

**CLERK'S SUMMARY AND OFFICIAL MINUTES
MAYOR'S BLUE RIBBON TASKFORCE
FOR THE MIAMI-DADE PUBLIC LIBRARY SYSTEM
December 18, 2013**

The Mayor's Blue Ribbon Taskforce (Taskforce) convened a meeting at 9:42 a.m. on December 18, 2013 at the Stephen P. Clark Government Center, Board of County Commissioners Commission Chambers, 111 NW 1 Street, Miami, FL 33128.

The following Taskforce members were present: Marla Alpizar, Se'Adoreia Brown, Alex Fernandez, J.C. Jimenez, Barry E. Johnson, Nancy Lawther, Johnny Martinez, Lea Nickless, John Quick, Diana Ragber, Max Rothman, Raymond Santiago, Katherine Seaver, Javier Soto, Lillian Weinberg, and Chairman Carlos Gimenez.

The following Taskforce members arrived late: Howard Brown and Commissioner Javier Souto.

The following staff members were present: Lisa Martinez, Senior Advisor, Office of the Mayor; Jennifer Moon, Director, Office of Management and Budget; Gabriela Lopez, Mayor's Aide, Office of the Mayor; and Deputy Clerk Alan Eisenberg.

1. Pledge of Allegiance

Mayor Carlos Gimenez welcomed the Taskforce members and led them in the Pledge of Allegiance.

2. Welcome & Introductions

Mayor Gimenez expressed his appreciation to Taskforce members and guests for attending today's (12/18) meeting and for helping to set the future course of the Miami-Dade Public Library System (MDPLS). He commented upon the importance of MDPLS to the community; the need to work together to develop sustainable solutions for the future; and the vision that the library would move Miami-Dade County towards being a premiere global community. Mayor Gimenez commended Working Group members for their commitment, noting their efforts over the past six weeks were invaluable to the Taskforce's decision process.

Mayor Gimenez' remarks can be found as Exhibit No. 2.

Taskforce members introduced themselves and the organizations they represented.

3. Approval of Minutes (Exhibit No. 3)

Deputy Clerk Alan Eisenberg noted the minutes from the October 30, 2013 Taskforce meeting contained the following corrections from the draft minutes: 1) the fifth paragraph from the top of the page on Page 4 was replaced; and 2) the fifth paragraph from the top

on Page 6 was replaced.

It was moved by Mr. Barry Johnson that the October 30, 2013 Taskforce meeting minutes be approved, as corrected. This motion was seconded by Mr. John Quick, and upon being put to a vote, passed by a vote of 16-0; (Commissioner Javier Souto and Mr. Howard Brown were absent).

4. Overview of Process (Exhibit No. 6)

Ms. Lisa Martinez, Senior Advisor, Office of the Mayor, pointed out that four working groups met on a weekly basis over the past six weeks with over 100 community stakeholders suggesting ideas and discussing pertinent guiding questions. She noted working groups then met with one another to discuss potential overlapping issues and concerns. Ms. Martinez said that the outcomes of these group discussions would be presented today (12/18) along with preliminary results of the community telephone survey. She explained that a study for the substantial benefit of countywide library services would be presented at the January Taskforce meeting; that a draft of an employee survey was presented to Taskforce members; that an online survey would be provided in the near future; and that monthly telephone conversations were held with national and state library leaders.

5. Perspective on Master Plan (Exhibit No. 6)

Mr. Raymond Santiago, Director, Miami-Dade Public Library System (MDPLS), acknowledged Mayor Gimenez for his leadership and the working group members for their valuable and dedicated participation toward the development of a MDPLS master plan. He noted this process would help the library system to evaluate its current operations; to recommend service delivery strategies; and to develop a sustainable system.

6. Working Group Presentations (Exhibit No. 6)

Ms. Martinez explained that each working group would provide a presentation, noting each group was represented by a facilitator from the Office of Management and Budget; a facilitator from the Miami-Dade Public Library System (MDPLS); and two community representatives. Ms. Martinez pointed out that working groups were given a structured task and specific questions to answer.

a. Service Needs Working Group

Mr. William Busutil, Facilitator, Office of Management and Budget, noted the guiding questions for the Service Needs Working Group (SNWG) were: "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?" He explained that ideas were identified

at the first group meeting; that high-priority needs were identified at the second group meeting; and that a rationale for each of the high-priority needs along with benefits, cost and staffing impact were identified at the third group meeting. Mr. Busutil noted although only the high-priority needs would be presented today (12/18); a listing of all the needs identified by this group would be provided in the report. He said that the SNWG also met with the Service Model and Funding Working Groups to examine how their proposed recommendations fit under various model alternatives.

Ms. Daniella Levine Cava, Catalyst Miami, explained that in addition to addressing service needs, the group also discussed funding mechanisms required to maintain the MDPLS' service quality. She along with Ms. Claudia Succar Ferré, Friends of the Library, introduced the SNWG's suggestions.

The eight priority Community Service Needs were identified as follows:

- Maintain/enhance comprehensive current collections and programs
- Create a foundation
- Explore changes in operating hours
- Leverage Government services – Joint initiatives
- Expand support for technology
- Organize more fee-based events
- Provide office services
- Operate community cafés

Mayor Gimenez inquired about the potential to partner with businesses such as FedEx and Kinkos.

Ms. Levine Cava explained that the proposed independent foundation would be in a better position to negotiate with potential vendors in order to avoid restrictions imposed by the County procurement process. She clarified that specific vendors were not approached during this process to inquire whether any interest existed.

Ms. Succar Ferré noted the potential to offer United States Passport services, Florida Drivers Licenses renewals and the purchase of United States postage was discussed. She indicated that vending machines could be obtained and placed in libraries to sell erasers, pens, USB drives, and other essential supplies.

Ms. Levine Cava pointed out that people would go to the South Dade Library from the South Dade Justice Center to use copy machines.

Mr. John Quick noted Google had programs aimed at bringing computers to groups of young users which could be a potential opportunity for the libraries.

Ms. Lillian Weinberg observed that Miami was an entrepreneurial community with high demand for collaborative and co-working spaces and inquired whether this option was considered for the libraries.

Ms. Levine Cava explained that libraries currently had meeting spaces that could be rented. She also commented that there was no limit to revitalizing libraries as a place for community involvement and culture with public-private partnerships.

Mr. Raymond Santiago noted a national trend toward Maker Spaces where libraries create joint partnerships with community organizations to provide space within their facilities to promote idea generation.

Mr. Alex Fernandez commented that many municipalities have teamed up with companies such as Google to offer public Wi-Fi services, noting this could be an example of a public/private partnership which would attract youth, students, and families back to the libraries.

Mr. J.C. Jimenez inquired whether current staffing levels were addressed in the recommendations.

Ms. Levine Cava said that the working group did not discuss the costs necessary to provide these services; however, she noted, the recommendation that a foundation be created was in response to the budget constraints.

Mr. Quick suggested that data on library usage per location would be helpful in the event that there was a recommendation to change library operational hours.

Mayor Gimenez commented that Japan experienced a significant increase in library visitors and revenue after they opened cafés in their libraries. He questioned whether any similar arrangements had been considered in Miami-Dade, and if so, whether they were successful.

Mr. Santiago explained that a vendor was previously selected through a bid process to provide cafés in four libraries; however, this was not very successful. He noted efforts to piggyback on Aviation Department vendor contracts to provide services at five library locations were in process. Mr. Santiago pointed out that a well-known vendor such as Starbucks would attract more people to the library because of the name recognition and the library would then become a destination.

Ms. Succar Ferré noted the group discussed using well-known local vendors in local library branches.

Mr. Max Rothman inquired whether demographic data was used to determine who currently used the libraries.

Ms. Levine Cava indicated that the data was not available since the telephone survey was not completed.

Mr. Rothman pointed out that some recommendations would differ depending on the particular target group. He noted the unique needs of the homebound elderly population and suggested providing books over the internet.

In response to Mayor Gimenez' question regarding whether the library sold books, Mr. John Quick pointed out that the Friends of the Miami-Dade Public Library System raised approximately \$60,000 at its recent annual book sale.

Mr. Santiago noted the possibility of placing vending machines in libraries to sell flash drives and other items as well as the possibility of selling new books.

Mayor Gimenez pointed out that the library system could fill a void where some areas of the County were underserved by the lack of bookstores whereas other areas had several bookstores located within close proximity to one another.

Mr. Quick noted new internet book purchases could be delivered to local library branches using the current service which transferred books between the branches.

Ms. Marla Alpizar commented on the accomplishment to provide localized library services. She inquired about the core library services that would be needed to keep Miami-Dade's system as a world class library.

Mr. Santiago pointed out that needs differed throughout the County's diverse communities He explained that the library as a learning institution meant different things to different people, noting the core services and priorities evolved and changed over time. Mr. Santiago said that the current core services involved providing learning materials; providing access to technology; and making information available in multiple languages.

Ms. Santiago pointed out that library locations were based on community needs and public demand for libraries. She inquired about the importance the SNWG placed on maintaining libraries in each community that expressed the need to have one.

Ms. Levine Cava confirmed that that the Working Group members believed strongly in the importance of maintaining and enhancing current library funding and not regionalizing libraries.

b. Service Model Working Group

Ms. Lourdes Avalos, Facilitator, Office of Management and Budget, noted the guiding questions for the Service Model Working Group (SMWG) were: "How services should be delivered in the next 5 years? 10 years? What modes of service

delivery would need to be phased out, modified, enhanced or introduced over the next 5 years? 10 years?" She noted the process was explained at the first group meeting; the different types of service models were identified at the second meeting; the pros/cons for each service model were discussed at the third meeting; and the rationale for each of the nine service models identified were developed at the final meeting.

Mr. Jose Otero, Assistant Director, Miami-Dade Information Technology Department, and Mr. Samuel McKinnon, The Children's Trust, presented the Service Model Working Group's suggestions.

The nine Service Models were identified as follows:

- Public-Private Partnerships
- Regional-Based System
- Library Research Center
- Self-Service
- Mobile Services
- e-Libraries
- Drop Collections
- Community-Based Library
- Virtual -- Web-Based Library

Mr. McKinnon emphasized that these models were not mutually exclusive and even though the benefits could be considered individually, they should be looked at collectively in order to deliver a comprehensive service model. He noted the importance of public-private partnerships as a funding method at all service delivery levels. Mr. McKinnon stressed the importance of maintaining community-based libraries to meet the County's diverse cultural needs.

Mayor Gimenez inquired whether any particular delivery method was best suited to the future, considering the changes to the community demographics.

Mr. Otero explained that most future delivery models centered on technology, noting i-phones and i-pads were most frequently used. He said that libraries currently offered free Wi-Fi access and that wireless access was also available at eleven County parks which were located adjacent to a library. Mr. Otero noted technology such as radio frequency identification (RFID) would expedite the process of checking books in and out of the libraries.

Mr. McKinnon stressed the importance of making libraries and books available to young children, in addition to having new technology.

Ms. Se'Adoreia Brown asked who would pay for shared staffing; what would be the staff members' function and where would they be located?

Mr. McKinnon explained that shared staffing resources would provide library visitors with general library assistance, as a condition to receiving a reduction in office space rental fees.

Ms. Nancy Lawther inquired how the combination of the three library models – Library Research Center, Regional Library, and Community-based Library – differed from the current structure.

Mr. McKinnon explained that the emphasis was placed on community-based libraries; that regional libraries would have more control over what was going into the local communities; and that the regional libraries would filter information up to the main library. He noted this structure would provide better administrative coordination of resources and materials for the local communities.

Responding to Ms. Lawther's question as to whether the additional cost to hire technologically-savvy staff was considered when discussing the e-Libraries, Mr. McKinnon explained that private-public partnerships were discussed as a potential method to offset costs.

Pursuant to Ms. Lawther's question regarding whether any additional community libraries were in the process of being built, Mr. Santiago indicated that Government Obligation Bond (GOB) funding was already obtained for the construction of several libraries.

Ms. Lillian Weinberg pointed out that Self-Service libraries could help keep libraries open at alternative hours to the normal working day. She noted San Antonio, Texas recently opened an e-Library, suggesting that this model be evaluated because it was established in a large Hispanic, immigrant population, similar to the Miami community.

Mr. Alex Fernandez inquired whether the costs for future technological changes were considered.

Mr. Otero said that the latest available technology was used to address the library's needs. He noted significant financial resources were spent to obtain the best available technology and this investment needed to be recouped before moving on to a newer technology.

Mr. McKinnon suggested looking at large software/computer companies as sponsors to offset costs.

Mr. Otero pointed out that there was already a partnership with Microsoft to provide internet access in County parks.

Mr. Santiago observed that it was critical for libraries to anticipate future needs and

that they were constantly projecting forward. He noted although libraries were looking at new technology and its impact, the challenge was to provide various services on a wide variety of instruments (i-phones, i-pads, etc).

Mr. Otero noted the library system needed to select and move forward with the best currently available technology to deliver needed services.

Mr. John Quick pointed out that technological industry partners could offer the library system new developments and product enhancements.

c. Funding Working Group

Mr. Carlos Maxwell, Facilitator, Office of Management and Budget, noted the guiding question for the Funding Working Group (FWG) was: "What is the most fiscally effective way to deliver library services of substantial benefit to all County residents?" He said that a major component of the FWG's discussion centered on the County ordinance assessing a separate millage rate for the Library District which includes all of Miami-Dade County, with the exception of Hialeah, Miami Shores, North Miami, North Miami Beach, Bay Harbor, Bay Harbor Island, Bal Harbor and Surfside. Mr. Maxwell noted the FWG considered different library standards, models, funding development strategies and the impact of different funding models. He stated that many questions were posed at the first meeting; that subsequent meetings focused on the impact of different funding levels on the library system as well as alternative funding models.

Mr. Tony Lopez, Director of Community and Leisure Services, Town of Miami Lakes, and Ms. Lynn M. Summers, Citizen Representative, City of Miami, presented the FWG's recommendations.

The Funding Models were identified as follows:

- Scenario One: Reduced Millage/Funding
- Scenario Two: Maintain Millage/Current Level of Funding
- Scenario Three: Raise Millage to Maintain Current Level of Service
- Scenario Four: Increase the Millage/Funding to Expand Service
- Scenario Five: Incorporate Library District into General Fund
- Other Funding Scenarios
 - Create independent library taxing authority
 - A sales tax as an alternative to ad valorem funding
 - Non ad valorem fee
 - Referendum on temporary millage increase similar to 1988

Ms. Summers pointed out that Miami-Dade County had the highest illiteracy rate in the State of Florida and that the City of Miami was the 4th or 5th poorest large city in the United States. She noted the role of a vibrant public library system was

instrumental in addressing illiteracy and poverty. Ms. Summers pointed out that libraries were funded by ad valorem taxes in this community for the last 73 years.

Ms. Summers identified the four primary circumstances which led to the Library's funding crisis as follows:

- The State of Florida legislature modified Chapter 200 in 2007 & 2008 which limited total ad valorem funding
- The economy tanked due to the recession
- The Value Adjustment Board reduced property taxes revenues
- The reduction of Library millage rates by 65 percent from .3822 in Fiscal Year (FY) 2009-10 to .175 in FY 2013-14 compounded by a decrease in the value of the tax roll.

Ms. Summers pointed out that the March 4, 2014 deadline for items to be considered in the 2014 State legislative session was rapidly approaching. She explained that as an alternative, a request to increase Library funding could either appear on the August 26, 2014 Primary election ballot or on the November 4, 2014 General election ballot. Ms. Summers said that it was the FWG's consensus that the Task Force consider a short-term plan to address Library funding for FY 2014-15 and then work toward a long-term systemic plan that would provide the Library with a dedicated source of funding. She pointed out that this evaluation process was long overdue; noting the last comprehensive review was conducted in 1968.

Mr. John Quick asked whether a special assessment or impact fees were considered as an alternative to ad valorem taxes.

Ms. Summers explained that impact fees were not well liked by developers; that there was tremendous competition for access to these funds; and that the FWG considered this the least favorable option.

Mr. Alex Fernandez pointed out that many tourists used Miami Beach libraries and their resources. He questioned whether a resort tax was considered.

Ms. Summers commented that a sales tax was a more viable option since it was paid by everyone, including tourists. She noted a tourist tax already existed and there was also much competition over these funds.

Mayor Gimenez questioned whether data was available on the number of residents and non-residents who used Miami-Dade's libraries.

Mr. Santiago indicated that several thousand people paid a \$100 annual fee for non-resident library cards. He said that the demographics of walk-in traffic were not maintained.

Mayor Gimenez pointed out that a nominal fee for non-residents wanting to use Miami-Dade's libraries should be considered.

Mr. Santiago commented that tourists mostly frequented the Miami Beach library branches' and the Downtown Miami library, noting it was well-known that libraries provided free internet access throughout the world.

Ms. Lillian Weinberg pointed out that she did not hear any discussion about employee staffing, job descriptions or training, noting the Service Need Working Group and Service Model Working Group both mentioned that technological issues would require library staff with certain skills sets.

Ms. Summers said that there was a significant reduction in Library staffing since FY 2009-10 and the FWG did not fully discuss those issues. She noted she was personally aware that librarians received technological and research related training and they also needed to be well-informed on the public school system's educational curriculum.

Mr. Howard Brown inquired whether the on-going facility operating costs for future capital improvement projects were considered. He also asked whether there were any discussions pertaining to cities that leased library space.

Ms. Summers pointed out that a significant change in the funding structure was needed for the three new libraries. She also said that the FWG discussed lease payments, noting the impact on cities and the available options needed to be further addressed.

d. Advocacy, Awareness and Marketing Working Group

Mr. William Busutil, Facilitator, Office of Management and Budget, noted guiding questions for the Advocacy, Awareness and Marketing Working Group (AAMWG) were: "What Strategies are currently employed to create awareness of the services provided by the Miami-Dade Public Library System? 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?" Mr. Busutil commented that the AAMWG's overall theme for discussion was: 1) any ideas should be prefaced by a well thought-out marketing plan, and 2) the emphasis of outreach should be to increase the customer base and to develop a positive perception of the library in the community.

Ms. Emily Cardenas, Senior Communications Manager, The Children's Trust, explained that the Library system needed a comprehensive marketing plan created by industry experts and using industry best practices. She, along with Mr. Thom

Mozloom, President, The M. Network, introduced the AAMWG's suggestions.

The New Marketing Strategies and Improvements to Current Marketing Strategies were identified as follows:

- Develop a marketing plan with clearly defined goals, defined target audiences, and survey-driven messages and marketing vehicles
- Re-engage and partner with private sector and foundations with shared vision for a strong library
- Expand membership, advocacy and fundraising activities with the Friends of the Library
- Develop a stronger Advisory Board composed of key community influencers
- Enhance the use of social media
- Build and share a database of contacts
- Refresh bookmobile advertising strategy for community events
- Inform and engage the public with cross-promotion opportunities
- Other Ideas

Mr. Alex Fernandez commented that libraries needed to be included in the future planning process for municipalities and that any new private sector development should be required to contribute some form of public benefit to the library, other than an impact fee.

Mayor Gimenez pointed out that the Task Force's goal was to determine what the library should be and how it would serve the people of Miami-Dade County, now and into the future. He noted he was interested in receiving the library user data. Mayor Gimenez observed that things were being done in libraries differently today than in the past; that technology and its applications were rapidly changing; and that the methods of accessing information and conducting research were different. It was first necessary to determine what the library should be in the future, as this would help determine the costs, how to fund them and how to communicate the vision to the public, said Mayor Gimenez.

Mr. Thom Mozloom stated that a marketing plan was needed to determine what the community really wanted.

Mayor Gimenez pointed out that certain things could be done with the library that the people did not know were possible. He said that the Task Force needed to determine what was needed to move forward and to become a global city; and what the library system needed to do to make this happen.

Ms. Marla Alpizar noted the importance to keep the public informed and engaged and inquired if this was discussed by the group.

Ms. Emily Cardenas said that the methods of community engagement were not discussed, noting several community meetings were held prior to the formation of these working groups to obtain information and community surveys were conducted. She indicated that marketing efforts would begin after the determination was made as to how the libraries would change. Ms. Cardenas noted a grass roots community outreach effort and a major advertising campaign would be the industry best practice to communicate the message.

7. Community Survey (Exhibits 8 & 9)

Ms. Martinez stated that a brief overview of the telephone survey would be presented by Dr. Robert A. Ladner, PhD., President, Behavioral Science Research, and that a more detailed presentation would follow at the next meeting. She also pointed out that the Children's Trust would evaluate the survey results in relation to parents and their use of the libraries.

Dr. Ladner noted 601 telephone surveys were conducted of Miami-Dade County heads of households over 21 years of age; some with children, some without children; some were library users, while others were not library users; and some had visited the library at least once within the past year, while others had not done so.

Dr. Ladner made the following observations regarding library users and non-users:

- 37 percent of the sample were "adult visitor households"
- 24 percent of the sample were "children visitor households"
 - 55 percent of adults in "children visitor households" had a bachelor's degree or higher
 - 64 percent were households where parents were also using the library.
- 39 percent of the sample were "non-visitor households"
 - Many individuals had a library card and used the library web site
 - This group was 68 percent Hispanic; was the least educated group; and was the largest group who needed to be interviewed in Spanish.

Dr. Ladner explained some of the reasons adults and children used the library, noting the library was a book-oriented, a hard-copy oriented and a place-oriented site. He highlighted the following observations:

- 82 percent adult-only and 94 percent households with children used the library to borrow books, DVDs and other hard-copy materials.
- 62 percent adult-only and 67 percent households with children used the library as a quiet place to read, study or play.

Dr. Ladner pointed out that the data was sorted according to voter-precinct; however, it could also be prepared according to commission district or municipality. He observed

that there were some areas in the community where the library was a refuge for school-aged children.

Dr. Ladner spoke about survey users attitudes toward the library:

- 90 to 94 percent of users and 64 percent of non-users believed that the libraries were not outmoded, not obsolete, and were necessary as a public service;
- 92 to 99 percent strongly agreed that Miami-Dade Public Libraries provided an important service to persons without computers or internet access at home;
- 95 to 96 percent of users and 72 percent of non-users strongly agreed or agreed that public libraries added to the quality of life of Miami-Dade citizens; and
- There was a razor-thin margin of support for property tax increases.

Dr. Ladner said that he would provide more detail on the survey results and summary data at the January 17, 2014 Task Force meeting. He noted an additional two-page analysis entitled "Miami-Dade Public Library Survey 2013 vs. PEW Study 2013: Library Services in the Digital Age" (Exhibit No. 10) depicted that Miami-Dade County was in alignment with the national sample.

Mayor Gimenez inquired about the gender breakdown of the statistics; whether that outcome was representative of the make-up of this community; and whether the survey was indicative of the community at large.

Dr. Ladner clarified that 36 percent male and 64 percent female participants were surveyed and that the outcome was representative of the make-up of parents who were involved in the library. He said the survey was designed to estimate the level of incidents of use of the library by adults in the general population.

Mayor Gimenez pointed out that the gender breakdown was not indicative of Miami-Dade County's gender breakdown, which was closer to 42 percent male and 58 percent female, as noted by Dr. Ladner.

Ms. Lillian Weinberg noted the importance of looking at the attitudes toward the library and the reasons why adults and children were using it. She pointed out that data on why non-users were not using the library system would be of particular interest.

Dr. Ladner indicated that data on the reasons why survey respondents did not visit a library over the past year was located on Page 15 of the data analysis (Exhibit 9). He said the primary reason was that they did not feel a compelling reason to go to the library; and the second reason was that they obtained the needed information on the internet. Dr. Ladner commented that non-users were less fluent in the English language, less educated, less affluent and more likely to be older Hispanics. He pointed out that there may be cultural barriers to the use of the library among those less fluent in English, noting all surveys conducted in Creole resulted in all those respondents being non library users.

Dr. Ladner said that Task Force members could ask specific questions before the next meeting and the survey data would be formatted to accommodate those requests. He also noted a copy of the survey questionnaire used would be provided.

Ms. Marla Alpizar inquired whether survey results were compiled by individuals paying ad-valorem taxes and by city.

Dr. Ladner noted Page 22 of the data analysis (Exhibit 9) contained the question "Do you own or rent the place where you live". He pointed out that he could prepare the survey results according to whether the individual owned or rented and also by city/municipality.

Ms. Alpizar asked Dr. Ladner to comment on the significance of receiving consistent response data which was highly positive toward the library.

Dr. Ladner commented that the data regarding the utilization level of particular services varied tremendously, especially when considering ethnic groups. He noted the results tended to skew toward people who were heavy library users and likely to be more satisfied. Dr. Ladner pointed out more variability in data results within the three major ethnic groups in this community than among users and non-users.

Mr. Alex Fernandez inquired whether the reasons a resident did not visit a library were part of the survey, as listed on Page 15 of the data analysis (Exhibit 9).

Dr. Ladner clarified that the responses were open-ended and there were no options to choose provided. He noted multiple responses were also tracked.

8. Final Comments / Next Meeting

Ms. Martinez noted additional follow-up information would be prepared by the MDPLS staff and provided to Task Force members at its January 17, 2014 meeting. She said that this information would pertain to the community's position, the employee's position and the library services study. Ms. Martinez also said that a participant from the national/state leaders' conference call would be invited to attend and present an overview of the national perspective. She requested that Task Force members submit any additional questions on the Library Survey to her for discussion at the next meeting. Ms. Martinez pointed out that the agenda would be turned over to Task Force members at the February 5, 2015 meeting with key agenda items for use in its recommendations.

Commissioner Souto stated that he was pleased with the research, comments and participation by everyone involved with this Task Force.

Mayor Gimenez wished everyone a happy holiday season and a happy New Year.

9. Adjournment

There being no further business, the Mayor's Blue Ribbon Taskforce meeting was adjourned at 12:20 p.m.



Mayor Carlos Gimenez