position (the PIC is mainly concerned with circulation). The building can feel unsafe and uncomfortable, and many patrons will not go there.

Not enough regular staff and not enough hours for regular staff. Depending on volunteers doesn't work in terms of having regular work done. Depending on temp. p.t. workers doesn't work either. The time it takes to do scheduling and replacing them, is tremendous. Our branch has wonderful aides but they don't replace the regular staff in terms of regularity of scheduling/working. The work for staff at the branches, other than the PIC tends to be repetitious which is boring for people and is starting to create repetitive injuries, which will only get worse with time. If our branch were following the new service model to the letter, these problems would be greatly accelerated. Having LA's just deal with the public on circulation desks, and not have other, varied duties, is resulting in patron burn-out as well. The fact that many patrons only come to the circ. desk when there are problems, means that the positive work with the public has become very limited. The idea of "rovers" doesn't work if there isn't enough staff to take care of regular desk duties. Having only MLS librarians do reference, Readers' Advisory, programming etc., even though the LA positions require college credits--if not degrees--doesn't allow our educated and knowledgeable staff in non-librarian positions to use their expertise to help patrons. It's a waste of personnel and costs extra money for the system. I'm not sure, when the Director was talking about evening out the jobs so that they would be more flexible, that the staff and public realized that this only related to the "professional" staff. That the non-professional staff would become more, assembly-line type workers rather than the public service workers they used to be. I've had a lot of complaints from patrons about the New Model because of this.

DTN part timers have almost no off desk time to complete necessary tasks (i.e. damages) which takes time and concentration in order to do correctly. 5 hr desk shifts create stress, injuries, and burn out. There is barely time to read emails about policy, problems, etc. Patrons are not being given very good service, and often ask not to use self check

Not enough staff.

Staff are assigned with little regard for their personal strengths. Branch staff have no off-desk time, do not have a variety of duties to keep them stimulated and challenged. There are not enough Aides to do all the work they are supposed to do, Library Assistants have to help with those tasks. Shelving volunteers are useless.

The reduction in staff hours and increase in open hours has made keeping up with our workload impossible. The apparent refusal of management to acknowledge there are problems (i.e., no 'negative' comments, no complaining, ignoring any comments by the staff that don't fit some preconceived 'vision', a failure to acknowledgement problems so they can be fixed) has undercut moral and left staff feeling abandoned by management. While a fragrant paper-trail might help pad certain individual's resumes in the future, sanitizing problems from PIC monthly reports and ignoring the staff that keep the SCPL running from day to day is ridiculously counter-productive.

If the catalog is considered as part of the model, it is a disaster. Not one patron has said "oh, I love the new catalog." I get several complaints every day, and patrons are more reliant on staff to do searches. Staff are on desk shifts too long. Service has been reduced.

1) Service desk staff at larger branches can be worn out by the barrage of difficult or complex patron issues, with little respite on some shifts. In the previous model, there were other tasks such as routing in books, or preparing for a program, to provide a break. 2) At any service desk it is inconvenient to have a PC without a receipt printer - if we have started helping a patron and they decide they need a receipt we must waste paper by printing out on the regular printer. We do need all the PC's or we will have even longer lines.

The amount of day-to-day work piles up on those days of heavy patron visits (most days of the week, it seems!)... Sometimes the quieter days are not enough to get totally caught up with shelving, damages, routing, borrower regs, and other work not requiring face-to-face interaction with patrons, as used to happen in the past. I see some employees getting "burnt out" with the constant rush to keep up. Satisfaction with accomplishment is low. The fact that LAs are now just supposed to be at the circ desk waiting for patrons, rather than pitching in and helping with checkins & routing, is impractical AND causes resentment among those to whom these jobs fall who cannot keep up with the workload. The volunteers are definitely not supporting these functions enough. At many branches, when they can, the LAs do pitch in, which does foster a better sense of teamwork and is much appreciated. One more side effect of the new model is that product that is actually on the shelves is not in very good order as there is no longer time for shelf-reading.

Not enough time and or money is being put into the technology. We are spending way too much time dealing with faulty internet, printing, WIFI, word processing, etc. Patrons are mad and we are taking the hits and left sputtering apologies without an explanation as to why things are not working. We are still learning Evergreen as well so that has been taking extra time as well.

The same thing working above also does not work when the volume of materials is so large and the number of people handling it is so few that frequent errors occur. I have noticed more complaints about materials handling errors- finding items on the shelf that have a status of in-transit or checked out. This has consequences for the success of self-check machines, and

frequently results in people bringing home materials that are not properly checked out. We are not getting the level of volunteer support that this model is predicated on. Volunteer are frequently unreliable and do not appear for critical shifts. Some people spend their working hours exclusively on the desk or preparing to open. This means they don't have time to read email in order to stay up-to-date with important internal communications. This also leaves little time for learning and reflecting on ways to improve workflow. The level of information services provided is suffering. People are not getting through to telephone reference in a reasonable amount of time. Often questions that could have been answered on the spot are being made into appointments or callbacks. There is no second in command which is critical in larger facilities. Morale is low and people are exhausted. People feel completely devalued by management, the board, and the public.

Lack of well-trained or actually consistent volunteers to do the shelving and other off desk duties is seriously impacting the few staff.

Patrons are not getting the service they need, especially reference help. At one branch I have seen, it seems like the staff has abandoned the library and patrons have been left to fend for themselves. The shelves are in disarray, many items are not being handled properly, because there is just too much for circulation staff to manage. Every time I work at a branch I find items on shelves that are still charged to patrons. The idea of the library bringing a sense of community to a neighborhood is gone as well, since the regular staff were part of that community and now there are different people every shift.

Too many things to list that is NOT working well.

As an LA II working on the desk during slow times can be boring.

3. What are your recommendations for how the service model can be improved?

We need more staff - plain and simple. It is not possible to cut staff and increase hours and expect to provide the same level of service. We're supposed to be more efficient, but replacing staff with volunteers has made us more inefficient. We need trained, invested workers to keep us running smoothly.

We could maximize our quality time with the public if our technology worked better. I think hiring more people in LIT and spending more money on newer computers for the public would free staff up from handling the same problems repeatedly and listening to patron complaints about our technology.

Add a few more hours for staff at the regional branches, maybe consider a second in command at regional branches so PIC's can take vacations, etc.

I think that the aides need more hours all around because A) volunteers are not reliable for shelving/misc tasks, and B) in big branches, things are backed up. The slower the turn-around on books, the angrier the patrons become, which only pisses off everyone else.

1. DTN need a Reference Supervisor 2. Some branches need more help with shelving, I don't believe there are enough volunteers. Although well intentioned, the volunteer program doesn't seem to be very well.

Improve the self-check machines! Take credit cards! Give remaining staff back their full time status. More meeting reports back to the workers. It is shocking for us to find out about the library in the newspaper! Better training for volunteers. Fix the public computers!

Increase staff.

If we are losing books and materials, perhaps a better security system can be implemented (or reimplemented).

1) Allow EG to call patron's instead of only notification by e-mail. 2) Suggest a print card- setup when a patron orders prints from a public internet computer.

In order for the program team to do its work more efficiently, we need centralized space for materials as well as dedicated space at each branch for materials. This is of immediate concern as we will not have the storage unit after June 30. We also need time to get this organized.

I feel like too many people were assigned the same positions they previously held. An example would be collection maintenance. It would be nice to have given others an opportunity to learn cataloging, etc. When you have the same people doing the same job the opportunity to change things up with fresh faces doesn't really happen.

More staff.

I wish I had some...The old expression "you can't make a silk purse out of a sow's ear," comes to mind. The technical problems we currently have will probably be fixed eventually, and that will help.

More hands-on by system managers. There is more communication going on than in previous months, and still not enough

We need more staff or hours need to be decreased. Finding materials on the shelves is becoming increasingly more difficult. Mistakes are rampant in shelving, checking in materials, and placing materials on hold shelves. We need more staff to keep up with these crucial tasks. We need more staff in LIT to deal with all the problems the system is having with technological issues. We need more mid-level managers.

I really think that there should be Sunday hours in at least one branch in the San Lorenzo Valley. There are so many people from my church in Felton that often ask me about this. It's too far for them to go Downtown, and they always comment on how dangerous it is. We not only need items to be shelved, the shelves are horribly out of order. It's a bit of a crap shoot if a patron going to find an item on the shelf if it says available.

Add staff and let people do shifts in other areas to keep their skills and interests current.

We definitely need more staff at certain times of the day. Lib. Aides are under too much pressure when the work (route-in's & discharges) piles up and mistakes are made. More hands would make the workload lighter & the results more accurate.

Increase the number of aides at the medium and larger Branches.

We need more staff. If not more staff, we need security for library items, since a lot is walking out the door. If not any of those things, the para-professional staff needs to hear from the Library Director herself, that shelving items, repairs, off-desk duties and long lines of patrons can wait or not be done at all. That they are to take their breaks and lunches, by just walking off and leaving the public to wait, or use self-check, that the library is no longer about great service or even really good service, but about self service by the public.

More library aide hours. More reference staff hours so that phones do not need to be answered at the reference desk during busy hours.

Increase staffing. Allow workers more variety in their tasks. Stop segregating functions; bring HQ staff back to DTN. Require managers to take responsibility. Tell the JPB that services aren't free. Senior management needs to speak out.

I'm not sure. But something needs to be done.

I don't recommend that we keep this service model, because I think it is inherently flawed. However, supposing that we are stuck with it, at least for the moment, I recommend that the "robust volunteer program" kick into high gear in a hurry. We need more staff to oversee this at the HDQ level, so that branch staff is not having to spend so much time with it.

1) Make Library Aides permanent workers. There may need to be made a lower level of temporary worker (equivalent to the volunteer shelver). 2) Make more full-time positions. 3) Give staff enough off-desk time to do their off-desk work.

More staff, training in evergreen, time to learn and feel confident that policy is correct when working with problems, less emphasis on using volunteers as they require much training and hand holding, no quality control regarding their work, don't increase open hours until we are working with the present structure efficiently

1. Have librarians in charge as branch managers at the largest branches; the PIC's can continue with what they're doing, such as overseeing circulation and scheduling. The branch librarians/managers can do reference in the afternoons, and on an as-needed basis in the mornings. Use their skills and talents for collection maintenance (weeding, doing displays); programming; community outreach (meet with chambers of commerce in their communities, join Rotary, visit schools). Most important, have the branch managers work to build staff morale and a sense of branch identity. None of these things (aside from programming) are now being done.

Grandfather the laid-off and otherwise down-graded staff-- to take into account their years of experience in the library system, into positions that they actually are trained for and have experience in. It might have been legal, but it wasn't reasonable or ethical. Not for the public or the staff. If one is going to make the system more flexible, than include all of the staff in that process, not just the "professionals." Add back regular staff and more staff hours to the branches. Get rid of the centralization of selectors and programming people so that they can still have a feel for the public they are supposed to be serving. I think the people of Santa Cruz are more interested in the "community" aspect of the library system as opposed to the flashy techno stuff that doesn't work.

At DTN, the ref desk should help with circ functions, for example, all printing could be done at ref desk, or route ins. We need more of a single point of service set up.

Hire back laid off staff.

Eliminate Librarian positions, add sub-professional staff. Don't try to do everything, admit our limitations, reduce programming and reference services.

Since the staff that works the public desks are all but ignored by management, have those who make decisions regarding the new service model actually come and experience it first-hand and work a public desk. Ignoring problems (i.e., defective software, equipment the service-model is not yet ready to take advantage of, under-staffing, etc.) will not solve them.

1) More self-service - let patrons pay fines on-line with a credit card. 2) Another way to pay for printouts - it's inefficient to collect and log in such small amounts in EG. Will the cash drawers be more efficient? A lot of mouse clicking in EG. 3) Allow LA II's a break from relentless customer service demands - let them do check-ins for half an hour or something for varied work. Suggest SCV, LIV, APT. DTN service desk already does route-ins. 4) I'm wondering if program delivery staff are similarly feeling maxed out by doing the same thing all the time (esp. storytime)? 5) Seems like it would be helpful to have a larger on-call Aide pool for those times when all the college students are on break or taking finals.

There MUST be more help with shelving, sorting, and general product movement to keep the carts empty, the shelves full and in proper order. Add more Aides or Aide hours, & encourage LAs and why not Librarians to help with whatever needs doing?

Immediately deal with the LIT problems. Use the money spent on Customer Service training to update all of the equipment, wiring, etc. including hiring the experts necessary to give us a basic system that works for the public. Too much effort is being put towards new programming and offering new services when we have not yet addressed the basic services. The needs of patrons who come in with very important simple tasks such as printing out job related material are not being met in some cases.

A second in command at the larger branches. Additional staff at Branciforte and Capitola as well. A head of the reference department to coordinate reference activities. Get over the idealistic and erroneous assumption that there is a cadre of high-impact volunteers willing to take over the jobs of paid staff and who will show up consistently. Add library AID hours for materials handling OR create a 2 tiered system which brings back the library "page" position. The page position could be a minimum wage student position which ONLY shelves books and the library AIDs can do the materials circulation handling. Create physical spaces that facilitate the service model. We are attempting to create a single point of service at locations which are not physically capable of supporting such a model. Space changes to get materials handling away from the public at those locations where it is not so would help also.

We need to increase paid staff! Relying on volunteers is NOT WORKING! Staff is incredibly stressed just trying to keep the day to day branch duties covered in order to provide even the most basic level of service. The self-checks require constant monitoring as patrons don't understand how to use them if there is any kind of problem and walk out with a lot of unchecked items.

Hire more regular staff to keep circulation processing and shelving current. Have larger branches staffed by librarians during all open hours.

Bring back the employees that got let go and bring back the 1/2 time workers to full time. Actually everything was working so well before this "change", so change it all back to what it was. If it's not broke, don't fix it.

I'd like to have the desk clerks more involved in material handling to keep busy.

4. The Library Joint Powers Board has asked for staff recommendations on improvements that do not involve additional staff. What do you recommend?

Better technology.

Make sure our technology for self service is working and make sure that current staff has the support and training we need to do our jobs and maybe some recognition by the board in regards to how hard staff is working these days

Although my faith in volunteers isn't the highest, I think letting Garfield Park, La Selva Beach, Felton, and Boulder Creek be run by volunteers/Friends of the SCPL would be more efficient. Take the paid librarians and LAs from those branches and send them to the bigger branches that need more help. It's not additional staff, per se, but a realignment of staff. Hell, in my experience you could have one person (aide or LA) work at Felton or LSB. The branches are small and quiet enough that a four hour shift is plenty of time to do everything necessary.

Are they serious? Much more money for technology. The amount of staff time it has taken to learn and troubleshoot Evergreen, might have been better used for a more "user friendly," ILS. Wonder what staff time costs have been?

Carefully evaluate the technology that is purchased. Make sure we can make it work before it is already obsolete. The new service model is dependent on technology. Basically technology is replacing staff. Which can be a good thing. Just make sure that when you replace that person with a machine, that the machine works! It is boggling that so many toys are being purchased that will be obsolete in a year, while staff is struggling.

Do not plan to increase open hours any further without additional staff.

Somehow, we must get books and resources back on the shelves in a more timely manner. I think subs (yes...even librarians) can be called in for a "shelf shift" to shelf these resources (a two-hour shift would work here).

Upgrade public computers- make them more user friendly, install the latest MS Office: Word, Excel for use in word processing and creating spread sheets. And make it easy for the public to print. Conduct classes: -resume writing; -internet 101 basics & advanced search techniques.

Volunteers that we can rely on to come regularly and do the work we ask them to do.

It's hard to run efficiently and in a timely manner without staff.

Go back to the old hours?

Do not add additional hours at this time, since staff can't cope well with the situation/hours that currently exist. The problems we currently have will only be exacerbated if we add open hours w/o additional staff. Only other REALISTIC suggestion would be to add more volunteers, significantly more, but we can't seem to get and keep the volunteers that we currently need to function adequately now. Other than that, I don't think we can improve the situation w/o more staff, unless we reconsider closing some branches, which no one seems to have the political will to do.

Cutting hours. We can't provide our services well with the current level of staff.

From a housekeeping point of view, and I hate to keep harping on this, but Downtown really needs some paint and carpet cleaning, if not carpet removal.

Getting rid of the JPB or have them work at the branches.

Have more consistency in setting up EG columns while checking in items, to show optimum information to the person watching the screen--looking for missed scans, for example. Have a more experienced staff check up on less experienced ones more often. Have more volunteer shelf readers looking inside each item (we find other branches' items on our shelves).

Dissolve the current JBP and start over with a new board.

Truthfully, what we need are more staff. If we can't have more staff, maybe we should close two or three branches and put those staff to work at the really busy branches. We need more staff to work the public desks, or make the public desks strictly for library card registration and money collection. No longer provide check-out at the circulation desk, make everyone use the self-check machines. Otherwise, our best bet would be to close down some hours. We also need a working Evergreen, not work arounds to make Evergreen work. We need to go to a floating collection, or something along those lines to help the courier drivers and their increased load. All of the efficiencies that were going to make having less staff easier, has not shown up. In fact some of it has made more work for staff. We need more volunteers who are going to come on a regular basis, and forget about their private lives and work hard for nothing. Which doesn't happen. I have a new volunteer that arrived about 8 weeks ago, out of those 8 weeks, she's been here for 4 of them. She's been gone for the last two weeks, New York, and I'm sure I'm going to have to go over everything again with her to make sure she remembers how to do the tasks she's agreed to do.

Repositioning or getting rid of the reference desk at DTN. It is a gigantic barrier between reference staff and the patrons. It would also be nice for patrons to not have to run back and forth between two desks located across the building from each other.

Improved IT. Improved ergonomics. Serious attention to security. This means actually doing these things rather than talking about improvements in meetings.

I don't like that idea. We need some extra people to make the workload easier.

I recommend that the members of the LJPB spend a couple hours shadowing public service staff during the busiest times of day at various branches, and then suggest we don't need additional staff. I would recommend they do the same when our library aides are faced with carts and carts of things to be reshelved, 25 crates of route-ins, and a full bin of returns. LJPB members stroll through branches occasionally for a few minutes. I'd like to see a serious investment of time on their parts to seeing what this model is really like from the perspective of staff before making decisions that have such a great impact on our lives. If they really want a recommendation that does not involve additional staff after that, I would recommend either closing branches, or just turning this whole thing into a big, 10 branch public reading room, and give up on the notion that this is a professional organization.

Small training workshops that relate to day to day work -- ie. how to deal with the amount of emails generated, who and where to direct your questions regarding problems with tech. EG, programming, which type of volunteer does what and supervised by who embrace new technologies that work--with staff who can back it up and make it work properly We are staffed so thinly it is really difficult to answer this without thinking that more trained staff is the real answer

1. Clean up the Downtown branch, and don't rely on the reference librarians to patrol the building.

Less techno flash that doesn't work. Change, just for change sake, especially when the technology isn't ready, creates more problems than not. The self-check machines are still a major problem, because they aren't user-friendly. Having a ton of lap-tops to lend out to the public doesn't help if they don't work. The public wants human interaction not necessarily technology that creates problems. Laptops for staff to walk around with that look good is not as useful as new machines for the public that work. Having a "Volunteer Coordinator" does not really deliver service to the

public. It HAS added another level of expensive bureaucracy to the library. Get rid of the gadgets!

Lay off anyone who is making more than 6 figures and isn't really doing anything to benefit/improve library public service.

Get self-check machines that the public can use. Scrap Evergreen for an ILS that works. Teresa should report what happened at JPB meetings to all staff.

Close smaller branches and consolidate staff at the remaining branches. However, since staff recommendations regarding the new service model have been all but ignored by both the JPB and library upper management, I doubt that these staff surveys are anything more than another way to perfume-up the paper trail once again.

Have upper management spend more time at branches doing actual work. Have JPA members spend 5 hours on a desk shift and then ask themselves the question.

1) More receipt printers at service desks as needed. 2) On-line fee payment system for borrowers, linked to "my account" page

1. The Downtown branch could be closed to public one day a week for existing staff to catch up on all work that has accumulated. Pick a day that all other branches are open. 2. The workload required by Evergreen, staff procedures, and report-generating should be reviewed again for all instances of activity which can be eliminated. For instance, the Borrower Registration process is still too time-consuming and should be pared down to absolute necessity of what we need to know about a patron, involving only one staff member able to complete the entire entry while the patron stands in front of them-- NOT having extra attention to accommodate birthdate expirations, out-of-area-code phone passwords, what part of town residence addresses are located, etc. 3. Patrons could be better educated on the current library staff limitations and to not expect time-consuming individual service at the single point of service circ/reference desk. This would decrease frustration levels for both patrons and staff. Have alternatives plainly indicated in large lettered signage "Call TelRef for detailed answers to your information question" ...Really beleaguered Desks could have a three-minute (or 4 or 5 minute) hourglass that is upended at the start of each patron, and when the sands have shifted to the bottom, the next patron can take their turn. 4. Put money/resources into IT to have public access Internet/word processing work well & consistently at all branches to decrease necessity of staff time to troubleshoot, not to mention patron satisfaction.

Not possible-more staffing is needed, the volunteers are not taking up the slack and in some cases are creating more work for already overworked staff. If the constant problems with technology are addressed, it's possible that it will free up enough staff time to make it work.

Make the physical changes to the branch that will enable single point of service to work. This one is mostly for downtown. Make the commitment to fund technology at a level sufficient to purchase or create an infrastructure that works smoothly, reducing the need for staff intervention for basic technology needs. Working computers where people can do everything they need at one location are critical. Print queue management, timing software, etc. should all be more user friendly. To the board: Listen to and respect the professional knowledge and experience of library staff. I get the sense that the board thinks we are a bunch of morons who have no idea how to run a library. I assure you that we have hundreds of collective years of experience, as well as current up-to-date knowledge about trends in library service. When the board disregards our suggestions, opinions, and concerns you do a disservice to the community and to library services as a whole. Although this email is clearly an attempt on the part of the board to hear staff opinion, I have

absolutely no confidence that they will heed our suggestions if it doesn't align with what they want to hear.

Close some of the less used branches and consolidate staff!

Focus volunteer effort on running smallest branches and Friends activities.

Cut the Managers and Directors pay. Do not get an assistant director and you could bring employees back and or give some part time employees their hours back and get this "ship" upright again.

Maybe some required training on downloading e-books. More often we get patrons that need help using the new toy that someone gifted them. As it stands, staff basically has to politely say we aren't trained for that you need to figure it out yourself.

I loathe the term "Compromise Model". This model does not reflect a compromise but rather a model that was adopted to accommodate the voices of a few, but very vocal proponents. Please, just call it the "Service Model"

Volunteer Program Assessment, 60 Days

Understanding the importance of this program, preparations towards the implementation of a new volunteer program at SCPL began prior to January 2012. This time was spent verifying insurance coverage needs, finger-printing/background check needs, researching online volunteer management databases, hiring an Americorps VIP intern, recruiting programming volunteers, and separating volunteer positions that are directly supervised by library staff from those of the Friends of the Santa Cruz Public Libraries.

Working with the Volunteer Coordinator from FSCPL, it was determined that the Friends would manage those volunteers active in fundraising and daily sorting/selling of donated materials, while the SCPL Volunteer Coordinator would manage those involved with daily operations, programming, and specialized library projects. Additionally, it was agreed that the online volunteer intake needed to be delineated between SCPL and FSCPL volunteer positions. The SCPL website is now altered to reflect this, and potential applicants are directed to unique applications based on their volunteer interest. Plans are being developed to have SCPL volunteers complete an online application that is directly tied to the new volunteer database, streamlining the intake process.

Recruitment Process

The current focus is on recruiting:

1. Branch Assistants – defined as critical shift volunteers who replace paid staff in sorting and shelving materials under staff supervision (as defined in the *Compromise Service Model*, JPB April, 2011). Special attention is given to filling the eight hours per week of critical operations shifts at the six designated Branches- Aptos, Branciforte, Capitola, Downtown, Live Oak, and Scotts Valley.

2. Programming volunteers- Story Time Assistants, Tales to Tails Assistants, Book Buddies, and Homework Helpers who work with the professional staff to maintain, enhance and expand programming opportunities.

3. Technical volunteers- individuals who work with staff performing specialized tasks, such as mending, archiving, and collection management.

When developing the volunteer program, the decision was made to recruit for specific volunteer positions. This is a shift from past practice which was a more passive process. Job descriptions are now developed to accurately describe what is specifically needed for Branch operations and for the continuation of on-going programming. For special tasks or projects, the lead staff person requesting volunteer assistance works in partnership with the Volunteer Coordinator to write up the job description prior to recruitment.

The bulk of new volunteers are recruited through position-driven advertisement. The SCPL continues to attract a percentage of volunteer applicants who approach the library

simply with a desire to volunteer in any capacity. Interviews are conducted by the Volunteer Coordinator or her intern for consideration of placement.

A current list of job descriptions for volunteer positions can be found in Appendix

Positions are advertised online through

- SCPL website
- VolunteerMatch
- CraigsList
- Twitter
- Facebook
- UCSC Student Volunteer Center
- Cabrillo College Student Employment/Volunteer Center
- Santa Cruz Volunteer Center.

For handler/team volunteers with the Tales to Tails program, we search through TDI (Therapy Dogs Inc. & Therapy Dogs Int.) and Furry Friends websites and contacts.

We post flyers at the Branches, as well as target advertising in shops and cafes, for some positions and/or library branch specific opportunities.

Placing Volunteers

After in-person or telephone interviews to determine interest and suitability, applicants are placed in one of the activity groups: operations, programming, technical/collection management, or special projects.

Branch Assistant volunteer applicants are required to attend a volunteer orientation session led by the Volunteer Coordinator. To date there have been five orientation sessions; two sessions at the Downtown Branch, two at the Scotts Valley Branch, and one at the Branciforte Branch. The goal is to provide at least two sessions per month, one on a Saturday and one on a weekday afternoon, at various locations in the county. After orientation, the volunteers are directed to contact the Person in Charge at one of the six Branches from whom they receive their schedule and specific training for that location.

Information for programming applicants is given to the lead staff person of the program who provides the schedule and any orientation/training that is needed.

Technical/collection management and special projects applicants are introduced to the lead for the activity by the Volunteer Coordinator, and the lead trains and schedules the volunteer.

Average time for staff to interview applicant, provide orientation to a specific activity, gather and enter applicant information into volunteer database, and provide training: 10 hours.

As volunteers typically work one shift per week there is a much longer learning curve for many of the tasks undertaken than with staff that perform the same tasks on a daily basis.

Current Volunteer Status

Staff Support volunteers & Student Interns- It is important to note that there are many volunteers throughout the Library system who have been assisting staff in a number of Branch operations tasks prior to January 2012. Most of these volunteers continue to work in the same capacities. However, their hours cannot be included towards the additional mandated levels as determined by the selected service model. Support Staff volunteer tasks vary by location but usually include operational and programming duties. Student Interns are individuals under 18 years of age who engage in the same tasks as Staff Support volunteers.

Aptos – 8 hours critical operations shifts per week
Recruitment for Branch Assistants at this location continues.

Recruitment

January 2012	2 Branch Assistants*
February 2012	2 Branch Assistants/ 1 Story Time Assistant

Critical Shifts per week- Branch Assistants (4 volunteers)

1/22 – 1/28	4.5 hrs
1/29 – 2/4	2 hrs
2/5 – 2/11	5 hrs
2/12 – 2/18	6.5 hrs
2/19 – 2/25	7 hrs

Other Volunteer Shifts per week

Staff Support (5 volunteers)**	10 hrs
Programming- Story Time Assistant (1 volunteer)	2 hrs

*One Branch Assistant became inactive in February due to employment changes.
** One Staff Support volunteer became inactive in February due to a medical condition.

Boulder Creek-

Volunteer Shifts per week

Student Intern (1 volunteer)	1 hr
Programming- Homework Helper	2 hrs

Branciforte – 8 hours critical operations shifts per week

Recruitment for Branch Assistants at this location continues.

January 2012	2 Homework Helpers
February 2012	1 Branch Assistant

Critical Shifts per week- Branch Assistants (1 volunteer)

2/5 – 2/11	2 hrs
2/12 – 2/18	4 hrs
2/19 – 2/25	2 hrs

Other Volunteer Shifts per week*

Support Staff (2 volunteers)	6.5 hrs
Student Interns (3 volunteers)	5.5 hrs
Programming- Homework Helpers (2 volunteers)	4 hrs
Programming- Story Time Leader (1 volunteer)	2 hrs

* Two volunteers transferred to other Library Branches: one to a closer location to residence, one because staff person they enjoyed working with was no longer an employee of the library system, so the volunteer preferred to move to a different location.

Capitola- 8 hours critical operations shifts per week

Recruitment for Branch Assistants at this location continues; began recruitment March 12th for a Story Time Assistant after receiving a request from the Programming Librarian.

Recruitment

January 2012	1 Branch Assistant/ 3 Tales to Tails Assistants
February 2012	2 Branch Assistants

Critical Shift per week (4 volunteers)

1/8- 1/14	4 hrs
1/15 – 1/21	4 hrs
1/22 – 1/28	4 hrs
1/29 – 2/4	4 hrs
2/5 – 2/11	9.5 hrs
2/12 – 2/18	4 hrs
2/19 – 2/25	2.5

Missed critical shifts for the week of 2/12- 2/18 = 2 hrs

Missed critical shifts for the week of 2/19- 2/25 = 2.5 hrs

Other Volunteer Shifts per week

Support Staff (4 volunteers)	8 hrs
Programming- Tales to Tails Assistants (3 volunteers)	6 hrs

Downtown- 8 hours critical operations shifts per week

Recruitment for Branch Assistants at this location continues; began recruitment March 12th for a Story Time Assistant after receiving a request from the Programming Librarian.

Recruitment

January	3 Branch Assistants /1 Tales to Tails Assistant
February	1 Branch Assistant / 2 Tales to Tails Assistants

Critical Shift per week (4 volunteers)

1/15 – 1/21	4 hrs
1/22 – 1/28	7 hrs
1/29 – 2/4	8 hrs
2/5 – 2/11	7 hrs
2/12 – 2/18	6.5 hrs
2/19 – 2/25	7 hrs

Missed critical shifts for the week of 2/12- 2/18 = 2 hrs

Missed critical shifts for the week of 2/19- 2/25 = 2 hrs

Other Volunteer Shifts per week

Technical- Collection Management (2 volunteers)	5 hrs
Staff Support (1 volunteer)	.5 hrs
Student Intern (1 volunteer)	2 hrs
Programming- Tales to Tails Assistants (8 volunteers/2 per session = once a month)	2 hrs

Felton-

Volunteer Shifts per week

Programming- Tales to Tails (2 volunteers/1 per week)	2 hrs
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Programming- Book Discussion Leader (1 volunteer)	Once a month, 2 hrs
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Garfield Park-

Volunteer Shifts per week

Staff Support (1 volunteer)	1 hr
Student Intern (1 volunteer)	1 hr
Programming- Homework Helper (2 volunteers)	4 hrs

La Selva Beach-

Volunteer Shifts per week

Support Staff (4 volunteers)	4.25 hrs
Programming- Book Discussion Leader (2 volunteers)	Once a month, 2 hrs each

Live Oak- 8 hours critical operations shifts per week

Recruitment for Branch Assistants at this location continues.

Recruitment

January 2012	5 branch Assistants*
February 2012	1 Story Time Assistant

Critical Volunteer Shifts per week (5 volunteers)

1/8 – 1/14	5 hrs
1/15 – 1/21	4.75 hrs
1/22 – 1/28	5.5 hrs
1/29 – 2/4	9.5 hrs
2/5 – 2/11	6.75 hrs
2/12 – 2/18	4.75 hrs
2/19 – 2/25	2.75

Missed critical shifts for the week of 2/12- 2/18 = 4 hrs

Missed critical shifts for the week of 2/19- 2/25 = 3 hrs

Other Volunteer Shifts per week

Staff Support (6 volunteers)	14 hrs
Student Intern (1 volunteer)	1 hrs
Programming- Homework Helper (2 volunteers)	4 hrs
Programming- Story Time Lead (1 volunteer)	1 hr

*One Branch Assistant resigned February 29th due to medical issues. One Branch Assistant is inactive due to a medical emergency.

Scotts Valley- 8 hours critical operations shifts per week
 Recruitment for Branch Assistants at this location continues.

Recruitment

January	2 Branch Assistants*
February	2 Branch Assistants/1 Story Time Assistant/1 Student Intern

Critical Volunteer Shifts per week (5 volunteers)

1/8 – 1/14	3 hrs
1/15 – 1/21	0 hrs
1/22 – 1/28	3 hrs
1/29 – 2/4	5 hrs
2/5 – 2/11	12.5 hrs
2/12 – 2/18	12 hrs
2/19 – 2/25	8.5 hrs

Missed critical shifts for the week of 1/15 – 1/21 = 5 hrs

Missed critical shifts for the week of 1/22- 1/28 = 2 hrs

Other Volunteer Shifts per week**

Staff Support (2 volunteers)	10 hrs
Student Intern (3 volunteers)	5.5 hrs
Programming- Story Time Assistant	2 hrs

*One Branch Assistant became inactive in February due to medical and employment issues; it is unknown when she will return on a regular basis.

**Three Staff Support volunteers resigned 12/31/201: one in protest- felt it was wrong to replace paid staff with volunteers; one found full-time employment; one due to pregnancy.

Programming (Headquarters Office support)

Volunteer Shifts per week

Student Intern (1 volunteer)	1 hr
ACT (9 volunteers)	Once a month, 3 hours each
Dial A Story (7 volunteers)	Once a month, 1 hour each
Book Buddy (12 volunteers)	Once a month, 2 hours each

Administration

Technical- Special Project	10 hrs
----------------------------	--------

Collection Management Services

Volunteer Shifts per week

Technical- Mending (1 volunteer)	1.5 hrs
Technical- Monthly Mending Workshop (3-4 volunteers)	6 hours once a month
Technical- Processing (1 volunteer)	1.5 hrs
Technical- Copy Cataloging (1 volunteer*) – recruited in January 2012	1.5 hrs
Technical- Special Projects (1 volunteer) – recruited in January 2012	1.5 hrs

* Retired employee

First Quarter Survey results

The survey was created by surveymonkey.com. The link was e-mailed to all volunteers who provided a valid e-mail address, and hard copies were sent to all Branches for those without e-mail.

There are currently 108 volunteers with the SCPL; 55 returned the survey for compilation.

The intent is to survey our volunteers quarterly.

1. What do you do as a volunteer?

	Response Percent	Response Count
Branch Assistant	71%	29
Literacy Program Assistant	16%	08
Programming Assistant	12%	05
Collection/Technical Assistant	15%	06
Other		16
	Answered Question	Skipped Question
	43	12

2. There is a positive climate of teamwork among employees and volunteer staff

Response Percent	Response Count
------------------	----------------

Strongly Agree	56%	28
Agree	38%	18
Disagree	2%	01
Strongly Disagree	00	00
Neutral	4%	02
	Answered Question	Skipped Question
	49	06

Other:

- ❖ Used to be - not as much with changes
- ❖ Since Jan 2012 staff changes, former team no longer in place & current team attempting to create a system
- ❖ I've only been there twice, so can't really offer an opinion, though I rarely seem to speak with anyone

3. I have the support and guidance I need to accomplish my volunteer activities

	Response Percent	Response Count
Strongly Agree	65%	33
Agree	35%	17
Disagree	00	00
Strongly Disagree	00	00
Neutral	00	00
	Answered Question	Skipped Question
	50	05

Other: Sometimes. Cuts in staff hours & lack of staff training in new positions produce lack of efficiency & knowledge of new areas - staff is trying to respond with limited resources.

4. I would recommend SCPL to a friend as a place to volunteer

	Response Percent	Response Count
Strongly Agree	64%	34
Agree	29%	15
Disagree	2%	01
Strongly Disagree	00	00
Neutral	6%	03
	Answered Question	Skipped Question
	51	04

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5. My volunteer work utilizes my talents

	Response Percent	Response Count
Strongly Agree	29%	14
Agree	54%	28
Disagree	4%	02
Strongly Disagree	2%	01
Neutral	12%	06
	Answered Question	Skipped Question
	51	04

6. The library staff makes an effort to make me feel that I am a valuable member of the organization

	Response Percent	Response Count
Strongly Agree	60%	31
Agree	29%	14
Disagree	2%	01
Strongly Disagree	00	00
Neutral	10%	05
	Answered Question	Skipped Question
	51	04

7. Do you plan to continue as a SCPL volunteer?

	Response Percent	Response Count
Yes	94%	48
No	00	00
Unsure	6%	03
	Answered Question	Skipped Question
	51	04

8. I would describe my overall volunteer experience with the Santa Cruz Public Libraries be:

	Response Percent	Response Count
Excellent	60%	31
Good	35%	17
Okay	6%	03
Poor	00	00
	Answered Question	Skipped Question
	51	04

9. Is there something else you would like to do for the SCPL?

	Response Percent	Response Count
Programming Assistant	12%	04
Shelver	24%	08
Mending	45%	15
Tutoring	21%	07
Computer Assistant	15%	05
Work with professional staff	42%	14
Specific, short term projects	54%	18
	Answered Question	Skipped Question
	33	22

10. What can we do to improve your volunteer experience?

- ❖ It's fine.
- ❖ As a story time assistant, I find I do not get enough interaction with the children and caretakers. This is mainly because I must stand by the door and monitor it, because the library is closed during storytime. When I signed up to volunteer for this position, I had hoped to be more involved with storytime and those attending. Thank you
- ❖ Working at the library used to be a pleasant experience, but now I work mostly in silence with very little interaction with anyone. I used to know my co-workers, but now I don't even bother to ask for names because they probably won't be back next week. The only reason I'm still here is I don't want to give anyone a reason for privatizing the libraries. For how much longer will I be here, I don't know.
- ❖ Library booksale discounts.
- ❖ So far it has been very positive
- ❖ Occasional positive feedback is nice. I volunteer, because I enjoy doing the work.
- ❖ I'm having a great time now as it is. I've been volunteering at the library for about a year and a half now, and I don't think I'm going to stop any time soon.

- ❖ I have no suggestions for improvement, since my experiences have been so positive and supportive.
- ❖ Nothing that I can think of. I enjoy the tasks I do, but am open to others as well.
- ❖ Recognizing that the library staff is in a period of transition, support them with training, acknowledgement of their experience & abilities, & longer hours if possible. The employee I was working with had a full-time position w/assistance from another person. Their work is now expected to be done within 20 hrs/week. Reasonable expectations of the staff would greatly help my volunteer experience.
- ❖ Staff at the SV branch have been very welcoming and helpful. I don't see any changes that need to be made.
- ❖ Give me more professional experience toward a paid position.
- ❖ Nothing at this time.
- ❖ It's fine as is.
- ❖ More variety than just shelving.
- ❖ I like it as it is.
- ❖ I have requested a tutorial to help me locate audio books for my Book Buddy. The one I got when I volunteered was just a "rush-through" with a promise of more to come. I would like to have some one-on-one help.
- ❖ Not sure how to get a hold of Laura for Book Buddy program. Also, the library web site has been down a lot lately when I try to access info for my book buddies.
- ❖ I am perfectly fine with shelving, and I have not been doing it for long - I am not complaining! I learn something every time I work. However, I can see that in the long haul, having other things to do from time to time would be a nice change-up. I know the shelving will always and forever be an issue We love the library; this is not a short term commitment, providing my back holds up! Keep up all of the good work
- ❖ nothing
- ❖ My responses are tentative, because I haven't yet actually done the job; I've just had the training, which was thorough. On first impression, the staff seemed very helpful and friendly, but I'll be able to better assess when I have a few months of work under my belt.
- ❖ I like learning new ways I can help. It gets a little old doing the same tasks over and over again without variation.
- ❖ I'm a book buddy, and there is very little interaction with the library for this task, which is fine, but I don't feel a part of the library volunteer staff.
- ❖ I'm too new at it to really have any suggestions.

Prepared by Laura Whaley, Volunteer Coordinator

APPENDIX I: VOLUNTEER JOB DESCRIPTIONS

Volunteer Positions with the Santa Cruz Public Libraries

ACT: The Advisory Council of Teens assists the system's Teen Librarian in providing library service to all Santa Cruz County young adults. Participating teens are from all over the county. For more information about the ACT or other volunteer opportunities call Sandi at 831-427-7700 ext 7665.

Circulation Tasks

Branch Assistant: Do you like treasure hunts? Do you like to organize and alphabetize? The branches all need your help to find the books and other materials that are requested by library customers. Items must also be returned to the shelves, and those shelves always need to be put back in order— every day in every branch! This position requires lifting, bending and stooping. Be a part of the library team.

Student Intern: A long term, six or more months, commitment is required for this position. Open to students ages 12 to 18 years. Assist branch staff in a variety of tasks that can include shelving, maintaining public bulletin boards, creating displays, and assisting with programming or with after-school activities.

Literacy Programs

Homework Helper: Do you have two hours a week to help a student succeed? Become a Homework Helper with the Santa Cruz Public Libraries! Tutors should be able to instruct students in math and grammar, and Spanish is highly desired. Must be at least 16 years old to be a tutor. Locations: Live Oak Branch, Branciforte Branch, Garfield Park Branch and Boulder Creek Library.

Tales to Tails Coordinator: Tales to Tails offers children a chance to read to certified therapy dogs and cats, building their confidence in reading. Volunteers will be working around animals and helping children establish positive interactions with dogs and cats. Sound like a program you'd like to support? Apply today!

Program Support

Dial-a-Story Reader: Did your voice-over dreams never come true? Record stories for local children with the Santa Cruz Public Libraries! Children are able to listen to these stories day or night, in both English and Spanish.

Book Buddies: Bring library materials to those who can no longer get to the library. Become a BookBuddy volunteer and deliver to homebound persons in nursing homes, retirement apartments or individual residences. Deliver the joy of reading!

Story Time Assistant:

We need an adult volunteer who will manage the door during story-time. As story time programs will happen prior to the Library being open we need someone to watch the door and limit entrance to story time participants only. Programs are weekly and last one hour.

Special Events: Additional volunteers needed for Summer Reading activities, the Teen Battle of the Band, and/or special activities at a Branch.

Technical Service & Special Projects

Mending: Repair damaged print materials. This can include repairing broken spines, tipping (re-inserting) loose pages, re-covering books, and taping torn pages. A minimum of two hours special training is required for this position and a six month commitment.

Special Projects:

CD Repackaging Project: Under supervision repackages CDs from jewel cases to a more durable case. Includes photocopying, affixing labels, and other physical details. Volunteer needs to be 18 years or older. Approximately 60 minutes of training is given and staff is available to answer questions. Minimum time commitment: two hours weekly for at least six months. Optimal time commitment: up to 10 hours weekly for at least six months.

Digital Archive Project: Assist Reference Librarian in digitally archiving a special local history collection. Approximately two hours of training required and a six month commitment of two or more hours per week.

Processing: Under supervision prepares materials for circulation. This can include covering books, placement of barcodes or other identifying labels, and re-packaging of media.

Administration: Special projects as needed working with the Library Director or an administrative staff person.

**Library Joint Powers Authority
FY 2012-13 Projected Budget with "outyear" projections through FY 2016-17
May 7, 2012 Board Meeting**

	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
Net Annual GAIN / (LOSS) <i>(Projections under 4 scenarios - rounded)</i>					
[1] Net Annual GAIN (remediation)	\$ 600,000	\$ 509,000	\$ 432,000	\$ 401,000	\$ 383,000
[2] Net Annual GAIN (with 80%)	\$ 558,000	\$ 464,000	\$ 383,000	\$ 348,000	\$ 326,000
[3] Net Annual GAIN (with 90%)	\$ 422,000	\$ 321,000	\$ 229,000	\$ 182,000	\$ 147,000
[4] Net Annual <u>LOSS</u> (with full/100% hours)	\$ (604,000)	\$ (757,000)	\$ (925,000)	\$ (1,059,000)	\$ (1,188,000)

	FY 2010/11 Actual	FY 2011-12 Projected	FY 2012-13 Projection	FY 2013-14 Projection	FY 2014-15 Projection	FY 2015-16 Projection	FY 2016-17 Projection
Ending Fund Balance <i>(Actual with Projections- 4 scenarios rounded)</i>							
[1] Ending Fund Balance (remediation)	\$ 1,746,000	\$ 2,831,000	\$ 3,431,000	\$ 3,940,000	\$ 4,372,000	\$ 4,773,000	\$ 5,156,000
[2] Ending Fund Balance (with 80%)	\$ 1,746,000	\$ 2,831,000	\$ 3,389,000	\$ 3,853,000	\$ 4,236,000	\$ 4,584,000	\$ 4,910,000
[3] Ending Fund Balance (with 90%)	\$ 1,746,000	\$ 2,831,000	\$ 3,253,000	\$ 3,574,000	\$ 3,803,000	\$ 3,985,000	\$ 4,132,000
[4] Ending Fund Balance (with full/100% hours)	\$ 1,746,000	\$ 2,831,000	\$ 2,226,000	\$ 1,468,000	\$ 542,000	\$ (517,000)	\$ (1,705,000)

NOTES

Assumptions include FY 2013/14 impact of CalPERS rate increase; spread out evenly between 2013/14 & 2014/15
 Assumptions include annual property tax and sales tax revenue growth of 1% to 2% annually
 FY 2013/14 Projections include: [2% for operations]; [1% for CalPERS]; and [6% for Health]
 FY 2014/15 Projections include: [2-3% for operations]; [3% for CalPERS]; and [6% for Health]
 FY 2015/16 Projections include: [blended 3% for operations]; [2% for CalPERS]; and [10.5% for Health]
 FY 2016/17 Projections include: [blended 3% for operations]; [2% for CalPERS]; and [10.5% for Health]

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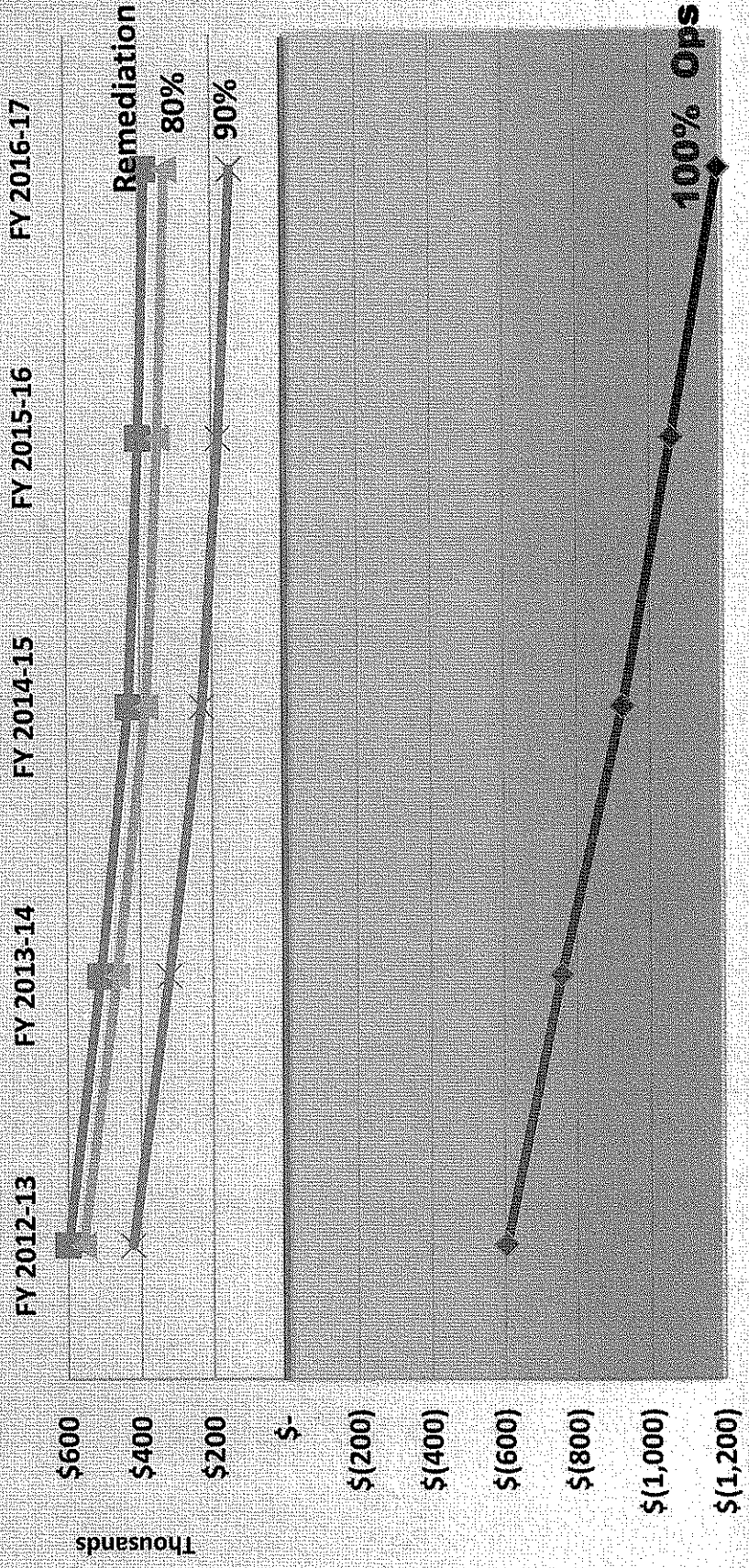
**Library Joint Powers Authority
FY 2012-13 Projected Budget with "outyear" projections through FY 2016-17
May 7, 2012 Board Meeting**

	FY 2009/10 Actual	FY 2010/11 Actual	FY 2011-12 Projected	FY 2012-13 Base Projection	FY 2013-14 Base Projection	FY 2014-15 Base Projection	FY 2015-16 Base Projection	FY 2016-17 Base Projection
Revenue Subtotal	\$ 11,088,663	\$ 11,535,084	\$ 11,380,000	\$ 11,266,000	\$ 11,375,000	\$ 11,541,000	\$ 11,765,000	\$ 11,993,000
Personnel (before remediation/hours)	\$ 7,517,716	\$ 7,511,402	\$ 6,649,000	\$ 6,294,000	\$ 6,435,000	\$ 6,536,000	\$ 6,582,000	\$ 6,609,000
_subtotal: Information Technology	368,467	444,470	426,000	420,000	430,000	445,000	466,000	488,000
_subtotal: Library Materials	643,089	806,572	1,037,000	1,104,000	1,128,000	1,164,000	1,212,000	1,263,000
_subtotal: Staff Development	15,121	32,665	61,000	46,000	49,000	52,000	56,000	60,000
_subtotal: Utilities	214,915	214,368	262,000	264,000	271,000	280,000	293,000	306,000
_subtotal: Building O & M	709,569	654,508	766,000	717,000	735,000	760,000	793,000	827,000
_subtotal: Supplies and Equipment	67,636	88,246	141,000	169,000	177,000	186,000	197,000	208,000
_subtotal: System Services	630,405	653,952	851,000	743,000	762,000	788,000	823,000	860,000
_subtotal: Debt Services	104,744	101,789	101,225	101,019	60,518	60,518	60,518	60,520
Subtotal: Operating Expenses	\$ 2,753,945	\$ 2,996,569	\$ 3,645,225	\$ 3,564,019	\$ 3,612,518	\$ 3,735,518	\$ 3,900,518	\$ 4,072,520
_subtotal: capital & Reserve allocation				290,000	275,000	255,000	255,000	255,001
TOTAL EXPENDITURES	\$ 10,271,661	\$ 10,507,971	\$ 10,294,225	\$ 10,148,019	\$ 10,322,518	\$ 10,526,518	\$ 10,737,518	\$ 10,936,521
Net Operating Gain (before Remediation or Increased Hours)	\$ 817,002	\$ 1,027,113	\$ 1,085,775	\$ 1,117,981	\$ 1,052,482	\$ 1,014,482	\$ 1,027,482	\$ 1,056,479
FY 2012-13 COST INCREASES OPTIONS (without Volunteers):								
Remediation				517,077	543,000	582,000	626,000	673,000
Add option A: Increase all location hours to a minimum of 80%				42,536	45,000	49,000	53,000	57,000
Add option B: Increase all location minimum hours from 80% to 90%				136,128	143,000	154,000	166,000	179,000
Add option C: Increase all location hours from a minimum of 90% to 100% (FULL)				1,027,087	1,079,000	1,155,000	1,242,000	1,336,000
Subtotal: Additional costs				\$ 1,722,828	\$ 1,810,000	\$ 1,940,000	\$ 2,087,000	\$ 2,245,000
Adj NET OPERATING <LOSS> (FULL/100% hours restored to all locations)	\$ (604,847)	\$ (604,847)	\$ (604,847)	\$ (604,847)	\$ (757,518)	\$ (925,518)	\$ (1,059,518)	\$ (1,188,521)

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Library Joint Powers Board (5/07/12)
Projected Annual Operating GAIN or LOSS (4 scenarios)

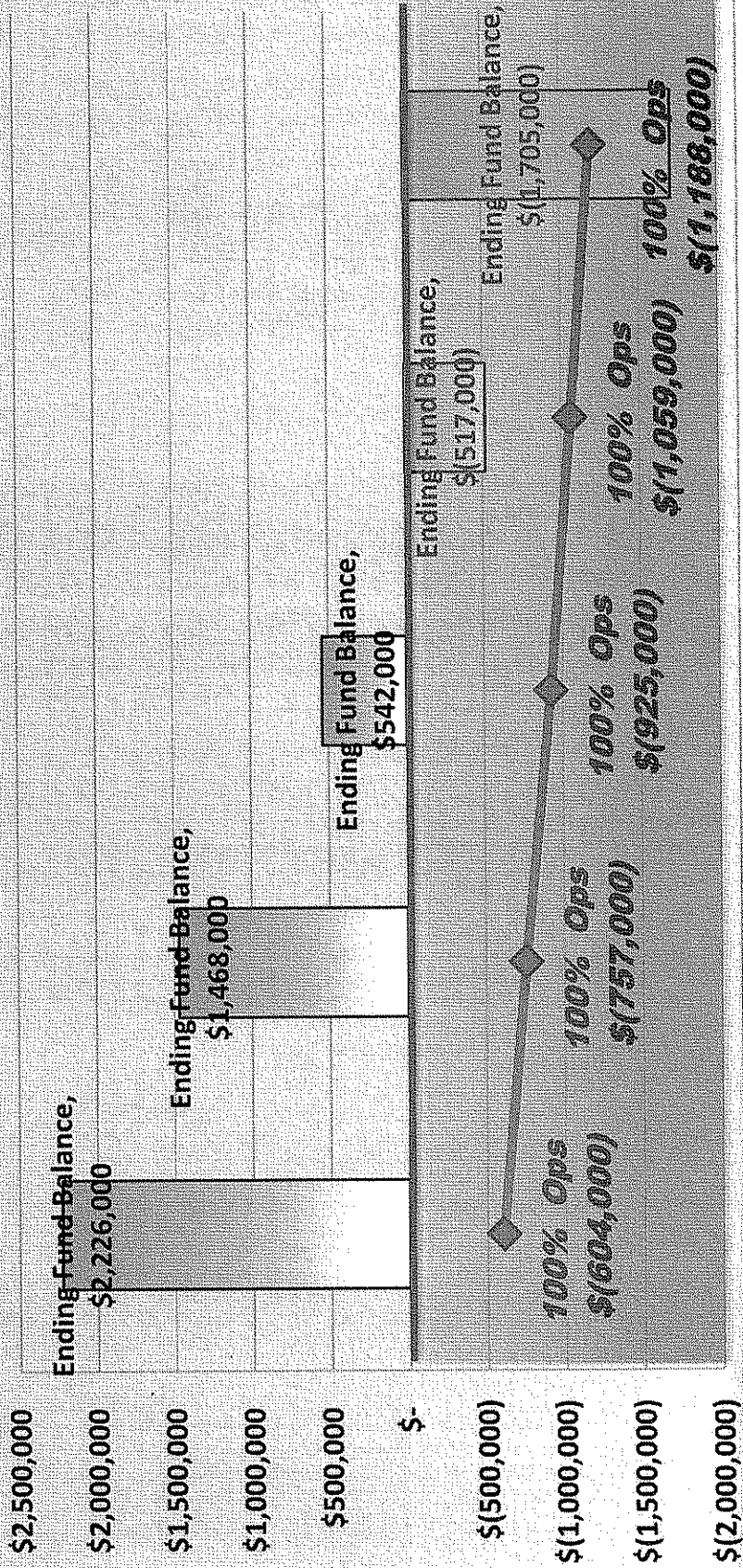
(in Thousands)



Library Joint Powers Board (5/07/12)

Projected Fund Balance & Net Operations: FULL/100% (rounded)

FY 2012-13 FY 2013-14 FY 2014-15 FY 2015-16 FY 2016-17



Scotts Valley approves library patio project, fee increase

By KIMBERLY WHITE - Santa Cruz Sentinel Santa Cruz Sentinel

Posted:

4/18/12

SantaCruzSentinel.com

SCOTTS VALLEY - Indoors or outdoors? A hostess may not exactly lead them there, but by early fall, Scotts Valley library patrons will have that option with the planned construction of a back patio, complete with landscaping, a barbecue, lounging chairs and a fountain.

Construction on the \$100,000 project will start soon, with funding provided by the Scotts Valley chapter of the Friends of the Library - not from the city's general fund, city leaders were assured at Wednesday's City Council meeting. Ongoing maintenance will be paid for by the Santa Cruz Library Joint Powers Authority, according to Library Director Teresa Landers.

Councilman Jim Reed, who also sits on the Joint Powers Authority's board, said about \$25,000 still must be raised, and the Friends group will meet early next month to discuss fundraising options. One of those ideas involves getting people to purchase and personalize the wooden planks that will serve as the patio's foundation.

In other business, the council unanimously approved a 3 percent increase in city fees, saying the city is not collecting enough in taxes to recoup rising costs for providing building, recreation and other services. The fees are periodically adjusted to account for inflation and reflect the actual cost to the city, City Manager Steve Ando said.

But the increases are nominal. Starting May 18, fees for the city's child care program will go up less than a dime, while tennis lessons will cost an additional \$4.

The other set of increases go into effect June 18, and cover everything from bee keeping permits and copies of parking citations to grading inspections and encroachment permits. The schedule also includes a new, \$50 fee for residents who accidentally activate an alarm in a city facility they're renting.

The rationale, Ando said, is that "if they know they have to pay \$50, they might watch their kids more carefully that might be playing with the alarm systems."

To view the new fee schedule, [click here](#)

Those increases are in addition to a proposed 5 percent increase in sewer bills, a matter set to come before the council during a public hearing May 16.

City leaders also approved a new capital improvement plan that prioritizes various projects within the city, including improvements to roads and parks and replacing various equipment.

The total budget for 2012-13 is \$634,000, the bulk of which will be used for improvements at the wastewater plant. In addition, \$145,000 has been set aside for a new police records-management system, and \$75,000 for road improvement projects.

Follow Sentinel reporter Kimberly White on Twitter .

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A Portion of Library Hours Have Been Restored, But More Aren't Guaranteed

The Library Volunteer Program has its work cut out for it.

By Joel Hersch

The Santa Cruz County Library Board is continuing to assess whether they can bring hours at all 10 branches back up to what they were prior to cuts made three years ago. Under the "compromise service model," initiated last year, they reduced expenses by closing out paid positions and replacing them with volunteers.

While volunteers have stepped into library branches to fill the gaps, the work demands can be more than anticipated and the learning curve steep, causing some libraries to unexpectedly close or leaving staffing short.

The service model, designed by a 24-person task force and approved by the board last April, was created with the intent to bring up hours at all the branches, said Director of Libraries Teresa Landers.

In January, hours were increased by about 24 percent from last year. That pushed hours up from 257 a week to 318, a 61 hour increase.

The board originally planned that by this July, they would reach their goal of 392 hours per week, but there's no guarantee this will happen. At least at this point.

Cuts Started in 2009

Cuts to the libraries' hours were originally made in February of 2009 when the economy was tanking. Back then, the library system lost about \$1 million in revenue and hours were cut to about 60 percent of what they had been, said Sam Storey. Storey is the chair of the library joint powers board and also a member Capitola city council.

Those cuts scaled back the library system's annual budget from \$12.6 million to about \$11 million. Before the 2009 cuts, the libraries were open about 400 hours per week, cumulatively, Storey said. "We just want to get back to that base level we had prior to the economic downfall," he said.

Landers said the board is still working on the budget projection and couldn't say too much about their plans to extend hours. As Santa Cruz City is contracted to manage the countrywide library operations, Landers said that the city finance department is working on the numbers.

"We're still evaluating what's possible," Landers said, "but we don't know how much more we'll be able to increase them, if at all."

They plan to have an answer by their May 7 board meeting, she added.

People Using Libraries More

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5/1/2012 3:29 PM

Based on reports from February, in-branch circulation was up about 20 percent and visitation was up about 13 percent, Landers said.

As a part of the service model, the board established that none of the branches' weekly hours would be less than 20.

The cost of reaching their July goal has turned out to be more expensive than anticipated. The difference they're now looking at is \$664,000, Landers said.

When the service model was designed, there was some guess work going on, she said. Some positions required more funding, which accounted for a couple hundred thousand dollars, and equipment needed to be and updated, which brought the total up another \$400,000.

"There were a variety of factors," Landers said. "Everything was based on very preliminary numbers."

The finance department is currently working with more definite figures, but Landers said she hasn't seen them yet.

The numbers will be driven by staffing.

When the board previously assessed their options, they compared their staffing levels to other county library systems and determined Santa Cruz County's were on the high side.

"We decided we needed to make some adjustments there," Storey said. "That's what our new service model has done."

Prior to the new service model, the library implemented Friday furloughs to cut costs, according to Scotts Valley librarian Linda Gault. That stopped last year, she said.

Some good news for the budget

County reports from January said that property tax revenue could drop about \$56,000, but that more money could be expected from sales tax, more than making up for the loss, Storey said. Voters passed a \diamond -cent sales tax for the libraries in the '90s, which has since been renewed.

Landers said there should be a net increase from sales tax of "a hundred something thousand dollars," but that official estimates won't be in until June.

In their five year budgeting model, Storey said the board projected a 2.5 percent increase in annual sales tax revenue, but that it's turning out to be a little bit higher than that.

"That's excellent news," he said.

The library board also met their goal of putting away a \$1 million reserve, Storey said.

"Also a huge relief. \diamond That we met [the goal] within the first years of our model was a great success and a tribute to Teresa Landers, who handled the budget," Storey said. "It's good to have a cushion."

Their reserve has grown to about \$1.3 million, he said.

That increase in revenue will be used to supplement staffing needs, replacing and upgrading equipment, reaching their goal of 392 hours per week and augmenting their materials, Storey said.

Volunteers in the Libraries

The new service model relies heavily on volunteers, who have picked up the slack at branches in a big way, but there are some disadvantages that make the plan a little more shaky than anticipated. Relying on volunteers takes a great deal of outreach, coordination, training and management, Storey said.

The remaining library staffers are learning how to best utilize their volunteers so they're as productive as possible, he added.

At the Capitola Library branch, they have three volunteers though the Friends of the Library program but only one new-shelving volunteer, said Jonell Jel'enedra, the "Person in Charge" at Capitola. This is a title that came about with the adoption of the new service model.

Jel'enedra was under the impression there would be more volunteers available, she said. The service model was supposed to provide her branch with eight hours of weekly volunteer help, but there is currently only one person working two hours per week.

Jel'enedra said the Capitola branch is one of the smaller libraries in the county but is one of the busiest.

The Capitola library has two paid employees who each work 30 hours per week, including Jel'enedra, and also two aids who work less than 20 hours per week. The library is open 30 hours per week.

"We were supposed to have access to this big group of volunteers and it hasn't happened," Jel'enedra said. "Sometimes people come in thinking [the work] is one thing and then decide they're not

interested."

Jel'enedra, speaking from experience, said library work can be very physical, shelving books and also very solitary while restacking in the aisles.

Jel'enedra said two volunteers have dropped out.

Volunteer Coordinator Laura Whaley said the service model addressed the fact that the libraries' most expensive component is staffing.

"We wanted to keep all 10 branches open," she said. "To do that we really had to reduce paid staff."

Want to Volunteer?

The library system currently has 133 volunteers assigned to at least one shift per week throughout the system, Whaley said. New people are being interviewed.

Whaley confirmed that they are aiming to get eight hours of shelving from volunteers per week with at least four volunteers per location.

"Some weeks we're successful, some weeks we're not," she said. "It varies by location and volunteers and the ability of the regular staff to train and supervise on site. ♦ It's been a learning experience," she added.

Some days a volunteer might not be able to come in for a shift, so they're relying on the staff that remains to acheive all the discharging, routing and shelving, Whaley said, which results in things backing up.

The transition has been complicated but the volunteers have been great, she said.

"I'm giving massive kudos to our volunteers because they've been fantastic and very eager and I don't blame them in any way shape or form," Whaley said.

"I think we're all in the right direction as a board and we're working out the rough spots," Storey said. "We want to sustain our commitment to using volunteers in the new service model."

Capitola Mayor Mike Termini, who was part of the task force that brought the service model forward, said the changes are not that bad.

"It's not the end all," he said. "We still need librarians, we still need pages and library assistants. This has just helped to stretch the hours a bit." ■

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Keeping up with Katherine: Veteran councilwoman, nearly 80, still going the distance

By J.M. BROWN - Santa Cruz Sentinel Santa Cruz Sentinel
Posted: 4/14/12

SantaCruzSentinel.com

SANTA CRUZ - Katherine Beiers is running again.

Yes, she is seriously considering running for a fifth term on the City Council, though she won't firmly make up her mind until May. But she also is running Monday's Boston Marathon for the ninth time.

Competing in either contest would be a feat of endurance for anyone. But Beiers will turn 80 in July, and she shows no signs of slowing down.

To qualify for the fabled race again in 2013, the two-time former mayor hopes to finish Monday in 5 hours and 15 minutes or less. Last year, she bested the only other woman runner aged 75-79, completing the 26.2-mile trek in just less than 5 hours. But on Monday she faces what she anticipates will be tough competition from two women who are 75 and one who is 76.

If she runs for re-election in November, she also will face stiff competition. Fellow veterans Mayor Don Lane and former Mayor Cynthia Mathews could be among the candidates, as well as a host of first-timers and previous runners-up, some of whom will clash with Beiers' ideology on growth and social issues.

Just placing in either race is ultimately what's important to Beiers, not coming out on top. But this year she really has to watch her speed in Boston if she wants to compete there again.

"5:15 is going to be hard," she said. But if she doesn't make it Monday, she said, "I'll figure out how to qualify" by entering other contests.

INDEPENDENT STREAK

That sentiment is typical of Beiers. She doesn't often let herself take "no" for an answer, nor does she offer a "yes" when it's the more popular answer to give from the dais.

She's long demonstrated an independent streak, seen most recently as the lone dissenter on two key projects. She voted last week against an Ocean Street affordable housing proposal she deemed too big and said "no" last month to a new multiuse trail in Pogonip, one sought by mountain bikers but seen by hikers as dangerous.

She represents a loyal constituency that keeps a watchful eye on growth, putting developers and city planners through their paces when it comes to building projects and altering open spaces. While it's not the majority it was when Beiers first rose to political prominence, Santa Cruz's progressive political machine remains a force to be reckoned with when they weigh in on key battles, such as the La Bahia Hotel (they won), Arana Gulch bike trails (they lost, though Beiers didn't oppose that plan), and an array of commercial developments.

She also has split numerous times with other progressives, voting more than 20 years ago against closing an historic downtown hotel and a sidewalk-sitting ordinance aimed at the homeless. She also

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agreed in 1998 to take the mayor's seat from top vote-getter Mike Rotkin, once the king of the left, who was punished by progressives over a split on environmental issues and the city's overnight camping ban.

If she seeks re-election and wins in November, Beiers is likely to cross fellow progressives again with a barrage of concerns about a proposed desalination plant many of them support. The \$115 million project promises to be another epic battle encompassing growth, natural resources and UC Santa Cruz.

With all that history, as Beiers jogs toward octogenarian status, it's a fair question: Why do it again? Why be a minority voice on a council more friendly to development than in recent years, one that contemplates the meaning of "green" in a way that more traditional environmentalists see as a troublesome compromise?

Beiers said her driving force is "to keep Santa Cruz as absolutely special as I think it is. There is growth. There is change. But you work toward just having that special karma in Santa Cruz, and you just know it when you're here."

BEATING THE ODDS

Beiers has many times beaten the odds to go the distance, physically and politically.

She started running at 50 while working as a librarian at UCSC, a job she held 24 years until retiring in 1994. She never expected to run past 60, let alone 70 and beyond.

Originally from a small town in North Dakota, she landed in Santa Cruz in 1967, where she raised her three young children after her husband's untimely death. The grandmother of 10 has since spent a part of each of the past five decades immersed in political life.

Her name is synonymous with the 1970s fight to save Lighthouse Field - a half-mile jog from her home - from plans for a hotel and shopping center. She then served on the Historic Preservation Commission and Planning Commission, the latter which she chaired when appointed to the council in 1989 to fill a vacancy.

Councilman Mo Reich had resigned three months into his term amid a scandal over an obscene Valentine's Day card sent to a political enemy. She was tapped by then Mayor Mardi Wormhoudt and Councilman John Laird to fill the void.

She won four subsequent elections, serving as mayor in 1995 and 1999 before sitting out from 2000-2008 and then winning election again four years ago. At the end of her current term in December, she will have served 15 total years on the council, 11 of them consecutively in what remains a city record.

Environmental lawyer Celia Scott, who served four years with Beiers from 1994-1998 and preceded her as mayor, said she is happy her longtime friend is mulling another campaign. The two worked to acquire greenbelts around Santa Cruz, including Pogonip and Arana Gulch, and it doesn't surprise Scott that Beiers wants to keep running.

The parallels are unavoidable.

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"I think she has a great deal of stamina. I say more power to her if she wants to keep doing that," Scott said of jogging. "She may also feel it's really important right now to continue being the voice she represented for people in this community that don't feel as represented by the council as they once did."

RUNNING LIFE

Cooped up in McHenry Library all day, Beiers was putting on weight, had little energy and wanted to do something about it. She started running at the gym in the early 1980s and eventually moved outside, spending her lunch hours on the go.

"It instantly made a difference," she said of her health. "It took several months before I could do a mile."

She quickly realized she needed new running shoes if she was going to get serious. She ditched her PF Flyers and took on running partners who would venture out with her early in the morning before work.

A big part of what gave her energy was socializing, but she also liked reaching new heights and keeping high blood pressure and osteoporosis in check.

"I liked being pushed, running against my clock. I wanted to get better and better," she said. "It's just in me to keep on going and wanting to improve myself."

Grace Mundy, 71, of Aptos, the third-oldest female competitor during the Santa Cruz Half Marathon on April 1, knows the feeling. The Bailey Properties real estate agent started walking and running six years ago, and has since completed races in Big Sur, San Francisco and elsewhere with girlfriends much younger.

"My goal is to get out there and each year improve," she said.

Beiers ran her first marathon in Napa at age 52 and has completed countless marathons since, but none means as much as Boston, which she first ran when she was 69.

In the past decade, she has run the race every year but one, and has placed each time except one. She had to take a break after surgery in 2004 to fix a torn meniscus on both knees.

"After the knee surgery, I was really worried I might not get started again," she said. "I was able to get over that. You don't have to start all over. You pick it up fairly quickly."

Beiers also has done three 50-mile endurance runs, the last one four years ago. She also does plenty of 10Ks and half marathons, often the oldest in the group, including at the recent Santa Cruz Half Marathon.

Many of her family members are also runners and join her for races. She has long told her grandchildren, who range in age from 14-24, she would buy them new running shoes. But with a grandmother's wink, she admits she has never required them to actually run to earn the shoes.

And she has no plans to stop being the marathon matriarch, saying, "I always fear that if I ever stop I won't get started again."

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Mayor Lane sees a connection between Beiers' political and physical endurance.

"Just as her capacity to do physical activity has continued, I think she has continued to be a really capable city council member," he said. "At that point in someone's life, do they have the focus and energy? That is a question people are thinking, whether they are asking it or not. And in Katherine's case, she is doing the job well."

Laird, who is now the state's secretary of natural resources, said, "I would give anything if I made it to 80 to be running regularly and to be active and thoughtful in the community. I think it's impressive."

POLITICAL LIFE

When then Councilman Laird urged Beiers to seek a council appointment in 1989, he suspected she wouldn't just back up the progressive majority that included himself and the late Wormhoudt. He figured Beiers would pick apart each decision based on its merits.

"That was her strength in getting the appointment," he said. "She had clear values and looked at each issue individually. You never knew for sure (how she would vote) and I thought that was fine."

As much as Laird and Wormhoudt were behind Beiers' initial council bid, it was Lane who actually got her there. After the first round of voting between Beiers and another potential appointee failed to select a victor, then-Councilman Lane switched his vote, this time for Beiers.

Lane, who had just been elected in 1988, didn't know his fellow newbie very well at the time but was familiar with her work on the Lighthouse Field campaign.

"I knew she was really thoughtful on planning issues and issues of development in the community," he said. "That is the kind of stuff that was apparent back then and is apparent to this day. That is where her greatest energy goes, development and land use."

They worked together on the council that shaped Santa Cruz in the years immediately following the Loma Prieta earthquake in October 1989 and continue to be allies today when it comes to fighting homelessness, both having served on the Homeless Services Center board. But Lane is more apt now to vote with the council's so-called modern progressive majority - one trying to balance green living with economic development initiatives that sometimes rattle old-guard progressives.

"If the majority wants to go in a particular direction, that's fine, that's what we should do," Lane said. "But we want to have a council that reflects diversity."

Beiers said her progressive credentials have given her an unfair rap when it comes to business. She understands the need to generate revenue but wants to ensure the city, bruised from years of cuts, doesn't overshoot in an attempt to revitalize.

"I've been pro-business," she said. "I want small businesses to make it."

Bill Tysseling, executive director of the Santa Cruz Area Chamber of Commerce, knows Beiers understands economic challenges, especially those faced by local government due to tax revenue losses during the last several years.

However, he said, "I don't want to minimize the fact that Katherine is a lot less interested in community

economics than I am, and I don't think it would hurt her feelings or mine if either of us were to say that."

But, he continued, "I trust Katherine's good will. It doesn't always play out the way I wish a particular issue would go, but it's never kept me from having friendly relations with her. What does that mean in terms of another term in office? I'll take all the civility I can get."

Vice Mayor Hilary Bryant, who was elected in November 2010 in part for her focus on economic development, said, "Whether or not I agree with her on issues, I always respect her opinion and always listen carefully to what she says. The one thing about Katherine that I appreciate is she asks a lot of questions and is thorough."

Political uniformity doesn't make for good government, Bryant added.

"If you have everyone up there of one mind set, it doesn't represent the entire community," she said. "You need someone looking at things through a different lens."

Bryant, a 40-year-old triathlete, avid surfer and mother of two, also admires Beiers' physical acumen.

"I just am in awe of her. Not just that she runs - that she runs and competes. And she is still a fierce competitor," Bryant said.

Beiers will be the first to admit, however, that her greatest competition is always herself.

"If I've just got my mind made up, I'm just going to do it," Beiers said, adding that it doesn't bother her when people ask her age while she's running.

"I love it," she said. "I want them to know they can do it."

Follow Sentinel reporter J.M. Brown on Twitter

A LIFE IN POLITICS

Katherine Beiers, 79, has served a part of the past five decades in public life. Here's a look:

March 1989: Appointed to City Council after Councilman Mo Reich resigned amid a scandal over an obscene Valentine's Day card sent to a political foe. Beiers was serving as chair of the Planning Commission, and had previously served on the Historic Preservation Commission, beginning in the 1970s.

November 1990: Won election to the council to fill out the remaining two years of Reich's original term.

November 1992: Won election to her own four-year term.

November 1994: Chosen to serve as mayor for a year.

November 1996: Re-elected to the council for a second four-year term.

November 1998: Chosen to serve as mayor for a second year over Mike Rotkin, who was in line to be

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mayor but had fallen out with progressives over environmental issues and the city's camping ban.

December 2000: Left council after serving 11 years, more consecutive years than anyone in history.

November 2008: Elected to her fourth term on the council, though only the third full term.

SOURCE: Sentinel research

TRACK BEIERS

To track Katherine Beiers' progress during Monday's Boston Marathon, log on to www.baa.org and click "Participant Information." Beiers' number is 21618. Or send the mobile text message RUNNER to 345678 for updates.

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Library board won't decide on increase until May: Trustees will evaluate new budget numbers next month

By J.M. BROWN - Santa Cruz Sentinel Santa Cruz Sentinel

Posted:

4/16/12

SantaCruzSentinel.com

SANTA CRUZ — The library board won't decide until next month whether to increase hours at its 10 branches in July as hoped when trustees approved a new service model a year ago.

The cost of increasing hours 24 percent is nearly \$1.3 million, which represents about 10 percent of the library's \$11 million annual budget. But half of that cost was expected, leaving the board to decide whether to spend about \$650,000 more.

Trustees made no decision at their last meeting, April 9, on whether to add hours to each branch. They have asked Library Director Teresa Landers could further study the budget, after she predicted the library might sink \$2 million into the red within the next few years if the hours were increased.

With some board members questioning those estimates, Landers expects to have updated figures before the board's May 7 meeting. She said the board will need to vote by late May if new hours are to be implemented July 1.

Circulation and visitors overall were up 20 percent and 13 percent in February, respectively, compared to the same month last year, which might indicate the need for more hours. Landers also is awaiting the results of a online survey about patron experiences.

“Until I see how the numbers look, I'm not sure what I am going to recommend,” Landers said. “In the best all worlds, I would love to give everybody a lot more hours, but it becomes a matter of balancing what can we afford and what other areas need attention.”

Landers said personnel costs are higher than estimated in April 2011, when the board approved the so-called compromise service model, one that kept open smaller branches targeted for closure and increased hours while investing in new technology and adding to reserves. The model relied more on volunteers to handle some staff work, but there aren't enough volunteers in the largest six branches and staff are unable to hit the goal of reshelving 90 percent of materials within 24 hours.

“Things are taking longer,” Landers said. “Everybody is stretched.”

The branches have had a total of 318 open hours per week since January, which represented a 24 percent increase compared to previous hours. Another such bump would bring weekly hours to nearly 400.

“We will stand behind whatever decision they make, and continue to support them to the best of our ability,” said Pete Cullen, president of the Friends of the Library board, which hasn't taken a stand on the proposal.

The budget is a bright spot. The library, which in recent years had to borrow from the city of Santa Cruz to stay in the black, already has surpassed its goal of having a \$1 million reserve. And the county expects tax revenue for the library will increase 2.4 percent next fiscal year, which is .4 percent above estimates.

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But the library is also dealing with an uptick in security concerns at the downtown branch, which prompted a recent visit by the top official for the 911 call center to train library staff on when it's appropriate to call 911. Landers said, in recent weeks, staff have dealt with people yelling at them or other patrons, more transients coming into the branch to avoid the rain and one case of a man disrobing in the stacks.

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LIBRARY SURVEY

To participate in a survey by Santa Cruz Public Libraries, visit santacruzpl.org. There are two versions: a short survey that lasts 5 minutes and one that takes 15 minutes.

5th District supervisorial candidates debate the issues

By JASON HOPPIN -- Santa Cruz Sentinel Santa Cruz Sentinel

Posted:

4/30/12

SantaCruzSentinel.com

SCOTTS VALLEY - More than 60 people turned out Monday night to hear candidates for the county 5th supervisorial district to hear their views on growth, library and park funding and public pensions.

Bill Smallman, Bruce McPherson and Eric Hammer all answered a series of questions at the Scotts Valley Community Center, finding common ground on the need for economic development, and fielding questions about how to govern in an era of flagging government revenues.

Smallman, a board member of the Lompico County Water District, threw himself behind using capitalism to improve the economy, saying he would create a county commission to improve the local business climate.

"I know there are a lot of anti-capitalist things out there, but capitalism works," Smallman said, later adding an applause line: "We can keep Santa Cruz weird, but let's start making it smart."

Asked to identify a decision of the county board they disagreed with, McPherson and Smallman said they would have supported the La Bahia Hotel project in Santa Cruz. Although the county has no authority over it, current 5th District Supervisor Mark Stone led Coastal Commission opposition as that agency's vice chairman.

"I would have made something work," McPherson said.

Hammer demurred on the question, calling second-guessing "a little unfair because you're putting a lot of pressure on someone who's making those tough choices."

Hammer owns a small construction company and has been active in San Lorenzo Valley, helping found a teen center and serving on the Boulder Creek Recreation and Park District. He is also the son of influential San Lorenzo Valley matron Mary Hammer, a lineage that helped install him as an early favorite.

That was before McPherson, a former Sentinel editor who went on to a long career in state politics, entered the race. The Pasatiempo resident set a breakneck fundraising pace in the race, and with his name recognition is now regarded as the frontrunner.

The two traded on their family histories, each touting roots in the area stretching back four decades. At one point Hammer said he "walked the watersheds" as a youth, a claim of environmental bona fides probably unique to Santa Cruz politics.

Hammer has racked up endorsements from Democratic and labor groups, and said he was concerned about adequate park and library funding. He also said the district was unique - it includes part of Santa Cruz, Scotts Valley and the San Lorenzo Valley - but said he could work with many different groups.

Noting San Lorenzo Valley, Scotts Valley and Santa Cruz have different governments, Hammer said, "The supervisor has to be able to work and understand the equal significances and the differences of those three areas."

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The debate was the first of two sponsored by the Scotts Valley/San Lorenzo Press-Banner and the Scotts Valley and San Lorenzo Valley chambers of commerce. A second debate is planned for Thursday at San Lorenzo Valley High School.

The candidates said public pensions had gotten out of hand, and praised local public employees for agreeing to benefits concessions to save taxpayer funds. Hammer said he would listen to all sides before making decisions on pensions, but posited that pre-concession pensions were "bankrupting" the county.

McPherson was foremost in saying that public safety was his top priority, and he has the endorsements of several public safety figures, including county Sheriff-Coroner Phil Wowak. He also has the backing of several Santa Cruz and Scotts Valley council members, but as a registered Republican was not eligible for what usually are all-important local Democratic party endorsements.

Follow Sentinel reporter Jason Hoppin on Twitter:

Editor's note: This article has been corrected to show that Eric Hammer is the son of Mary Hammer.

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