

Date: August 1, 2013

Memorandum



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

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez". The signature is written in a cursive, flowing style.

Subject: Library District - Budget and Programmatic Update

In a recent memo titled *Library District – Budget and Programmatic Update* distributed on July 25th, 2013 (attached), I shared what our work process would entail as we develop the framework for a sustainable library system. As noted, it is my intent to provide updates that will include key milestones as we progress towards a final operational recommendation that will consider efficiencies, savings, targeted services that will minimize the impact to our residents, and partnerships that will leverage collaborative service delivery. Our recommendation will demonstrate innovation and sensitivity to our diverse county's needs.

Update on Process

Since our meeting with The Friends of the Miami-Dade Public Library last Thursday, staff has already reached out to each of your offices and has met with most of you to discuss your perspectives and ideas regarding the role of libraries within our County. We have also reached out to the cities in the Library District and have scheduled meetings with municipal leadership to provide an update on our efforts and to discuss their viewpoints as we develop our plan for the future of the library system. These meetings will not only be an opportunity for information sharing, but also an opportunity to receive feedback regarding library schedules. As we narrow down to a final list of libraries that will remain open, our next step will be to strategically and collaboratively finalize a recommendation regarding library schedules.

We have also contacted Miami-Dade County Public Schools (M-DCPS). It is important for us to be cognizant of the impacts different options could have on the families we serve. It is very clear to me that our libraries are safe havens for many children during the after-school hours and I have directed my staff to look for solutions that keep libraries open during these critical time frames. To that end, staff will remain in close communication with M-DCPS as final library schedules are determined. Additionally, we will be working on solutions that enable us to continue working together on programmatic efforts. I believe that this established bridge can be strengthened further in a manner that would complement both of our missions.

To that same end, we are scheduling meetings with the Children's Trust, The Miami Children's Initiative, the Knight Foundation, the Miami Foundation, City Year, The United Way, The Early Learning Coalition and our local college and university partners and will be having similar conversations with these organizations over the next two weeks. We have coordinated our second working session with South Florida Workforce Investment Board (SFWIB) to continue defining how the Library System and SFWIB's plans to share sites can shift to a model of joint service delivery. My team has also been directed to work with our long-term partners that have historically participated in the Mayor's Initiative on Aging to determine how we can work with public and private partners to best program our libraries for the older adults of Miami-Dade. I know that our County's senior citizens are avid patrons of our libraries and we will be scheduling meetings next week to gather feedback and explore new programming partnerships I anticipate that

conversations with all of these critical partners will allow unique community-tailored innovations to emerge in our libraries --- building upon past success with the future in mind.

Finally, we have set up additional meetings with the Friends of the Miami-Dade Public Library to continue the discussions that began last week. Their priority was clear – protect the footprint of our library district. I am committed to working closely with them as we finalize a final recommendation for the upcoming year. We also value working together to leverage volunteers in our libraries and had a brainstorming session regarding revenue generating ideas. My representatives will meet with them on August 2nd and the following week too. This work will continue through the budget process and into the next fiscal year.

Update on Progress

As I shared last week and earlier in this communication, we will not have a final proposal until we work through the process; however, in our effort to find efficiencies and savings – I can confidently say that we will be able to bring the maximum number of libraries that may be considered for closure down to 14. The work is not done. The assessment of days, hours, staffing levels, budget reviews and service impacts continues. We have also reviewed our leases and I have directed my staff to make every effort to renegotiate lease terms. The outcomes of this step could also contribute to savings and additional libraries remaining open, but the Miami-Dade Library System will have a **minimum of 35 open libraries** within a sustainable system.

The launch of the Technology Learning Centers, referenced in last week's memo, will take place on August 9th and you will be receiving additional information regarding the announcement that will highlight the new sites that will have provide free community access to computers and Wi-Fi for both youth and adults.

Over the next few weeks, we will continue to provide you regular updates of our progress. If you have any questions regarding the Library Department, please do not hesitate to contact, Lisa M. Martinez, Senior Advisor, at 305-375-2911, Raymond Santiago, Director, Miami-Dade Public Library System, at 305-375-5026, or me directly.

Attachment

- c: Municipal Mayors - Library District
 - Ed Marquez, Deputy Mayor, Office of the Mayor
 - Lisa M. Martinez, Senior Advisor, Office of the Mayor
 - Raymond Santiago, Director, Miami-Dade Library System
 - 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
 - Alberto M. Carvalho, Superintendent, Miami-Dade County Public Schools
 - Dennis J. Crudele, Acting President, Florida Atlantic University
 - George L. Hambury II, President/CEO, Nova Southeastern University
 - Alberto Ibarquen, President and CEO, Knight Foundation

Honorable Chairwoman Rebeca Sosa
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Page | 3

Harve Mogul, President/CEO, United Way of Miami-Dade
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
Donna E. Shalala, President, University of Miami
Javier Soto, President and CEO, The Miami Foundation
Evelio Torres, President and CEO, Early Learning Coalition

Memorandum



Date: July 25, 2013

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

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over the printed name.

Subject: Library District - Budget and Programmatic Update

Prior to your strong vote of support on all of the proposed millage rates at the July 16, 2013 Board of County Commissioners meeting, I set forth the significant organizational impacts that must be considered when balancing the priorities of keeping millage rates flat, while minimizing service impacts. As I conveyed to the Board then, the difficult work ahead includes the possible closure of up to 22 libraries, and the elimination of up to 251 filled positions.

At that same meeting, I reaffirmed my commitment to continually assess the way we carry out our mission of public service in a manner that seeks efficiencies and maximizes our reach, but also protects the quality of the services provided to our residents. I welcome recommendations and feedback from each of you and from vested community stakeholders, but all scenarios must be vetted against criteria that evaluate the fiscal and programmatic viability of a **sustainable** county government. Our decisions must be strategic.

The following is a summary of planning steps we have taken over the past year and intend to take over the next fiscal year for the Miami- Dade County Public Library System (MDPLS).

Planning for Libraries Beyond 2013

The residents of Miami-Dade County clearly value their Library System: last year, more than eight million visitors passed through the Library doors, and another five million visited the Library's website. The Library remains a vital part of this community because it is a user-centric government department that can change and adapt to provide the resources, services, and programs most needed by this community. However, in order to continue to adapt to the needs of the community in today's economic climate, MDPLS must take into account the trends and challenges affecting public libraries today. While books will remain at the heart of our libraries, the use of technology, the educational, civic, and social roles the library fulfills, and the partnerships it must build are all significant trends that will increasingly affect the Library in the years to come.

In the fall of 2012, we heightened the internal discussion regarding the long-term vision of our County's Library System. We analyzed system-wide strategies that will help guarantee our library system's adaptability to our diverse community needs. In an era when our local schools are shifting from regular text books to online text books, databases have taken the place of card catalogs, and traditional book stores are much harder to find, we must make a clear case for why libraries are important to our residents and what will be needed to meet our residents' evolving needs. It is our responsibility to effectively hone our holistic approach to service delivery within a sustainable fiscal framework. Our planning efforts have centered on common trends impacting most libraries. Although we have a complex road ahead of us, it is imperative that our work for short-term solutions does not stray from the integrity of our long-term plans.

- **Library Locations and Schedules**

As noted in my proposed budget, we are facing a funding gap of \$21.709 million within the Library District. This has required us to assess library usage, branch operating costs,

services provided, clients served, current service levels and a review of all leases and municipal interlocal agreements. This is a course of action that started two weeks ago and will continue to be refined as we work through the budget process, meet with community stakeholders and communicate with our clients directly. I shared an initial draft list of 22 library closures on July 16th. We are taking a very close look at all variables and identifying solutions for service gaps that would emerge with a closure, including tailoring schedules to match the needs of the community. It is a methodical, multi-faceted work-in-progress and we will keep you and community stakeholders engaged and informed along the way.

- **Technology and Connectivity**

MDPLS has more than 2,700 desktop computers and laptops in our current libraries. Free internet connectivity is also provided in – and surrounding – all branches. As library branches are being considered for closure, we are also assessing access points to connectivity in the affected communities. MDPLS, the Parks and Recreation and Open Spaces (PROS) Department and the Information Technology Department (ITD) had already been working together to broaden connectivity access points throughout the county and were also in the process of developing 11 Community Connection Labs in our community parks. This initiative is being finalized and will be launched next month. These access sites will be mapped out along with the location of library branches. We will then assess any connectivity service gaps that will be generated by library closures. These gaps will be identified and considered in the decision making process to determine the final library sites and schedules.

As noted earlier, millions of county residents access library services via the MDPLS website. Over the next few weeks, MDPLS, ITD and the Community Information and Outreach (CIAO) Department will be working on further enhancing online library services including the development of an App that will inform the public of the nearest open library and the services and schedules of each site. This tool will be essential as we transition into a new service delivery framework, and it will be ready for review and initial public feedback at the end of August. The App will also allow residents to check the status of holds, review account information, find interesting titles, browse the library catalog, review items, retrieve call numbers and view outstanding fees on overdue items.

- **Programming**

Over the past year, more than 5,000 hours of programming activities were provided directly to Miami-Dade County residents by our Libraries. These programs included Reading Ready, YouMedia, Life-Long Learning Courses, Project LEAD, JumpStart, Writer-in-Residence, Digital Literacy Classes, Employability Skill Courses, The International Art of Story Telling, Lifetime Living through Art, and Teen Safe Spaces. As we redefine the way we do our work, we will reach out to partners and funders to integrate their ideas and feedback within our planning process for FY 2013-14 and beyond. We currently work with the Friends of Miami-Dade Library, Miami-Dade County Departments (PROS and Cultural Affairs), municipalities, local museums, The Children's Trust, Miami-Dade County Public Schools, United Way of Miami-Dade and the Miami Dolphins to provide community programming. We believe including them in the planning process will maximize our ability to leverage community resources. As with the library locations and schedules, we will keep you and community stakeholders engaged and informed along the way regarding programmatic offerings for the upcoming fiscal year.

- **Community Conversations**

I have met with the Friends of the Miami-Dade Public Library today and have asked my Senior Advisor Lisa Martinez, MDPLS Director Raymond Santiago, and other members of the MDPLS management team to hold a series of conversations over the next four weeks with community stakeholders including municipalities in the Library District, the Knight Foundation, the Children's Trust, Miami-Dade County Public Schools, South Florida Workforce, local universities and colleges and other programming partners mentioned earlier. It is also important to work closely with the Friends of the Miami-Dade Public Library as decisions are being considered. Additionally, I am hosting several Town Hall meetings that will provide a forum for discussion with our residents. The feedback, ideas and new partnerships that may emerge from these conversations will only strengthen our final recommendation for the MDPLS 2013-14 fiscal year.

The work will not stop there. I have made it clear that these discussions and the development of stronger partnerships in our libraries must continue beyond the current fiscal year's budget development process. It is my sincere hope that we will ultimately emerge from current challenges with a stronger Library System that combines the best of traditional library resources like books with the innovative learning tools that our patrons deserve. That combination will propel MDPLS towards a brighter long-term future, and ensure that our community has a **sustainable** library system that it can continue to be proud of.

Over the next few weeks, we will provide you regular updates. If you have any questions regarding the Library Department, please do not hesitate to contact Lisa M. Martinez, Senior Advisor, at 305-375-2911, Raymond Santiago, Director, Miami-Dade Public Library System, at 305-375-5026, or me directly.

c: Municipal Mayors - Library District

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