

Memorandum



Date: October 15, 2013

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

From: Carlos A. Gimenez
Mayor

Subject: Mayor's Blue Ribbon Taskforce to Study the Future of the Miami-Dade County Public Library System

Through the budget process, I shared my intent to convene community stakeholders to be part of a Blue Ribbon Taskforce that will set the course for the future of our County's library system. We have a very short timeline to define how we will address the steep financial cliff that the Library Department will face in less than 12 months. We will be reaching out to all stakeholders via phone and formal letter of invitation to engage and participate within the week and I anticipate that we will be able to have our first meeting at the end of this month.

The attached plan is ambitious and works within a tight timeline. It is my goal to have a proposal to share with the Board and the community by February 2014. The plan will consider and integrate recommendations from the Blue Ribbon Taskforce that I will personally chair. This Taskforce's recommendations will be informed by the input of four working groups that will be made up of a comprehensive representation of stakeholders; an external study that will analyze the Library District's current funding structure and library services provided in Miami-Dade County; surveys of library patrons and of residents that do not use library services, input from library employees; and information from the Library Department's leadership, the Office of Management and Budget, and the Department of Human Resources. While this process is underway, my staff is also working on the identification of revenue sources and fund development strategies that can be implemented immediately.

As we move forward, I will provide monthly progress updates to the Board regarding our work on this topic and all information shared with the Board will also be posted on my webpage and on the Library Department's website. I encourage you to contact Lisa Martinez, Senior Advisor, at 305-375-2911 or Raymond Santiago, Director, Miami-Dade Public Library System at 305-375-5026 if you have any questions and I look forward to working with you as we embark on this important work.

Attachments

c: Municipal Mayors

Ed Marquez, Deputy Mayor, Office of the Mayor
Lisa M. Martinez, Senior Advisor, Office of the Mayor
Raymond Santiago, Director, Miami-Dade Library System
Arleene Cuellar, Director, Human Resources
Jack Kardys, Director, Parks, Recreation and Open Spaces Department
Jennifer Moon, Director, Office of Management and Budget
Angel Petisco, Director, Information Technology Department
Henry Sori, Director, Community Information and Outreach Department
Michael Spring, Director, Cultural Affairs Department
Suzet Alvarez-Cleary, Assistant Director, Miami-Dade Library System
Beatriz J. Jimenez, Senior Advocate, Community Action and Human Services Department
Charles Auslander, President and CEO, The Children's Trust
Roderick Beasley, Executive Director, South Florida Workforce

Sister Linda Bevilacqua, O.P., Ph.D., President, Barry University
Greg Blackman, President, GSAF/OPEIU – Local 100
Ellen Book, Lead Advocate, Save Miami-Dade Public Libraries
Carmen Caldwell, Executive Director, Citizen's Crime Watch of Miami-Dade
Alberto M. Carvalho, Superintendent, Miami-Dade County Public Schools
Dennis J. Crudele, Acting President, Florida Atlantic University
T. Willard Fair, President and CEO, Urban League of Greater Miami
Ivonne Fernandez, Florida State Director, AARP
George L. Hambury II, President/CEO, Nova Southeastern University
Alberto Ibarguen, President and CEO, The Knight Foundation
Saif Ishoof, Executive Director, VP, City Year Miami
Barry E. Johnson, President and CEO, Greater Miami Chamber of Commerce
David Lawrence Jr., Chairman, The Children's Movement of Florida
Jeannette Lebrecht, Administrator, AFSCME Local 199
Daniela Levine, President and CEO, Catalyst Miami
Steven E. Marcus, ED.D., President and CEO, The Health Foundation of South Florida
Harve Mogul, President/CEO, United Way of Miami-Dade
Adora Obi Nweze, President, The NAACP - Miami-Dade Branch
John Quick, Board President, Friends of Miami-Dade Public Library
Eduardo J. Padron, Ph.D., President, Miami Dade College
Mark B. Rosenberg, President, Florida International University
Max R. Rothman, President, Alliance for Aging
Donna E. Shalala, President, University of Miami
Javier Soto, President and CEO, The Miami Foundation
Evelio Torres, President and CEO, The Early Learning Coalition of Miami-Dade
Lea Verrecchia, Chairperson, Miami-Dade County Public Library Advisory Board
Sharon Watson, President, Miami-Dade County Council PTAs/PTSA's

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



Development of a Master Plan Beyond 2014

The mission of the Miami-Dade Public Library System (MDPLS) is to maintain and improve public library services that meet the informational, educational, and recreational needs of our diverse community. During the Fiscal Year 2013-14 budget process, the role of libraries in our community emerged as an important topic that was at the heart of much public discourse. The decision was ultimately made to fully fund our existing library service model for the current fiscal year, leaving the MDPLS with a substantial \$21 million projected deficit for fiscal year 2014-2015. As such, our community has less than 12 months to develop a comprehensive, long term solution for the library system's future. To move toward a fiscally sustainable library system that meets the current and future needs of our County in an innovative, but pragmatic manner, community stakeholders will have to join forces to tackle difficult questions, propose viable solutions, and share information with our residents in a timely fashion.

To that end, in the coming months, a Master Plan for the MDPLS that aims to answer the following questions will be developed:

- What is the most fiscally effective way to deliver library services of substantial benefit to all County residents?
- What services do we currently provide in our libraries that must continue over the next 5 years? 10 years? What services will need to be phased out, modified, enhanced or introduced over the next 5 years? 10 years?

The blueprint for the future of our library system will require a study of the current system's funding structure, the library services our community needs now, and the services it will require in the years to come. By the end of this month, the *Mayor's Blue Ribbon Taskforce* will convene and the path to undertake this challenging work over the next several months will be set.

Community engagement is absolutely critical to our success. Municipal and business leaders will be called upon to substantively contribute to the conversation. We will turn to education and non-profit leaders to lend their expertise and insights as we consider service needs, and service delivery models. We will seek out input from funders, library advocates, and County leaders. Library patrons and library employees will be surveyed for feedback. Residents that do not use libraries will also be surveyed. Working groups will convene to analyze funding models, service-delivery models, community service needs, and local awareness and advocacy efforts. Input from employees will be sought in all aspects of the work. Additionally, the MDPLS's strong network of state and national advisors will be called upon for regular feedback and insights on best practices and groundbreaking approaches. After initial concepts are compiled for consideration, content from the *Service Model* and *Service Needs* Working Groups will be shared with our community's education leaders, as represented on the Beacon Council's Academic Leaders Council, for additional feedback. Once a comprehensive net has been cast to consider the questions from all angles, the *Mayor's Blue Ribbon Taskforce* will consider all of the proposed information and submit recommendations for the future of the County's library system. The intent of this work is to set a steady, long-term course for the MDPLS. The plan will be shared with the community and additional feedback will further inform the Master Plan and budget for the cutting-edge, sustainable, and diverse library system this community deserves. The following pages provide descriptions of the *Mayor's Blue Ribbon Taskforce* and the *Blue Ribbon Working Groups*, an initial process timeline for the next nine months, and a tentative schedule for upcoming meetings through December 2013.

A monthly progress report will be provided to the Miami-Dade Board of County Commissioners and all participating stakeholders. All content related to this process will be posted and regularly updated on the Mayor's webpage (www.miamidade.gov/mayor/blue-ribbon-task-force-mdpls.asp) and the MDPLS webpage (www.mdpls.org).

Mayor's Blue Ribbon Taskforce

Role: Review and assess information and feedback shared by Working Group stakeholders, employee and Miami-Dade County resident surveys, the Academic Leaders Council, an external study of the Library District's funding structure and services, and staff presentations. Through consensus, whenever possible, provide recommendations to be considered by the administration, the MDPLS and the County for the development of the 2014-2020 MDPLS Master Plan and 2014-2015 budget recommendation.

Minimum Meeting Commitments: Kick-off meeting to take place at the end of October; *Blue Ribbon Working Group* presentations to the *Mayor's Blue Ribbon Taskforce* in December; Library District Study Presentation; and concluding meeting(s)

to be held in January to define final recommendations that will be presented to the Miami-Dade Board of County Commissioners in February 2014.

Membership:

1. Mayor of Miami-Dade County – Chair
2. Representative of the Miami-Dade Board of County Commissioners as defined by the Chair of the Board
3. Director of Miami-Dade Public Libraries (MDPLS)
4. President of the Friends of the Miami-Dade Library
5. Chair of the Miami-Dade Public Library Advisory Board
6. President of The Knight Foundation or designee
7. President of The Miami Foundation or designee
8. President of The Greater Miami Chamber of Commerce (GMCC) or designee
9. President of The Children's Trust or designee
10. Mayor/City Manager of the City of Miami (Largest Municipality within the Library District)
11. Mayor/City Manager of the City of Hialeah (Largest Municipality not within the Library District)
12. Mayor/City Manager of the City of Opalocka (Small Municipality within the Library District)
13. Town Manager of the Town of Bay Harbor Islands (Small Municipality not within the Library District)
14. Librarian employed by the MDPLS (Representative of GSAF/OPEIU Local 100 members)
15. Employee from the MDPLS that is not a Librarian (Representative of AFSCME Local 199 members)
16. President of the Miami-Dade County Council of PTAs/PTSAs or designee
17. President of the Alliance for the Aging or designee

Blue Ribbon Working Groups

Role: Working Group members will research best practices and identify options with a rationale linked to fiscally responsible considerations of our community's needs. Stakeholders participating in these groups will be diverse and inclusive of a variety of perspectives. Guiding questions will frame each group's discussions and final recommendations.

Minimum Meeting Requirements: Each group will be invited to attend and observe the Mayor's Blue Ribbon Taskforce meetings. Staff will provide substantive background information to each Working Group. They will meet as working groups at least three times and will then meet across Working Groups a minimum of two times. These meetings will take place over the course of two months.

Service Model Working Group

Guiding Questions:

- How should services be delivered in the next 5 years? 10 years? What modes of service delivery will need to be phased out, modified, enhanced, or introduced over the next 5 years? 10 years?
 - To provide recommendations to be considered for this question, the Working Group will need to assess the MDPLS's current service delivery model, innovative pilot programs currently in place within the MDPLS, innovative approaches being implemented nationally and internationally, technology trends, staffing levels needed to implement the different options, and the qualifications of staff to implement different models. Recommendations should assess and consider library resources, delivery of services (modes, types, days, and hours of operations), and facility needs for the models. The group will also need to reflect on the phasing-in of innovations and meeting the needs of the diverse neighborhoods that make up Miami-Dade County. All final recommended options will need to be presented along with a fiscal analysis and impact.

Membership:

- Representative - MDPLS
- Representative - Miami-Dade Information Technology Department
- Representative - Miami-Dade Office of Management and Budget
- Representative - Miami-Dade Human Resources Department
- Employee Representative - GSAF/OPEIU Local 100
- Employee Representative - AFSCME Local 199
- Representatives - Miami-Dade County Municipalities (participants and nonparticipants of the Library District)
- Representative - Friends of the Miami-Dade Public Library
- Representative - Miami-Dade Public Library Advisory Board
- Representative - Save Miami-Dade Libraries Advocacy Group
- Representative(s) - entrepreneurship incubator(s)
- Representative(s) – The GMCC
- Representative - The Miami Foundation
- Representative - The Knight Foundation
- Representative - The Children's Trust
- Representative - Miami-Dade County Public Schools (M-DCPS)
- Representatives - local colleges and universities

Service Needs Working Group

Guiding Questions:

- What services do we currently provide in our libraries that must continue over the next 5 years? 10 years? What services will need to be phased out, modified, enhanced, or introduced over the next 5 years? 10 years?
 - To provide recommendations for this working group, members will need to consider the diverse needs of the County, ways in which those needs are currently being met, ways in which these needs could be improved, and ways in which current and/or new partnerships with the MDPLS can expand or emerge to meet these needs. Working Group members will work on defining what the MDPLS's current role is in providing access to services to the community and if it needs to evolve. If so, how? Service areas that should be assessed and considered in recommendations include literacy programs, life-learning programs, community engagement activities, workforce development, and employment resources, entrepreneurship support, and programs supporting economic development. The group will also need to reflect on meeting the needs of the diverse neighborhoods that make up Miami-Dade County. All final options will need to be presented along with a fiscal analysis

Membership:

- Representative - MDPLS
- Representative - Miami-Dade Office of Management and Budget
- Representative - Friends of the Miami-Dade Public Library
- Representative – Miami-Dade County Public Schools (M-DCPS)
- Representatives - local colleges and universities
- Representative(s) - entrepreneurship incubator(s)
- Representative - The Children's Movement
- Representative - The Health Foundation of South Florida
- Representative - AARP
- Representative - Alliance for Aging
- Representative - The Miami Children's Initiative
- Representative - Citizen's Crime Watch of Miami-Dade
- Representative - Catalyst Miami
- Representative - The NAACP – Miami-Dade Branch
- Representative - The Urban League of Greater Miami
- Representative - United Way of Miami-Dade
- Representative - City Year Miami
- Representative - The Early Learning Coalition of Miami-Dade

- Representative - South Florida Workforce
- Employee Representative - GSAF/OPEIU Local 100
- Employee Representative - AFSCME Local 199
- Representative - Save Miami-Dade Libraries Advocacy Group
- Representative – The GMCC
- Representative - The Children's Trust
- Representatives - All Municipalities including at least one municipality that has an established Interlocal Agreement for enhanced services with MDPLS
- Representative - Miami-Dade County Council of PTAs/PTSAs
- Patron representation from diverse age groups and neighborhoods

Funding Working Group

Guiding Questions:

What is the most fiscally effective way to deliver library services of substantial benefit to all County residents?

- Providing recommendations on this topic will require the Working Group to analyze different library models, review staffing levels, job descriptions, and service delivery models in other library districts in comparison to the MDPLS. Funding development strategies will be discussed/considered and will be included in the group's recommendations. Current funding level options will need to be considered and viable delivery models within current funding levels will need to be proffered; however, the group can also explore and recommend other models inclusive of a cost benefit analysis and funding details.

Membership:

- Representative - MDPLS
- Representative - Miami-Dade Office of Budget Management
- Representative - Miami-Dade Human Resources Department
- Representative - Friends of the Miami-Dade Public Library
- Representative - Miami-Dade Public Library Advisory Board
- Employee Representative - GSAF/OPEIU Local 100
- Employee Representative - AFSCME Local 199
- Representative - Save Miami-Dade Libraries Advocacy Group
- Representative – The GMCC
- Representative - The Children's Trust
- Representatives - All 7 Municipalities not currently in the Library District
- Representative - At least 2 representatives from Municipalities that have established interlocal agreements to complement services with MDPLS
- Representative (s) - All Municipalities currently in the Library District
- Representative - Broward Public Library System (comparable local system)

Awareness, Advocacy and Marketing Working Group

Guiding Questions:

- What strategies are currently employed to create awareness of the services provided by the MDPLS? Who participates in this process? How can these efforts be refined and/or improved? If changes are being proposed to service levels and/or delivery, how should the public be best informed and engaged? Can library usage be increased within the current service model? How? If new service models are considered, what strategies should be employed?
- Providing recommendations for this group will require an assessment of what is currently done and by whom. Areas to be assessed should include branding, website, applications, use of social media, communication partnerships, current work with Friends of the Library and the Library Advisory Board, and the manner in which cross messaging is employed. Suggestions for engagement must be specific and should take into account the diversity of our community and the various populations that currently benefit and/or could benefit from services provided by the MDPLS.

Membership:

- Representative - MDPLS
- Representative - Miami-Dade Community Information and Outreach Department
- Representative - Friends of the Miami-Dade Public Library
- Representative - Miami-Dade Public Library Advisory Board
- Representative - Save Miami-Dade Libraries Advocacy Group
- Representative - Miami-Dade County Council of PTAs/PTSAs
- Employee Representative - GSAF/OPEIU Local 100
- Employee Representative - AFSCME Local 199
- Representative - United Way of Miami-Dade
- Representative - South Florida Workforce
- Representative - M-DCPS
- Representative(s) - local colleges and universities
- Representative - The Children's Trust
- Representative - The GMCC
- Representative(s) - local entrepreneurship incubator(s)
- Representatives - local Municipalities
- Representative - local media representative
- Representative - local marketing firm

Process/Timeline for the Development of the MDPLS 2014-2020 Master Plan

The work ahead of us is challenging and will require our community's commitment to working together through an intense few months. If we stick to the plan, our community will be able to look back and feel confident that the library system that emerges from this planning process will meet, and continue to meet, the needs of our community into the future. A tentative calendar of upcoming meetings is attached and an implementation timeline is provided below:

October

- Develop and distribute survey to employees regarding the MDPLS.
- Develop and distribute survey to residents regarding the MDPLS.
- Reach out to union leadership to ensure that their membership is represented on the *Mayor's Blue Ribbon Taskforce* and four Working Groups.
- Host a preliminary call with national and state stakeholders including the Institute for Museum and Library Services, America Library Association, Public Library Association, Urban Libraries Council, Online Computer Library Center, Lyrasis, Division of Library and Information Services, Florida Library Association, and South Florida Library Information Network. These national and state partners will act in an advisory capacity regarding library trends that will be incorporated into the background documentation provided to all participants. **(Week of October 21, 2013)**
- Define the Scope of Work for the Library District Study in order to analyze the current funding structure and library services provided in Miami-Dade County.
- Launch the *Mayor's Blue Ribbon Taskforce*. This first meeting will provide an opportunity to set the purpose of the work and explain the process that will be undertaken through the start of 2014. Content will be provided to all taskforce members as background on issues being analyzed. Additionally, the membership of the four *Blue Ribbon Working Groups* will be introduced and provided background content for their groups. **(October 30, 2013)**

November

- *Blue Ribbon Working Groups* will meet weekly for a maximum of 6 times each. **(From November 4, 2013 through December 9, 2013)** The initial proposed schedule is attached, but will be open to modifications. Each group's work product will be a part of the final report that will be submitted to the *Mayor's Blue Ribbon Taskforce*.
- Monthly conference calls will be held with national and state stakeholders to share updates and provide feedback. **(Week of November 18, 2013)**

December

- General recommendations emerging from the *Blue Ribbon Working Groups* will be shared with The Beacon Council's Academic Leaders Council. Feedback will be sought prior to the presentation to the *Mayor's Blue Ribbon Taskforce*. Any additional considerations shared by the Academic Leaders Council will be included within the report to the *Mayor's Blue Ribbon Taskforce*. **(Week of December 2, 2013 or December 9, 2013)**
- On December 18, 2013, the *Mayor's Blue Ribbon Task Force* will review:
 - a summary of the *Blue Ribbon Working Groups*' recommendations;
 - a summary of the feedback from the employees' survey results;
 - a summary of the feedback from the patrons' survey results;
 - an initial presentation from the consultants drafting the Library District Study; and
 - a presentation from the administration regarding budget and operational considerations to address different options that may emerge as recommendations.
- Initial discussion will take place during this *Mayor's Blue Ribbon Taskforce* meeting, but final recommendations will not be made until January 2014.
- The *Mayor's Blue Ribbon Taskforce* will be provided with assistance and answers to follow-up questions by staff. **(Week of December 9, 2013 through January 10, 2014)**
- Monthly conference call will be held with national and state stakeholders to share updates and provide feedback. **(Week of December 16, 2013)**

January - February

- The final Library District Study will be shared with the *Mayor's Blue Ribbon Taskforce*.
- The third and final meeting of the *Mayor's Blue Ribbon Taskforce* will be held. The Mayor will lead the discussion for the *Mayor's Blue Ribbon Taskforce* to determine final recommendations. These will guide the administration's next steps regarding the MDPLS.
- A report will be presented to the Board of County Commissioners and the community by January-February 2014, which will include the *Mayor's Blue Ribbon Taskforce's* recommendations.
- The *Mayor's Blue Ribbon Taskforce's* report will be followed by next steps as recommended by the Mayor.

February - June

- Community meetings will be held to present the plan being considered. Commissioners will be invited to participate in all meetings.
- The final 2014-2020 MDPLS Master Plan will be drafted and presented to the Miami-Dade Board of County Commissioners along with the budget request in July 2014.



**Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System
Development of a Master Plan Beyond 2014 Tentative Calendar**

October 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
			10:30AM Call with National & State Stakeholders			
27	28	29	30	31		
			9:30-11:30AM Mayor's Blue Ribbon Taskforce Launch in BCC Chambers			



**Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System
Development of a Master Plan Beyond 2014 Tentative Calendar**

November 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
	8:30-10:30AM @ Arcola Service Needs Working Group 4:00-6:00PM @ Hispanic Funding Working Group			8:30-10:30AM @ Kendale Lakes Service Model Working Group 4:00-6:00PM @ Arcola Awareness, Advocacy, and Marketing Working Group		
10	11	12	13	14	15	16
	8:30-10:30AM @ Pinecrest Service Needs Working Group 4:00-6:00PM @ Hispanic Funding Working Group			8:30-10:30AM @ Kendale Lakes Service Model Working Group 4:00-6:00PM @ Arcola Awareness, Advocacy, and Marketing Working Group		
17	18	19	20	21	22	23
Call w/ National & State Stakeholders	8:30-10:30AM @ Pinecrest Service Needs Working Group 4:00-6:00PM @ Hispanic Funding Working Group			8:30-10:30AM @ Kendale Lakes Service Model Working Group 4:00-6:00PM @ Arcola Awareness, Advocacy, and Marketing Working Group		
24	25	26	27	28	29	30



**Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System
Development of a Master Plan Beyond 2014 Tentative Calendar**

December 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
		8:30-10:00AM @ South Dade Service Needs & Service Model Working Groups 10:30-11:30AM @ South Dade Funding & Service Model Working Group		3:00-4:30PM @ North Dade Service Needs & Funding Working Groups 4:30-6:00PM @ North Dade ALL Working Groups		
8 (Briefing w/ Academic Leaders Council sometime this week)	9	19	11	12	13	14
15	16	17	18	19	20	21
	Call w/ National & State Stakeholders		9:30-11:30AM Mayor's Blue Ribbon Task Force Review in BCC Chambers			
22	23	24	25	26	27	28
29	30	31				



***Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System
Development of a Master Plan Beyond 2014 Tentative Calendar***

Meeting Locations

Arcola Lakes Branch Library

8240 NW 7 Avenue
Miami, Florida 33150
(305) 694-2707

Hispanic Branch Library

1398 SW 1 Street
Miami, Florida 33135
(305) 643-8574

Kendale Lakes Branch Library

15205 SW 88 Street
Miami, Florida 33196
(305) 388-0326

North Dade Regional

2455 NW 183 Street
Miami, Florida 33056
(305) 625-6424

Pincrest Branch Library

5835 SW 111 Street
Pinecrest, Florida 33156
(305) 668-4571

South Dade Regional Library

10750 SW 211 Street
Miami, Florida 33199
(305) 233-8140