

VII-A
VI-A

Heather Muller

From: Adam Devlin
Sent: Wednesday, August 15, 2012 11:51 AM
To: Heather Muller
Cc: Paul Navazio; Kimberly McKinney
Subject: RE: Follow up - from library meeting
Attachments: 20120815105936110.pdf

Hello Heather,

The city retains a third party consultant to prepare our indirect cost allocation plan. Our consultant MGT of America, Inc. is accepted by a majority of cities in California and uses an indirect cost calculation format widely used throughout the state. I have attached to the email the first few pages our cost allocation plan which will provide you with the basis for each departments cost allocation. Also included in the attachment is the Library's indirect cost calculation.

The city's has not changed its methodology in calculating and assigning indirect cost for several years. The reason for the increase from prior years indirect allocation for the library was due to an error in the indirect expense assigned to the library. The library was under charged in the prior year for indirect costs. Since the amount of indirect costs amounts to a net zero dollar impact to the general fund no correction was made to the prior year budget.

Just a FYI that Kim is on vacation and won't be back until the 27th. If you have any questions let me know.

Thank you,
Adam

From: Paul Navazio
Sent: Wednesday, August 15, 2012 7:34 AM
To: Kimberly McKinney
Cc: Adam Devlin
Subject: Fwd: Follow up - from library meeting

FYI... Heather was hoping to get a short written summary of how indirect costs are applied to Library budget - for tonight's?) Board meeting.

Along the lines of our recent discussion on the topic.

Thanks!
Paul
Sent from my iPhone

Begin forwarded message:

From: Heather Muller <Heather.Muller@cityofwoodland.org>
Date: August 14, 2012 11:22:59 AM PDT
To: Paul Navazio <Paul.Navazio@cityofwoodland.org>
Subject: FW: Follow up - from library meeting

I know you're on vacation but will I have something in writing from you or Kim in regards to the indirect fees? I haven't heard back from Kim either.

Thanks,
Heather

Heather Muller
Library Services Director
Woodland Public Library
250 First Street
Woodland, CA 95695
530-661-5984
heather.muller@cityofwoodland.org
<http://www.cityofwoodland.org/library>

From: Heather Muller
Sent: Wednesday, August 08, 2012 3:22 PM
To: Paul Navazio
Subject: Follow up - from library meeting

Hi Paul,

Re: 2x2

Alain is available after August 27th for a meeting. He's available most of September.

Re: hiring process

Let me know when you hear something from HR. I have that meeting next Wednesday so I'd like to give them a date or timeline then.

Re: budget questions/indirect fees

Below is the email I sent earlier. I haven't gotten anything back from Kim. Could I have something to provide to the Library Board on the 15th? Some general information at the least.

Thanks,
Heather

Heather Muller
Library Services Director
Woodland Public Library
250 First Street
Woodland, CA 95695
530-661-5984
heather.muller@cityofwoodland.org
<http://www.cityofwoodland.org/library>

From: Kimberly McKinney
Sent: Monday, July 16, 2012 10:10 AM
To: Heather Muller
Subject: RE: Budget question

Heather – I need a little bit of time to get into the details here. I will get back to you hopefully shortly.

From: Heather Muller
Sent: Saturday, July 14, 2012 10:28 AM
To: Kimberly McKinney

Cc: Paul Navazio
Subject: Budget question

Hi Kim,

I looked at our 101 budget and I have a question.

Our Indirect Expense went from \$121,646 in FY12 to \$215,345.56 in FY13. Why the huge increase?

The Library Board of Trustees also has questions/requests for information:

- They'd like a breakdown of what specifically the Indirect Costs go toward.
- They'd like to know how the Indirect Costs are determined.
- They'd like to know how the Indirect Costs are split among the other departments. For instance, if the Library is 2% of the general fund budget, do we pay 2% of the overall Indirect Costs?
- Their other big concern was the Technology Charge Back to Literacy. Can that be redistributed? I realize the Library is charged X and a percentage is taken out and billed to Literacy. Can Literacy be charged a smaller amount (they only have two computers, a printer and two phones).

The next Library Board of Trustees meeting is July 15th. I'd like to be able to supply them with answers before the meeting.

Thanks,
Heather

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City of Woodland
Full Cost Plan

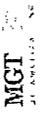
2008-2009
6/21/2011

SUMMARY SCHEDULE

Department	1-64 Fire Prevention	1-71 Library Administration	1-81 Public Works Admin	1-83 Streets	1-85 PW Environmental	33,970	010 Equip Svcs & Replace	013 Benefits Fund	015 Information Systems	091 Self Insurance
1 Building Use	\$0	\$80,403	\$0	\$15,079	\$0	\$0	\$31,730	\$0	\$5,516	\$0
2 1-11 City Council	1,192	2,668	12	1,541	14	56	6,486	18,397	3,368	3,577
3 1-12 City Clerk	0	3,785	13,627	0	0	0	0	0	324	0
4 1-14 City Attorney	0	1,785	0	0	0	0	0	0	0	0
5 1-15 City Manager	1,728	3,358	0	1,911	11	89	6,008	20,533	4,640	5,225
6 1-16 Human Resources	6,485	17,429	3,243	7,166	0	0	11,382	0	10,944	324
7 1-21 Community Dev Admin	0	0	0	0	0	0	0	0	0	0
8 1-27 Engineering/Dev Svcs	0	0	0	0	0	0	0	0	0	0
9 1-31 Finance	1,090	2,119	0	0	0	0	0	0	0	0
10 1-32 Accounting	531	2,061	207	1,206	7	56	4,982	11,514	34,709	5,712
11 1-35 Central Stores	378	5,748	0	940	12	0	4,945	8,783	1,318	484
12 1-84 Facility Maintenance	0	84,003	27,693	4,092	302	0	20,755	1,058	13,235	5,620
	11,404	203,359	44,782	23,296	0	0	49,021	0	5,157	0
TOTAL CURRENT ALLOCATIONS				55,231	346	201	135,309	60,285	79,211	20,942

City of Woodland
Full Cost Plan

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Direct Allocation	



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City of Woodland
Full Cost Plan

2008-2009
6/21/2011

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Library Material Expenditures			
	Actual	Budget	Suggested
	Spent FY12	FY12	FY13
Adult fiction	\$18,969	\$24,000	\$23,500
Large print	\$568	\$0	\$1,000
Adult nonfiction	\$13,993	\$14,500	\$14,000
Adult Print Sub	\$33,530	\$38,500	\$38,500
Adult Spoken Word	\$3,429	\$4,000	\$3,600
TEACH	\$40		\$0
CDs	\$512		\$0
DVDs	\$10,437	\$13,000	\$12,000
Adult AV Subtotal	\$14,418	\$17,000	\$15,600
Adult Total	\$47,948	\$55,500	\$54,100
YA--Total	\$5,522	\$4,500	\$7,000
Children's books	\$17,261	\$24,200	\$20,000
Children's Spanish	\$1,198	\$1,800	\$1,200
Children Print Sub	\$18,459	\$26,000	\$21,200
Child Sp Wd & CD	\$879	\$1,000	\$1,000
J DVDs	\$3,891	\$5,000	\$4,000
Children's AV Sub	\$4,770	\$6,000	\$5,000
Children's Total	\$23,229	\$32,000	\$26,200
Total Print A, YA, J	\$57,511	\$69,000	\$66,700
Total AV A, J	\$19,188	\$23,000	\$20,600
Totals	\$76,699	\$92,000	\$87,300
Actual SO	\$9,872		
Overdrive	\$1,061		
Collection Total	\$87,632		
VAS	\$23,052		
Overall Total	\$110,684		

Heather Muller

From: Rachael Smith
Sent: Tuesday, August 14, 2012 3:58 PM
To: Heather Muller
Subject: FW: employment ad

I am considering placing an ad in the Sac Bee as well. The cost is noted below. Would the Library be able to pay for the cost of the ad if published? Is this a decision that should be made by Alain, instead?

From: Reid, Susie [<mailto:sreid@sacbee.com>]
Sent: Tuesday, August 14, 2012 3:38 PM
To: Rachael Smith
Subject: employment ad

Hi Rachael,
Cost to run this ad Sunday (includes Wed) print w/30 days online is \$467.30

**Library Services
Director**

The City of Woodland seeks an experienced professional to provide executive leadership in directing the City's Library administration and operations.

To qualify, a candidate must have Master's degree in Library Science and five years of increasingly responsible experience in professional public library administration, including at least three years of responsible administrative/mgmt experience.

Annual salary is
\$81,622 - \$104,781 DOQ,
plus excellent benefits.

This position will be appointed
by the Library Board.

**For application, visit City Hall
300 First St, Woodland, CA 95695
or www.cityofwoodland.org
or call 530-661-5811**

Final Filing Date is 5pm, 08/27/12

Heather Muller

From: Rachael Smith
Sent: Monday, August 13, 2012 2:40 PM
To: J Kimura; Chris Fong; Jason Brooks; Ted Ruiz; George Bierwirth; Erik Komula; Greg Robinson; Rick Sander
Cc: Amy Buck; Greg Meyer; Heather Muller; Dan Bellini; Nick Ponticello; Christine Engel
Subject: New Recruitment
Attachments: library director job flyer 2012.pdf; Application w-fields.pdf

Please let your members know about the following recruitment...

Library Services Director (Open)

This is an open recruitment (i.e. you do not have to be a current, benefited employee to apply) with a final filing date of Monday, August 27, 2012. Anyone that is interested in applying should review the full job announcement and submit a City of Woodland application.

Job Announcement and application are also attached.

Please let me know if you have any questions.

~ Rachael

*Rachael Smith
Human Resources Analyst
City of Woodland
300 First Street
Woodland, CA 95695
530-661-5809
530-661-5813 Fax*

Heather Muller

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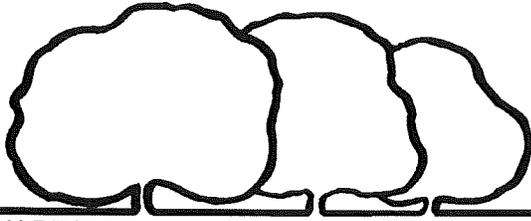
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Job Announcement and application are also attached.

Please let me know if you have any questions.

~ Rachael

*Rachael Smith
Human Resources Analyst
City of Woodland
300 First Street
Woodland, CA 95695
530-661-5809
530-661-5813 Fax*



City of Woodland

HUMAN RESOURCES

300 FIRST STREET

(530) 661-5811
(530) 661-5813

Posting Date: August 13, 2012

Final Filing Date: August 27, 2012

**THE CITY OF WOODLAND INVITES YOUR APPLICATION FOR
LIBRARY SERVICES DIRECTOR**

Salary: \$81,622 - \$104,781 year w/benefits

The Position

This position will be available starting on August 18, 2012. The Library Director oversees all functions related to the delivery of library services and supervises a staff consisting of both professional and clerical employees. The Library Director also serves as a member of the City's executive management team.

Essential Job Functions

Plan, organize, and direct the operations and activities of the City's library system. Develop and coordinate programs of service to meet community needs including plans for efficient and economical use of labor, buildings, equipment and materials. Attend meetings of and prepare reports for the Library Board of Trustees and provide technical and professional advice and recommendations related to levels of service and other library-related matters. Prepare and direct the preparation of various statistical reports to the City Council and state and federal reports; coordinates special studies on a variety of complex problems which require a high degree of technical competence and political awareness. Prepare and present reports to Council; provide technical and professional advice and recommendations related to levels of service and other library related matters; direct preparation of relevant reports and research. Assure that positive public relations and effective working relationships are maintained by the Department with the general public, other governmental agencies, the City Council, City departments, and the media. In consultation with the City Manager and City Council, assure that the department has adequate resources to fulfill its mission through proper budget planning and execution, personnel selection, and training and development.

Other Job Functions

Review work methods and interdepartmental procedures to ensure effective work flow and compliance with established policies and procedures. Promote and maintain safety in the work place. Represent the Library before the City Council, the community and at professional meetings as requested. Serve as Acting City Manager as assigned. Perform related duties as assigned.

The Organization

The Library Board of Trustees defines the vision of the Woodland Public Library as follows: The Woodland Public Library embraces the diversity of the community and provides a central resource for information, learning, recreation and enrichment. Its broad goal is to offer opportunities for all people to participate fully in a rapidly changing world. The Library Board appoints the Library Services Director and provides policy direction. The City Manager provides administrative direction. The Board is composed of five members who are appointed by the City Council and serve three-year terms. The Woodland Public Library is housed in the oldest (1905) original Carnegie library still functioning as a public library in California. The Library receives strong support from the Friends of the Library and the Library Rose Club as well as other organizations within the community. The Woodland community recognizes the Library as a valuable resource.

The Department

Library Administration: This division is responsible for administering and conducting the daily library activities related to circulation, collection development, electronic services, public programming, interlibrary loan, reference services, cataloging and processing of new materials. The division oversees the use of PLF and TBR funds to supplement and augment City funding for library services to the public. Literacy Program: Utilizing funding from a wide variety of sources, the Yolo Literacy Program is responsible for the operation of all areas of the Adult Learn to Read Program including adult, homeless and inmate literacy. Adult literacy programs provide services to those who need to improve literacy skills in order to enhance reading, writing and life skills.

Ideal Candidate

The ideal candidate will be an experienced professional with a varied background, proven leadership skills and the ability to successfully develop and implement services that will meet the changing needs of a highly diverse community. The ideal candidate will possess the following characteristics: Demonstrated professional integrity and ethics Excellent interpersonal skills that facilitate positive working relationships with Library Board, City Council, other City administrators, employees, community groups and library patrons Strong leadership skills that balance sound decision making with appropriate staff delegation Effective management practices including establishment of and adherence to clear performance expectations and fostering of individual professional growth Proactive problem-solving ability Customer-service orientation

QUALIFICATIONS

Education:

Possession of a Master's of Library Science Degree from an accredited college or university is required in addition to a Bachelor's Degree with major course work in library services or related field.

Experience:

Five years of increasingly responsible experience in professional public library administration, including at least three years of responsible administrative/management experience.

License or Certificate:

Required upon hire, possession of a valid California Driver's License.

Compensation & Benefits

Salary: \$84,622—\$104,781 annually DOQ. The City does not participate in Social Security.

Retirement: City paid PERS 2.7% at 55 Plan. Employee pays the 8% member contribution.

Deferred Compensation: 3 plans to choose from.

Medical/Dental/Vision: The City currently offers premiums for family medical, dental and vision insurance coverage.

Life Insurance: The City provides \$50K term life insurance plan.

Long/Short Term Disability: The City currently pays the monthly premium for the benefit of 2/3 salary (up to a maximum).

Vacation: Fifteen (15) days annual vacation for the first five (5) years of service to four (4) weeks of vacation after 16 years.

Holidays: Twelve (12) holidays including two (2) floating holidays.

Sick Leave: Twelve (12) days per year sick leave with unlimited accumulation.

APPLICATION:

Apply with a City of Woodland application to the Human Resources Office, City Hall, 300 First Street, Woodland, CA 95695 by **5:00 p.m., Monday, August 27, 2012**. Résumés and cover letters are encouraged but will not be accepted in lieu of the application form. Postmarks will not be accepted.

Review Process: Based on the information provided in the application documents, the best qualified applicants will be invited for further examination. All applicants meeting the minimum qualifications are not guaranteed advancement through any subsequent phase of the examination. Depending upon the number of applications received, the examination may consist of an application screening, written and/or practical exam, oral interview or any combination thereof.

Applicants will be required to take and pass a medical examination by a City of Woodland physician to insure their physical suitability to perform the assigned duties. If you have a disability that requires accommodation during the selection process, please notify Human Resources at least seven days prior to the event.

Woodland Public Library

&

Library Board of Trustees

Annual Report
FY2011-2012

**Woodland Public Library
Library Board of Trustees
FY 2011-2012
Annual Report**

The Woodland Public Library endeavors to serve as the primary information resource for all residents and the community by providing a current and comprehensive variety of printed and electronic materials along with professional librarian guidance and assistance in order to ensure free and efficient access to information, to support and stimulate education, and to increase community awareness, integration and interaction.

The Library provides essential services to Woodland residents which include access to traditional print (books, magazines and newspapers), audiovisual (CDs and DVDs), and computer resources (public Internet access, subscription databases, and downloadable content) to support lifelong learning, literacy, education, and entertainment. Quality programming done by the Library is aimed toward children and attracts a wide range of participants of varied ethnicity and socio-economic status. In addition to the educational and entertainment value of the programs, community-building and community-strengthening takes place. In recent years, most adult programming has been reduced due to budget and staffing constraints.

Public service includes access to a collection of 109,856 print and audiovisual items; collections must be constantly weeded, updated, refreshed, and organized to insure easy and convenient access. In addition, local residents have access to over 2.5 million items through a regional resource sharing arrangement with partner libraries.

Public Service:

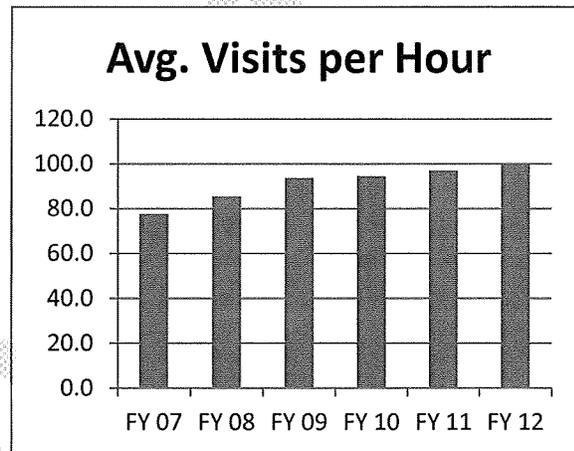
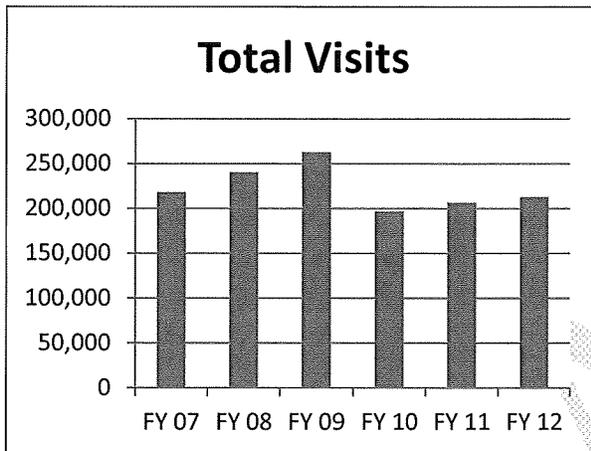
The Library is open to the public 44 hours a week. In the past, the Library had been open 54 hours a week but that was reduced to 40 hours a week in FY10 due to drastic budget cuts. In FY11, the Library was able to increase its hours to 44 a week and standardize its operational hours. As in recent years, the Library observed 8 furlough closure days throughout the year. Currently there are no furlough days scheduled for staff which might affect the Library's hours for FY13, however that may change due to ongoing negotiations with staff associations.

There are only 7 permanent staff members in the Library. The number of Library staff has been reduced by 50% since FY09.

Visits to the library reflect 54 hours a week of access for FY09 and before. FY10 reflects 40 hours of access a week and beginning early FY11 the Library was open to the public 44 hours a week. In the three years of reduced hours, visits are down when compared to previous years. However, the Library continues to experience a slight increase in visits per hour open. Staff experiences a phenomenon of "compression," whereby the same demand for service is compressed into shorter time frames with reduced staff. The following charts details the change in public usage and increased visits by hour despite the decreased number of staff.

WPL – Visits by Fiscal Year

	Total Visits	Avg. Visits/Month	Avg. Visits/Day	Avg. Visits/Hour
FY 07	218,392	18,199.3	728.0	77.8
FY 08	240,205	20,017.1	800.7	85.5
FY 09	263,065	21,922.1	876.9	93.7
FY 10	196,648	16,387.3	780.3	94.5
FY 11	206,757	17,229.8	820.5	97.0
FY 12	213,159	17,763.3	845.9	100.0



Reference:

A Master’s degree in Library Science is the minimum requirement of a professionally trained reference librarian. Librarians are expected to conduct a skilled reference interview to determine the exact nature of information needs as well as have knowledge of the widest range of current and authoritative resources to meet that need. This requires training and a thorough comprehension of search strategies and interviewing techniques.

Assisting library users meet their information needs is the heart of the library profession but it is not their only duty. Librarians are also expected to select, order, and process books, maintain the Library’s website, hold programs such as story times, create displays, handle problems with the public and technology, etc. Due to reduced staffing the ability to offer this service has suffered dramatically the last several years. There is no reference available from noon-2pm any weekday.

Below is a chart with FY12 reference questions. Tracking of reference activity is manual; consequently it is not always a reliable indicator of activity but instead a snapshot of the reference service workload.

	FY12
Jul	732
Aug	666
Sep	747
Oct	693
Nov	453
Dec	498
Jan	585
Feb	511
Mar	556
Apr	560
May	455
Jun	458
Total	6914

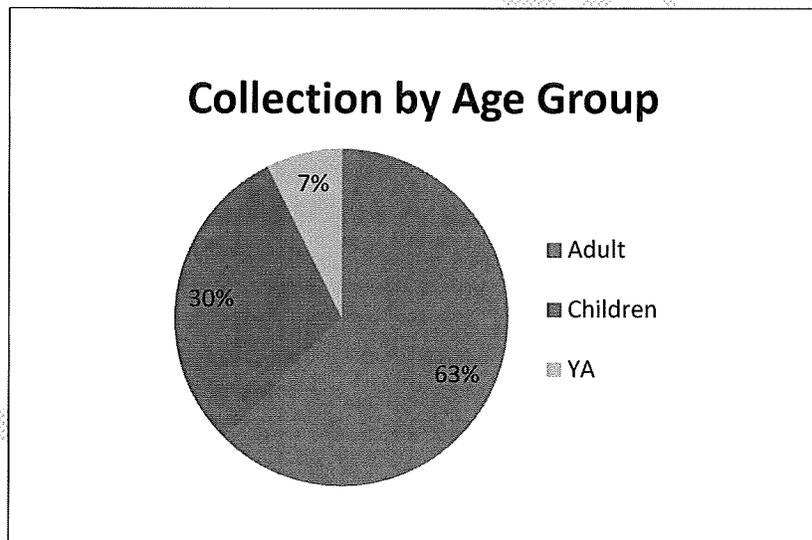
QuestionPoint from OCLC was added to the Library's reference service in November 2010. A link on the Library's webpage directs users to an AskALibrarian page where patrons can use an email form which is directed to the Library. Also available is the ability to have a live "chat" session with a librarian – it is a format of instant messaging that allows libraries to maintain transcripts of the encounter. QuestionPoint is a cooperative service which means that librarians from around the country (and beyond) share time monitoring "chat" and conduct sessions with Woodland patrons. The system allows Woodland librarians to follow up with the customer to make sure their needs have been met. Below are the statistics for use of the email and "chat" service utilized through the link on the Library's webpage.

	FY11		FY12	
	Email	Chat	Email	Chat
Jul			14	8
Aug			19	6
Sep			15	4
Oct			28	5
Nov	4	1	16	4
Dec	1	1	11	7
Jan	15	7	35	10
Feb	17	6	23	6
Mar	6	5	27	8
Apr	15	7	17	5
May	12	3	12	6
Jun	16	6	15	5
Totals	86	36	232	74
Transactions	122		306	

Collections:

“Collection” refers to the types of materials in which the Library invests for either in-house use (such as reference) or borrowing (circulating). Generally, libraries intentionally collect materials based upon target ages (adult, children, young adult) and material type (print or audio-visual such as DVDs, CDs and talking books), and classification (fiction including genre, non-fiction and reference). The chart below graphically depicts the holdings of the Woodland Public Library as of June 30, 2012.

	Adult	Children	YA	Total
Print Material	33,530	18,459	5,522	57,511
A/V	14,418	4,770	115	19,303
Total Collection	47,948	23,229	5,637	76,814



Book budget: The chart below shows where FY12 money was spent within the collection. There is also a comparison to the percentage of circulation to evaluate purchases. While it is not possible to perfectly match amounts spent in each category with its circulation, it provides staff a planning tool for the next year.

Library Material Expenditures				
	FY12	% Spent of "Totals"	% of FY12 Circ	Variance
Adult fiction	\$18,969	24.7%	14.8%	9.9%
Large print	\$568	0.7%	1.0%	-0.2%
Adult nonfiction	\$13,993	18.2%	12.3%	6.0%
Adult Print Sub	\$33,530	43.7%	29.5%	14.2%
Adult Spoken Word	\$3,429	4.5%	3.6%	0.9%
TEACH	\$40	0.1%	1.0%	-0.9%
CDs	\$512	0.7%	2.5%	-1.8%
DVDs	\$10,437	13.6%	16.9%	-3.3%
Adult AV Subtotal	\$14,418	18.8%	24.0%	-5.2%
Adult Total	\$47,948	62.5%	53.5%	9.0%
YA--Total	\$5,522	7.2%	4.4%	2.8%
Children's books	\$17,261	22.5%	29.7%	-7.2%
Children's Spanish	\$1,198	1.6%	2.6%	-1.0%
Children Print Sub	\$18,459	24.1%	32.3%	-8.2%
Child Sp Wd & CD	\$879	1.1%	1.3%	-0.2%
J DVDs	\$3,891	5.1%	8.5%	-3.4%
Children's AV Sub	\$4,770	6.2%	9.8%	-3.6%
Children's Total	\$23,229	30.3%	42.1%	-11.8%
Total Print A,YA,J	\$57,511	75.0%	66.2%	8.8%
Total AV A, J	\$19,188	25.0%	33.8%	-8.8%
Totals	\$76,699	100.0%	100.0%	
Actual SO	\$9,872			
Overdrive	\$1,061			
Collection Total	\$87,632			
VAS	\$23,052			
Overall Total	\$110,684			

In-house borrowing (or circulation) reflects the degree of popularity of the Library's circulating collection with local Woodland residents.

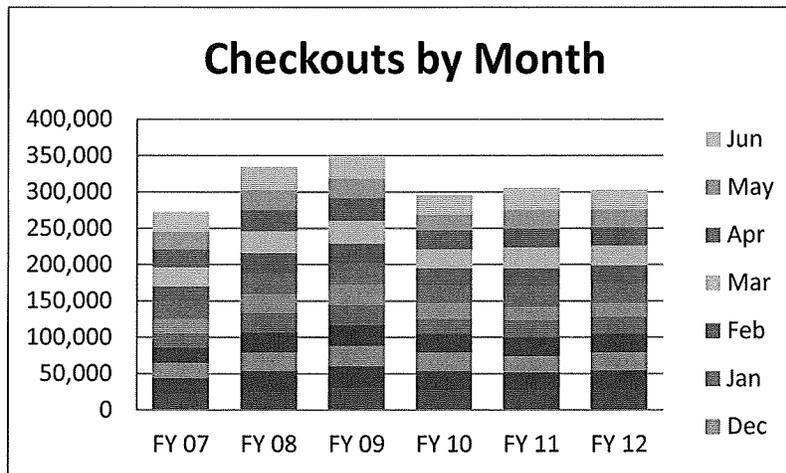
Circulation declined slightly this year (less than one percent). The drastic 15% reduction in circulation starting in FY10 was not unexpected because of the Library's 26% reduction in hours open to the public.

Circulation for the last three years outpaced FY07 levels when the Library had 50% more staff and over 20% additional hours to provide access to the public. The net impact is that the Library is open fewer hours with less staff but the work has not decreased proportionately. This has created an increased workload for remaining staff who have already taken on extra duties from departing employees.

Woodland Public Library Checkouts & Renewals

Month-by-month

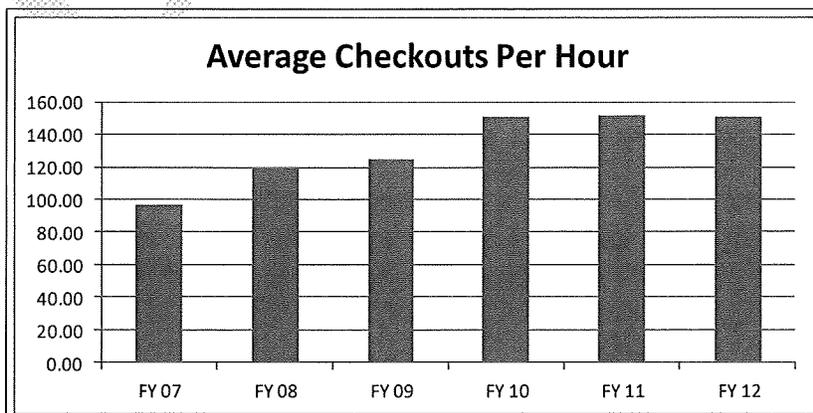
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	% Change
FY 12	27,445	27,001	24,996	25,588	22,959	19,350	27,030	24,811	27,221	25,135	23,959	27,321	302,816	-0.80%
FY 11	27,804	23,743	22,817	25,579	23,675	19,317	27,009	24,462	29,828	25,576	25,420	30,016	305,246	3.27%
FY 10	28,598	25,299	25,697	25,317	21,086	22,345	24,079	23,114	26,017	25,381	21,693	26,951	295,577	-16.34%
FY 09	32,617	27,688	28,220	29,084	26,699	28,307	29,261	27,692	31,535	30,214	27,071	30,750	349,138	4.62%
FY 08	26,706	27,290	25,769	27,099	27,033	26,067	28,565	27,541	29,348	29,157	27,585	31,877	334,037	22.44%
FY 07	22,262	21,852	21,149	20,098	20,241	19,848	23,409	21,389	25,795	24,510	24,741	27,528	272,822	



The amount of items checked out per hour has increased. So while hours and staff have decreased, the demand, need and use from the public continues to increase. Staff experiences a phenomenon of “compression,” whereby the same or larger demand for service is compressed into shorter time frames with reduced staff.

WPL – Number of items checked out per hour of operation

	Total	Avg per hour
FY 12	302,816	150.73
FY 11	305,246	151.94
FY 10	295,577	150.80
FY 09	349,138	124.34
FY 08	334,037	118.96
FY 07	272,822	97.16



The Library is able to meet the increased per hour demand with decreased staff is because of the implementation of “self-checkout” stations. There is a station available at the circulation desk (to accommodate the necessary reduction of staffing in that area due to budget cuts), one by the media/self-service hold area, and a third station in the children’s area. Over time the use of these self-check stations increased and has now leveled off at approximately 50% of all checkouts.

Electronic resources (sometimes called “databases”) are portals that allow patrons with Library Cards access full-text newspapers, journal articles, etc. They are offered in an ad-free environment since libraries pay for service. Many journals and newspaper titles feed their content to serves such as Gale, Ebsco, and Newsbank. These databases contain information that is not available on the web (or if it is, there is usually a pay wall). These databases can be searched by keyword and can be limited to full-text material or even peer-reviewed content for the more serious researcher.

While librarians value these databases and often engage in bibliographic instruction by showing patrons how to access and use them, the public has not embraced their use. Woodland is not alone in the low use for these every expensive resources. Staff assumes that over half of all uses of Gale, Ebsco, and Newsbank are staff uses (mostly demonstrating the service to the public). In these difficult economic times, most of these expensive products are difficult to justify so we will discontinue many of these products in FY13.

There are some well used databases. California statistics (including business and economics, community, population, education, health, etc) are available through the Rand Corporation. There are also databases that help children learn to read with read-along stories (Bookflix and Tumblebooks).

The most used “database” is OverDrive which allows patrons to download ebooks and digital audiobooks to their own devices. It works with the patron’s Library Card and works like the OPAC allowing patrons to put “holds” on items they’d like to check out.

Electronic Resource Use			
Name	FY11	FY12	FY12/per use
BookFLIX	21	724	\$0.00
Chilton's	148	120	\$7.50
EBSCO	612	539	\$11.13
Novelist		174	\$9.05
Gale	441	24	\$11.00
Newsbank	448	401	\$8.98
OverDrive (since 1/20/11)	655	1643	\$0.98
Rand	1406	404	\$0.69
TumbleBooks	767	491	\$0.41
TumbleTalkingBooks	37	11	\$9.00
Learning Express	12	24	\$138.50

Interlibrary loan (or "ILL") is the term for the service where a customer of one library can borrow materials that are owned by another library. A formal resource sharing partnership exists between Woodland Public Library, Sacramento Public Library and 15 other regional libraries. During FY12, 62,431 requests for loans were filled within the state of California.

In previous years, the California State Library provided a financial incentive to encourage resource sharing, so it was a revenue generating activity as well as being a basic library principle. However, in FY12, the State of California provided no funding for libraries or literacy. There was some money allocated in the budget but it was never appropriated since the State failed to take in the minimum required amount in revenue.

In FY13, the State has budgeted \$4.7 million for libraries and literacy (\$2.82 million going for literacy). This amount is down from \$32 million appropriated in FY11 and is the minimum amount that the State must fund to show a "maintenance of effort" to receive federal funds from the Library Services and Technology Act (LSTA).

From the sharing done in FY11 when the Woodland Public Library loaned 57,769 items it received \$52,811 for deposit in this fiscal year as well as \$62,504 received last year for this activity. These funds are designated for library books and other circulating material as well as toward staff to support this service.

In FY10, the Library loaned 58,170 items and received \$82,342 from the state while in FY09 when the Library lent 72,681 items and received \$118,768 in funds. The drop in requested items is probably due to the Library's decreased materials budget. Simply put, if there is less to lend, there is less revenue generated by the collection. It illustrates how important a timely and up-to-date collection is to circulation. The drop in per item reimbursement from the State illustrates decreases in the State Library's funding.

Public Computer Usage:

The Library offers free Internet access as well as popular software such as Microsoft Office. The Library has 19 public computers with one computer a standing station that allows only 15 minutes of access (for those who only want to quickly check email, etc). The public is allowed one hour of use which can be extended an additional half hour (for a total of 90 minutes) if there is no one else waiting. The Library also offers access to Wi-Fi for no charge.

The highlighted cells show a period when the computer lab experienced significant technical problems so the usage is much lower than normal.

	FY10	Per Hour	FY11	Per Hour	FY 12	Per Hour
Jul	3,031	17.22	2632	15.67	2,183	12.84
Aug	2,756	16.40	2575	14.63	2,773	13.46
Sep	2,821	16.79	2474	14.73	2,491	14.15
October	2,767	15.72	2759	15.33	2,595	13.66
November	2,043	17.03	2087	13.73	2,154	14.55
December	2,237	15.53	1995	14.05	2,113	14.47
January	2,614	17.20	2767	15.72	2,739	14.73
February	2,470	17.15	1865	11.23	2,643	15.02
March	2,482	14.77	1698	10.11	2,877	15.14
April	2,594	15.44	2297	15.52	2,717	14.61
May	2,332	15.34	2413	15.77	2,649	12.86
June	2,702	15.35	2523	15.77	2,459	13.66
Total	30,849	16.13	28,085	14.35	30,393	14.07

Programming:

Due to budget cuts and staff reductions, the dramatic reductions in programming for FY10 continued through FY12. In FY10, story times were reduced to only 2 a week, however in FY11 the Library was able to increase story times to 3 a week and maintain that schedule through FY12. However, other programming stayed minimal and focused only on children and teens.

Staff was able to work with Friends of the Library to secure funding for some special programming for children. In FY12, the Library offered: a costume Harvest Festival party (October), a educational program about wolves (February), a pajama party with an overnight Library stay for stuffed animals (May) as well as story times, class visits, Head Start visits including participation in Reading Is Fundamental, and contribution to Dr. Seuss' birthday celebrations.

Total Library Programming						
		FY09	FY10	FY11	FY12	% Change
Toddlers						
	# programs	37	24	39	50	28.21%
	# attendees	1048	410	535	1006	88.04%
Preschool						
	# programs	103	44	106	145	36.79%
	# attendees	1808	603	1064	1383	29.98%
School Age						
	# programs	83	52	54	43	-20.37%
	# attendees	7293	2130	5126	3798	-25.91%
Teens						
	# programs	45	10	11	18	63.64%
	# attendees	318	131	134	176	31.34%

Summer Reading Club (SRC) is the backbone of programming for children and young adults. In FY10 SRC was decreased from 6 to 4 weeks due to budget constrains. The Library continued with the reduced SRC programming since in FY11 there was a funded

vacant position and in FY12 the Library had a youth services staff member unavailable during the summer.

While the Library held only 4 events (down from 7 in FY08), staff prioritized outreach and marketing of the events. Probably most importantly youth services staff member, Esther Guardado, was able to visit year-end assemblies at schools to promote the summer reading program.

To attract readers and draw children into the library, it is customary to provide special summer programming. This year, Library staff organized a SRC “kick off party” with craft stations (manned by teenage volunteers), an educational program about bees (with honey samples), a puppet show, a program with real, live reptiles, and a fascinating program about northern California bats.

All events, prizes, and printing for SRC were paid for by the Friends of the Woodland Public Library.

Summer Reading Club runs from June to July/August which straddles two fiscal years. The chart below represents SRC as a *calendar year* which is the way it is framed for evaluation. These numbers are also represented in the programming chart above in the appropriate fiscal year.

Summer Reading Club (SRC)							
<i>Calendar Year</i>	2007	2008	2009	2010	2011	2012	% Change
Initial Sign Up/Kick Off	85	354	0	143	234	246	5%
Total Participation	475	751	650	521	582	609	5%
Toddlers (<3 years)	52	79	44	48	49	43	-12%
Children (3-12)	374	609	561	424	479	529	10%
Teens (12-17)	49	63	45	49	54	37	-31%
Number of Programs		7	4	4	4	4	
Program Attendance	601	1,632	821	596	777	925	19%
# of Minutes Logged by Children	68,460	121,050	83,410	89,880	116,957	123,972	6%
# of Reviews Submitted by Teens	213	352	224	125	216	112	-48%
# of Books Reported by Adults	0	301	241	265	336	252	-25%

While is it not a part of Summer Reading, the Library also participated in In-n-Out Burger’s spring reading program. For each 5 books a child reads, he/she received a gift certificate for a free hamburger and they can earn up to 5 free burgers. The Library had 200 children who earned 600 certificates.

Due to budgetary constraints, the only adult programming done by Library staff is a “Read for Fun” program that corresponds to Summer Reading for children. The “Read for Fun” program does not offer events and is a voluntary reporting of books read by adults who wish to be entered in a drawing for prizes. The prizes (gift cards to downtown merchants) are purchased by the Friends of the Library. The “Read for Fun” statistics are reported on the SRC chart above.

All other programming that brings adults to the Library is done by affiliated volunteer organizations. Several volunteer Library auxiliary groups utilize Library space to offer interesting and educational programming while promoting and supporting the Library and its mission.

The Friends of the Library host an annual Mystery Night and quarterly author events. This year, they also partnered with the League of Women Voters and the Woodland Community College to bring the Cal Humanities exhibit, *Wherever there's a fight: a history of civil liberties in California*, to the Library. 125 people signed the exhibit's register but with over 100 people an hour through the Library's doors, many people benefited from this exhibit.

The Rose Club offers monthly meetings with topics such as wreath making as well as an annual Tea around Valentine's Day and a Garden Tour of the Library's roses and local private gardens. The BBBC has twice monthly meetings and draws a broad range of people with the varied books they read. Without these organizations and their work, there would be no physical adult programming at the Library.

Volunteer Library Programming for Adults	
Friends of the Library	
# programs	7
# attendees	310
Brown Bag Book Club	
# programs	24
# attendees	242
Rose Club	
# programs	14
# attendees	775
Inspiring Words - open mic	
# programs	6
# attendees	115
Yolo Energy Watch	
# programs	2
# attendees	45
Woodland Reads	
# programs	1
# attendees	35

Outreach:

As reduced staff struggles to serve over 800 visitors per day, outreach activities have necessarily decreased to focus on core library services. However, youth services staff always try to accommodate class visits and tours and library card sign ups. In FY12, Esther Guardado, part of the youth services staff, visited five school assemblies to promote SRC. She also participated at three schools for Read Across America celebrations and is a member of the Woodland Youth Coalition.

In the spring of 2012, the Library participated in the "Woodland Reads" program, and the Library Services Director represented the Library to several service organizations throughout the city. Also, she represented Mountain Valley Library System on the NorthNet steering committee.

Miscellaneous

Security:

The Library saw an increase in illegal activity and vandalism this year. There were after-hour break-ins into the secured court yard. The Police and the Fire departments worked with Facilities' staff to create a barrier that would also maintain the functionality of the emergency gate. Steel plates were added around the emergency exit gate door and it has totally eliminated the problem of nighttime break ins to the courtyard.

Increased drug usage and loitering around the Library were also a problem. The Police instituted the Library in the POP program (Problem Oriented Policing). They increased their patrols around the Library, instructed staff to have zero-tolerance for even the most basic of Library policies (no sleeping, no eating, no luggage), and gave tips to make the building more secure. Thanks to the Facilities' staff, outside lights were added, trees were trimmed, and a fence in the Rose Garden was connected to the building. Within two weeks, a window in the Court Street emergency exit was kicked out. Within a month, someone threw an un-ignited Molotov cocktail through the computer room's window. The only damage from both events was broken glass. Police increased their presence and the seriousness of their patrols. The POP program improved the Library, inside and out almost immediately. While no longer officially a POP program any longer, the Police still work with the Library to ensure the safety of everyone in the building.

Media Service Desk:

The "media" desk – the desk and staff person who assists with the public computer room and hands out DVDs – has been moved to just outside the room. The media staff person still has a view of the room since the desk is by one of the room's interior windows but also has a better view of the DVD/CD area, holds area, self-checkout station, and circulation desk. The media desk person assists with circulation overflow and the self-checkout station. The staff member assigned there also monitors the high theft media area.

DVD Security:

The Library had found empty DVD cases in the stacks throughout the years but there had been an increase in the number of loses. Moving the DVDs to binders was not a solution as the system didn't really work as it was – long lines and waits, misfiling of items, and very staff intensive. The Library purchased about 1,000 used DVD "Kwik Cases" to secure DVDs on display. The cases were advertised on the statewide library listserv, calix for \$1 a piece – new cases cost over \$7 a piece. The cases aren't a perfect solution but they do act as a deterrent. They can be broken into but they make a lot of noise because they're hard plastic. And because of their material and the bulky size of them, they can be carried out of the Library but not discretely or in large number.

To cut down on the number of loses, the Library also did away with “Express” DVDs or those high demand items that aren’t used to fulfill holds but instead are on the browsing shelf for in-person patrons. Sacramento calls this collection “Lucky Day” because that describes what it means to find one on the shelf. This means there are fewer high profile DVDs sitting on the shelf to be stolen. When high demand DVDs are checked out or are hold shelves, they can’t be as easily stolen.

Staff and patrons seem happy with the result and the media desk move.

Magazine Checkout:

Thanks to Patricia Lakie, the Library has fully implemented the processes of cataloging all the Library’s journals. Now patrons seem to realize that magazines must be “checked out” and returned. Staff appreciates the statistics that are available.

Yolo Energy Watch:

The Library partnered with Yolo Energy Watch to provide several programs at the Library. In February, YEW brought in Energy Upgrade California, PG&E, and some local high school students to show homeowners some great money saving tips and in March, they hosted an Energy Efficiency Forum for business in April. YEW also provided the Library with five Kill-A-Watt readers for checkout. The readers allow Woodland residents to checkout and test their electric usage at home. Patricia Lakie worked with Sandra Norman, a local high school student, who created a great cover for the cases so they look like a crime noir book cover. Circulation has been steady and the public seems to appreciate the service.

Grounds:

The Woodland Library Rose Club continues to do an extraordinary job of maintaining the rose gardens for the enjoyment of all of Woodland. Over 6,000 volunteer hours are contributed to the maintenance and clean up of the gardens alone.

The Rose Club started to clean up the back patio of the Leake Center and added improvements to the Library’s court yard. They discovered a leak in the court yard irrigation system so the Library had it repaired by the City’s contracted landscaping company.

Leake Center Closure:

Although the Library offered meeting space to the community since 1989, it is not one of the core services supporting the mission of the Library. The Library Board authorized its closure to the public as of May 1, 2009 as a result of staff and budget reductions in order to focus remaining limited resources on the primary mission of the Library. The Center continues to be closed to the public.

Library Grants:

- The Literacy Service received two grants from the Library Services and Technology Act (LSTA) grant through the California State Library. LSTA is a federal grant program that is managed by the Institute of Museum and Library

Services (IMLS) and is administered in California by the State Librarian. The State Librarian directed LSTA funds to California Library Literacy Service programs since state funding literacy was not available in FY12. The Woodland Library Literacy Service received over \$49,000 in support.

- The Library received a \$3,000 grant from Woodland's Sunrise Rotary Club. The grant, written by youth services librarian Cara Baker, allowed for the purchase of a children's bilingual literacy station (computer). This computer was added to the existing three English language literacy stations owned by the Library. Through the generosity of the Sunrise Rotary, the Library was also able to purchase child size furniture to house the literacy station.

Food for Fines:

The Library accepted one can of food per dollar owed for late fines during the holidays (post-Thanksgiving to pre-New Years). The food was donated to the Food Bank of Yolo County. In FY12, the Library collected 1,950 pounds of food to donate.

Staff Development

All permanent staff evaluations are current. This past year, staff attended regional meetings and workshops, conferences, webinars, podcasts and workshops many of them sponsored by InfoPeople, the training contractor for the California State Library.

All staff attended the City's Injury and Illness Prevention Program. Supervisors and all mid-management staff attended the City's anti-harassment training. All full-time staff also attended the Woodland Reads luncheon.

Librarian Carol Davis attended several online workshops (QuestionPoint, outreach to Latinos). Carol and the Director also attended a Spanish language book fair at the Davis Library.

Librarian Patricia Lakie attended the Innovative Users Group conference, quarterly Sacramento partner meetings, and a Statewide Public Library summit. Patty and the Director also attended a supervisory skills workshop.

The Director attended several classes including difficult conversations and frontline defense, along with workshops for the state's 211 data and the city's GIS program. The Director also attended the California State Library conference in November and the American Library Association conference in June. The Director, along with Sue Bigelow, also attended the Yolo County Women's History Month luncheon.

Literacy Coordinator Sue Bigelow also attended several workshops aimed at the state's Literacy Coordinators. She also presented a program to other literacy coordinators about fundraising. She worked with the State Library to help determine best practices for the State's literacy programs. Sue also attended and was honored for her work at the United Way Annual Awards.

All professional librarians belong to the American Library Association and the California Library Association. All staff is also up-to-date on the NIMS emergency training that is available.

Goal 1: Increase Family Programming: Update and improve outreach to children and Spanish speakers.

The Library Board of Trustees and the staff continue to be committed to providing as much quality programming possible aimed at children and/or Spanish speakers.

The Library has provided three story times a week for the last two years instead of the two story times that had been offered during the previous year. The Library offers morning and afternoon story times. One story time is for toddlers and two are for pre-school age children. The Library is exploring additional story time opportunities. For instance, "lap sit" story times (aimed at infants to toddler age) and Spanish language story times are common within the Library community. Attracting families with young children helps instill a commitment to literacy and provides support and educational resources for parents and children.

With the generous funding of the Friends of the Woodland Public Library, the Library was also able to attract young readers into the Library with special events such as a Harvest Party, a stuffed animal sleep over and an educational program about wolves.

The Friends of the Library provides all funding for the Library's Summer Reading Club (SRC). This year the theme was "Dream Big" and the Library was able to offer four programs to attract young readers along with a kick-off sign up party with crafts.

In December 2012, the entire Library staff helped plan, organize, and staff a Santa party as outreach to the Latino community. Over 80 families visited the Library on December 9th to celebrate. The event, aimed at introducing Latino families to the Library, even had a special visitor – Santa! The Leake Center was filled with adults and children enjoying holiday music and snacks while visiting with Santa and each other. Besides Santa, other special guests included Mayor Pimentel and Interim City Manager Kevin O'Rourke. The kids enjoyed making ornaments and other holiday crafts. A volunteer photographer took photos of the children (or whole families) with Santa. The pictures were available for pick up (at no charge) the next week. This event was very successful and satisfying to staff and patrons. The Library hopes to make this an annual event thanks to the generosity of the Friends of the Library.



Santa and his library elves

Goal 2: Improve Web Presence: Redesign library website to increase usability and explore other web-based services to increase access and visibility for the public.

According to statistics generated by Google Analytics (the chosen measurement tool of the City's Information Services department), the Library's webpage generated 94,947 views. It is the most hits of any city department webpage except for the City's main homepage. Almost 12% of visitors to the City's homepage click through to the Library and it is the most popular link on the main page.

From the Library's webpage, the most used link was to access the Library's catalog and patron accounts which accounted for 48% of the traffic. According to usage statistics, the other popular pages were the Contact Us page and the Events page.

Last year, the staff modified the website structure. The Library staff worked together to determine common, understood language to convey the Library's message and to clarify the services we offer online.

This year the Library explored the possibility of a total professional makeover of the website but the City's Information Services offered their web design services. The new website was based on the architecture developed the year before but is more streamlined and up-to-date. It is also easier for staff to update.

The Library is also exploring social media sites and the phenomena of social reading. Websites like GoodReads are allowing readers to come together and share online. The Library is looking for ways to create a reader's advisory section utilizing some of free services (such as blogs) available online. The Library has had a Facebook account for several years and this year started a Pinterest account as well.

Goal 3: Explore the possibility of a Literacy Learning Center: To fill the need of literacy skills for people of all ages in the community.

The Library has approximately 2,000 square feet of unfinished space located under the children’s department on the southwest side of the building labeled the “sculpture garden” in the 1986 expansion project plans. The Library Director and Literacy Coordinator looked into opportunities for funding to finish the incomplete area.

Little additional operating expenses would be needed to maintain the space as the Literacy department would permanently move to the new space. There would be additional costs for HVAC, etc. however there would be no additional staffing costs.

The City contracted with McCandless and Associates (a local architecture firm) to estimate the probably costs of finishing the “sculpture garden” space for use as a learning/literacy center. Their costs plus the costs of the City and possible overages is estimated to be in the \$600,000 range. At the July 3, 2012, City Council meeting, the Council approved a Measure E spending plan that includes \$300,000 be allocated for the Literacy Learning Center in FY16 and another \$300,000 in FY17.

Goal 4: Increase Volunteer Utilization: Continue collaborative community relationships that will enhance volunteerism and resources.

Woodland Public Library has historically had an active volunteer program from which the Library and community benefits in many far reaching ways. The Library is very open and enthusiastic regarding the possibilities of enhancing library services through the use of volunteers. At the same time, the Library is realistic regarding the requirements, limitations and challenges.

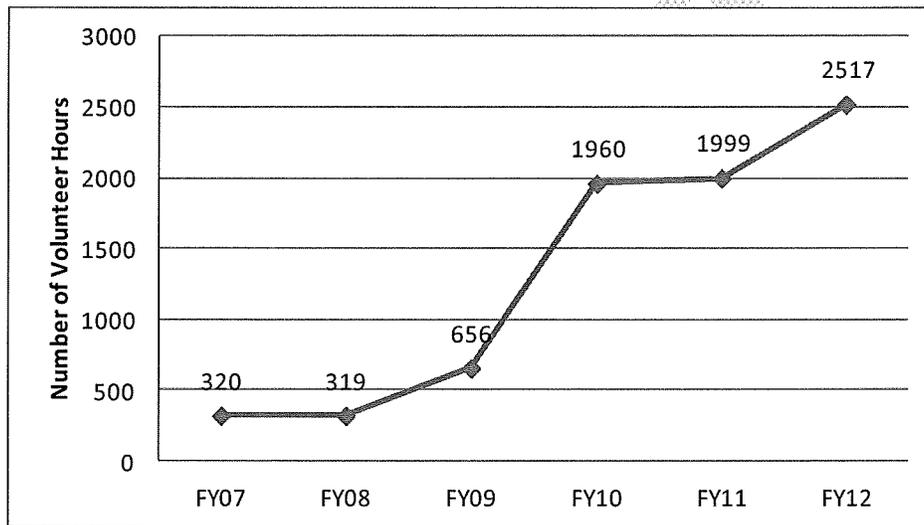
The California State Library recognized the Woodland Public Library as a trailblazer in the field of volunteerism by including many of the procedures and job descriptions in their publication, *Volunteer Involvement in California Libraries: Best Practices* (1999). The California State Library annual report requires reporting of volunteer hours.

According to Independent Sector (a coalition of charities, etc), the value of volunteer time in California is \$21.36 an hour (in 2010 dollars). Using that figure, the volunteer programs at the Library provide over \$500,000 in services and over 12 FTEs.

Type of Volunteer Activity	FY 12
Friends of the Library	10,739
Inspiring Words	30
Library Formal Volunteer Program	2,517
Literacy (tutor pairs)	1,463
Rose Club	6,832
Spine Tingers	1,390
Teen Volunteers (mostly SRC)	190
Board of Trustees	600
Total Volunteer hours	23,761
FTE	12.38
Value	\$507,535

In 2009, the Library Formal Volunteer Program (which trains and organizes volunteers to shelve books and check the order of books on the shelves) hours of participation increased from 318.5 hours to 517 hours, representing a 62% growth. However since 2010, under the care of a Volunteer Trainer and Coordinator (who is also a volunteer), the program has grown significantly.

Type of Volunteer Activity	FY 08	FY 09	FY 10	FY 11	FY 12
Library Formal Volunteer Program	319	517	1,960	1,999	2,517
FTE	0.17	0.27	1.02	1.04	1.31
Value	\$6,803	\$11,043	\$41,866	\$42,699	\$53,763



Besides the success of the Library Formal Volunteer Program, the infamous “Spine Tinglers” were resurrected whereby volunteers mend books and bindings to help lengthen the shelf life of material. In FY12, the Tinglers repaired/saved almost 500 items that were put back into circulation saving the Library money.

In February 2012, the Library started partnering with volunteer Jessica Kristie to offer Inspiring Words: Open Mic poetry readings once a month at the Library. The Library had previously done poetry “slams” aimed at teens which initially had some success but attendance eventually dropped to where the program was discontinued. These open mic nights are for all ages to try to draw a larger, more diverse crowd. Attendance has been great and has generated a lot of interest.

Also, the The Soroptimists volunteered one Saturday a month for an hour or so during the school year to provide a story time in the children’s area.

The Library is participating in a Volunteer Match Program through the State Library. After a year and a half, we have recruited several shelving and literacy volunteers but have not found a volunteer to manage other projects. With the reduction of staff, there is not enough paid manpower to supervise volunteers. The Library has had great success

with a volunteer coordinating the Library Formal Volunteer Program and continues to try to duplicate that success in other facets of volunteerism.

The Library's website has a direct link to a volunteer page with information regarding type of activities available, expectations, processes and contact information: <http://www.cityofwoodland.org/gov/depts/library/volunteers.asp>

Michael Tucker → The Library's volunteer who organized the Library Formal Volunteer Program was awarded the October 2011 "Woodlander of the Month." Patricia Lakie nominated him and described him as an extraordinary and dedicated volunteer. "I believe there are few things as important to a democracy as a library. The Woodland Public Library is something Woodlanders can take pride in." He was celebrated at a luncheon with several Yolo County Supervisors.



The biggest challenge when working with volunteers is the significant amount of time required in recruitment, selection, training and supervision. Also, volunteers CANNOT be depended upon for critical public services tasks which cannot be suspended when volunteers don't show up.

Volunteers are not free. In addition to recruitment, training and supervision, the department covers the cost of workers' compensation for all volunteers. A number of very real barriers also exist in the use of the library volunteers. *Access to databases containing confidential patron information is a privacy issue. Most libraries do not allow volunteers access and we have been very selective in allowing only a few volunteer interns (following strict training and review of privacy policies) to have access; however, it raises issues of network security as well.* All of the Library's volunteers in the Library Formal Volunteer Program sign a confidentiality agreement acknowledging the private nature of library records and promise not to use/reveal any information.

Literacy:

Woodland Literacy Council, Our Mission:

The Woodland Literacy Council envisions that every Woodland resident will have the opportunity and the resources needed to become literate. The Council will enhance community awareness of literacy programs and promote the benefits of literacy within the community. We will nurture and encourage the staff members and volunteers at the Woodland Public Library Literacy Service as well as our literacy advocates.

Our members serve the Literacy Service as representatives and advocates for literacy, as fundraisers, as educators to the public, and as support to the Literacy Staff.

We publish a quarterly newsletter announcing upcoming events, student achievements and informational articles for our tutors and members.

We supply support to the staff in terms of public advocacy, public relations and meeting special material needs required by the Literacy Service.

The Yolo Literacy Council meets on the Second Monday of every month from 5:00 to 6:00 in the office of the Woodland Public Library Literacy Service located in the Public Library, 250 First Street, Woodland, CA 95695.

The Adult Literacy Program:

The Adult Literacy program is a goal oriented program. Tutors and students are paired for one-on-one instruction with an emphasis on individual goals ranging from basic literacy skills in reading, writing and comprehension to improving jobs skills, to GED work and citizenship preparation. The *Challenger* basic literacy series serves as the foundation of our curriculum, with the Literacy Service maintaining a full library of goal-oriented literacy programs. We also house a small reading library complete with literature for the mature adult at all reading levels. Believing that possession, the mere act of owning study materials, is important when it comes to learning, the workbooks are supplied to the student at no cost to them.

Students are assessed upon entering the program, and again twice a year using the *Roles and Goals* evaluation established by the State of California. The Adult Placement Indicator (API) test is the initial evaluation and CASA has become our secondary source of evaluation. Based on these two assessments and the student's individual goal, a curriculum is developed. Tutors are trained in the effectiveness of both these methods.

Demographically, 30% of the learners are Latino, 50% are white with the remaining 20% representing Asian and African American backgrounds. 43% of the learners range in age between 30-50, with the remaining percentile falling evenly on both sides of that range. 45% are women and 55% are men. 90% of the tutors are white, with the remaining 10% divided between Asian, African American, and Latino.

Of the 647 learners reporting goals to the State of California (including those participating in STEP), 84% reported significant achievements. A major increase this

year was seen in those achieving job literacy goals such as the completion of a resume, improving job skills, and obtaining of employment and/or housing.

We have reduced the waiting list to no more that 2-3 students at a time, with the waiting period under 14 days. We have made it our goal to meet the needs of potential students in the quickest and most efficient manner possible.

Inmate Literacy:

In the last 12 years, over 112 inmates have graduated within Monroe Detention Center and 80 within Juvenile Hall with GEDs. Of those graduates, only 2 have become repeat offenders. The recidivism rate is less than 2%. Most graduates have gone on to get jobs and lead productive lives.

The program is funded through the Yolo County Sheriff's Department and the Yolo County Probation Department. In addition to salary and administrative costs, the department's supplies funding for study material, testing supplies, and test proctor. Their yearly is commitment is \$38,000 despite the current budget cuts.

Nearly 18 years ago, Charlotte Beal began a literacy program in collaboration with the Woodland Public Library Literacy Service to offer inmates within both the Monroe Detention Center and Yolo County Juvenile Hall tutoring in the basic literacy skills of reading, writing, and comprehension. The program takes place within the walls of these two institutions, and is focused upon the inmate's completion of a General Education Diploma (GED).

No Barriers:

No Barriers is a program specifically designed for adults with developmental disabilities and behavioral challenges. *No Barriers* assists in bridging the gap between home and the community. Their program emphasizes behavioral management strategies led by Clinical Psychologist, Dr. Steven Heidorn and Behavioral Specialist, Joe Zavala. *No Barriers* staff are trained and supervised to provide 1:1 support. A low staff to client ratio makes it possible to adapt to their clients' unique personal and social goals while enabling them to participate in typical activities in their community.

No Barriers came to the Literacy Service with a unique problem; how to integrate an educational program into the daily schedule of their clients. The staff was trained in basic literacy skill techniques, and supplied with learning materials, staff support and guidance. In addition to the basic reading and writing skill improvements, *No Barriers* students have worked to improve math, time-telling and money skills

17 pairs of counselors and clients now work with the Literacy Service. Mid-year, *No Barriers* changed management and many of the clients were relocated to different facilities. We still work with a few pairs, and are very proud of the last three years of learning. Funds for student study materials came from a generous gift from the Woodland Sunrise Rotary and Davis Soroptimist.

S.T.E.P-Strength Through Education Program:

The *Strength Through Education Program* (S.T.E.P.), is the literacy tutoring program housed within the walls of the Yolo Wayfarer Center in downtown Woodland. With a direct correlation between poverty and illiteracy, improving reading and writing skills helps with the successful transition between living on the streets and a successful independent life style. It helps secure employment and locate housings.

S.T.E.P. provides one-on-one, group, and family tutoring within the confines of the Wayfarer Center for the Homeless. The transitory nature of life within the shelter required us to return to the basic philosophy of the Literacy Service, in that we are goal oriented in our teaching. Assessment is done on a case-by-case basis. The ultimate goal, as with our inmate tutoring program, is to equip the resident with the needed literacy skills—the ability to read, write and comprehend—to succeed in an independent, fulfilled way of life.

Within the past year, we have seen nearly 527 homeless residents pass through the program. 25% of the students have completed job literacy classes, and obtained employment, and well over 50% of the residents have obtained permanent housing. A total of 3775 tutoring hours occurred at the STEP program.

A \$2,000 grant in FY11 from Sunrise Rotary allowed us to buy 3 new lap top computers to add to our existing lab, as well as software and flash drives. Employment Computer labs are offered twice a week (Monday and Tuesday afternoons) with trained staff focused on resumes, job search skills, and basic computer literacy. As a result, 231 computer lab students have written resumes, learned to job search on line, and wrote cover letter. 1,940 hours of instruction were logged.

Literacy Budget Narrative:

The FY12 budget was \$169,500. This budget included revenue from the Library Services and Technology Act in the form of Emergency funding for \$49,639, the City of Woodland, the Library Foundation, the County Sheriff's Department, and Woodland (Yolo) Literacy Council. Additional funding came from private and public foundations including the Yocha DeHe Community Fund, Target, United Way, Soroptomist, the Teigert Foundation, the Kelly Foundation, Sunrise Rotary, USBANK and the Community Development Block Grant. This budget allowed us to operate our basic Adult Literacy program, the Inmate Literacy Program, Voter Literacy, No Barriers, and the STEP program. The Literacy Coordinator position was increased in FY12 to a full time position.

The Inmate Coordinator, Program Administrator for STEP, and part-time instructors in the STEP program, an Early Education instructor working with the children at Wayfarer, and a Computer Intensive instructor for the STEP program are hired on a contract basis.

With the hiring of a new Literacy Coordinator five years ago, a stronger emphasis has been placed on fiscal responsibility. Meeting the literacy needs in Woodland means

meeting them with materials, staff and additional funding. The Literacy Coordinator has attended three grant writing seminars through the Foundation Center in New York, resulting in the reach and writing of over 50 grants, and an extensive increase in revenue for both Adult Literacy and STEP.

The expected budget for the coming year (FY13) is \$140,000 for Adult Literacy and \$30,000 for the STEP grant

Donors:

Library Services and Technology Act in the form of Emergency funding, \$49,639
City of Woodland, \$7,500
Woodland Public Library Foundation, \$10,000
Yolo County Sheriff's Department, \$40,000
Woodland (Yolo) Literacy Council. \$4,000

Additional funding came from private and public foundations including:

- Yocha DeHe Community Fund, \$10,000
- Target, \$2,000
- United Way, \$8,000
- Soroptomist, \$2,000
- Teigert Foundation, \$6,000
- Kelly Foundation, \$5,000
- Northrop Grummond, \$2,000
- USBANK, \$4,500
- Community Development Block, \$8,000
- ProLiteracy Book Fund, \$2,000 (materials)

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