SANTA
CRUZ
PUBLIC
LIBRARIES

LIBRARY ADVISORY COMMISSION
REGULAR MEETING

MONDAY, JANUARY 23, 2017

6:30 PM

SCOTTS VALLEY BRANCH MEETING ROOM
251 KINGS VILLAGE ROAD, SCOTTS VALLEY, CA 95066

1. **CALL TO ORDER/ROLL CALL**
   Commissioners Sean Campbell, Ellen Campos, Martha Dexter, Nancy Gerdt, Barbara Gorson, Cindy Jackson, and Deb Tracey-Proulx

2. **ADOPTION OF THE AGENDA**

3. **ORAL COMMUNICATIONS**

   Any member of the audience may address the Board on any matter either on or off the agenda that is within the Board's jurisdiction. Note, however, that the Board is not able to undertake extended discussion or act on non-agendized items. Such items can be referred to staff for appropriate action which may include placement on a future agenda. If you intend to address a subject that is on the Agenda, please hold your comments regarding that item until it is before the Board so that we may properly address all comments on that subject at the same time. In general 3 minutes will be permitted per speaker during Oral Communication; A MAXIMUM of 30 MINUTES is set aside for Oral Communications at this time.

4. **REPORT BY LIBRARY DIRECTOR**
   A. Library Director's Report – January (PG.3)

5. **MEMBER REPORTS**

6. **CONSENT CALENDAR**

   All items listed in the "Consent Calendar" will be enacted by one motion in the form listed below. There will be no separate discussion on these items prior to the time the Board votes on the action unless members of the public or the Board request specific items to be discussed for separate review. Items pulled for separate discussion will be considered following General Business.

   A. Receive Minutes of December 12, 2016
      <u>RECOMMENDED ACTION</u>: Approve Minutes (PG.4-5)

7. GENERAL BUSINESS

> *General Business items are intended to provide an opportunity for public discussion of each item listed. The following procedure is followed for each Business item: 1) Staff explanation; 2) Board questions; 3) Public comment; 4) Board deliberation; 5) Decision.*

A. Annual Election of Chair and Vice Chair
   RECOMMENDED ACTION: Elect Chair and Vice Chair

B. Strategic Plan 2017-2021 (PG.6-47)
   RECOMMENDED ACTION: Review Plan

C. Draft Work Plan 2017-FY2018 (PG.48-50)
   RECOMMENDED ACTION: Review Plan

D. FY 2016 Fund Balance Spending Plan (PG.51-54)
   RECOMMENDED ACTION: Review Plan

E. Draft Naming Policy (PG.55-56)
   RECOMMENDED ACTION: Review Policy

F. Designate Written Report Presenter for LJPA
   RECOMMENDED ACTION: Appoint Presenter

8. ADJOURNMENT

Adjourned to a Regular Meeting of the Library Advisory Commission to be held on Monday, February 27, 2016 at 6:30 PM at the Downtown Branch Meeting Room located at 224 Church Street, Santa Cruz, CA 95060.

The Santa Cruz City-County Library System does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. Upon request, the agenda can be provided in a format to accommodate special needs. Additionally, if you wish to attend this public meeting and will require assistance such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the Library Administration Office at 427-7706 at least five days in advance so that we can arrange for such special assistance, or email library_admin@santacruzpl.org.
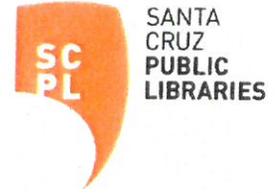
Library Director's Report - January 2017

Organization

The reorganization of SCPL continues. In December, Janis O'Driscoll has been appointed the Assistant Director of the Santa Cruz Public Libraries. Sue Graziano, Manager of Programs and Partnerships, retired. The Library is currently searching for three Librarian IIIs to serve as regional managers. Interviews will take place in January.

Many librarians and information specialists were reassigned to branches in early December. Moves have been completed. Four branch managers have been reclassified. Two branch managers have been shifted to other locations. Paula Jansen has been hired to serve as the branch manager in Felton.

Collections

As a result of a grant to send staff to the Leber International Book Fair in Spain, over 250 Spanish language titles were added to the collection this fall.

Planning

Luis Herrera, city librarian for the San Francisco Public Library met with a small group of staff members and City leaders to discuss urban library buildings and homelessness. He is a founding board member of the Digital Public Library of America, serves on the Board of Trustees of the Latino Community Foundation, served as chair of the California Council for the Humanities and was named the Library Journal's Librarian of the Year in 2012. He had great ideas and insights for the downtown branch.
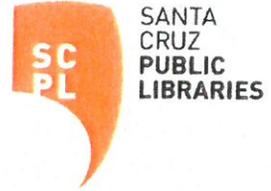
LIBRARY ADVISORY COMMISSION
REGULAR MEETING MINUTES

MONDAY, DECEMBER 12, 2017

6:30 PM

DOWNTOWN BRANCH MEETING ROOM
224 CHURCH STREET, SANTA CRUZ, CA 95060

1. **ROLL CALL**
   PRESENT: Vice Chair Deb Tracy-Proulx, Commissioners Ellen Campos, Martha Dexter, Nancy Gerdt, Barbara Gorson, and Cindy Jackson
   ABSENT: Chair Sean Campbell
   STAFF: Library Director Susan Nemitz

2. **APPROVE AGENDA OF DECEMBER 12, 2016**

RESULT:	**APPROVED THE AGENDA OF DECEMBER 12, 2016**
MOVER:	Barbara Gorson
SECONDER:	Martha Dexter
AYES:	Tracy-Proulx, Campos, Dexter, Gerdt, Gorson, Jackson
ABSENT:	Sean Campbell

3. **ORAL COMMUNICATIONS**
   A member of the public, Judy, commented on the Downtown Library Proposal.

4. **REPORT BY LIBRARY DIRECTOR**

5. **MEMBER REPORTS**
   Dexter: She, Susan, and other staff members had a meeting with the San Francisco Public Libraries Director to discuss urban libraries.
   Gorson: Capitola City architects have scheduled a design meeting on January 11th at 6:30 PM at the City Hall Community Room.

6. **CONSENT AGENDA**
   A. Approve Minutes of November 14, 2016

RESULT:	**APPROVED THE MINUTES OF NOVEMBER 14, 2016**
MOVER:	Martha Dexter
SECONDER:	Barbara Gorson
AYES:	Tracy-Proulx, Campos, Dexter, Gerdt, Gorson, Jackson
ABSENT:	Sean Campbell

7. GENERAL BUSINESS

A. Strategic Plan – Janis O'Driscoll

O'Driscoll gave an overview about the recurring key themes, values, paths, strategies, and actions (examples) gathered from the 1000+ responses to our surveys about our Strategic Plan for 2017-2020.

B. Library Reorganization

Nemitz presented the Library's new Organizational Chart and explained the three newly created Librarian III positions and their roles as Regional Managers.

C. Downtown Library Proposal

D. Other Facilities Projects Updates

A site plan is being developed by the architect for Felton. A community meeting will be held sometime in January or February.

E. Naming Rights Policy

F. Board Meeting Calendar for 2017

RESULT:	APPROVED THE PROPOSED MEETING CALENDAR FOR 2017
MOVER:	Barbara Gorson
SECONDER:	Cindy Jackson
AYES:	Tracy-Proulx, Campos, Dexter, Gerdt, Gorson, Jackson
ABSENT:	Sean Campbell

8. ADJOURNMENT

The regular meeting adjourned at 8:00 PM

Adjourned to a Regular Meeting of the Library Advisory Commission to be held on Monday, January 23, 2016 at 6:30 PM at the Scotts Valley Branch Library located at 251 Kings Village Road, Scotts Valley, CA 95066.

Respectfully submitted,
Ivan Sumano-Vargas, Clerk of the Commission

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STRATEGIC PLAN · Santa Cruz Public Libraries

January 2017 - June 2021

VISION: **Transform Lives and Strengthen Communities.**

MISSION: **Connect, Inspire, Inform.**

Our VALUES:

Relevance	Responsive Service
Inclusiveness	Safe Environment
Community Engagement	Free Access

Our PATH:

LEARNING
Develop programs, services and collections that nurture the learning goals of children and adults.

DIGITAL INCLUSION
Ensure that all residents have access to the training, devices, and internet they need to participate fully in community life.

TRANSFORMATIVE SPACES
Create enticing and inspiring multipurpose learning zones that support community needs and interests.

USER EXPERIENCES
Offer patron-centered services designed with input from residents so that each branch reflects its community.

ORGANIZATIONAL CAPACITY
Enhance skills of staff, provide thoughtful stewardship of public resources, and pursue strategic partners in the community.

BENCHMARKS:

INCREASE IN: cardholders, circulation, visits, database use, computer use, program attendance.

CAPACITY INCREASE IN: Number of public access computers, hours of computer and wireless use, type and number of technology programs.

MEASURE SUCCESS: Analyze findings and amend functions to improve patron satisfaction.

INCREASE PARTNERSHIPS: Maintain current strategic partnerships and identify additional partners.

Santa Cruz Public Libraries Strategic Plan 2017-2021: Premise and Process

The Santa Cruz Public Libraries (SCPL) are entering a period of transition and change. In June 2016, the voters gave their support to the improvement of each of SCPL's ten physical branches through either construction or renovation.

It falls to us now to consider the functions of these buildings. What services and programs will be relevant to our communities' values, needs, and goals? What kinds of buildings should we build? It is an exciting opportunity. We need a plan.

The Premise

In reviewing current public library research and practice, we have found that the most effective strategic plans begin with the community, and perhaps surprisingly, not in the Library. Creating programs and services and then going out to find audiences for them doesn't help an organization be relevant. Instead, *we should start with the community and find out its priorities, passions, and values and then figure out where the Library can fit in.*

In her 2016 book, The Art of Relevance, Museum of Art and History Executive Director, Nina Simon, writes:

"Communities are made of people with shared dreams, interests, and backgrounds. The more you understand them, the more easily you can unlock relevant experiences with them…The most powerful way to gain access to a new community is not be creating programming or marketing campaigns you think might fit their interests. Instead it starts with networking…Listen to their interests and concerns. The more you understand what matters to them and what experiences they seek, the better you can assess whether and how you can connect with them."

How do we make those connections with the variety of communities that live in the SCPL service area? *We should check in with the people we think we know, but we also need to have conversations with people we don't see in the Library.*

The Harwood Institute for Public Innovation has formed a partnership with the American Library Association to encourage libraries to "Turn Outward." Carlton Sears of the Institute explains: *"Turning outward means that we ask crucial questions that get at the heart of what community members desire for their town."* Richard Harwood, founder of the Institute, says that Libraries are the perfect organizations to ask those questions: *" …libraries are some of the most trusted institutions in our nation's communities, making them a good place to start conversations. Community is the reference point for the approach of turning outward…"* (American Libraries, January 22, 2015)

Nina Simon and the Harwood Institute confirm that SCPL needs to engage with others, assess where it can have an impact, and find more innovative and effective ways for the Library to be part of the

community. With that information, we can create a strategic plan that is relevant and continually renewed by remaining connected to the community.

The Library used several avenues to gather data in the fall of 2016:

- **one-to-one conversations with individuals**
- **Staff Day focus on strategic planning**
- **community meetings, one held at each branch**
- **online and hard-copy surveys distributed to both staff and public**
- **an online Impact Survey to better understand how the community uses its public technology resources and services**

Community First

In September and October 2016, Library Staff and Library Advisory Commissioners went into the community to initiate conversations with individuals, small groups, and organizations using the Harwood Institute model and the concepts from Nina Simon's book, **The Art of Relevance**.

17 staff people representing all levels of experience and responsibility comprised the internal Library Strategic Planning Steering Committee; the seven Library Advisory Commissioners served as the external steering committee. They gathered data, reported it, analyzed it, gave feedback, and drew conclusions.

Conversations

Community data collection began in September. Each person sought conversations with people they knew and people they didn't know. Some respondents were library users and many were not. Following a very short list of prompts, people were asked to describe their communities, including both the rewards and challenges of living in them. People reflected on the goals of their communities and how they thought progress could be made toward those goals. Together, the interviewer and the interviewee brainstormed the ways the Library might fit into solutions and strategies on the issues identified. Conversations were documented and participant demographics were noted. By December, nearly 100 conversations had been described.

Staff Day

On October 10, preliminary results from the first interviews were shared at Staff Day. Staff practiced the interview protocol with support from experienced interviewers, and were invited to also conduct interviews in the community if they could. Staff were asked to complete a written survey about their own views of the role of the public library in the community...actual and potential.

Community Meetings and Surveys.

From October 15-November 15, community meetings, one at each branch, were held to invite community comment. From September to November 15, there were opportunities for community members to contribute to the information gathering via social media, surveys placed in branches, and online surveys on the Library website. During the month of November, an online impact survey was conducted to better understand how our community uses and benefits from free access to computers and the Internet at the Library.

Approximately 1000 responses were received from all these sources.

Analysis and Patterns

In December, ten readers representing the staff and the Library Commissioners read through all the data looking for patterns in the results. The Strategic Plan draft presented here reflects the remarkably similar conclusions those readers came to. Across the Library service area, people identified these needs:

- desire for more morning and evening hours
- increased adult programming with particular interest in discussion/community forum events
- need for both quiet spaces AND interactive spaces in each facility
- flexible multipurpose areas in each building/meeting rooms for group activities
- more materials for all ages
- more technology access that includes both proper infrastructure and training opportunities
- development of more partnerships and services to address the needs of people without homes

Two barriers were consistently identified:

- high cost of housing (causes greater need for libraries because there are fewer financial resources for individuals to spend on computers, Internet, reading materials, information needs)
- traffic and gridlock (people feel isolated in their communities even with a car because driving is frustrating and mass transit is not well-developed; need to use local libraries as community centers)

Draft Strategic Plan

The attached draft strategic plan was developed in response to the community. It is anticipated that during the implementation of Measure S, the strategic plan will be reviewed every three years. The data gathering we began in 2016 will continue so that the Library can remain responsive to the community as it evolves.

Benchmarking and Data Analytics

SCPL will do a detailed benchmarking study using the California State Library statistics.

In addition, through an affiliation with the Peninsula Library Partnerships (PLP), Santa Cruz Public Libraries will access a new data resource, Gale Cengage Analytics on Demand. This product allows the Libraries to have access to detailed analysis of SCPL household level data to better understand communities' and patrons' needs. It will allow the system to understand variabilities in customer demographics and use by branch.

The Library expects the Turn Outward process of checking in with the community to continue as branches, services, and programs develop. SCPL intends to be proactive in learning community values and goals as it finds ways for the Library to fit into solutions and community progress. Community engagement will always be our first step.

January 2017

IT Strategic Plan

for the Santa Cruz Public Libraries

July 2017-June 2021

SC PL SANTA CRUZ PUBLIC LIBRARIES Library IT

January 3, 2017

Contents

1

SANTA CRUZ
PUBLIC LIBRARIES

LIBRARY IT

Library Strategic Technology Plan: Digital Inclusion

Statement of IT Strategy: Building on the SCPL mission to "Connect, Inspire, Inform", Library Information Technology will lead multiple efforts to improve the democratic, social and economic vitality of our community through the use of information technologies, and to foster inclusive, sustainable, free access to technology.

State of Information Technology 2013- 2016

- Number of wireless users served: 1400/day, 500K/year average
- Number of hours used on Public PC's/year: 100K
- Number of Public PC's: 150
- Average Wired Bandwidth: 1GB
- Average Wireless Bandwidth: 65 Mbps
- Number of technology classes given: 20
- Number of Patron check out devices: 20
- Number of technology grants written & won: 5, with a value of $68,400
- IT cost as a % of revenue: 11.5%
- Percentage of IT service requests being met: 97%

Core Objectives

1. Increase Bandwidth
2. Expand Access to Technology Tools & Resources
3. Increase Digital Literacy
4. Improve the Digital User Experience
5. Capitalize on Innovations

Underlying Beliefs and Assumptions

1. Revenues will decrease in FY 18-19
2. A portion of the Budget surplus will be spent on technology
3. Facilities will require new/upgraded technology

IT Strategic Plan: Vision

"The Library will lead multiple efforts to improve the democratic, social and economic vitality of our community and to foster inclusive, sustainable and free access to technology".

The implementation of the Information Technology Strategic Plan will prepare the Santa Cruz Public Libraries and its communities to achieve the maximum benefit from information technology innovations, increasing technical capability, enhancing digital resources and learning, and delivering efficiencies in support of administrative functions

It puts in place infrastructure to enable all community members to communicate effectively, share and procure information securely, and collaborate locally and globally. With a continuing focus on patron and staff training, the strategy aims to empower the Library to innovate, staff to use IT systems effectively, and patrons to develop their digital literacy for discovering, evaluating, and creating information using digital technologies.

The IT Strategic Planning Process

In October of 2016, Library IT completed the Edge Toolkit Assessment. The Edge is a groundbreaking, first-of-its-kind management and leadership tool, helping libraries create a path for the continuous growth and development of their public technology services.[1] The Edge Toolkit provides libraries an overview of current public services and community engagement.[2] From operations to partnerships and programming, the toolkit generates recommendations for implementing best practices to align with future growth and community priorities.[3] It also provides useful resources to demonstrate the library's community service to community leaders. Edge was created with the vision that all people should have opportunities to enrich and improve their lives through open access to information, communication, and technology services provided by public libraries. Edge results and analysis can be found in Appendix A.

Senior management identified the American Libraries Association's Future of Libraries Trends as a way to pinpoint emerging trends relevant to libraries and the communities they serve. Created by the Center for the Future of Libraries, this list of trends is available to help libraries and librarians understand how trends are developing and why they matter.

Beginning in October and ending in November, we ran a successful online survey, which was accessed via Public PC's within the branches, as well as to all visitors of the SCPL website. There were 654 respondents. Known as the Impact Survey, it empowers us to ask our community directly about the technology services they use and need. Specifically, the Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, and digital literacy training, and helps gather information about how to improve those services to enable better patron outcomes. Impact survey results analysis can be found at Appendix B.

2

Next, we enlisted the assistance of LOCO (the Learning Organization, Communications & Operations), whose charter is to support the mission of the Santa Cruz Public Library System using Learning Organization principles to foster a culture of trust and open dialog throughout SCPL. LOCO is comprised of one representative from each division and job function within the Library. We created an advisory commission with the LOCO members, and named it ITSPAC, (the IT Strategic Planning Committee). ITSPAC met four times over a two-month period, and the relevant trends were researched, discussed and measured for their potential effectiveness within our Library system. ITSPAC also analyzed the Edge Assessment results as well as the Impact Survey results.

For each section within the plan, there is a set of objectives. Given the pace of advancements in information technologies, it is not possible to predict everything we might need to achieve within a four-year period and accordingly, the objectives are intentionally set at a high level. The activities have no order of prioritization, and the Library IT department will be utilizing scrums to plan and complete work. With Scrum, projects are completed in a series of fixed-length iterations called "sprints" that give Library IT a structure for completing projects at a steady pace. Milestones are frequently met, reinforcing the importance of proper planning and increased feedback from stakeholders.

We will examine progress against our objectives using key performance indicators, benchmarks, and targets. These measurements will ensure we maintain focus on the plan, so that it continues to meet community needs, allows us to react to the external environment, and is updated appropriately.

1,2,3 Edge at a Glance | Edge Assessment. (n.d.). Retrieved from http://www.libraryedge.org/about-edge/edge-at-a-glance

3

IT Strategic Plan: Principles and Assumptions

Digital Inclusion is a guiding principle of the Santa Cruz Public Libraries and is represented within this IT Strategic Plan. The federated nature of the Library System offers benefits, and at the same time can inject complexity and disorganization. To develop an IT Strategic Plan for the Libraries, a set of principles is required that can support the proper balance across the organization and support a common direction and alignment.

The following principles establish a shared approach to providing IT services.
Delivery of the Plan assumes:

Partnership and Collaboration

1. Library IT staff work in partnership with IT providers to ensure that IT delivery works as a strategic partner for the community. This is accomplished through a broad understanding of the ways in which the community might benefit from technology, and consequently, it requires the continued feedback from patrons, staff, management and Library IT.
2. Library IT takes responsibility to deliver IT services to the Library System and community members, enabled by a shared end-to-end support process that begins with strategic objectives and ends with patron engagement.
3. Supporting the digital inclusion strategy of the Library System is a shared desire of all primary services delivered.
4. The strategy also includes ways to improve the user experience of IT services. This is accomplished by integrating IT into building plans, delivering faster, more reliable digital access, and providing support and training for staff and community members using Library technology.
5. The IT Strategic Plan aligns with and supports divisional as well as regional needs to allow adoption of digital technologies in teaching and outreach.
6. Partnership in IT goes beyond the boundaries of the Library and includes external vendors, the JPA, regional branches and local entities.

Efficiency and Effectiveness

7. The advantages and economies of maintaining a common infrastructure are made clear to promote adoption and show the value for money spent within the Library System.
8. IT services are delivered in a way that maximizes value to the community, taking into account total cost of ownership, fit within the current IT architecture, and benefits that can be realized.
9. IT services – whether created locally or centrally – that gain acceptance, have wide applicability and use, with clear benefits to staff and/or patrons, should be sustained.
10. Library information and patron data are treated as assets and governed appropriately; with the processes around them appropriately supported, including access, storage and curation. Data governance is not the function of any one group, but requires a shared responsibility throughout the Library System.

4

IT Strategic Plan: Objectives and Activities

Increase Bandwidth

The current IT infrastructure contains 150 public access computers, 20 laptops for patron checkout, 150 Staff computers and an average of 1400/day wirelessly connected patron devices (i.e., laptops, handheld mobile devices). All of these connections are con-currently made on a 1Gb broadband connection. As patrons continue to access more broadband-intensive content, our current broadband connection is impacted and bottlenecks occur. This strain on our broadband pipe will continue to increase as the community comes to expect access to new interactive, multimedia and high-resolution applications and programs. To that end, we must improve our broadband speeds and ensure that it is "future-proof"- meaning expandable beyond our current needs- in recognition that demand for speed will continue to grow.

CENIC is a world-class network on the California Research and Education Network (CalREN), a high-capacity network that meets the needs of 20 million users including the California K-12 system, California Community Colleges, the California State University System, California Public Libraries, the University of California System, Stanford, Caltech and USC. In addition, CENIC provides economies of scale that decreases connection costs significantly, while increasing connection speeds ten-fold, and is fully scalable up to 100Gb.

Objectives:

- Create a high-speed network infrastructure that will allow patrons to browse the Internet up to 10 times faster than current speeds and increase wireless reliability.
- Deploy the CENIC Network Operations Center (NOC) to monitor the network 24 hours a day, 7 days a week, 365 days a year.

Activities:

1.1. Create a redundant pipeline to the Internet.
1.2. Develop an infrastructure that supports the requirements of large-scale, secure data storage, preservation and discovery.
1.3. Provide appropriate infrastructure, tools and training to underpin the full cycle of Library data, including discovery, analysis, and curation.
1.4. Provide robust security to support system activities and network infrastructure.
1.5. Continue to collaborate with CENIC to further develop shared services, such as VOIP, and realize savings through economies of scale.
1.6. Replace Wireless Access Points (WAPs) with more reliable high-speed units.

5

Expand Access to Technology Tools & Resources

Digital Inclusion is defined as the "ability of individuals and groups to access and use information and communication technologies (ICTs).[4] Digital inclusion encompasses not only access to the Internet but also the availability of hardware and software; relevant content and services; and training for the digital literacy skills required for effective use of information and communication technologies".[5]

Objectives:

- Provide free public access to technology (hardware, software and high-speed connectivity).
- Provide equitable access to Internet-connected devices and online content.
- Ensure that community members can take advantage of the educational, economic and social opportunities available through these technologies.

Activities:

1.7. Increase the number of Public PC's available in all branches and deploy new computers.

1.8. Deploy laptop check-outs at all branches.

1.9. Create computing spaces that are flexible, with adequate power outlets and charging options for patrons, with furniture that affords patrons the space and comfortable seating they require to work comfortably with technology.

1.10. Institute wireless printing from any patron device.

1.11. Increase digital literacy classes and on-demand technology support for patrons of all ages and abilities.

1.12. Provide digital literacy services around key community need areas such as education, employment, workforce development and civic engagement.

[4,5] Building Digital Communities: A Framework for Action,
from https://www.imls.gov/assets/1/AssetManager/BuildingDigitalCommunities_Framework.pdf

6

Increase Digital Literacy

Digital literacy is the ability to locate, evaluate, and use digital information. The digitally literate can efficiently find the information they seek, evaluate that information, and use that information effectively.[6] The ability to recognize what information is needed and when to use it are additional components of digital literacy.[7] Digital literacy also includes the ability to effectively use a range of technologies (e.g., computers, mobile devices) and Internet-enabled services (e.g., Blogs, Twitter, Facebook, YouTube).[8] These different components of digital literacy are of equal significance. Without access, people cannot develop digital literacy; without digital literacy, they cannot gain maximum benefit from online resources.

Objectives:

- Provide free digital literacy support and training to the community

Activities:

1.13. Build a digitally literate staff, which in turn, builds a digitally literate community.
1.14. Hold regular "drop-in" tech help hours at every branch.
1.15. Hold regularly scheduled classes for patrons at each branch.
1.16. Partner with Senior centers and retirement homes to teach digital literacy.
1.17. Supply digital media lab technology that supports production and creation.
1.18. Develop Library-based digital literacy course content with self-guided tutorials accessible from anywhere, on any device.
1.19. Partner with schools to offer Cybersecurity and Digital Life classes for K-12.

[6,7,8] American Library Association. *Presidential Committee on Information Literacy. Final Report.* (Chicago: American Library Association, 1989).

7

Improve the Digital User Experience

"The user experience is the measure of your end-user's interaction with your library: its brand, its product and its services".[9] User Experience (UX) is an increasingly important area of focus across libraries, with rising consumer demand for usable, useful, and desirable technologies. With digital and virtual library services becoming commonplace, libraries are not immune to these developments and are challenged to not just provide services to their users but to do so in a way that is both engaging and satisfying.

Objectives:

- Improve and enhance the user experience in the following tech-related areas:
    - Spaces
    - Website
    - Catalog Discovery Layer

Activities:

1.20. Incorporate linked data into the catalog.

1.21. Adopt the BibFrame data model.

1.22. Create "technology rich" spaces at every branch.

1.23. Add charging stations at every branch.

1.24. On demand - on time laptop and PC resources at every branch.

1.25. Plan for incorporating a discovery layer within the catalog.

1.26. Continue expansion of the Django framework onto the SCPL website.

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[9] Michael Schofield and Amanda L. Goodman, "Using User Experience (UX) Design to Improve Library Services from the Web to the Circulation Desk," online course (ALA Editions, 2015) accessed May 15, 2015.

8

Capitalize on Innovations

In the last 15 years, Libraries have undergone significant changes due to technological advances, and the ways in which patrons use Library services has changed with this progress. However, public libraries function in an environment where budget uncertainties and realignment of core services are a reality. Therefore, a balance between continuing to provide essential services and the need to continually update technology in order to meet the escalating digital information needs of our users is necessary. Library information technology must pursue strategic and innovative ways to deliver the technology required by users with fiscal agility and careful stewardship of funds. To that end, innovations that are both responsive and carefully devised are required to maintain expansion in our market.

Objectives:

- Increase curation infrastructure
- Facilitate makers' spaces
- Empower Digital Natives
- Support Connected Learning
- Increase broadband access to underserved communities
- Partner with technology innovators

Activities:

1.27. Increase the capabilities of our Storage Attached Network to support increased digital curation.
1.28. Grow the in-house Minecraft server and install on all youth computers in the system.
1.29. Expand the 3D printing program with more offerings at each branch.
1.30. Create makers' spaces that blend new technology with more traditional maker tools.
1.31. Implement TV Whitespaces (TVWS) broadband in underserved areas.
1.32. Partner with the San Jose State University School of Information (iSJSU) and the Institute of Museum and Library Services (IMLS) and local/regional authorities to design and deploy TVWS emergency communications channels.

9

Appendix A: Edge Assessment

PEER COMPARISON REPORT
SANTA CRUZ PUBLIC LIBRARIES
SEPTEMBER 15, 2016

The Santa Cruz Public Libraries recently completed the Edge Assessment to evaluate its public access technology services and resources. This peer comparison report—along with the assessment evaluation, training opportunities, and action plan feature—is a management and leadership tool to aid the library planning process.

This report shows the Santa Cruz Public Libraries results in the context of other libraries serving populations of a similar size. Santa Cruz Public Libraries belongs to the "Large" peer group, made up of libraries serving communities with a population between 175,001 and 300,000. The peer library scores are derived from the results of a random sample of public libraries across the nation. The scores below will help the library understand the assessment results in the context of possible points and the average points attained by libraries in the Large peer group.

No library is expected to achieve 100% on the assessment. In fact, libraries are encouraged to focus on the particular service needs they have identified through community assessments, customer feedback, and community-wide initiatives. Peer scores should not be seen as competitive, but as reference points to support strategic planning. Libraries with below average scores for a targeted benchmark may choose to move resources to that area. Libraries with above average scores for particular benchmarks may have strategies and stories that can inspire other libraries.

Strategic Area	Benchmark	Points Achieved	Peer Average	Points Possible
Community Value	1. Digital literacy	5	49	75
	2. Digital tools and resources	85	80	105
	3. Meeting key community needs	105	89	130
	Total	**195**	**218**	**310**
Engaging the Community	4. Strategy and evaluation	80	85	155
	5. Strategic partnerships	65	45	75
	6. Sharing best practices	30	40	65
	Total	**175**	**170**	**295**
Organizational Management	7. Planning and policies	50	35	50
	8. Staff expertise	60	60	80
	9. Devices and bandwidth	75	60	135
	10. Technology management	80	65	90
	11. Technology inclusiveness	40	20	40
	Total	**305**	**240**	**395**
	Overall Score	**675**	**628**	**1000**

Your score in context:

The overall score for Santa Cruz Public Libraries is 675 of 1000 possible points.

Santa Cruz Public Libraries is a member of the Large peer group (population between 175,001 and 300,000).

In a representative sample of libraries in the Large peer group scores ranged from 245-890.

The average score for libraries in the Large peer group was 559-701.

The table below shows your library's assessment results in the context of possible points and the average attained by libraries in the Large peer group. The results are shown at the indicator level to help identify areas where your library excels and to diagnose areas where additional activity might enhance patron outcomes.

Strategic Area	Benchmark	Points Achieved	Peer Average	Points Possible
Community Value	1. Digital literacy			
	1.1 Digital literacy group training	5	18	25
	1.2 Digital literacy individual training	0	31	50
	2. Digital tools and resources			
	2.1 Digital content creation	20	24	40
	2.2 Website content monitoring	30	26	30
	2.3 Website information resources	35	30	35
	3. Meeting key community needs			
	3.1 Workforce development	25	23	30
	3.2 eGovernment and legal	25	18	30
	3.3 Educational opportunities	35	30	40
	3.4 Health and wellness	20	18	30
Engaging the Community	4. Strategy and evaluation			
	4.1 Maintaining community relationships	40	36	45
	4.2 Community analysis and assessment	10	15	40
	4.3 Patron surveys	0	2	20
	4.4 Technology services evaluation	25	15	25
	4.5 Strategic planning	5	18	25
	5. Strategic partnerships			
	5.1 Partnership development	40	31	45
	5.2 Technology outreach	25	14	30
	6. Sharing best practices			
	6.1 Community of practice	30	35	45
	6.2 Annual survey	0	5	20
Organizational Management	7. Planning and policies			
	7.1 Data management policies	50	35	50
	8. Staff expertise			
	8.1 Staff technology training	40	34	40
	8.2 Staff technology competencies	0	13	20
	8.3 Patron technology support	20	13	20
	9. Devices and bandwidth			
	9.1 Device availability	0	2	30
	9.2 Bandwidth capacity	20	14	30
	9.3 Device session periods	30	28	35
	9.4 Peripheral technology equipment	25	18	40
	10. Technology management			
	10.1 Internet connectivity	35	25	35
	10.2 Out-of-service devices	30	24	30
	10.3 Technology service metrics	15	16	25
	11. Technology inclusiveness			
	11.1 Assistive technology	40	20	40

Edge Recommendations Report

Santa Cruz Public Libraries
Sep 15, 2016

Recommendations

Filtered By:

Strategic Area: All

Benchmark: All

Level: All

Showing all of your 57 recommendations

Community Value

Benchmark 1
Libraries provide assistance and training with the goal of increasing the level of digital literacy in the community

1.1 **The library has curricula for and provides regularly scheduled digital literacy training.**

Provide structured and regularly scheduled classes on basic computer skills to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on office productivity software (e.g., word processing, spreadsheets, presentations) to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on Internet searching skills to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on social media to promote digital literacy in your community.

Level: 1

Provide structured and regularly scheduled classes on multi-media (e.g. photo, video, audio) to promote digital literacy in your community.

Level: 1

Provide assistance to patrons on using their personal devices (e.g. eReaders, iPods, tablets) either through one-on-one training support or through group sessions.

Level: 2

Provide technology training classes in languages other than English to support the development of digital literacy skills in ESL populations within your community.

Level: 3

1.2 **The library provides individual assistance for digital literacy at all locations.**

Provide individual assistance through one-on-one help available on-demand with library staff or volunteers for at least 10 minute sessions to promote digital literacy at the individual level.

Level: 1

Provide individual assistance through one-on-one help by appointment with library staff or volunteers for at least 30 minute sessions to promote digital literacy at the individual level.

Level: 2

Provide individual assistance through one-on-one training support for patrons on their personal devices (e.g. eReaders, iPods, tablets) to promote digital literacy at the individual level.

Level: 2

Provide individual technology assistance in languages other than English to support the development of digital literacy skills in ESL populations within your community.

Level: 3

Benchmark 2
Libraries provide access to relevant digital content and enable community members to create their own digital content

2.1 **The library supports the creation of digital content on public access computers.**

Ensure photo editing software is available in at least 50% of locations.

Level: 2

Ensure video/audio recording and editing software is available in at least one location.

Level: 3

Ensure web development software is available on at least one public computer in at least one location.

Level: 3

Benchmark 3
Libraries provide technology resources to help patrons meet important needs related to personal goals and community priorities

3.1 **The library supports use of public technology for workforce development and entrepreneurship.**

Host group instruction at least quarterly on using online job-seeking, career development, and small business development resources to promote workforce development and entrepreneurship.

Level: 3

3.2 **The library supports use of public technology for eGovernment or legal purposes.**

Host group instruction at least quarterly for patrons on navigating online government resources to support the use of public technology for eGovernment purposes.

Level: 3

3.3 **The library supports use of public technology for patrons pursuing educational opportunities.**

Host group instruction at least quarterly on using or navigating educational resources to support the use of public technology for patrons pursuing educational opportunities.

Level: 3

3.4   **The library supports use of public technology for health and wellness purposes.**

Volunteer to become a designated community access point for health and human services information assistance (211 service) to promote the library as a resource for health and wellness information.

Level: 3

Host group instruction at least quarterly on using or navigating health and wellness resources to promote the use of the library and its publicly accessible technologies for health and wellness purposes.

Level: 3

Engaging the Community

Benchmark 4
Libraries make strategic decisions based on community priorities for digital inclusion and innovation

4.1   **The library has leaders who maintain on-going relationships with community leaders.**

Deliver a presentation about library technology to community group(s) at least annually.

Level: 2

4.2   **The library gathers feedback from the community about its public technology needs.**

Include questions about community technology in a library-sponsored needs-assessment survey to help your library determine your community's public technology needs.

Level: 2

Include community technology-related questions in a local government survey to help your library determine your community's public technology needs.

Level: 2

Conduct community-representative focus groups on the community's technology needs to help gather feedback from your community on its public technology needs.

Level: 2

Hold advertised forums on the community's technology needs to help gather feedback from your community on its public technology needs.

Level: 2

Conduct an assessment of community needs for technology resources in languages other than English to help gather feedback from diverse members of your community on their public technology needs.

Level: 3

Conduct an assessment of community needs for technology resources for people with disabilities to help gather feedback from diverse members of your community on their public technology needs.

Level: 3

4.3   **The library surveys its patrons about technology use in strategic purpose areas.**

Survey patrons annually about public technology use and outcomes in workforce development

Level: 1

Survey patrons annually about public technology use and outcomes in eGovernment

Level: 1

Survey patrons annually about public technology use and outcomes in Education

Level: 1

Survey patrons annually about public technology use and outcomes in Health & Wellness

Level: 1

4.5   **The library makes strategic decisions based on information about community needs and priorities.**

Incorporate digital inclusion and innovation goals in library's strategic planning and decision making.

Level: 1

Review and update technology-related goals in library's strategic plan at least annually.

Level: 2

Align library's technology resources and services with community needs.

Level: 3

Benchmark 5
Libraries build strategic relationships with community partners to maximize public access technology resources and services provided to the community

5.1 **The library develops and maintains partnerships that amplify the library's reach, avoid duplication of effort, aid the library in planning or advocacy, or are otherwise mutually beneficial.**

Bring basic computer and Internet training out into the community using mobile computer labs to link at-risk and disenfranchised customers with vital technology access and skills.

Level: 3

5.2 **The library engages in technology outreach activities.**

Develop and maintain a plan that ensures the assessment and recovery of technology services in the event of an emergency.

Level: 3

Benchmark 6
Libraries support continuous improvement in public access technology services by sharing expertise & best practices with other digital inclusion organizations

6.1 **The library participates in a community of practice and shares public access technology knowledge, resources, and other tools.**

Share technology training and curricula with other libraries or community-based organizations.

Level: 2

Share network management policies and practices with other libraries or community-based organizations.

Level: 2

Deliver at least one technology-related presentation at formal professional gatherings (in-services, conferences, webinars) annually.

Level: 3

6.2 **The library conducts surveys to gather feedback about library technology.**

Conduct annual survey to gather feedback from the community and includes question about patron satisfaction with library technology

Level: 1

Conduct annual survey to gather feedback from the community and includes question about personal importance of library technology

Level: 2

Conduct annual survey to gather feedback from the community and includes importance of library technology to others in the community

Level: 3

Benchmark 8
Libraries have sufficient staff with technology expertise to help patrons achieve their goals

8.2 **Library staff assigned to assist patrons are responsible for maintaining technology competencies.**

Add technology competencies and responsibilities to job descriptions for public services staff.

Level: 1

Review technology related performance as part of annual employee evaluations.

Level: 2

Include expectations for technology performance in annual goal setting for public services staff.

Level: 3

Benchmark 9
Libraries have sufficient devices and bandwidth to accommodate user demand

9.1 **The library has a sufficient number of device hours available on a per capita basis.**

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 1

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 2

Improve patron computer access during peak demand times by increasing the number of devices and/or the number of hours your location is open.

Level: 3

9.2 The library meets or exceeds the minimum bandwidth capacity necessary to support public user demand.

Increase and manage your bandwidth to optimize the speed of your connection and improve the patron's Internet experience.

Level: 3

9.3 The library assures adequate time for patrons to complete tasks.

Provide internet-enabled devices for use outside the library.

Level: 3

9.4 The library provides peripheral equipment that enables patrons to complete tasks.

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (privacy screens for computer monitors)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (placing computer monitors so they can't be viewed by other patrons)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (installing partitions between workstations)

Level: 1

Provide equipment that ensures privacy and allow patrons to conduct sensitive transactions (having public computers in private rooms)

Level: 1

Provide wireless-enabled printers so patrons who connect to the public Wi-Fi have the ability to send documents to various printers within the network.

Level: 2

Provide multimedia production equipment (e.g. digital cameras, audio recorders, video cameras) for in-library public use.

Level: 3

Benchmark 10
Libraries manage their technology resources to maximize quality

10.3 **The library tracks key measures about public technology services for planning purposes.**

Monitor patron computer use through the collection of average wait times for public devices.

Level: 1

Monitor patron computer use through the collection of the number of requests for one-on-one technology help.

Level: 3

Appendix B: Impact Survey

Public access to the Internet improves the quality of life in our community

Public libraries are key providers of public access in our community

As using computers and the Internet has become a necessity across many facets of daily life, libraries serve as an important site for free access to computers and the Internet:

- According to Pew, 4 in 10 American adults do not have high-speed broadband at home.[1]
- Library computer use is widespread: A third of Americans ages 14 and older (77 million people) use library computers and the Internet.[2]
- More than three-quarters of those who accessed the Internet at a public library had access elsewhere. These patrons used public access when they needed a faster connection, during gaps in access, while running errands or during lunch breaks, and to reduce isolation.[2]

Your library's public access at work

- At Santa Cruz Public Libraries there are 150 public access terminals and 55 wireless hotspots within the library system.
- Of the respondents, 316 (48%) used a computer in the library to access the Internet during the past 12 months, with frequencies as follows:
  - 73 (23%) did so once a week or more frequently;
  - 42 (13%) did so about 1-3 times a month;
  - 201 (64%) did so less than once a month.
- 50% (326) of respondents say that public access to computers and the Internet is important or very important to them, personally. 91% (592) say it is important or very important to have these resources available for others in our community.
- The beneficiaries of library Internet access often extend beyond the individual users; 37% (151) of users found information or performed tasks for other people using the library's computers or Internet connection.

LIBRARIANS MAKE A DIFFERENCE

Of survey respondents who use the library's public access technology, 54% got help from a librarian, library staff, or volunteer to use the library's computers and Internet.

Who uses Santa Cruz Public Libraries' public access?

- 90% (367) of Santa Cruz Public Libraries' public access technology users have alternative Internet access somewhere other than the library. Of those, 51% received help when they visited the library.
- Of the 430 respondents with alternative access who received help, 19% were 65 years and older.
- 24% of Santa Cruz Public Libraries' public access technology users are low income (below 200% of the poverty line).
- Of public technology users with no alternative access, 57% are low income.

Major uses for library computers in our community

Employment

- **23% of public technology users at Santa Cruz Public Libraries used the library's public computers or wireless connection for employment purposes.**
- **11% of users used the library's technology resources to apply for a job. 6% were granted an interview, and 4% were hired for a new position.**

Education

- **Of public technology respondents, 24% used library technology for educational purposes.**
- **Of those that used public technology for educational purposes, 69% took an online class, did research or did homework for a class.**

How Do Patrons Use Public Technology?
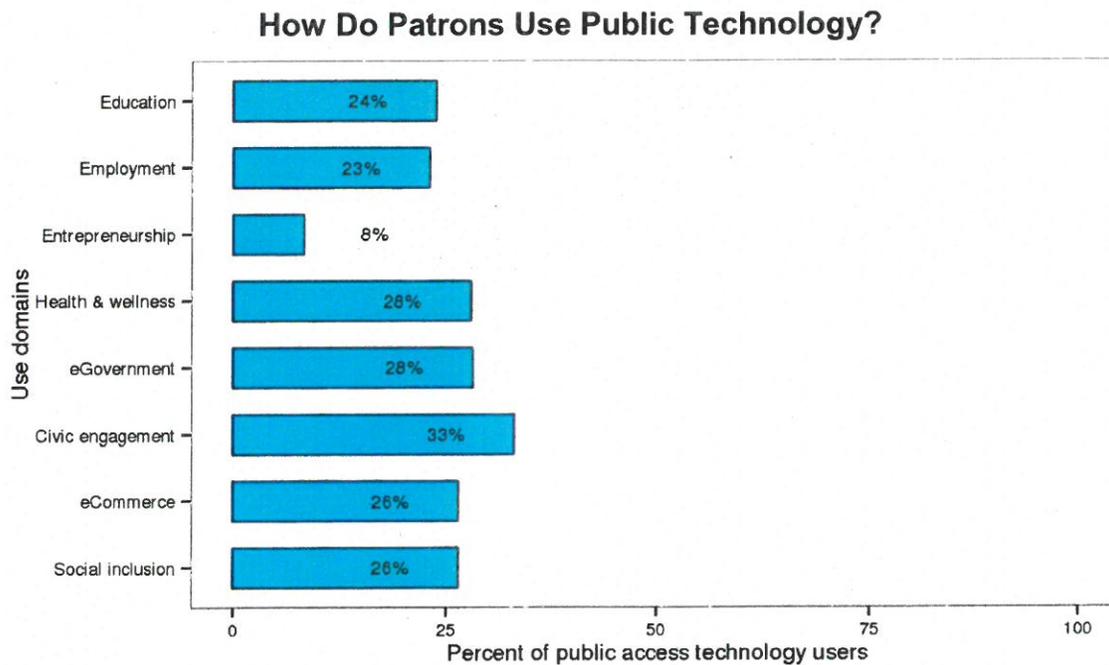
This report features results on how Santa Cruz Public Libraries patrons use public access technology. The survey ran from October 24, 2016 to November 21, 2016 and 654 patrons completed the survey.

[1] Zickuhr, Kathryn, Lee Rainie, Kristen Purcell. (2013). Library services in the digital age. Pew Research Center's Internet & American Life Project. Washington, D.C. http://libraries.pewinternet.org/2013/01/22/Library-services/

[2] Becker, Samantha, Michael D. Crandall, Karen E. Fisher, Bo Kinney, Carol Landry, and Anita Rocha. (2010). Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries. (IMLS-2010-RES-01). Institute of Museum and Library Services. Washington, D.C .http://impact.ischool.washington.edu/us-public-library-study.html

impactsurvey
impactsurvey.org

impact survey

Advancing libraries through community insight

How your community benefits from Internet access at Santa Cruz Public Libraries

November 2016

Key findings and highlights from surveys completed at Santa Cruz Public Libraries.

Public libraries are important to Americans

- 91% of Americans agree that libraries are important to their communities.

- 63% of Americans have a library card.

- 76% say their local library is important to them and their family.

- 77% of Americans say free access to computers and the Internet is a very important library service.

impact survey
Advancing libraries through community insight

National data from Zickuhr, Kathryn, Aaron Smith. (2012). Digital differences. Pew Research Center's Internet & American Life Project. Washington, D.C. http://www.pewinternet.org/Reports/2012/Digital-differences.aspx
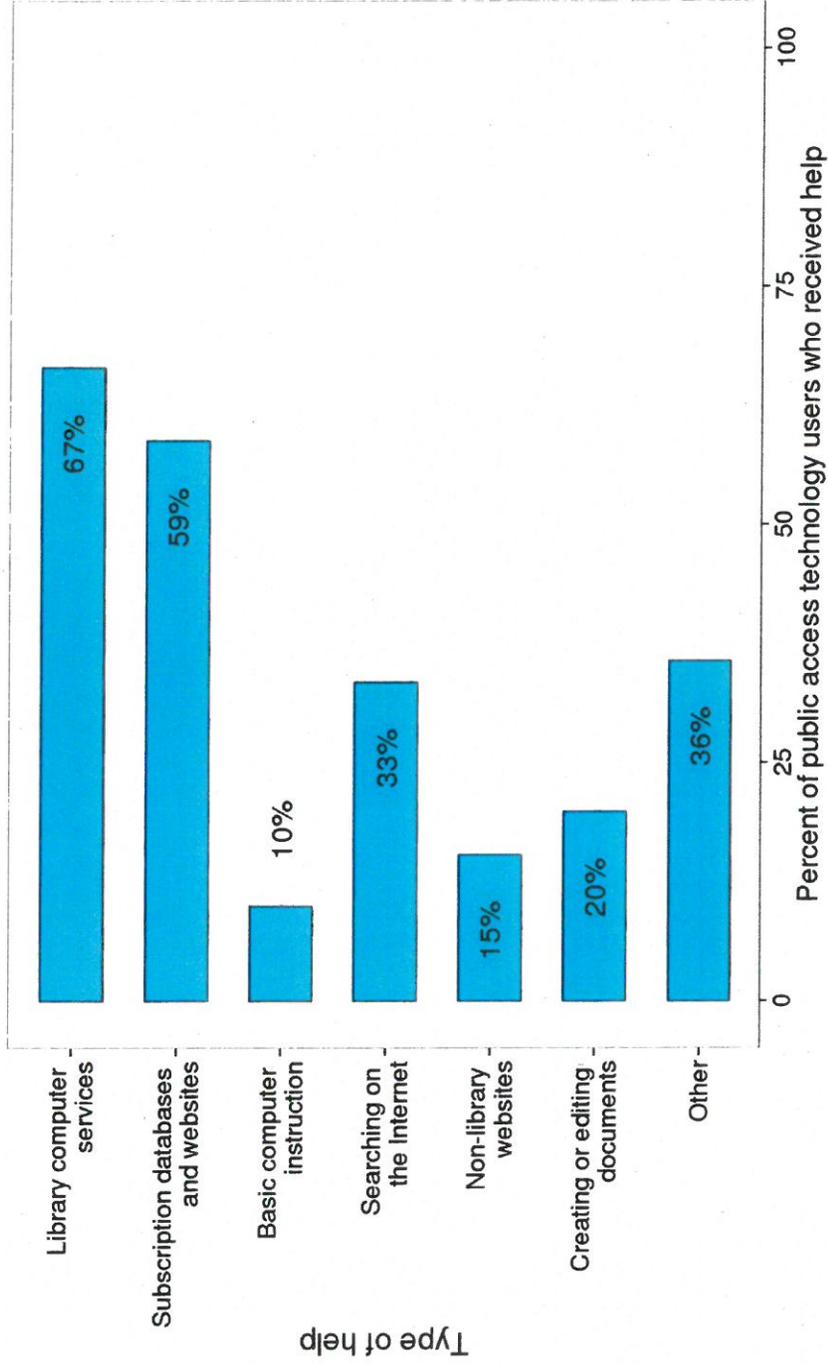
Your library's public access at work

- 63% of Santa Cruz Public Libraries's survey respondents use the public access computers or wireless connection at the library.

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Who uses Santa Cruz Public Libraries's public access?

- 24% of Santa Cruz Public Libraries's public technology users are low income (below 200% of the poverty line).

- 90% of users have regular access to the Internet somewhere other than the library.

impact survey
Advancing libraries through community insight

Types of help users received from librarians
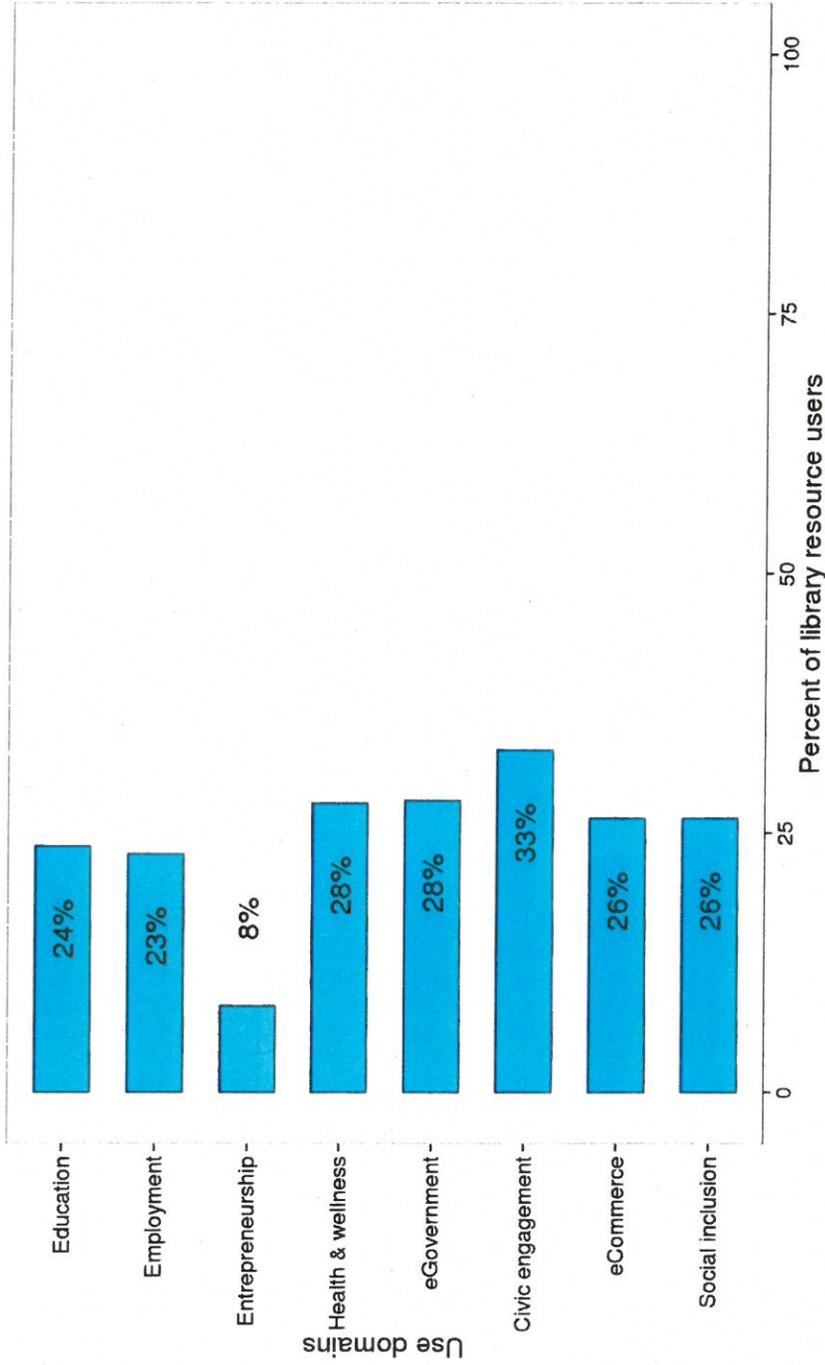
54% of users received help from library staff or volunteers when using a library computer or wireless network.

Chart: Type of help (vertical axis) vs. Percent of public access technology users who received help (horizontal axis, 0 to 100)

- Library computer services: 67%
- Subscription databases and websites: 59%
- Basic computer instruction: 10%
- Searching on the Internet: 33%
- Non-library websites: 15%
- Creating or editing documents: 20%
- Other: 36%

# The library provides valuable help and resources

- 90% of Santa Cruz Public Libraries's public access technology users have alternative Internet access somewhere other than the library.

- 51% of public technology users who have computer access elsewhere received help when they visited the library.

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How do people use library Internet connections?

Use domains (y-axis):
- Education — 24%
- Employment — 23%
- Entrepreneurship — 8%
- Health & wellness — 28%
- eGovernment — 28%
- Civic engagement — 33%
- eCommerce — 26%
- Social inclusion — 26%

Percent of library resource users (x-axis: 0, 25, 50, 75, 100)

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Public access technology uses by activity area - Employment

- 23% of respondents who used the library's public technology did so for employment activities.

- 11% of users used the library's technology resources to apply for a job.

- 6% were granted an interview, and **4%** were hired for a new position.

impact survey
Advancing libraries through community insight
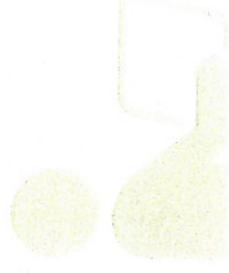
Public access technology uses by activity area - Education

- 24% of public technology users conducted educational activities using library computers or Internet.

- Of those that used public technology for educational purposes, **69%** took an online class, did research or did homework for a class.
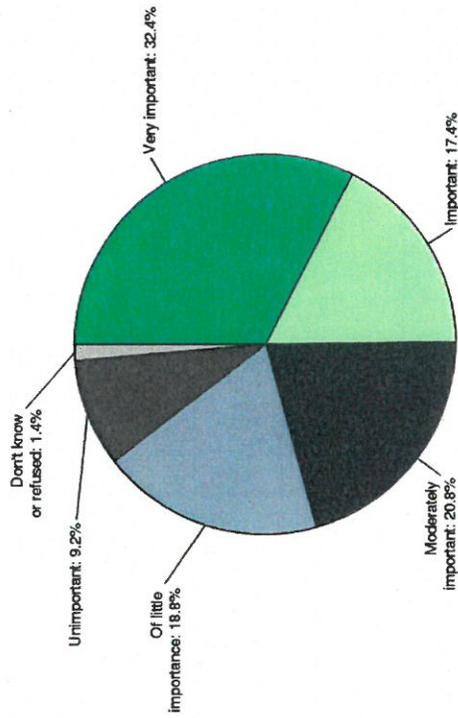
impact survey
Advancing libraries through community insight

Public access technology uses by activity area – Health and wellness

- At Santa Cruz Public Libraries, 28% of public access technology users reported using library technology for health purposes.

- **16%** of users reported learning about diet or nutrition; of those, 15% made a change to their diet.

- **14%** of users reported learning about exercise or fitness; of those, 13% made a change in their exercise habits.
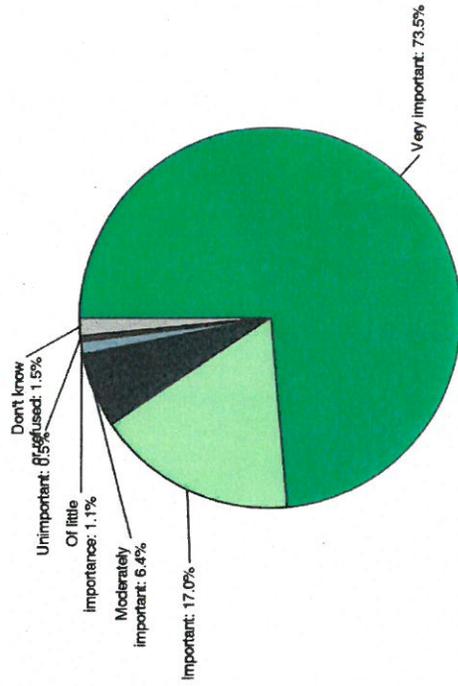
impact**survey**
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Importance of public library Internet access

Personally important

Important to the community

Personally important pie chart:
- Very important: 32.4%
- Important: 17.4%
- Moderately important: 20.8%
- Of little importance: 18.8%
- Unimportant: 9.2%
- Don't know or refused: 1.4%

Important to the community pie chart:
- Very important: 73.5%
- Important: 17.0%
- Moderately important: 6.4%
- Of little importance: 1.1%
- Unimportant: 0.5%
- Don't know or refused: 1.5%

impactsurvey
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Thank you!

We hope this information has helped you to understand the critical role our library's computers and Internet access play in our community.

impact survey
Advancing libraries through community insight
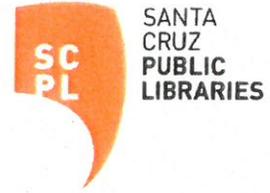
Santa Cruz Public Libraries

Draft Work Plan for 2017-FY2018

(Still needs consultation process)

1. Learning

Objectives	Special Projects	Updates
Adult Programming • Creative Aging • Life Skills	• Local History • Veteran's Program • Workforce/Co-working • Homelessness • Measure Effectiveness	
Youth Programming • Ready for Kindergarten • Student Success • Safe After School • School Partnerships	• Storytime • Tales to Tails • School Visits • STEAM • Tutoring • Library Card Sign-up • Measure Effectiveness	
Outreach • Bookmobile • Jails	Measure Effectiveness	

2. Digital Inclusion

Objectives	Special Projects	Updates
Bandwidth	CENIC	
Tools and Resources	• Public PC's/Laptops • Wireless Printing	
Digital Literacy	• Staff Training • Ongoing Curriculum • Open Labs • E Government	
Innovation	• Makers Space • Digital Curation/Storage • TV Whitespaces Grant • Edge Survey/Evaluation	

3. Transformative Spaces

| Objectives	Special Projects	Updates
Measure S Implementation • Aptos • Boulder Creek • Branciforte • Capitola • Downtown • Felton • Garfield Park • La Selva Beach • Live Oak • Scotts Valley	• Design/Approvals Capitola • Design/Approvals Felton • Predesign/Approvals Downtown • Concept Live Oak • Concept Scotts Valley • Architect Selection - County Small Projects • HVAC/IT/Security/ Sustainability Standards • Declutter/Weeding Events • Rearrange Storage	
LFFA	• Agreement • JPA Amendment • Timeline/Budget • Bond Issuance • Measure S Website	

4. User Experience

Objectives	Special Projects	Updates
Hours/Staffing	• Hours, Hours, Hours • Decentralize Staff • Regionalization • Increase Permanent Staffing	
Collections	• Collections Development Plan • Collection Inventory/Analysis • Review Floating Collection • Targeted Investments (Replacement, Spanish, Best Sellers, Hoopla, Downloadable Audio)	
Convenience	• Website/Discovery • Linked Data • Marketing Plan • Book Drops • Charging Stations	
Security	• Code of Conduct • Emergency Procedures • Security Training	

	• Internal Cameras Evaluation • Guard Evaluation/Law Enforcement Coordination	
Localization	• Branch Specialties • Community Information Database • Community Led Programming	

5. Organizational Capacity

Objectives	Special Projects	Updates
Administration	• Structure • Policies • Staff Training • Budget Process/COA • Long Term Funding	

Friends of the Library
  • Central
  • Local
	• MOU
	• Central Infrastructure
	• Diversified Funding
	• Strategic Plan
	• Policies
	• Fund Raising
	• Measure Effectiveness	

Volunteers	• Increase Use • High Skill Volunteers • Measure Effectiveness	
Planning Priorities Staff Training	• Technology • Security • Patrons with Special Needs	

SANTA
CRUZ
SC
PL
PUBLIC
LIBRARIES
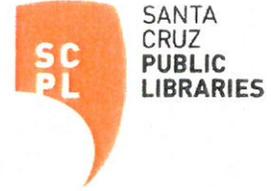
STAFF REPORT

DATE: January 12, 2017

TO: Library Joint Powers Authority Board

FROM: Susan Nemitz, Library Director

RE: FY 2016 Fund Balance Spending Plan

RECOMMENDATION

Authorize a $1,000,000 budget adjustment for FY17 from available fund balance for the following:

$400,000	Hours
$300,000	Patron Computing
$300,000	Library Materials

DISCUSSION

The Santa Cruz Public Library unrestricted fund balance as of close of FY2016 is expected to exceed $2.3 million dollars. As a result of the strategic planning process, the Santa Cruz community identified the need for significant investments in three areas; additional open hours, patron computing, and high demand library materials to serve the needs identified in the community.

1. Hours - $400,000

Uniformly, the residents of Santa Cruz requested that local libraries be open for more hours in their communities. Difficult commutes and transportation issues result in a desire for longer hours closer to homes. Parents with toddlers would like to see earlier opening times (10:00 a.m.) while families would like to see later closing times and more week end hours. Computer use puts greater pressure on hours of availability as patrons need to stay longer in buildings to complete their tasks. The need for additional hours were identified in one-to-one conversations, surveys and community meetings.

Current Hours by Region

Branch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours	Average
DT	1-5	10-7	10-7	10-7	10-7	10-5	10-5	54	
GP		10-5	2-7	11-5	2-7	1-5		27	
B40			10-6	11-7	10-6	1-5	1-5	32	
								113	38
SV		11-7	11-7	11-7	11-7	11-5	11-5	44	
Felton			1-6	1-6	11-6	11-5	10-2	27	
BC			11-6	11-6	11-6	11-5	12-5	32	
								103	34
Aptos		11-7	11-7	11-7	11-7	11-5	11-5	44	
Cap			11-7	11-7	11-7	11-5	11-5	36	
LO	1-5	11-7	11-7	11-7	11-7			36	
LS			10-5	1-6	10-5	1-5	1-5	27	
								143	36

Administrative staff reviewed current staffing levels by branch, programming capacity, community requests and regional coverage and have recommended the following changes in hours.

Proposed Hours

Branch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours	Average
DT	1-5	10-8	10-8	10-8	10-8	10-5	10-5	58	
GP		10-5	12-7	10-5	12-7	1-5	10-2	36	
B40			10-7	10-6	10-7	12-5	12-5	36	
								130	43
SV		10-7	10-7	10-7	10-7	10-5	10-5	50	
Felton									
		1-5	11-6	11-6	11-6	11-5	10-3	36	
BC			10-6	10-6	10-6	10-5	10-5	38	
								124	41
Aptos		10-7	10-7	10-7	10-7	10-5	10-5	50	
Cap			10-7	10-7	10-7	10-5	10-5	41	
LO	1-5	10-7	10-7	10-7	10-7	1-5		44	
LS			10-6	10-8	10-6	12-5	12-5	36	
								171	43

Changes in hours are reflected in red. This proposal would add 66 hours a week across the Library system. It would establish a minimum standard for each branch of 36 hours per week. It

would add Sunday hours in the Valleys. It would expand morning, evening and Saturday access in all the regions.

This proposal would add 4.625 FTE to the library system. The Library system has reduced FTE by 37% over the last ten years. Twenty-five percent of staff hours are currently filled by temporary or on-call workers. Additional permanent staff creates ongoing capacity for program/service growth and innovation.

2. Patron Computing - $300,000

Internet access, digital tools and computer skills are necessary to manage life in a modern society. Many community members lack access to some or all of these necessities. The library serves as a bridge to assist people with finding information on line, applying for jobs, downloading and filling out government forms, printing a document, and emailing their grandchildren in Connecticut. Where once, a book was the key to one's learning journey, today it is often a digital resource or tool.

Access to public computing is often the source of conflict within the Library. Computer time is rationed to one hour per day. There are not enough computers to meet current demand and the current inventory needs to be updated. Bandwidth has been inadequate but will grow substantially with the implementation of CENIC early this year.

Modern public libraries are proving flexible devices, such as laptops or tablets, can also assist in meeting the changing technology needs of the community and limitations on space. Wireless printing is common to serve patrons with their own devices. Technology updates implemented immediately could be utilized in the new buildings and reduce FFE expenditures. A one-time request for $300,000 would update all current computers, add additional desktop computers and laptops for checkout at all branches, update printers and add wireless printing.

3. Library Materials - $300,000

The Library is currently spending $1.1 million or 8% of its budget on library materials, significantly below the national average of over 11%. A one-time investment of $300,000 would bring library spending to over 10% for FY2017. It would allow the Library to purchase replacements to freshen the collection in anticipation of the building projects. It would provide the opportunity to strengthen the Spanish language collection, audio books, popular fiction, and adult nonfiction such as language learning. It would also help us expand access to Hoopla, digital content that is rationed due to popularity.

Fund Balance 6/16	$	4,777,244
Required Reserves	$	(2,452,770)
Available	$	**2,324,474**
Proposed Spending:		

Hours	$	400,000
Patron Computing	$	300,000
Library Materials	$	300,000
Total Spending	$	**1,000,000**
Remaining Fund Balance	$	**1,324,474**

Library Naming Policy
Policy # _____

1. Purpose

This policy establishes the authority and process for philanthropic naming or re-naming of Santa Cruz Public Libraries interior and exterior spaces and features, major programs, and collections associated with specific branches. Philanthropic naming opportunities provide the Library with funds to meet strategic objectives.

2. History

The practice of Santa Cruz Public Libraries (the Library) has been to name each branch according to their geographic location in the county, in order to identify each branch with either the neighborhood where it is located or the neighborhood that it primarily serves. This practice has allowed library users to easily determine the general location of a library facility. Regional names are embedded in Library signage, marketing, and system-wide organizational practices; change to this would be complicated and expensive.

3. Naming Criteria

Santa Cruz Public Libraries interior and exterior spaces and features, major programs, and a collection associated with a specific branch may be named in honor of an individual, family, or entity. Naming or re-naming rights is the purview of the local jurisdictions (City of Capitola, City of Scotts Valley, City of Santa Cruz, and County of Santa Cruz) subject to review by the Library Joint Powers Authority Board (JPAB) consistent with this policy.

Naming opportunity is provided only to those that exemplify the attributes of integrity, civic leadership, and deep commitment to the Library and community, specifically where

a) the proposed honoree reflects the spirit, values, and mission of the Library in support of free and equal access to information for all.
b) an individual has provided extraordinary service and support to the Library system.
c) an individual donor has made a significant monetary contribution to the Library.
d) an entity's financial sponsorship has allowed the Library to significantly advance the provision of programs, services, or collections.
e) a person deceased three or more years whose contributions, accomplishments, and alignment with Library mission and values have been evaluated and accepted by the JPAB.

4. Naming Process

Each jurisdiction shall develop, propose, and maintain a list of Naming Opportunities and the associated monetary valuation for each opportunity.

The JPAB shall review each jurisdiction's naming plan to ensure that residents have a unified library experience as they visit branches across jurisdictions, and that the plan is consistent with this policy.

The JPAB shall review each jurisdiction's naming policy to ensure the plan:
  a) reserves the right to reject any naming proposal or donation from any individual, family, or entity.
  b) is appropriately consistent with other approved naming plans.
  c) does not overly commercialize the library space.
  d) includes clear time limits outlined below.

Naming rights shall not extend beyond the normal life of any interior or exterior space or feature, major program, or collection associated with a specific branch, or thirty (30) years, whichever is less. In the event that a named Library interior or exterior space or feature, major program, or collection is significantly altered within (a) 75% of the expected lifespan, or (b) a timeframe agreed upon in the naming rights contract, the JPA jurisdiction will carry the name forward in a similar capacity. A jurisdiction's naming plan may include longer timelines for significant donations, subject to approval by the JPAB.

Each JPA jurisdiction will have final naming authority for library facilities within their boundaries. Naming rights contracts shall be reviewed and approved by the appropriate JPA jurisdiction and reported to the JPAB.

5. Naming Revocation
Any naming opportunity authorized by a JPA jurisdiction can be revoked only by a vote of that body.

If an individual, family, or entity for whom a naming commitment has been made violates the standards defined in section three (3. Naming Criteria) of this policy, the JPAB may recommend the removal of the individual, family, or entity's name from the naming opportunity, interior or exterior space or feature, major program, or collection associated with a specific branch.

Before taking such action, the JPA jurisdiction shall undertake due diligence, including consultation with counsel, as to any legal ramifications that the jurisdiction may expect under any pre-existing agreement(s) related to naming opportunities or in regard to any other matter that may have legal bearing upon a proposed change in name.

Where unforeseen circumstances make it impossible for a donor to complete a monetary donation commitment after that commitment has been recognized by placing a name on an interior or exterior space or feature, major program, or collection associated with a specific branch, the JPA shall make reasonable efforts to work with the donor to create a plan for completion of the commitment. However, in certain circumstances it may be necessary and in the best interests of the Library to remove the donor's name choice from the naming opportunity.

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