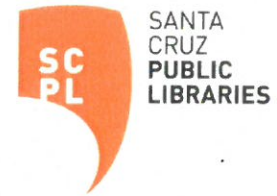


Chair                    Martin Bernal  
Vice Chair            Jenny Haruyama  
Board Member        Susan Mauriello  
Board Member        Jamie Goldstein



**SANTA CRUZ CITY/COUNTY LIBRARIES  
JOINT POWERS AUTHORITY BOARD**

**REGULAR MEETING AND WORK SESSION**

**FEBRUARY 2, 2017**

**9:00 A.M.**

**DOWNTOWN BRANCH MEETING ROOM  
224 CHURCH STREET, SANTA CRUZ, CA 95060**

**1. CALL TO ORDER / ROLL CALL**

Board Members Jamie Goldstein, Jenny Haruyama, Susan Mauriello, and Chair Martin Bernal

**2. PRESENTATIONS**

**3. ADDITIONAL MATERIALS**

*Additional information submitted after distribution of the agenda packet.*

**4. ADDITIONS AND DELETIONS TO AGENDA**

**5. ORAL COMMUNICATION**

*Any member of the audience may address the Board on any matter either on or off the agenda that is within the Board's jurisdiction. Note, however, that the Board is not able to undertake extended discussion or act on non-agendized items. Such items can be referred to staff for appropriate action which may include placement on a future agenda. If you intend to address a subject that is on the Agenda, please hold your comments regarding that item until it is before the Board so that we may properly address all comments on that subject at the same time. In general 3 minutes will be permitted per speaker during Oral Communication; A MAXIMUM of 30 MINUTES is set aside for Oral Communications at this time.*

**6. REPORT BY LIBRARY DIRECTOR**

**7. REPORT BY FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES**

**8. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)**

A. Commissioners' Report – January 2017 (PG.4)

**9. COMMENTS BY BOARD MEMBERS**

**10. CONSENT CALENDAR**

*All items listed in the "Consent Calendar" will be enacted by one motion in the form listed below. There will be no separate discussion on these items prior to the time the Board votes on the action unless members of the public or the Board request specific items to be discussed for separate review. Items pulled for separate discussion will be considered following General Business.*

- A. Receive Minutes of January 12, 2017  
RECOMMENDED ACTION: Approve Minutes. (PG.5-8)
- B. Quarterly Narrative Report for 2<sup>nd</sup> Qtr. 2016  
RECOMMENDED ACTION: Receive Report. (PG.9-15)
- C. Quarterly Performance Measures for 2<sup>nd</sup> Qtr. 2016  
RECOMMENDED ACTION: Receive Performance Measures. (PG.16-19)
- D. Financial Report for 2<sup>nd</sup> Qtr. 2016  
RECOMMENDED ACTION: Receive Financial Report. (PG.20-25)
- E. Security Incidents Log for 2<sup>nd</sup> Qtr. 2016  
RECOMMENDED ACTION: Receive Security Incidents Log. (PG.26-30)
- F. Articles about Santa Cruz Public Libraries.  
RECOMMENDED ACTION: Receive Articles. (PG.31-33)

**11. GENERAL BUSINESS**

*Other Business items are intended to provide an opportunity for public discussion of each item listed. The following procedure is followed for each Business item: 1) Staff explanation; 2) Board questions; 3) Public comment; 4) Board deliberation; 5) Decision.*

- A. Financial Review and Forecasting Presentation (PG.34-35)

**12. SCHEDULED UPCOMING MEETINGS**

|                      |                             |                               |
|----------------------|-----------------------------|-------------------------------|
| <b>March 2, 2017</b> | <b>Aptos Branch Library</b> | <b>Upcoming Agenda Items:</b> |
| <b>at 6:00 pm</b>    | <b>7695 Soquel Drive.</b>   | Approval of Naming Policy     |
|                      | <b>Aptos, CA 95003</b>      | Introduction of Gift Policy   |
|                      |                             | Continued Budget Discussion   |

### **13. ADJOURNMENT**

Adjourned to a Regular Meeting of the Library Joint Powers Authority Board to be held on Thursday, March 2, 2017 [immediately following the LFFA meeting] at 6:00 p.m. at the Aptos Branch Meeting Room located at 7695 Soquel Drive, Aptos, CA 95003.

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 (831)427-7706 at least five days in advance so that we can arrange for such special assistance, or email [library\\_admin@santacruzpl.org](mailto:library_admin@santacruzpl.org).

# Library Advisory Commission Meeting Report

**January 23, 2017**

Six of the seven members of the LAC were present for the January 23 meeting at the Scotts Valley Branch. The Commission elected Martha Dexter for Chair and Deb Tracey-Proulx as Vice Chair for 2017.

Janis O'Driscoll walked the members through the **Strategic Plan** process and thanked Commission members for assisting in particular Barbara Gorson and Cindy Jackson who acted as readers for the 1,000 interviews. All agreed that the one page summary was excellent and will be useful for future reference.

The Commission did a quick review of the **Draft Work Plan** for year one. Areas mentioned included building K-12 partnerships, increasing permanent staff, and community led programming. Director Nemitz noted that it is a work in progress and is open for additions.

After discussion, the Commission recommended 6-0 to support Director Nemitz's recommended budget adjustment in the **FY 2017 Fund Balance Spending Plan** to increase hours, computers, and materials. While hours are ongoing expenses and the fund balance is one time money, members felt that the public's number one request should be honored if deemed financially feasible by the JPA. Because our system is now fully committed to 10 branches, it is important to insure minimum hours for branches in order to effectively serve their user populations. We also discussed how hours will shift and change over the next 8 years while branches undergo building and remodeling. While this may be confusing to the public, the end result will be vastly improved facilities.

The Commission also discussed their role as an Advisory body. When appropriate, we will make recommendations to the JPA on issues before the JPA.

Finally, we will begin in January 2017, to submit to the JPA, a report written by a member of the Commission that summarizes highlights and recommendations from our meetings. This report will be offered to all commissioners to check for accuracy before submittal.



Chair Martin Bernal  
Vice Chair Jenny Haruyama  
Board Member Susan Mauriello  
Board Member Jamie Goldstein



**SANTA CRUZ CITY/COUNTY LIBRARIES  
JOINT POWERS AUTHORITY BOARD  
(LJPA)**

**REGULAR MEETING MINUTES**

**THURSDAY, JANUARY 12, 2017  
9:00 A.M.**

**1. ROLL CALL**

**PRESENT:** Chair Martin Bernal; Vice Chair Jenny Haruyama, Susan Mauriello (Board Member), Steve Jesberg (Alternate Board Member)  
**STAFF:** Library Director Susan Nemitz

**2. PRESENTATIONS**

None

**3. ADDITIONAL MATERIALS**

Updated Draft of Naming Policy

**4. ADDITIONS AND DELETIONS TO AGENDA**

The Agenda of January 12, 2017 was approved by consensus.

**5. ORAL COMMUNICATIONS**

Report out from Closed Session of December 1, 2016

**6. REPORT BY LIBRARY DIRECTOR**

A. Library Director's Report –January 2017

**7. FRIENDS OF THE SANTA CRUZ PUBLIC LIBRARIES REPORT**

Cindy Jackson, LSB, reported on the Friends of the Libraries activities.

**8. REPORT BY LIBRARY ADVISORY COMMISSION (LAC)**

Commissioner Nancy Gerdt reported on the LAC meeting.

**9. COMMENTS BY BOARD MEMBERS**

None

**10. CONSENT CALENDAR**

- A. Approve Minutes of December 1, 2016 meeting.  
ACTION: Approved Minutes
- B. Receive Articles about Santa Cruz Public Libraries  
ACTION: Received Articles.
- C. Receive Financial Snapshot for November 2016.  
ACTION: Received Financial Snapshot.

|                  |   |
|------------------|---|
| <b>RESULT:</b>   | <b>APPROVED CONSENT ITEMS <u>10A., 10.B., and 10.C.</u></b><br><b>[UNANIMOUS]</b> |
| <b>MOVER:</b>    | Jenny Haruyama (Vice Chair)   |
| <b>SECONDER:</b> | Steve Jesberg (Alternate Board Member)  |
| <b>AYES:</b>     | Bernal, Mauriello, Haruyama, Jesberg  |

**11. GENERAL BUSINESS**

- A. Annual Election of Board Chair and Board Vice-Chair

|                  |  |
|------------------|--|
| <b>RESULT:</b>   | <b>ELECTED THE CALENDAR YEAR 2017 BOARD CHAIR AND VICE CHAIR AS THE CITY OF SANTA CRUZ AND CITY OF SCOTTS VALLEY RESPECTIVELY. [UNANIMOUS]</b> |
| <b>MOVER:</b>    | Susan Mauriello (Board Member)   |
| <b>SECONDER:</b> | Jenny Haruyama   |
| <b>AYES:</b>     | Bernal, Mauriello, Haruyama, Jesberg   |

B. Strategic Plan 2017 – 2021

**RESULT: APPROVED STRATEGIC PLAN (pg.28) AND REQUESTED ONGOING UPDATES BASED ON WORK PLAN. [UNANIMOUS]**

**MOVER:** Susan Mauriello (Board Member)  
**SECONDER:** Jenny Haruyama  
**AYES:** Bernal, Mauriello, Haruyama, Jesberg

C. FY 2016 Fund Balance Spending Plan

**RESULT: APPROVED TO EXPAND THE NEXT MEETING TO A WORKSESSION AND A) REQUESTED A 5 YEAR BUDGET PROJECTION BASED ON THE STAFFING AND OTHER COSTS THAT ARE CURRENTLY INCURRED. B) REQUESTED A FORECAST OF POTENTIAL LIBRARY BRANCH EXPANSION NEEDS AND HOW TO ANTICIPATE ADDITIONAL HOURS DURING BRANCH CLOSURES. [UNANIMOUS]**

**MOVER:** Susan Mauriello (Board Member)  
**SECONDER:** Jenny Haruyama  
**AYES:** Bernal, Mauriello, Haruyama, Jesberg

D. Naming Policy

**RESULT: APPROVED THE CONTINUATION OF ITEM 11.D NAMING POLICY AT A FUTURE MEETING. [UNANIMOUS]**

**MOVER:** Jenny Haruyama (Vice Chair)  
**SECONDER:** Steve Jesberg (Alternate Board Member)  
**AYES:** Bernal, Mauriello, Haruyama, Jesberg

**12. ADJOURNMENT**

Final Adjournment of the Library Joint Powers Authority Board (LJPA) at 10:40 a.m. to the next Regular Meeting and Work Session Thursday, February 2, 2017 at 9:00 a.m. immediately following the Libraries Facilities Financing Authority (LFFA) meeting, at the Downtown Branch Meeting Room, located at 224 Church St., Santa Cruz, CA 95060.

ATTEST: \_\_\_\_\_  
Helga Smith, Clerk of the Board

All documents referred to in these minutes are available in the Santa Cruz Public Libraries – Library Headquarters Office, 117 Union Street, Santa Cruz.

Chair                 Martin Bernal  
Vice Chair         Jenny Haruyama  
Board Member     Susan Mauriello  
Board Member     Jamie Goldstein



## **STAFF REPORT**

DATE:            February 2, 2017  
TO:               Library Joint Powers Authority Board  
FROM:            Susan Nemitz, Library Director  
RE:               1<sup>st</sup> and 2<sup>nd</sup> Qtr. FY 2016-2017 Work Plan Updates

### **RECOMMENDATION**

Receive Report

### **DISCUSSION**

Attached please find the first and second quarter updates for the 2016-2017 Work Plan. The purposes of this document include:

- Identifying to staff the priorities for allocating resources in the current fiscal year,
- Driving consistent progress toward goals by requiring quarterly updates, and
- Documenting progress toward goals outlined in the Strategic Plan for the Library Joint Powers Board.

The format of this document continues to evolve as consultation with staff occurs and new managers are hired.

Key accomplishments in quarter one and two:

- Received feedback from over 1,000 members of the community on the future of library services in Santa Cruz
- Developed a Strategic Plan and work plan

- Reorganized the administrative structure
- Hired Janis O'Driscoll as an Assistant Director
- Created regions and posted for regional managers
- Decentralized Librarians and Information Specialists to the branches
- Assisted the City of Capitola in the hiring of a project manager and architect, reviewed scope of project and developed a design concept and cost estimates
- Assisted in the development of the Felton Library and adjacent properties
- Assisted in proposing a multiuse development for the Downtown library
- Assisted in developing a concept for library services in Live Oak
- Worked closely with the central and local Friends groups to organize and raise funds
- Created a new chart of accounts
- Began to deploy staff on key priorities (local history, veterans resources, homelessness, digital literacy)

Attachment: Work Plan for 2017-2018



**Santa Cruz Public Libraries**  
**Work Plan for 2017-FY2018**  
**Quarter One and Two Report**

**1. Learning**

| Objectives   | Special Projects   | Updates  |
|--|--|--|
| <p><b>Adult Programming (JO)</b></p> <ul style="list-style-type: none"> <li>• Creative Aging</li> <li>• Life Skills</li> </ul>   | <ul style="list-style-type: none"> <li>• Local History (DL)</li> <li>• Veteran’s Program (DA)</li> <li>• Workforce/Co-working (JO)</li> <li>• Homelessness (MMF)</li> <li>• Measure Effectiveness</li> </ul> | <p><b>Quarter 1 and 2 Achievements:</b></p> <p><b>Local History</b></p> <ul style="list-style-type: none"> <li>• Assigned Liaison – Deb Lipoma</li> <li>• Met with Genealogical Society</li> </ul> <p><b>Veterans</b></p> <ul style="list-style-type: none"> <li>• Assigned Liaison – David Addison</li> <li>• Received \$3,500 LSTA grant for Veterans Connect</li> <li>• Received \$1,500 Kaiser grant</li> <li>• Hired six volunteers</li> <li>• Identified community partners</li> <li>• Developed Center in DT</li> <li>• Purchased support materials</li> </ul> <p><b>Workforce/Co-working</b></p> <ul style="list-style-type: none"> <li>• Consulted with community volunteers on Co-working</li> <li>• Researched NextSpace, Cruzio, and Digital Nest</li> </ul> <p><b>Homelessness</b></p> <ul style="list-style-type: none"> <li>• Assigned Liaison – Maile McGrew Frede</li> <li>• Began Thursday Coffee Hour</li> <li>• Identified community partners</li> </ul> |
| <p><b>Youth Programming (JO)</b></p> <ul style="list-style-type: none"> <li>• Ready for Kindergarten</li> <li>• Student Success</li> <li>• Safe After School</li> <li>• School Partnerships</li> </ul> | <ul style="list-style-type: none"> <li>• Early Literacy</li> <li>• Tales to Tails</li> <li>• School Visits</li> <li>• Summer Reading (BM)</li> <li>• STEAM</li> </ul>  | <p><b>Quarter 1 and 2 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Decentralized youth programming staff to branches</li> </ul>  |

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• Tutoring</li> <li>• Library Card Sign-up</li> <li>• Measure Effectiveness</li> </ul> | <ul style="list-style-type: none"> <li>• Completed 2016 summer reading</li> <li>• Identified summer reading coordinator – Brenda McIlroy</li> </ul>   |
| <b>Outreach (JO)</b> <ul style="list-style-type: none"> <li>• Bookmobile</li> <li>• Jails (MMF)</li> </ul> | Measure Effectiveness   | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Identified jail services coordinator – Maile McGrew Frede</li> <li>• Reviewed jail fines and fees policies</li> <li>• Completed MOU with Sheriff on jail service</li> <li>• Received new 30 ft. bookmobile and began use</li> <li>• Added WiFi hotspot to bookmobile</li> </ul> |

## 2. Digital Inclusion

| Objectives                      | Special Projects   | Updates   |
|---------------------------------|--|---|
| <b>Bandwidth (LS)</b>           | CENIC  | <b>Quarter 1 and 2 Achievements:</b>  |
| <b>Tools and Resources (LS)</b> | <ul style="list-style-type: none"> <li>• Public PC's/Laptops</li> <li>• Wireless Printing</li> </ul>   | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Developed budget request</li> <li>• Added youth PCs DT</li> </ul>   |
| <b>Digital Literacy (LS)</b>    | <ul style="list-style-type: none"> <li>• Staff Training</li> <li>• Ongoing Curriculum</li> <li>• Open Labs</li> <li>• E Government</li> </ul>                          | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Piloted nine drop-in computer labs</li> <li>• Held six 3D printing classes</li> <li>• Offered six cyber security classes</li> </ul>         |
| <b>Innovation (LS)</b>          | <ul style="list-style-type: none"> <li>• Makers Space</li> <li>• Digital Curation/Storage</li> <li>• TV Whitespaces Grant</li> <li>• Edge Survey/Evaluation</li> </ul> | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Completed Edge Assessment</li> <li>• Conducted Impact Survey of patrons; 654 respondents</li> <li>• Added Minecraft server to SV</li> </ul> |

### 3. Transformative Spaces

| Objectives   | Special Projects   | Updates   |
|--|--|---|
| <b>Measure S Implementation (SN)</b> <ul style="list-style-type: none"> <li>• Aptos</li> <li>• Boulder Creek</li> <li>• Branciforte</li> <li>• Capitola</li> <li>• Downtown</li> <li>• Felton</li> <li>• Garfield Park</li> <li>• La Selva Beach</li> <li>• Live Oak</li> <li>• Scotts Valley</li> </ul> | <ul style="list-style-type: none"> <li>• Design/Approvals Capitola</li> <li>• Design/Approvals Felton</li> <li>• Predesign/Approvals Downtown</li> <li>• Concept Live Oak</li> <li>• Concept Scotts Valley</li> <li>• Architect Selection - County Small Projects</li> <li>• HVAC/IT/Security/Sustainability Standards</li> <li>• Declutter/Weeding Events</li> <li>• Rearrange Storage</li> </ul> | <b>Quarter 1 and 2 Achievements:</b><br><b>City of Capitola:</b> <ul style="list-style-type: none"> <li>• Assisted in selection of project manager</li> <li>• Assisted in selection of an architect</li> <li>• Worked with Capitola LAC and Friends</li> </ul> <b>City of Santa Cruz:</b> <ul style="list-style-type: none"> <li>• Assisted in development of a proposal for DT joint use library/parking ramp</li> </ul> <b>County of Santa Cruz:</b> <ul style="list-style-type: none"> <li>• Worked closely with Friends of Felton, County and architect on project development</li> <li>• Met regularly with Live Oak Supervisor, Schools, Boys and Girls Club and Parks and Recreation on concept development</li> <li>• Worked with County on project timelines</li> <li>• Met with La Selva Beach Friends and district park board representatives</li> <li>• Met with Aptos Friends</li> </ul> |
| <b>LFFA (SN)</b>   | <ul style="list-style-type: none"> <li>• Agreement</li> <li>• JPA Amendment</li> <li>• Timeline/Budget</li> <li>• Bond Issuance</li> <li>• Measure S Website</li> </ul>  | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Drafted JPA amendment</li> <li>• Drafted JPA agreements</li> <li>• Developed agreement on tax receipts</li> <li>• Developed Measure S website infrastructure</li> </ul>   |

### 4. User Experience

| Objectives                 | Special Projects  | Updates  |
|----------------------------|---|--|
| <b>Hours/Staffing (SN)</b> | <ul style="list-style-type: none"> <li>• Hours</li> <li>• Decentralize Staff</li> <li>• Regionalization</li> <li>• Increase Permanent Staffing</li> </ul> | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>• Developed hours proposal</li> <li>• Decentralized Librarian staff to branches</li> </ul> |

|                          |  |  |
|--------------------------|--|--|
|                          |  | <ul style="list-style-type: none"> <li>Developed three regions and post regional manager positions</li> </ul>  |
| <b>Collections (SB)</b>  | <ul style="list-style-type: none"> <li>Collections Development Plan</li> <li>Collection Inventory/Analysis</li> <li>Review Floating Collection</li> <li>Targeted Investments (Replacement, Spanish, Best Sellers, Hoopla, Downloadable Audio)</li> </ul> | <b>Quarter 1 and 2 Achievements:</b>   |
| <b>Convenience (LS)</b>  | <ul style="list-style-type: none"> <li>Website/Discovery</li> <li>Linked Data</li> <li>Marketing Plan/Visibility (DC)</li> <li>Book Drops</li> <li>Charging Stations</li> </ul>  | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>Developed marketing plan</li> </ul>  |
| <b>Security (SN)</b>     | <ul style="list-style-type: none"> <li>Code of Conduct</li> <li>Emergency Procedures</li> <li>Security Training</li> <li>Internal Cameras Evaluation</li> <li>Guard Evaluation/Law Enforcement Coordination</li> </ul>                                   | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>Formed committee to draft new Code of Conduct</li> <li>Offered three workplace violence training programs</li> <li>Offered CPR training</li> </ul> |
| <b>Localization (JO)</b> | <ul style="list-style-type: none"> <li>Branch Specialties</li> <li>Community Information Database</li> <li>Community Led Programming</li> </ul>  | <b>Quarter 1 and 2 Achievements:</b>   |

## 5. Organizational Capacity

| Objectives                 | Special Projects   | Updates   |
|----------------------------|--|---|
| <b>Administration (SN)</b> | <ul style="list-style-type: none"> <li>Planning</li> <li>Structure</li> <li>Policies</li> <li>Budget Process/COA</li> <li>Long Term Funding</li> </ul> | <b>Quarter 1 and 2 Achievements:</b> <ul style="list-style-type: none"> <li>Reorganized administrative team</li> <li>Developed and filled assistant director position</li> <li>Developed strategic plan</li> <li>Developed technology work plan</li> <li>Developed work plan</li> <li>Developed new Chart of Accounts</li> <li>Created Labor Management group</li> <li>Drafted naming policy</li> </ul> |

|  |   |   |
|--|---|---|
| <p><b>Friends of the Library (SN)</b></p> <ul style="list-style-type: none"> <li>• Central</li> <li>• Local</li> </ul> | <ul style="list-style-type: none"> <li>• MOU</li> <li>• Central Infrastructure</li> <li>• Diversified Funding</li> <li>• Strategic Plan</li> <li>• Policies</li> <li>• Fund Raising</li> <li>• Measure Effectiveness</li> </ul> | <p><b>Quarter 1 and 2 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Drafted MOU</li> <li>• Solicited feedback on naming policy</li> <li>• Began monthly meetings with chair and staff</li> <li>• Met with all local chapters</li> </ul>                                    |
| <p><b>Volunteers (DF)</b></p>  | <ul style="list-style-type: none"> <li>• Increase Use</li> <li>• High Skill Volunteers</li> <li>• Measure Effectiveness</li> </ul>  | <p><b>Quarter 1 and 2 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Recruited volunteers for Veterans Connect program</li> <li>• Received 6,500 hours of volunteer service from 170 volunteers</li> </ul>  |
| <p><b>Planning Priorities Staff Training (AC)</b></p>  | <ul style="list-style-type: none"> <li>• Technology</li> <li>• Security</li> <li>• Patrons with Special Needs</li> </ul>  | <p><b>Quarter 1 and 2 Achievements:</b></p> <ul style="list-style-type: none"> <li>• Held staff day in October focusing on Strategic Planning</li> <li>• Sent Sarah Harbison to train-the-trainer program on mental health</li> <li>• Deployed Moodle Learning Management System</li> </ul> |

Chair                 Martin Bernal  
Vice Chair         Jenny Haruyama  
Board Member     Susan Mauriello  
Board Member     Jamie Goldstein



## STAFF REPORT

DATE:             February 2, 2017  
TO:               Library Joint Powers Authority Board  
FROM:            Christine Campbell, Library Assistant IV     Co  
RE:               2<sup>nd</sup> Quarter FY 16/17 Performance Indicators

### RECOMMENDATION

Receive report

### DISCUSSION

The second quarter's performance in Fiscal Year 2016-17 highlights key changes in Collection Development and the Library's Programming methodology.

- While the number of Library programs has been reduced as part of an ongoing plan to maximize staff time in programs, the attendance per program has greatly increased, by almost 40%.
- Programming staff have increasingly moved to community reflective programs, as can be seen by the increased number of programs for adults.
- Circulation of physical items shows a very slight downward shift (about 1%) over the last two quarters from a comparison with last year's performance. This combines with a shift upward in digital checkouts through the Library which is equivalent to more than 70% of the change.
- \*Please note that, as of this quarter, the Library is including statistics on numbers of hours of public internet computer use by Branch and System in this report.



**QUARTERLY PERFORMANCE INDICATORS: IN BRANCH CIRCULATION**

| CIRCULATION BY BRANCH     |                |                |                |                |                |         |                |         |
|---------------------------|----------------|----------------|----------------|----------------|----------------|---------|----------------|---------|
|                           | QTR 1          |                | QTR2           |                | QTR3           |         | QTR4           |         |
|                           | FY15/16        | FY16/17        | FY15/16        | FY16/17        | FY15/16        | FY16/17 | FY15/16        | FY16/17 |
| Aptos                     | 51,287         | 53,352         | 50,481         | 50,340         | 52,485         |         | 53,211         |         |
| Boulder Creek             | 12,296         | 10,808         | 10,594         | 10,759         | 11,393         |         | 10,502         |         |
| Branciforte               | 21,316         | 19,644         | 19,756         | 17,940         | 20,812         |         | 19,514         |         |
| Capitola                  | 32,263         | 33,135         | 29,102         | 29,081         | 31,619         |         | 31,148         |         |
| Downtown                  | 81,646         | 81,261         | 77,707         | 74,303         | 83,337         |         | 81,854         |         |
| Felton                    | 5,995          | 6,498          | 6,846          | 6,252          | 6,720          |         | 6,106          |         |
| Garfield Park             | 10,822         | 11,215         | 10,146         | 9,639          | 11,206         |         | 11,039         |         |
| La Selva Beach            | 4,475          | 4,253          | 3,549          | 3,978          | 4,450          |         | 4,187          |         |
| Live Oak                  | 30,925         | 30,882         | 29,358         | 28,051         | 30,850         |         | 30,254         |         |
| Scotts Valley             | 51,359         | 50,412         | 46,044         | 46,105         | 48,659         |         | 48,620         |         |
| Outreach                  | 12,780         | 11,446         | 11,627         | 12,287         | 13,778         |         | 11,882         |         |
| <b>TOTAL</b>              | <b>315,164</b> | <b>312,906</b> | <b>295,210</b> | <b>288,735</b> | <b>315,309</b> |         | <b>308,317</b> |         |
|                           |                |                |                |                |                |         |                |         |
| CIRCULATION PER OPEN HOUR |                |                |                |                |                |         |                |         |
|                           | QTR 1          |                | QTR2           |                | QTR3           |         | QTR4           |         |
|                           | FY15/16        | FY16/17        | FY15/16        | FY16/17        | FY15/16        | FY16/17 | FY15/16        | FY16/17 |
| Aptos                     | 91             | 96             | 93             | 94             | 96             |         | 94             |         |
| Boulder Creek             | 29             | 26             | 27             | 27             | 28             |         | 25             |         |
| Branciforte               | 51             | 47             | 51             | 46             | 51             |         | 47             |         |
| Capitola                  | 69             | 71             | 68             | 66             | 69             |         | 67             |         |
| Downtown                  | 117            | 118            | 117            | 112            | 123            |         | 117            |         |
| Felton                    | 17             | 18             | 22             | 19             | 19             |         | 17             |         |
| Garfield Park             | 31             | 33             | 31             | 30             | 34             |         | 32             |         |
| La Selva Beach            | 13             | 12             | 11             | 12             | 13             |         | 12             |         |
| Live Oak                  | 66             | 69             | 66             | 63             | 69             |         | 65             |         |
| Scotts Valley             | 91             | 91             | 85             | 86             | 89             |         | 86             |         |
| <b>AVERAGE</b>            | <b>58</b>      | <b>58</b>      | <b>57</b>      | <b>56</b>      | <b>59</b>      |         | <b>56</b>      |         |

| HOURS OF PUBLIC INTERNET COMPUTER USE |         |         |         |               |         |         |         |         |
|---------------------------------------|---------|---------|---------|---------------|---------|---------|---------|---------|
|                                       | QTR 1   |         | QTR2    |               | QTR3    |         | QTR4    |         |
|                                       | FY15/16 | FY16/17 | FY15/16 | FY16/17       | FY15/16 | FY16/17 | FY15/16 | FY16/17 |
| Aptos                                 |         |         |         | 2,722         |         |         |         |         |
| Boulder Creek                         |         |         |         | 854           |         |         |         |         |
| Branciforte                           |         |         |         | 1,866         |         |         |         |         |
| Capitola                              |         |         |         | 1,324         |         |         |         |         |
| Downtown                              |         |         |         | 11,043        |         |         |         |         |
| Felton                                |         |         |         | 268           |         |         |         |         |
| Garfield Park                         |         |         |         | 764           |         |         |         |         |
| La Selva Beach                        |         |         |         | 152           |         |         |         |         |
| Live Oak                              |         |         |         | 3,179         |         |         |         |         |
| Scotts Valley                         |         |         |         | 2,023         |         |         |         |         |
| <b>TOTAL SYSTEM HRS</b>               |         |         |         | <b>24,195</b> |         |         |         |         |

\* DATA COLLECTION STARTED IN OCTOBER 2016

QUARTERLY PERFORMANCE INDICATORS: PROGRAMMING

| NUMBER OF PROGRAMS |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|
|                    | QTR 1   |         | QTR2    |         | QTR3    |         | QTR4    |         |
|                    | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 |
| PRESCHOOL          | 102     | 51      | 150     | 74      | 167     |         | 179     |         |
| SCHOOL AGE         | 224     | 180     | 327     | 188     | 348     |         | 338     |         |
| TEEN               | 20      | 30      | 35      | 37      | 58      |         | 59      |         |
| ADULT              | 122     | 160     | 141     | 176     | 206     |         | 185     |         |
| TOTAL              | 468     | 421     | 653     | 475     | 779     |         | 761     |         |

| PROGRAM ATTENDANCE |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|
|                    | QTR 1   |         | QTR2    |         | QTR3    |         | QTR4    |         |
|                    | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 |
| PRESCHOOL          | 2,928   | 3,281   | 4,832   | 4,503   | 5,603   |         | 6,163   |         |
| SCHOOL AGE         | 6,245   | 6,335   | 4,764   | 3,799   | 4,050   |         | 5,288   |         |
| TEEN               | 379     | 436     | 378     | 532     | 815     |         | 1,389   |         |
| ADULT              | 1,995   | 2,799   | 2,069   | 2,892   | 2,892   |         | 2,952   |         |
| TOTAL              | 11,547  | 12,851  | 12,043  | 11,726  | 13,360  |         | 15,792  |         |

| ATTENDANCE/PROGRAM |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|
|                    | QTR 1   |         | QTR2    |         | QTR3    |         | QTR4    |         |
|                    | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 |
| PRESCHOOL          | 29      | 64      | 32      | 61      | 34      | #DIV/0! | 34      | #DIV/0! |
| SCHOOL AGE         | 28      | 35      | 15      | 20      | 12      | #DIV/0! | 16      | #DIV/0! |
| TEEN               | 19      | 15      | 11      | 14      | 14      | #DIV/0! | 24      | #DIV/0! |
| ADULT              | 16      | 17      | 15      | 16      | 14      | #DIV/0! | 16      | #DIV/0! |
| OVERALL AVERAGE    | 25      | 31      | 18      | 25      | 17      | #DIV/0! | 21      | #DIV/0! |

| NUMBER OF PROGRAMS |         |         |         |         |         |         |         |         |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|
|                    | QTR 1   |         | QTR2    |         | QTR3    |         | QTR4    |         |
|                    | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 | FY15/16 | FY16/17 |
| Aptos              | 57      | 29      | 61      | 39      | 60      |         | 65      |         |
| Boulder Creek      | 32      | 18      | 43      | 26      | 55      |         | 54      |         |
| Branciforte        | 33      | 24      | 36      | 15      | 49      |         | 50      |         |
| Capitola           | 25      | 20      | 38      | 23      | 43      |         | 43      |         |
| Downtown           | 79      | 57      | 106     | 77      | 132     |         | 130     |         |
| Felton             | 20      | 31      | 35      | 28      | 48      |         | 43      |         |
| Garfield Park      | 29      | 19      | 57      | 41      | 61      |         | 49      |         |
| La Selva Beach     | 48      | 47      | 84      | 48      | 82      |         | 78      |         |
| Live Oak           | 45      | 39      | 80      | 44      | 83      |         | 84      |         |
| Scotts Valley      | 72      | 77      | 89      | 66      | 104     |         | 112     |         |
| Outreach           | 13      | 28      | 12      | 20      | 20      |         | 20      |         |
| TOTAL              | 453     | 389     | 653     | 427     | 737     |         | 728     |         |

**QUARTERLY PERFORMANCE INDICATORS: PROGRAMMING**

| PROGRAM ATTENDANCE |              |               |               |               |               |         |              |         |
|--------------------|--------------|---------------|---------------|---------------|---------------|---------|--------------|---------|
|                    | QTR 1        |               | QTR2          |               | QTR3          |         | QTR4         |         |
|                    | FY15/16      | FY16/17       | FY15/16       | FY16/17       | FY15/16       | FY16/17 | FY15/16      | FY16/17 |
| Aptos              | 1,454        | 854           | 1,196         | 1,264         | 1,334         |         | 1572         |         |
| Boulder Creek      | 698          | 426           | 800           | 749           | 838           |         | 1055         |         |
| Branciforte        | 322          | 470           | 411           | 353           | 432           |         | 519          |         |
| Capitola           | 611          | 841           | 638           | 666           | 1,033         |         | 869          |         |
| Downtown           | 1,660        | 1,804         | 2,169         | 1,841         | 2,548         |         | 3083         |         |
| Felton             | 328          | 604           | 668           | 658           | 718           |         | 611          |         |
| Garfield Park      | 769          | 324           | 716           | 638           | 719           |         | 714          |         |
| La Selva Beach     | 889          | 1,106         | 1,119         | 981           | 1,007         |         | 1305         |         |
| Live Oak           | 911          | 900           | 1,541         | 1,199         | 1,518         |         | 1809         |         |
| Scotts Valley      | 1,762        | 2,540         | 1,764         | 1,442         | 1,883         |         | 2052         |         |
| Outreach           | 297          | 1,261         | 252           | 563           | 482           |         | 483          |         |
| <b>TOTAL</b>       | <b>9,701</b> | <b>11,130</b> | <b>11,274</b> | <b>10,354</b> | <b>12,512</b> |         | <b>14072</b> |         |

| ATTENDANCE/PROGRAM |           |           |           |           |           |                |           |                |
|--------------------|-----------|-----------|-----------|-----------|-----------|----------------|-----------|----------------|
|                    | QTR 1     |           | QTR2      |           | QTR3      |                | QTR4      |                |
|                    | FY15/16   | FY16/17   | FY15/16   | FY16/17   | FY15/16   | FY16/17        | FY15/16   | FY16/17        |
| Aptos              | 26        | 29        | 20        | 32        | 22        | #DIV/0!        | 24        | #DIV/0!        |
| Boulder Creek      | 22        | 24        | 19        | 29        | 15        | #DIV/0!        | 20        | #DIV/0!        |
| Branciforte        | 10        | 20        | 11        | 24        | 9         | #DIV/0!        | 10        | #DIV/0!        |
| Capitola           | 24        | 42        | 17        | 29        | 24        | #DIV/0!        | 20        | #DIV/0!        |
| Downtown           | 21        | 32        | 20        | 24        | 19        | #DIV/0!        | 24        | #DIV/0!        |
| Felton             | 16        | 19        | 19        | 24        | 15        | #DIV/0!        | 14        | #DIV/0!        |
| Garfield Park      | 27        | 17        | 13        | 16        | 12        | #DIV/0!        | 15        | #DIV/0!        |
| La Selva Beach     | 19        | 24        | 13        | 20        | 12        | #DIV/0!        | 17        | #DIV/0!        |
| Live Oak           | 20        | 23        | 19        | 27        | 18        | #DIV/0!        | 22        | #DIV/0!        |
| Scotts Valley      | 24        | 33        | 20        | 22        | 18        | #DIV/0!        | 18        | #DIV/0!        |
| Outreach           | 23        | 45        | 21        | 28        | 24        | #DIV/0!        | 24        | #DIV/0!        |
| <b>OVERALL</b>     | <b>21</b> | <b>29</b> | <b>17</b> | <b>24</b> | <b>17</b> | <b>#DIV/0!</b> | <b>19</b> | <b>#DIV/0!</b> |

Chair                 Martin Bernal  
Vice Chair         Jenny Haruyama  
Board Member     Susan Mauriello  
Board Member     Jamie Goldstein



## STAFF REPORT

DATE:             February 2, 2017  
TO:                Library Joint Powers Authority Board  
FROM:             Susan Nemitz, Library Director  
RE:                2nd Quarter Financial Report

### RECOMMENDATION

Receive Report

### DISCUSSION

The second quarter financial report covers July 2016 through December 2016.  
As of December 31, 2016 we were 50% of the way through our FY17 fiscal year.

#### Revenues

Total Revenue for this quarter: 40.9%

Sales tax 41.0%  
Maintenance of effort 41.6%

#### Expenditures

Total expenditures for this quarter: 66.1%

Expenditures do include encumbrances and prepayments. Prepayments for the library include dues and memberships, insurance and annual licenses to name a few.

**Personnel Costs**

Total Personnel costs for this quarter: 61.1%

|                   |       |
|-------------------|-------|
| Regular Full Time | 46.8% |
| Part Time         | 49.9% |
| Temporary         | 52.0% |

Salary costs are running as expected.

Benefits such as workers compensation (61.1%), unemployment insurance (57.9%) and Medicare insurance (57.0%) are running higher than anticipated.

SMN: kh

Enclosure: 2<sup>nd</sup> Quarter Financial Reports

**Revenue Balances**

Criteria: Summarize By = Report,Fund,Account; As Of = 12/31/2016; Period = 0,1,12; Fund = 951; Account = 4\*

| Acct  | Title                                    | Year-To-Date<br>Ado Budget | Year-To-Date<br>Adjustments | Year-To-Date<br>Adj Budget | Year-To-Date<br>Actual | Bdgt. to Act.<br>Variance | Pct.<br>Spent |
|---|--|----------------------------|-----------------------------|----------------------------|------------------------|---------------------------|---------------|
| <b>Fund 951 -- Library Joint Powers Authority</b> |  |                            |                             |                            |                        |                           |               |
| 41211   | Sales and use tax                        | 2,599,900.00               | 5,199,800.00                | 7,799,700.00               | 3,199,154.25           | 4,600,545.75              | 41.0%         |
| 43190   | Federal grants - other                   | 0.00                       | 0.00                        | 0.00                       | 1,600.00               | (1,600.00)                | 0.0%          |
| 43310   | Local operating grants and contributions | 0.00                       | 94,590.00                   | 94,590.00                  | 12,492.44              | 82,097.56                 | 13.2%         |
| 43311   | Maintenance of effort contributions      | 1,838,424.00               | 3,676,849.00                | 5,515,273.00               | 2,295,277.39           | 3,219,995.61              | 41.6%         |
| 45131   | Library fines                            | 0.00                       | 0.00                        | 0.00                       | 35.99                  | (35.99)                   | 0.0%          |
| 45132   | Lost library items                       | 0.00                       | 0.00                        | 0.00                       | (15.00)                | 15.00                     | 0.0%          |
| 46110   | Pooled cash and investment interest      | 0.00                       | 34,000.00                   | 34,000.00                  | 1,913.37               | 32,086.63                 | 5.6%          |
| 46190   | Interest earnings - other                | 1,123.00                   | 12,877.00                   | 14,000.00                  | 6,424.23               | 7,575.77                  | 45.9%         |
| 46303   | Donations - library                      | 4,367.00                   | 12,303.21                   | 16,670.21                  | 0.00                   | 16,670.21                 | 0.0%          |
| 46309   | Donations - library - Friends of the Lib | 8,759.00                   | 40,457.29                   | 49,216.29                  | 2,240.94               | 46,975.35                 | 4.6%          |
| 46910   | Miscellaneous operating revenue          | 49,667.00                  | 99,333.00                   | 149,000.00                 | 94,918.82              | 54,081.18                 | 63.7%         |
| 46990   | Miscellaneous non-operating revenue      | 0.00                       | 0.00                        | 0.00                       | (22.99)                | 22.99                     | 0.0%          |
| 49122   | From Library Private Trust Fund          | 13,063.00                  | 27,570.91                   | 40,633.91                  | 0.00                   | 40,633.91                 | 0.0%          |
| <b>Total</b>                                      | <b>Library Joint Powers Authority</b>    | <b>4,515,303.00</b>        | <b>9,197,780.41</b>         | <b>13,713,083.41</b>       | <b>5,614,019.44</b>    | <b>8,099,063.97</b>       |               |
| <b>Total</b>                                      |  | <b>4,515,303.00</b>        | <b>9,197,780.41</b>         | <b>13,713,083.41</b>       | <b>5,614,019.44</b>    | <b>8,099,063.97</b>       |               |



**Expenditure Balances**

Criteria: Summarize By = Report, Account, Account, As Of = 12/31/2016; Period = 0,1,12; Activity = 35; Account = 51\*

| Acct         | Title                        | Year-To-Date<br>Ado Budget | Year-To-Date<br>Adjustments | Year-To-Date<br>Adj Budget | Year-To-Date<br>Actual | Year-To-Date<br>Encumbrances | Bdgt. to Act.<br>Variance | Pct.<br>Spent |
|--------------|------------------------------|----------------------------|-----------------------------|----------------------------|------------------------|------------------------------|---------------------------|---------------|
| 51110        | Regular full time            | 1,523,678.00               | 3,116,532.00                | 4,640,210.00               | 2,173,812.51           | 0.00                         | 2,466,397.49              | 46.8%         |
| 51111        | Regular part time            | 325,655.00                 | 651,308.00                  | 976,963.00                 | 487,553.05             | 0.00                         | 489,409.95                | 49.9%         |
| 51114        | Overtime                     | 2,167.00                   | 4,333.00                    | 6,500.00                   | 817.33                 | 0.00                         | 5,682.67                  | 12.6%         |
| 51115        | Termination pay              | 0.00                       | 0.00                        | 0.00                       | 1,531.63               | 0.00                         | (1,531.63)                | 0.0%          |
| 51122        | Temporary                    | 275,333.00                 | 548,667.00                  | 824,000.00                 | 428,833.88             | 0.00                         | 395,166.12                | 52.0%         |
| 51130        | Other pay                    | 0.00                       | 0.00                        | 0.00                       | 264.01                 | 0.00                         | (264.01)                  | 0.0%          |
| 51132        | Special vacation pay         | 0.00                       | 0.00                        | 0.00                       | 13,141.85              | 0.00                         | (13,141.85)               | 0.0%          |
| 51150        | Vehicle-phone-data allowance | 140.00                     | 280.00                      | 420.00                     | 1,893.40               | 0.00                         | (1,473.40)                | 450.8%        |
| 51201        | Retirement contribution      | 868,954.00                 | 0.00                        | 868,954.00                 | 435,841.14             | 0.00                         | 433,112.86                | 50.2%         |
| 51202        | F.I.C.A.                     | 38,519.00                  | 77,039.00                   | 115,558.00                 | 22,499.65              | 0.00                         | 93,058.35                 | 19.5%         |
| 51210        | Group health insurance       | 431,859.00                 | 863,721.00                  | 1,295,580.00               | 611,736.39             | 0.00                         | 683,843.61                | 47.2%         |
| 51212        | Group dental insurance       | 29,848.00                  | 59,695.00                   | 89,543.00                  | 43,383.00              | 0.00                         | 46,160.00                 | 48.4%         |
| 51213        | Vision insurance             | 4,903.00                   | 9,805.00                    | 14,708.00                  | 7,108.87               | 0.00                         | 7,599.13                  | 48.3%         |
| 51214        | Medicare insurance           | 24,643.00                  | 49,287.00                   | 73,930.00                  | 42,156.79              | 0.00                         | 31,773.21                 | 57.0%         |
| 51215        | Employee assistance program  | 1,211.00                   | 2,421.00                    | 3,632.00                   | 1,698.86               | 0.00                         | 1,933.14                  | 46.8%         |
| 51220        | Group life insurance         | 537.00                     | 1,073.00                    | 1,610.00                   | 785.06                 | 0.00                         | 824.94                    | 48.8%         |
| 51221        | Disability insurance         | 21,747.00                  | 43,494.00                   | 65,241.00                  | 16,052.79              | 0.00                         | 49,188.21                 | 24.6%         |
| 51230        | Unemployment insurance       | 12,647.00                  | 25,293.00                   | 37,940.00                  | 21,971.85              | 0.00                         | 15,968.15                 | 57.9%         |
| 51240        | Workers' compensation        | 76,644.00                  | 153,288.00                  | 229,932.00                 | 140,445.53             | 0.00                         | 89,486.47                 | 61.1%         |
| <b>Total</b> |                              | <b>3,638,485.00</b>        | <b>5,606,236.00</b>         | <b>9,244,721.00</b>        | <b>4,451,527.59</b>    | <b>0.00</b>                  | <b>4,793,193.41</b>       |               |

**Expenditure Balances**

Criteria: Summarize By = Report, Account, Account; As Of = 12/31/2016; Period = 0, 1, 12; Activity = 35; Account = 52; 53; 54; 55; 56; 57; 58; 59\*

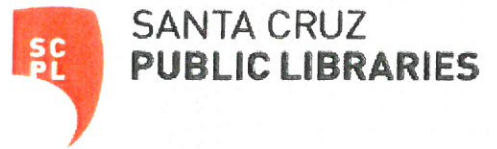
| Acct  | Title                                    | Year-To-Date<br>Ado Budget | Year-To-Date<br>Adjustments | Year-To-Date<br>Adj Budget | Year-To-Date<br>Actual | Year-To-Date<br>Encumbrances | Bdgt. to Act.<br>Variance | Pct.<br>Spent |
|-------|--|----------------------------|-----------------------------|----------------------------|------------------------|------------------------------|---------------------------|---------------|
| 52131 | Claims management services - outside     | 4,667.00                   | 9,333.00                    | 14,000.00                  | 4,277.90               | 8,231.90                     | 1,490.20                  | 89.4%         |
| 52135 | Financial services - outside             | 88,300.00                  | 448,355.21                  | 536,655.21                 | 238,999.03             | 67,413.18                    | 230,243.00                | 57.1%         |
| 52150 | Medical services                         | 0.00                       | 0.00                        | 0.00                       | 283.50                 | 0.00                         | (283.50)                  | 0.0%          |
| 52159 | Merchant bank fees                       | 533.00                     | 1,067.00                    | 1,600.00                   | 760.49                 | 0.00                         | 839.51                    | 47.5%         |
| 52199 | Other professional & technical services  | 63,333.00                  | 57,167.00                   | 120,500.00                 | 252,776.59             | 36,170.35                    | (168,446.94)              | 239.8%        |
| 52201 | Water, sewer and refuse                  | 23,032.00                  | 46,063.00                   | 69,095.00                  | 31,738.13              | 5,000.00                     | 32,356.87                 | 53.2%         |
| 52202 | Hazardous materials disposal             | 333.00                     | 667.00                      | 1,000.00                   | 0.00                   | 0.00                         | 1,000.00                  | 0.0%          |
| 52211 | Janitorial services                      | 73,006.00                  | 146,011.00                  | 219,017.00                 | 78,851.35              | 110,391.89                   | 29,773.76                 | 86.4%         |
| 52223 | Equip annual inventory charge - internal | 1,258.00                   | 2,516.00                    | 3,774.00                   | 0.00                   | 0.00                         | 3,774.00                  | 0.0%          |
| 52226 | Vehicle work order charges - internal    | 5,417.00                   | 10,833.00                   | 16,250.00                  | 4,392.41               | 0.00                         | 11,857.59                 | 27.0%         |
| 52227 | Vehicle fuel island charges - internal   | 4,167.00                   | 8,333.00                    | 12,500.00                  | 4,328.98               | 0.00                         | 8,171.02                  | 34.6%         |
| 52240 | Office equipment operation/maint         | 3,466.00                   | 6,934.00                    | 10,400.00                  | 1,075.74               | 0.00                         | 9,324.26                  | 10.3%         |
| 52244 | Other equipment operation/maintenance    | 1,750.00                   | 3,500.00                    | 5,250.00                   | 0.00                   | 0.00                         | 5,250.00                  | 0.0%          |
| 52246 | Building and facility o & m - outside    | 66,621.00                  | 113,241.00                  | 179,862.00                 | 88,240.13              | 4,252.72                     | 87,369.15                 | 51.4%         |
| 52247 | Landscaping maintenance services         | 11,000.00                  | 22,000.00                   | 33,000.00                  | 7,423.57               | 11,734.00                    | 13,842.43                 | 58.1%         |
| 52248 | Software maintenance services            | 187,553.00                 | 191,101.00                  | 378,654.00                 | 88,357.05              | 32,314.05                    | 257,982.90                | 31.9%         |
| 52249 | Hardware maintenance services            | 24,167.00                  | 48,333.00                   | 72,500.00                  | 5,872.50               | 0.00                         | 66,627.50                 | 8.1%          |
| 52261 | Equipment, building and land rentals     | 103,552.00                 | 207,104.00                  | 310,656.00                 | 131,540.00             | 12,600.00                    | 166,516.00                | 46.4%         |
| 52302 | Travel and meetings                      | 6,127.00                   | 12,253.00                   | 18,380.00                  | 3,279.40               | 0.00                         | 15,100.60                 | 17.8%         |
| 52304 | Training                                 | 18,165.00                  | 36,330.00                   | 54,495.00                  | 35,225.17              | 0.00                         | 19,269.83                 | 64.6%         |
| 52403 | Telecommunications service - outside     | 15,765.00                  | 110,466.00                  | 126,231.00                 | 111,555.80             | 30,220.30                    | (15,545.10)               | 112.3%        |
| 52932 | Liability insurance/surety bonds-interna | 9,046.00                   | 18,093.00                   | 27,139.00                  | 11,307.90              | 0.00                         | 15,831.10                 | 41.7%         |
| 52933 | Liability insurance/surety bonds-outside | 30,903.00                  | 19,777.00                   | 50,680.00                  | 43,549.00              | 0.00                         | 7,131.00                  | 85.9%         |
| 52960 | Advertising                              | 4,910.00                   | 9,820.00                    | 14,730.00                  | 3,685.30               | 0.00                         | 11,044.70                 | 25.0%         |
| 52961 | Dues and memberships                     | 34,910.00                  | 0.00                        | 34,910.00                  | 28,523.66              | 0.00                         | 6,386.34                  | 81.7%         |
| 52972 | Printing and binding-outside             | 6,533.00                   | 13,067.00                   | 19,600.00                  | 4,019.03               | 0.00                         | 15,580.97                 | 20.5%         |
| 53101 | Postage charges                          | 5,167.00                   | 333.00                      | 5,500.00                   | 2,495.10               | 0.00                         | 3,004.90                  | 45.4%         |
| 53102 | Office supplies                          | 7,233.00                   | 14,467.00                   | 21,700.00                  | 6,665.93               | 0.00                         | 15,034.07                 | 30.7%         |
| 53106 | Books and periodicals                    | 624,816.00                 | 514,535.53                  | 1,139,351.53               | 818,771.03             | 3,993.03                     | 316,587.47                | 72.2%         |
| 53107 | Books and periodicals-grants & donations | 8,759.00                   | 42,082.88                   | 50,841.88                  | 16,055.75              | 0.00                         | 34,786.13                 | 31.6%         |
| 53108 | Safety clothing and equipment            | 1,570.00                   | 3,140.00                    | 4,710.00                   | 3,198.31               | 0.00                         | 1,511.69                  | 67.9%         |
| 53109 | Copier supplies                          | 1,750.00                   | 3,500.00                    | 5,250.00                   | 4,032.66               | 0.00                         | 1,217.34                  | 76.8%         |
| 53112 | Library functional supplies              | 147,283.00                 | 14,567.00                   | 161,850.00                 | 62,788.57              | 0.00                         | 99,061.43                 | 38.8%         |
| 53113 | Janitorial supplies                      | 7,500.00                   | 15,000.00                   | 22,500.00                  | 11,584.28              | 0.00                         | 10,915.72                 | 51.5%         |
| 53311 | Electricity                              | 61,533.00                  | 123,047.00                  | 184,580.00                 | 101,533.16             | 0.00                         | 83,046.84                 | 55.0%         |

**Expenditure Balances**

Criteria: Summarize By = Report.Account,Account; As Of = 12/31/2016; Period = 0.1..12; Activity = 35\*; Account = 52\*,53\*,54\*,55\*,56\*,57\*,58\*,59\*,59\*

| Acct         | Title                               | Year-To-Date<br>Ado Budget | Year-To-Date<br>Adjustments | Year-To-Date<br>Adj Budget | Year-To-Date<br>Actual | Year-To-Date<br>Encumbrances | Bdgt. to Act.<br>Variance | Pct.<br>Spent |
|--------------|-------------------------------------|----------------------------|-----------------------------|----------------------------|------------------------|------------------------------|---------------------------|---------------|
| 53312        | Natural gas                         | 9,333.00                   | 18,667.00                   | 28,000.00                  | 4,382.86               | 0.00                         | 23,617.14                 | 15.7%         |
| 54108        | Bldg repairs-Library                | 0.00                       | 1,868.70                    | 1,868.70                   | 0.00                   | 1,868.70                     | 0.00                      | 100.0%        |
| 54990        | Miscellaneous supplies and services | 23,147.00                  | 46,293.00                   | 69,440.00                  | 20,778.12              | 2,019.74                     | 46,642.14                 | 32.8%         |
| 56995        | Refunded fees and fines             | 667.00                     | 1,333.00                    | 2,000.00                   | 1,031.91               | 0.00                         | 968.09                    | 51.6%         |
| 57401        | Office furniture/equipment          | 5,333.00                   | 10,667.00                   | 16,000.00                  | 3,600.61               | 0.00                         | 12,399.39                 | 22.5%         |
| 57402        | Vehicle equipment                   | 0.00                       | 0.00                        | 0.00                       | 1,638.27               | 0.00                         | (1,638.27)                | 0.0%          |
| 57409        | Computer equipment                  | 41,667.00                  | 83,333.00                   | 125,000.00                 | 77,950.95              | 4,645.54                     | 42,403.51                 | 66.1%         |
| <b>Total</b> |                                     | <b>1,734,272.00</b>        | <b>2,435,198.32</b>         | <b>4,169,470.32</b>        | <b>2,316,570.14</b>    | <b>330,855.40</b>            | <b>1,522,044.78</b>       |               |

Chair                 Martin Bernal  
Vice Chair         Jenny Haruyama  
Board Member     Susan Mauriello  
Board Member     Jamie Goldstein



## STAFF REPORT

DATE:             February 2, 2017  
TO:                Library Joint Powers Authority Board  
FROM:             Gabriel Reyes, Administrative Assistant II  
RE:                2<sup>nd</sup> Quarter Security Incident Log

### RECOMMENDATION

Receive Report

### DISCUSSION

For the 2<sup>nd</sup> Qtr. 2016 we experienced a system-wide decrease of 7.5% over the same time last year. The decrease occurred across the board with small decreases in most categories.

The most noticeable decrease was in the following area:

- “Patron disturbances inside or outside” with 16 in 2015 compared to 7 in 2016. This could be partially due to some incidents starting out as a disturbance and then escalating with the patron becoming either verbally or physically threatening or then being tracked under a different category, “Threatening-Verbal or Physical with Staff or Patron”. This also contributed to the increase we saw in the category of “Threatening-Verbal or Physical with Staff or Patron” with 5 incidents in 2015 over 10 incident in 2016.

Our three biggest hitters for 2016 Second Quarter were in the following categories:

- Threatening-Verbal or Physical with Staff or Patron
- Sleeping-Camping-Personal Property Removal-Urinating
- Theft or Damage to Property

One area that may be under reported is the frequency of incidents involving transients sleeping or camping on Library property which in many cases requires time and resources for clean-up of the area.

Attachment: Incident Log



# SCPL Incident Log Oct./Nov./Dec. 2016

Top 3 Incident Reasons Highlighted  
In yellow

| Date<br>Location | Incident Description   | Reasons for Incident      |   |  |                             |                           |   |                        |                     |                        |               | Duration |  |  |  |  |                   |
|------------------|--|---------------------------|---|--|-----------------------------|---------------------------|---|------------------------|---------------------|------------------------|---------------|----------|--|--|--|--|-------------------|
|                  |  | Disturbance Inside or Out | Threatening Verbal or Physical with Staff or Patron | Sleeping-Camping-Personal Property Removal-Urinating | Theft of Damage to Property | Abuse of Library Property | Alcohol, Drugs, Needles, Paraphernalia etc. | Clean-Up Inside or Out | Illness / Paramedic | Injury-Staff or Public | Bans/ Imposed |          |  |  |  |  |                   |
| 1 10/01/16 SV    | Patron with alcohol being loud and belligerent on their cell phone outside |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 2 10/06/16 B40   | Hypodermic needle found outside  |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 3 10/07/16 DTN   | Intoxicated male in the restroom stall                                     |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 4 10/08/16 APT   | Patron dropped her glass water bottle causing it to shatter                |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 30 Days           |
| 5 10/09/16 B40   | Piles of trash and debris left in front of branch                          |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 6 10/17/16 DTN   | Patron being loud, disruptive and abusive towards staff and other patrons. |                           | 1   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 7 10/17/16 DTN   | Two individuals camping on property  |                           |   | 1  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 8 10/19/16 DTN   | Banned patron reentered library before expiration (11/16/16)               |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 30 Days & 90 Days |
| 9 10/22/16 APT   | Patron vomited   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 90 Days           |
| 10 10/24/16 GP   | Recycling bin knocked over   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 11 10/26/16 B40  | Soap stolen from bathroom (2nd time)                                       |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 12 10/26/16 DTN  | Staff attempting to serve patron's ban pkg                                 |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 13 10/28/16 DTN  | Acting out in the computer area  |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 60 Days           |
| 14 10/28/16 SV   | Unsupervised child   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 30 Days           |
| 15 10/29/16 B40  | Patron rummaging through another's bike basket                             |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 16 10/31/16 GP   | Sleeping patron blocking book drop   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 17 11/02/16 DTN  | A 13 year old boy's bike stolen  |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 18 11/02/16 SV   | A patron currently on a 30 day ban till 11/28/16, entered the library      |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 19 11/04/16 B40  | Two patrons fighting outside   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 20 11/4/16 B40   | Incoherent shirtless patron entered library yelling "help"                 |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 21 Days           |
| 21 11/04/16 B40  | "No Loitering" sign vandalized   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |
| 22 11/05/16 DTN  | Patron attempted to park his bicycle in the lobby                          |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 1 Year            |
| 23 11/08/16 LO   | Patron confrontational with staff  |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 60 Days           |
| 24 11/09/16 B40  | Patron under the influence   |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  | 03 Days           |
| 25 11/09/16 HQ   | Sleeping patron blocking entrance  |                           |   |  |                             |                           |   |                        |                     |                        |               |          |  |  |  |  |                   |



# SCPL Incident Log Oct./Nov./Dec. 2016

Top 3 Incident Reasons Highlighted  
In yellow

| Date | Location | Disturbance Inside or Out | Threatening-Verbal or Out  | Sleeping-Camping-Patron | Property Removal-Urinating | Abuse of Library Property | Alcohol, Drugs, Needles, Paraphernalia etc. | Clean-Up Inside or Out | Illness / Paramedic | Injury-Staff or Public | Bans/ Imposed | Duration             |
|------|----------|---------------------------|--|-------------------------|----------------------------|---------------------------|---|------------------------|---------------------|------------------------|---------------|----------------------|
| 26   | 11/10/16 | HQ                        | Debris/personal items left next to bike lockers                              |                         |                            |                           |   | 1                      |                     |                        |               |                      |
| 27   | 11/15/16 | B40                       | Patron confrontation in parking lot  | 1                       |                            |                           |   |                        |                     |                        |               |                      |
| 28   | 11/16/16 | DTN                       | Minor patron's bike stolen   |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 29   | 11/17/16 | B40                       | Two syringes in the bathroom   |                         |                            | 1                         |   |                        |                     |                        |               |                      |
| 30   | 11/21/16 | B40                       | Multiple persons camped at front door  | 1                       |                            |                           |   |                        |                     |                        |               |                      |
| 31   | 11/21/16 | FTN                       | Extension cable plugged into the lamp above the branch door                  |                         |                            |                           | 1   |                        |                     |                        |               |                      |
| 32   | 11/26/16 | CAP                       | Man ran through staff entrance to use the bathroom                           | 1                       |                            |                           |   |                        |                     |                        |               |                      |
| 33   | 11/28/16 | DTN                       | Patron confrontational with staff and other patrons in computer area         | 1                       |                            |                           |   |                        |                     | 1                      |               | 30 Days              |
| 34   | 11/28/16 | HQ                        | Debris, garbage and cardboard left behind                                    |                         |                            |                           |   | 1                      |                     |                        |               |                      |
| 35   | 12/06/16 | DTN                       | Confrontation-2 male patrons   | 1                       |                            |                           |   |                        |                     |                        |               |                      |
| 36   | 12/07/16 | DTN                       | Sleeping   |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 37   | 12/07/16 | DTN                       | Bathroom key missing   |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 38   | 12/08/16 | B40                       | Feces near the book-drop   |                         |                            |                           |   | 1                      |                     |                        |               |                      |
| 38   | 12/08/16 | DTN                       | Patron's Tablet stolen   |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 40   | 12/09/16 | APT                       | Verbally combative in Young Peoples area                                     | 1                       |                            |                           |   |                        |                     |                        |               |                      |
| 41   | 12/09/16 | GP                        | Clothing and newspapers found on porch                                       |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 42   | 12/10/16 | B40                       | Sleeping   |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 43   | 12/10/16 | B40                       | Patron urinated/removed bloodied sanitary napkin outside on library property |                         |                            |                           |   | 1                      |                     |                        |               |                      |
| 44   | 12/10/16 | GP                        | Security camera covered with black tape                                      |                         | 1                          |                           |   |                        |                     |                        |               |                      |
| 45   | 12/12/16 | DTN                       | Sleeping   |                         |                            |                           |   |                        |                     |                        |               |                      |
| 46   | 12/12/16 | DTN                       | Sleeping   |                         |                            |                           |   |                        |                     |                        |               |                      |
| 47   | 12/14/16 | DTN                       | Viewing porn   |                         |                            |                           |   |                        |                     | 1                      |               |                      |
| 48   | 12/20/16 | SV                        | Patron bitten on leg by another patron's dog                                 |                         |                            |                           |   |                        |                     |                        | 1             | 01 Day               |
| 49   | 12/28/16 | DTN                       | Patron's items blocking pathway  | 1                       |                            |                           |   |                        |                     |                        | 1             | 30 Days              |
|      |          |                           | <b>49 Total Incidents</b>  | 7                       | 10                         | 9                         | 9   | 4                      | 1                   | 7                      | 1             | <b>13 Total Bans</b> |

### SCPL 2nd Quarter Incident Report Comparison 2015/2016





# Volunteers canvass for homeless across Santa Cruz County



Applied Survey Research's John Connery and Paige Combs organized Monday's homeless census for northern Santa Cruz County. Connery shows how volunteer teams, matched with a homeless guide, were assigned individual census tracts in which to conduct their counts. (Jessica A. York — Santa Cruz Sentinel)

By [Jessica A. York](#), Santa Cruz Sentinel

Posted: 01/23/17, 5:30 PM PST | Updated: 2 days ago

SANTA CRUZ >> Racing the sunrise, Martha and Patrick Dexter combed three fourths of a square mile downtown and into the Westside, peeking along darkened allies, inside shadowy crevices and down steamed-window lines of cars.

The Santa Cruz couple were among the first of two dozen volunteer teams, with maps and clipboards in hand, to head out in darkness on Monday morning.

In addition to counting each person, occupied encampment or vehicle, census takers leaving from the [Homeless Services Center](#) attempted to determine gender and age where possible. The last four numbers of vehicle license plates were also recorded, in order to eliminate duplicates

and potential post-count surveys by Watsonville-based [Applied Survey Research](#), hired to conduct the census locally and in several neighboring counties.

Results from the survey will not be finalized and released publicly before this summer, said John Connery, Applied Survey Research's senior researcher and head of the north county event. The [last survey, in 2015](#), placed Santa Cruz County as the 10th highest homeless population for a small city, county or region in the country, with the U.S. Department of Housing and Urban Development reporting 1,483 homeless people locally.

Similar scenes have been playing out nationwide this month as part of the federally mandated biennial homeless [Point-In-Time](#) count.

"The curious thing was everybody's always talking about the survey, and they always say it's an undercount, and how we don't get the state money or the federal money," Patrick Dexter said while swiftly scanning River Street for moving figures. "We've been talking about it so much that it was like, 'Let's get out and see.'"

Patrick Dexter, 66, is a [Homeless Garden Project board member](#), while Martha Dexter, 63, is on the [Library Advisory Commission](#) at a time when Santa Cruz Public Libraries is taking a closer look at the needs of their homeless patrons. Monday morning's event was the first time either had taken part in the count.

The Dexters were guided by Ken Tauriac, a 40-year native of the area who recently spent two years living on the streets and now resides at a Homeless Services Center shelter.

Though the census takers are directed not to bother on contact those they count, Tauriac, 60, was a familiar face recognized by several they passed. Walking from Gateway Plaza toward the swollen San Lorenzo River levee, Tauriac recounted seeing tents, likely from homeless encampments, washing down the river Sunday after the weekend's major storm. Tauriac, who along with other census guides was paid a small stipend for his help, said he was happy to give back to others facing a situation he was in just four months ago.

"I've been on the other side. People pull up with their flashlights, their pen and paper — they're not good," Tauriac said in empathy to those being counted on Monday. "Now they get a visual of me, 'Hey, Ken.' Then it's OK."

Within four hours, the trio had spotted an estimated 150 people, many difficult to count exactly while inside cars with fogged or blocked-out windows. The highest concentration was in and around the downtown area, giving the couple a "huge responsibility" in their piece of the census, Patrick Dexter said.

Martha Dexter said after the count that she did not encounter much that was surprising about the realities of homelessness in Santa Cruz because they were canvassing familiar areas of town. She found the experience interesting, however, for giving her a first visit inside the Homeless Services Center and pairing her with a well-informed homeless guide.

“It took until about 9 (a.m.) to finish downtown. That part was kind of difficult, because then people were on the move. You can’t be in two places at the same time,” Martha Dexter said. “I think we still got a pretty good handle on it. Having Ken with us really made sure — I felt we really were getting the right take on it.”



## STAFF REPORT

DATE: January 27, 2017  
TO: Library Joint Powers Board  
FROM: Susan Nemitz, Library Director  
Marcus Pimentel, City of Santa Cruz Finance Director  
RE: February 2, 2017 Fiscal Study Session

### SUMMARY

To help guide the Board's FY 17/18 Budget development, the following overview was developed by direction of the Board:

- (1) Update on development of a new chart of accounts;
- (2) Update on new budgetary processes and tools;
- (3) Revenue & expenditure key drivers;
- (4) Forecast sensitivity analysis and impact on assumption changes or operating increases;
- (5) Supplemental information including Fund Balance and use of any surpluses.

### BACKGROUND

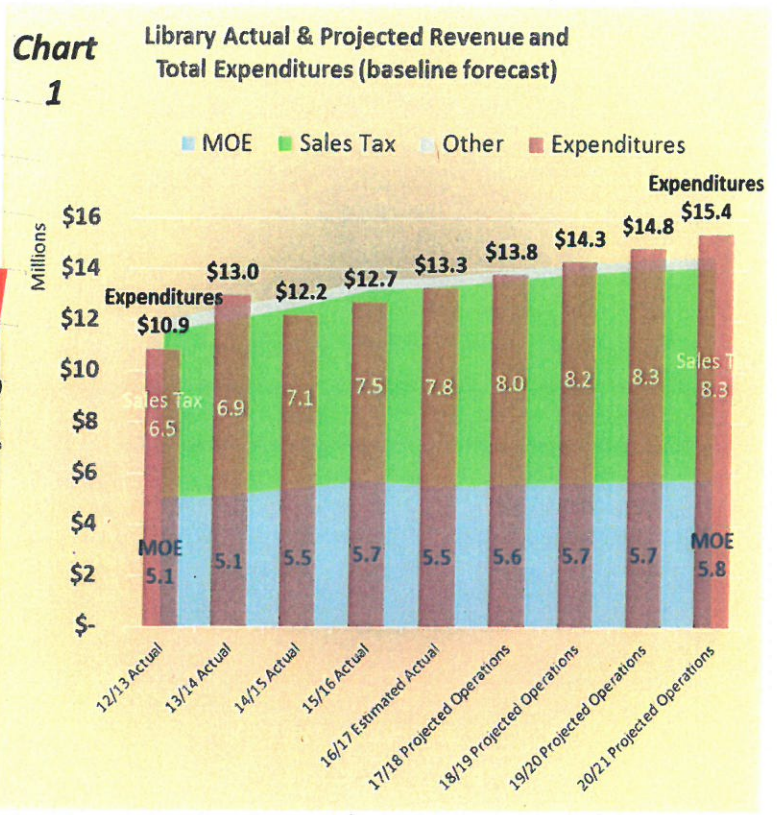
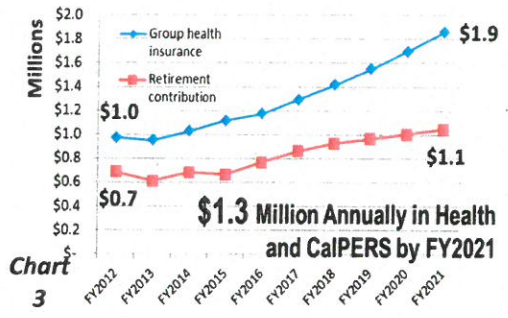
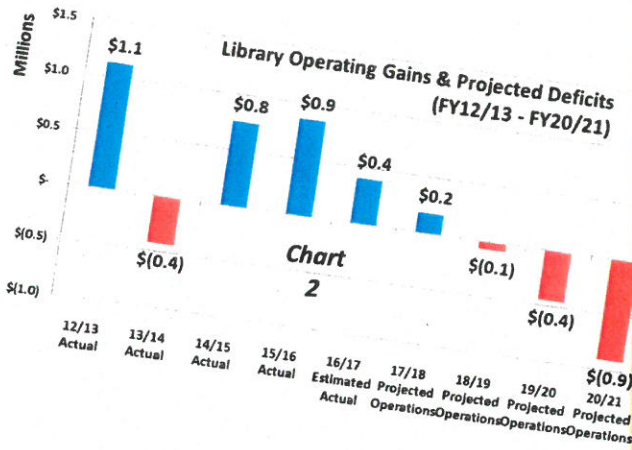
At the January 12, 2017 Library JPA Board meeting, staff were requested to conduct a fiscal study session. Following are key focus areas of the study session.

### OVERVIEW OF DISCUSSION

**[1] New Chart of Accounts.** In coordination with the Library Board and County staff, a new chart of accounts has been developed for the upcoming Fiscal Year 17/18 that simplifies reporting and converts to branch base cost centers which also includes separate cost centers for the Administration and Outreach.

**[2] New Budget Tools.** The development of the FY 17/18 budget will be streamlined through integration into the City of Santa Cruz's budgetary timeline and database. This will result in more timely budgetary development reporting as well as provide access to new budget tools for Library operations.

**[3] Revenue & Expenditure.** The Library finds itself in a period of fiscal transition. With the new Library Financing Authority agreement, the Library's revenue stream has been restricted by capping the Maintenance of Effort payments. This removes from the Library JPA all growth in property tax receipts and directly adds fiscal risk of future sales tax growth being incapable to pay for all new operations and/or core cost increases. Charts 1 and 2 provide the impacts of our baseline forecast of status quo operations; indicating funding shortfalls that could start in FY 18/19. This baseline forecast is largely impacted by initial projections of rising health and pension costs (see Chart 3) and does not include any operational expansions or new capital/facility funding or replenishment of capital reserves for planned fleet replacement.



**[4] Forecast Sensitivity Analysis.**

The system’s forecast models will vary and be impacted by the changes in sales tax growth assumptions, variability in the rate of health care cost increases, and Board directed changes in current operations. More discussion will be provided as well as live impact on changes in assumptions to the current forecast models.

As discussed previously, there is a growing consensus of an impending economic slowdown as this current expansion period approaches the 3<sup>rd</sup> longest in documented history (Chart 4). The baseline forecast includes a presumption of a FY 19/20 slowdown.

**[5] Supplemental Information.**

Other topics to be covered within this fiscal study session include but are not limited to: (a) historical and assumed staffing vacancy factors; (b) historical changes in Library fund balance; and (c) current reserve and surplus policy.

Since fiscal year 12/13, following the change to the Library’s current operating and staffing structure, the primary salary accounts have averaged 1.8% salary savings. Over this time, a high of 7.5% was reached for FY 15/16 and a low of overspent budget authority of <2.8%> in FY 13/14. Traditionally, the level of salary savings is reduced by the increased use of temporary staffing in order to maintain customer services levels.

