

## **Introduction**

The Miami-Dade Public Library System (MDPLS) provides public library services reflecting the informational, educational, and recreational needs of our community.

As part of the Miami-Dade County's Recreation and Culture strategic area, MDPLS provides library services to one of the largest and most diverse populations in the United States. More than 2,000,000 residents of the Miami-Dade County Library District enjoy access to a collection of nearly 4,000,000 items in a wide variety of formats and languages and a state-of-the-art computer system and public computer workstations, including laptops, with full Internet access for public use. The MDPLS operates a Main Library, 48 neighborhood branches (including 5 regional libraries), and two bookmobiles.

Every year, as part of the County's Strategic Plan and budget process, MDPLS identifies its most important activities during the current and upcoming fiscal year and develops a business plan. The business plan allows the department to prioritize its activities and provides a roadmap for the budget process. Please refer to section SM3 for the Library Department Business Plan 2013-2014.

The Miami-Dade Public Library System's funding model is a Special Taxing District. By definition a special taxing district is a geographic area in which a particular service is provided exclusively to residents of that area. The Library Taxing District includes all municipalities and UMMA except for Bal Harbor, Bay Harbor Islands, Hialeah, Miami Shores, North Miami, North Miami Beach, and Surfside. The Library's special taxing district provides 94% of the Library revenues; the other funds are made up of State Aid, Fines and Fees, and other miscellaneous revenues including grant funding. The current Library Millage rate or rate of taxation for the Library Taxing District is .1725. In other words, a property valued at \$100,000 would yield \$17.25 in taxes for the Library Taxing District.

In Fiscal Year (FY) 2013-14 the Library's Adopted Budget of \$50.5 million includes revenues of \$29.5 million in property taxes (ad valorem), \$1.5 million in state aid, \$647,000 from fees/fines and miscellaneous revenues and \$18.8 million in reserves. Please note, that the Library budget reserves will be depleted by the year-end of FY 2013-14.

Public libraries are service centric institutions and this focus is paramount in their business approach. Library service models reflect the organization's approach and are affected by staffing levels, organizational structures, and service delivery models.

Since 2008, MDPLS created an organizational culture change by concentrating on the Customer experience. The creation of the Five Star Customer Service Initiative completely revolutionized the MDPLS employee's delivery of service focusing on a welcoming and customer-centric culture. This Initiative permeates through all the customer-employee, and employee-employee interaction. The Five-Star Customer Service Commitment is posted all a branch libraries for the public. Five-Star Training is mandated on a yearly basis.

Current Model and Delivery (Section SM3) provides a brief overview and identifies the Miami-Dade Public Library's System's service delivery including the following information:

- Brief Overview
- A Description of the Current Service Delivery Model which include information on Facilities, Locations, Special Material Collections located at the Main Library, Branch Organizational Clusters, Staffing Structures, Service Area Management implemented in 2010 as a result of consolidation of staff, Communication, Fleet Management, Library Information Technology, Maintenance (Preventive), Programs and Outreach, and Security. A detailed chart is provided with the Resource, Division and Responsibilities for each Service Unit.
- Additionally, included is a Section of Current Library Core Services, including the latest Information Technology Trends and current e-services such as e-reference, e-chat, e-materials and MDPLS's presence in Facebook, Twitter and Pinterest.
- Programs and Outreach represent additional core services that we offer Countywide with major emphasis in Literacy, Learning and Partnerships.

Additional Documents: Section SM3

- Table of Organization by Classification
- MDPLS Branch Location Map including Hours of Operation
- Sample of MDPLS Branch Action Plan and Monthly Report - used to set and track goals at all library branches
- 2012-2013 MDPLS Preventive Maintenance Schedule
- Library Department Business Plan Fiscal Year 2013-2014

Levels and numbers of staff are a major budget consideration. Staffing is the costliest of all Operating expenses. In Section SM4 are the current qualifications with sample tables of organization of how currently branches are staffed by size of branch. MDPLS has created efficiencies in this area by implementing service area management. This section also provides a comprehensive look at MDPLS Staffing by Classification for the last 4 years, Library Salary Comparison (MDCO Human Resources Department) and Librarian Classifications by Union Representation.

When considering options, it is imperative to look at other library systems and how they have implemented staffing studies. Santa Cruz County Library (CA) and Broward County Library (FL) have done similar studies which are included in the folder.

There are many trends affecting public libraries and their services. MDPLS conducted a study of these trends and based on its findings developed a position paper. Please refer to Section S8 Beyond 2014 - A Position Paper.

The remaining two sections of this workbook provide comparative information and annual statistics on various Libraries related functions as well as informational articles. Please refer to Section S9 Statistical Package and Section SM6 for additional Articles and Supporting Documents.