SANTA CRUZ PUBLIC
L I B R A R I E S
A City-County System

LIBRARY JOINT POWERS AUTHORITY BOARD

STUDY SESSIONS ON LIBRARY SERVICE MODEL RECOMMENDATION

There will be three (3) study sessions scheduled throughout Santa Cruz County
on **Saturday, March 26, 2011**.

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Aptos Library Community Room
7695 Soquel Drive
Aptos, CA 95003
9:30 a.m. - 10:30 a.m.
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Santa Cruz Police Department Community Room
155 Center Street
Santa Cruz, CA 95060
12:30 p.m. – 1:30 p.m.
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Felton Fire Station
131 Kirby Street
Felton, CA 95018
3:30 p.m. – 4:30 p.m.
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The purpose of the study sessions is to provide information and hear public
comment on the LJPB sub-committee library service model proposal.
*Compromise Subcommittee Report is attached.

Five or more board members may attend thus constituting a quorum.

No decisions will be made at any of these meetings.

The Santa Cruz City-County Library System does not discriminate against persons with
disabilities. Out of consideration for people with chemical sensitivities, the Library requests that
you attend fragrance free. The Central Branch Library is a fully accessible facility. If you wish to
attend this public meeting, and you will require special assistance such as sign language or other
special devices in order to attend and participate, please call (831) 427-7706 seventy-two (72)
hours prior to the event to make arrangements for assistance. Upon request, agendas for public
meetings can be provided in a format to accommodate special needs.

Santa Cruz Public Library Service Model
Compromise Subcommittee Report

By Barbara Gorson, Ellen Pirie, Sam Storey and David Terrazas

Background:

In June 2010, the Library Joint Powers Board (Board) authorized the formation of a task force to develop a range of financially sustainable future library models.

The Task Force, comprised of citizens, board members and library staff reviewed operational efficiencies and library trends before identifying and developing four proposed library models. Concurrently, a staffing consultant worked with the Library Director to develop an efficient and flexible staffing model that depends upon the implementation of certain operational efficiencies. This staffing approach is significantly different from today's staffing structure and will result in library operations and services performed in new ways.

The Task Force published their report in January 2011, outlining four library models based on different approaches to delivering library services. All were based on new operational efficiencies and the new staffing approach in order to meet financial sustainability guidelines.

On February 14, after public input and Board discussion, the Board authorized a subcommittee to develop a "compromise model" using the work of the Task Force as a starting point. The Compromise Subcommittee consists of County Supervisor Ellen Pirie, Santa Cruz City Councilmember David Terrazas, Capitola City Councilmember Sam Storey, and Citizen member and Board Chair Barbara Gorson. The subcommittee met over the past five weeks and developed a recommended library model supported by all its members.

Community meetings regarding the subcommittee proposal are scheduled for Saturday, March 26, to provide information about the recommended model.

Public Meeting Schedule:

Saturday, March 26, 2010

9:30 – 10:30AM:
  Aptos Library Community Meeting Room
  7695 Soquel Drive
  Aptos, CA 95003

12:30-1:30 PM:
  Santa Cruz Police Department Community Room
  155 Center Street
  Santa Cruz, CA 95060

3:30 – 4:30PM:
  Felton Fire Station
  131 Kirby Street
  Felton, CA 95018

The Library Board will review and make a decision on this library model at the April 4, 2011 Board meeting. Check the Santa Cruz Public Library website after March 30 for information about the location, time of the Board meeting, agenda and materials.

Recommended Model:

Library, City and County staff assisted the subcommittee in developing the financial projections based on key parameters and features requested by the subcommittee. It is important to note that detailed implementation, staffing and operational plans will be developed once the Board has approved a model. These details will be incorporated into the Library's annual budget, beginning with fiscal year 2011/12.

Key features of the model include:

- Services, materials and programs are provided in 10 branches, via the web, in the community and via the Bookmobile.
- The model is financially sustainable.
- Branch open hours are increased 53% from current levels to 392 hours per week

Branch	Days	Hours per Week
Downtown	7	56
Aptos	7	48
Scotts Valley	7	48
Capitola	5	40
Live Oak	5	40
Boulder Creek	5	35
Branciforte	5	35
Felton	5	30
Garfield Park	5	30
La Selva Beach	5	30
TOTAL		392

- The Staffing Model developed by the staffing consultant and Library Director and employed by the Task Force (with some staffing changes) was used to develop staffing levels for this model.
- This model relies on a robust volunteer program and enhanced community partnerships for success. Volunteers are used system wide. Volunteers will assist in materials sorting and shelving in all larger branches, replacing some page staff

hours. Volunteers will also be relied on for enhanced program delivery and other tasks as appropriate

- Funding and staffing are provided to bring operational and public service technology up to modern library standards and to take advantage of opportunities as technologies and public needs change.
- Reference and readers advisory services will be primarily via remote or web based delivery.
- A Facilities Master Plan is funded so that the Library can begin long term infrastructure planning.
- Funds are established for capital replacement and routine maintenance of facilities and furnishings.
- Funding is provided to implement operational efficiencies (e.g. single point of service, centralized programs and services staff, remote reference, floating collections, outsourced courier).
- A reserve is funded, reaching 6.8% of revenues or $795,000 by 2015/16 . The intention is that the cash flow reserve would continue to be funded in the future until it reaches 10% of revenues.
- A cumulative fund balance grows to $555,000 (5% of revenues) by 2015/16. The intention is to ensure funds are available to handle unexpected issues in transitioning to a new model as well as potential changes in revenue and expense projections. The Board will determine the best use of the fund balance and any policies for continuing to require annual surpluses going forward.

Implementation:

The subcommittee recommends a phased implementation to ensure a successful transition to a new model. There will be library staffing reductions and operational structure and process changes while at the same time increasing branch hours. The purpose of a phased implementation is to foster a measured transition, so expected adjustments and issues can be resolved without significant impact to the public. It will also provide time to incorporate the results of the scheduled labor negotiations, updated salary costs based on new jobs and new classifications, increases in retirement and health benefit costs and updated revenue projections.

Phase 1:
- Transition to the new staffing model as soon as practical.
- Increase branch open hours by approximately 23% by January 2012.

Phase 2:
- Increase branch hours to the full 53% increase from current levels.
- The goal is to implement the maximum hours effective July 2012...

Model Flexibility

As we have learned, no model can remain static. Library staffing, structures and services will evolve over time as our communities change and as library services and technologies

progress. This model sets the overall parameters for our library system to provide a framework within which change can be made.

Conclusion:

We are moving into the 21st century with a new and innovative approach to delivering library services. The subcommittee members would like to thank the Task Force members for the immense amount of work they did in identifying new approaches and models as it provided a solid foundation for the subcommittee's work.