



SANTA CRUZ • PUBLIC  
LIBRARIES  
A City County System

Calvin Trimpey  
Acct Clerk II

PLEASE NOTE: One or more Board members will be attending a dinner in honor of Scotts Valley Mayor Randy Johnson, who is leaving the Joint Powers Board after many years of service. The dinner is at 6 pm at Hula's Island Grill, 221 Cathcart Street, Santa Cruz.

### LIBRARY JOINT POWERS AUTHORITY BOARD

Monday, February 4, 2008 at 7:30 PM  
Community Meeting Room  
224 Church Street, Santa Cruz

#### 7:30 PM PUBLIC MEETING

1. ROLL CALL
2. APPROVE AGENDA
3. APPROVE MINUTES OF JANUARY 7, 2008
4. ORAL COMMUNICATIONS
5. CONSENT AGENDA

No items

#### 6. WRITTEN COMMUNICATIONS

- A. Letter of January 17, 2008 from City of Scotts Valley Acting City Clerk announcing that Council member Jim Reed has been appointed to represent the City on the Library Joint Powers Authority Board.
- B. Excerpts from County of Santa Cruz Grand Jury Report of January 28, 2008.

#### 7. REPORTS OF ADVISORY BODIES

#### 8. MEMBER REPORTS

- A. Felton Task Force (Citizen Member Gerdt)

9. STAFF REPORTS

- A. Workers' Compensation Claims 07/01/02 – 12/31/07
- B. 23 Things Training Program

10. OTHER BUSINESS

- A. Annual Election of Officers (Chair and Vice Chair)

11. NEXT MEETING TOPICS

We expect to have a final report on the Aptos Parking Lot expansion design (Supervisor Beautz) and added information on incurring debt for the 5 Year Financial Projections (Citizen Gorson and Director Turner).

12. ADJOURN

The Library Joint Powers Authority Board will adjourn from the regularly scheduled meeting of February 4, 2008, to the next regularly scheduled meeting on March 3, 2008 at 7:30 p.m. in the Community Meeting Room of the Central Branch Library.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, the Library requests that you attend fragrance free. The Central Branch Library is a fully accessible facility. If you wish to attend this public meeting, and you will require special assistance such as sign language or other special devices in order to attend and participate, please call (831) 420-5600 or TDD: (831) 420-5733 seventy-two (72) hours prior to the event to make arrangements for assistance. Upon request, agendas for public meetings can be provided in a format to accommodate special needs.

SANTA CRUZ PUBLIC LIBRARIES  
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD

MINUTES

January 7, 2008

Central Branch Community Meeting Room  
224 Church Street, Santa Cruz

7:30 PM PUBLIC MEETING

I. ROLL CALL

Present: Supervisor Jan Beautz, Citizen Nancy Gerdt, Citizen Barbara Gorson, Councilmember Randy Johnson, Councilmember Cynthia Mathews, Citizen Leigh Poitinger, Councilmember Mike Rotkin, Supervisor Mark Stone, Councilmember Michael Termini

Staff: Anne Turner, Director of Libraries  
Susan Elgin, Assistant Director of Libraries

II. APPROVAL OF MEETING AGENDA OF JANURAY 7, 2008

**Councilmember Mathews moved, seconded by Councilmember Rotkin**

that the Board approve the agenda of January 7, 2008 with the following changes: line item 8A, Felton Task Force, report be postponed until next month and line item 9A, Library Staff Reclassification Process, be moved up in the agenda to follow line item 6A, Written Communications.

UNAN

III. APPROVE MINUTES OF DECEMBER 3, 2007

**Supervisor Stone moved, seconded by Councilmember Mathews**

that the Board approve the minutes of December 3, 2007

UNAN  
ABSTAIN: Gorson

IV. ORAL COMMUNICATIONS

Councilmember Johnson reported that he was able to take a preliminary view of the new library in Watsonville.

Councilmember Johnson also reported on an issue at the Scotts Valley Library Branch. Currently the library is used by many of the middle school children in the afternoon. Councilmember Johnson reported that he has spoken with the Recreation Department, the Principal of Scotts Valley Middle School and the Police Department to try and come up with a solution to relieve some of the pressure off of the Scotts Valley Branch Library Staff. The Recreation Department is looking into providing some after school services one day a week to provide after school activities.

Councilmember Johnson also reported that a model drawing of the Scotts Valley Town Center will be put up at the Scotts Valley Library for interested people to view.

V. CONSENT AGENDA

- A. Accept Basic Financial Statements and Independent Auditors' Report for the year ended June 30, 2007

**Councilmember Mathews moved, seconded by Supervisor Stone**

**That by motion the Library Joint Powers Authority Board accept the Basic Financial Statements and Independent Auditors' Report for the Year Ended June 30, 2007 prepared by Caporicci & Larson, Certified Public Accountants.**

UNAN

- B. Appropriate McCaskill Trust Funds for Local History Project

**Councilmember Mathews moved, seconded by Supervisor Stone**

**That the Library Joint Powers Authority Board adopt Resolution #2008-01 that will appropriate and transfer \$3,800.00 in available McCaskill Trust for Local History funds to purchase archival boxes in which to store the Library System's collection of historic newspapers, and that the FY 2007-08 budget be amended accordingly.**

UNAN

VI. WRITTEN COMMUNICATIONS

Letter of December 12, 2007 from Santa Cruz City Clerk announcing that Vice Mayor Cynthia Mathews and Councilmember Mike Rotkin have been reappointed to represent the City on the Library Joint Powers Board.

VII. STAFF REPORTS (Moved up in the Agenda)

A. Library Staff Reclassification Process

Director wrote a memo to the Board explaining that in 2006 a task force addressed library staff reclassification issues. The process did involve the Union but ultimately the Union rejected the proposal. The classification issue still needs to be addressed so the decision was made to hire a consultant and to share these costs with the City of Santa Cruz.

The HR Staff has looked at the organizational issues that the Director has spoken about and an organizational development study will begin in the new fiscal year 2008-09. Salary comparison studies will be looked at last after the library organization is defined and designed. Consulting costs will be set at \$25,000 with both HR and the library paying half. The library will be involved in the selection process for hiring the consultant.

Lisa Sullivan, HR Director for the City of Santa Cruz, addressed some of the questions and concerns that the Board presented to the HR Department back in June which had to do with the selection process and labor relations in general. The City's Human Resources staff has started to randomly audit and observe some of the selection interviews, with priorities placed on interviews that have internal candidates applying for lateral or promotional positions. HR is giving feedback to the Library Managers who have been conducting these interviews.

Ms. Sullivan also reported that HR has made it a priority to develop good partnerships and collaboration with the labor unions, in particular with SEIU. Recently regular informal meetings with SEIU have been conducted to go over concerns that they have city-wide. There is a library steward that does attend these meetings regularly and issues are brought to the table concerning the library. These issues are discussed openly and honestly and well crafted solutions are encouraged.

VII. REPORTS OF ADVISORY BODIES

Susan Heinlein, Managing Director of the Friends of the Santa Cruz City-County Library System reported the following Friends' activities:

- Hosted a Brunch for the Library Leadership Management Team
  - Councilmember Mathews and Councilmember Termini were in attendance
- 2<sup>nd</sup> Major Membership Mailing
  - 10,000 people have been contacted with this mailing including the one done in October
- Canceled Munching for Mozart on Friday, January 4, 2008
  - Next one is February 1, 2008

Felton Library Friends, Michelle Mosher, reported the following activities:

- Express gratitude for the letter to the Sentinel from the Library Director

- Community Foundation Grant
  - Contracting with a grant consultant to start researching funding sources
- Will be helping with the upcoming Sales Tax Measure
- Design Workshop at Felton Firehouse Tuesday, January 8, 2008 from 4-5:30pm
  - Slideshow of three neighborhood branch libraries in the San Francisco Area and others

## VIII. MEMBER REPORTS

### A. Felton Task Force

Report by Citizenmember Gerdt Scheduled for Next Month

### B. Sales Tax Ballot Measure Campaign

Councilmember Mathews has begun to talk to people in the community who would like to be part of a campaign committee for the Library Sales Tax Measure. This cannot be an activity of the LJPB Board; a separate campaign committee will be set up. Carolyn Livingston has volunteered to be the volunteer campaign treasurer and has a lot of experience in this work. It would be important for the LJPB to be represented on the committee and the interested members should contact Chair Termini.

The first meeting will be January 24, 2008 with Kathrine Lew who will help lay out a campaign strategy. This campaign committee needs to report back to LJPB in a legal and appropriate way.

### C. Strategic Financial Projections

Citizenmember Gorson summarized the report to the Board concerning the Library Financial Projections covering FY 2007-08 to FY 2012-13. This report was intended to look at a 5 year projection to see if on-going revenue streams are able to meet on-going baseline expenses. This report does not take into account major projects or major capital spending. This report is an estimated projection of the status quo revenue and spending.

The financial projections prepared in 2005/06 indicated that operating revenues would consistently exceed operating expenses by approximately \$200,000 each year through 2010/11.

The current 2007/08 projections show a shortfall of approximately \$200,000 in the current year, growing to \$540,000 by 2012/13.

The Director is aware of the projected shortfalls and is looking at what the library could be doing to re-organize the way the library operates.

Councilmember Rotkin commented on ways in which the Board might find some savings for the library. He stated that he is sympathetic to the technological solutions that allow more work to be done quicker but he is not necessarily in favor of contracting

out for services. Councilmember Rotkin stated that he does see savings in automation and cutting back services which only serve a small portion of library users.

Councilmember Johnson spoke about his concerns. He does not get the sense that revenues due to the sales tax measure will increase over the next 2-3 years in part due to the housing crisis. He feels these projections are fairly accurate and not very optimistic. He believes it will be a tough time for the Board looking at these types of figures and deciding what to do about it. He would like the Board to not be reactive but proactive. He also stated that he feels the Board needs to have a strategy to deal with these financial projections.

Councilmember Mathews endorses the efforts to look at other economies.

The Director intends to make this part of the budget process.

The Board requested Citizenmember Gorson to add potential capital projects concerning costs to the baseline projection report.

#### IX. STAFF REPORTS

The Director made the following reports:

- A. Library Staff Reclassification Process (move up in the agenda)
- B. Locust/Union Street Building Move
  - TBA Tenant Improvement Amount
  - Cannot project exactly how much the move will cost therefore we will not be able to project how much cash will be left over
- C. Margaret Souza decided not to retire due to recent union negotiations. She will be extending her time for another year.
- D. Calvin Trimpey, Account Clerk II, has resigned his position in order to take a job in San Francisco with the 9<sup>th</sup> District Court.
- E. Report on Recent Storm
  - Closed Friday, January 4<sup>th</sup> and Saturday, January 5<sup>th</sup> throughout the system
    - i. Computer systems are located downtown and the power was out
  - Central Branch Library Re-opened Sunday afternoon, January 6<sup>th</sup>
    - i. Documentary Film Program: "The Ground Truth: Interviews with Patriotic Young Americans Who Served in Iraq" with thirty in attendance
  - Only significant damage was at Boulder Creek
    - i. Leaking skylights & Poor Drainage in Amphitheatre
- F. Opinion Piece and letter to the Editor written by Director to the Sentinel

#### X. OTHER BUSINESS

- A. Appoint Citizen Member

**Councilmember Mathews moved, seconded by Supervisor Beautz**

**That the Library Joint Powers Authority Board move to re-appoint Citizenmember Barbara Gorson for another 4 year term set to expire January 31, 2012.**

UNAN

B. Appropriate Reserve Funds for ILS Upgrade Phase 2

The Board discussed the memo from the Director describing the staff decision to implement open source technology for the ILS Upgrade Phase 2. Network Access Administrator Dan Landry answered further questions, and several members expressed their support for the decision.

**Councilmember Johnson moved, seconded by Supervisor Stone**

**That Resolution #2008-02 the Library Joint Powers Authority Board appropriate and transfer \$106,000 in available reserve funds for implementation of the Library's automation system upgrade, Phase 2.**

UNAN

XI. NEXT MEETING

Councilmember Johnson will be stepping down from the Library Joint Powers Board but will be appointing Jim Reed to serve from Scotts Valley.

Annual election of officers is scheduled for the February meeting.

XII. ADJOURN

The regular meeting adjourned at 9:10 p.m.

Respectfully submitted,

Kira Henifin, Clerk of the Board





# CITY OF SCOTTS VALLEY

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## PLANNING DEPARTMENT

One Civic Center Drive • Scotts Valley • California • 95066  
Phone (831) 440-5630 • Facsimile (831) 438-2793 • [www.scottsvalley.org](http://www.scottsvalley.org)

January 17, 2008

Ms. Ann Turner, Director of Libraries  
Library Financing Authority / Joint Powers Boards  
1543 Pacific Avenue  
Santa Cruz, CA 95060

Dear Ms. Turner:

At the January 16, 2008, City Council meeting, Mayor Randy Johnson selected Council member Jim Reed to replace him as representative on the Library Financing Authority/Joint Powers Board. The Council approved the appointment unanimously.

Please direct all future relevant correspondence to Mr. Reed.

If you have any questions, please contact City Clerk Tracy Ferrara at 440-5600.

Sincerely,

Sandy Adams  
Planning Secretary/Acting City Clerk

c: Chuck Comstock  
Randy Johnson  
Jim Reed



# County of Santa Cruz

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**GRAND JURY**  
701 OCEAN STREET, ROOM 318-1  
Santa Cruz, CA 95060  
(831) 454-2099

January 28, 2008

Dear Citizens and County Officials:

Enclosed you will find the Santa Cruz County Grand Jury's 2006-2007 Final Report with Responses.

This report represents a collaborative effort. It is the result of work by the members of the 2006-07 and 2007-08 Santa Cruz Grand Juries, the county employees who work to provide support services for the Grand Jury, and the employees of local government agencies who responded to the previous Grand Jury's findings and recommendations.

This report will be available at libraries countywide. It will also be available online at [www.co.santa-cruz.ca.us/grandjury](http://www.co.santa-cruz.ca.us/grandjury). Copies can be printed from the online version.

We wish to express gratitude to all who have given their energy and taken responsibility to help make local government more responsive and efficient.

Sincerely,

A handwritten signature in cursive script, appearing to read "Pat Rex".

Pat Rex

Foreperson

2007-08 Grand Jury of Santa Cruz County



# **Santa Cruz County**

## **Grand Jury**

**Final Report with Responses:**  
Section 5  
Schools and Libraries Committee Reports

## **Checked In: Santa Cruz City-County Library System Follow-up Review**

### ***Synopsis***

The 2006-2007 Grand Jury followed up on a 2004-2005 Grand Jury review of the Santa Cruz County Library System. In addition to investigating the status of previous recommendations, the 2006-2007 Grand Jury looked into worker safety and hiring practices. The Grand Jury gathered information by interviewing upper management, most branch managers and some employees. The Jury also toured library facilities, including most of the local branches. It was discovered that some previous recommendations been appropriately addressed, while others still require attention.

### ***Background***

#### **Prior Grand Jury Recommendations**

In 2004-2005, the Santa Cruz County Grand Jury did an extensive review of the Santa Cruz City-County Library System, an investigation which resulted in the following recommendations:

- “The Santa Cruz City Manager should review the Director of Libraries’ job performance according to the Library Joint Powers Authority Agreement.”
- “Library administration should conduct an efficiency study, to find reasonable alternatives to the way staff are located within the library system and are rotated in and out of the central branch.”
- “The Joint Powers Authority Board should immediately begin to find an alternative to the crowded and inefficient location at 1543 Pacific Avenue.”
- “Since the operation of the Santa Cruz City-County Library System depends on Measure B Sales tax revenue that will expire in 2013, economy measures and new funding sources must be found to maintain existing levels of service.”
- “The library staff and Joint Powers Authority Board must develop contingency plans for the future capital projects if a bond issue is unsuccessful at the polls.”

#### **Library System Mission Statement**

“Serving County residents since 1917, the mission of the Santa Cruz Public Libraries, California is to provide materials and services which help community residents meet their personal, educational, cultural, and professional information needs. Our mandate is to provide free information services to all residents of Santa Cruz, Scotts Valley, Capitola, and the County’s unincorporated areas.

We do this through a system of branch libraries stretching from La Selva Beach to Boulder Creek, via an Outreach Program serving those unable to get to a library, through

telephone reference services, dial-up access to our computer catalog, and other electronic databases. Our collections are linked by an automation system which tells where any System book or other item is located and whether it is available for checkout.”<sup>1</sup>

### Library System-Branches-Current and Planned

The following table represents the current status of the branches as of April 2007, and identifies priority projects for improvements.

| BRANCH/DEPT                     | CURRENT FACILITY SQ FT | PLANNED FACILITY SQ FT | AVG DAILY USAGE | PRIORITY ** |
|---------------------------------|------------------------|------------------------|-----------------|-------------|
| Aptos Branch (Tier II) *        | 8000                   | 12,500                 | 600             | Deferred    |
| Aptos Branch Parking Lot        |                        |                        | N/A             | Priority    |
| Boulder Creek Branch (Tier I) * | 7500                   | 7,500                  | 250             | None        |
| Branciforte Branch (Tier I)     | 7500                   | 7,500                  | 500             | None        |
| Capitola Branch (Tier I) *      | 4320                   | 7,500                  | 500             | Priority    |
| Central Branch (Tier III) *     | 44,000                 | 55,000                 | 1200            | Priority    |
| Felton Branch (Tier I) *        | 1,250                  | 7,500                  | 300             | Priority    |
| Garfield Park Branch (Tier I)   | 2,343                  | 2,343                  | 150             | None        |
| La Selva Beach Branch (Tier I)  | 2,200                  | 2200                   | 115             | None        |
| Live Oak Branch (Tier II) *     | 12,500                 | 12,500                 | 600             | None        |
| Scotts Valley Branch *          | 5,300                  | 12,500                 | 300             | Priority    |
| Pacific Ave Headquarters *      | 11,450                 | 12,000                 | N/A             | Priority    |
| [1]                             | [2]                    | [3]                    | [4]             | [5]         |

\*The Grand Jury interviewed staff and toured branch.

\*\*Priority (Capital Spending)

### Definitions

#### Joint Powers Authority Board

The Joint Powers Authority Board (JPA Board) oversees the operations of the Santa Cruz County Library systems, setting policies and exercising responsibilities delegated to in the Joint Powers Agreement. The JPA Board consists of nine appointed members — two from the Santa Cruz City Council; two from the Santa Cruz County Board of Supervisors; one each from the Capitola and Scotts Valley City Councils; and three at-large citizens appointed by majority vote of the Board representing the geographic diversity of the area.

#### Lock Box

A secured locked box which contains emergency procedures and keys.

<sup>1</sup> Library Mission Statement, <http://www.santacruzpl.org/libraryadmin/libmiss.shtml>

### **Tier I Branches**

The smaller neighborhood libraries that have neither the space nor the resources to provide complete information services to their communities. Instead, a Tier I provides a popular materials collection, meets the ready reference needs of adults, and endeavors to meet the library information needs of children through the junior high level.

### **Tier II Branches**

Larger branches, serving regional populations. They have bigger collections, provide more reference services, and endeavor to meet the information needs of youngsters through the high school level. The service area of a Tier II branch usually encompasses Tier I branches as well.

### **Tier III Branch**

The single Tier III branch is the Central Branch in downtown Santa Cruz. It serves as system headquarters for the collections, reference and youth services, and has special collections such as local history, California, and genealogy.

## **Scope**

### **Follow up on Previous Investigation**

1. Verified that the change in the job performance review process for the director of libraries is an operational procedure.
2. Verified that the procedure of branch staff rotation is a viable procedure.
3. Investigated if alternatives to the 1543 Pacific Avenue facility were identified, as agreed.
4. Investigated the long-range facility plan to determine if the plan is on track.
5. Verified that a funding process is in place and determined if a financial plan was in place for FY2005-FY2006.
6. Investigated the status of contingency plans for any future capital projects, if a bond issue is unsuccessful at the polls.

### **Additional Investigation**

7. Reviewed the hiring practices for the library.
8. Investigated the safety/worker's compensation issue and actions taken.
9. Toured most library branches to understand their operation.

## **Findings**

1. *Director of Libraries Job Review Process:* In February of 2006, the JPA Board adopted an official procedure for appraising the performance of the director of libraries. A standard written job description, which is part of the City of Santa Cruz personnel system, has been established. It has been verified that the director of libraries' performance evaluations are now current.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**

2. *Staff Rotation:* Contrary to previous findings, the Grand Jury found that library staff are happy with rotation practices. The library has been practicing staff rotation for more than ten years. The Central Branch circulation and reference staff is rotated in and out of the headquarters facility on Pacific Avenue. They rotate in four-hour shifts based on established work schedules. Staff rotation is in place to:

- Reduce injuries and stress illness.
- Cover required workload hours on the reference desk.
- Provide cross-training and job backup.
- Offer job enrichment.
- Improve staff morale.
- Reduce staff turnover.
- Reduce worker compensation claims.

Larger branches practice staff rotation internally while some small branches do not have enough staff to rotate. There is 'on call' staff to fill in occasionally if required. Some employees feel that the staff rotation gives most library employees a chance to work directly with customers and understand the public's needs.

**Response: The Director of Libraries AGREES.**

3. *Alternatives to 1543 Pacific Avenue:* The Director of Libraries is aware of the urgency for having a plan in place for this location. The city manager noted that they may extend the lease on Pacific Avenue until 2013 and that more financial analysis must be done. In 2006, the director appointed a Capital Projects Priorities Subcommittee. This committee is responsible for developing a long-range facilities plan.

**Response: The Library Joint Powers Authority Board AGREES.**

*The City of Santa Cruz has purchased property at 212 Locust/117 Union Street (across from the Central Branch Library) that Library System Services will occupy, sharing the space with the City Water Department. The Library will pay a fixed rent based on its share of the City debt amount, which will cease in twenty*

*years. Tenant improvements are currently underway, and the Library hopes to occupy the space by Spring, 2008. The City of Santa Cruz should be commended for going beyond its contractual obligation to the Library System, thereby enabling the Library to make substantial long term savings in its operating costs.*

**Response: The Director of Libraries AGREES.**

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**Response: The City of Santa Cruz AGREES.**

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4. *Funding Plans:* A five-year budget plan, "Library Strategic Financial Plan" was prepared in 2006. It was developed with the following funding assumptions:
- Sales tax revenues will increase 3% per year.
  - County Library Fund increased 7.5% in FY 2006-07 and will increase 5% each year thereafter.
  - Fees, fines and miscellaneous revenues will increase 1% per year.
  - Bequest appropriations will remain at the same level of funding.
  - The library will receive estimated carry over funds, grants, and gifts.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**

5. *Contingency Planning:* In 2005, the JPA Board adopted a policy that keeping branches open was the "cornerstone" of the budget process and that closing branches should not be considered in contingency planning.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**



6. *Worker Safety*: An outside consultant prepared a safety recommendations report for the JPA. The Director of Libraries was asked to come back with an action plan on the safety recommendations that were made. Upon review of this report entitled "Promoting Worker Safety at the Library — An Action Plan," the JPA Board accepted it unanimously. In addition:

- The library added a "Safe/Ergonomic Practices" section to the standard employee appraisal form to raise the safety awareness of the employees.
- The library has a safety committee which issues an annual report and periodic updates.
- According to management, training the staff in ergonomics has reduced the workers compensation claims. Most work-groups have someone in charge of stretch breaks where three or more people use the same circulation desk.

**Response: The Library Joint Powers Authority Board AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and on-going work with the Staff Safety Committee.*

**Response: The Director of Libraries AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and on-going work with the Staff Safety Committee.*

**Response: The City of Santa Cruz AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and ongoing work with the Staff Safety Committee.*

7. *Hiring Practices*: The library does considerable hiring from outside the county library system for higher-level positions. This practice has caused morale problems and has increased costs to the system. Many of the current staff have attended college to get their Masters in Library Science with the sole purpose of advancing their careers but have not found it helpful in getting promoted.

*Other Hiring Practice Issues:*

- The practice of hiring half-time employees enables the library to stay open more hours to serve the public. It also has some cost-savings benefits. Many of the branches are understaffed, based on the number of customers they serve. However, hiring half-time employees also limits opportunities for full-time staff to be promoted.
- The branches would like to have more frequent staff meetings, but find it hard to balance this need with the priority of keeping the library open for the public.

- In April 2006, the library had a meeting for all staff system-wide. The focus of this meeting was on the Central Branch. As a result of the meeting, work groups were formed to address issues. In December 2006, a summary report was sent to all staff system-wide. The employees reported that there was not adequate follow-up in the areas of communication and the update of job classifications. Library employees sometimes stay with their jobs because they like the Santa Cruz community and wish to make a career and home here, not because they feel there are equitable hiring practices or opportunities for job advancement.

**Response: The Library Joint Powers Authority Board DISAGREES.**

*The Library System follows the mandated procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the fifteen month period from March 2006 through June 2007, 45 positions were filled. Of these, fifteen went to "outsiders" and 30 were filled by current or former library employees. The Library's practice is to hire the person who is the best "fit" for the opening available, which is not always a current staff person. Not every employee may agree with the decisions made, but then not every employee knows the full details about any particular hire.*

Other Issues:

*Half-time staff: no comment*

*More frequent branch staff meetings: no comment*

**April 2006 Staff Day**

*The topic of the day was **not** the Central Branch, but rather an all-staff discussion of how the library could improve the way it is providing services in a 21st Century environment.*

*One hundred and eleven suggestions made. These were organized and assigned to Work Groups for further discussion. One suggestion was a reclassification study in order to bring library job descriptions and classifications up to date. A Work Group composed of representatives all of non-professional classes and each Branch level was appointed. The group worked for five months to develop a plan, which was presented as an information item to the Library Joint Powers Authority Board and all staff. SEIU, the union representing most of the workers, rejected the plan and requested that further study take place. In the Spring of 2007 The City of Santa Cruz management was unwilling to undertake a study for the Library because of the implications for other City workers. Library management has done all it can on this issue until collective bargaining negotiations are completed.*

*A second Work Group on Communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

**Response: The Director of Libraries DISAGREES.**

*The Library System follows the mandated procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the fifteen month period from March 2006 through June 2007, 45 positions were filled. Of these, fifteen went to "outsiders" and 30 were filled by current or former library employees. The Library's practice is to hire the person who is the best "fit" for the opening available, which is not always a current staff person. Not every employee may agree with the decisions made, but then not every employee knows the full details about any particular hire.*

**Other Issues:**

*Half-time staff: no comment*

*More frequent branch staff meetings: no comment*

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*A second Work Group on Communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

**Response: The City of Santa Cruz PARTIALLY AGREES.**

*The Library System complies with the procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the last eighteen months, 50% of the vacancies were filled with inside candidates, and 50% by outside candidates. The Library's practice is to hire the best candidate for each opening.*

*The topic of the April 2006 Staff Day was not the Central Branch, but rather an all-staff discussion of how the Library could improve the way it is providing services in a 21<sup>st</sup> Century environment. One hundred and eleven suggestions were made. These were organized and assigned to work groups for further*

*discussion. One suggestion was a reclassification study in order to bring Library job descriptions and classifications up to date. A work group composed of representatives of all nonprofessional classes and each branch level was appointed. The group worked for five months to develop a plan, which was presented as an information item to the Library Joint Powers Authority Board and all staff. The Service Employees International Union, the union representing most of the workers, rejected the plan and demanded that further study take place. In the spring of 2007, the City of Santa Cruz management was unwilling to undertake a study for the Library because of the implications for other City workers. Library management has done all it can on this issue until collective bargaining negotiations are completed. A second work group on communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

8. *Branch Findings:* In at least one branch, emergency lock boxes were not easily accessible.

**Response: The Director of Libraries DISAGREES.**

*The Director has polled each Branch Manager regarding the location of an emergency lock box in an inaccessible place. Each Manager reports that the lock boxes are accessible and the padlocks with which they are secured work well.*

## **Conclusions**

1. The previous recommendation that the Santa Cruz City Manager review the Director of Libraries' job performance according to the Library Joint Powers Authority Agreement has been met. The Director of Libraries' Job Review Process is in place and operational.
2. In contrast to the previous Grand Jury's recommendations, staff rotation is now a viable process. Staff does not work more than four hours at a time on the reference desk, which relieves stress caused by repetitive work.
3. The recommendation that the JPA Board should immediately begin to find an alternative to the Pacific Avenue facility has not yet been met. Alternatives to this location have yet to be identified. Although the JPA Subcommittee on Capital Project Priorities has produced a plan for capital spending, the plan is very broad and does not provide enough detail for the JPA Board to make a funding decision.
4. While funding plans are in place in the form of a five-year strategic financial plan, new sources of funding have yet to be identified.
5. Contingency planning has not been addressed. In the event of reduced funding, there is no contingency plan in place. Although keeping branches open has been declared as a core service and may be desirable, this policy does not provide for the possibility of reduced funding.
6. The Director of Libraries' emphasis on worker safety and ergonomics and the ongoing rotation of staff have had a positive effect on workers' compensation claims and employee morale.

7. Employees are aware of the Safety and Ergonomics Plan, but follow-up training has been overlooked and needs to be addressed.
8. The hiring practices of the library are in dire need of reform. The practice of hiring outside the local library system for the higher-level positions has caused low morale and poor expectations of job advancement.
9. During an emergency, staff at one location could not easily access the lock box key or operate it.

### **Recommendations**

1. *Worker safety* (including ergonomics training), should continue to be a priority. Additional emphasis should be placed on annual refresher courses. An annual training report reviewed and approved by the JPA Board would help ensure the on-going improvement of the program.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the Board in September of each year.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the Board in September of each year.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the JPA Board when it considers the budget for the coming fiscal year.*

2. *Staff rotation:* Because staff rotation is a viable process which has had a positive effect on employee safety, the staff rotation process should be continued.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented.*

3. *Annual budget:* The annual budget process is in place and should be continued.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented.*

4. *Hiring practices:* The library's hiring practices should undergo a complete review to determine whether reform is required. If employees felt that there was a career path with the Santa Cruz Library System, morale would improve and good employees would stay. A policy should be put in place which encourages internal employee advancement and incorporates methods such as career and succession planning. Career ladders or job families should be established so that employees can advance "in position" as their levels of expertise increase. Also, library job classifications should be updated.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] will not be implemented because it is not warranted. The Library System follows the hiring procedures mandated by the City of Santa Cruz, and has done extensive work to develop a reclassification plan that includes career ladders and "job families." This matter is the subject of collective bargaining negotiation.*

**Response from the Director of Libraries:**

*[This recommendation] will not be implemented because it is not warranted. The Library System follows the hiring procedures mandated by the City of Santa Cruz, and has done extensive work to develop a reclassification plan that includes career ladders and "job families." This matter is the subject of collective bargaining negotiation.*

**Response from the City of Santa Cruz:**

*The recommendation will not be implemented. The City believes that the existing system does provide many of the opportunities desired by the Grand Jury. In any event, the City cannot unilaterally change its structure, as each position is part of a larger system that requires the consent of multiple parties to change. The City will work over the longer term to realize the goals of the Grand Jury, because the City shares the values underlying those goals.*

5. *Capital spending plan:* The JPA Board should identify alternatives to the continued use of the 1543 Pacific Avenue facility. The JPA Subcommittee on Capital Project Priorities should prepare a more detailed plan for capital spending which would help them make an informed decision on future facility needs. For major projects, they should do a detailed financial analysis which discloses all costs, time to execute and return on investment.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

6. *Contingency funding:* A contingency funding plan needs to be put in place in the event of a worst-case scenario, such as a bond measure not passing or the revenues from sales tax not increasing.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. The Library System is the recipient of a dedicated quarter center sales tax that will expire in April 2013. During FY 2007-08 the Board and staff anticipate conducting opinion polling to determine the level of continuing public support for the library, and will consult with a communications expert on developing a plan for improving public understanding of the depth and breadth of library services.*

7. *Emergency procedures:* Branch managers need to review emergency response procedures and verify that all information, materials and equipment are up to date, functioning and accessible.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. Branch Managers review emergency plans and inventory all emergency equipment twice each year, in October and April. They also rehearse various emergency procedures with staff at those times.*

**Commendation**

The Joint Powers Authority, City Manager and Director of Libraries are to be commended for establishing current procedures for the job performance review of the Director of Libraries.

**Responses Required**

| Entity                | Findings | Recommendations | Respond Within             |
|-----------------------|----------|-----------------|----------------------------|
| JPA Board             | 1, 3-7   | 1-4             | 90 Days<br>October 1, 2007 |
| Director of Libraries | 1-8      | 1-5             | 90 Days<br>October 1, 2007 |
| Santa Cruz City       | 1, 3-7   | 1-4             | 90 Days<br>October 1, 2007 |

## **Sources**

### **Web Sites**

- Library  
<http://www.santacruzpl.org/>
- Santa Cruz City Manager  
[citymgr@ci.santa-cruz.ca.us](mailto:citymgr@ci.santa-cruz.ca.us)
- The Santa Cruz Library System Facilities Master Plan FY 2001-02 – FY2005/06.  
<http://www.santacruzpl.org/libraryadmin/ljpb/members.shtml>
- 2004-2005 Civil Grand Jury Report, “Ready to Check Out? Santa Cruz City County Library System.”  
[http://www.co.santa-cruz.ca.us/grandjury/GJ2005\\_responses/](http://www.co.santa-cruz.ca.us/grandjury/GJ2005_responses/)
- Joint Powers Agreement  
<http://www.santacruzpl.org/libraryadmin/ljpb/index.shtml>

### **Reports & Memos**

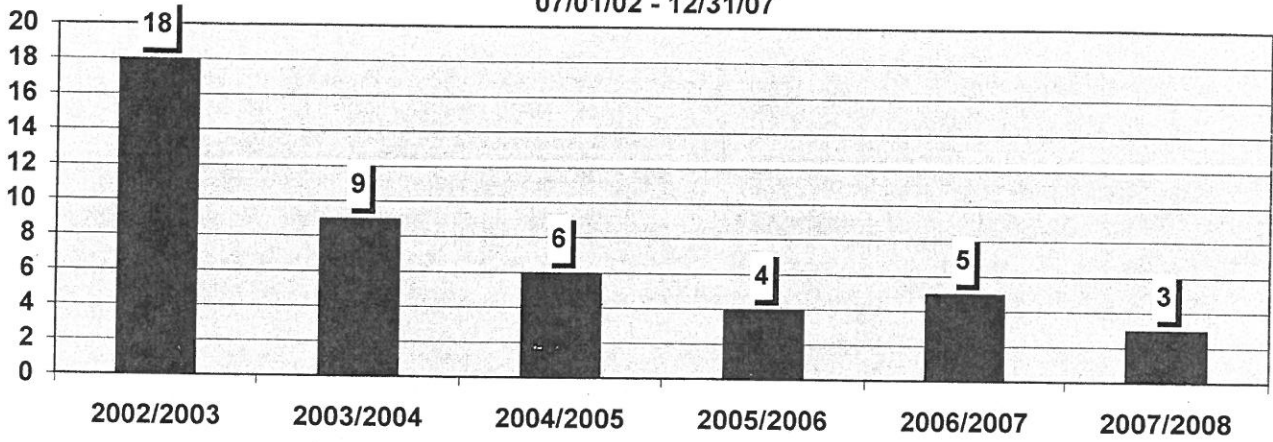
- City of Santa Cruz Director of Libraries Job Description
- Joint Powers Authority Memo, January 17, 2006, Director of Libraries Job Description Approval
- Promoting Worker Safety at the Library, An Action Plan, Report, August 2004
- Joint Powers Authority Memo, May 23, 2005, Update on Library Worker Safety Activities
- Santa Cruz Public Library Safety Committee Annual Report 2005-06
- Joint Powers Authority Board Subcommittee on Capital Project Priorities, Report March 28, 2006
- Ready to Check-Out? Santa Cruz City-County Library System 2004-2005
- Memo: All Staff System-wide, Staff Morning Follow-up. December 26 ,2006

### **Board minutes**

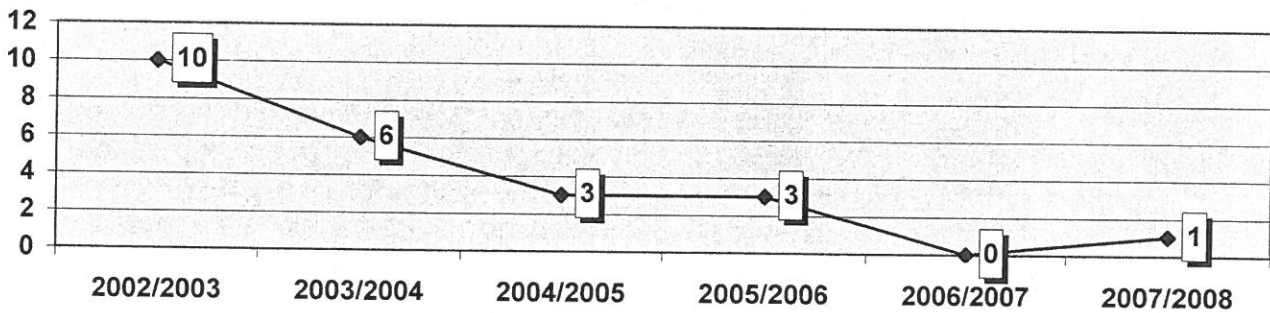
- Library Joint Powers Board Minutes June 7, 2004 – December 31, 2005
- Library Joint Powers Board Minutes January 9, 2006 – June 5, 2006



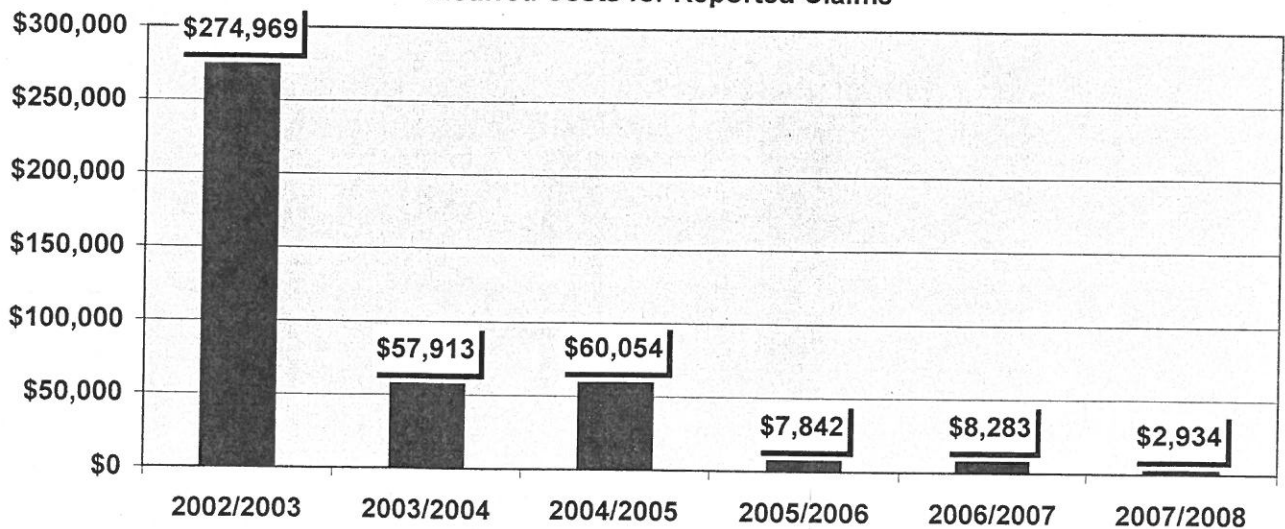
**City of Santa Cruz  
Workers' Compensation  
Reported Claims per Fiscal Year  
Library  
07/01/02 - 12/31/07**



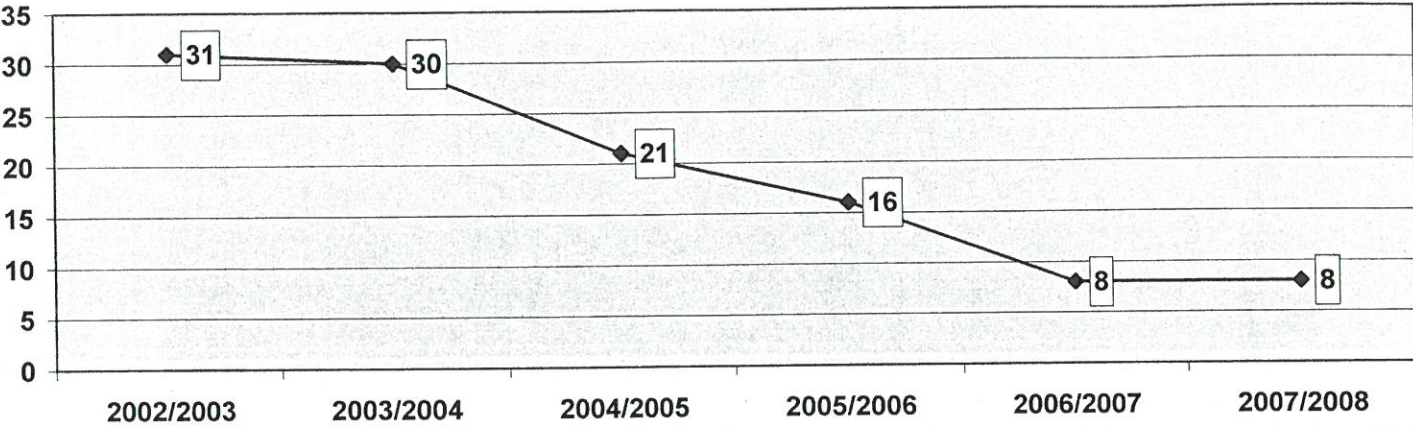
**Indemnity Claims**



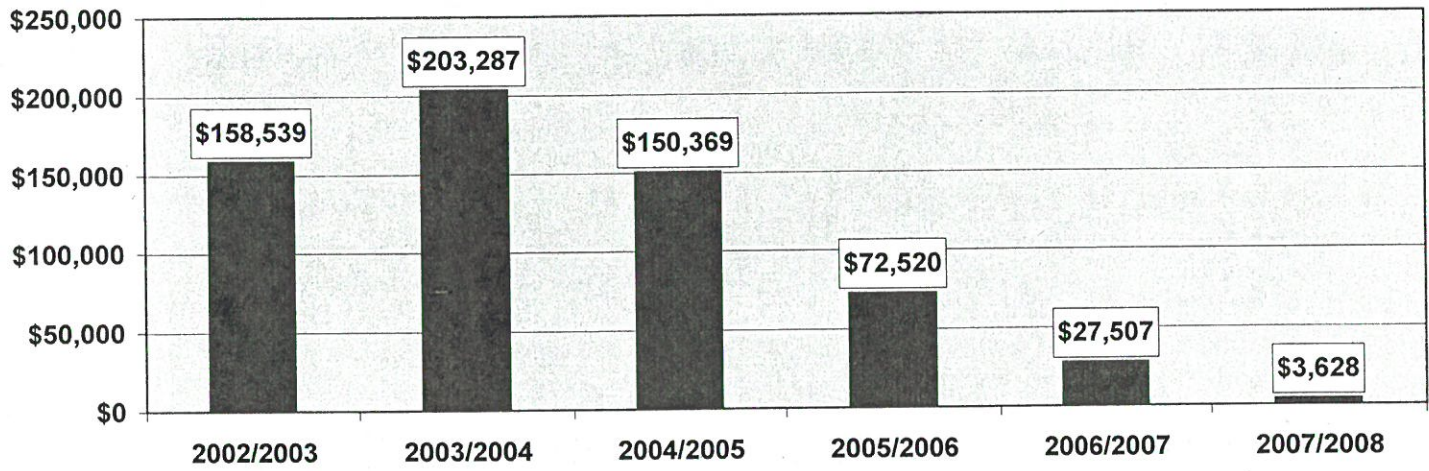
**Incurred Costs for Reported Claims**



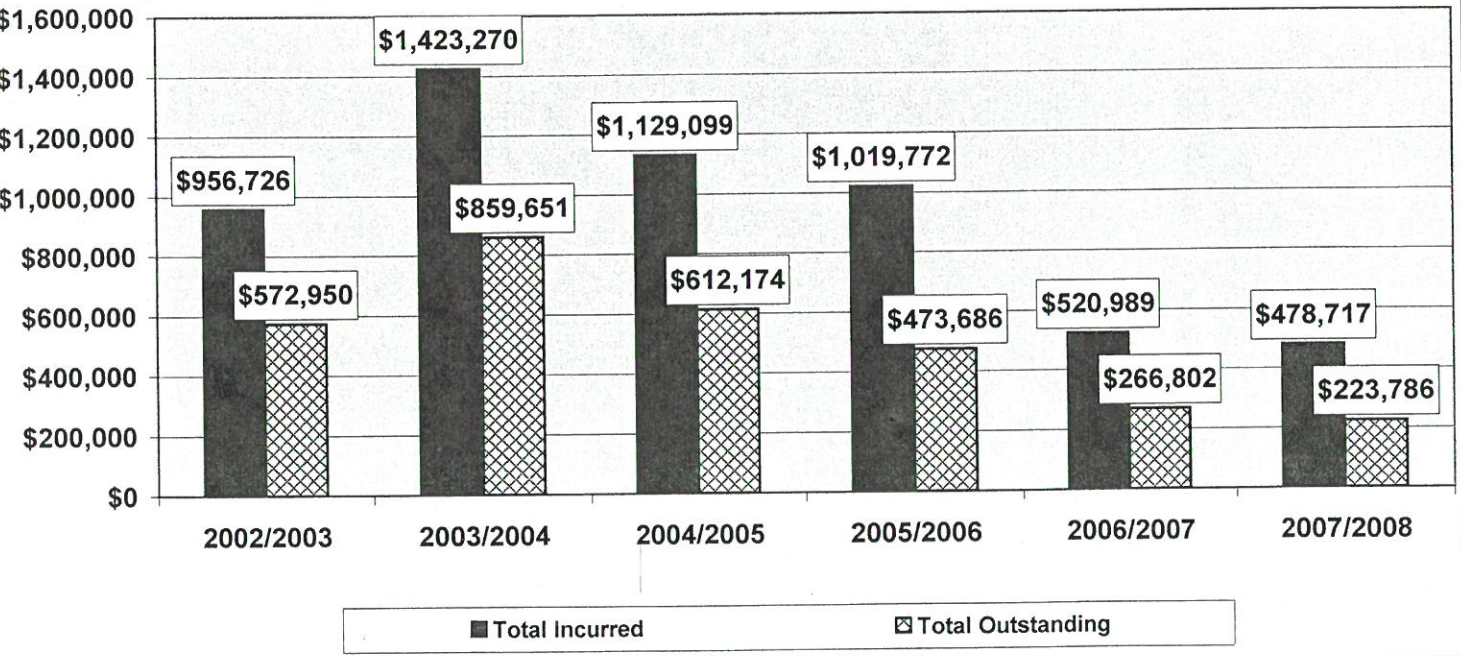
**Open Claims  
Library  
07/01/02 - 12/31/07**



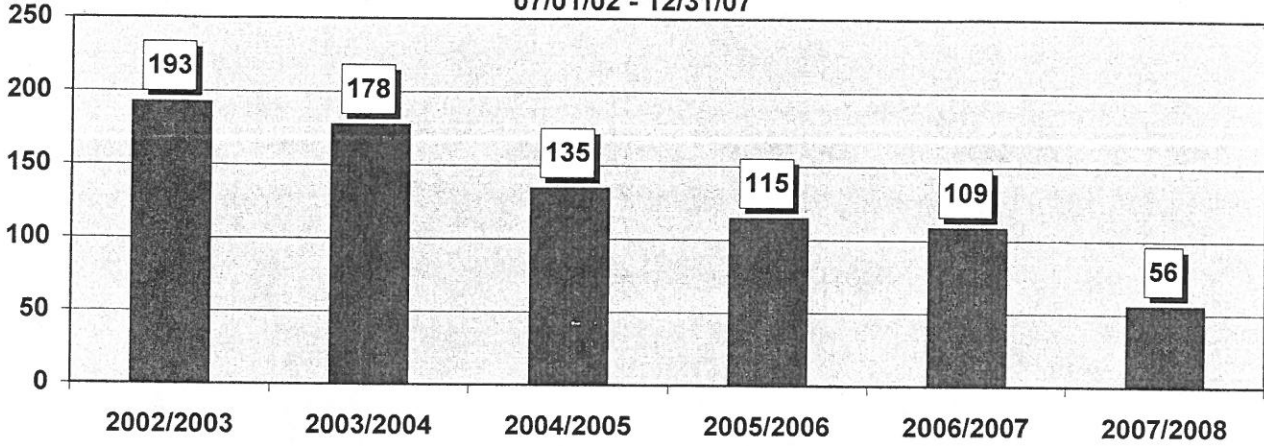
**Paid Costs Per Fiscal Year**



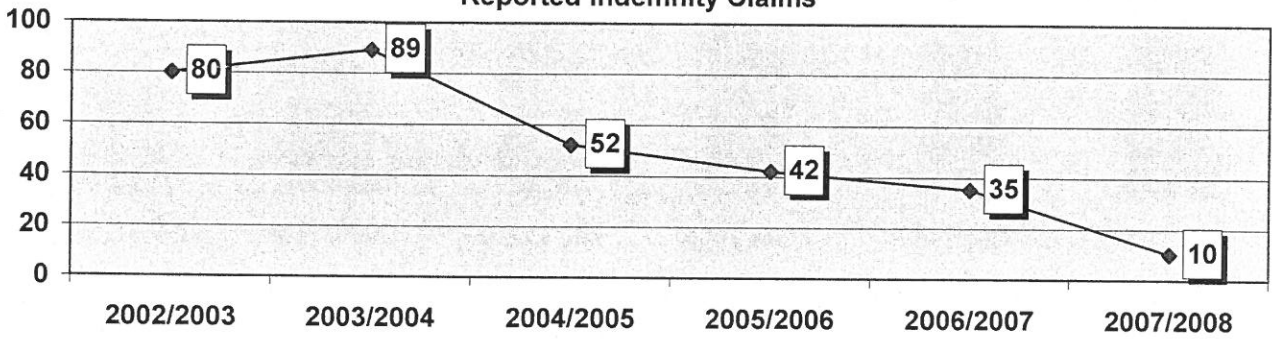
**Total Year End Incurred and Outstanding Costs**



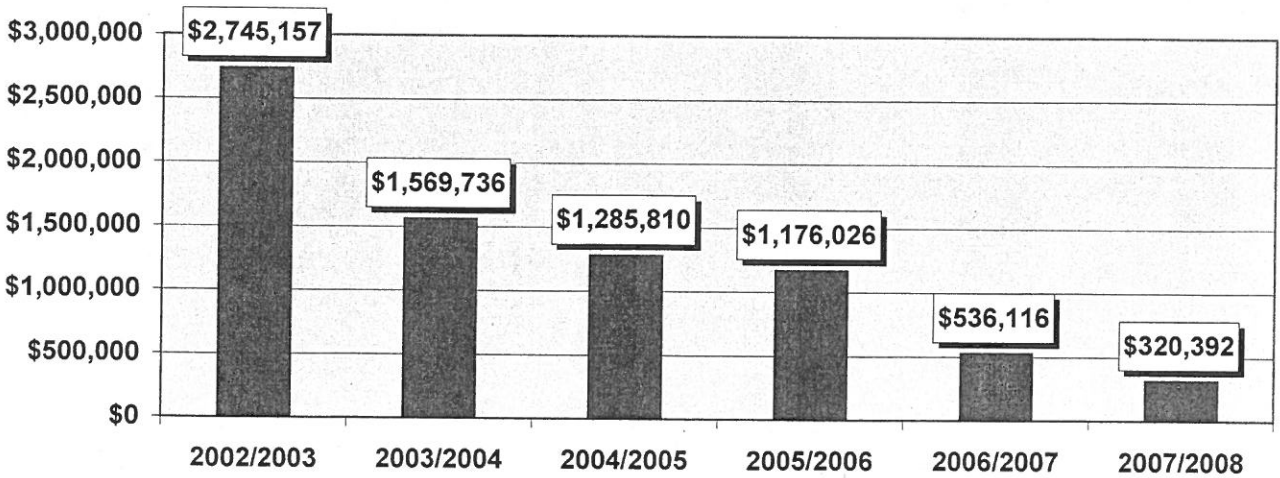
**City of Santa Cruz  
Workers' Compensation  
Citywide  
Reported Claims per Fiscal Year  
07/01/02 - 12/31/07**



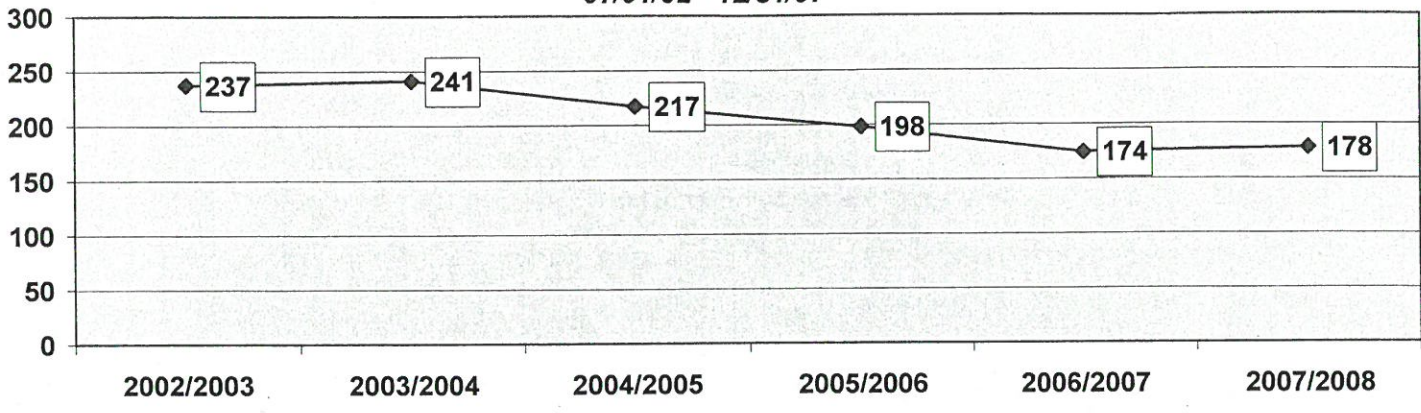
**Reported Indemnity Claims**



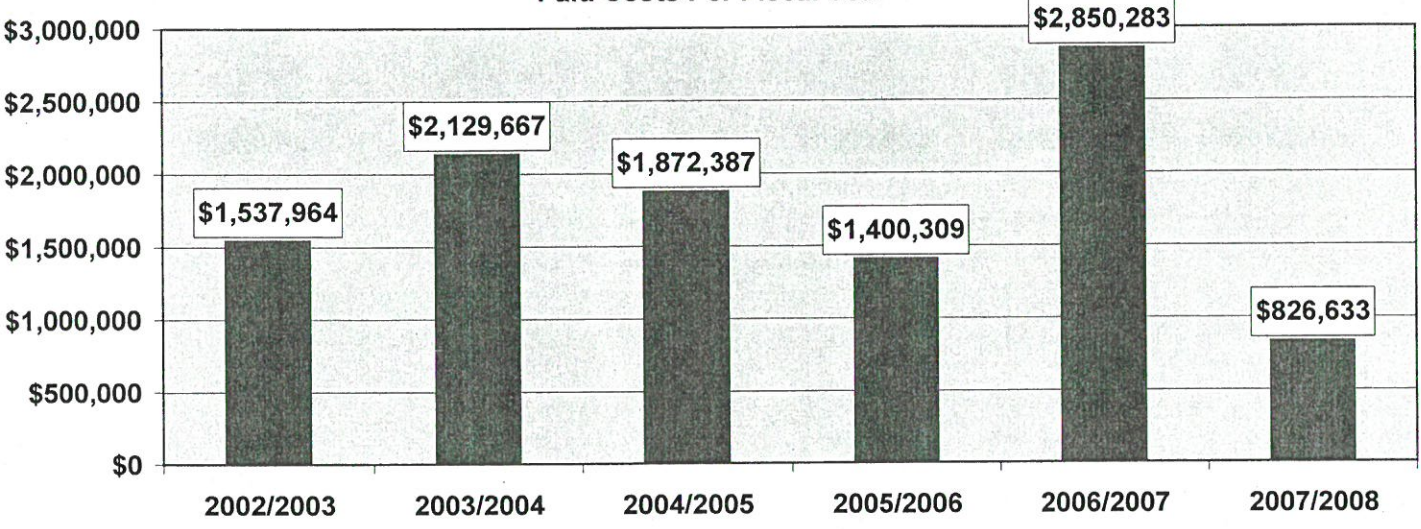
**Incurred Costs for Reported Claims**



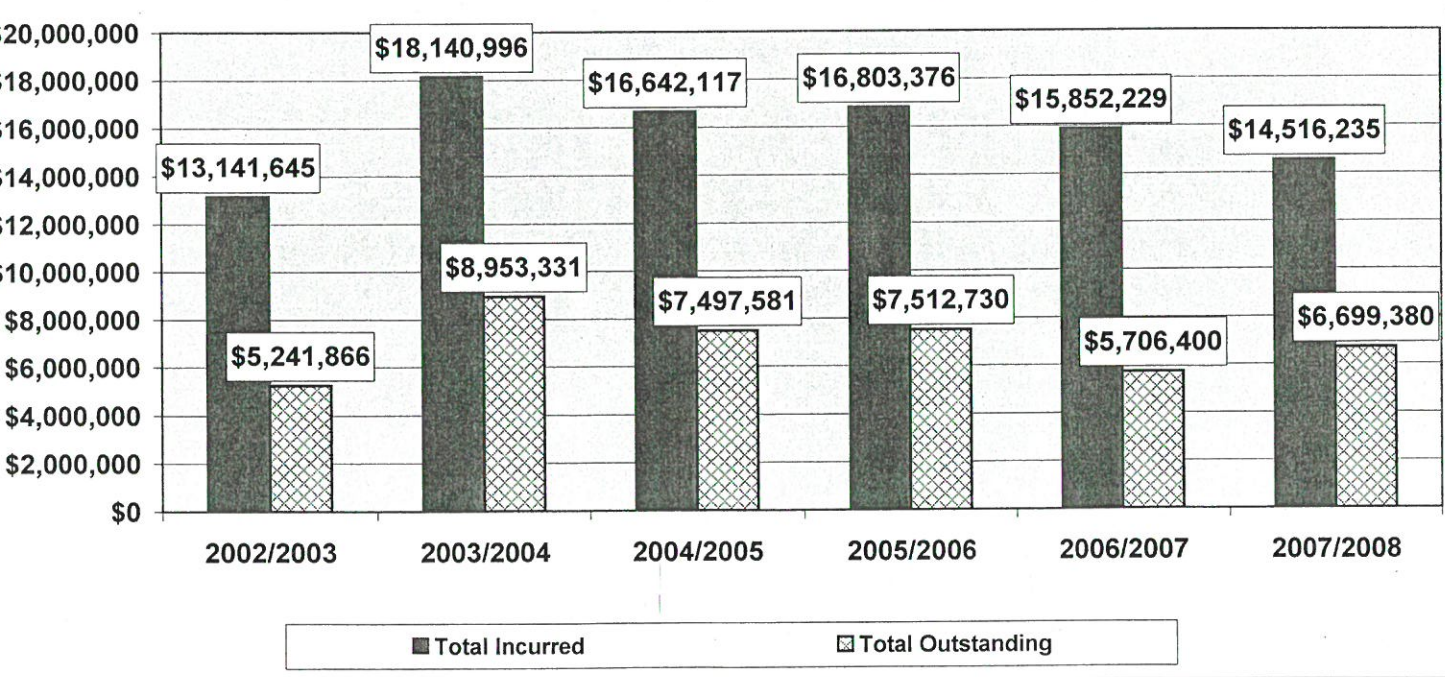
**Open Claims  
Citywide  
07/01/02 - 12/31/07**



**Paid Costs Per Fiscal Year**



**Total Year End Incurred and Outstanding Costs**



## Anne Turner

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**From:** Paula Turpenen  
**Sent:** Monday, January 28, 2008 12:12 PM  
**To:** All Staff System-Wide  
**Subject:** Report on the 23 things

Good afternoon!

We hope everyone who participated in the 23 things program has gained a greater awareness of the internet and Web 2.0 and also had fun doing the exercises. We have had a lot of positive feedback from many of the staff who said they never would have experimented with this type of technology had it not been for the 23 things. We had a total of 98 people sign up for the program and 42 completed all the exercises. There were 77 people who created blogs with many of those getting at least halfway through. We know there were issues with time constraints so you should all be congratulated on doing what you could with the time that was available.

Several people have asked if they can continue on their own without getting the prize, and the answer is Yes! We will continue to have the wiki available, and there is also another help session scheduled for Feb 12th at 2:00 in the HDQ training room. It is also very informative to explore some of the blogs on the wiki sidebar to see what other staff members have done. We definitely have some very creative minds at work.

We would like to thank Ann Young and Eric Stricker for creating the 23 things wiki, and Sarah Harbison, Victor Willis, Jessica Goodman, Linda Gault and Eunice LeMay for their assistance with the 23 things discovery help sessions. We really appreciate all your time and effort in making this program a success.

The MP3 players have been ordered, and we will also be doing the drawing for the laptop very soon. We will soon be sending MP3 players to:

Eric Stricker  
Ali Birnbach  
Janis O'Driscoll  
Jessica Goodman  
Victor Willis  
Hui-Lan Titangos  
Leslie Auerbach  
Emily Christopher  
Donna Swedberg  
Jeanne Czarnecki  
Christine Campbell  
Elizabeth Henry  
April Zilber  
Heather Norquist  
Sarah Harbison  
Deborah Lipoma  
Brenda McIlroy  
Cathy Landis  
Karen James  
Melanee Barash

Jan Pearson  
Elaine Wasserman  
Jason McCluskey  
Kathleen Frey  
Pat Lorenzo  
Linda Gault  
Galina Wells  
Eunice LeMay  
Jeanne O'Grady  
Amelia Hickey  
Merritt Taylor  
Patty Webster  
David Addison  
Bobbi Wolner  
Jennifer Cockerill  
Mike Zulim  
Kari Gunn  
David Sidle  
Lauren Suhd  
Barbara Snider

If there is anyone I missed, please let me know ASAP. Thank you to all the participants, and we hope you continue on the path to learning new technology. Stay tuned for more....

Paula and Gail



**LIBRARY JOINT POWERS BOARD  
SUSPENSE LIST**

2/1/08

|    | WHAT?   | NEXT ACTION       |
|----|---|-------------------|
|    | <b><u>Financial Planning Process</u></b>  |                   |
| 1  | Consider/Choose Options for adding funding for Capital Projects                 | PENDING           |
| 2  | Update Strategic Financial Plan Projections                                     | Mar-08            |
|    | <b><u>Library Automation System Upgrade</u></b>                                 |                   |
| 3  | Staff report to JPB on project planning progress                                | COMPLETE          |
| 4  | Adopt general project budget appropriate Phase 1 funds                          | COMPLETE          |
| 5  | Consider and make Phase 1.2 appro.  | COMPLETE          |
| 6  | Hear Report on ILS Upgrade Progress   | COMPLETE          |
| 7  | Final recommendation re ILS vendor; JPB makes funding source decision           | COMPLETE          |
| 8  | Report to Board on Interlibrary Loan Access Issues                              | COMPLETE          |
| 9  | Upgrade Library Website to include JPB minutes/agenda archives                  | COMPLETE          |
| 10 | Staff continues review/upgrade of Library Web Site; Rept to Board               | COMPLETE          |
|    | <b><u>Joint Powers Board Housekeeping</u></b>                                   |                   |
| 11 | Annual election of officers   | Feb-08            |
| 12 | Appoint Citizen Members   | Jan -08, -09, -10 |
| 13 | Meet with Director in closed session to discuss communications and other issues | May-08            |
| 14 | Conduct Director Appraisal  | Oct/Nov 08        |
| 15 | Renew Joint Powers Agreement  | COMPLETE          |
|    | <b><u>Budgeting/Financial Management</u></b>                                    |                   |
| 16 | Review Annual Audit   | COMPLETE          |
| 17 | Review current budget status, consider budget revision proposals                | COMPLETE          |
| 18 | Discuss budget priorities for coming fiscal year, provide staff direction       | Apr-08            |
| 19 | Consider draft budget, recommend changes  | May, June 08      |





| <b>Financial Planning Process</b> |  |          |  |
|-----------------------------------|--|----------|--|
| 35                                | Review/Modify <i>Standards for Library Services/Facilities, and Facilities Master Plan</i> | COMPLETE |  |
| 36                                | Develop estimates for Capital and other Projects   | COMPLETE |  |
| 37                                | Determine if Library structural changes are required                                       | PENDING  |  |
| 38                                | Prioritize Implementation of Capital Projects  | COMPLETE |  |





SANTA CRUZ • PUBLIC  
**LIBRARIES**  
A City County System

PLEASE NOTE: One or more Board members will be attending a dinner in honor of Scotts Valley Mayor Randy Johnson, who is leaving the Joint Powers Board after many years of service. The dinner is at 6 pm at Hula's Island Grill, 221 Cathcart Street, Santa Cruz.

### LIBRARY JOINT POWERS AUTHORITY BOARD

Monday, February 4, 2008 at 7:30 PM  
Community Meeting Room  
224 Church Street, Santa Cruz

#### 7:30 PM PUBLIC MEETING

1. ROLL CALL
2. APPROVE AGENDA
3. APPROVE MINUTES OF JANUARY 7, 2008
4. ORAL COMMUNICATIONS
5. CONSENT AGENDA

No items

6. WRITTEN COMMUNICATIONS
  - A. Letter of January 17, 2008 from City of Scotts Valley Acting City Clerk announcing that Council member Jim Reed has been appointed to represent the City on the Library Joint Powers Authority Board.
  - B. Excerpts from County of Santa Cruz Grand Jury Report of January 28, 2008.
7. REPORTS OF ADVISORY BODIES
8. MEMBER REPORTS
  - A. Felton Task Force (Citizen Member Gerdt)

9. STAFF REPORTS

- A. Workers' Compensation Claims 07/01/02 – 12/31/07
- B. 23 Things Training Program

10. OTHER BUSINESS

- A. Annual Election of Officers (Chair and Vice Chair)

11. NEXT MEETING TOPICS

We expect to have a final report on the Aptos Parking Lot expansion design (Supervisor Beautz) and added information on incurring debt for the 5 Year Financial Projections (Citizen Gorson and Director Turner).

12. ADJOURN

The Library Joint Powers Authority Board will adjourn from the regularly scheduled meeting of February 4, 2008, to the next regularly scheduled meeting on March 3, 2008 at 7:30 p.m. in the Community Meeting Room of the Central Branch Library.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, the Library requests that you attend fragrance free. The Central Branch Library is a fully accessible facility. If you wish to attend this public meeting, and you will require special assistance such as sign language or other special devices in order to attend and participate, please call (831) 420-5600 or TDD: (831) 420-5733 seventy-two (72) hours prior to the event to make arrangements for assistance. Upon request, agendas for public meetings can be provided in a format to accommodate special needs.

SANTA CRUZ PUBLIC LIBRARIES  
A CITY-COUNTY SYSTEM

LIBRARY JOINT POWERS BOARD

MINUTES

January 7, 2008

Central Branch Community Meeting Room  
224 Church Street, Santa Cruz

7:30 PM PUBLIC MEETING

I. ROLL CALL

Present: Supervisor Jan Beautz, Citizen Nancy Gerdt, Citizen Barbara Gorson, Councilmember Randy Johnson, Councilmember Cynthia Mathews, Citizen Leigh Poitinger, Councilmember Mike Rotkin, Supervisor Mark Stone, Councilmember Michael Termini

Staff: Anne Turner, Director of Libraries  
Susan Elgin, Assistant Director of Libraries

II. APPROVAL OF MEETING AGENDA OF JANURAY 7, 2008

**Councilmember Mathews moved, seconded by Councilmember Rotkin**

**that the Board approve the agenda of January 7, 2008 with the following changes: line item 8A, Felton Task Force, report be postponed until next month and line item 9A, Library Staff Reclassification Process, be moved up in the agenda to follow line item 6A, Written Communications.**

UNAN

III. APPROVE MINUTES OF DECEMBER 3, 2007

**Supervisor Stone moved, seconded by Councilmember Mathews**

**that the Board approve the minutes of December 3, 2007**

UNAN  
ABSTAIN: Gorson

#### IV. ORAL COMMUNICATIONS

Councilmember Johnson reported that he was able to take a preliminary view of the new library in Watsonville.

Councilmember Johnson also reported on an issue at the Scotts Valley Library Branch. Currently the library is used by many of the middle school children in the afternoon. Councilmember Johnson reported that he has spoken with the Recreation Department, the Principal of Scotts Valley Middle School and the Police Department to try and come up with a solution to relieve some of the pressure off of the Scotts Valley Branch Library Staff. The Recreation Department is looking into providing some after school services one day a week to provide after school activities.

Councilmember Johnson also reported that a model drawing of the Scotts Valley Town Center will be put up at the Scotts Valley Library for interested people to view.

#### V. CONSENT AGENDA

- A. Accept Basic Financial Statements and Independent Auditors' Report for the year ended June 30, 2007

**Councilmember Mathews moved, seconded by Supervisor Stone**

**That by motion the Library Joint Powers Authority Board accept the Basic Financial Statements and Independent Auditors' Report for the Year Ended June 30, 2007 prepared by Caporicci & Larson, Certified Public Accountants.**

**UNAN**

- B. Appropriate McCaskill Trust Funds for Local History Project

**Councilmember Mathews moved, seconded by Supervisor Stone**

**That the Library Joint Powers Authority Board adopt Resolution #2008-01 that will appropriate and transfer \$3,800.00 in available McCaskill Trust for Local History funds to purchase archival boxes in which to store the Library System's collection of historic newspapers, and that the FY 2007-08 budget be amended accordingly.**

**UNAN**

#### VI. WRITTEN COMMUNICATIONS

Letter of December 12, 2007 from Santa Cruz City Clerk announcing that Vice Mayor Cynthia Mathews and Councilmember Mike Rotkin have been reappointed to represent the City on the Library Joint Powers Board.

VII. STAFF REPORTS (Moved up in the Agenda)

A. Library Staff Reclassification Process

Director wrote a memo to the Board explaining that in 2006 a task force addressed library staff reclassification issues. The process did involve the Union but ultimately the Union rejected the proposal. The classification issue still needs to be addressed so the decision was made to hire a consultant and to share these costs with the City of Santa Cruz.

The HR Staff has looked at the organizational issues that the Director has spoken about and an organizational development study will begin in the new fiscal year 2008-09. Salary comparison studies will be looked at last after the library organization is defined and designed. Consulting costs will be set at \$25,000 with both HR and the library paying half. The library will be involved in the selection process for hiring the consultant.

Lisa Sullivan, HR Director for the City of Santa Cruz, addressed some of the questions and concerns that the Board presented to the HR Department back in June which had to do with the selection process and labor relations in general. The City's Human Resources staff has started to randomly audit and observe some of the selection interviews, with priorities placed on interviews that have internal candidates applying for lateral or promotional positions. HR is giving feedback to the Library Managers who have been conducting these interviews.

Ms. Sullivan also reported that HR has made it a priority to develop good partnerships and collaboration with the labor unions, in particular with SEIU. Recently regular informal meetings with SEIU have been conducted to go over concerns that they have city-wide. There is a library steward that does attend these meetings regularly and issues are brought to the table concerning the library. These issues are discussed openly and honestly and well crafted solutions are encouraged.

VII. REPORTS OF ADVISORY BODIES

Susan Heinlein, Managing Director of the Friends of the Santa Cruz City-County Library System reported the following Friends' activities:

- Hosted a Brunch for the Library Leadership Management Team
  - Councilmember Mathews and Councilmember Termini were in attendance
- 2<sup>nd</sup> Major Membership Mailing
  - 10,000 people have been contacted with this mailing including the one done in October
- Canceled Munching for Mozart on Friday, January 4, 2008
  - Next one is February 1, 2008

Felton Library Friends, Michelle Mosher, reported the following activities:

- Express gratitude for the letter to the Sentinel from the Library Director

- Community Foundation Grant
  - Contracting with a grant consultant to start researching funding sources
- Will be helping with the upcoming Sales Tax Measure
- Design Workshop at Felton Firehouse Tuesday, January 8, 2008 from 4-5:30pm
  - Slideshow of three neighborhood branch libraries in the San Francisco Area and others

## VIII. MEMBER REPORTS

### A. Felton Task Force

Report by Citizenmember Gerdt Scheduled for Next Month

### B. Sales Tax Ballot Measure Campaign

Councilmember Mathews has begun to talk to people in the community who would like to be part of a campaign committee for the Library Sales Tax Measure. This cannot be an activity of the LJPB Board; a separate campaign committee will be set up. Carolyn Livingston has volunteered to be the volunteer campaign treasurer and has a lot of experience in this work. It would be important for the LJPB to be represented on the committee and the interested members should contact Chair Termini.

The first meeting will be January 24, 2008 with Kathrine Lew who will help lay out a campaign strategy. This campaign committee needs to report back to LJPB in a legal and appropriate way.

### C. Strategic Financial Projections

Citizenmember Gorson summarized the report to the Board concerning the Library Financial Projections covering FY 2007-08 to FY 2012-13. This report was intended to look at a 5 year projection to see if on-going revenue streams are able to meet on-going baseline expenses. This report does not take into account major projects or major capital spending. This report is an estimated projection of the status quo revenue and spending.

The financial projections prepared in 2005/06 indicated that operating revenues would consistently exceed operating expenses by approximately \$200,000 each year through 2010/11.

The current 2007/08 projections show a shortfall of approximately \$200,000 in the current year, growing to \$540,000 by 2012/13.

The Director is aware of the projected shortfalls and is looking at what the library could be doing to re-organize the way the library operates.

Councilmember Rotkin commented on ways in which the Board might find some savings for the library. He stated that he is sympathetic to the technological solutions that allow more work to be done quicker but he is not necessarily in favor of contracting



out for services. Councilmember Rotkin stated that he does see savings in automation and cutting back services which only serve a small portion of library users.

Councilmember Johnson spoke about his concerns. He does not get the sense that revenues due to the sales tax measure will increase over the next 2-3 years in part due to the housing crisis. He feels these projections are fairly accurate and not very optimistic. He believes it will be a tough time for the Board looking at these types of figures and deciding what to do about it. He would like the Board to not be reactive but proactive. He also stated that he feels the Board needs to have a strategy to deal with these financial projections.

Councilmember Mathews endorses the efforts to look at other economies.

The Director intends to make this part of the budget process.

The Board requested Citizenmember Gorson to add potential capital projects concerning costs to the baseline projection report.

#### IX. STAFF REPORTS

The Director made the following reports:

- A. Library Staff Reclassification Process (move up in the agenda)
- B. Locust/Union Street Building Move
  - TBA Tenant Improvement Amount
  - Cannot project exactly how much the move will cost therefore we will not be able to project how much cash will be left over
- C. Margaret Souza decided not to retire due to recent union negotiations. She will be extending her time for another year.
- D. Calvin Trimpey, Account Clerk II, has resigned his position in order to take a job in San Francisco with the 9<sup>th</sup> District Court.
- E. Report on Recent Storm
  - Closed Friday, January 4<sup>th</sup> and Saturday, January 5<sup>th</sup> throughout the system
    - i. Computer systems are located downtown and the power was out
  - Central Branch Library Re-opened Sunday afternoon, January 6<sup>th</sup>
    - i. Documentary Film Program: "The Ground Truth: Interviews with Patriotic Young Americans Who Served in Iraq" with thirty in attendance
  - Only significant damage was at Boulder Creek
    - i. Leaking skylights & Poor Drainage in Amphitheatre
- F. Opinion Piece and letter to the Editor written by Director to the Sentinel

#### X. OTHER BUSINESS

- A. Appoint Citizen Member

**Councilmember Mathews moved, seconded by Supervisor Beautz**

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|--|

**That the Library Joint Powers Authority Board move to re-appoint Citizenmember Barbara Gorson for another 4 year term set to expire January 31, 2012.**

UNAN

B. Appropriate Reserve Funds for ILS Upgrade Phase 2

The Board discussed the memo from the Director describing the staff decision to implement open source technology for the ILS Upgrade Phase 2. Network Access Administrator Dan Landry answered further questions, and several members expressed their support for the decision.

**Councilmember Johnson moved, seconded by Supervisor Stone**

**That Resolution #2008-02 the Library Joint Powers Authority Board appropriate and transfer \$106,000 in available reserve funds for implementation of the Library's automation system upgrade, Phase 2.**

UNAN

XI. NEXT MEETING

Councilmember Johnson will be stepping down from the Library Joint Powers Board but will be appointing Jim Reed to serve from Scotts Valley.

Annual election of officers is scheduled for the February meeting.

XII. ADJOURN

The regular meeting adjourned at 9:10 p.m.

Respectfully submitted,

Kira Henifin, Clerk of the Board



# CITY OF SCOTTS VALLEY

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## PLANNING DEPARTMENT

One Civic Center Drive • Scotts Valley • California • 95066  
Phone (831) 440-5630 • Facsimile (831) 438-2793 • [www.scottsvally.org](http://www.scottsvally.org)

January 17, 2008

Ms. Ann Turner, Director of Libraries  
Library Financing Authority / Joint Powers Boards  
1543 Pacific Avenue  
Santa Cruz, CA 95060

Dear Ms. Turner:

At the January 16, 2008, City Council meeting, Mayor Randy Johnson selected Council member Jim Reed to replace him as representative on the Library Financing Authority/Joint Powers Board. The Council approved the appointment unanimously.

Please direct all future relevant correspondence to Mr. Reed.

If you have any questions, please contact City Clerk Tracy Ferrara at 440-5600.

Sincerely,

Sandy Adams  
Planning Secretary/Acting City Clerk

c: Chuck Comstock  
Randy Johnson  
Jim Reed





# County of Santa Cruz

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## GRAND JURY

701 OCEAN STREET, ROOM 318-I  
Santa Cruz, CA 95060  
(831) 454-2099

January 28, 2008

Dear Citizens and County Officials:

Enclosed you will find the Santa Cruz County Grand Jury's 2006-2007 Final Report with Responses.

This report represents a collaborative effort. It is the result of work by the members of the 2006-07 and 2007-08 Santa Cruz Grand Juries, the county employees who work to provide support services for the Grand Jury, and the employees of local government agencies who responded to the previous Grand Jury's findings and recommendations.

This report will be available at libraries countywide. It will also be available online at [www.co.santa-cruz.ca.us/grandjury](http://www.co.santa-cruz.ca.us/grandjury). Copies can be printed from the online version.

We wish to express gratitude to all who have given their energy and taken responsibility to help make local government more responsive and efficient.

Sincerely,

Pat Rex

Foreperson

2007-08 Grand Jury of Santa Cruz County





# **Santa Cruz County**

## **Grand Jury**

**Final Report with Responses:**  
Section 5  
Schools and Libraries Committee Reports

## **Checked In: Santa Cruz City-County Library System Follow-up Review**

### ***Synopsis***

The 2006-2007 Grand Jury followed up on a 2004-2005 Grand Jury review of the Santa Cruz County Library System. In addition to investigating the status of previous recommendations, the 2006-2007 Grand Jury looked into worker safety and hiring practices. The Grand Jury gathered information by interviewing upper management, most branch managers and some employees. The Jury also toured library facilities, including most of the local branches. It was discovered that some previous recommendations been appropriately addressed, while others still require attention.

### ***Background***

#### **Prior Grand Jury Recommendations**

In 2004-2005, the Santa Cruz County Grand Jury did an extensive review of the Santa Cruz City-County Library System, an investigation which resulted in the following recommendations:

- “The Santa Cruz City Manager should review the Director of Libraries’ job performance according to the Library Joint Powers Authority Agreement.”
- “Library administration should conduct an efficiency study, to find reasonable alternatives to the way staff are located within the library system and are rotated in and out of the central branch.”
- “The Joint Powers Authority Board should immediately begin to find an alternative to the crowded and inefficient location at 1543 Pacific Avenue.”
- “Since the operation of the Santa Cruz City-County Library System depends on Measure B Sales tax revenue that will expire in 2013, economy measures and new funding sources must be found to maintain existing levels of service.”
- “The library staff and Joint Powers Authority Board must develop contingency plans for the future capital projects if a bond issue is unsuccessful at the polls.”

#### **Library System Mission Statement**

“Serving County residents since 1917, the mission of the Santa Cruz Public Libraries, California is to provide materials and services which help community residents meet their personal, educational, cultural, and professional information needs. Our mandate is to provide free information services to all residents of Santa Cruz, Scotts Valley, Capitola, and the County's unincorporated areas.

We do this through a system of branch libraries stretching from La Selva Beach to Boulder Creek, via an Outreach Program serving those unable to get to a library, through



telephone reference services, dial-up access to our computer catalog, and other electronic databases. Our collections are linked by an automation system which tells where any System book or other item is located and whether it is available for checkout.”<sup>1</sup>

**Library System-Branches-Current and Planned**

The following table represents the current status of the branches as of April 2007, and identifies priority projects for improvements.

| BRANCH/DEPT                     | CURRENT FACILITY SQ FT | PLANNED FACILITY SQ FT | AVG DAILY USAGE | PRIORITY ** |
|---------------------------------|------------------------|------------------------|-----------------|-------------|
| Aptos Branch (Tier II) *        | 8000                   | 12,500                 | 600             | Deferred    |
| Aptos Branch Parking Lot        |                        |                        | N/A             | Priority    |
| Boulder Creek Branch (Tier I) * | 7500                   | 7,500                  | 250             | None        |
| Branciforte Branch (Tier I)     | 7500                   | 7,500                  | 500             | None        |
| Capitola Branch (Tier I) *      | 4320                   | 7,500                  | 500             | Priority    |
| Central Branch (Tier III) *     | 44,000                 | 55,000                 | 1200            | Priority    |
| Felton Branch (Tier I) *        | 1,250                  | 7,500                  | 300             | Priority    |
| Garfield Park Branch (Tier I)   | 2,343                  | 2,343                  | 150             | None        |
| La Selva Beach Branch (Tier I)  | 2,200                  | 2200                   | 115             | None        |
| Live Oak Branch (Tier II) *     | 12,500                 | 12,500                 | 600             | None        |
| Scotts Valley Branch *          | 5,300                  | 12,500                 | 300             | Priority    |
| Pacific Ave Headquarters *      | 11,450                 | 12,000                 | N/A             | Priority    |
| [1]                             | [2]                    | [3]                    | [4]             | [5]         |

\*The Grand Jury interviewed staff and toured branch.

\*\*Priority (Capital Spending)

**Definitions**

**Joint Powers Authority Board**

The Joint Powers Authority Board (JPA Board) oversees the operations of the Santa Cruz County Library systems, setting policies and exercising responsibilities delegated to in the Joint Powers Agreement. The JPA Board consists of nine appointed members — two from the Santa Cruz City Council; two from the Santa Cruz County Board of Supervisors; one each from the Capitola and Scotts Valley City Councils; and three at-large citizens appointed by majority vote of the Board representing the geographic diversity of the area.

**Lock Box**

A secured locked box which contains emergency procedures and keys.

<sup>1</sup> Library Mission Statement, <http://www.santacruzpi.org/libraryadmin/libmiss.shtml>

### **Tier I Branches**

The smaller neighborhood libraries that have neither the space nor the resources to provide complete information services to their communities. Instead, a Tier I provides a popular materials collection, meets the ready reference needs of adults, and endeavors to meet the library information needs of children through the junior high level.

### **Tier II Branches**

Larger branches, serving regional populations. They have bigger collections, provide more reference services, and endeavor to meet the information needs of youngsters through the high school level. The service area of a Tier II branch usually encompasses Tier I branches as well.

### **Tier III Branch**

The single Tier III branch is the Central Branch in downtown Santa Cruz. It serves as system headquarters for the collections, reference and youth services, and has special collections such as local history, California, and genealogy.

## **Scope**

### **Follow up on Previous Investigation**

1. Verified that the change in the job performance review process for the director of libraries is an operational procedure.
2. Verified that the procedure of branch staff rotation is a viable procedure.
3. Investigated if alternatives to the 1543 Pacific Avenue facility were identified, as agreed.
4. Investigated the long-range facility plan to determine if the plan is on track.
5. Verified that a funding process is in place and determined if a financial plan was in place for FY2005-FY2006.
6. Investigated the status of contingency plans for any future capital projects, if a bond issue is unsuccessful at the polls.

### **Additional Investigation**

7. Reviewed the hiring practices for the library.
8. Investigated the safety/worker's compensation issue and actions taken.
9. Toured most library branches to understand their operation.

## **Findings**

1. *Director of Libraries Job Review Process:* In February of 2006, the JPA Board adopted an official procedure for appraising the performance of the director of libraries. A standard written job description, which is part of the City of Santa Cruz personnel system, has been established. It has been verified that the director of libraries' performance evaluations are now current.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**

2. *Staff Rotation:* Contrary to previous findings, the Grand Jury found that library staff are happy with rotation practices. The library has been practicing staff rotation for more than ten years. The Central Branch circulation and reference staff is rotated in and out of the headquarters facility on Pacific Avenue. They rotate in four-hour shifts based on established work schedules. Staff rotation is in place to:

- Reduce injuries and stress illness.
- Cover required workload hours on the reference desk.
- Provide cross-training and job backup.
- Offer job enrichment.
- Improve staff morale.
- Reduce staff turnover.
- Reduce worker compensation claims.

Larger branches practice staff rotation internally while some small branches do not have enough staff to rotate. There is 'on call' staff to fill in occasionally if required. Some employees feel that the staff rotation gives most library employees a chance to work directly with customers and understand the public's needs.

**Response: The Director of Libraries AGREES.**

3. *Alternatives to 1543 Pacific Avenue:* The Director of Libraries is aware of the urgency for having a plan in place for this location. The city manager noted that they may extend the lease on Pacific Avenue until 2013 and that more financial analysis must be done. In 2006, the director appointed a Capital Projects Priorities Subcommittee. This committee is responsible for developing a long-range facilities plan.

**Response: The Library Joint Powers Authority Board AGREES.**

*The City of Santa Cruz has purchased property at 212 Locust/117 Union Street (across from the Central Branch Library) that Library System Services will occupy, sharing the space with the City Water Department. The Library will pay a fixed rent based on its share of the City debt amount, which will cease in twenty*

*years. Tenant improvements are currently underway, and the Library hopes to occupy the space by Spring, 2008. The City of Santa Cruz should be commended for going beyond its contractual obligation to the Library System, thereby enabling the Library to make substantial long term savings in its operating costs.*

**Response: The Director of Libraries AGREES.**

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**Response: The City of Santa Cruz AGREES.**

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4. *Funding Plans:* A five-year budget plan, "Library Strategic Financial Plan" was prepared in 2006. It was developed with the following funding assumptions:
- Sales tax revenues will increase 3% per year.
  - County Library Fund increased 7.5% in FY 2006-07 and will increase 5% each year thereafter.
  - Fees, fines and miscellaneous revenues will increase 1% per year.
  - Bequest appropriations will remain at the same level of funding.
  - The library will receive estimated carry over funds, grants, and gifts.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**

5. *Contingency Planning:* In 2005, the JPA Board adopted a policy that keeping branches open was the "cornerstone" of the budget process and that closing branches should not be considered in contingency planning.

**Response: The Library Joint Powers Authority Board AGREES.**

**Response: The Director of Libraries AGREES.**

**Response: The City of Santa Cruz AGREES.**

6. *Worker Safety*: An outside consultant prepared a safety recommendations report for the JPA. The Director of Libraries was asked to come back with an action plan on the safety recommendations that were made. Upon review of this report entitled "Promoting Worker Safety at the Library — An Action Plan," the JPA Board accepted it unanimously. In addition:

- The library added a "Safe/Ergonomic Practices" section to the standard employee appraisal form to raise the safety awareness of the employees.
- The library has a safety committee which issues an annual report and periodic updates.
- According to management, training the staff in ergonomics has reduced the workers compensation claims. Most work-groups have someone in charge of stretch breaks where three or more people use the same circulation desk.

**Response: The Library Joint Powers Authority Board AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and ongoing work with the Staff Safety Committee.*

**Response: The Director of Libraries AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and ongoing work with the Staff Safety Committee.*

**Response: The City of Santa Cruz AGREES.**

*The Library has made significant progress in reducing the number of worker injuries by training, evaluation of work sites, purchase of equipment, and ongoing work with the Staff Safety Committee.*

7. *Hiring Practices*: The library does considerable hiring from outside the county library system for higher-level positions. This practice has caused morale problems and has increased costs to the system. Many of the current staff have attended college to get their Masters in Library Science with the sole purpose of advancing their careers but have not found it helpful in getting promoted.

*Other Hiring Practice Issues:*

- The practice of hiring half-time employees enables the library to stay open more hours to serve the public. It also has some cost-savings benefits. Many of the branches are understaffed, based on the number of customers they serve. However, hiring half-time employees also limits opportunities for full-time staff to be promoted.
- The branches would like to have more frequent staff meetings, but find it hard to balance this need with the priority of keeping the library open for the public.

- In April 2006, the library had a meeting for all staff system-wide. The focus of this meeting was on the Central Branch. As a result of the meeting, work groups were formed to address issues. In December 2006, a summary report was sent to all staff system-wide. The employees reported that there was not adequate follow-up in the areas of communication and the update of job classifications. Library employees sometimes stay with their jobs because they like the Santa Cruz community and wish to make a career and home here, not because they feel there are equitable hiring practices or opportunities for job advancement.

**Response: The Library Joint Powers Authority Board DISAGREES.**

*The Library System follows the mandated procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the fifteen month period from March 2006 through June 2007, 45 positions were filled. Of these, fifteen went to "outsiders" and 30 were filled by current or former library employees. The Library's practice is to hire the person who is the best "fit" for the opening available, which is not always a current staff person. Not every employee may agree with the decisions made, but then not every employee knows the full details about any particular hire.*

Other Issues:

*Half-time staff: no comment*

*More frequent branch staff meetings: no comment*

**April 2006 Staff Day**

*The topic of the day was not the Central Branch, but rather an all-staff discussion of how the library could improve the way it is providing services in a 21st Century environment.*

*One hundred and eleven suggestions made. These were organized and assigned to Work Groups for further discussion. One suggestion was a reclassification study in order to bring library job descriptions and classifications up to date. A Work Group composed of representatives all of non-professional classes and each Branch level was appointed. The group worked for five months to develop a plan, which was presented as an information item to the Library Joint Powers Authority Board and all staff. SEIU, the union representing most of the workers, rejected the plan and requested that further study take place. In the Spring of 2007 The City of Santa Cruz management was unwilling to undertake a study for the Library because of the implications for other City workers. Library management has done all it can on this issue until collective bargaining negotiations are completed.*

*A second Work Group on Communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

**Response: The Director of Libraries DISAGREES.**

*The Library System follows the mandated procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the fifteen month period from March 2006 though June 2007, 45 positions were filled. Of these, fifteen went to "outsiders" and 30 were filled by current or former library employees. The Library's practice is to hire the person who is the best "fit" for the opening available, which is not always a current staff person. Not every employee may agree with the decisions made, but then not every employee knows the full details about any particular hire.*

**Other Issues:**

*Half-time staff: no comment*

*More frequent branch staff meetings: no comment*

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*A second Work Group on Communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

**Response: The City of Santa Cruz PARTIALLY AGREES.**

*The Library System complies with the procedures of the City of Santa Cruz Human Resources Department in its hiring practices. Every vacant position is advertised to all internal staff. Over the last eighteen months, 50% of the vacancies were filled with inside candidates, and 50% by outside candidates. The Library's practice is to hire the best candidate for each opening.*

*The topic of the April 2006 Staff Day was not the Central Branch, but rather an all-staff discussion of how the Library could improve the way it is providing services in a 21<sup>st</sup> Century environment. One hundred and eleven suggestions were made. These were organized and assigned to work groups for further*

*discussion. One suggestion was a reclassification study in order to bring Library job descriptions and classifications up to date. A work group composed of representatives of all nonprofessional classes and each branch level was appointed. The group worked for five months to develop a plan, which was presented as an information item to the Library Joint Powers Authority Board and all staff. The Service Employees International Union, the union representing most of the workers, rejected the plan and demanded that further study take place. In the spring of 2007, the City of Santa Cruz management was unwilling to undertake a study for the Library because of the implications for other City workers. Library management has done all it can on this issue until collective bargaining negotiations are completed. A second work group on communications was appointed. Each of the recommendations from Staff Day has been implemented or is planned for implementation.*

8. *Branch Findings:* In at least one branch, emergency lock boxes were not easily accessible.

**Response: The Director of Libraries DISAGREES.**

*The Director has polled each Branch Manager regarding the location of an emergency lock box in an inaccessible place. Each Manager reports that the lock boxes are accessible and the padlocks with which they are secured work well.*

## **Conclusions**

1. The previous recommendation that the Santa Cruz City Manager review the Director of Libraries' job performance according to the Library Joint Powers Authority Agreement has been met. The Director of Libraries' Job Review Process is in place and operational.
2. In contrast to the previous Grand Jury's recommendations, staff rotation is now a viable process. Staff does not work more than four hours at a time on the reference desk, which relieves stress caused by repetitive work.
3. The recommendation that the JPA Board should immediately begin to find an alternative to the Pacific Avenue facility has not yet been met. Alternatives to this location have yet to be identified. Although the JPA Subcommittee on Capital Project Priorities has produced a plan for capital spending, the plan is very broad and does not provide enough detail for the JPA Board to make a funding decision.
4. While funding plans are in place in the form of a five-year strategic financial plan, new sources of funding have yet to be identified.
5. Contingency planning has not been addressed. In the event of reduced funding, there is no contingency plan in place. Although keeping branches open has been declared as a core service and may be desirable, this policy does not provide for the possibility of reduced funding.
6. The Director of Libraries' emphasis on worker safety and ergonomics and the ongoing rotation of staff have had a positive effect on workers' compensation claims and employee morale.



7. Employees are aware of the Safety and Ergonomics Plan, but follow-up training has been overlooked and needs to be addressed.
8. The hiring practices of the library are in dire need of reform. The practice of hiring outside the local library system for the higher-level positions has caused low morale and poor expectations of job advancement.
9. During an emergency, staff at one location could not easily access the lock box key or operate it.

## **Recommendations**

1. *Worker safety* (including ergonomics training), should continue to be a priority. Additional emphasis should be placed on annual refresher courses. An annual training report reviewed and approved by the JPA Board would help ensure the on-going improvement of the program.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the Board in September of each year.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the Board in September of each year.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented. The Library System mandates annual refresher training for all staff. An annual training report is presented to the JPA Board when it considers the budget for the coming fiscal year.*

2. *Staff rotation:* Because staff rotation is a viable process which has had a positive effect on employee safety, the staff rotation process should be continued.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented.*

3. *Annual budget:* The annual budget process is in place and should be continued.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] has been implemented.*

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

**Response from the City of Santa Cruz:**

*The recommendation has been implemented.*

4. *Hiring practices:* The library's hiring practices should undergo a complete review to determine whether reform is required. If employees felt that there was a career path with the Santa Cruz Library System, morale would improve and good employees would stay. A policy should be put in place which encourages internal employee advancement and incorporates methods such as career and succession planning. Career ladders or job families should be established so that employees can advance "in position" as their levels of expertise increase. Also, library job classifications should be updated.

**Response from the Library Joint Powers Authority Board:**

*[This recommendation] will not be implemented because it is not warranted. The Library System follows the hiring procedures mandated by the City of Santa Cruz, and has done extensive work to develop a reclassification plan that includes career ladders and "job families." This matter is the subject of collective bargaining negotiation.*

**Response from the Director of Libraries:**

*[This recommendation] will not be implemented because it is not warranted. The Library System follows the hiring procedures mandated by the City of Santa Cruz, and has done extensive work to develop a reclassification plan that includes career ladders and "job families." This matter is the subject of collective bargaining negotiation.*

**Response from the City of Santa Cruz:**

*The recommendation will not be implemented. The City believes that the existing system does provide many of the opportunities desired by the Grand Jury. In any event, the City cannot unilaterally change its structure, as each position is part of a larger system that requires the consent of multiple parties to change. The City will work over the longer term to realize the goals of the Grand Jury, because the City shares the values underlying those goals.*

5. *Capital spending plan:* The JPA Board should identify alternatives to the continued use of the 1543 Pacific Avenue facility. The JPA Subcommittee on Capital Project Priorities should prepare a more detailed plan for capital spending which would help them make an informed decision on future facility needs. For major projects, they should do a detailed financial analysis which discloses all costs, time to execute and return on investment.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented.*

6. *Contingency funding:* A contingency funding plan needs to be put in place in the event of a worst-case scenario, such as a bond measure not passing or the revenues from sales tax not increasing.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. The Library System is the recipient of a dedicated quarter center sales tax that will expire in April 2013. During FY 2007-08 the Board and staff anticipate conducting opinion polling to determine the level of continuing public support for the library, and will consult with a communications expert on developing a plan for improving public understanding of the depth and breadth of library services.*

7. *Emergency procedures:* Branch managers need to review emergency response procedures and verify that all information, materials and equipment are up to date, functioning and accessible.

**Response from the Director of Libraries:**

*[This recommendation] has been implemented. Branch Managers review emergency plans and inventory all emergency equipment twice each year, in October and April. They also rehearse various emergency procedures with staff at those times.*

**Commendation**

The Joint Powers Authority, City Manager and Director of Libraries are to be commended for establishing current procedures for the job performance review of the Director of Libraries.

**Responses Required**

| <b>Entity</b>         | <b>Findings</b> | <b>Recommendations</b> | <b>Respond Within</b>      |
|-----------------------|-----------------|------------------------|----------------------------|
| JPA Board             | 1, 3-7          | 1-4                    | 90 Days<br>October 1, 2007 |
| Director of Libraries | 1-8             | 1-5                    | 90 Days<br>October 1, 2007 |
| Santa Cruz City       | 1, 3-7          | 1-4                    | 90 Days<br>October 1, 2007 |

## **Sources**

### **Web Sites**

- Library  
<http://www.santacruzpl.org/>
- Santa Cruz City Manager  
[citymgr@ci.santa-cruz.ca.us](mailto:citymgr@ci.santa-cruz.ca.us)
- The Santa Cruz Library System Facilities Master Plan FY 2001-02 – FY2005/06.  
<http://www.santacruzpl.org/libraryadmin/ljpb/members.shtml>
- 2004-2005 Civil Grand Jury Report, “Ready to Check Out? Santa Cruz City County Library System.”  
[http://www.co.santa-cruz.ca.us/grandjury/GJ2005\\_responses/](http://www.co.santa-cruz.ca.us/grandjury/GJ2005_responses/)
- Joint Powers Agreement  
<http://www.santacruzpl.org/libraryadmin/ljpb/index.shtml>

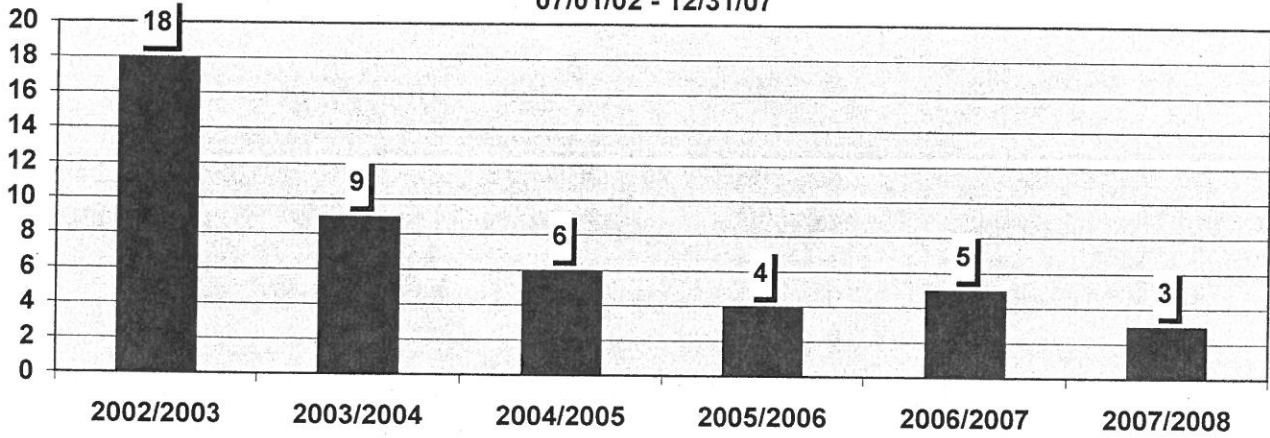
### **Reports & Memos**

- City of Santa Cruz Director of Libraries Job Description
- Joint Powers Authority Memo, January 17, 2006, Director of Libraries Job Description Approval
- Promoting Worker Safety at the Library, An Action Plan, Report, August 2004
- Joint Powers Authority Memo, May 23, 2005, Update on Library Worker Safety Activities
- Santa Cruz Public Library Safety Committee Annual Report 2005-06
- Joint Powers Authority Board Subcommittee on Capital Project Priorities, Report March 28, 2006
- Ready to Check-Out? Santa Cruz City-County Library System 2004-2005
- Memo: All Staff System-wide, Staff Morning Follow-up. December 26 ,2006

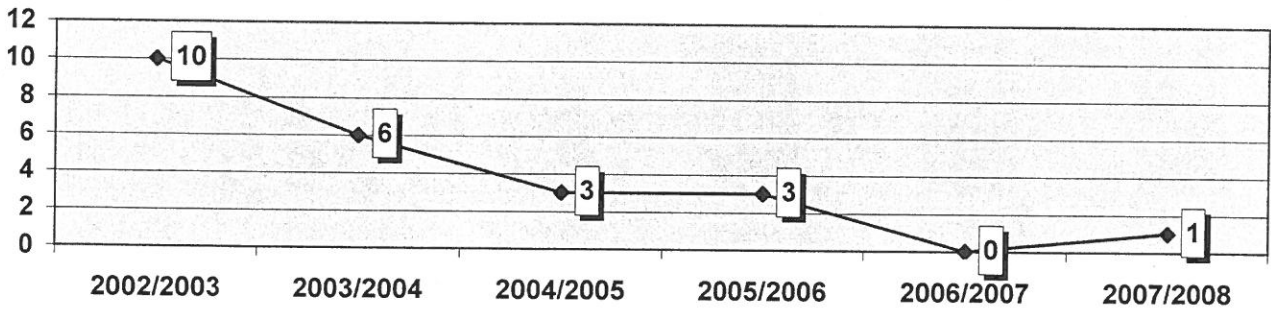
### **Board minutes**

- Library Joint Powers Board Minutes June 7, 2004 – December 31, 2005
- Library Joint Powers Board Minutes January 9, 2006 – June 5, 2006

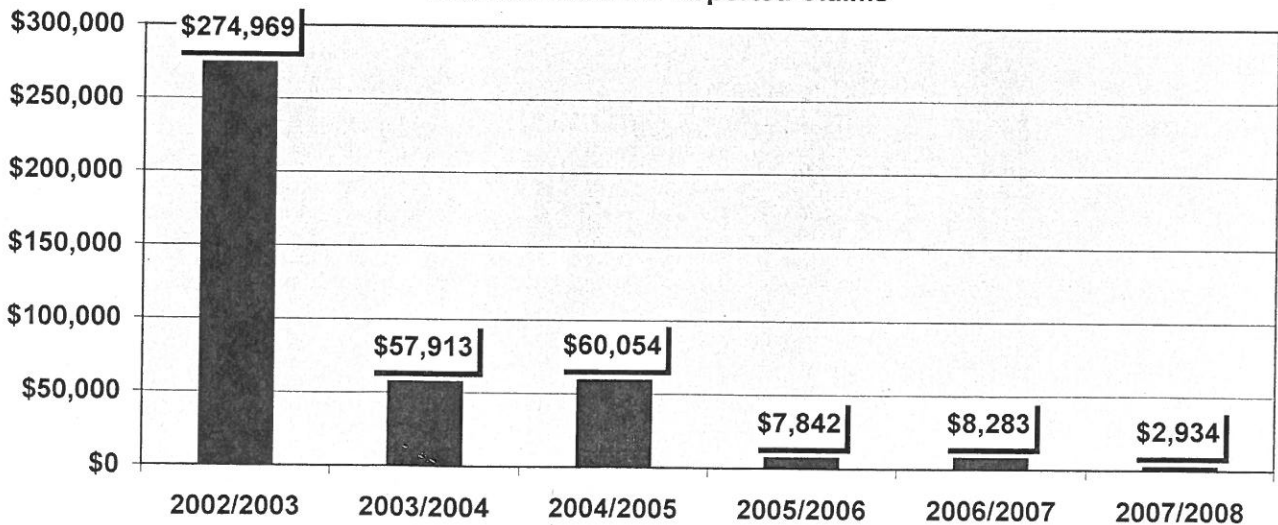
**City of Santa Cruz  
Workers' Compensation  
Reported Claims per Fiscal Year  
Library  
07/01/02 - 12/31/07**



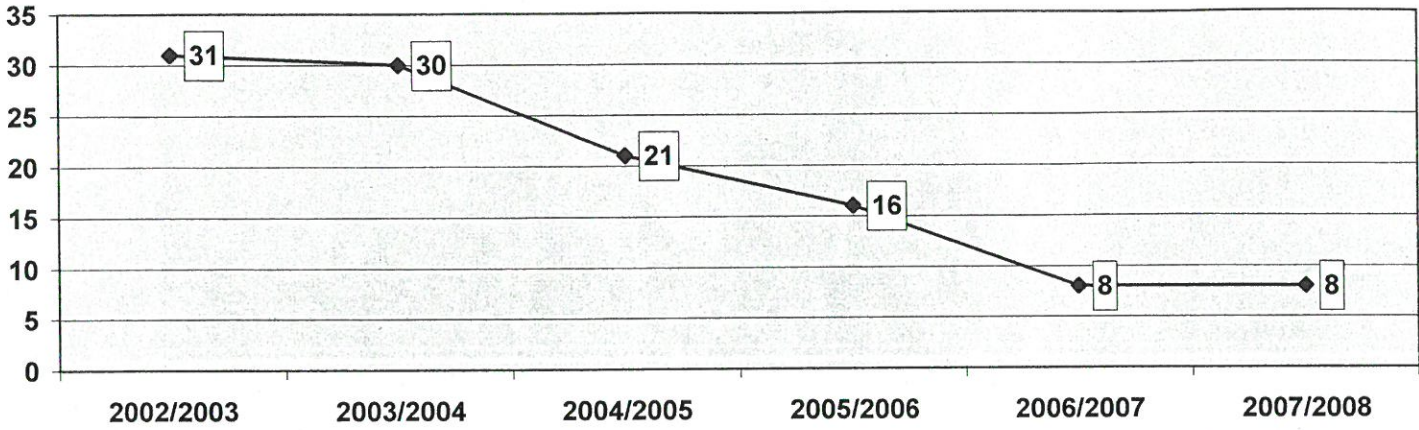
**Indemnity Claims**



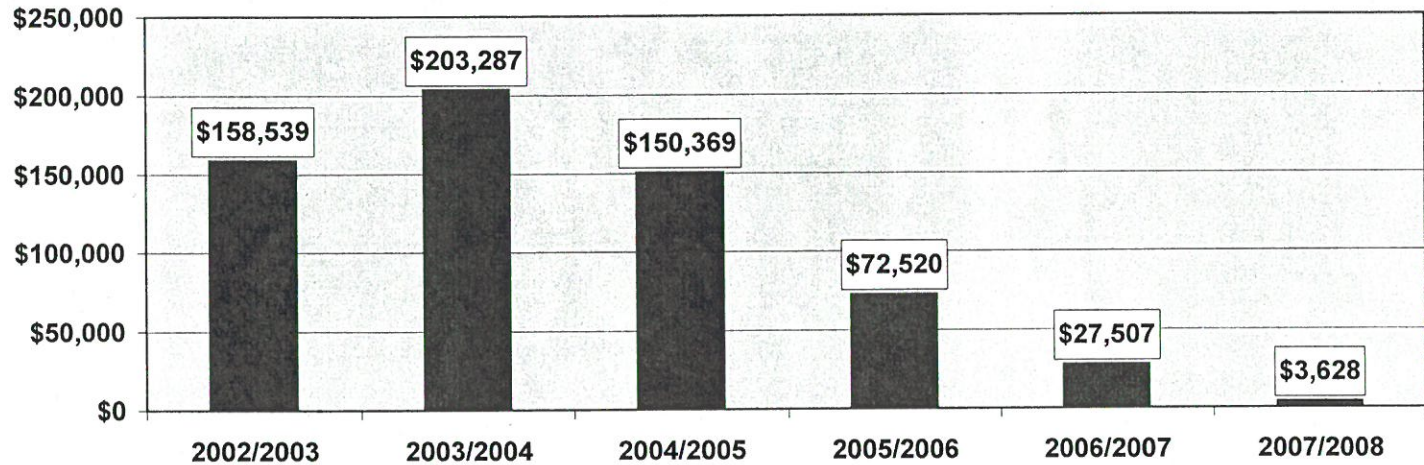
**Incurred Costs for Reported Claims**



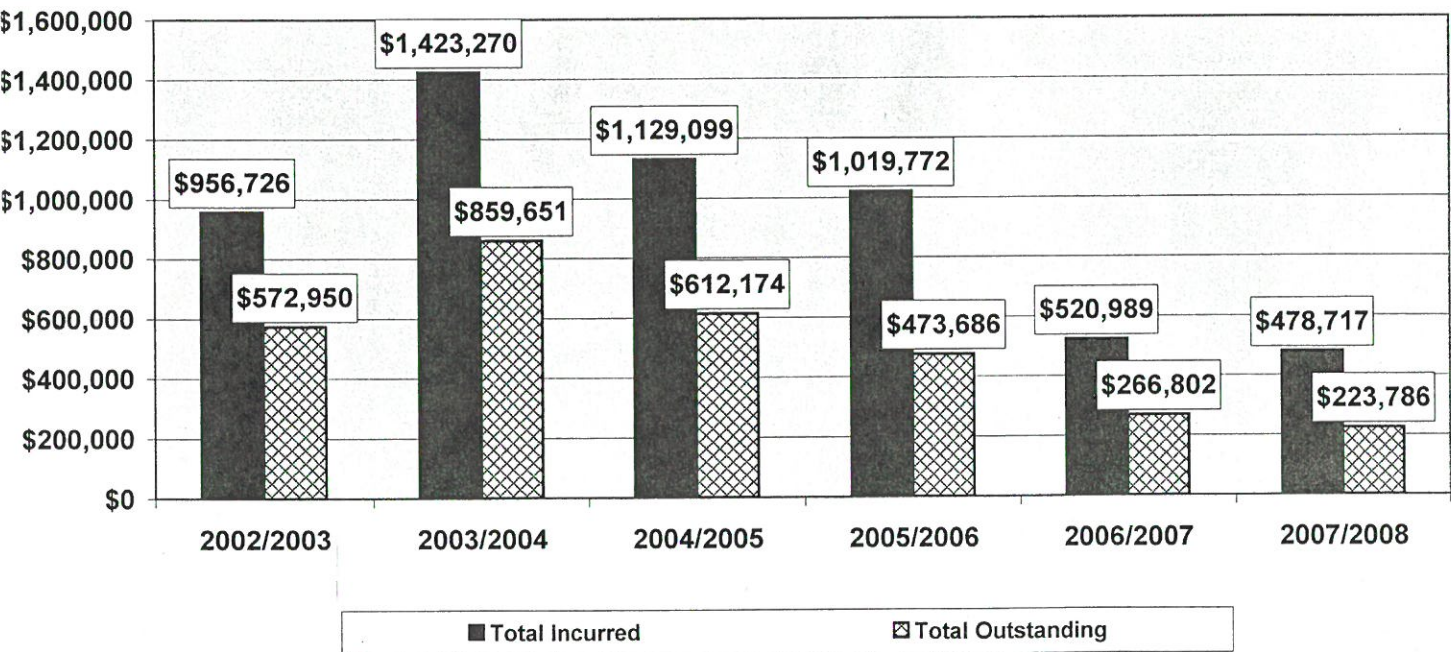
**Open Claims  
Library  
07/01/02 - 12/31/07**



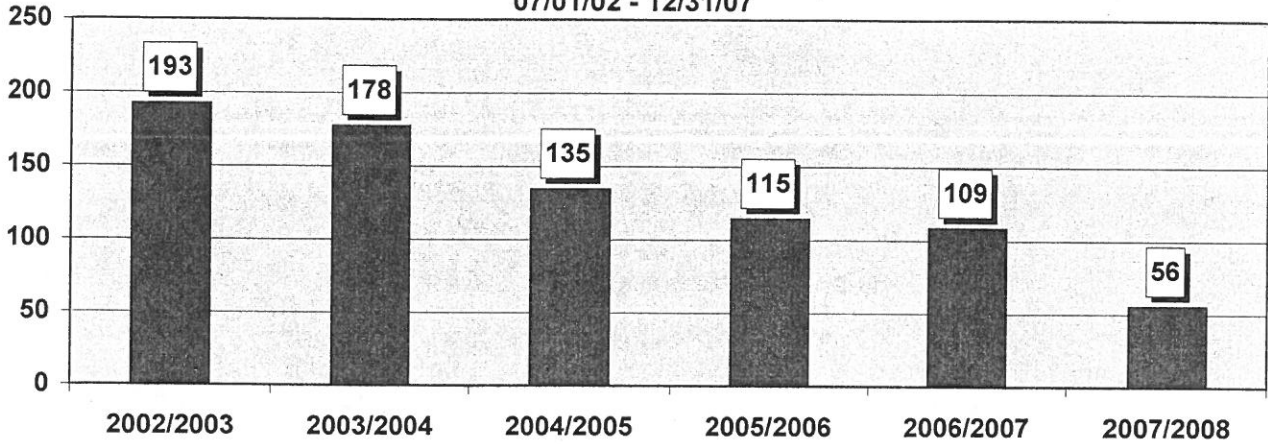
**Paid Costs Per Fiscal Year**



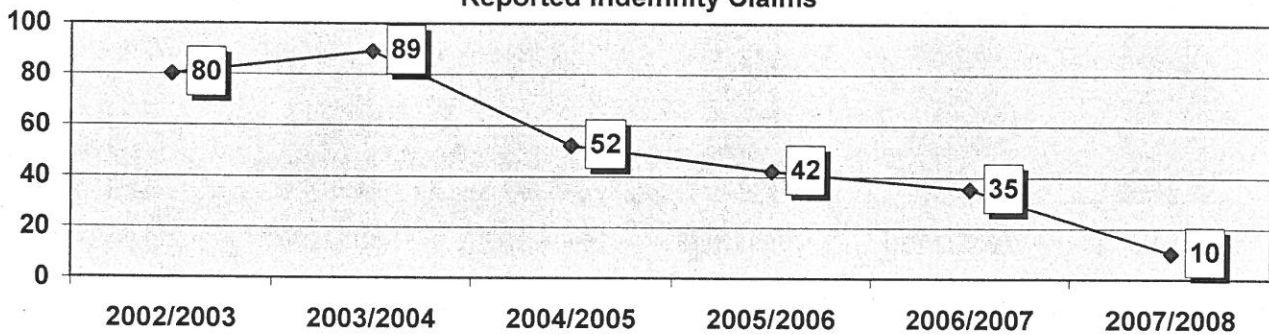
**Total Year End Incurred and Outstanding Costs**



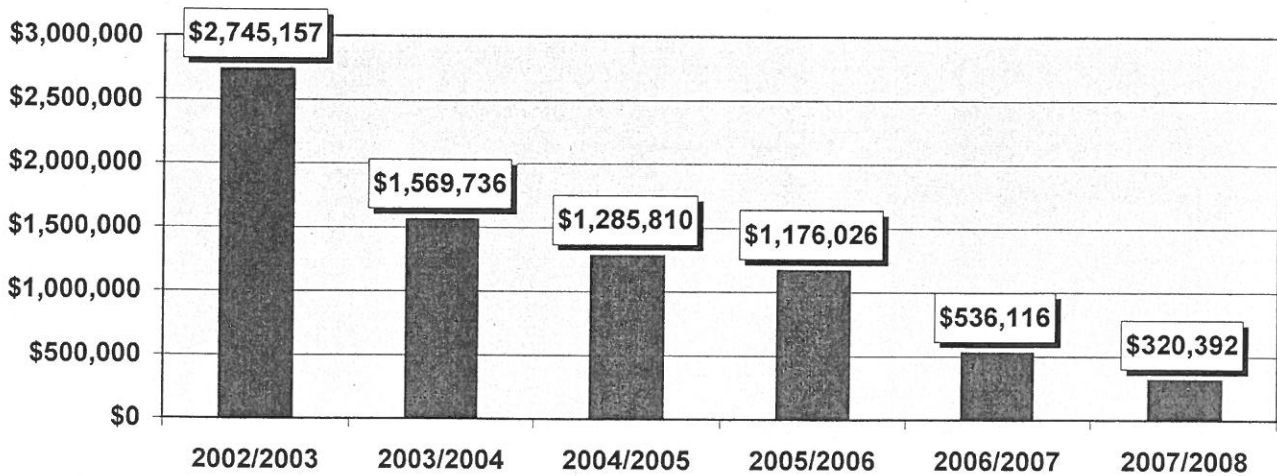
**City of Santa Cruz  
Workers' Compensation  
Citywide  
Reported Claims per Fiscal Year  
07/01/02 - 12/31/07**



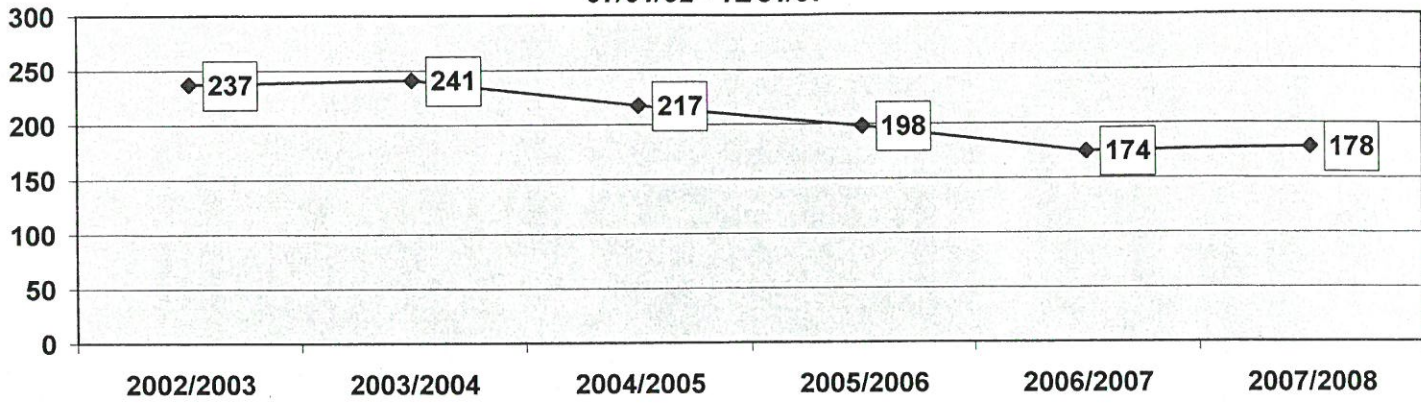
**Reported Indemnity Claims**



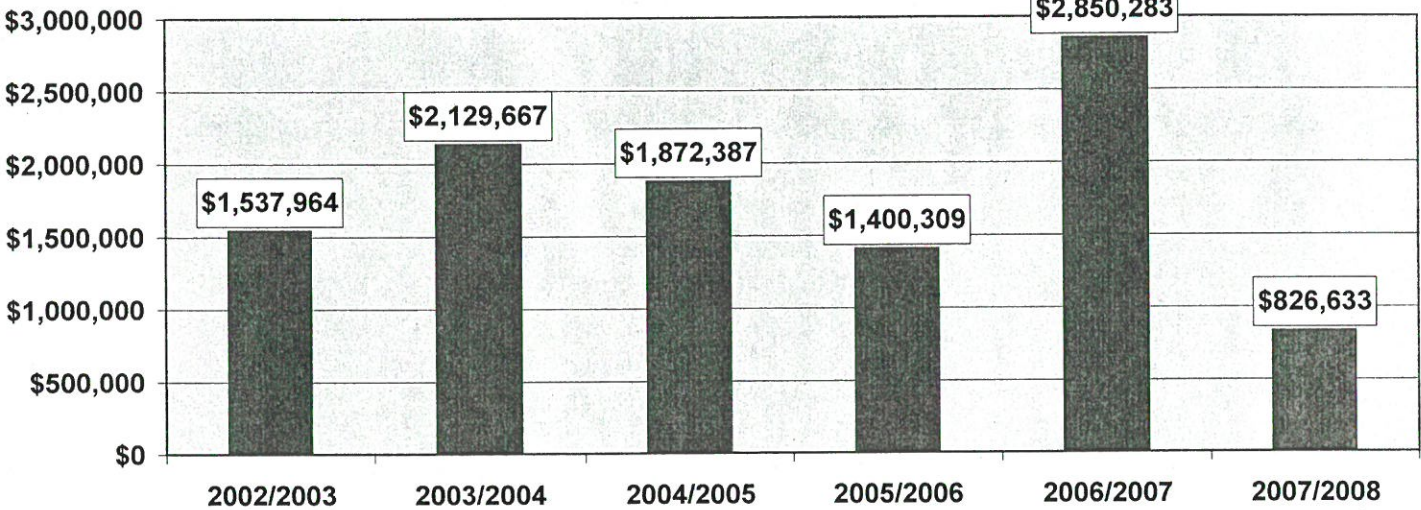
**Incurred Costs for Reported Claims**



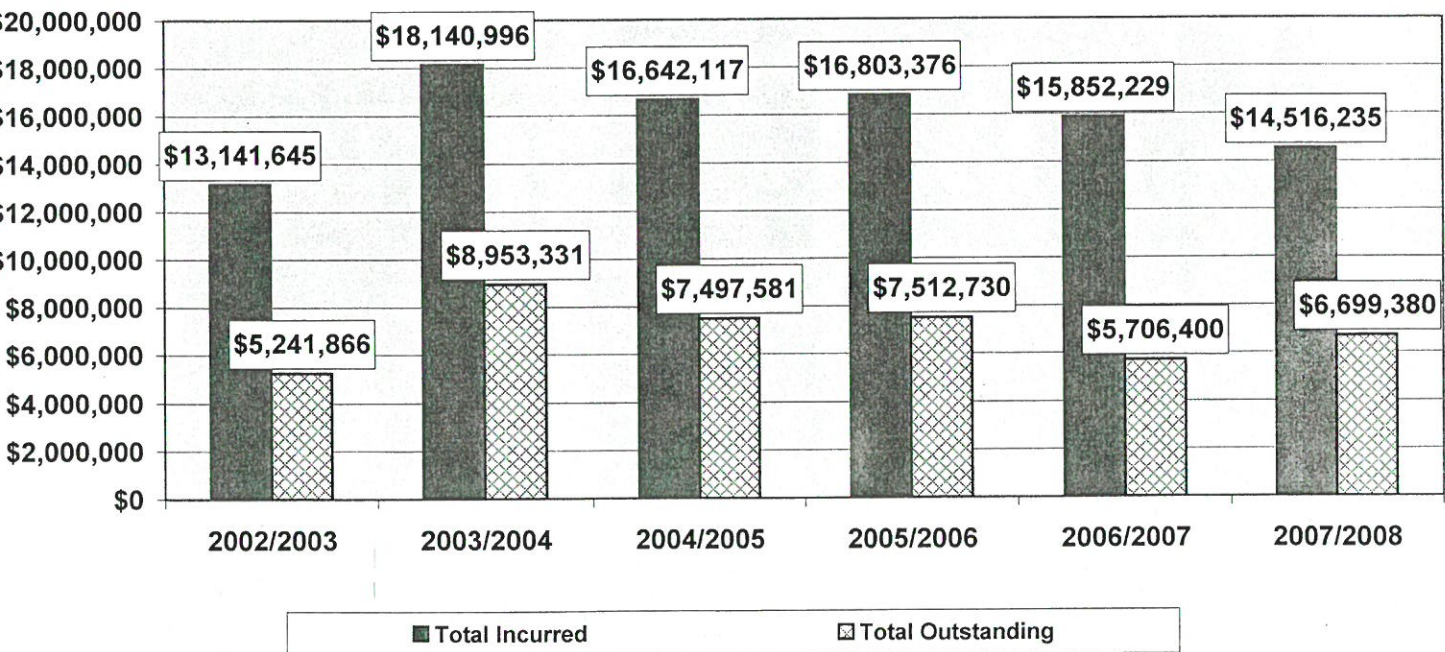
**Open Claims  
Citywide  
07/01/02 - 12/31/07**



**Paid Costs Per Fiscal Year**



**Total Year End Incurred and Outstanding Costs**





## Anne Turner

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**From:** Paula Turpenen  
**Sent:** Monday, January 28, 2008 12:12 PM  
**To:** All Staff System-Wide  
**Subject:** Report on the 23 things

Good afternoon!

We hope everyone who participated in the 23 things program has gained a greater awareness of the internet and Web 2.0 and also had fun doing the exercises. We have had a lot of positive feedback from many of the staff who said they never would have experimented with this type of technology had it not been for the 23 things. We had a total of 98 people sign up for the program and 42 completed all the exercises. There were 77 people who created blogs with many of those getting at least halfway through. We know there were issues with time constraints so you should all be congratulated on doing what you could with the time that was available.

Several people have asked if they can continue on their own without getting the prize, and the answer is Yes! We will continue to have the wiki available, and there is also another help session scheduled for Feb 12th at 2:00 in the HDQ training room. It is also very informative to explore some of the blogs on the wiki sidebar to see what other staff members have done. We definitely have some very creative minds at work.

We would like to thank Ann Young and Eric Stricker for creating the 23 things wiki, and Sarah Harbison, Victor Willis, Jessica Goodman, Linda Gault and Eunice LeMay for their assistance with the 23 things discovery help sessions. We really appreciate all your time and effort in making this program a success.

The MP3 players have been ordered, and we will also be doing the drawing for the laptop very soon. We will soon be sending MP3 players to:

|                    |                    |
|--------------------|--------------------|
| Eric Stricker      | Jan Pearson        |
| Ali Birnbach       | Elaine Wasserman   |
| Janis O'Driscoll   | Jason McCluskey    |
| Jessica Goodman    | Kathleen Frey      |
| Victor Willis      | Pat Lorenzo        |
| Hui-Lan Titangos   | Linda Gault        |
| Leslie Auerbach    | Galina Wells       |
| Emily Christopher  | Eunice LeMay       |
| Donna Swedberg     | Jeanne O'Grady     |
| Jeanne Czarniecki  | Amelia Hickey      |
| Christine Campbell | Merritt Taylor     |
| Elizabeth Henry    | Patty Webster      |
| April Zilber       | David Addison      |
| Heather Norquist   | Bobbi Wolner       |
| Sarah Harbison     | Jennifer Cockerill |
| Deborah Lipoma     | Mike Zulim         |
| Brenda McIlroy     | Kari Gunn          |
| Cathy Landis       | David Sidle        |
| Karen James        | Lauren Suhd        |
| Melanee Barash     | Barbara Snider     |

If there is anyone I missed, please let me know ASAP. Thank you to all the participants, and we hope you continue on the path to learning new technology. Stay tuned for more....

Paula and Gail

