

Countywide Library System Ad Hoc Committee Update

August 25th, 2020



Agenda

1. Ad Hoc Committee Update
 - Work completed to date
 - Next steps
2. Recommendations
 - a) Receive this update on the work of the Committee; and
 - b) Strive for the County Library Branch Minimum Standards (on Slide #12) developed by the Ad Hoc Committee and approved by the Library Advisory Committee, and
 - c) Direct Staff to work with Cities toward helping fund the Minimum Standards for all branch libraries; and
 - d) Provide direction on a potential Phase 3 of the Ad Hoc Committee, which could include;
 - i. Exploring funding options; and/or
 - ii. Improved governance model; and/or
 - iii. Other direction as necessary
 - e) Determine above actions are exempt from CEQA

Countywide Library System - Overview

- Our 50 year+ City-County partnership is unique.
- The County contracts annually with four cities and their municipal libraries to administer nine branch libraries.
- Four of the nine branches are in smaller cities and receive city funding, in addition to county per capita funding.
- The remaining five branches are in unincorporated areas and have no other public funding source.
- All libraries are available to residents within and outside their cities.
- All libraries participate in and share circulation across the Black Gold Cooperative Library System (all Santa Barbara County libraries plus some libraries in SLO and Ventura counties).
- The County's \$7.80 per capita funding has not changed since FY2015-16.
- As costs rise, so do deficits and requests for one-time funding to keep libraries open.

Library Ad Hoc Committee

- Established by the Board in October 2018 in response to repeated requests for one-time funding to fill budget gaps
- Purpose: To outline a path to achieving a sustainable and equitable finance and governance system for county libraries
- Members
 - 2 County Board Supervisors
 - 4 Library Directors
 - A Library Friends Member
 - A Library Advisory Committee Member
 - Community Services Department Director
- Facilitation provided by LegacyWorks Group

Library Ad Hoc Committee – Chart of Progress



Information

Standards

Costs

Outside Funding

County Funding

Governance

Make sure we are working with the same facts and level of understanding

Establish library categories and set minimum standards for service levels

Estimate costs to meet minimum standards

Seek additional funding from taxes, cities and/or other sources

Revise the annual funding model to address equity, standards and COLA

Consider governance changes to support collaboration and sustainability

Guiding Principles

- All residents in Santa Barbara County deserve access to library services.
- Service levels vary by community needs and library type.
- Equity requires consideration of population and other issues.
- Core operations should be funded by public revenue sources (county, cities, taxes). Friends, foundations, volunteers, grants and public-private partnerships should be activated for expanded services.
- Libraries should have secure and sufficient resources to meet community needs.
- Support services provided by main libraries (services, programs, curriculum and more) enhance branch libraries.
- Library decision making should enable flexibility for library directors as well as transparency, accountability and opportunities for input from the community.
- Increased collaboration and coordination in terms of budgets, library organization and programming will have systemwide benefits.

Library Ad Hoc Committee

Work to Date: Phase 1

Phase 1: Jan 2019-May 2019

- Establish purpose and guiding principles
- Fact finding: identify challenges and information needs
- Immediate priority: 2019/2020 budget deficits - recommended strategy to fill gaps and encourage Cities' and Friends contributions

Key Findings

- Our libraries are valued and valuable: they serve important core community functions
- Our libraries are underfunded relative to CA and US libraries, and there is nowhere left to cut but open hours
- Our library system's governance and financial models are complex, there is no easy solution
- Additional work is needed on equity, revenue and governance

Library Ad Hoc Committee

Work to Date: Phase 2

Phase 2: July 2019-May 2020 working groups and research

- Benchmarking
Establish realistic, equitable standards for library service
- Funding
Identify the most feasible option for increasing public revenue for the countywide library system
- Public-private partnerships
Initiate conversations to explore philanthropy and partnerships as potential revenue sources
(preliminary work to scope potential Phase 3 work)

Benchmarking Working Group

The Ad Hoc Benchmarking working group was formed to establish realistic, equitable standards for library service under current and future funding scenarios to:

- Provide a framework for equity-based decision making
- Communicate a shared vision of quality public libraries and library services
- Help communities understand what to expect at different size branches
- Assist libraries in short- and long-term planning, and the prioritization of services
- Provide a driving mechanism for support of libraries

Benchmarking Working Group

Data Reviewed

- California State Library Data
 - State averages, demographics and library system data
 - Branch level data from four counties most similar to SB County in population, geography, and number of branches:
 - Ventura
 - Sonoma
 - San Luis Obispo
 - Monterey
- Statewide Library Standards from 12 states outside California
- Conversations with other library directors and a library consultant

Benchmarking Working Group

The four Library Directors worked collaboratively to categorize branch libraries based on population, density and proximity to a main library

	Zone 1	Zone 2	Zone 3	Zone 4
Main	Santa Barbara/Eastside	Lompoc	Santa Maria	Goleta
Medium	Carpinteria		Orcutt	
Small 2	Montecito		Guadalupe	Buellton Solvang
Small 1		Village	Los Alamos Cuyama	

Benchmarking Working Group

And recommended these minimum standards *

	Staff	Hours	Collections	Programs & Outreach	Technology	Facilities
Medium	Prof. Librarian (FT MLIS) 2 paid staff at all times	42 hrs/week ≥ 4 hrs/day if open	\$2 per capita ILS Integrated Library System (database for tracking e.g. Black Gold)	Early Childhood Literacy Youth Summer Reading Regular Youth/Teen/Adult	Computers, wifi, reliable internet 5-year device replacement cycle	Rent Security and safety Annual deep clean including windows and carpets
Small 2	1 FT lead staff 2 paid staff at all times	32 hrs/week ≥ 4 hrs/day if open		Early Childhood Literacy Youth Summer Reading Occasional Youth/Teen/Adult		
Small 1	Raise hourly wage to reduce turnover 2 paid staff at all times	25 hrs/week ≥ 4 hrs/day if open		Early Childhood Literacy Youth Summer Reading		

* These Phase 1 minimum standards should be used to identify current areas of need. Phase 2 standards (not shown here) may be used in the future to increase minimum service levels if additional funding can be secured.



Benchmarking Working Group

They identified where the minimum standards are not currently met

		# STAFF & LEVEL	HOURS	COLLECTIONS	PROGRAMS	TECHNOLOGY	FACILITIES
Zone 1	Montecito	N	Y	Y	N	N	N
	Carpinteria	Y	Y	Y	N	N	N
Zone 2	Village	N	N	N	N	Y	N
Zone 3	Cuyama	N	N	N	N	N	N
	Guadalupe	N	Y	N	N	Y	N
	Los Alamos	N	N	N	N	N	N
	Orcutt	N	N	N	N	Y	N
Zone 4	Buellton	Y	Y	Y	Y	N	N
	Solvang	N	Y	Y	Y	N	N



Benchmarking Working Group

And estimated annual costs to meet the minimum standards

		# STAFF & LEVEL	COLLECTIONS	PROGRAMS	TECHNOLOGY ¹	FACILITIES	BRANCH TOTALS	ZONE TOTALS
Zone 1	Montecito	\$30,000	Y	\$30,707	\$13,000	\$1,900	\$75,607	\$121,214
	Carpinteria	Y	Y	\$30,707	\$13,000	\$1,900	\$45,607	
Zone 2	Village	\$31,000	\$11,262	\$9,500	Y	\$1,900	\$53,662	\$53,662
Zone 3	Cuyama	\$42,215	\$281	\$1,500		\$1,200	\$47,156	\$443,002
	Guadalupe	\$84,707	\$11,648	\$2,000	Y	\$22,200 ²	\$120,555	
	Los Alamos	\$51,003	\$1,005	\$1,500		\$1,200	\$54,708	
	Orcutt	\$108,596	\$55,087	\$2,500	Y	\$54,400 ³	\$220,583	
Zone 4	Buellton	Y	Y	Y	\$7,200	\$1,400	\$8,600	\$24,100
	Solvang	\$5,100	Y	Y	\$9,000	\$1,400	\$15,500	
	TOTALS	\$352,621	\$79,283	\$78,414	\$42,200	\$87,500		\$641,978

Notes: 1) device replacement costs; does not include CENIC. 2,3) Includes rent.



Funding/Taxes Working Group

The Ad Hoc Funding working group was formed to identify the most feasible option for increasing public revenue for the countywide library system to:

- Protect and enhance library services, supplementing the existing per capita funding.
- Identify dedicated funding for libraries to provide predictability and long term sustainability.
- Reduce the need for private sources to cover core operations.
- Support unincorporated branch libraries that have limited resources available.
- Improve equity in access to library services.

Funding/Taxes Working Group - Options Considered

Scale	Countywide	Sub-county
Designation	Special Tax designated specifically for libraries.	General Tax can be intended for libraries, but goes into city or county's general fund.
Type	Parcel (Property) Tax	Sales Tax
Coverage	Include cities	Just unincorporated areas



Funding/Taxes Working Group – Revenue Analysis

- **Parcel tax**
 - ~123,000 parcels in the county
 - Some parcels would likely be exempt, e.g., unimproved property, churches, CSA3 (because they already have a library parcel tax), etc.
 - Revenue generation would equal the number of non-exempt parcels times the dollar amount to be taxed per parcel (e.g. \$10/parcel > \$1M)
- **Sales tax (Unincorporated Only)**
 - Sales tax rates within the County vary from 7.75% (unincorporated areas) to 9% (City of Carpinteria). Lompoc recently passed a 1% sales tax in March 2020. A ¼ of a cent increase could generate roughly \$1.9M
 - A ½ of a cent increase - could generate roughly \$3.8M
 - A full cent increase - could generate roughly \$7.6M
- **Sales tax (Countywide)**
 - A ¼ of a cent increase could generate roughly \$20M

Funding/Taxes Working Group

Potential Next Steps Phase 3

- Assess the need for and feasibility of a tax measure to fund libraries.
- Determine best option to pursue, given current reality, and timing.
- Gauge support for the measure via public polling.
- Build support for the measure via campaign (would require funding).

Funding/ Public Private Partnerships & Philanthropy

Preliminary Conversations and Initial Research

LegacyWorks reached out to potential partners to assess the merit of more intensive work engaging a broader base of funders;

- Other county agencies – Coordinate resource sharing, potential of co-located services.
- State and Federal Grants – Specifically for underserved populations.
- Private Philanthropy - Capital improvements and facilities; Support for a tax measure: polling, marketing campaign.
- Plural funding models with a variety of revenue sources that include memberships, contributions, sponsorships and business ventures (like other cultural and educational institutions).

Funding/ Public Private Partnerships & Philanthropy

Key Findings

- There is clear potential for private-public partnerships to support county libraries meeting minimum and future standards.
- Further work is required, perhaps as an ad hoc committee working group, to identify, assess and prioritize opportunities.
- Realizing this potential would benefit from coordinated, systemwide strategic planning and fundraising.
- Any work in this arena needs to recognize existing resistance to alternative funding, including concerns about reliability over time, potential for other funding to reduce support for public funding, loss of objectivity and commercialization of public spaces

Library Ad Hoc Committee

Potential Next Steps Phase 3

August 2020 - Dec 2020 working groups and research

- Funding / Taxes / Public Private Partnerships
 - Direction from the Board requested
- Governance
 - Identify ways to improve collaboration and efficiency within the existing system
 - Clarify funding, decision making and advisory roles (cities/county, directors/friends, advisory boards, etc.)
 - Update Annual agreement
 - Maintenance of Effort
 - Consider pros and cons of alternative governance models

Recommendations

- a) Receive this update on the work of the Committee; and
- b) Strive for the County Library Branch Minimum Standards (on Slide #12) developed by the Ad Hoc Committee and approved by the Library Advisory Committee, and
- c) Direct Staff to work with Cities toward helping fund the Minimum Standards for all branch libraries; and
- d) Provide direction on a potential Phase 3 of the Ad Hoc Committee, which could include;
 - i. Exploring funding options; and/or
 - ii. Improved governance model; and/or
 - iii. Other direction as necessary
- e) Determine above actions are exempt from CEQA