

City of Woodland

YEAR END REPORT

Name: Heather Muller, Library Services Director

Department: Woodland Public Library

Report Period: FY 2009-2010

Reports to: Woodland Library Board of Trustees
Mark G. Deven, City Manager

Part I Operational Responsibilities – Weight 35%

Part II Special Projects/Studies – Weight 40%

Part III Leadership Characteristics – Weight 25%

Year End Report
Heather Muller
Library Services Director
Fiscal Year 2009-2010

PART I – Operational Responsibilities

Summarize the scope of your department’s organization based on your Achievement Plan:

The Achievement Plan was developed by Sandra Briggs, the previous Library Services Director, in the fall of 2009. The current Library Services Director assumed responsibility on August 4, 2010. The existing Achievement Plan lists three major divisions, five goals, and several related tasks.

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 and subscription databases) to support lifelong learning, literacy, education, and entertainment. Until recently, quality programming attracted a wide range of participants of varied age, ethnicity, education, and socio-economic status. In addition to the educational and entertainment value of the programs, community-building and community-strengthening takes place. Most programming has been temporarily curtailed due to budget and staffing constraints.

Library Department

The Library Department is responsible for providing 40 hours per week of public service (reduced from 54 hours of service in previous years). Public service includes access to a collection of 105,000 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.

Utilizing the Library Use Value Calculator available online from the San Rafael Library Foundation (updated from the Massachusetts Library Association calculator), in 2009-2010 the Woodland Public Library provided its customers with an overall retail savings of over \$9 million (not including access to subscription databases and other online content). This provides a Return on Investment (ROI) of over 7 times what is spent based what is spent to operate the Library.

LIST ACCOMPLISHMENTS FOR EACH PROGRAM

Library Administration

The following are key library accomplishments and performance indicators:

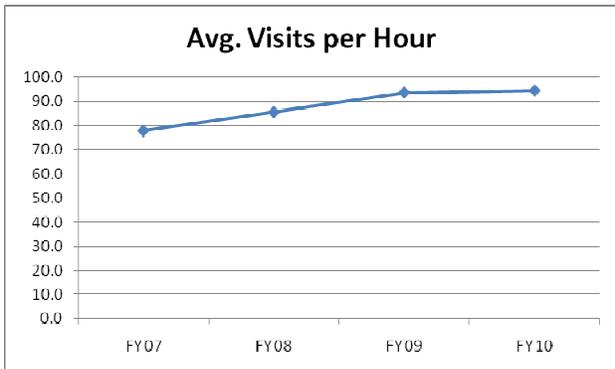
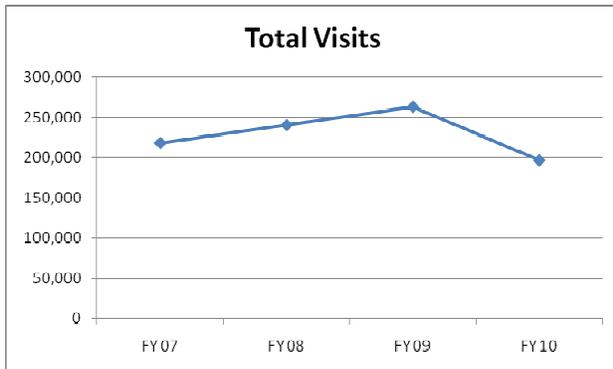
Public Service:

In FY 2010, the Library reduced hours to 40 a week (down from 54 hours a week in previous years) and observed 12 furlough closure days throughout the year. The number of staff was also reduced by 45% from the previous year. By the end of the fiscal year, there were only 7 paid positions remaining and two of those were unfilled, including the Library Services Director position.

With a 26% reduction in hours open to the public, visits to the Woodland Public Library in 2009-2010 were down overall when compared to previous years. However, the Library saw a slight increase in visits per hour. 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



Reference:

Assisting library users in meeting their information needs is the heart of the library profession and has suffered dramatically this year as a result of service level reductions. The minimum requirement of a professionally trained reference librarian is a Master’s in Library Science. They are expected to in 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.

In the past, the reference desk in adult non-fiction was continually staffed (for 54 hours a week) by a professional librarian in order to fulfill this responsibility. In addition, a professional librarian had staffed the children’s desk for 2 hours a day, 6 days a week. Consequently, the public library floor was regularly staffed by professional librarians for a minimum of 66 hours per week. As a result of reductions in staff, professional librarians currently staff the adult

reference desk 5 hours per day, 5 days per week and the children's desk for 2 hours per day, 5 days a week, for a total of 35 hours per week or a 47% reduction. There is no reference available from noon-2pm any day of the week.

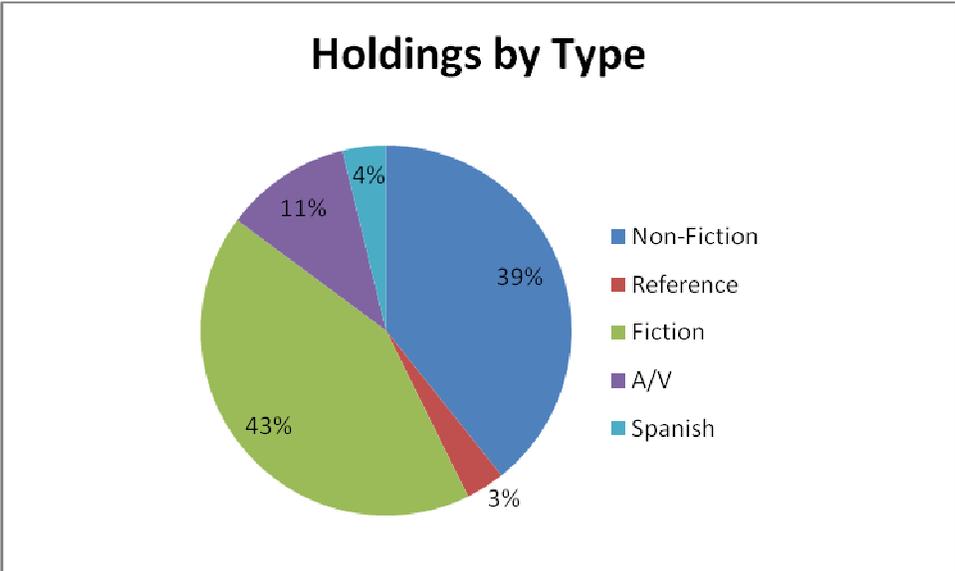
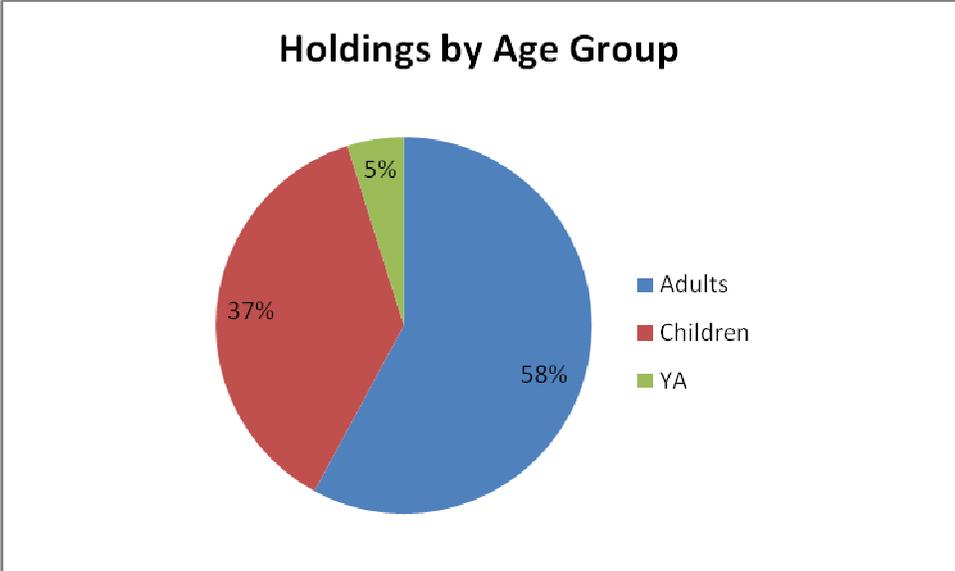
Below is a chart with FY10 reference questions. Tracking of reference activity is manual; consequently it is not always a reliable indicator of activity but instead a snapshot of the reference service workload.

	Total
July	424
August	730
September	966
October	662
November	367
December	540
January	732
February	699
March	936
April	1030
May	739
June	913
Total	8738

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 (children, young adult, 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, 2010.

	Adults	Children	YA	Total
Non-Fiction	25,144	15,214	1,030	41,388
Reference	2,655	905	-	3,560
Fiction	22,391	18,328	3,989	44,708
A/V	8,812	2,724	90	11,626
Spanish	1,925	2,070	-	3,995
Total Collection	60,927	39,241	5,109	105,277



The health of the circulating collections of the Woodland Public Library is measured in three primary ways: the budget, in-house borrowing by local Woodland customers and requests for loans from other libraries.

The budget for books and library materials has three primary sources:

	Budgeted
General Fund 101	\$24,500
Developer Fees 570	\$55,000
Library Fund 917	\$197,880

The following chart provides a detailed account of collection expenditures for the year:

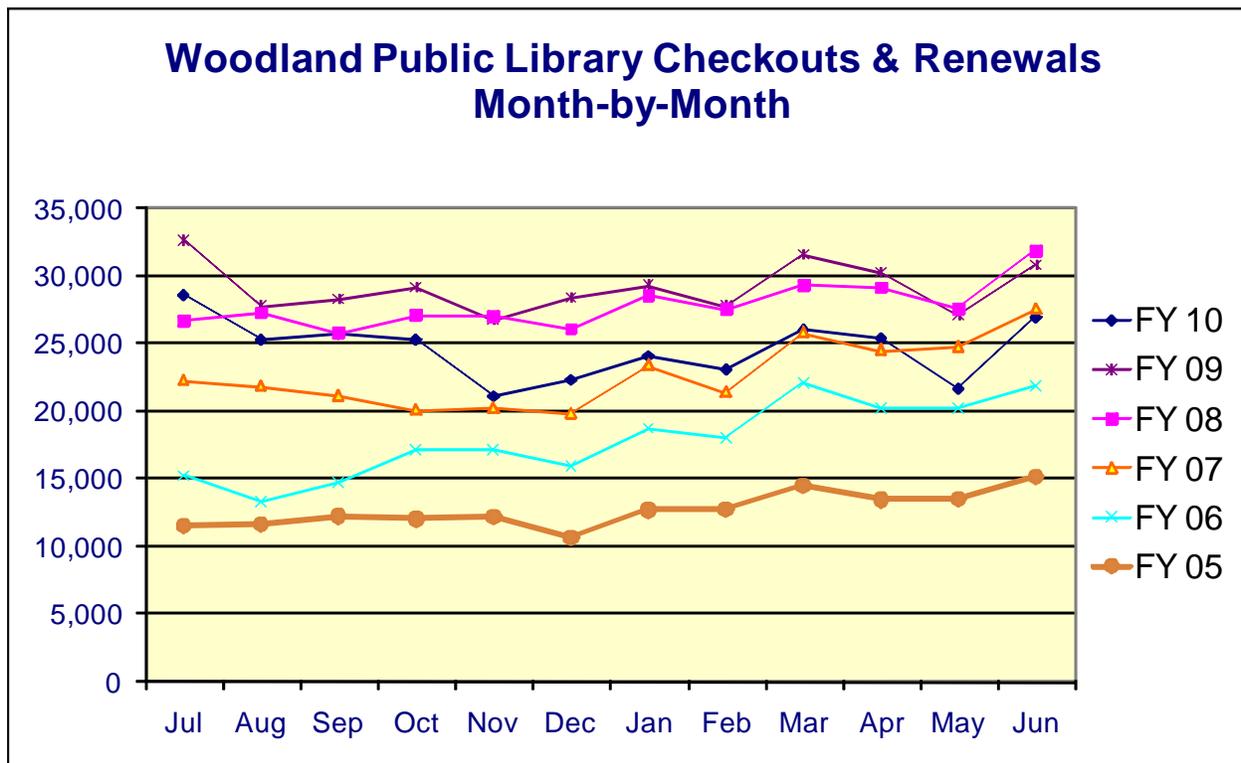
Library Material Expenditures

FY 09-10					
Category	09-10 Budget	09-10 Spent	09-10 Expend %	09-10 Circulation	09-10 % Circulation
Graphic Novels	\$ 1,769	\$1,349	1.10%	1,899	0.60%
Adult fiction	\$ 27,383	\$25,469	20.78%	49,396	15.56%
Large print	\$ 1,825	\$0	0.00%	5,138	1.62%
Adult nonfiction	\$ 21,960	\$20,336	16.59%	39,696	12.50%
Adult reference	\$ 3,000	\$1,326	1.08%	154	0.05%
Adult Spanish	\$ 1,828	\$628	0.51%	2,497	0.79%
ESL & Language		\$0	0.00%	664	0.21%
Adult Print Sub	\$ 54,735	\$49,108	40.06%	99,444	31.32%
Adult Spoken Wd	\$ 9,128	\$389	0.32%	12,373	3.90%
TEACH		\$5,721	4.67%	2,000	0.63%
CDs	\$ 7,320	\$1,760	1.44%	9,622	3.03%
DVDs	\$ 36,510	\$17,401	14.20%	56,152	17.68%
Adult AV Subtotal	\$ 52,958	\$25,271	20.62%	80,147	25.24%
Adult Total	\$ 107,693	\$74,379	60.68%	179,591	56.56%
YA--Total	\$ 7,302	\$6,844	5.58%	14,263	4.49%
Children's books	\$ 45,638	\$30,091	24.55%	87,794	27.65%
Children's Spanish	\$ 3,651	\$2,401	1.96%	6,728	2.12%
Children Print Sub	\$ 49,289	\$32,492	26.51%	94,522	29.77%
Child Sp Wd & CD	\$ 1,825	\$2,068	1.69%	4,414	1.39%
J DVDs	\$ 16,430	\$6,788	5.54%	24,735	7.79%
Children's AV Sub	\$ 18,255	\$8,856	7.23%	29,149	9.18%
Children's Total	\$ 67,544	\$41,348	33.73%	123,671	38.95%
Total Print A,YA,J	\$ 111,356	\$88,444	72.16%	207,833	65.45%
Total AV A, J	\$ 71,194	\$34,127	27.84%	109,692	34.55%
Totals	\$ 182,539	\$ 122,571		317,525	
Actual SO	\$ 40,000	\$48,401			
Grand Total	\$ 222,539	\$170,972			

In-house borrowing reflects the degree of popularity of the Library’s circulating collection with local Woodland residents. Circulation declined overall from previous years but that is not unexpected with a 26% reduction in hours open to the public. However, the decline did end a five year overall growth pattern.

Circulation for the year outpaced 2007 levels when the Library had 45% more staff and 26% additional hours to do the work. 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
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
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
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
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
FY 06	15,236	13,294	14,702	17,128	17,117	15,928	18,727	18,051	22,107	20,233	20,189	21,837	214,549
FY 05	11,545	11,644	12,254	12,052	12,200	10,670	12,716	12,796	14,565	13,490	13,558	15,176	152,666
FY 04	11,645	12,066	13,569	13,425	11,821	10,884	13,396	12,376	13,656	11,811	9,560	10,205	144,414
FY 03	13,500	12,050	12,441	13,371	12,071	11,181	13,541	12,337	14,520	13,027	10,966	11,645	150,650
FY 02							13,684	11,990	13,182	13,621	11,742	11,844	

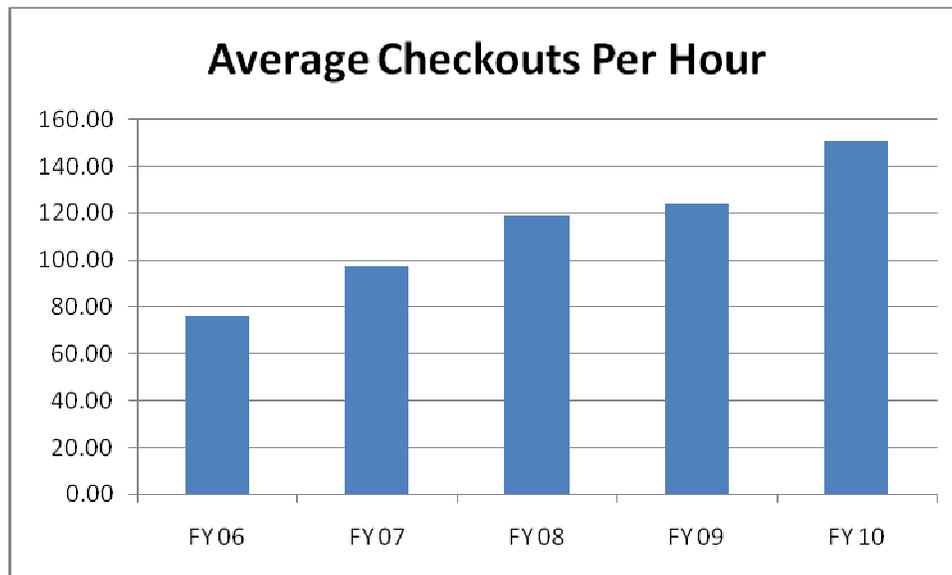


While overall in-house borrowing was down, the amount of items checked out per hour actually increased. So while our hours and staff have decreased, the demand, need and use from the

public continues to increase. Staff experiences a phenomenon of “compression,” whereby larger than anticipated 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 06	214,549	76.41
FY 07	272,822	97.16
FY 08	334,037	118.96
FY 09	349,138	124.34
FY 10	295,577	150.80



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 in staffing of 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 use of these self-check stations increased and has now leveled off at approximately 50% of all checkouts.

Interlibrary loan 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 the 2009-2010 fiscal year, 58,170 requests for loans were filled. Since the California State Library provides a small financial incentive to encourage resource sharing, this is also a revenue generating activity. Woodland Public Library received \$84,342 from the California State Library for this activity. These funds are designated for library books and material replacement. These figures are down from FY 2008-2009 when the Library lent 72,681 and received \$118,768 in funds. The drop 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.

Programming:

Due to budget cuts and staff reductions, programming during 2009-2010 was dramatically reduced. Traditional programming has suffered the most in the service level reductions. The number of regular programs (such as story times and book clubs) decreased by 38%. However, the number of attendees per program is increasing.

Adult programming was only offered by the Friends of Woodland Public Library and the Woodland Reads organization. Summer Reading Club (SRC), the backbone of a library's programming for children and young adults, had significant cuts in events and in length of the program. SRC was decreased from six to four weeks and fewer events were held. I believe the charts below show the awesome amount of time that is required to make any programming successful.

Total Library Programming						
	FY 2009		FY 2010		% Change	% Change
	# of Sessions	Attendees	# of Sessions	Attendees	of Sessions	of Attendance
Age Level:						
Pre-School	142	3,221	68	981	-52.11%	-69.54%
School Age	85	7,688	54	2,086	-36.47%	-72.87%
Young Adult	44	268	10	166	-77.27%	-38.06%
Adult	33	576	4	140	-87.88%	-75.69%
Total	304	11,753	136	3,373	-55.26%	-71.30%

Summer Reading Club (SRC)					
		2007	2008	2009	% Change
Initial Sign Up/Kick Off Party		85	354	0	-100%
Total Participation		475	751	650	-13%
	Toddlers (<3 years)	52	79	44	-44%
	Children (3-12)	374	609	561	-8%
	Teens (12-17)	49	63	45	-29%
Number of Programs			7	4	-43%
Program Attendance		601	1,632	821	-50%
# of Minutes Logged by Children		68,460	121,050	83,410	-31%
# of Reviews Submitted by Teens		213	352	224	-36%
# of Books Reported by Adults		0	301	241	-20%

Outreach:

As reduced staff struggles to serve the near 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 September 2009, the Library participated actively in the annual Stroll Through History, hosting live music in the rotunda as well as a display of historical memorabilia. A two-page feature of the Library appears in the Woodland Chamber of Commerce 2009-2010 *Membership Directory and Community Guide*.

The Library participated in the “Woodland Reads” program and youth services staff participated in the Woodland Youth Coalition workshop in May.

Toward the end of the fiscal year, outreach to school and city events discontinued due to reduced staffing. Library Board of Trustees and Friends of the Woodland Public Library members represented the Library at events throughout the year.

Literacy:

The Woodland Public Library Literacy Service had a very productive year. During 2009-2010, the Literacy Service served 546 adult learners with 70 tutors (including 90 traditional one-on-one pairs, 14 inmates and 442 homeless individuals in conjunction with the Yolo Wayfarer Center for the Homeless). A total of 30 new tutors were recruited, trained, and placed for the traditional one-on-one adult tutoring program.

The Woodland Library Literacy Service continues to serve the hardest to serve, targeting the incarcerated, the homeless and the developmentally disabled in special programs. The Strength Through Education Program (STEP) continued to evolve with strong participation in the areas of basic literacy, computer literacy, life skills, and employment preparation for the homeless. An early childhood education tutor was hired to work with the children of the residents at the shelter.

The Voter Literacy Program provided students in the Inmate Literacy Program and Wayfarer with curriculum regarding voter registration, voter rights, candidates, and issues surrounding the 2010 Primary Elections and local bond issues. As a result, 40 first-time voters registered to vote and over 50 new and previously registered students voted.

Twenty additional inmates graduated with GEDs, bringing the total graduates to 156. The Literacy Service continues to play an active role in the Woodland United Way and the Woodland Literacy Council, advocating the need for literacy services within our community.

The Woodland Library Literacy Service operated in a self-sufficient, revenue neutral fashion for the second year in a row as a direct result of the coordinator’s grant writing efforts. The majority of funding sources continued from the previous year, in many cases increasing the amount. New funding for traditional literacy included: Community Development Block Grant funding (CDBG), the Kelly Foundation, the Teichert Foundation, and a substantial increase in funding from the Yocha DeHe Community Fund. The Literacy Service was the recipient of the Charles Evans Book Grant, supplying the program with \$6,000 worth of New Readers Press materials.

Grant Funding – Literacy:

- \$9,873 from the Community Development Block Grant
- \$3,000 from Target for general Literacy
- \$8,000 from United Way for STEP
- \$15,000 from Yocha DeHe Community Fund for general operating(literacy)
- \$3,000 from Teichert Foundation for STEP
- \$10,000 from Kelly Foundation
- \$6,000 from Charles Evans Book Grant
- \$500. From Soroptimists for No Barriers books

Facilities and Equipment:

Signage:

New and complete signage was ordered and installed in April 2010 and funded by the Friends of the Woodland Public Library. Lightweight foam board for both wall and ceiling mounted signs was chosen for its low cost. In addition, the material alleviates safety concerns accompanying metal and Lucite signage. The motivation for installing the signage included a desire to provide Library customers with clear indicators for self-service options with the continued reduction in staff.

Shelf Shifting:

Shelving has been expanded to the space where the public computers were housed. Volunteers sorted through shelving pieces in the storage area and assembled the shelving units. The shelving was used to expand the space for talking books, Teaching Company media, DVDs and CDs. In addition, as a result of the removal of part of the circulation desk, the area immediately to the right of the main entrance has been reclaimed for public space. Antique shelving has been installed and houses a new books display.

Equipment:

A new Ricoh copier was acquired in March 2009 through a lease with Ikon to replace the non-functioning staff copier.

As a result of a Friends of Woodland Public Library contribution, a new external book return with a capacity for 500 books or 1250 media items was installed curbside along Carnegie Way. The book return has alleviated the need to schedule staff to clear the single book drop during the three-day closures (a result of the budget cuts). A volunteer poured the cement slab it rests upon which has also mitigated drainage problems in that area as well.

Furniture:

The Friends of Woodland Public Library purchased wooden wall holders to house community information near the front door. Also, funds from the Friends purchased several items for the children's area – a rack for book and CD combos in hanging bags and two chairs for the beginning reader area.

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 500 volunteer hours are contributed to the maintenance alone.

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.

Other Duties:

In addition to the operational responsibilities detailed previously, the Library Services Director (and the several interim directors this year) has consistently attended and contributed to City Management/Committee/City Council meetings. In addition, the director has served as staff to

the Library Board of Trustees as well as attending meetings of the Friends of the Woodland Library. Weekly staff meetings are conducted on Friday mornings before opening and weekly Librarian meetings are held on Thursdays. Minutes are taken at both meetings and posted for all staff to review. Participation has been active with NorthNet Library System, Mountain Valley Library System Council, California Library Association, the State Library's Directors Committee and the American Library Association. Presentations to service organizations and community groups have occurred regularly, resulting in both financial and non-financial support. Required data has been supplied quarterly and annually to insure receipt of State funding. Contracts and agreements have been administered for courier service, the circulation system and a national cataloging database (OCLC).

FY 2007-2008

PART II – Special Projects and Studies

Public Computer Relocation: Implement the public computer relocation project from the existing walkway into the upstairs staff work area through a combination of grand funding and volunteer skilled labor.

The former Library Services Director, Sandra Briggs, arranged for a donation from the Woodland Sunrise Rotary Club for a relocation of the Library's computer area. The computers were out in the main area of the Library and created a congestion and noise problem. Ms. Briggs proposed that a staff work area, located near the main entry way of the Library, be repurposed as a computer room for public access.

The Woodland Sunrise Rotary removed the built-in cabinetry in the upstairs staff work area, installed an interior window and repaired the walls in the former staff room. Going far beyond the scope of the originally proposed project, the Rotary also painted and re-carpeted the entire space. Despite glitches in the original layout, the computers' relocation was completed by Technology Services staff and all was in working order. An official "ribbon-cutting" of the space occurred on April 26, 2010.

The anticipated reduction in noise and congestion in the main area was achieved; however, a pleasant and unanticipated outcome has been the reduction in noise within the new space as computer users self-monitor themselves effectively. The area's success is observed and appreciated by staff and public alike.

The chart below shows the number of individual "uses" for the public access computers. Overall access was down but when the usage is examined by uses per hour, it shows once again, that public access computer usage has not decreased proportionately but has an increased demand in a compressed amount of time.

	2008-2009	Per Hour	2009-2010	Per Hour
July	3,677	15.45	3,031	17.22
August	3,734	15.56	2,756	16.40
September	3,756	16.05	2,821	16.79
October	4,179	17.27	2,767	15.72
November	3,117	15.28	2,043	17.03
December	3,795	16.22	2,237	15.53
January	n/a	n/a	2,614	17.20
February	n/a	n/a	2,470	17.15
March	3,547	14.54	2,482	14.77
April	4,458	19.05	2,594	15.44
May	2,915	13.25	2,332	15.34
June	2,893	11.86	2,702	15.35
TOTAL			30,849	
Average Per Hour		13.08		16.13

Computer use statistics for January and February 2009 were inadvertently erased from the Envisionware system during staff training.

Redesign Library’s Website: Redesign the Library’s website to increase usability as well as high demand content.

According to statistics generated by Google Analytics (the chosen measurement tool of the city’s Technology Services department), the Library’s webpage generated 93,703 views - the most hits of any city department webpage except for the city’s main homepage. And the highest percentage of users exited the city’s main homepage via a link to the Library’s webpage.

From the Library’s webpage, the most used link was to access the Library’s catalog. According to use statistics, the other popular pages were customer’s accounts, and pages to kids, research tools and jobs & career help.

With access to the catalog, library accounts, subscription databases, research tools, calendar of events, links, volunteer programs, job seeking assistance and senior information, the Library’s website is very popular and useful.

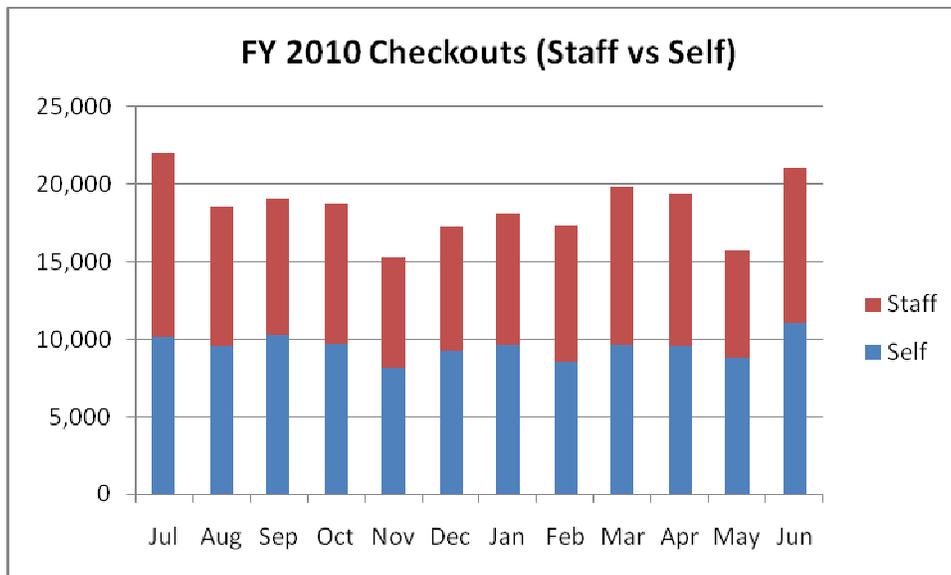
This year, a new pathfinder for reader advisory was added as well as access to the *Learning Express* database. *Learning Express* is designed to assist adults and young adults with standardized test preparation (GED, ASVAB, SAT, ACT, GRE, etc.) as well as a job resource center with aptitude tests, resume builders and job searches. The content of *Learning Express* is free to anyone with a Woodland Library card and can be accessed from home.

Evaluate performance of efficiencies implemented in 2008-2009: Evaluate efficiencies obtained through implementation of self-check stations and implementation of pre-processed material.

Self-Check Stations:

Throughout the 2010 fiscal year, self-checkout use has leveled to near 50% of all checkouts. With the public growing familiar with a more “do-it-yourself” style of service (at the grocery to the home improvement center), many people are comfortable checking out their own books. The location of a self-checkout station near the media which is also located next to the area where customers can pick up their library holds makes for an easy and quick “grab-n-go” experience for those who prefer it.

Woodland Public Library Checkouts (Staff vs Self)													
Month-by-month													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 09													
Self - 80	4,126	3,248	3,929	4,016	3,308	3,242	6,658	7,646	9,868	9,476	8,468	10,696	74,681
Staff - 40	19,830	16,712	16,495	16,944	15,767	17,010	14,951	12,447	13,325	12,582	11,186	14,284	181,533
	23,956	19,960	20,424	20,960	19,075	20,252	21,609	20,093	23,193	22,058	19,654	24,980	256,214
	17.22%	16.27%	19.24%	19.16%	17.34%	16.01%	30.81%	38.05%	42.55%	42.96%	43.09%	42.82%	
FY 10													
Self - 80	10,082	9,495	10,257	9,688	8,094	9,219	9,625	8,559	9,575	9,511	8,779	10,988	113,872
Staff - 40	11,873	9,040	8,758	9,007	7,161	7,986	8,410	8,747	10,188	9,820	6,862	10,006	107,858
	21,955	18,535	19,015	18,695	15,255	17,205	18,035	17,306	19,763	19,331	15,641	20,994	221,730
	45.92%	51.23%	53.94%	51.82%	53.06%	53.58%	53.37%	49.46%	48.45%	49.20%	56.13%	52.34%	



While the self-checkout stations are very successful and appreciated by many customers, it does not and cannot replace library staff. A circulation staff member is still needed to always be available to deal with problems, glitches and take money for fines. And a staff member should always be available for the customer who is more comfortable with face-to-face interaction and prefers not to deal with the technology.

However, with the reduction of overall staff, the self-checkout stations have allowed the Library to decrease the staff members at the circulation desk from two to one. Some Library processes have had to be modified and lines for service at the circulation desk are definitely longer, but it has been generally a positive implementation of technology.

Pre-processed Material:

Last year, the Library decided to utilize a book vendor, Baker & Taylor, not only purchase books but also to have the vendor prepare and catalog the items purchased. Ideally, the items would come from the vendor and be shelf ready. The vendor charges an extra 25% based on the cost of the item for this service.

Working with the vendor to communicate our standards and criteria is an ongoing process. Baker & Taylor reports an error rate of 3% as “acceptable.” That means that only 3% of the items should have a wrong call number or be placed in the wrong location, etc. However, even after a year, the error rate is closer to 15%. There is also a significant time lag between when we order books and when we receive them.

The consequences of these problems are not insignificant. Since the error rates are so high, many hours of staff time are still required to check the items, log problems, contact Baker & Taylor and then fix the problems. Also, since books are taking longer to get to the shelves (because of lengthened processing time as well as the time taken for error correction), there is less access to the material. For instance, for several years the Woodland Public Library was the leading lender within its partnership with Sacramento Public Library and the 15 other regional libraries. The more books the Library lends the more revenue it receives from the California State Library. However, because of the high error rate and slow turn-around time, Woodland Public Library is unable to have books available to lend in a timely manner and has fallen from first to third in the number of items lent.

The Library is continuing to work with Baker & Taylor and conference calls occur twice a month; but if errors continue, other options will need to be considered.

Increase Volunteer Utilization: Implement a functional volunteer program that requires minimal staff supervision, addresses high priority library needs and operates effectively.

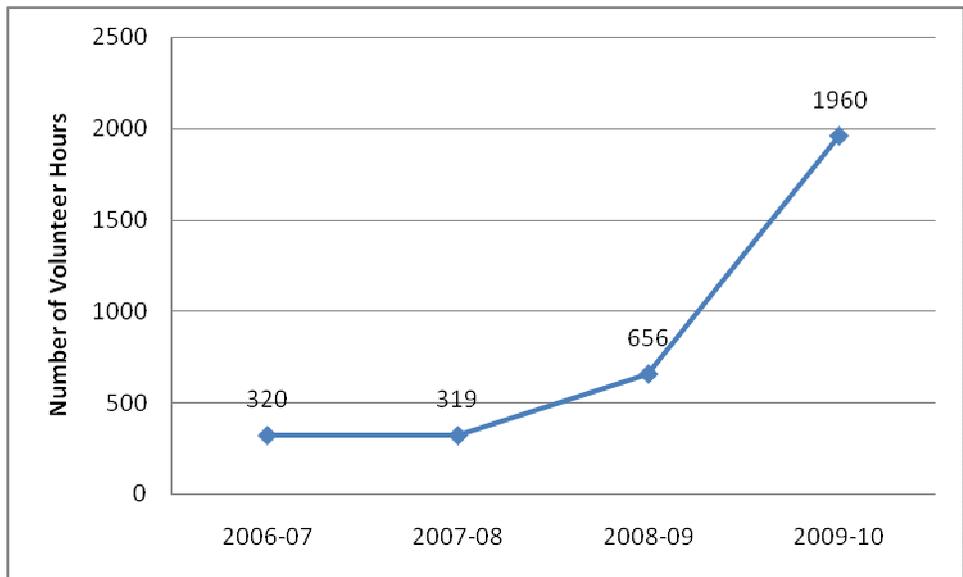
Woodland Public Library has historically had an active volunteer program from which the Library and community benefits in many far reaching ways. The Library is very open and enthusiastic regarding the possibilities of enhancing library services through the use of volunteers. At the same time, the Library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

In 2010 overall volunteer hours were down 7% from 2009’s high, however, with a reduction in Library hours, there is simply less time available for people to volunteer. However, the combined volunteer hours were still equivalent to almost 5 full-time staff members.

Type of Volunteer Activity	FY 08	FY 09	FY 10
Literacy Program (mostly tutoring)	3,687	10,385	8,270
Library Formal Volunteer Program	319	517	1,960
Teen Volunteers (mostly SRC)	337	225	86
Total Traditional Volunteer hours	4,342	11,127	10,316
FTE	2.10	5.38	4.98

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 increased from 318.5 hours to 517 hours, representing a 62% growth. However in 2010, under the care of a Volunteer Coordinator and Trainer (who is also a volunteer), the program jumped to 1,960 hours; a growth of almost 280%!



Besides the success of the Library Formal Volunteer Program, the infamous “Spine Tingle” were resurrected whereby volunteers mend books and bindings to help lengthen the shelf life of material.

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.

The lessons learned in 2010 are being incorporated into future plans. The Library will participate in a Volunteer Match Program and has realized that to fully be successful with the implementation of further volunteers, a Volunteer Coordinator is crucial. 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 will try to duplicate that success in other facets of volunteerism.

In addition, the Library benefits tremendously from the more informal volunteerism that is documented as follows for 2010:

Rose Club (grounds maintenance, administrative, fundraising)	x,xxx hours
Friends of the Library (fundraising, administrative advocacy)	5,296 hours
Board of Trustees (administrative, advocacy)	<u>600 hours</u>
	x,xxx hours

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>

PART III – Leadership Characteristics

I. Professional Growth

The Library Director is an active member of the American Library Association, Public Library Association, California Library Association, NorthNet Library System, and Mountain Valley Library System Council. The Director reads widely in professional literature and consistently seeks to implement best practices and innovation within the local library.

II. Staff Development

All permanent staff evaluations are current. This past year, staff attended regional meetings and workshops, state conferences, web casts, pod casts and workshops sponsored by InfoPeople, the training contractor for the California State Library. Two LTA IIs attended an InfoPeople workshop “Stress Management in the Library Workplace.” A Yolo Community Foundation Roundtable on volunteerism was attended by two professional staff. All professional librarians belong to the American Library Association and the California Library Association. Substantial emphasis was placed upon staff development during the reorganization. As more routine tasks are automated and/or outsourced and more emphasis is placed on public service, new skills will need to be developed in both professional and paraprofessional staff.

III. City Vision, Values and Mission Statement

The Woodland Public Library supports the city’s Vision, Values and Mission. With its focus on education, the Library is a large part of adding to the quality of life for Woodland residents. The Library also offers technology options to those on all sides of the digital divide

and provides support for job seekers to help maintain community vitality during these hard economic times. The Library is also focused externally on customer service while trying to maintain and improve our out staff development and processes. The Library endeavors to be progressive and see opportunity in all challenges.

IV. Safety

The Library is concerned for the safety of the public and its employees. Arrangements have been made so that permanent staff areas have more ergonomic work stations. The Library has worked with safety officials to maintain safe working areas and mitigated any issues identified. The Library has also maintained current ICS/EOC NIMS training.