

Placentia Library District
 411 E. Chapman Avenue
 Placentia, CA 92870

Administrative Offices (714) 528-1925

NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that the Board of Directors of the Placentia Library District will hold a public hearing in the Placentia Library Meeting Room of the Placentia Library, 411 E. Chapman Avenue, at 6:30 P.M., Monday, August 20, 2007, to consider the following items:

**PROPOSED BUDGET FOR
 2007-2008 FISCAL YEAR
 FOR THE PLACENTIA LIBRARY DISTRICT**

Summary of the proposed budget is as follows:

Equipment & Structure Repair	FUND 702	\$150,303.00
Automated Replacement	FUND 703	\$11,957.00
Interest & Sinking	FUND 706	\$190,823.00
General Fund	FUND 707	\$3,577,408.00
Unused Sick Leave Payoff	FUND 708	\$11,721.00

Copies of the preliminary budget may be viewed at the Administrative Office of the Placentia Library District, 411 E. Chapman Avenue, Placentia.

**PROPOSED FINES AND FEES SCHEDULE FOR
 2007-2008 FISCAL YEAR
 FOR THE PLACENTIA LIBRARY DISTRICT**

Summary of the proposed schedule is as follows:

<u>FINES</u>	<u>PER DAY</u>
All Items.....	\$.20
There is two-day <i>grace period</i> on fines for all items except videos and CD-ROMS. At the end of the grace period fines are calculated from the date that the item is due, not from the end of the grace period.	
<u>MAXIMUM FINE PER ITEM</u>	<u>MAXIMUM</u>
All items.....	\$.10.00
<u>RESERVES & SHELF CHECKS</u>	<u>PER ITEM</u>
All items.....	\$.50
Interlibrary Loans, actual charges by lending library, plus postage, plus.....	\$5.00
<u>LOST MATERIALS</u>	<u>DEFAULT*</u>
Cataloged Adult & Children's Books.....Item Cost + \$5.00.....	\$20.00
Uncataloged Paperbacks.....Item Cost + \$5.00.....	\$ 5.00
Magazines/Pamphlets.....No Processing Fee	\$3.00
Cassettes.....No Processing Fee.....	\$10.00
CD's, CD ROM's & Videos.....Item Cost + \$5.00.....	\$15.00
Audio Books (all formats).....Item Cost + \$5.00.....	\$50.00

*Default price will be used in the even the item cost is not available. The processing fee of \$5.00 is not part of the default price and needs to be added to the total amount due.

Placentia Library District

POLICY HANDBOOK

POLICY TITLE: Fines & Fees Schedule
POLICY NUMBER: 6035

PLACENTIA LIBRARY DISTRICT FINES AND FEES SCHEDULE

Effective September 1, 2007

Adopted August 25, 2003, Revised August 15, 2005, Revised August 20, 2007

FINES PER DAY

All Items \$.20

There is a two day grace period on fines. At the end of the grace period fines are calculated from the date that the item is due, not from the end of the grace period.

MAXIMUM FINE PER ITEM MAXIMUM

All Items \$ 10.00

RESERVES & SHELF CHECKS PER ITEM

All Items \$.50

Interlibrary Loans, actual charges by lending library, plus postage, plus..... 5.00

LOST MATERIALS DEFAULT*

Cataloged Adult & Children's Books Item Cost + \$ 5.00 \$ 20.00

Uncataloged Paperbacks Item Cost + \$ 5.00 5.00

Magazines/Pamphlets..... No Processing Fee..... 3.00

Cassettes..... No Processing Fee..... 10.00

CDs, CD ROMs & Videos Item Cost + \$ 5.00 15.00

Audio Books (all formats)..... Item Cost + \$ 5.00 50.00

**Default price will be used in the event the item cost is not available. The processing fee of \$5.00 is not part of the default price and needs to be added for the total amount due.*

SPECIAL SERVICES PER ITEM

Library card replacement..... \$ 2.00

Cleaning CD/DVD, next business day service..... 2.00

Cleaning CD/DVD, expedited same day service 5.00

Fax per document (outgoing or incoming) plus \$.10 per page 2.00

Laminating, per sheet 1.00

Notary services, per signature	10.00
Printing & Photocopy, black ink, per page, paid by cash or credit/debit card	0.10 ¹⁵
Printing & Photocopy, black ink, per page, paid by Library Card deposit account	0.08 ¹⁰
Printing & Photocopy, color, per page, paid by cash or credit/debit card.....	0.50
Printing & Photocopy, color, per page, paid by Library Card deposit account.....	0.45
Passport check preparation.....	2.00 ^{5.00}
Test monitoring, per exam	30.00

MULTIPURPOSE ROOM.....	PER DAY
Up to four hours	\$ 35.00
Additional hours, in four hour increments	35.00
Set-up & clean-up combination	30.00
Set-up fee	20.00
Clean-up fee ..	20.00

SURCHARGES

Returned check, up to 30 days	\$ 30.00
Returned check, 30th day and over: the greater of 3 times value of check or	100.00
Report to Collection Agency, per report	15.00

DAMAGES

Borrowers of materials from Placentia Library District assume full responsibility for their use. Placentia Library District assumes no responsibility for damage to personal property caused by the use of video cassettes, audio cassettes, or other library materials or equipment of any type. *(Adopted by the Library Board of Trustees, January 18, 1993.)*

**PLACENTIA LIBRARY DISTRICT
LIBRARY DIRECTOR'S OFFICE**

TO: Library Board of Trustees
FROM: Elizabeth D. Minter, Library Director
SUBJECT: Printing & Photocopy Charges for Public Libraries in Orange County
DATE: June 18, 2007

BACKGROUND:

The following table shows the current printing and photocopy charges being assessed by the public libraries in Orange County:

Library	Photocopy B&W	Print B&W	Photocopy/Print Color
Anaheim	.20	.20	1.00
Buena Park	.15	.15	Not Offered
Huntington Beach	.20	.15	1.00
Fullerton	.15	.15	.60
Mission Viejo	.15	.12	.75
Newport Beach	.20	.20	1.00
Orange County*	.15	.15	Not Offered
Orange City	.15	.15	.60
PLACENTIA (current)	.15	.10	1.00
PLACENTIA (proposed)	.10 (.08)	.10 (.08)	.50 (.45)
Santa Ana	.15	.15	.50
Yorba Linda	.15	.15	1.00

**Orange County prints are free after the first 3 -- \$.45 maximum charge.*



PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees
FROM: Elizabeth D. Minter, Library Director ^{wdj}
SUBJECT: Establish Fines and Fees Schedule for Fiscal Year 2007-2008 and set Public Hearing for Monday, August 13, 2007 at 6:30 P.M.
DATE: June 18, 2007

BACKGROUND:

Attachment A is Placentia Library District Policy 6035 – Fines & Fees Schedule adopted August 25, 2003 and revised August 15, 2005. The Policy was reviewed on August 31, 2006 and no changes were made.

Staff is recommending the following changes for Fiscal Year 2007-2008, effective September 1, 2007:

-  That Passport Check Preparation be increased from \$2.00 to \$5.00 per check.
-  That a new fee be established for copies of photographs from the Placentia History Room at \$7.50 per photograph, plus actual packaging and postage or shipping costs, if required.

Attachment B is the Proposed Fines & Fees Schedule for Fiscal Year 2007-2008.

The Fines & Fees Schedule needs to be adopted as a first reading and set for public hearing. Final adoption will take place after the public hearing. The recommended date for the public hearing is the August Board Meeting, Monday, August 13, 2007 at 6:30 P.M.. The public hearing on the Fines & Fees Schedule and the Budget will take place at the same meeting.

RECOMMENDATIONS:

1. Adopt as a first reading the Fines and Fees Schedule for Fiscal Year 2007-2008.
2. Authorize the amendment of Placentia Library District Policy 6035 – Fines & Fees Schedule to reflect the changes.
3. Set the Fines & Fees Schedule for Fiscal Year 2007-2008 for Public Hearing on Monday, August 13, 2007 at 6:30 P.M.



Placentia Library District

POLICY HANDBOOK

POLICY TITLE: Fines & Fees Schedule
POLICY NUMBER: 6035

PLACENTIA LIBRARY DISTRICT FINES AND FEES SCHEDULE Adopted August 25, 2003, Revised August 15, 2005

FINES PER DAY

All Items \$.20
There is a two day grace period on fines. At the end of the grace period fines are calculated from the date that the item is due, not from the end of the grace period.

MAXIMUM FINE PER ITEM **MAXIMUM**
All Items \$ 10.00

RESERVES & SHELF CHECKS..... **PER ITEM**
All Items \$.50
Interlibrary Loans, actual charges by lending library, plus postage, plus..... 5.00

LOST MATERIALS DEFAULT*

Cataloged Adult & Children's Books Item Cost + \$ 5.00 \$ 20.00
Uncataloged Paperbacks Item Cost + \$ 5.00 5.00
Magazines/Pamphlets..... No Processing Fee..... 3.00
Cassettes..... No Processing Fee..... 10.00
CDs, CD ROMs & Videos Item Cost + \$ 5.00 15.00
Audio Books (all formats)..... Item Cost + \$ 5.00 50.00

**Default price will be used in the event the item cost is not available. The processing fee of \$5.00 is not part of the default price and needs to be added for the total amount due.*

SPECIAL SERVICES **PER ITEM**
Library card replacement..... \$ 2.00
Cleaning CD/DVD, next business day service..... 2.00
Cleaning CD/DVD, expedited same day service 5.00
Fax per document (outgoing or incoming) plus \$.10 per page 2.00
Laminating, per sheet 1.00
Notary services, per signature 10.00
Printing, black ink, per page..... .10
Photocopy, black ink, per page15
Printing & Photocopy, color, per page 1.00
Passport check preparation..... 2.00
Test monitoring, per exam 30.00

MULTIPURPOSE ROOM.....	PER DAY
Up to four hours	\$ 35.00
Additional hours, in four hour increments	35.00
Set-up & clean-up combination	30.00
Set-up fee	20.00
Clean-up fee ..	20.00

SURCHARGES

Returned check, up to 30 days	\$ 30.00
Returned check, 30th day and over: the greater of 3 times value of check or	100.00
Report to Collection Agency, per report	15.00

DAMAGES

Borrowers of materials from Placentia Library District assume full responsibility for their use. Placentia Library District assumes no responsibility for damage to personal property caused by the use of video cassettes, audio cassettes, or other library materials or equipment of any type. *(Adopted by the Library Board of Trustees, January 18, 1993.)*

PLACENTIA LIBRARY DISTRICT FINES AND FEES SCHEDULE

Effective, September 1, 2007

Adopted August 25, 2003, Revised August 15, 2005, Revised August 20, 2007

FINES	PER DAY
All Items	\$.20

There is a two day *grace period* on fines. At the end of the grace period fines are calculated from the date that the item is due, not from the end of the grace period.

MAXIMUM FINE PER ITEM	MAXIMUM
All Items	\$ 10.00

RESERVES & SHELF CHECKS	PER ITEM
All Items	\$.50
Interlibrary Loans, actual charges by lending library, plus postage, plus	5.00

LOST MATERIALS	DEFAULT*
Cataloged Adult & Children's Books	Item Cost + \$ 5.00 \$ 20.00
Uncataloged Paperbacks	Item Cost + \$ 5.00 5.00
Magazines/Pamphlets	No Processing Fee 3.00
Cassettes	No Processing Fee 10.00
CD's, CD ROM's & Videos	Item Cost + \$ 5.00 15.00
Audio Books (all formats)	Item Cost + \$ 5.00 50.00

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SPECIAL SERVICES	PER ITEM
Library card replacement	\$ 2.00
Cleaning CD/DVD, next business day service	2.00
Cleaning CD/DVD, expedited same day service	5.00
Fax per document (outgoing or incoming) plus \$.10 per page	2.00
Laminating, per sheet	1.00
Notary services, per signature	10.00
Printing, black ink, per page10
Photocopy, black ink, per page15
Photographs from Placentia History Room, per photo plus actual packaging, postage and/or shipping	7.50
Printing & Photocopy, color, per page	1.00
Passport check preparation	5.00
Passport photo, per person	10.00
Test monitoring, per exam	30.00

MULTIPURPOSE ROOM	PER DAY
Up to four hours	\$ 35.00
Additional hours, in four hour increments	35.00
Set-up & Clean-up combination	30.00
Set-up fee	20.00
Clean-up fee	20.00

SURCHARGES	
Returned check, up to 30 days	\$ 30.00
Returned check, 30th day and over: the greater of 3 times value of check or	100.00
Report to Collection Agency, per report	15.00

DAMAGES

Borrowers of materials from Placentia Library District assume full responsibility for their use. Placentia Library District assumes no responsibility for damage to personal property caused by the use of video cassettes, audio cassettes, or other library materials or equipment of any type.

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees

FROM: Elizabeth D. Minter, Library Director *EM*






SUBJECT: Personnel Allocation Schedule and Organization Chart for Fiscal Year 2007-2008, effective July 1, 2007.

DATE: June 18, 2007

BACKGROUND:

The Proposed Personnel Allocation for Fiscal Year 2007-2008 is Attachment A and the Proposed Organization Chart for Fiscal Year 2007-2008 is Attachment B.

The Fiscal Year 2007-2008 Personnel Allocation and Organization Chart include the following positions that were approved by the Library Board of Trustees at its Meeting on May 29, 2007:

-  The addition of one .50 FTE Librarian/Library Assistant position to be assigned to the Children's Desk ~~and the other will be assigned to the Literacy Office.~~
-  The addition of one .50 FTE Coordinator of Development & Volunteer Services position to be assigned to the Public Services Department as the Volunteer Coordinator.
-  The reduction from 1.0 FTE to .75 FTE of the Coordinator of Development & Volunteer Services position in Administration that is assigned as the Development Director and Publications Coordinator.
-  The addition of one .50 FTE Library Clerk I to be assigned to the Circulation Department.
-  The addition of one .50 FTE Library Clerk I to be assigned to the Technical Services Department.

There are no requests for position reclassifications.

The Library Managers have agreed upon the following allocation of responsibilities:

Library Director	Technical Services	Public Services	Administrative Services
Technical Services	Computers & Maintenance	Adult Services	Budget
Public Services	Telecommunications & Maintenance	Children's Services	Finance
Administrative Services	Electronics & Maintenance	Literacy	Accounting
Development & Publications	Building & Equipment Maintenance	Placentia History Room	Human Resources
	Purchasing Equipment	Volunteer office	Purchasing Supplies & Services
	Acquisition of Library Materials	Grants Management	Risk Management Administration
	Circulation Services & Passports		Payroll
			Records & Maintenance of Records

RECOMMENDATION:

Adopt the Personnel Allocation Schedule and Organization Chart for Fiscal Year 2007-2008, effective July 1, 2007.

Placentia Library District

Proposed Personnel Allocation for Fiscal Year 2007-2008
Presented to the Library Board of Trustees June 18, 2007

Proposed Personnel Allocation for Fiscal Year FY2007-2008

	Admin	Public Svcs	Adult	Literacy	Child	Circ	Tech Svcs	TOTAL
Library Director	1.000							1.000
Service Manager	1.000	0.250		0.750			1.000	3.000
Administrative Assistant								0.000
Librarian II			1.000					1.000
Librarian			2.000	1.500	1.000		0.750	5.250
Library Assistant				0.500	1.000	1.000		2.500
Coordinator of Development & Volunteer Services	0.750	0.500						1.250
Library Clerk II						1.550		1.550
Library Clerk I	0.550					3.180	1.000	4.730
Substitute Librarian			0.250		0.250			0.500
Substitute Library Assistant							0.500	0.600
Substitute Clerk							0.100	0.600
Library Aide	0.250					1.625	1.000	2.875
Page						1.500		1.500
TOTAL	3.550	0.750	3.250	2.750	2.250	9.355	3.850	25.755

Personnel Allocation for Fiscal Year 2006-2007
Presented to the Library Board of Trustees July 19, 2006

Proposed Personnel Allocation for Fiscal Year FY2006-2007

	Admin	Public Svcs	Adult	Literacy	Child	Circ	Tech Svcs	TOTAL
Library Director	1.000							1.000
Service Manager	1.000	0.250		0.750			1.000	3.000
Administrative Assistant								0.000
Librarian II			1.000					1.000
Librarian			2.000	2.000	0.500		0.750	5.250
Library Assistant	1.000				1.000	1.000		3.000
Library Clerk II						2.000		2.000
Library Clerk I	1.300					1.475	0.500	3.275
Substitute Librarian			0.250		0.250			0.500
Substitute Library Assistant							0.500	0.600
Substitute Clerk							0.100	0.600
Library Aide	0.250					1.625	1.000	2.875
Page						1.500		1.500
TOTAL	4.550	0.250	3.250	2.750	1.750	8.100	3.350	24.000

Placentia Library District
Personnel Allocation for Fiscal Year 2005-2006
Presented to the Library Board of Trustees November 28, 2005

Personnel Allocation for Fiscal Year FY2005-2006

	Admin	Public Svcs	Adult	Literacy	Child	Circ	Passport & Tech Svcs	TOTAL
Library Director	1.000							1.000
Service Manager	1.000	0.250		0.750			1.000	3.000
Administrative Assistant								0.000
Librarian II			1.000					1.000
Librarian			1.750	1.500	0.500		0.500	4.250
Library Assistant	1.000				1.000	1.000		3.000
Library Clerk II						2.000		2.000
Library Clerk I						1.130	2.050	3.180
Substitute Librarian			0.250		0.250			0.500
Substitute Library Assistant								0.000
Substitute Clerk						0.500	0.100	0.600
Library Aide	0.250					2.125	0.500	2.875
Page						1.500		1.500
TOTAL	3.250	0.250	3.000	2.250	1.750	8.255	4.150	22.905

Personnel Allocation for Fiscal Year 2004-2005
Presented to the Library Board of Trustees August 9, 2004

Proposed Revised Personnel Allocation for Fiscal Year FY2004-2005, Effective August 9, 2004

	Admin	Public Svcs	Adult	Literacy	Child	Circ	Passport & Tech Svcs	TOTAL
Library Director	1.000							1.000
Service Manager		0.250	0.250	0.750			0.750	2.000
Administrative Assistant	1.000							1.000
Librarian II								0.000
Librarian			2.500	1.000	1.500	1.000	0.250	6.250
Library Assistant	1.000							1.000
Library Clerk II						1.000		1.000
Library Clerk I						1.625	1.550	3.175
Substitute Librarian			0.190		0.190			0.380
Substitute Library Assistant								0.000
Substitute Clerk						0.380		0.380
Library Aide	0.250					2.000	0.500	2.750
Page						0.500		0.500
TOTAL	3.250	0.250	2.940	1.750	1.690	6.505	3.050	19.435

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

Organization Chart for Fiscal Year 2007-2008

Presented June 18, 2007

Library Staff
(25.75 FTE)

LIBRARY BOARD

Library Director (1.00 FTE)
Minter

Technical Services
(Including Passport Clerks)
(13.21 FTE)

Technical Services Manager
(1.00 FTE)
Napier

Administrative Services
(1.55 FTE)

Administrative Services
Manager
(1.00 FTE)
Goodson
Library Clerk
(.55 FTE)
Hernandez

Public Services
(9.00 FTE)

Public Services Manager
(.25 FTE)
Roberts
Coordinator of
Development & Volunteer
Services (.50 FTE)
Monroe

Development Services
1.00 FTE

Coordinator of Development &
Volunteer Services (.75 FTE)
Vacant
Library Aide
(.25 FTE)
Strysik

Circulation Services
(9.36 FTE)

Library Assistant
(1.00 FTE)
Gomez
Library Clerk II
(1.55 FTE)
Hoffman (.55 FTE)
Wnek (1.00 FTE)
Library Clerk I
(3.18 FTE)
Quintana (1.00 FTE)
Diaz (.625 FTE)
Gibbons (.50 FTE)
Robison (.55 FTE)
Vacant (.50 FTE)
Library Aide/(Lead Shelver)
(1.625 FTE)
Peterson (.875 FTE)
Strysik (.25 FTE)
Vacant (.50 FTE)
Library Student Assistant
(Shelvers)
(1.50 FTE)
Substitute Clerk
(.50 FTE)

Acquisitions
Processing Services
(2.85 FTE)

Librarian
(.75 FTE)
Matas
Library Clerk
(1.00 FTE)
Gibbons (.50 FTE)
Vacant (.50 FTE)
Library Aide
(1.00 FTE)
Zuniga (.50 FTE)
Guzman (.50 FTE)
Substitute Clerk
(.10 FTE)

Adult Services
(3.25 FTE)

Librarian II
Strazdas (1.00 FTE)
Librarian
(2.00 FTE)
Bell (.75 FTE)
Matas (.25 FTE)
Dalstream (.50 FTE)
Staymates (.50 FTE)
Substitute Librarian
(.25 FTE)

Children's Services
(2.25 FTE)

Librarian
(1.00 FTE)
Vacant (.50 FTE)
Humble (.25 FTE)
Bell (.25 FTE)
Library Assistant
Gurkweitz (1.00 FTE)
Substitute Librarian
(.25 FTE)

Literacy Services
(2.75 FTE)

Public Services Manager/
Literacy Coordinator
(.75 FTE)
Roberts
Librarian (1.50 FTE)
Silberfarb (1.00 FTE)
Dalstream (.50 FTE)
Library Assistant (.50 FTE)
Rivera (.50 FTE)

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees

FROM: Elizabeth D. Minter, Library Director *EDM*

SUBJECT: Request from a Part-Time (ten hours per week) Librarian I for an exemption from Placentia Library District Policy 2030 – Holidays that requires that a part-time employee work twenty hours per week or more to be eligible for Holiday Pay, so that she may be paid for holidays that fall during her regular work schedule.

DATE: June 18, 2007

BACKGROUND

The Library Director has received a request from a regular Part-Time Librarian I who is authorized to work ten hours per week (.25 FTE). She is requesting that she be exempted from Section 2030.1 of Placentia Library District Policy 2030 – Holidays, that provides that paid holidays are provided to part-time employees who work twenty hours or more per week.

The employee request is Attachment A.

Placentia Library District policy 2030 is Attachment B.

There are currently three Monday holidays during the year which would provide nine hours of paid time off plus any other scheduled holidays that fall during a work week. If Martin Luther King Day is added there would be four Monday holidays which would provide twelve hours of paid time off. The potential is for ten holidays to fall on a work day in any given year for a potential of a total of thirty (30) paid hours. If a .25 FTE were provided with vacation at the District pro-rated scale, this staff member would be receiving twenty (20) hours of vacation per year.

At the present time there are no additional regular part time staff working less than twenty hours per week but there is a possibility that there will be one additional staff member in that situation after July 1, 2007.

The issues for the Library Board are:



Whether to grant a personal exception to Section 2030.1 for this employee only, effective July 1, 2007.



Whether to authorize the Library Director to create a Section 2030.1.1 that grants Regular Part-Time Employees, excluding Pages, who work between ten and twenty hours per week, to receive paid holidays if they fall on that employee's regular work schedule. The pay would be calculated on the

Elizabeth D. Minter

EDM

number of hours that the employee is regularly scheduled for that day and not pro-rated on the number of work days in the week. These employees would not receive the holiday pay if the holiday falls on a day not on their regular work schedule.

This policy would mean that an employee would never be short in pay for a holiday week because a holiday fell during the work week.

It is current Library practice for all part time employee working less than twenty hours per week to be offered to work hours on a day other than the holiday so that the employee does not lose any income for a holiday pay period.

RECOMMENDATION

Action to be determined by the Library Board of Trustees.

not found

MEMORANDUM

Date: April 19, 2007
To: Elizabeth Minter, Library Director
From: Phyllis Humple, Part-time Children's Librarian *PH*
Subject: Holiday Pay

Thank you for taking time out of your busy schedule to review this correspondence.

I have drafted this memo in response to our earlier conversation regarding my request for holiday compensation.

I would like to begin by expressing my gratitude for the opportunities this organization has afforded me. I thoroughly enjoy my time working for the Library and look forward to continuing to do so.

My compensation plan is currently based exclusively on the hours and days I work within a mutually agreed upon schedule but offers no additional consideration for me on days when the library is closed due to holiday. When one of my scheduled days falls on a holiday I am forced to sacrifice a significant portion of my weekly income through no plan or action of my own. This obviously has a negative impact on me financially.

I recognize that current policy does provide holiday compensation for employees of the Library who work a minimum of 20 hours per week. As a retiree on a fixed income, I choose to work a limited schedule of only 11 hours per week. Please consider my outstanding track record and my dedication to the Placentia Library District in response to my request that an exception be made in my case. I have been an employee in good standing of the Placentia Library District for over five years, and have held my current position as a permanent part-time Children's Librarian for almost three years now. I trust you will give this important matter the consideration it deserves.

My work schedule is as follows:

Monday: 3 hours - 3:00 pm - 6:00 pm

Wednesday: 4 hours - 2:00 pm - 6:00 pm

Thursday: 4 hours - 9:45 am - 1:45 pm

Thank you again for your time and attention.



Placentia Library District

POLICY HANDBOOK

POLICY TITLE: Holidays
POLICY NUMBER: 2030

2030.1 This policy will apply to all regular full-time and part-time employees who work twenty hours or more per week.

2030.2 The following days will be recognized and observed as paid holidays:

New Years Day

President's Day

Memorial Day

Independence Day

Labor Day

Veteran's Day

Thanksgiving Day

Christmas Eve Day

Christmas Day

New Year's Eve Day

2 Floating Holidays, one accrued in April and one accrued in October on the second pay period of the month.

2030.3 All regular work will be suspended and employees will receive one-day's pay for each of the holidays listed above. An employee is eligible for any paid holiday if he/she works the day before and the day after said holiday. Eligibility is also granted if the employee is on vacation or has notified his/her supervisor and the Library Director and received permission to be absent from work on that specific day or days.

2030.4 Holiday hours are based on an eight hour day of a forty (40) hour work week. Employees working less than forty (40) hours per week will receive a pro-rata allocation of holiday hours.

2030.5 When a holiday falls on an employee's day off or when the Library is closed, the employee will request any day during the work week of the holiday, approved by his/her scheduling supervisor, to compensate for this holiday.

2030.6 Placentia Library is closed on the Sundays preceding Monday holidays. The Sunday closings are not paid leave. Staff may either take vacation time or schedule the hours on other days during that workweek.

2030.7 If any employee works on any of the holidays listed above, excluding floating holidays, he/she will be paid for all hours worked at the rate of time and one-half (1½) his/her regular rate of pay, or as otherwise specified under Policy #2010, "Hours of Work and Overtime."

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees
FROM: Elizabeth D. Minter, Library Director *EDM*
SUBJECT: Travel Authorizations for the Internet Librarian Conference.
DATE: June 18, 2007

BACKGROUND

The Internet Librarian Conference, Monterey, October 27-31, 2007. The program addresses a wide range of technical topics for web based library services and electronic library services. An analysis of the cost is Attachment A. The Library Director recommends that Technology Manager Vernon Napier attends at a cost not to exceed \$2,579 from the General Fund. (We anticipate that there will be a discounted registration offered through CALIFA and we will wait for that announcement before submitting the paperwork.)

RECOMMENDATIONS

Authorize Technology Manager Napier to attend the Internet Librarian Seminars and Conference in Monterey, October 26 – November 1, 2007 at a cost not to exceed \$2,579 to be paid from the General Fund.



Placentia Library District
 Travel Estimate

Name: Vernon Napier
 Event: Internet Librarian Conference
 Location: Monterey, CA
 Fund: General Fund

Date	Fri 10/26/07	Sat 10/27/07	Sun 10/28/07	Mon 10/29/07	Tue 10/30/07	Wed 10/31/07	Thur 11/01/07	TOTAL
Registration		149.00	219.00	350.00				718.00
Hotel	186.40	186.40	131.4	131.40	131.40	131.40		898.40
Breakfast		15.00	15.00	15.00	15.00	15.00	15.00	90.00
Lunch	20.00	20.00		20.00	20.00	20.00	20.00	120.00
Dinner	25.00	25.00	25.00	25.00	25.00	25.00		150.00
Air/Train								-
Local Trans.								-
Mileage @ \$.485	181.88	9.70	9.70	9.70	9.70	9.70	181.88	412.25
Parking/Tolls		10.00	10.00	10.00	10.00	10.00		50.00
Telephone								-
Misc.	20.00	20.00	20.00	20.00	20.00	20.00	20.00	140.00
TOTAL	433.28	435.10	430.10	581.10	231.10	231.10	236.88	2,578.65

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees

FROM: Elizabeth D. Minter, Library Director *EDM*

SUBJECT: Request from a Part-Time (ten hours per week) Librarian I for an exemption from Placentia Library District Policy 2030 – Holidays that requires that a part-time employee work twenty hours per week or more to be eligible for Holiday Pay, so that she may be paid for holidays that fall during her regular work schedule.

DATE: June 18, 2007

BACKGROUND

The Library Director has received a request from a regular Part-Time Librarian I who is authorized to work ten hours per week (.25 FTE). She is requesting that she be exempted from Section 2030.1 of Placentia Library District Policy 2030 – Holidays, that provides that paid holidays are provided to part-time employees who work twenty hours or more per week.

The employee request is Attachment A.

Placentia Library District policy 2030 is Attachment B.

There are currently three Monday holidays during the year which would provide nine hours of paid time off plus any other scheduled holidays that fall during a work week. If Martin Luther King Day is added there would be four Monday holidays which would provide twelve hours of paid time off. The potential is for ten holidays to fall on a work day in any given year for a potential of a total of thirty (30) paid hours. If a .25 FTE were provided with vacation at the District pro-rated scale, this staff member would be receiving twenty (20) hours of vacation per year.

At the present time there are no additional regular part time staff working less than twenty hours per week but there is a possibility that there will be one additional staff member in that situation after July 1, 2007.

The issues for the Library Board are:



Whether to grant a personal exception to Section 2030.1 for this employee only, effective July 1, 2007.



Whether to authorize the Library Director to create a Section 2030.1.1 that grants Regular Part-Time Employees, excluding Pages, who work between ten and twenty hours per week, to receive paid holidays if they fall on that employee's regular work schedule. The pay would be calculated on the

number of hours that the employee is regularly scheduled for that day and not pro-rated on the number of work days in the week. These employees would not receive the holiday pay if the holiday falls on a day not on their regular work schedule.

This policy would mean that an employee would never be short in pay for a holiday week because a holiday fell during the work week.

It is current Library practice for all part time employee working less than twenty hours per week to be offered to work hours on a day other than the holiday so that the employee does not lose any income for a holiday pay period.

RECOMMENDATION

Action to be determined by the Library Board of Trustees.

MEMORANDUM

Date: April 19, 2007
To: Elizabeth Minter, Library Director
From: Phyllis Humple, Part-time Children's Librarian *PH*
Subject: Holiday Pay

Thank you for taking time out of your busy schedule to review this correspondence.

I have drafted this memo in response to our earlier conversation regarding my request for holiday compensation.

I would like to begin by expressing my gratitude for the opportunities this organization has afforded me. I thoroughly enjoy my time working for the Library and look forward to continuing to do so.

My compensation plan is currently based exclusively on the hours and days I work within a mutually agreed upon schedule but offers no additional consideration for me on days when the library is closed due to holiday. When one of my scheduled days falls on a holiday I am forced to sacrifice a significant portion of my weekly income through no plan or action of my own. This obviously has a negative impact on me financially.

I recognize that current policy does provide holiday compensation for employees of the Library who work a minimum of 20 hours per week. As a retiree on a fixed income, I choose to work a limited schedule of only 11 hours per week. Please consider my outstanding track record and my dedication to the Placentia Library District in response to my request that an exception be made in my case. I have been an employee in good standing of the Placentia Library District for over five years, and have held my current position as a permanent part-time Children's Librarian for almost three years now. I trust you will give this important matter the consideration it deserves.

My work schedule is as follows:

Monday: 3 hours - 3:00 pm - 6:00 pm

Wednesday: 4 hours - 2:00 pm - 6:00 pm

Thursday: 4 hours - 9:45 am - 1:45 pm

Thank you again for your time and attention.



Placentia Library District

POLICY HANDBOOK

POLICY TITLE: Holidays
POLICY NUMBER: 2030

2030.1 This policy will apply to all regular full-time and part-time employees who work twenty hours or more per week.

2030.2 The following days will be recognized and observed as paid holidays:

- New Years Day
- President's Day
- Memorial Day
- Independence Day
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- New Year's Eve Day
- 2 Floating Holidays, one accrued in April and one accrued in October on the second pay period of the month.

2030.3 All regular work will be suspended and employees will receive one-day's pay for each of the holidays listed above. An employee is eligible for any paid holiday if he/she works the day before and the day after said holiday. Eligibility is also granted if the employee is on vacation or has notified his/her supervisor and the Library Director and received permission to be absent from work on that specific day or days.

2030.4 Holiday hours are based on an eight hour day of a forty (40) hour work week. Employees working less than forty (40) hours per week will receive a pro-rata allocation of holiday hours.

2030.5 When a holiday falls on an employee's day off or when the Library is closed, the employee will request any day during the work week of the holiday, approved by his/her scheduling supervisor, to compensate for this holiday.

2030.6 Placentia Library is closed on the Sundays preceding Monday holidays. The Sunday closings are not paid leave. Staff may either take vacation time or schedule the hours on other days during that workweek.

2030.7 If any employee works on any of the holidays listed above, excluding floating holidays, he/she will be paid for all hours worked at the rate of time and one-half (1½) his/her regular rate of pay, or as otherwise specified under Policy #2010, "Hours of Work and Overtime."

PLACENTIA LIBRARY DISTRICT BOARD OF TRUSTEES

TO: Library Board of Trustees
FROM: Elizabeth D. Minter, Library Director *EDM*
SUBJECT: Travel Authorizations for the Internet Librarian Conference.
DATE: June 18, 2007

BACKGROUND

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Placentia Library District
Travel Estimate

Name: Vernon Napier
Event: Internet Librarian Conference
Location: Monterey, CA
Fund: General Fund

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Major Trends Affecting Libraries

Recently, while cleaning up some files on my laptop, I found an environmental scan of associations from *Association Management* (January 1999, p.99). Although almost ten years old, the article suggests some questions library boards might want to discuss in terms of their local public library. The questions are still valid and if nothing else will provoke interesting conversation.

1. What is the library's leadership role in the community? The library board and administrative staff certainly have the responsibility to run the library efficiently and effectively, but what contribution can we add to the community outside of the library? Are we:
 - Taking leadership positions on other community boards?

- Helping to integrate library services with other community services?
 - Working with other community leaders to make sure the library leads the community in information services?
 - Identifying our competitors and seeking out nontraditional allies?
2. What is the library doing to ensure that the community continues to receive value and a return on its investment? Are we:
 - Knowledgeable about the economic impact that libraries have on the local community?
 - Broadcasting our economic impact throughout the community by explaining

continued on page 7

Update from New Orleans

Editor's Note: Many of us saw and heard the heartfelt stories and great need in New Orleans last summer. Denise Botto asked Tania Tetlow for an update. Thanks, Denise! And a special thank-you to Ms. Tetlow for taking the time to share NOPL's experiences.

In New Orleans, we have learned many hard lessons these last two years. Books float. Mold is a force of nature. And libraries are crucial to rebuilding communities.

We met many of you last summer at the American Library Association conference in New Orleans. Thanks to your generosity, the *Library Journal*, and many library vendors and publishers, we were able to reopen two of our damaged branches last June as beautiful, computer-filled wonders. We have made steady progress since then, but still have a long, long way to go. With six gutted branches and major work required at Main Library, we have many

millions left to raise. But we are audacious in our hopes and determined to build a model system for the country.

After Katrina, all but twenty of the library staff were laid off because of the sudden absence of tax revenue. We are now back up to eighty-five, still too lean, but able to open almost six days a week. Our heroic staff remains dedicated to working multiple jobs, even as they struggle to rebuild their own lives and homes.

Librarians help patrons who have never seen the Internet negotiate with FEMA online. They read to kids and provide an oasis for children who have seen too much. Neighborhood groups meet in our branches; new charter schools sign up kids; and the public comes to view the city-wide planning maps. Katrina reminded all of us that libraries are essential.

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President's Message

ALTA: Making Connections



ALTA President
Anne Sterling

It's an eerie feeling to write this column without knowing whether our restructured ALTA will become reality this summer. By the time you read this copy of *The Voice*, you'll know what happened. All I can do is make the assumption that in the online election, you did approve the sweeping changes . . . and we're about to embark on a new journey, together. (If it doesn't pass, read this as a eulogy to what might have been!)

What it all comes down to is . . . people. I've just returned from Winchester, Virginia, where I spoke at a dinner. With me was Ann Dahl, a longstanding friend of mine who serves on the advisory board to the trustees of the Enoch Pratt Library in Baltimore. Ann tells me former ALA President Carla Hayden, who's on that staff, has been showing up lately dressed as a queen, her crown often slipping to a charmingly crooked angle. It's part of some program for teens, going on just now at the Pratt library.

Ann, who used to teach at the Calvert School, is an expert on several children's authors: Robert McCloskey (*Homer Price and the Doughnut Machine*), Laura Ingalls Wilder (*Little House on the Prairie*), and A. A. Milne (*Winnie the Pooh*). She has visited all the places where they lived and talked with folks who influenced the lives of these beloved writers. Besides writing study guides for their books, Ann lectures about one or another of these authors—for both children and adults.

A friend of mine is on the staff at the Bowman Library in Virginia. When not exercising horses (Winchester is horse country), Becki serves as public policy chair for American Association of University Women. This year she helped fight a library filtering bill. Sadly, the Virginia Library Association gave up this session on trying to stop forced filtering. A bill passed that requires all libraries receiving state funding to use a filter on every computer. Only if a patron declares "bona fide research or other legal purpose" can a staffer disable the filter. As Ann commented, "What if you're just curious?" I'm personally very proud of ALTA for opposing legislation like this.

What do these recent adventures of mine have to do with the new ALTA? It's all about networks, folks! It's simply people . . . who know more people . . . who care about libraries, and making sure they serve their communities. People who know that legislators have to be asked—foundations created, funds raised, and community members educated about the needs and enticed to show up and discover what resources can be accessed at the library.

The Task Force members—and our Board—who worked on our new structure know that it's a great plan. Members who voted for it believe in the new plan. The fifty-state initiative, especially, holds promise of a large, re-energized trustee/advocate organization. But in the end, what will make our new structure great is personal relationships.

One more asset we have is our veterans—Kerry Ward, Doll Thorn-Hawkins, Joan Ress Reeves, Dale Ross, and Sharon Saulmon. In our ranks are Shirley Bruursema, Jane Rowland, Don Roalkvam, Mable Robertson, Marguerite Ritchey, Helen Marte-Bautista, Lenore Gall, Francis Picart, Pat Fisher, Ellen Miller, Christine Hage, and the memory of Virginia Young. So many fine members have worked so hard. . . Victor, Gail, Lillian, Ann, Claire, Rose, Kim, David, Herbert, Andrea, Barbara, Pat, Bill, Ruth, Wayne, Sherman, Nicholas, and many, many more.

I look forward with great excitement to learning who our new ALTA president will be and to handing over the gavel to that person. The moment will mark a new era for our venerable organization, one of the oldest divisions in ALA—and soon to be one of the newest! This will be a cause worth working for. I ask that each one of you pledge, with me, that we'll turn our new organization into a dream of what library trustees—and library advocates—really need. If you loved the old ALTA, please work for the new one. You won't be sorry, I promise!

Washington, D.C., Here We Come!

RAISING CAPITAL AT THE CAPITOL PRECONFERENCE

On the first day of ALA's Annual Conference Friday, June 22, the Trustees and Advocates' Advocacy Committee is conducting a preconference entitled "Raising Capital in the Capitol." I strongly urge Trustees and Directors and others in attendance who are having Capital campaigns, doing fundraising, or millage campaigns for new or remodeled facilities to attend the workshop. In this day of so many cuts to libraries nationwide, more of the revenue has to be raised locally and involve the taxpayers and patrons in the local community.

We have two dynamic speakers, Joan Claffey, Director of Development at ALA, and Susan Roman, Dean and Professor of Graduate School of Libraries and Information Science, Dominican University, and former ALTA Executive Director. They both have first-hand knowledge and experience in raising such campaign financing.

It has been several years since ALTA has had a preconference. Let's make this one a success. It is also a chance to raise revenue for ALTA. See you on Friday, June 22, 1:30 to 5:30 p.m. Registration is \$85. (*Editor's note: If you've already preregistered for the conference, it's easy to add a preconference.*)—*Shirley A. Bruursema, Chair, ALTA Advocacy Committee*

SALOME THOMAS-EL AT SOS LUNCHEON



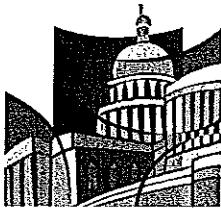
Salome Thomas-EL

The keynote speaker at the SOS Luncheon on Sunday, June 24, from noon to 2 p.m., is Salome Thomas-EL, author of *I Choose to Stay; A Black Teacher Refuses to Desert the Inner City*. The luncheon cost is \$50 and may be added to your conference registration.

Thomas-EL is a teacher who received a promotion and transfer in 1997. He had been a teacher at Roberts Vaux Middle School in Philadelphia's inner city since 1989. The promotion came because he had not only helped to improve morale and dis-

cipline at his school, but he had taught children to play chess—they went on to win local and national competitions. Besides a \$20,000 raise, he would have authority to make changes and greater opportunities to influence a larger number of students. He turned down the promotion, because of his devotion to his students. Inspiring and warmly human, Thomas-EL is a true hero. His story is moving and full of hope and proves beyond a doubt that a commitment to teaching in the public schools can result in excellence and success for children most of society has abandoned. You will not want to miss this special event.—*Kim D. Johnson, Maywood (Ill.) Public Library District*

LIBRARY DAY ON THE HILL



During ALA's Annual Conference in Washington, D.C., library groups and associations will have a unique opportunity to showcase their value and importance in the Halls of

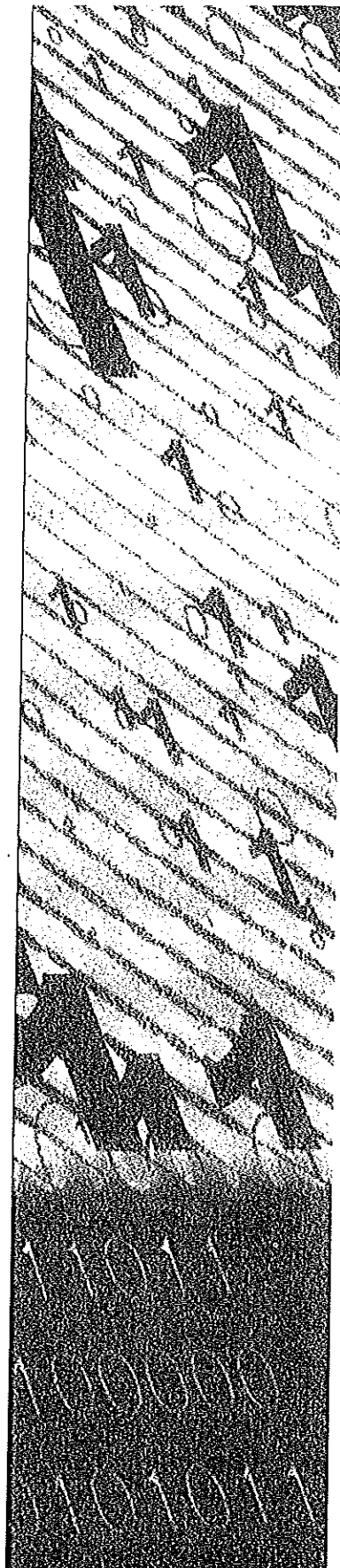
Congress at Library Day on the Hill!

On Tuesday, June 26, the ALA Washington Office has secured the Gold Room of the Rayburn House Office Building for the sole purpose of letting members of Congress know all about twenty-first-century libraries. There will be displays from every discipline to show our legislators just what libraries mean to America, from public libraries to school libraries, research libraries to special libraries.

This event is intended to be something ALA members do in conjunction with visiting their members of Congress. We strongly encourage you to visit your members on this day, and we will have one-page leaflets about the benefits of libraries on hand for you to give them. While we can't make appointments for you, you can make appointments directly with your member. However, there is no need to have an appointment to visit your member's office.

You can register for Day on the Hill when you register for Annual at the ALA Conference Services page (www.ala.org/annual). The event is free but does require registration.

For more information, please visit www.ala.org/dayonthehill.—*Andy Bridges, ALA Washington Office*



EMERGING TECHNOLOGY CONFERENCE



On May 7, 2007, Brooklyn (N.Y.) Public Library (BPL) hosted its first Emerging Technology Conference. The one-day conference was funded by a grant from the Bill & Melinda Gates Foundation.

More than one hundred library workers from BPL and the greater New York City area attended the daylong event, which focused on professional development and technology training. Workshops, held throughout BPL's Central Library, included A+ Certification, Adobe Photoshop, Network +, Microsoft Office, Web Design, Customer Service, Finance, Keyboard Shortcuts and Commands, and Resume Writing. Attendees also had the opportunity to assess their personality and professional strengths through a Myers-Briggs workshop.

The Emerging Technology Conference was completely organized by the library's Technology Resource Specialist staff.

The Emerging Technology Conference was a success on many levels and is one example of how BPL supports the professional development of all staff as well as how the library is maintaining a firm grasp on the pulse of new technology.—*Mable Robertson, Brooklyn (N.Y.) Public Library Trustee*

BLACK EXPO AND NEW COMPUTERS

The Maywood (Ill.) Public Library District had a very successful, first-ever Black Expo at the library on Saturday, February 10. We had poetry readings of prominent black authors, read by school children from Maywood School District 89. We had a stunning display of handmade quilts. One quilt made by the aunt of an employee of the library was a self-portrait as a young girl in a rural cabin at the turn of the twentieth century. A representative of Blacksmith Books sold that publisher's books. *Some Glad Morning* by Irene J. Steele sold like hotcakes. The NAACP had a representative, along with a number of local organizations that offered valuable resource information.

Our own Rose Mosley (Maywood trustee and ALTA Board member) read "Phenomenal Woman" by Maya Angelou, which was the highlight of the day's events. Concluding the Black Expo was an offering of southern African-American cooking. Chicken wings, fried okra, and peach cobbler were just some of the delicious food sampled by those in attendance.—*Stan Huntington, Director, Maywood (Ill.) Public Library District*

PICK OF THE LITTER—BEST OF THE BEST

The New Hampshire Library Trustees Association (NHTLA) was fifty years old on May 3, 2007, fifty years of perfection and dedication to the enhancement and growth of public librar-

EXPANDED LIBRARY IN NEW YORK

On January 21, 2007, the Syosset (N.Y.) Public Library celebrated the grand opening of its newly renovated and expanded building.

The original one-story, 23,000-square-foot building constructed in 1970 was designed to hold about 90,000 items. By 2001 the library's holdings numbered more than 250,000 and the need for more space was overwhelming. The community agreed and approved a \$13 million bond for the expansion.

The new 60,000+ square foot building has a second floor devoted to reference, research, a teen center, computers, and the newest information technologies. A theater was added with the latest audio-visual equipment. Other amenities include a coffee bar, a cozy fireplace with ample seating, a new children's story hour room, and lots of room for collection growth.

The Syosset Public Library is now the largest of the fifty-four libraries in Nassau County.—*Shirley Lang, ALTA Board Member, Syosset (N.Y.) Public Library Board*

ies throughout New Hampshire through library trustees. This nationally recognized and respected association has been and will continue to be a strong advocate of the 234 public libraries and 1,180 library trustees in the state. The thirteen directors and officers who serve voluntarily take a very active part in national and state library organizations. The directors of NHLTA visit library trustees at their request to assist in any way possible to help them.

Over the years NHLTA has had a multitude of outstanding officers, directors, and presidents. One in particular, however, stands out as an exceptional leader and advocate of library and trustees. Lillian Edelmann has led NHLTA to great heights. She, in conjunction with other directors, has worked closely with the New Hampshire legislature to improve and clarify state laws pertaining to libraries and the responsibilities of library trustees.

NHLTA's mission: "The NHLTA educates library trustees to be knowledgeable and effective in order to serve, improve, and promote New Hampshire public libraries and advocates the right of free access to information for every person." For NHLTA to continually fulfill its mission, the thirteen officers and directors dedicate more than 6,000 hours of volunteer time each year.

Over the years, NHLTA has held, and will continue to hold, educational events and an annual conference for the exchange of knowledge

and ideas to keep trustees abreast of the specific responsibilities. Several awards are given. For more information go to www.nhlta.com.

Library trustees today have an ever increasing responsibility to see that their library continues to grow, becomes more a community center, is well funded by the town or city, and maintains a knowledgeable staff and library director. NHLTA over the last fifty years has developed many exceptional tools to help trustees accomplish each of these responsibilities and will continue to do so for many more years. NHLTA has become very well respected and looked up to for its programs, advocacy, and methods of operation and is extremely proud of what it has accomplished.—
Craig Wark, Director, NHLTA

TECHNOLOGY COMPETENCIES FOR LIBRARIANS.

The March/April issue of *Library Technology Reports*, written by Sarah Houghton-Jan, tackles technology competencies for librarians in the information age. The report describes how to use descriptions of technology competencies so they will enhance your staff members' knowledge, the purpose and background of describing competencies, the process of creating descriptions, and the various types and structures of lists of competencies. For more information, visit www.techsource.ala.org/ltr.

Mark Your Calendar Important ALTA Dates

ALA ANNUAL CONFERENCE

ALTA events
June 21–25, 2007
Washington, D.C.

LIBRARY CARD SIGN-UP MONTH

September

BANNED BOOKS WEEK

September 29–
October 6, 2007

TEEN READ WEEK

October 14–20, 2007

NATIONAL CHILDREN'S BOOK WEEK

November 12–18, 2007

2008 MIDWINTER MEETING

January 11–16, 2008
Philadelphia

MICHIGAN LIBRARIES GETTING ADVOCATES

As Michigan public libraries face a 50 percent cut in state funding, they are trying to galvanize patrons to lobby those who control the state's purse strings. Kent District Library, the largest circulating public library system in the state with eighteen branches, has printed up bookmarks with contact information of legislators. At Grand Rapids Public Library, sample letters and phone scripts are available to make it easier to send messages to elected officials. Herrick District Library in Holland has set out fliers and signs for patrons to take.—*Grand Rapids (Mich.) Press, April 9, 2007.*

ALTA at a Glance

www.ala.org/alta

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Anne D. Sterling

Executive Director:
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ALA Production Services

ALTA Mission Statement

The Association for Library Trustees and Advocates promotes and ensures outstanding library service through educational programs that develop excellence in trusteeship and actions that advocate access to information for all.

ALTA Vision Statement

The Association for Library Trustees and Advocates will educate and empower library trustees to advocate for and adopt policies that promote the highest quality library and information services and ensure access to information to all.



ALTA Program Schedule for 2007 Annual Conference in Washington, D.C.

Hotel abbreviations are as follows:

WCC—Washington Convention Center

MAD—Madison Hotel

HYATT—Grand Hyatt Washington

MAY—Renaissance Mayflower*

*Headquarters

THURSDAY, JUNE 21, 2007

2–4 p.m.
Executive Committee Meeting
#220609
WCC – Room 209B

5–7 p.m.
ALTA Board of Directors Meeting
#220610
WCC – Room 209B

FRIDAY, JUNE 22, 2007

10–11:30 a.m.
All Committee Meeting 1: Advocacy, Intellectual Freedom, Local Arrangements, Membership, President's Program, Education of Trustees
MAD – Montpelier Room

8:30 a.m.–3:30 p.m.
(Registration from 8:30–9:30 a.m., program begins at 9:30 a.m.)
Advocacy Institute
Learn how to become an effective library advocate and develop an action plan that you can use in your community or on campus! Appropriate for beginners and those wishing to brush up on their skills, this day-long workshop and luncheon will feature an extensive breakout session on lobbying during the afternoon in addition to presentations on message development, coalition-building, and budgetary issues. The institute will also be a valuable opportunity to network and share ideas with other library advocates.
Tickets: advance = \$35; on site = \$50
MAY – Grand Ballroom, South

1–5 p.m.
ALTA Preconference: "Raising Library Capital in the Capitol"
\$85
MAD – Dolly Madison Lower

5:30–7:30 p.m.
ALA Exhibits All Conference Reception
Exhibit Floor

7:30–10 p.m.
ALTA Gala
\$50
America's Restaurant, Gallery Room, situated on Capitol Hill, 50 Massachusetts Ave.

SATURDAY, JUNE 23, 2007

8–10 a.m.
ALTA Opening Session: "Trustees, Friends, and Library Staff: Developing an Effective Library Advocacy Network!"
WCC – Room 140 A/B

10:30 a.m.–Noon
Intellectual Freedom Program: "Intellectual Freedom Who's Responsible?"
Hyatt – Independence D-E

1:30–3:30 p.m.
ALTA President's Program: "From Advocate to Player: Trustees Transforming Libraries"
WCC – Room 145 B

4–5:30 p.m.
All Committee Meeting 2: Action Development, Legislation, Publications, SOS
MAD – Montpelier Room

4:30–5:30 p.m.
Nominating Committee Meeting
MAD – Adams A

SUNDAY, JUNE 24, 2007

8–10 a.m.
Education of Trustees Program: "Crossing the Line"
WCC – Room 145 B

10:30 a.m.–Noon
Legislation Program: "Lifting the Gag: The Role of the Trustee"
MAY – Chinese Room

Noon–1:30 p.m.
SOS Luncheon: "The Library Is on My Street and I Refuse to Move"
MAD – Palette
1:30–3:30 p.m.

Technology for Trustees Program
WCC – Room 147 A

4–6 p.m.
ALTA Annual Business Meeting/
Open Forum
WCC – Room 155

MONDAY, JUNE 25, 2007

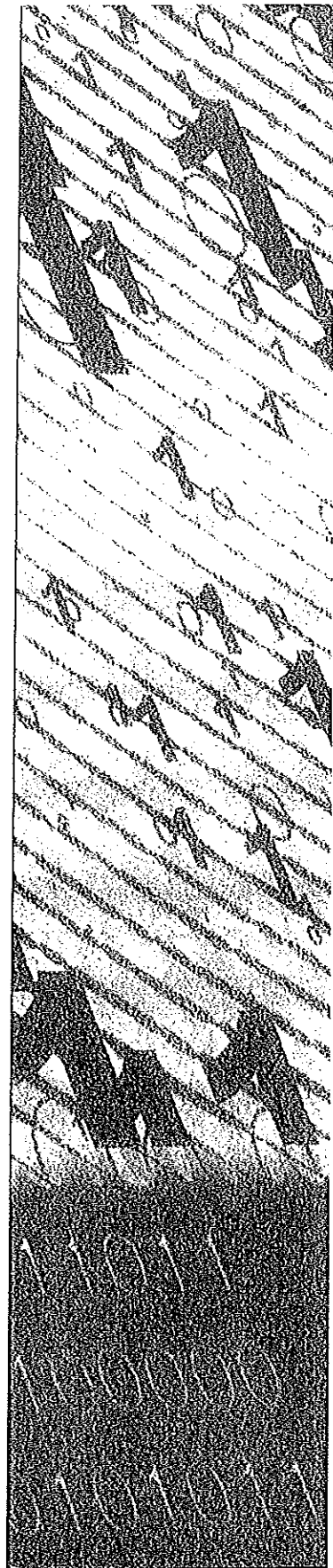
8–10 a.m.
2006–2007 Board of Directors Meeting
WCC – Room 149 A/B

10:30–11 a.m.
2007–2008 Board of Directors Meeting
WCC – Room 149 A/B

11 a.m.–Noon
2007–2008 Executive Committee Meeting
WCC – Room 149 A/B

Major Trends Affecting Libraries *continued from page 1*

- ing the library's role in workforce training, digital resources and services to small business, serving as anchors to other businesses and early literacy services which build human capital?
3. Is the library responsive to community need? Are we:
 - Keeping up with external societal changes so we continue to offer the resources our customers need (downloadable materials, 24/7 access and service, informational literacy training for both our staff and public, etc.)?
 - Fast, fluid, and flexible? Meeting rising customer expectations for more, faster, and free access to materials and services?
 - Can we flex our budgets to meet unexpected opportunities or needs?
 4. Has the library diversified its revenue sources? Although most libraries are still funded primarily through tax dollars, are we seeking out new partners and other sources of income such as:
 - Grants from corporate America as well as local charitable or literacy focused organizations.
 - Library endowments or community foundations.
 - Support from Friends of the Library.
 5. Is the library's technology usage leading the way to improved computing in the community or operating on a generation behind the community? Does the library:
 - Have an effective way of managing public access to computer?
 - Have the capacity to allow the public to download materials to CDs or flash drives?
 6. Is the library addressing generational issues? Does the library:
 - Staffing reflect the community demographics?
 - Programming address the differing preferences for programs and services based on the community demographics?
 - Offer volunteer opportunities that appeal to the community?
 7. Does the library have a recruitment and retention plan to secure a qualified workforce with the proper mix of technical, social/life experiences, professional, and leadership skills?
 8. Has the library explored outsourcing and co-sourcing to gain the maximum advantages for the library? Have core and non-core services been defined?
 9. Has the library considered consolidation and mergers to gain greater efficiency and cost savings?
 10. Has the library built an image that can meet increasing public scrutiny and competition? Does the community believe and value the library's services, resources, and activities?
- As always there is never one single, correct answer to any of the above questions, but the discussion of such issues may help you clarify your library's role in your community.—Christine Lind Hage, Director, Rochester Hills Public Library



Update from New Orleans *continued from page 1*

By July, six temporary branches will be serving residents around the flooded areas of the city for up to three years, thanks to funding from the Bill & Melinda Gates Foundation. And our two new bookmobiles will serve other areas of the city as citizens rebuild. Books on construction have become very popular.

We are working on more than just bricks and mortar. We have launched a "Born to Read" program with funding from Target. A biweekly evening arts program is attracting new faces to the Alvar Branch, and soon the adjacent park will attract even more. We are

also getting a new book printing machine! To help replace books in our collections and those of local schools, the Alfred P. Sloan Foundation and OnDemandBooks are funding a demonstration at NOPL of an Espresso Book Machine—new technology that will print paperback books within minutes.

We can't quite describe our gratitude for the outpouring of support we have received from around the country. Our partner library systems have sent us help, and we have received major corporate and foundation grants. Most heartwarming of all, we get the occasional check in the mail of the

proceeds of children's lemonade stands, gifts from the children of America to the children of New Orleans.

With your help, and our crazy determination, we *will* rebuild a better library system for the people of New Orleans. You can help by doing your own creative fundraisers for us and sending us your support. But most of all, keep us in your hearts. It really helps to know that you still care.—*Tania Tetlow, President, New Orleans Public Library Foundation*

Fall 2007 deadline:

Member dues for 2007 August 1, 2007

ALTA Voice of
America's
Library
Trustees &
Advocates

American Library Association
50 E. Huron St.
Chicago, IL 60611

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The Voice is published quarterly by the Association for Library Trustees and Advocates and is available with membership in ALA/ALTA. Address membership correspondence to Kerry Ward, ALTA, 50 E. Huron St., Chicago IL 60611. Send newsletter information to Sharon Saulmon, 12228 High Meadow Ct., Oklahoma City, OK 73170; ssaulmon@rose.edu; (405) 736-0259



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BY: _____

Board & Administrator

FOR BOARD MEMBERS

June 2007 Vol. 23, No. 10

Editor: Jeff Stratton

Develop the next generation of board members

In Stephen Percy and Patricia Wyzbinski's study of nearly 600 Milwaukee area board members, only 1% of board members report they are under age 30, while 14% are younger than 40.

I suspect Milwaukee isn't the only community that is seeing its boards get greyer. It's probably happening in your area too, and has future implications not only for your own organization, but the nonprofit sector in general, leaving organizations with a potential shortage of effective board members.

Percy, of the University of Wisconsin-Milwaukee, and Wyzbinski, of Milwaukee's Management Cornerstones, Inc., presented their research at the Networks, Stakeholders & Nonprofit Organization Governance: Whither (Wither?) Boards Conference sponsored by the Midwest Center for Nonprofit Leadership, the University of Missouri - Kansas City Henry W. Bloch School of Business and Public Administration and *The Nonprofit Quarterly*.

What can you do, as a board, to encourage younger people to be civic-minded and serve on boards? Don't expect the younger generation to approach nonprofit service in the same way as their predecessors. Nonprof-

its and their boards need to think differently about how to attract new board members to board service, conference participants suggested.

One insight: People under 40 are generally much more interested in task-force type work that is action-driven than they are in longer-term board service. Their approach to civic duty emphasizes "let's do it and get it done," tasks like a Habitat for Humanity home-building project.

These sorts of situational engagements allow them to make a contribution, and return to their family, business or personal interests.

Tip: Your approach to recruiting board members may have to change if you truly want to develop a next generation of board leaders. It may require a longer-term approach to recruiting, where you encourage younger people first to participate in a special event that lets you introduce your organization. The doers and gung-ho types may then develop into the people you groom to lead more significant projects, like an annual golf event, before they are ready to commit to a term on the board. ■

Weekly meeting with administrator improves communication

Sherri Whiting, chair of a Crowley, Texas board, meets weekly with Administrator Greg Gibson, every Monday at 8:30 a.m. sharp. "We're in his office every Monday for about 90 minutes," she said.

The meetings boost board, board chair and administrator communication by getting board members' questions answered and planning the board team's approach to looming issues.

The meeting has an agenda, Whiting said. This typically includes a list of questions that board members have given her. "We also discuss problems that are coming up," she said. "The Monday meetings give us a chance to do some thinking in advance about, 'Where should we go with this?'"

The administrator also brings in other administrators to the session as needed, Whiting said. ■

Consider a Commitment Pledge to reinforce board excellence

Some boards have "it" while some boards don't. "It" means board members who show up in meetings on time and who are prepared, ready to conduct the board's business, and engaged by the organization's mission, programs and activities. Engagement often comes down to clear expectations that are communicated upfront.

The following pledge can be used in two ways to reinforce your board's expectations:

1. As an orientation tool, when you bring new members onto your board to encourage commitment to board service.
2. By your board chair, if she needs to counsel a member about attendance and commitment issues.

I, _____, pledge that I shall:

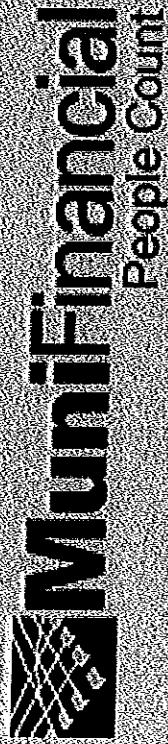
1. Commit to the mission and values of the organization, actively promote it, further the mission, and support policy.
2. Engage in behavior which is legal, ethical and consistent with the mission and values of the organization. Acknowledge and disclose any conflict of interest.
3. Commit the time, talent and energy necessary to further the work of the board. Arrange my schedule to meet the duties and obligations of board service.
4. Develop an understanding of the organization's structure, membership, programs, finances, and its place in the community, without interfering with the work of the executive director and staff.
5. Treat the staff and fellow board members with respect and dignity, fairness and consistency.
6. Participate in board activities and board-sponsored functions, which include orientation sessions, educational events, retreats, meetings and organizational special events.
7. Prepare for meetings in advance. Participate in board discussions.
8. Understand that no individual officer or member of this board can commit the organization either operationally or financially. Understand that no individual board member can usurp the board's role and obligations.
9. Serve on at least one board committee.
10. Actively recruit other board members and volunteers for the organization.
11. Make a financial contribution to the organization annually to demonstrate my commitment to the organization.

Board member's signature: _____ Date: _____

Board goals flow from mission statement

Goals aren't only for your executive director. Encourage your board to create its own performance goals after it develops or modifies the organization's mission statement. Here's an example from a Georgia board:

- Improve interpersonal working relationships.
- Establish a schedule for board retreats and work sessions.
- Reach agreement on organization priorities.
- Increase communication and outreach with stakeholders. ■



Placentia Library District

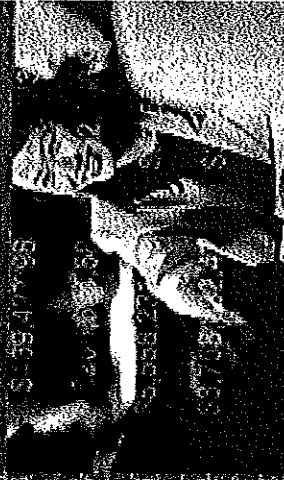
Impact Fee Study

September 18, 2006

Marshall Eyeman

Toyasha Black

**Project
Management
Analysis**



**Data
Management**

**Information
People Count**

Project
Management

Analysis

Data
Management

Information

People Count

Introduction to MuniFinancial

- Muni Team:
 - ✓ Marshall Eyerman, Project Manager
 - ✓ Toyasha Black, Senior Analyst
 - ✓ Staff Support, Temecula Office

- Muni Experience:
 - ✓ One of the largest public sector financial consulting firms in the United States
 - ✓ Extensive experience in providing a wide range of local agency financial services, including development impact fee studies, to similarly sized agencies across the nation

Project
Management

Analysis

Project Objectives

- Develop fee justification based on the “reasonable relationship” and “deferential review” standards established by the courts
- Provide a schedule of maximum-justified fees by land use category
- Present the results of the study in a clearly written report in compliance with the *Mitigation Fee Act* (California Government Code 66000 to 66025)
- Provide comprehensive backup documentation for assumptions, including copies of spreadsheet files, to enable District staff to update fees in the future

Data
Management

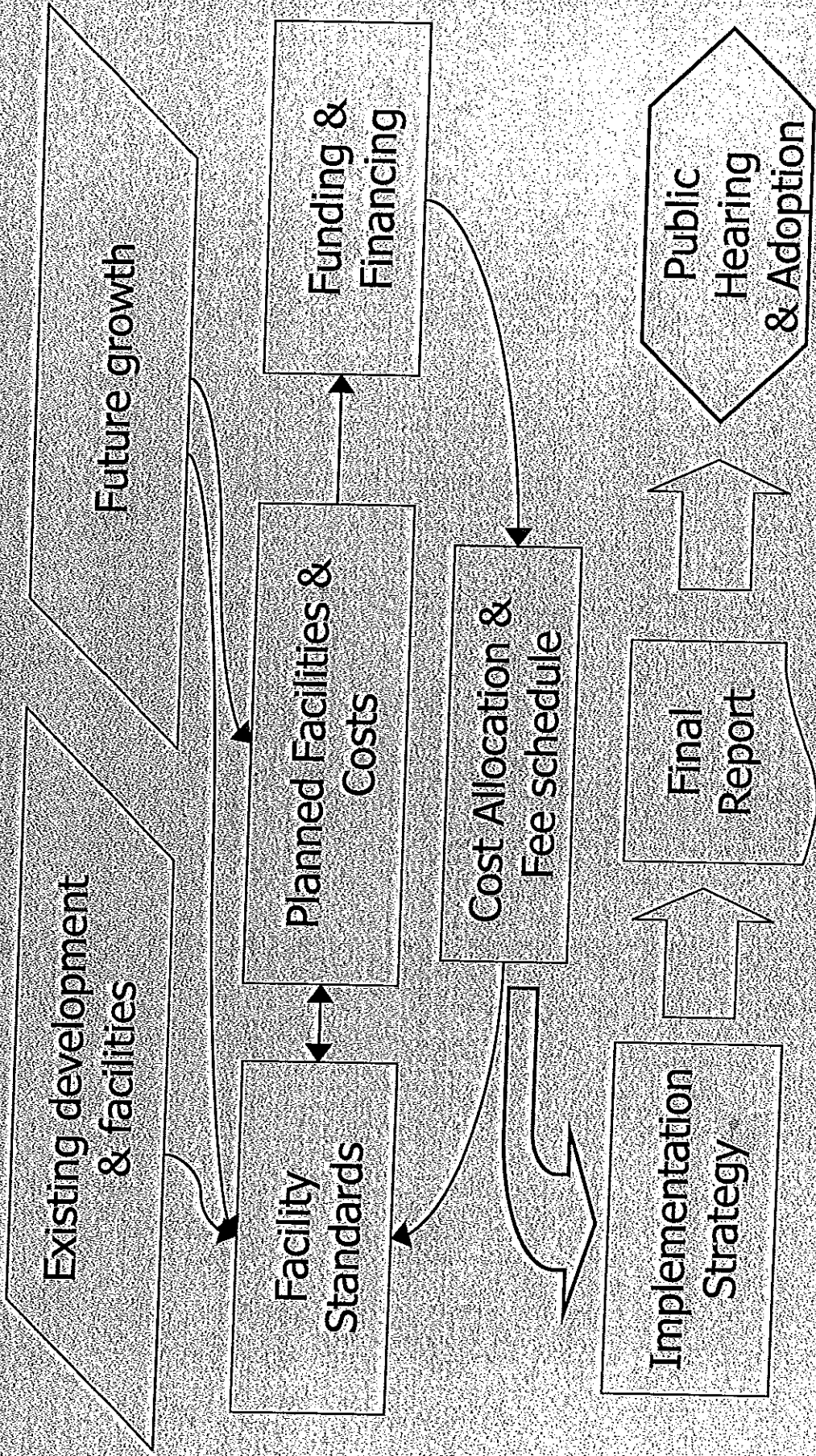
Information

People Count

Mitigation Fee Act Findings (Govt. Code §66001)

- Purpose of fee
 - ✓ Reference General Plan goals and objectives
- Use of fee revenue
 - ✓ General description, maintain flexibility
- “Dual Nexus”
 - ✓ Need: Development ≈ Need for facilities
 - ✓ Benefit: Development ≈ Use of revenue
- Rough Proportionality: Fee amount ≈ development’s share of facility costs

Impact Fee Approach Overview



Project
Management

Analysis

Data
Management

Information

People Count

Methodology for Calculating Public Facilities Fees

- Determine growth projections
- Identify facility standards
- Determine the amount and cost of facilities required to accommodate new development
- Calculate the public facilities fee by allocating the total cost of facilities per unit of development

September 18, 2006

Placentia Library District

The Metric: Components of Service Standards

Demand Standard

- Usually based on physical measure of demand and facilities.
- Examples: Traffic LOS, Park Acres/1k, Gallons per Day.

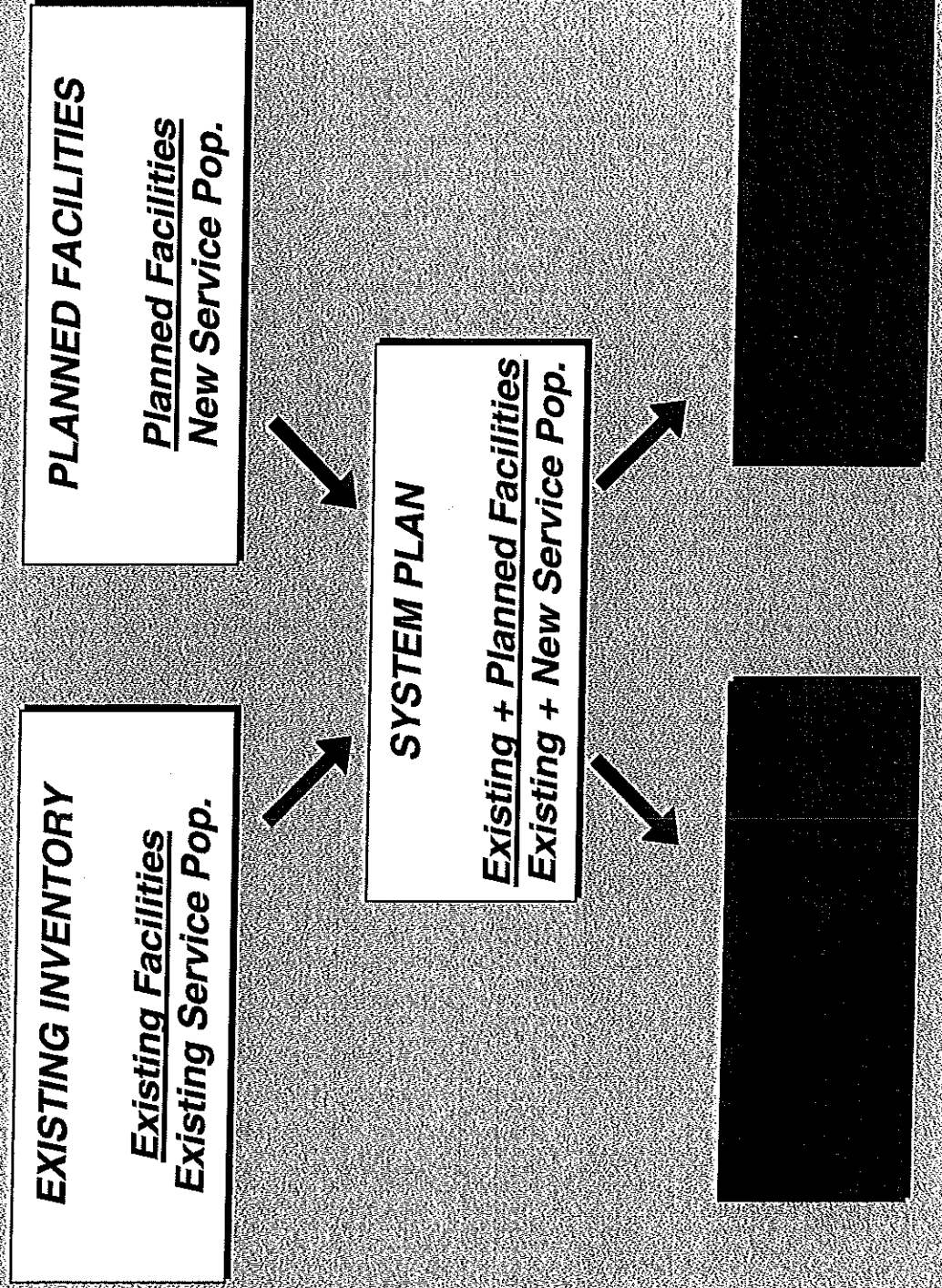
Design Standard

- Specific design standard to meet stated service goals.
- Allows design for “what could be.”
- Accommodate changes in building codes, state, and federal mandates

Cost Standard

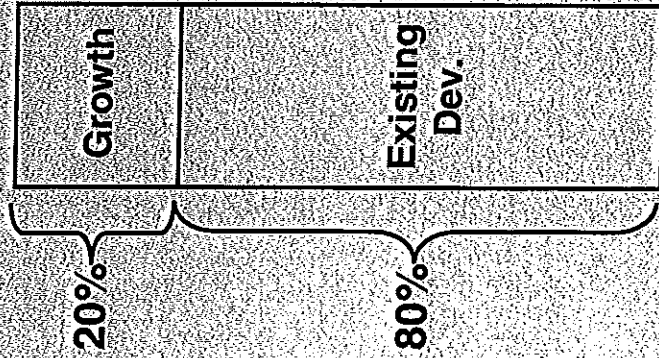
- Converts demand and design standards into costs per unit.
- Examples: Cost per Peak P.M. Trip, Cost per capita, etc...

Facility standards depend on WHO needs WHAT

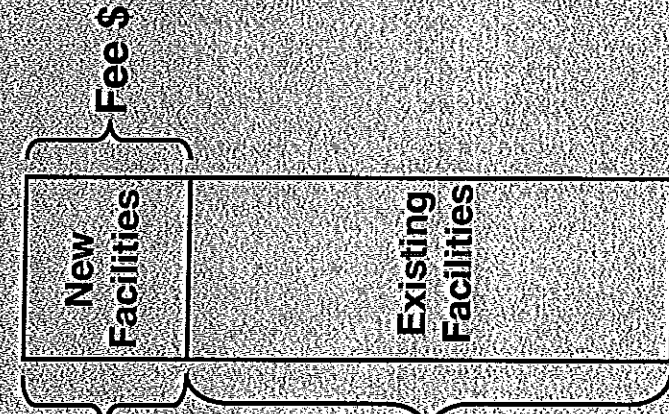


Existing Inventory Approach

Development



Facilities



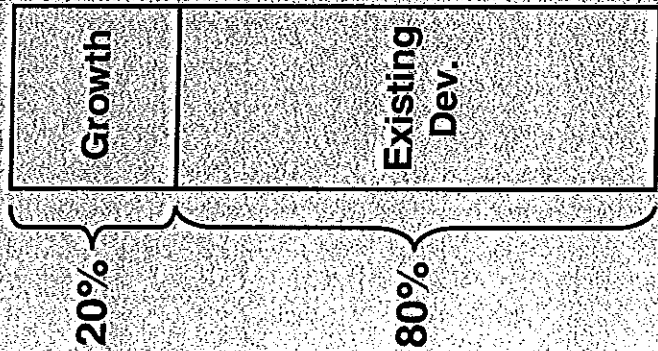
- Provides funds to

maintain existing facility standards

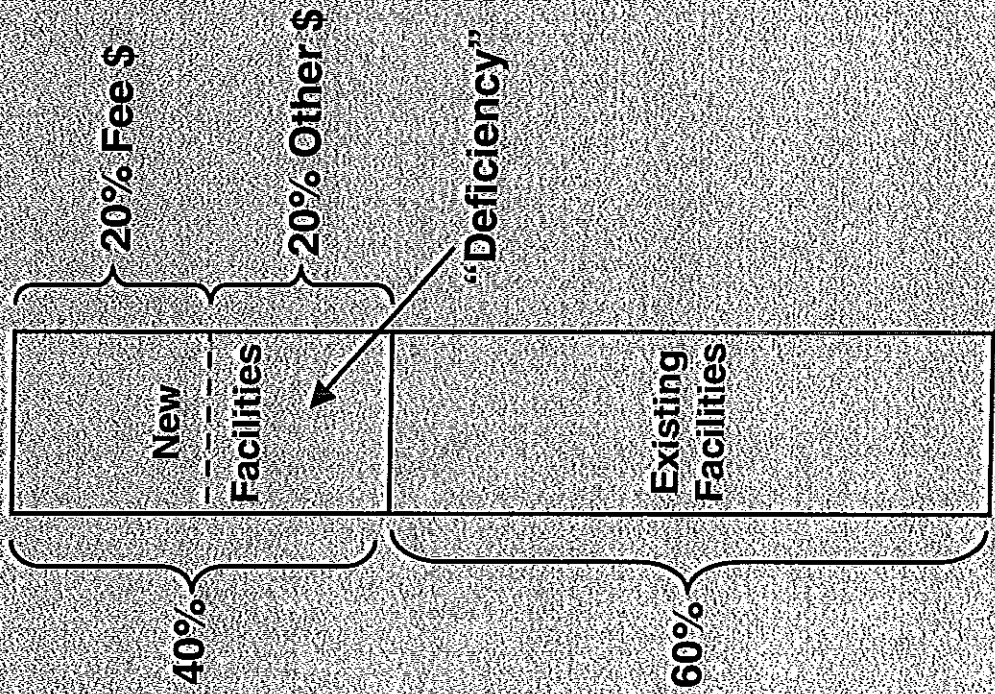
- Often used when no other planning studies available
- Simple intuitive methodology
- Highly defensible to legal challenge

System Plan Approach

Development



Facilities



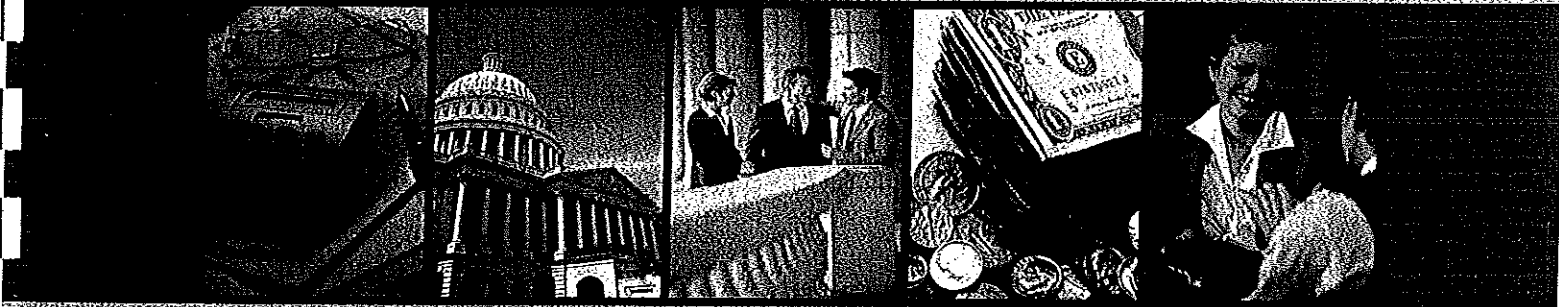
- Enables new development to assist in raising facility standards
 - Higher fee, more revenue compared to Existing Inventory approach
 - Used when you can't separate out facilities that serve existing versus new development
 - Often based on a master plan or other list of planned capital projects
 - Need to fund "deficiency" with non-fee \$, but exact requirements unclear

Project Schedule

	Month 1	Month 2	Month 3
Task 1. Identify and Resolve Policy Issues			
Task 2. Identify Existing Development and Future Growth			
Task 3. Calculate Facility Standards			
Task 4. Determine Potential Facility Needs and Costs			
Task 5. Identify Funding and Financing Alternatives			
Task 6. Prepare Report			

*MuniFinancial Proposal to
Placentia Library District*

*Impact Fee Documentation
for Library Facilities*



27368 Via Industria, Suite 110, Temecula, California 92590

September 12, 2006

Ms. Elizabeth D. Minter
Library Director
Placentia Library District
411 East Chapman Ave.
Placentia, California 92870

Re: Prepare Impact Fee Documentation for Library Facilities

Dear Ms. Minter:

MuniFinancial is pleased to submit this proposal to prepare impact fee documentation for library facilities for the Placentia Library District.

MuniFinancial is one of the largest public-sector financial consulting firms in the United States, with headquarters in Temecula and regional offices in Oakland, Lancaster, and Sacramento. In our 18-year history we have helped hundreds of public agencies and nonprofit organizations successfully address financial challenges. We have extensive experience in a wide range of local agency financial services, including development impact fee studies.

The project team we have assembled for the Placentia Library District includes Mr. **Robert D. Spencer**, Principal Consultant, and Ms. **Sally Van Etten**, Senior Project Analyst, who will serve as technical advisors. Mr. **Marshall Eyerman** will serve as principal-in-charge and project manager for this engagement. Ms. **Quennelle Quartararo** and Ms. **Toyasha Black** will provide analytical support. I am certain that this team can successfully partner with your staff to prepare a fee analysis that equips the District to provide for the impact of development.

We are excited about this opportunity to provide the Placentia Library District with the excellent service for which MuniFinancial is known. Please do not hesitate to contact Marshall Eyerman at (951) 587-3562 or via email to marshalle@muni.com if you have any questions regarding this proposal.

Sincerely,
MuniFinancial



Brian Jewett, Division Manager
Financial Consulting Services Group

Enclosure

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EXECUTIVE SUMMARY

This section explains the project objectives, our approach to development impact fee programs, and how that approach would be applied to the Placentia Library District.

PROJECT OBJECTIVES

The objectives of this project are to:

- ◆ Develop fee justification based on the “reasonable relationship” and “deferential review” standards established by the courts;
- ◆ Provide a schedule of maximum-justified fees by land use category;
- ◆ Present the results of the study in a clearly written report in compliance with the *Mitigation Fee Act* (California Government Code 66000 to 66025); and
- ◆ Provide comprehensive backup documentation for assumptions, including copies of spreadsheet files, to enable District staff to update fees in the future.

SUMMARY OF APPROACH

MuniFinancial’s methodology for calculating public facilities fees is simple and flexible. We calculate the maximum justifiable impact fee and provide the flexibility for the District to impose fees up to that amount. The program incorporates local policy priorities and is simple to explain to elected officials, interest groups and the public.

Our overall methodology is straightforward: we efficiently apply our financial and engineering expertise to develop technically defensible fee documentation that is easily understood by the development community and the public. We take advantage of the flexibility that statutes and case law provides in establishing the nexus between new development and area-wide fee programs to avoid excessive engineering costs on our part.

Development impact fees are calculated to fund the cost of facilities required to accommodate growth. The four (4) steps followed in an impact fee study include:

1. Determine growth projections appropriate for use in study;
2. Identify facility standards;
3. Determine the amount and cost of facilities required to accommodate new development based on facility standards and growth projections; and
4. Calculate the public facilities fee by allocating the total cost of facilities per unit of development.

The identification of facility standards in step #2 often involves preparing an inventory of existing facilities and identifying specific planned facilities. This data is needed to provide a basis for the calculation of facility standards.

Step #3 may include identification of and cost estimates for existing facility deficiencies. Depending on the facilities standards chosen, existing development may have a responsibility to provide additional facilities to meet the same standards being applied to new

development. The cost of these deficiencies cannot be funded by impact fee revenues and requires identification of alternative funding sources.

FACILITY STANDARDS

The key public policy issue in development impact fee studies is the identification of facility standards. Facility standards document a reasonable relationship (1) between new development and the total need for new facilities, and (2) between each development project and the impact fee for that project. Standards also ensure that new development does not fund deficiencies associated with existing development.

TYPES OF FACILITY STANDARDS

The types of standards that may be used in a development impact fee study include:

- ◆ *Demand standards* determine the amount of facilities required to accommodate growth. These standards are the most common method for discussing policy options with regards to public facility fees.
- ◆ *Design standards* determine how a facility should be designed to meet expected demand. These standards are typically not evaluated as part of an impact fee analysis, but they can have a significant impact on the cost of facilities.
- ◆ *Cost standards* determine the cost per unit of demand based on the estimated cost of facilities. Impact fee studies often convert the other two (2) standards discussed above to a cost standard to generate an impact fee schedule.

METHODS FOR DETERMINING FACILITY STANDARDS

The most commonly accepted approaches to determining a facility standard are described below.

- ◆ The **existing inventory method** uses a facility standard based on the ratio of existing facilities to the existing service population. Under this approach new development funds the expansion of facilities at the same standard currently serving existing development. By definition the existing inventory method results in no facility deficiencies attributable to existing development. This method is often used when a long-range plan for new facilities is not available. Only the initial facilities to be funded with fees are identified in the fee study. Future facilities to serve growth are identified through an annual capital improvement plan and budget process.
- ◆ The **planned facilities method** calculates the standard solely based on the ratio of planned facilities to the increase in demand associated with new development. This method is appropriate when planned facilities only benefit new development. This method also may be used when there is excess capacity in existing facilities that can accommodate new development. In that case new development can fund facilities at a standard lower than the existing inventory standard and still provide an acceptable level of facilities.
- ◆ The **system method** calculates the standard based on the ratio of existing plus planned facilities to total future demand (existing and new development). This method is used when (1) the local agency anticipates increasing its facility standard above the existing inventory standard discussed above, and (2) planned

facilities are part of a system that benefit both existing and new development. Using a facility standard that is higher than the existing inventory standard creates a deficiency for existing development. The jurisdiction must secure non-fee funding for that portion of planned facilities required to correct the deficiency.

Some impact fee programs require specialized engineering studies to identify facility needs. If adequate engineering analysis is not available, we will work with the District to develop purposefully conservative preliminary fee calculations. The District can then adopt a fee program pending completion of the necessary engineering studies.

OTHER ELEMENTS OF APPROACH

INTEGRATION WITH LONG-RANGE CAPITAL IMPROVEMENT PLANS

An effective impact fee program must be integrated into the District's specific plans, master plans, and other long-range capital improvement plans (CIPs). We will review existing CIPs and see that the fee program addresses specific funding needs. We will work with staff to determine the need for impact of debt financing on the fee program. We can program fees to specific capital projects if necessary. However, we recommend that the fee program not be definitive in this regard and that the District program fees through its annual CIP process to provide as much flexibility as possible to meet changing circumstances.

Overall, our goal is to develop an impact fee program that effectively supports a financially feasible plan for facilities to accommodate growth.

DISTRICT, DEVELOPER AND PUBLIC PARTICIPATION

Gaining consensus among various groups requires a balanced discussion of both economic development and community service objectives. If the District deems necessary, we will facilitate meetings with representatives of the development industry to explain the program and gain input. Our goal is to create consensus first around the need for facilities and second around a feasible revenue strategy including the role of impact fees.

ECONOMIC DEVELOPMENT CONCERNS

The development community often is concerned that fees and other exactions will become too high for development to be financially feasible under current market conditions. We have developed a number of strategies to address this concern, including:

- ◆ Conducting an analysis of the total burden placed on development by exactions to see if development feasibility may be compromised by the proposed fees;
- ◆ Gathering data on total fees imposed by neighboring or competing jurisdictions;
- ◆ Developing a plan for phasing in the fees over several years to enable the real estate market to adjust;
- ◆ Providing options for developers to finance impact fees through assessment and other types of financing districts; and
- ◆ Imposing less than the maximum justified fee.

If less than the maximum justified fee is imposed we will work with staff to see that that the Capital Improvement Plan (CIP) is adjusted to compensate for the reduced fee revenue. The

CIP should remain financially feasible to maintain realistic expectations among developers, policy-makers and the public.

CONSOLIDATING FEE PROGRAMS

Recently we have been working with several clients to consolidate separate fee programs into a combined development impact fee. For example, this approach may combine police, fire, general government, and parks and recreation into a single "public facilities" fee. We also specialize in justifying single citywide fees rather than fees for separate zones. Advantages of these approaches include a stronger revenue stream that can fund individual projects sooner, less administrative and accounting complexity, and more flexibility in applying fee revenues to facility needs.

PROGRAM IMPLEMENTATION

Fee programs require a certain level of administrative support for successful implementation. We will recommend appropriate procedures such as:

- ◆ Regularly updating development forecasts;
- ◆ Regularly updating fees for capital project cost inflation;
- ◆ Regularly updating capital facility needs based on changing demands;
- ◆ Developing procedures for developer credits and reimbursements; and
- ◆ Including an administrative charge in the fee program.

SCOPE OF SERVICES

We want to ensure that our scope of work is responsive to the Placentia Library District's needs and specific local circumstances. We will work in concert with the District to adjust our scope of services as needed during the course of the study.

Below is our proposed scope of work described in detail by task. We explain how we will accomplish each task and identify associated meetings and deliverables.

TASK 1: IDENTIFY AND RESOLVE POLICY ISSUES

Objective: Identify and resolve policy issues raised by the study and determine appropriate facility and fee categories.

Description: We will work with Library District staff to identify and review all documentation supporting the potential new development impact fees. We will deliver information requests as appropriate. We will explain policy issues to District staff and seek guidance prior to proceeding. Policy issues include:

- ◆ Existence of ordinances, policies, and plans supporting the imposition of impact fees;
- ◆ Land use categories for imposition of fees;
- ◆ Allocation of cost burden to nonresidential land uses;
- ◆ Method for determining facility standard;
- ◆ Adequacy of existing studies and plans to identify needed facilities;
- ◆ Potential alternative funding sources such as rate revenues and grants, if needed;
- ◆ Funding existing deficiencies, if identified; and
- ◆ Implementation concerns and strategies.

Meetings: One (1) meeting to initiate the project, discuss data needs, and address policy issues.

Deliverables: (1) Information requests, (2) revised project scope and schedule (if needed), (3) brief summary of policy decisions (if needed).

TASK 2: IDENTIFY EXISTING DEVELOPMENT AND FUTURE GROWTH

Objective: (1) Identify estimates of existing levels of development, and (2) identify a projection of future growth consistent with current planning policy.

Description: Existing levels of development provide a basis for calculating existing facility standards, the basis for most development impact fees. Future growth to a defined planning horizon, such as 2026, provides a basis for calculating the amount of new facilities needed. Existing estimates and projections for a library district should be expressed in terms of dwelling units, resident

population, employment generators, and other criteria and measures of the service population for facility planning.

We will work with the Orange County Planning Department to obtain planning horizon development numbers over which the costs will be apportioned. We will evaluate projections from regional metropolitan planning agencies and other available sources. We will obtain approval of the future development quantities from the department.

We will obtain approval of estimates of existing development and development projections from the District prior to proceeding. These estimates and projections are essential inputs to the funding plan and fee calculation model constructed in the tasks that follow. Consequently, changes to these estimates or projections by the District following approval could result in a change in this scope of services and increase in our professional fees.

Meetings: None.

Deliverables: Memorandum to District staff summarizing estimates of existing development and projections for new development.

TASK 3: CALCULATE FACILITY STANDARDS

Objective: Determine standards to identify facilities required to accommodate growth.

Description: Facility standards provide a critical link in documenting the nexus between growth, the facilities required to accommodate it, and a defensible impact fee. We will use one (1) of three (3) standard approaches to determining facility standards: (1) existing inventory, (2) system (existing plus planned facilities), or (3) planned facilities only.

Depending on the approach being taken to calculate facility standards we may need lists of existing and/or planned facilities. Alternately we may need documents that indicate District policy and facility planning assumptions regarding standards (master plans, specific plans, general plans, etc.).

We will express facility standards as measures of demand by land use category. These measures, such as "equivalent dwelling units" or "population and employment densities," apportion facility costs to development projects and generate the fee schedule. A range of reasonable and technically defensible approaches exists for this purpose. We will select the appropriate approach for each facility standard based on:

- ◆ Available local data on facility demand by land use category;
- ◆ Approaches used by other agencies; and
- ◆ Support for other District policy objectives.

Meetings: None.

Deliverables: None.

TASK 4: DETERMINE POTENTIAL FACILITY NEEDS AND COSTS

Objective: Identify the type, amount and cost of facilities required to accommodate growth and correct deficiencies, if any.

Description: The facility standards developed in Task 3 will also be integral to estimating facility needs. If the "system" or "planned facilities only" approach is used to develop facility standards (see Task 3) we will need a list of specific planned facilities from existing facility master plans or other District documents. If the "existing inventory" approach is used then we will only need an indication of the initial projects anticipated for the use of fee revenues.

A critical component of this task that we will complete will be to distinguish between the following:

- (1) Facilities needed to serve growth (that can be funded by impact fees); and
- (2) Facilities needed to correct existing deficiencies for the existing service population (that cannot be funded by fees).

To the extent possible we will use facility standards (Task 3) applied to planned projects to identify existing deficiencies. **This scope of work does not include additional engineering analysis if needed to identify deficiencies.**

To estimate costs for new facilities, we will identify unit cost components such as design costs, land acquisition, and construction as appropriate. We will develop planning-level estimates for each unit cost based on actual District experience, other local cost data such as land values, consultant team experience from prior projects, and industry cost indices

Meetings: None.

Deliverables: None.

TASK 5: IDENTIFY FUNDING AND FINANCING ALTERNATIVES

Objective: Determine the extent of alternative (non-fee) funding available for new facilities.

Description: If impact fees are going to only partially fund a capital project, the *Mitigation Fee Act* requires that the agency report on the anticipated source and timing of the additional funding every five (5) years. There are two (2) types of alternative funding sources that we will identify:

1. Funding from non-impact fee sources to correct existing deficiencies;
and
2. Funding from new development other than impact fees that must be credited against new development's impact fee contributions, possibly including taxes paid to finance facilities.

We will identify anticipated alternative funding based on information from District staff, or note that funds are still to be identified. In the case of the latter, we will note probable funding alternatives.

We expect that facilities would be funded predominantly on a pay-as-you-go basis. If fees will contribute to funding debt service we will apportion financing costs to the fee program based on the appropriate share of total costs. However, we do not expect the timing of fee revenues to affect financing costs so a cash flow analysis is not included in this scope of work.

Meetings: None.

Deliverables: None.

TASK 6: PREPARE REPORT

Objective: Provide technically defensible fee report that comprehensively documents project assumptions, methodologies, and results.

Description: Based on the results of prior tasks we will first prepare a package of draft report tables for District staff to review. The tables will document each step of the analysis. The tables will culminate in a schedule indicating the maximum justified fee amount by land use category.

Following one (1) round of comments from District staff on the quantitative analysis and fee schedule, we will prepare an administrative draft report. Following one (1) round of comments on the administrative draft we will prepare a public draft for presentation to interested parties, the public, and the District Board of Directors. We will prepare a final report if necessary based on one (1) round of comments received on the public draft report. We will submit up to ten (10) bound copies of each report as requested by the District. We can also post the report on our web site for access via the Internet.

If requested, we will provide legal counsel with copies of fee resolutions and ordinances used by other jurisdictions.

Meetings: Two (2) meetings: one (1) to review the initial project results (report tables) and the draft report with staff; and one (1) to present the report at a public hearing for adoption.

Deliverables: Administrative draft report, public draft report, final report (if needed), and slide presentation (if needed).

PROJECT SCHEDULE

We will deliver the draft report tables described at the beginning of Task 6 within 90 days after receiving authorization to proceed.

To meet the schedule outlined below we will expect responses to policy issues and information requests within five (5) business days. If there are delays on the part of the District, we will need to adjust our project schedule accordingly.

We will develop specific project timelines following consultation with and in concert with District staff.

PLACENTIA LIBRARY DISTRICT IMPACT FEE DOCUMENTATION FOR LIBRARY FACILITIES PROJECT SCHEDULE			
	Month 1	Month 2	Month 3
Task 1. Identify and Resolve Policy Issues			
Task 2. Identify Existing Development and Future Growth			
Task 3. Calculate Facility Standards			
Task 4. Determine Potential Facility Needs and Costs			
Task 5. Identify Funding and Financing Alternatives			
Task 6. Prepare Report			

FEEES FOR SERVICES

We will perform an impact fee study for Placentia Library District for a *fixed price fee of \$10,500*. Engineering analysis/expertise and associated development projections to identify new facilities or update facility cost estimates is not included in our fee.

INVOICING

MuniFinancial will invoice the Placentia Library District monthly for our services, based on project completion.

PROJECT EXPERIENCE

MuniFinancial is one of California's leading firms for development impact fee programs. The firm has broad experience reviewing and structuring impact fee programs for cities, counties, special districts, and school districts. For these clients, our firm has provided nexus documentation to support fees funding a full range of public facilities, including utilities (water, wastewater and storm drainage), roadways and transit, parks, fire, police, health clinics, and other government facilities such as civic center and corporation yards.

Our depth of experience in this arena has led us to develop a range of creative, defensible programs for our clients. To increase the flexibility of impact fee programs we have justified a single fee that funds a wide range of facilities, from parks to fire stations (City of Gilroy, City of Roseville). We also specialize in development of fee programs that span multiple jurisdictions to fund regional facilities (counties of El Dorado, Fresno, San Luis Obispo, and Solano). Our staff has served as expert witnesses for local agencies defending their fee programs, while no fee program developed by MuniFinancial has been challenged in court.

Finally, clients have engaged our firm to examine critical policy issues often raised by impact fee programs, and to communicate these issues to elected officials, the development community, and the public. To address the effect of fees on economic growth we have performed development feasibility and real estate market studies, conducted fee comparison surveys, and compared public facility funding methods among local agencies.

A partial listing of the jurisdictions for which MuniFinancial has conducted development impact fee studies includes:

MUNIFINANCIAL DEVELOPMENT IMPACT FEE STUDIES PARTIAL CLIENT LIST	
City and County of San Francisco	City of Santa Clarita
City of Bellflower	City of Shasta Lake
City of Carpinteria	City of Sierra Madre
City of Covina	City of Soledad
City of Chula Vista	City of South San Francisco
City of Dublin	City of Stockton
Town of Eagar, AZ	City of Tracy
City of El Monte	City of Upland
City of El Segundo	Town of Windsor
City of Fresno	Town of Yucca Valley
City of Gilroy	Coachella Valley Association of Governments
City of Goodyear, AZ	Contra Costa Fire Protection District
City of Hawthorne	County of El Dorado
City of Hercules	County of Fresno
City of Hollister	County of Kern
City of Huntington Beach	County of Kings
City of Huntington Park	County of Madera
City of Indian Wells	County of Placer

**MUNIFINANCIAL
DEVELOPMENT IMPACT FEE STUDIES
PARTIAL CLIENT LIST**

City of Kingsburg	County of Solano
City of La Mesa	County of Stanislaus
City of Livermore	Dixon Library District
City of Long Beach	East Contra Costa Fire Protection District
City of Novato	Keyes Fire Protection District
City of Oakley	Mt. Diablo Fire Protection District
City of Oxnard	Novato Fire Protection District
City of Palmdale	Rincon Valley Fire Protection District
City of Phoenix, AZ	Sacramento Area Flood Control Agency
City of Pittsburg	Salida Fire Protection District
City of Redding	San Joaquin Area Flood Control Agency
City of Reedley	San Ramon Fire Protection District
City of Redlands	Stanislaus Consolidated Fire District
City of Rialto	Tehachapi Valley Rec. & Park District
City of Rocklin	Windsor Fire Protection District
City of Roseville	Woodland Fire Protection District
City of San José	San Diego Association of Governments
City of San Leandro	Coachella Valley Association of Governments
City of San Luis Obispo	Los Angeles Metropolitan Transportation Authority

MuniFinancial has specific expertise preparing development impact fee documentation as part of a comprehensive public facility financing plan. Our approach includes:

- ◆ Close coordination with public agencies, developers and public interest groups to devise a consensus approach.
- ◆ Sensitivity to equity concerns between new and existing development, as well as between different land uses and phases of development.
- ◆ Developing strategies to maintain project financial feasibility.
- ◆ Providing the technical analysis necessary for project participants to resolve policy issues.

Public facility financing continues to change dramatically due to state constitutional amendments and the public's reluctance to pay for growth. In response, we have been at the forefront in developing new approaches, such as smart growth strategies, area-wide fee programs and special use fees for affordable housing. Our staff remains up-to-date on the latest legislative actions and court decisions affecting this rapidly changing field, and is sought out by attorneys for expert witness services.

REFERENCES

MUNIFINANCIAL IMPACT FEE REFERENCES
Dixon Unified School District Library District Gregg Atkins, District Librarian Tel: (707) 678-1805
City of Gilroy Richard Smelser, City Engineer Tel: (408) 846-0260
County of Kings Mary Gallegos, Deputy County Administrative Officer Tel: (559) 582-3211

PROJECT TEAM

We have selected senior professionals for the Placentia Library District's project. We are confident that the MuniFinancial team has a depth of experience that will successfully fulfill the District's desired work performance.

Mr. Marshall Eyerman, Principal Consultant in our Financial Consulting Services Group, will serve as principal-in-charge and project manager. Mr. Eyerman will provide for timely completion of the project and adequate staff resourcing. He will also provide expert advice and oversee the quality of work of deliverables. Mr. Eyerman will be the District's day-to-day contact for this engagement and will be present at meetings related to the project.

Mr. Robert Spencer, Principal Consultant, and **Ms. Sally Van Etten**, Senior Project Analyst, will provide technical oversight to the project. Mr. Spencer has more than 18 years of infrastructure financing and impact fee experience consulting to local agencies throughout California.

Lastly, **Ms. Toyasha Black** and **Ms. Quennelle Quartararo** will provide analytical support.

10 Years Experience

Areas of Expertise

Cost of Service Analysis

*Special District
Formation*

Impact Fee Studies

Fiscal Analysis

Arbitrage Rebate

Municipal Disclosure

Education

*Master's and Bachelor's,
Business Administration,
California State
University, San Marcos*

**MARSHALL EYERMAN
PRINCIPAL CONSULTANT**

Having been associated with MuniFinancial since May of 1997, *Marshall Eyerman* is currently a Principal Consultant in the Financial Consulting Services Group at MuniFinancial. A professional with ten years of experience in all facets of municipal finance, Mr. Eyerman is one of MuniFinancial's most diversely knowledgeable team members. He has significant experience in preparing cost of service analyses, fiscal impact analyses and development impact fee studies. Mr. Eyerman is also deeply experienced in special district formations, and is one of our lead consultants for community facilities district formation projects.

Dedicated to his craft, Mr. Eyerman is involved in various organizations, such as the California Society of Municipal Finance Officers, National Association of Bond Lawyers and National Federation of Municipal Analysts and routinely offers educational sessions detailing aspects of the analysis process to clients and internal staff.

Mr. Eyerman came to MuniFinancial with experience performing financial analysis and providing investment advice as a Licensed Registered Representative. His very first duties at the firm were focused on local improvement districts within the District Administration Services group. He then worked within the Federal Compliance Group, focusing on the development of continuing disclosure practices, before moving to the Financial Consulting Services Group.

RELATED EXPERIENCE

Mr. Eyerman's past clients include:

- ♦ *City of Calxico, CA*
- ♦ *City of Chowchilla, CA*
- ♦ *City of El Centro, CA*
- ♦ *County of Fresno, CA*
- ♦ *City of Fresno, CA*
- ♦ *City of Hemet, CA*
- ♦ *City of Indio, CA*
- ♦ *City of Los Angeles, CA*
- ♦ *City of Palm Springs, CA*
- ♦ *City of Rio Vista, CA*
- ♦ *Tracy Operating Partnership Joint Powers Authority, CA*
- ♦ *Stockton Public Financing Authority, CA*

SALLY VAN ETTEN

SENIOR PROJECT ANALYST

12 Years Experience

Areas of Expertise

*Development Impact Fees
and Fiscal Analyses*

Project Highlights

City of Roseville

Education

*Master of Community and
Regional Planning,
University of New Mexico*

*Bachelor of Arts, Political
Science, Stanford
University*

Sally Van Etten is a Senior Project Analyst in MuniFinancial's Oakland office with more than 10 years of experience as a senior economist and project manager. Her background includes conducting demographic and economic analyses and preparing development impact fee documentation for cities, counties and special districts. She is also experienced in conducting fiscal analyses of county budget and development projects, often in conjunction with environmental impact documentation. Additionally, she has prepared and led citizen participation group meetings and presented reports and findings in numerous public forums including city councils, county boards of supervisors, and school boards of directors.

RELATED EXPERIENCE

Development Impact Fees

- ♦ **Public Facilities Impact Fee; City of Roseville, CA:** Senior analyst preparing update and substantial methodological revision of the City's public facilities public facilities fee program. Includes analysis of existing fire facilities tax and determination of whether City's facilities needs would better be served by changing to an impact fee method for funding fire facilities in addition to other public facilities already included in the fee program.
- ♦ **Public Facilities Impact Fee; City of Rocklin, CA:** Prepared impact fee documentation for the City's public facilities impact fee program.
- ♦ **Fire Facilities Impact Fee Analysis; Stanislaus County Fire Protection Districts:** Senior analyst on analyses to determine if the documentation for each of four independent fire districts (Salida, West Stanislaus, Oakdale Rural, and Stanislaus Consolidated) needs to be updated; recalculation of fire facilities impact fees and updating of documentation for those districts where it is indicated.

Fiscal Impact Analysis

- ♦ **Fiscal Impact Analysis; City of Palm Springs, CA:** Analyst for fiscal impact analysis of general fund costs and revenues to determine appropriate funding level for a proposed community facilities district.
- ♦ **Fiscal Impact Analysis; County of Placer, CA:** Analyst updating a countywide fiscal impact analysis.
- ♦ **Fiscal Impact Analysis; City of Roseville, CA:** Conducted several fiscal analyses for pertaining to development projects. Prepared analysis comparing and contrasting the fiscal ramifications of existing and proposed zoning.

18 Years Experience

Areas of Expertise

*Infrastructure
Financing,
Public Services
Funding,
And Economic Policies*

Project Highlights

*City of Redding and
City of Roseville*

Education

*Master of Public Policy,
Kennedy School of
Government, Harvard
University, with a
concentration in Urban
Economic Development*

*Bachelor of Arts in
Economics,
Colorado College*

**Professional
Affiliations**

*Urban Land Institute
American Planning
Association
California Municipal
Finance Officers
Association*

ROBERT D. SPENCER

PRINCIPAL CONSULTANT

Robert Spencer is a Principal Consultant in the Financial Consulting Services Group at MuniFinancial. He is an economist with extensive experience assisting public agencies with the development of sound financial and economic policies. Much of his work is related to infrastructure financing and public services funding to serve a community's growth or revitalization. Based on this expertise, Mr. Spencer has assisted agencies with land use policy, growth management, economic development, and business regulation.

RELATED EXPERIENCE

Development Impact Fees

Mr. Spencer is one of California's leading experts on development impact fee programs. He has broad experience reviewing and structuring impact fee programs for cities, counties, special districts, and school districts. For these clients he has provided nexus documentation to support fees funding a full range of public facilities, including utilities (water, wastewater and storm drainage), roadways and transit, parks, fire, police, and administrative offices. He has also developed innovative analyses for fees that fund habitat conservation and affordable housing. His expertise has led clients to engage him as an expert witness in defending their fee programs. Most of the impact fee studies that Mr. Spencer has managed have included participation by developers and presentations to elected officials.

Mr. Spencer has also assisted clients with some of the most challenging impact fee programs—implementation of a single fee across multiple jurisdictions to fund regional facilities. Mr. Spencer has managed multi-jurisdictional fee studies for the Counties of El Dorado, Fresno, Los Angeles, San Luis Obispo, Solano, and for the Alameda and Santa Clara County Congestion Management Agencies. The largest of these studies (Los Angeles) required Mr. Spencer to develop a strategy for and manage the participation of all 88 cities and the County of Los Angeles through the client, the Los Angeles Metropolitan Transportation Authority.

Clients have also engaged Mr. Spencer to examine critical policy issues often raised by impact fee programs. A common concern is the effect of fees on economic development objectives. In this regard, Mr. Spencer has performed market studies that evaluated the effect of impact fees on specific development projects, and on the overall ability of a city to attract new development. He has conducted detailed fee surveys to provide clients with a comparison of impact fee programs and public facility funding methods used by their competitors for economic development. Clients have included the cities of Fremont and Roseville, and the County of Placer.

Teaching and Speaking Experience

- "Planning In Financially Difficult Times: Creative Approaches to Funding and Managing Resources", California Planning Foundation workshop, June 11, 2004.*
- "Takings and Exactions: Imposing Conditions on Development Without Going Too Far", University of California at Davis Extension, 2002, 2003, and 2004.*
- National Impact Fee Roundtable, moderator and speaker (various topics), 2002, 2003, and 2004.*
- "Effective Local Approaches for Promoting Smart Growth: Financing and Planning Strategies", Urban Land Institute and the Association of Bay Area Governments, September 26, 2003.*

Capital Facility and Infrastructure Financing

Mr. Spencer is an expert in capital facility and infrastructure financing, fiscal impact analysis, special district formation, and economic development programs. He speaks regularly on topics such as defensible impact fee programs and successful strategies for Proposition 218 mail ballot elections.

A sample of Mr. Spencer's recent experience includes:

- ♦ **Specific Plan Financing Review, County of Tehama:** Developer of a 3,700-unit project provided the County with a public facilities financing plan and fiscal impact study. Conducted a peer review of these documents, provided direction to the developer's consultant to revise assumptions and approach, and assisted with negotiations related to service delivery, tax sharing, and governance structures. Developed an approach for public service funding accepted by the developer that should result in significant positive fiscal impacts to the General Fund.
- ♦ **Wastewater Financing Plans, City of Stockton:** Principal in charge and project manager on several financing plans for wastewater infrastructure to serve developing areas. The plans included long-range developed projections, cash flow modeling, and justification of a connection fee to fund debt service on wastewater revenue bonds.
- ♦ **South Sutter County Financing Plan, Sutter County:** Managed project to develop a \$300 million financing plan for 3,500 acres planned for commercial and industrial development. Included absorption and financial feasibility analyses.
- ♦ **Development Impact Fee Program, City of Redding:** Managed project to develop comprehensive impact fee program for the City of Redding that includes storm drain, water, sewer, parks, fire, and transportation facilities. Special attention was paid to the development of a financing plan for the storm drain and other utilities because of the lack of updated plans and the need for immediate funding.

Fiscal Impact Analysis

Mr. Spencer has managed over 40 fiscal impact studies for a broad range of public agency clients. He focuses on helping clients understand the economic implications of land use policy decisions. Mr. Spencer has also managed the development of proprietary fiscal impact analysis software to provide clients with a user-friendly program designed to help them conduct their own fiscal impact studies. Much of Mr. Spencer's fiscal impact analysis work has been as an "honest broker," providing objective analysis to both sides (city and county) in property tax sharing negotiations for annexations and incorporations.

5 Years Experience

TOYASHA BLACK

Areas of Expertise

SENIOR ANALYST

User Rates Analysis

Toyasha Black is a Senior Analyst within the Financial Consulting Services Group at MuniFinancial. Her responsibilities include supporting project managers and conducting fiscal analyses on user rates, cost allocation plans, and utility rate studies. Client interaction also falls under her purview.

Cost Allocation Plans

Utility Rate Studies

Prior to her employment with MuniFinancial, Ms. Black worked as a Management Analyst for the City of Arcadia's Public Works Services Department. Her duties included extensive review of the department's user fee information, maintenance tracking and budgeting system, establishing utility billing rates (water, sewer, and refuse), and overseeing environmental programs. She is a new member of MuniFinancial's staff, joining the firm in 2006.

Education

Master of Public Administration,

Concentration in Public Finance, California State University Fullerton, Fullerton, CA

Bachelor of Arts, Criminal Justice, Concentration in Pre-Law, California State University Fullerton, Fullerton, CA

RELATED EXPERIENCE

- ♦ *City of Arcadia, CA* – Water and Sewer Rate Study
- ♦ *City of Huntington Park, CA* – Cost Allocation Plan
- ♦ *City of Madera, CA* – Development Services Fee Study
- ♦ *City of Orange, CA* – Cost Allocation Plan
- ♦ *City of Richmond, CA* – Cost Allocation Plan and User Fee Study
- ♦ *City of Rocklin, CA* – Building Fee Study
- ♦ *City of Shasta Lake, CA* – Building and Planning User Fee Study

Areas of Expertise

*Fiscal Analysis For
User Rates and Fees*

Education

*Master of Business
Administration, Finance
Concentration, California
State University, San
Bernardino, CA*

*Bachelor of Science,
Chemistry, University of
Redlands, Redlands, CA
magna cum laude*

*AWWA Financial
Management Seminar,
2005*

Phi Beta Kappa

QUENNELLE QUARTARARO

ANALYST II

Quennelle Quartararo is an analyst within the Financial Consulting Services Group at MuniFinancial. Her responsibilities include supporting project managers and conducting fiscal analyses on rates and fee studies. Client interaction also falls under her purview.

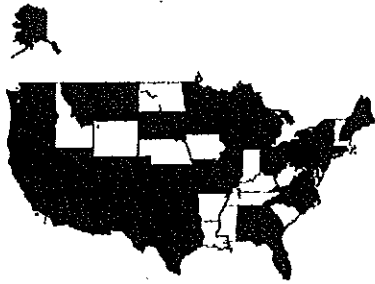
Prior to her employment with MuniFinancial, Ms. Quartararo served as a Graduate Assistant at California State University, San Bernardino. There, she was responsible for the Strategic Management Laboratory, where she supervised and advised students as they constructed business plans (integrating knowledge learned from their accounting, finance, information and decision sciences, management, and marketing courses).

Ms. Quartararo's experience also includes employment as a mathematics tutor in the San Bernardino School District; and an internship with the Arrowhead Financial Group, where she prepared reports in response to customer inquiries and assisted in account maintenance.

RELATED EXPERIENCE

- ♦ *Water Rate Studies* – Supporting analyst for:
 - ♦ *Walnut Valley Water District (Walnut, CA)*
 - ♦ *City of Livingston, CA*
 - ♦ *Port Hueneme, CA*
 - ♦ *City of Corcoran, CA*
- ♦ *Water and Sewer Rate Studies* – Supporting analyst for:
 - ♦ *City of Calexico, CA*
 - ♦ *City of Merced, CA*
 - ♦ *City of Rio Vista, CA*
- ♦ *User Fee Studies*. Supporting analyst in user fee studies for:
 - ♦ *City of Artesia, CA* – Comprehensive Fee Study
 - ♦ *City of San Carlos, CA* – Comprehensive Fee Study
- ♦ *Financial Analyses*. Supporting analyst in studies for:
 - ♦ *City of Beverly Hills, CA* – Joint Powers Agreement Study

FIRM BACKGROUND



MuniFinancial, Willdan, Arroyo Geotechnical and American Homeland Solutions are the four-company public service team that has grown from the 1964 establishment of Willdan Engineering, known today as *WILLDAN Group, Inc.* This group of companies provides financial and economic consulting, civil and structural engineering, planning, geology and geotechnical engineering, and security consulting services for public sector clients throughout California and across the nation.



MuniFinancial provides financial and economic consulting for growth planning, revenue generation, debt administration and municipal services, with specialties such as ongoing municipal disclosure and arbitrage rebate compliance. Established in 1988, MuniFinancial has worked with more than 600 public agencies throughout the United States.



Willdan is a full-service, multi-disciplinary California corporation that specializes in consulting, engineering and planning services for governmental agencies. Willdan has expanded in size, locations, and service capabilities; thus becoming an industry leader in public works design, planning, and financing. Its staff of over 441 professional and technical experts includes specialists in highways and roadways, drainage and flood control, bridges, traffic and transportation, municipal landscape architecture, environmental planning; construction management, building and safety services, urban and regional planning; water resources, structural engineering, computer-aided analysis and design; and other technical fields.



Arroyo Geotechnical offers a full complement of geology/geotechnical engineering capabilities, including soils engineering, earthquake and seismic hazard studies, geology and hydrogeology engineering. Arroyo Geotechnical also maintains a full-service geotechnical laboratory.



American Homeland Solutions (AHS) is a recently formed subsidiary of Willdan Group, Inc. AHS is dedicated to helping clients enhance their preparedness and responsiveness to domestic security. AHS intends to partner with clients to assist them with obtaining available funding and finding innovative security solutions. Some of the areas of opportunity include homeland security needs assessments, school security planning, grant writing, public education outreach, and emergency response training.

INTRODUCTION TO MUNIFINANCIAL

MuniFinancial is a wholly owned subsidiary of *Willdan Group, Inc.* and was established on June 15, 1988. MuniFinancial has the largest special district formation and administration practice in the nation. We are also known as the pre-eminent municipal disclosure firm, and a major provider of arbitrage rebate services. Our clients include cities, counties, state agencies, port authorities, housing agencies, special districts and school districts in 34 states. Our staff of over 80 professionals acts as an extension of Agency staff, providing such services as:

- ♦ Financial studies to identify funding sources or to determine optimal utility rates, standby charges and cost of services;
- ♦ Municipal disclosure reports preparation and dissemination;
- ♦ Arbitrage rebate calculations;
- ♦ Economic studies, such as fiscal analyses of new development, annexation and incorporation studies and developer impact fees;

MuniFinancial provides the following primary services:

- ✓ *Federal Compliance Services*
- ✓ *District Administration Services*
- ✓ *Financial Consulting Services*

- ♦ Administration of special taxes, assessments, standby charges and utility rates; and
- ♦ District formation services for capital project assessment/local improvement districts, community facilities districts, landscaping and lighting districts, and special taxes.

MuniFinancial's success is based on a corporate philosophy of personal service. We provide support throughout the year — and for years after. Clients can be assured that we can be reached should any questions or issues arise.

We serve as an extension of our clients' staff, augmenting existing personnel by providing specialized expertise. In support of this, MuniFinancial staff members regularly write articles and conduct presentations for local, state and national organizations. We hold client workshops, and conduct onsite training throughout the year to assist clients in keeping abreast of the latest developments, while helping new Agency staff understand our services.

MuniFinancial focuses on the following client base:

- ✓ State Agencies
- ✓ Counties
- ✓ Cities
- ✓ School Districts
- ✓ Special Districts
 - ♦ Community Services Districts
 - ♦ Recreation and Park Districts
 - ♦ Water Districts
 - ♦ Vector Control Districts

FINANCIAL CONSULTING SERVICES GROUP

MuniFinancial has been built on deep, continuing relationships with local government department staff. With hundreds of ongoing client relationships in finance, engineering and other services, we have been consistently called upon to assist staff with a range of special projects. In response to this need, the Financial Consulting Services Group was created with experienced staff in offices in both northern and southern California.

Our work incorporates excellent **public communication strategies and skills**. As voter approval becomes the norm for revenue measures, we offer expertise in communicating persuasive information to the targeted group, whether developers, land owners or the general electorate. We provide clearly written report summaries, on-point public presentations and strong meeting facilitation skills.

The table below provides an overview of Financial Consulting Services Group services.

DEVELOPMENT INFRASTRUCTURE FINANCING	
Developer Impact & Utility Connection Fees for Capital Facilities	Infrastructure & Public Facilities Financing Plans
Real Estate Market Analysis & Development Forecasts	Capital Improvement Plans
SPECIAL DISTRICT FORMATION ASSISTANCE	
Community Facilities Districts, including Special Tax Analysis	Proposition 218 Benefit Analysis
Landscaping and Lighting Act of 1972	Fire Suppression Districts
Benefit Assessment Act of 1982	Bridge & Thoroughfare Districts
1913/1915 Act Bonded Assessment Districts	Refunding Bond Analysis & Reporting
Construction Acquisition Services	Notice & Ballot Preparation & Mailing
FEES AND RATE STUDIES	
User Fee Analysis	Utility Rate Modeling
Cost Allocation Studies	Budget Planning
ECONOMIC AND FISCAL POLICY ANALYSIS	
LAFCO Annexation, Consolidation, or New Governmental Agency Formation Studies	Financial Modeling, Budget Analysis, & Feasibility Studies
Fiscal Impact Analysis of projects, plans, & Policies	Economic Development & Economic Impact Studies



MuniFinacial

27368 Via Industria, Suite 110, Temecula, California 92590

Elizabeth's Copy

Second Level Reference Meeting
Whittier Public Library
June 12, 2007
Mary Strazdas

Susan Hildreth spoke to a packed meeting room of library directors and librarians, often stopping to answer individual questions and to listen to comments.

She mentioned that Stacy Aldrich is the new Deputy State Librarian. Well qualified for the position, she will bring a fresh viewpoint (she's currently working with the Omaha library system) when she arrives on August 6.

Documents of interest can be found on the California State Library website. Handouts included the proposed design description for California statewide reference (which was still being edited yesterday, June 11) and a Powerpoint presentation from Thompson Gale.

Susan mentioned that the second level reference situation is an evolving process, and repeated this idea several times during the morning. Nothing is yet final, and she needs a full-time director for the project who could begin this summer. Because the program is slated to begin in early 2008, it is important to start soon. She would like to form a smaller group of interested people who would like to work on this; there are really too many today. There will be a three-year contract. Anyone having ideas about a candidate is invited to share them with Rosario Garza at MCLS. Ruth Metz will continue to advise, but will NOT be the project manager. Susan reinforced the fact that this project is to work with arranging a good system for second-level reference statewide; it is not any sort of plan such as what is available through CALIFA to obtain discounts. The idea is to do the best possible reference for all California patrons with the available funding. The money involved needs to be spent wisely.

Questions for discussion:

1) The actual design of the new second level reference service is not clear. We are uncomfortable committing to something that is so vague right now. Will more time and/or research help to bring a new model into sharper focus? (One respondent asked "what is it exactly that will be implemented and when.")

This is scary because it's new. The general concept is costly: databases to help 24/7. Are we spending monies as best we can? We want a single portal that could be used by the general public and 2nd level reference...phone...e-mail...text...IAM...a virtual portal for information. We need to make things as transparent as possible so that patrons feel they are still getting services from their local libraries. (At this point, someone commented that we don't want politicians to think that if the state library is doing this that we no longer need local libraries for reference. It seemed to me that people were concerned about the politics of all this.)

2. Ruth Metz stresses market research as a way to help develop a new reference model. What kind of survey would be done? Would it be done of library users or of the general population (i.e., library users and non-users)?

Ruth's market research is different than that of business. It is more about looking at best practices at 2nd level reference and virtual reference. Greg Miller (Santa Monica) asked why we are even bothering, since patrons don't seem to need us much anymore, being satisfied with lower-level answers. Al Tovar (Azusa) wondered where the public checklist is on what the public wants, including non-users. Susan responded with "What if there were no 2nd level reference? The number of questions has dropped, although they often may be more difficult. We need to better use what we already have to give better service and use funds better. She said she does like the proposed design. An Arcadia librarian said we must consider future library users as well as the current ones.

3) Who will be doing the market research? An independent firm? State Library staff? Reference center(s) staff?

Apologies - I have nothing in my notes about this.

4) Does the "single virtual portal" and the repeated mention of CA Answers as the potential name mean that there is to be one reference center for the state?

One portal doesn't have to mean just one physical place. Maybe we need a primary hub or a triage setup for questions. We will need to figure out protocols on how to do this. There are five groups now (MCLS, Sierra Inland, North Bay, 4999, San Joaquin Valley) and we will most likely all have to answer questions from different locations. We need to do this using existing personnel. AskNow is not going to be a national network. Susan would like a similar type, but not the same. QuestionPoint software is okay for now. Rosario said that we might need to design something new. Danis Kreimeier (Yorba Linda) wants us to decide how patrons will most likely access information. Susan said that we want the portal in place by early 2008. In 2007-2008 we are trying to get a statewide plan, but that doesn't mean you won't get local reference money any more. For perhaps the last 6-8 years, funding may not have been in compliance with the rules. CLSA funding isn't being used as it was intended. We may have a partnership with MCLS. How can we connect all our second level reference services together to best use them?

5) It seems as though the CA Answers model is transitional. What will it transition into or is this something that ongoing research and experience will determine?

It will be transitional because everything is changing, so it needs to be fresh and new.

6) We are unclear on what is meant by Ruth Metz when she uses the term "enterprise" model (slides 8 and 12). Please elaborate.

Susan sees a shift from "enterprise" to "customer-centered." It would be driven by meeting needs of the patrons. Think again of what Albert Tovar asked about knowing what their needs are.

Handwritten text, possibly a signature or name, written in cursive.

Small handwritten text or initials at the bottom left corner.

7) Whatever model is finally adopted should incorporate web-interactive features and should be flexible enough to take advantage of evolving technologies. However, as government agencies, most public libraries aren't able to do R&D. Is this going to be a limitation that may hinder our abilities to evolve the reference service?

There are two issues here. Local money won't be spent for R&D. LSTA funds are for this purpose. Can we find a software that will be able to answer questions in all modalities? Open Source won't work statewide. Albert Tovar said that librarians should have developed Google! Maybe we need to use our people to develop our own software. Or could we adapt software from outside our field (like the Home Shopping Network) to work for us?

8) Funding is a big concern. Is there funding available at the state level to support a new platform, a new model that takes advantage of up-to-date technologies? Will we be relying on grant funding?

We have LSTA and CLSA funding right now; once things get going, we could try to get local reference funded. Maybe we could try to get more state money, or locate private partners.

9) Marketing is mentioned in the presentation done by Ruth Metz. Will a comprehensive marketing plan be a part of the process? It is important to get the word/message out using various technologies and venues if we want to capture a broad segment of potential users including the young AND technically-savvy info seekers.

Yes, we need a comprehensive marketing plan. LSTA funding can be used to market LSTA things. People need to know what's out there and how to use it.

10) Will this reference model replace AskNow and will it be available 24/7?

Yes, but we don't know now what it will look like.

11) If the single portal is available to all users (end users, library staff, etc.), will the reference center staff get a significant number of questions that are better answered at the local level (e.g., local history questions, circulation questions, "my library account" questions)?

Yes, we need protocols for this.

12) Given that the State Library wants to replace outdated practices and be poised to quickly implement Library 2.0 concepts, is it reasonable to expect some examples of what socially-interactive services would be used if we were to start today? Are we talking about more than just instant messaging?

We need to embrace the various ways people communicate. IAM works well for LA Public, but Whittier is having trouble with it.

13) What might the impact of the re-design be on future CLSA funding for reference services as well as communications & delivery, administration? Will we see a shift or change in how CLSA monies are allocated?

It's hard to move things here. There may be changes, but we don't know yet. Regulations take time to do. A Budget proposal is going to be made about funding for CSLA, but it's unlikely now that it will be supported. If you submit something to the Department of Finance and they change what they will give you, then you must change your original request to match theirs.

14) What role is MCLS likely to play in the redesigned reference model?

There will be a significant role for MCLS. If you consider how good the LAPL collection is, then obviously we'll need them! But that doesn't mean we can't use other groups too. Consider North Bay's access to the San Francisco library.

15) What are the immediate steps to be taken within the first six months (i.e., July 1, 2007 through December 2007)?

We need to get a coordinator to create an operations plan as well as R&D. We are so short on time here. Question Point is not perfect, but it's what we have now.

Answers to questions became shorter as our time disappeared.

Greg Mullen (Santa Monica) commented that the library needs to rethink its purpose to the community and also needs to decide how shared resources can best be used to deal with the tough specialized questions and do other things as well. The information's quality is important.

Susan went on to say that databases are currently available to 2nd level reference. They are not available statewide, and that is not likely to happen anytime soon. WORLDCAT and CALCAT are separate. They are very expensive to run. Their LSTA funds will continue through 2007-2008. Thompson-Gale has "Access My Library." They could customize it for California libraries. They have a reasonable price proposal that would be funded for 3 years. We could have federal funding. Many, but not all, Orange County libraries subscribe to Thompson-Gale. In LA, that's not true. This is an issue. (I think Susan feels we'll all need to get on board to take advantage of this idea.)



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*What a pleasant person! Paymaneh so
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