



**Library Ad Hoc Committee Meeting**  
**Date: Monday, February 3, 2020**  
**Time: 9:00AM – 10:30AM**  
**Location: Santa Barbara County Board Room**

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## **Administrative Agenda:**

- I. Meeting Called to Order**
- II. Roll Call:** *by Secretary*
- III. Public Comment:** *Public Comment period is set aside to allow public testimony on items not on today's agenda.*
- IV. Minutes:** *The minutes of the October 14, 2019 meeting will be considered.*

## **Standard Agenda:**

1. Meeting Overview and Objectives
2. Benchmarking Subcommittee
  - Library Standards
3. Taxes Subcommittee
  - Pathways to Increased Public Funding
4. LegacyWorks Group
  - Opportunities for Grants and Philanthropic Funding
5. Next Steps/Closing
6. Adjourn



# Library Ad Hoc Committee Meeting

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## October 14, 2019 ACTION MINUTES

### Committee Members Present:

Mary Housel  
Patricia Saley  
Judith Dale  
Das Williams, 1<sup>st</sup> District Supervisor  
Joan Hartmann, 3<sup>rd</sup> District Supervisor  
Darcel Elliot, 3<sup>rd</sup> District Chief of Staff

### Committee Members Absent:

Carrie Kappel  
Allison Gray  
Sarah Bleyl  
Jessica Cadiente  
Gina Fischer, 3<sup>rd</sup> District Representative

### County Staff Present:

George Chapjian, Director  
Ryder Bailey, CSD CFO  
Natasha Garduno, Executive Assistant

### Legacy Works Group Facilitators:

Megan Miley  
Jessica Elliot

## Administrative Agenda:

- I. **Meeting Called to Order:** *Meeting officially convened at 10:00am.*
- II. **Roll Call:** *by Secretary*
- III. **Public Comment:** *None was made.*
- IV. **Approval of Minutes of April 30, 2019**

**ACTION:** A motion was made by Patricia Saley and seconded by Judith Dale to approve the minutes of April 30, 2019 with a correction to item no. 6 indicating; "*LegacyWorks will follow up with committee members to ask key questions regarding Phase II of this process such as, (...)*". All approved with one abstention by Mary Housel. Motion passed.

## Standard Agenda:

1. Reconnecting to Our Shared Purpose  
Attendees participated in a group exercise to re-evaluate the benefits of Library services for users.
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## 2. Phase II Process

- Benchmarking Report

Committee presented from a handout on “Library size, categories, and examples of standards from other states.” The goals are to understand the service level in each category to ensure adequate stable funding, and to clarify responsibilities and decision-making authority in order to provide adequate public service.

Every year libraries contribute data to a State Library survey. There was no data for Goleta on the stats from 2016/2017, Goleta was not yet a City Library.

Santa Barbara County is lower than the state average and median in operating income and operating budget from government sources. Santa Barbara funds come mainly from grants and private donations.

California was compared to other states using an accreditation process for libraries. California does not have state standards on library operations. The committee discussed the benefits of establishing library standards and service levels.

- Taxes Report

The group is identifying different options for dedicated funding for libraries across the county to offer long-term sustainability. There was discussions regarding the feasibility of a JPA and adding a tax measure to the ballot as options for funding. All countywide options must consider the jurisdictions that have already passed taxes that are used for libraries. Committee will need to address short term funding options for the next budget cycle.

- Private - Public Partnership Report

Interviews are being scheduled with leading philanthropic, business, community and civic leaders to discuss ideas on increasing private and public support for libraries across Santa Barbara County. Goals include create a comprehensive list of key opportunities and barriers, creative ideas and examples, list of potential partners, and refined scope for a working group to explore potential public-private funding models and associated questions.

## 3. Adjourn

The meeting adjourned at 11:48am.

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# Library Ad Hoc Committee Meeting

DRAFT AGENDA for February 3, 2020

Welcome and Administrative Agenda

Benchmarking Report & Decisions

Taxes Report & Decisions

Private-Public Partnership Report

Governance Implications

Next Steps

Closing

# Benchmarking Working Group

*Establish realistic, equitable standards for library service  
under current and future funding scenarios*

Allison, Jessica, Mary, Sarah - supported by Megan

# How can standards / service levels help us?

- Provide a measurable framework for discussing equity across the county
- Set expectations for funding levels
- Help communities understand what to expect at different size branches
- Clarify funding responsibility and decision making authority for core services and opportunities for enhanced services
- Assist libraries in short- and long-term planning
- Contribute to greater accountability in the use of public funds
- Communicate a shared vision of quality public libraries and library services
- Highlight strengths and weaknesses, and aid in the prioritization of services
- Provide a driving mechanism for support of libraries

# Data Reviewed

## California State Library Data

- State averages
- Demographics and library system data from Alameda, Contra Costa, Monterey, San Luis Obispo, San Joaquin, San Mateo, Santa Cruz, Siskiyou
- Branch level data from Ventura County Library, Sonoma County Library, San Luis Obispo City-County Library, Monterey County Free Libraries - most like Santa Barbara County in population, square miles and number of branches

Statewide Library Standards from 12 states outside California

Conversations with other library directors and a library consultant

# Core Services Statement

A library is:

- A safe, inclusive, diverse and welcoming space open to the public
- A community hub and neighborhood advocate
- A 2nd responder for disaster response
- A collection of books, digital content, reference and research tools, current news and periodicals, and other information
- An access point for obtaining a wider variety of reading materials and information (inter-library loans)
- Managed by professionally trained library staff
- A location for free wifi and public computers
- A place for gathering and learning, with programs appropriate for the community, such as: literacy services, family focused, children and at-risk youth programs, homework help, kindergarten readiness, self-directed education, art and culture, veterans resources, economic development, technology assistance, steam classes, robotics, virtual reality

# System Wide Standards/Needs/Requests

- Branch library buildings, whether leased or owned by the county or city, should be funded outside of the per capita allocations
- Financial agreements should include the timing of funding disbursements to zone administrators from the County and Friends
- Dedicated library funding should include an annual COLA
- There is a need for strategic and growth planning
  - Facilities and capital improvements - Prioritize a needs assessment for libraries with:
    - No dedicated facility
    - Inadequate facilities
    - Critical facilities needs or safety concerns
  - Technology plan
  - Energy Efficiency/Sustainability (solar, etc.)

# Library Standards / Minimum Service Levels

- Phase I library standards establish minimum service levels for branch libraries. Library standards for main libraries are set by the library directors and their cities, but should not fall below minimum standards for branch libraries
- Phase I standards may be used to identify areas of need for additional county funding in 2020/2021
- Phase II standards may be used to estimate the level of funding to pursue in a proposal for new taxes
- Library directors agree on assigned categories for existing libraries but recognize that categories and standards based on population are not definitive, e.g., population can be defined in different ways
- Volunteers, friends and individuals enhance services and raise funds, but should not be relied on for minimum service levels

# Staff

Goals:

- Staff are available and qualified to meet patrons' needs
- Staff are safe at work

	<b>SMALL I</b> CUYAMA LOS ALAMOS	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG VILLAGE	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT	<b>MAIN</b> GOLETA LOMPOC SANTA BARBARA SANTA MARIA
<b>PHASE 1</b> <b>(minimum standards)</b>	Raise hourly wage to reduce staff turnover 2 paid staff at all times	1 FT lead staff 2 paid staff at all times	Prof. Librarian (FT MLIS) 2 paid staff at all times	
<b>PHASE 2</b> <b>(future goals and ideas)</b>	Budget for professional development	Budget for professional development	Budget for professional development	

Whole-hearted  
endorsement

Agreement  
with minor  
contention

Support with  
reservations

Abstain

More discussion  
needed

Don't like but will  
support

Serious  
disagreement

Veto

# Hours

Goals:

- All community members can utilize the library
- Employment hours attract and retain qualified staff

	<b>SMALL I</b> CUYAMA LOS ALAMOS	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG VILLAGE	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT	<b>MAIN</b> GOLETA LOMPOC SANTA BARBARA SANTA MARIA
<b>PHASE 1</b> <b>(minimum standards)</b>	Min 4 hours/day 4 days	Min 4 hours/day 4 days	Min 4 hours/day 5 days	
<b>PHASE 2</b> <b>(future goals and ideas)</b>	4 days	5 days	6 days	

Whole-hearted  
endorsement

Agreement  
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# Collections

Goals:

- Patrons can find current, popular and specialty reading, listening, and viewing materials in a variety of formats (i.e. print, digital, streaming)
- Materials reflect the diversity of the community and offer the widest possible range of viewpoints, opinions and ideas
- Collections budgets are protected from disproportionate cuts meant to preserve other services

	<b>SMALL I</b> CUYAMA LOS ALAMOS	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG VILLAGE	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT	<b>MAIN</b> GOLETA LOMPOC SANTA BARBARA SANTA MARIA
<b>PHASE 1</b> <b>(minimum standards)</b>	\$2 per capita	\$2 per capita	\$2 per capita	
<b>PHASE 2</b> <b>(future goals and ideas)</b>	\$4.37 per capita	\$4.37 per capita	\$4.37 per capita	

Whole-hearted  
endorsement

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# Programs

Goals:

- Promote literacy and Introduce the library to all ages
- Provide opportunities and inspiration for reading and learning
- Collaborates with other organizations, institutions and government to provide programs

	<b>SMALL I</b> CUYAMA LOS ALAMOS	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG VILLAGE	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT	<b>MAIN</b> GOLETA LOMPOC SANTA BARBARA SANTA MARIA
<b>PHASE 1</b> <b>(minimum standards)</b>	Youth Summer Reading	Youth Summer Reading Early Childhood Literacy Occasional Teen/Adult	Youth Summer Reading Early Childhood Literacy Occasional Teen/Adult	
<b>PHASE 2</b> <b>(future goals and ideas)</b>	Youth Summer Reading Early Childhood Literacy	Early Childhood Literacy Youth Summer Reading Occasional Teen/Adult	Early Childhood Literacy Youth Summer Reading Occasional Teen/Adult Technology Assistance Educational Classes	

Whole-hearted  
endorsement

Agreement  
with minor  
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Support with  
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Abstain

More discussion  
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Serious  
disagreement

Veto

# Technology

Goals:

- Support public use of technology for economic, education, and wellness purposes
- Bridge gap in access of technology
- Increase automation/self-check to free staff for high-value community-focused activities
- Increase security and safety

	<b>SMALL I</b> CUYAMA LOS ALAMOS	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG VILLAGE	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT	<b>MAIN</b> GOLETA LOMPOC SANTA BARBARA SANTA MARIA
<b>PHASE 1</b> <b>(minimum standards)</b>	Improve Internet Connectivity / Connect to CENIC computers, wifi, tablets	Computers, wifi, tablets	Computers, wifi, tablets	
<b>PHASE 2</b> <b>(future goals and ideas)</b>	Improve internet connectivity Facility/electrical upgrades for technology Budget for technology replacement cycle Increase technology/devices available for staff use and security			

Whole-hearted endorsement

Agreement with minor contention

Support with reservations

Abstain

More discussion needed

Don't like but will support

Serious disagreement

Veto

# Where minimum standards are/are not currently met

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

# Taxes

# Working Group

*Identify the most feasible option for increasing public revenue  
for the countywide library system*

Judith, Pat, Darcel, Allison, Ryder - supported by Carrie

## Reasons to seek increased, dedicated, public revenue

- To protect and enhance library services, supplementing the existing base of per capita funding
- To provide predictability and long term sustainability
- To reduce the need for private sources to cover core operating expenses
- To address the needs of small and unincorporated branch libraries
- To improve equity in access to library services

# Options considered by the subcommittee

- ***Countywide or sub-county scale?***
- ***Special tax or a general tax?***
  - *Special tax* is designated specifically for libraries
  - *General tax* can be intended for libraries, but goes into city or county's general fund
- ***Parcel tax or sales tax?***
  - Parcel tax options
    - Via SBCAG (special tax)
    - Via a County Service Area (special tax)
    - Via a library district (special tax)
    - Via the Board of Supervisors (special or general tax)
  - Sales tax options
    - Via the Board of Supervisors (special or general tax)
- ***Including cities or just unincorporated areas?***

# Recommendations of the subcommittee

- ***Countywide ~~or sub-county~~ scale?***
  - In order to address equity issues and raise funds systemwide
- ***Special tax***, if deemed politically feasible
  - In order to secure dedicated funds for libraries
- ***If not, then a general tax intended for libraries + an updated funding policy***
- ***Countywide parcel tax or sales tax? Including cities or just unincorporated?***
  - Parcel tax options
    - **Via SBCAG (special tax) - JPA would also enhance library system governance**
    - ~~Via a countywide CSA (special tax) - Better to use existing SBCAG structure~~
    - ~~Via a countywide library district (special tax) - ditto~~
    - ~~Via the Board of Supervisors (special or general tax) - no precedent if applied to cities, could risk legal challenge~~
  - Sales tax options
    - **Via the Board of Supervisors (special or general tax)**

# Questions for Ad Hoc Committee

- ***Parcel tax or sales tax?***

- Parcel tax options

- **Via SBCAG (special tax) - JPA would also enhance library system governance**
- ~~Via a countywide CSA (special tax) - Better to use existing SBCAG structure~~
- ~~Via a countywide library district (special tax) - ditto~~
- **Via the Board of Supervisors (special or general tax) - only for unincorporated areas (no precedent for BoS applying countywide parcel tax)**

- Sales tax options

- **Via the Board of Supervisors**

- Special or general tax?
  - General requires 4 of 5 BoS and 50%+1 of voters
  - Special requires 3 of 5 BoS and  $\frac{2}{3}$  of voters

- ***Countywide or just unincorporated areas?***

- Tradeoffs between political feasibility vs revenue potential

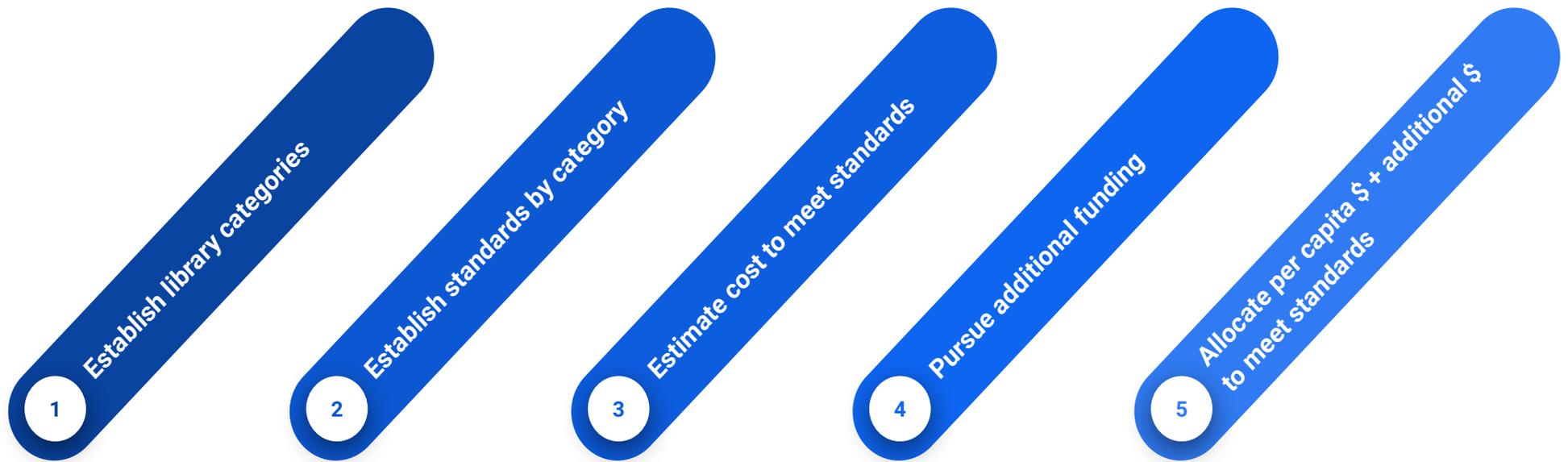
# Revenue potential

- Sales tax
  - Sales tax rates within the County vary from 7.75% (unincorporated areas) to 9% (City of Carpinteria)
  - Some cities currently considering sales tax increases
  - 0.25% increase just in the unincorporated areas could generate roughly \$1.9M
  - 0.50% increase - roughly \$3.8M
  - 1% increase - roughly \$7.6M
- Parcel tax
  - 122,792 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

# Necessary steps and timeline

- Decide which public funding option to pursue and whether to try for November ballot
- Refine revenue target
- Consider using polling (digital or door-to-door survey) to inform options
  - Friends groups could provide volunteers for door-to-door polling and campaigning
- Work to build political support from the Board of Supervisors
- Campaign for popular support (marketing, door-to-door canvassing)
- ...

# An emerging pathway to equitable and sustainable library funding based on standards for library services



# Funding formula options

- No systematic approach; gap filling is reactive and varies year to year
- Last year's approach, which prioritized filling gaps and incentivizing cities and Friends groups to match County contributions
- Standards based approach
  - Benchmarking committee made up of library directors sets minimum (Phase 1) and ideal (Phase 2) standards for core library services
  - Standards are aimed at providing comparable and equitable library services within each library category across the countywide library system
  - Estimates of cost to meet standards are used to quantify the funding need
- Tiered funding formula
  - Needs of branch libraries are addressed with a tiered funding model that provides additional per capita funding to branches in small cities and even more to unincorporated branches
  - Could be used as a short term approach (e.g. just for this year)

Option	Requirements	Vote needed	Pros	Cons
SBCAG	SBCAG does not currently have authority over libraries. A new Joint Powers Authority would be needed and would require approval of all jurisdictions	<p>Special taxes can be proposed and require a <math>\frac{2}{3}</math> vote</p> <p>If authorized in enabling agreement, JPA can also utilize CFD* funding mechanism - this special tax also requires a <math>\frac{2}{3}</math> vote</p>	<p>All the relevant parties already work together, so avoid additional layers of bureaucracy; meetings could be contiguous</p> <p>All funding mechanisms avail. to the parties to the JPA are avail.</p> <p>Clearer, more streamlined governance</p>	Could be a lengthy process to establish a new JPA and replace current system with new governance under SBCAG
County Sales Tax (BOS)	The Board can vote to levy a tax on the entire county (including cities) or just unincorporated areas	<p>If it is a special tax (designated for libraries) or only receives 3 BoS votes, then requires <math>\frac{2}{3}</math> vote</p> <p>If it is a general tax and voted on by 4 Supervisors, then it only requires a simple majority vote</p>	<p>General tax - lower threshold to pass, more politically feasible</p> <p>Special tax - dedicated tax provides secure funding</p>	<p>General tax - subject to competition from other needs and changing priorities</p> <p>Special tax - potentially harder to pass b/c requires <math>\frac{2}{3}</math> of voters</p>
County Parcel Tax (BOS)	The County can, in theory, place a parcel tax countywide (including cities) but this is untested and includes a litigation risk	Regardless of geographic region of the tax, if it is general or special, or how many votes it receives on the Board, a parcel tax requires 2/3 voter approval under Prop 13	If a special tax - dedicated tax provides secure funding	If a general tax - subject to competition from other needs and changing priorities

Option	Requirements	Vote needed	Pros	Cons
County Service Area option (LAFCo)	It is possible to create a countywide County Service Area. Each city would have to consent to being included. BoS would direct	Parcel taxes are the only option for a CSA and require a $\frac{2}{3}$ vote	Dedicated tax provides secure funding	Process required to establish CSA
Countywide Library District (LAFCo)	It is possible to create a countywide library district  Independent, elected Board would direct	Parcel taxes are only option for a library district and require a $\frac{2}{3}$ vote	Dedicated tax provides secure funding	Process required to establish library district  Additional layer of governance via elected BoD may be undesirable