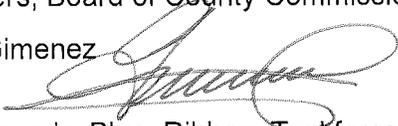


Memorandum



Date: March 21, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Update- Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System

This memorandum serves to transmit the summary of recommendations from the Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System (Taskforce) and the Preliminary Library Plan presented to the Taskforce by the Miami-Dade Public Library System (M-DPLS).

The M-DPLS Library Plan includes a 3-tier approach to provide services at all 49 libraries:

- The first tier considers a system funded at the current millage level (approximately \$30 million annual budget),
- the second tier considers a system funded at the current funding level (approximately \$50 million annual budget), and
- the third tier provides a menu of additional enhancements.

Given that time is of the essence on this matter, I also respectfully request that the Finance Committee consider scheduling the library department's budget presentation in April instead of May with the intent that we share the information and strategies sooner rather than later in the budget process.

Last October, I convened a Blue Ribbon Taskforce charged with setting the course for the future of our County's library system. Libraries form an integral part of our community, and they serve as an important tool for both learning and civic engagement. In 2013, more than seven million in-person and five million on-line visits were made to our 49 libraries.

Our libraries are being affected by the same pressures that are forcing us to make difficult fiscal decisions all across the County. These decisions have been based on fiscal discipline, the need to live within our means, and holding the line on taxes. As a result of less revenues, for the past few years the library system has been relying on its reserves to balance its budget. This approach is no longer sustainable because these funds will be depleted by the end of this fiscal year. Next year, our libraries face a \$21 million gap.

My Taskforce brought together a broad and diverse group with interests that reflect our community (taskforce member list attached). We balanced the short term need of placing our libraries on solid financial ground while also setting forth our long term vision and priorities. In other words, we set out to find solutions for the libraries of today, and we worked to imagine and create a vision for the libraries of tomorrow. We asked ourselves, how can libraries evolve to continue meeting the needs of our changing County in a fiscally responsible manner?

After five separate meetings and after hearing from the M-DPLS, from four Blue Ribbon Working Groups made up of 100+ participants from various stakeholder groups throughout the community, surveying a representative cross-section of our Miami-Dade community and our library department employees, and engaging in thorough deliberation, the Taskforce made

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recommendations in the following key areas: (1) service needs; (2) service model; (3) funding; and (4) awareness, advocacy and marketing. The comprehensive work of the group can be found on the following page: <http://www.miamidade.gov/mayor/blue-ribbon-task-force-meetings.asp>.

While the recommendations of the Taskforce provide a solid foundation on which to start building our future library system, the needs addressed therein require proper funding and revenue sources that are sustainable. This is why, based on the discussions that emerged from both the Blue Ribbon Finance Working Group and the Taskforce, I am considering a referendum to coincide with the primary election in August that will measure public support for ways to fund this priority.

The Taskforce also discussed the need to look more broadly at ways to strengthen those key areas of our work that are making this a great community for our families and children. I believe it is important to gauge what investments need to be made in programs and services that provide children and families with greater opportunities for learning, recreation and creativity in our libraries, parks, and cultural amenities. In the coming weeks, you will receive an additional update on this work.

We all agree that libraries are a center of family and civic life, providing gathering places for learning and discovery. The residents of Miami-Dade County expect and deserve a world-class library system that serves their diverse needs. I look forward to continue working with you to bring this to fruition.

Please contact Lisa Martinez, Chief of Staff, at (305) 375-2911, or me directly if you have any questions.

Attachments

c: Robert A. Cuevas, Jr., County Attorney
Christopher Agrippa, Clerk of the Board
Lisa Martinez, Chief of Staff,
Michael Spring, Senior Advisor
Office of the Mayor Senior Staff
Raymond Santiago, Director, Miami-Dade Public Library System
Jack Kardys, Director, Parks, Recreation, and Open Spaces Department
Mayor's Blue Ribbon Taskforce Members

Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System



Taskforce Recommendations Summary From Meeting on Friday, February 21, 2014

1 SERVICE NEEDS

1A

Taking into account the diverse interests and needs of our community, are there specific programs or service areas that the Taskforce would recommend to prioritize and/or phase-out as the Miami-Dade Public Library System (MDPLS) prepares its *Master Plan for 2014 and Beyond?* (i.e. technology, lending resources, community space, life-long learning, programming for children).

Comments:

- There is a need for increased use of technology and access to Library resources, especially in those communities where it is not readily available. (Mr. Johnson and Mayor Gimenez)
- Taskforce members suggested targeted lending or technology resources, respectively, to communities based on their demographics so as to better address each community's particular needs. (Mr. Quick and Commissioner Weithorn)
- Stressed the importance of libraries being future oriented. Existing Library plans for technology could not be implemented due to insufficient funding. Technology is a trend that cannot be ignored and should be expanded in libraries. We should explore the use of libraries as Maker Spaces and teach coding. (Ms. Weinberg)
- Even with limited resources, there is a need for the County to serve its residents as part of its core mission. The County and the Library System should identify

needed core services and technology learning needs, and should strive to provide those services well. (Mayor Gimenez and Ms. Weinberg)

- Libraries should be considered as part of the continuum of education for our children and residents. (Ms. Weinberg)
- Taskforce members expressed that the needs of adults of all levels of education and literacy should be considered. Also, services need to be structured to address the needs of geographic areas and the demographics served. (Ms. Velez and Mr. Rothman)
- Taskforce members discussed the allocation of services based on the needs of each community, as well as addressing survey results, functions and service needs to libraries depending on usage and needs of demographic groups and the geographical area served. (Mr. Wasson and Ms. Brown)
- Resources should be focused more on youth and community engagement rather than technology. (Mr. Auslander)
- Libraries are the center of family and civic life. They are a safe space. Continuation and expansion of children and adult programming could be funded through partnerships with community organizations. Adjusting library hours to include Sundays and staggering the hours of operation during the week should be considered. (Mr. Soto)

2 SERVICE MODEL

2A

Does the MDPLS currently have an appropriate number of points of service? Are points of service accessible to library users? Should all points of service offer the same service delivery model? Are there specific recommendations from the Taskforce regarding the future service delivery models to be offered by the MDPLS?

Does the MDPLS currently have an appropriate number of points of service?

- Library service points are adequate. (Commissioner Weithorn and Mr. Wasson)
- The Library System needs more efficient library access and services from alternative locations, for example expanding virtual library services to include video components like Skype librarians, which would give us as much service as possible to as many people as possible. We need to determine appropriate methods to increase our library usage and to serve the needs of the majority of our residents, and evaluate whether our materials and services are diverse enough for all of our residents. (Mayor Gimenez and Commissioner Weithorn)

3 FUNDING

3A

After consideration of the study presented on January 17, 2014 regarding countywide library services, the Blue Ribbon Funding Working Group's presentation shared on December 18, 2013, and the background information provided to all Taskforce members, does the Taskforce have a recommendation regarding the incorporation of the Library District into the General Fund.

- Taskforce members indicated that they did not support the Library System being incorporated into the General Fund. (Mr. Quick, Ms. Alpizar, and Commissioner Weithorn)

3B1

After consideration of the services currently provided by the MDPLS, the community and employee surveys, the presentations provided by the four Blue Ribbon Working Groups and the additional background information provided to all Taskforce members, does the Taskforce have a recommendation regarding library funding within its current structure? (i.e. lower the millage rate, sustain the current millage rate, increase the millage rate to sustain current service levels, increase the millage rate to enhance service levels).

- Taskforce members pointed out that service level enhancements and efficiencies would be needed if people were asked to pay more. (Commissioner Weithorn, Mayor Gimenez, Mr. Soto, and Mr. Alfonso)
- Taskforce members commented on the need for efficiencies and that an increase in the millage rate was necessary to address the \$21 million budget shortfall. (Mr. Quick and Ms. Seaver)

3B2

After consideration of the services currently provided by the MDPLS, the community and employee surveys, the presentations provided by the four Blue Ribbon Working Groups and the additional background information provided to all Taskforce members, does the Taskforce have a recommendation regarding funding library services through alternative approaches? (i.e. independent taxing district, a sales tax as an alternative to ad valorem funding, non-ad valorem fee, referendum on a temporary millage increase).

- Taskforce members discussed the option of a straw ballot referendum.
- Members were also informed that only the County Commission can set millage rates.
- The consensus from the Taskforce members was to increase the millage rate to restore the current levels of funding in order to both maintain and enhance library services.

4 AWARENESS, ADVOCACY, AND MARKETING

4A

After consideration of the community and employee surveys and the presentation provided by the Blue Ribbon Awareness, Advocacy and Marketing Working Groups, is the public aware of library services available in Miami-Dade County? Does the public demonstrate an understanding of how library services are funded? If it is determined that there is a need to increase education and awareness in these areas, what specific strategies does the Taskforce recommend to the MDPLS Leadership Team to include in the proposed MDPLS Master Plan for 2014 and Beyond?

- Taskforce members pointed out the importance of a strategic marketing program performed by outside marketing experts, as well as the importance of marketing to the different needs of our communities. (Ms. Alpizar, Mr. Santiago, Commissioner Weithorn, Mayor Gimenez, and Ms. Velez)
- Taskforce members noted that the Library System needed to obtain support from community partners who could help market the library (i.e. Knight Foundation, Miami International Airport and other local organizations). (Ms. Weinberg and Ms. Pandya)
- Taskforce members suggested the use of Marketing graduate students to develop a marketing plan, and also that digital marketing be incorporated into the campaign. (Ms. Weinberg, Ms. Pandya, and Mayor Gimenez)
- Taskforce members pointed out the possibility of leveraging County marketing resources. (Mr. Soto, Mr. Johnson, and Mr. Quick)

4B

The MDPLS already has established entities that lead advisory and advocacy activities for the department. Are there specific strategies that the Taskforce recommends related to the MDPLS's work with these entities?

- Taskforce members discussed support groups for specific library branches. There was concern expressed about the need to have support for the entire system versus segmented support. (Mr. Santiago, Mr. Quick, Commissioner Weithorn, and Ms. Lawther)
- Taskforce members discussed the need to market to the non-users of the Library System and the need to take the survey data depicting the areas in the community with low usage into consideration. (Mr. Rothman, Commissioner Weithron, Mayor Gimenez, Ms. Weinberg, and Ms. Lawther)

Mayor's Blue Ribbon Taskforce
for the Miami-Dade Public Library System

March 19, 2014



Preliminary Library Plan



Flat Millage Rate (.175)
\$30 million budget



Key Strategy

Maintain 49 points of service

Guiding Principles

Maintain balanced budget

Focus on Core Services

Continue Branch Cluster Approach

Adjust staffing models

Maintain infrastructure

Reflect use patterns

Align geographic locations

Key Strategy

Action Steps

1. Revised Hours and Days of operation

- 5 day service at Main and Regionals, Coral Gables Branch and Northeast Branch (8 hours per day)
 - Sunday operations at Regionals, Coral Gables Branch and Northeast Branch
- 4 day service at 22 libraries (8 hours per day)
- 4 day service at 19 libraries (4 hours per day)

2. Assessing staff size and complements

- Consolidation of units
- Increase span of control for librarians and unit supervisors
 - Managing multiple units
- Increase use of part-time staff

Key Strategy

Action Steps

3. Reevaluate Core Services

- Lending
 - Implement floating collections
 - Increase use of self-check out
 - Limit number of items
 - Suspend Interlibrary Loan and Reserves
- Programming
 - Consolidate operations of Connections, Project Lead, Talking Books, Jumpstart, and Bookmobiles Services
 - Maintain Bookmobiles at a reduced schedule
 - Maintain YOUmedia program
 - Focus staff based programming on early literacy
 - Reduce Outreach Activities

Key Strategy

Action Steps

3. Reevaluate Core Services (cont.)

- Information and Reference
 - In-Depth research services centralized at Main and Regional Libraries
- Technology
 - Evaluate and redistribute public access computers
 - Reduce and consolidate staff workstations
 - Limited ability to refresh, upgrade or introduce new hardware and software

Increased Millage Rate \$50 million budget



Key Strategy

Maintain 49 points of service

Guiding Principles

Maintain balanced budget

Focus on Core Services

Continue Branch Cluster Approach

Provide new and enhanced services

Adjust staffing model

Maintain infrastructure

Reflect use patterns

Align geographic locations

Key Strategy

Action Steps

1. Revised Hours and Days of operation

- 6 day service at Main and Regionals, Coral Gables Branch and Northeast Branch (8 hours per day)
 - Sunday operations at Regionals, Coral Gables Branch and Northeast Branch
- 5 day service at 29 libraries (8 hours per day)
 - Sunday operations at Homestead Branch
- 4 day service at 12 libraries (4 hours per day)

Continue to create inviting community spaces in existing libraries

- Reduce shelving
- Create a variety of environments

Key Strategy

Action Steps

2. Assessing staff size and complements
 - Consolidation of units
 - Increase span of control for librarians and unit supervisors
 - Managing multiple units
 - Increase use of part-time staff

Key Strategy

Action Steps

3. Reevaluate Core Services

- Lending
 - Increased e-resources available on enhanced webpage
 - Increased print materials
 - Implement use of tablets for in-house use
 - Increase use of self-check out
 - Implement floating collections
 - Suspend Interlibrary Loan
- Programming
 - Consolidate operations of Connections, Project Lead, Talking Books, Jumpstart and Bookmobiles Services
 - Maintain YOUmedia program
 - Target programming and outreach activities based on community interests
 - Create and enhance programming and services through partnerships

Key Strategy

Action Steps

3. Reevaluate Core Services (cont.)

- Information and Reference
 - Implement On-line Chat
 - Establish specialized centers at selected libraries
 - Utilize part-time specialists to enhance service delivery
- Technology
 - Replace aging workstations with tablets for public use
 - Continue transitioning to cloud technology
 - Establish Library Tech Mobile (Geek Squad)
 - Offer short-term leased office space
- Marketing
 - Outsource development and implementation of new marketing plan(s) that targets current and potential library users

Enhancement Options

YOUmedia South Dade Regional

\$500,000 Start-up

\$250,000 annual operating costs

Technology Centers/Incubators

\$200,000 Start-up

\$60,000 annual operating costs

Branch Technology Re-fresh

\$30,000 – \$50,000 for a small branch

Library Techmobile

\$250,000 - \$300,000 Start-up

\$200,000 annual operating costs

Enhancement Options

Library Materials Budget

Variable

Increased Hours of Operations

Variable

Mayor's Blue Ribbon Taskforce
for the Miami-Dade Public Library System

March 19, 2014





Mayor's Blue Ribbon TaskForce Members



Name	Title	Organization
Se'Adoreia Brown	Staff Representative	AFSCME Local 199
Max Rothman	President	Alliance for Aging
Marla Alpizar	Director of Education and Community Services	City of Hialeah
Daniel Alfonso	Acting City Manager	City of Miami
Howard Brown	Director of Community Development & Planning	City of Opa-Locka
John Quick	President	Friends of the Miami-Dade Public Library
Katherine Seaver	Librarian 2, South Dade Regional Library	GSAF/OPEIU Local 100
The Honorable Javier Souto	Commissioner	Miami-Dade County
Carlos A. Gimenez	Mayor	Miami-Dade County
Nancy Lawther	Legislative Chair	Miami-Dade County Council of PTAs/PTSAs
The Honorable Deede Withorn	Commissioner	Miami-Dade County League of Cities
Maria Velez	Staff Representative	Miami-Dade Public Library Advisory Board
Raymond Santiago	Director	Miami-Dade Public Library System
Charles Auslander	President & CEO	The Children's Trust
Barry E. Johnson	President & CEO	The Greater Miami Chamber of Commerce
Lillian Weinberg	Special Assistant to the President	The Knight Foundation
Javier Soto	President & CEO	The Miami Foundation
Ron Wasson	Town Manager	Town of Bay Harbor Islands