

**SANTA BARBARA COUNTY**

**LIBRARY ADVISORY  
COMMITTEE**

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Patricia Saley

2nd District Representative  
Alex Rodriguez

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Betty Rose Gunn

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Shirley Stacy

**Library Directors**

Santa Barbara Library Director  
Jessica Cadiente

Lompoc Library Director  
Sarah Bleyl

Santa Maria Library Director  
Mary Housel

Goleta Library Director  
Allison Gray

**Board of Supervisors  
Representative**

1st District Supervisor  
Das Williams

**County Staff**

Community Services Director  
George Chapjian

Executive Assistant  
Eva Camarena

Chief Financial Officer  
Ryder Bailey

**AGENDA**

April 1, 2020

<https://global.gotomeeting.com/join/437594517>

**Access Code:** 437-594-517

**ADMINISTRATIVE AGENDA**

**I. Meeting Called to Order:** *by Chair, Supervisor Das Williams*

**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. The time allocated to each speaker will be set at the discretion of the Chair.*

**SPECIAL MEETING AGENDA**

**1. Benchmarking Report – Megan Miley, LegacyWorks Group**

**2. Budget Scenarios For Funding Deficits – Ryder Bailey, CSD CFO**

**3. Roundtable Discussions**

**4. Adjourn**

*The next Regular Library Advisory Committee Meeting will be held on June 17, 2020 from 10:00 AM – 12:00 PM at the Cachuma Lake Recreation Hall located at 2225 Highway 154, Santa Barbara, CA. To place an item on the agenda, please contact Eva Camarena at (805) 568-2467 at least two weeks prior to the scheduled meeting date.*

# Library Ad Hoc Committee Benchmarking Report

On March 23, 2020 the Library Ad Hoc Committee voted to accept this report on minimum standards for branch libraries as proposed by the Benchmarking Working Group, share it with the LAC for their suggestions, and send it to the Board of Supervisors

# Background

Library Ad Hoc Committee

Benchmarking Working Group

How can standards help us?

Research and data

# Library Ad Hoc Committee Goals (from March 11, 2019 Draft Goals and Objectives)

- Provide the BOS, City Councils, and Friends with a system-wide assessment of the impact of different budget scenarios for 2019/2020 budget
- Establish a shared vision for the future of the libraries in the county
- Define criteria and analyze options for a sustainable finance framework for the library system
- Cultivate a culture of support and collaboration
- Define criteria and analyze options for a sustainable governance framework for the libraries in the county

# Goal: Establish a shared vision for the future of the libraries in Santa Barbara County

## Objectives

- Define 'equitable' as it applies to library services and funding
- Consider library categories based on population, income, rural/urban and other characteristics
- Define core service levels
- Articulate a set of principles to guide consideration of finance and governance frameworks
- Allow space for aspiration

# Benchmarking Working Group

The Benchmarking Working Group was formed to help the library directors recommend realistic, equitable standards for library service, based on current and relevant research and benchmark data.

Benchmarking Working Group members:

Jessica Cadiente, Library Director, Zone 1

Sarah Bleyl, Library Director, Zone 2

Mary Houser, Library Director, Zone 3

Allison Gray, Library Director, Zone 4

Supported by Megan Miley, LegacyWorks Group

# How can standards 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

# Working Group Research and Data Analysis

## 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 selected counties most like SB County in population, geographic size, number of branches: Ventura County Library, Sonoma County Library, San Luis Obispo City-County Library, Monterey County Free Libraries

## Statewide Library Standards from 12 states outside California

## Conversations with other library directors and a library consultant

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*\* More detail on research and data analysis available on request. Contact [megan@legacyworksgroup.com](mailto:megan@legacyworksgroup.com)*

# Proposed Standards

Staff

Hours

Collections

Programs and Outreach

Technology

Facilities

# 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 1 standards may be used to identify areas of need for additional county funding in 2020/2021
- Phase 2 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, because 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

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Cuyama Asst Clerk / < 2 Los Alamos Asst Clerk / < 2 Village / < 2	Buellton FT Lead / 2+ all hours ✓ Guadalupe Asst. Clerk / < 2 Montecito .8 Lead / 2+ all hours Solvang FT Lead / < 2	Carpinteria MLIS / 2+ all hours ✓ Eastside MLIS / 2+ all hours ✓ Orcutt Clerk II/III / < 2
<b>BENCHMARK DATA</b> (4 county average)	2.8 FTE		4.2 FTE
<b>PHASE 1</b> (targets for 2020-2021)	Raise lowest 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> (future goals and ideas)	Budget for professional development	Budget for professional development	Budget for professional development

Note: Red text shows branches not currently meeting the proposed standard

# Hours

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Cuyama 11 Los Alamos 16 (+8 friends) Village 24	Buellton 35 ✓ Guadalupe 32 ✓ Montecito 36 ✓ Solvang 38 ✓	Carpinteria 47.5 ✓ Eastside 46.5 ✓ Orcutt 36
<b>BENCHMARK DATA</b> (4 county average)	30 HOURS		37 HOURS
<b>PHASE 1</b> (minimum standards)	25 HOURS Min 4 hours/day	32 HOURS Min 4 hours/day	42 HOURS Min 4 hours/day
<b>PHASE 2</b> (future goals and ideas)	Re-evaluate after current increase in hours, staff and programs		

Note: Red text shows branches not currently meeting the proposed standard

# Collections

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Cuyama \$1.79 ILS Los Alamos \$1.47 ILS Village \$0.80 ILS	Buellton \$3.56 ILS ✓ Guadalupe \$0.47 ILS Montecito \$4.50 ILS ✓ Solvang 3.56 ILS ✓	Carpinteria \$4.57 ILS ✓ Eastside \$6.30 ILS ✓ Orcutt \$0.47 ILS
<b>BENCHMARK DATA</b> (4 county average) *data not available at the outlet level	\$2 - \$4 per capita / 7.8% - 9.6% of total operating expenditures		
<b>PHASE 1</b> (minimum standards)	\$2 per capita ILS (Integrated Library System e.g. BlackGold)		
<b>PHASE 2</b> (future goals and ideas)	\$4.37 per capita	\$4.37 per capita	\$4.37 per capita

Note: Red text shows branches not currently meeting the proposed standard. \$4.37 is 2018 CA state average

# Programs & Outreach (library funded)

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Cuyama Los Alamos Village -currently run by volunteers	Buellton Guadalupe Montecito Solvang	Carpinteria Eastside Orcutt
<b>BENCHMARK DATA</b> (4 county average)	NA		
<b>PHASE 1</b> (minimum standards)	Early Childhood Literacy Youth Summer Reading	Early Childhood Literacy Youth Summer Reading Occasional School-age/Teen/Adult	Early Childhood Literacy Youth Summer Reading Regular School-age/Teen/Adult
<b>PHASE 2</b> (future goals and ideas)	Early Childhood Literacy Youth Summer Reading	Early Childhood Literacy Youth Summer Reading Occasional School-age/Teen/Adult Technology Assistance	Early Childhood Literacy Youth Summer Reading Regular School-age/Teen/Adult Technology Assistance Educational Classes

Note: Red text shows branches not currently meeting the proposed standard

# Technology

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Cuyama substandard internet Los Alamos substandard internet Village ✓	Buellton - outdated computers Guadalupe ✓ Montecito - outdated devices Solvang - outdated computers	Carpinteria - outdated devices Eastside - outdated devices Orcutt ✓
<b>BENCHMARK DATA</b> (4 county average)	7 public access computers		12 public access computers
<b>PHASE 1</b> (minimum standards)	Improve Internet Connectivity / Connect to CENIC 5-year device replacement cycle	Computers, wifi, internet 5-year device replacement cycle	
<b>PHASE 2</b> (future goals and ideas)	Improve internet connectivity Facility/electrical upgrades for technology and automation Increase technology/devices available for staff use and security		

Note: Red text shows branches not currently meeting the proposed standard. Library directors report an adequate number of devices, but the technology is outdated and current budgets do not allow for a replacement schedule.

# Facilities

	<b>SMALL I</b> CUYAMA LOS ALAMOS VILLAGE	<b>SMALL II</b> BUELLTON GUADALUPE MONTECITO SOLVANG	<b>MEDIUM</b> CARPINTERIA EASTSIDE ORCUTT
<b>CURRENT RANGE</b>	Guadalupe, Orcutt and Los Alamos have no dedicated facility All branches have needs related to safety, technology, space and maintenance		
<b>BENCHMARK DATA</b> (4 county average)	NA		
<b>PHASE 1</b> (minimum standards)	Rent Security and safety Annual deep clean including windows and carpets		
<b>PHASE 2</b> (future goals and ideas)	Needs assessment and prioritization: (e.g., maintenance, ADA compliance, electrical upgrades, theft protection, automation, book return, energy, furniture, parking lots, bike racks)		

Note: Red text shows branches not currently meeting the proposed standard

# Where minimum standards are/are not currently met

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

# Estimated annual increase needed to meet minimum standards

		# STAFF & LEVEL	HOURS	COLLECTIONS	PROGRAMS	TECHNOLOGY <sup>4</sup>	FACILITIES	TOTALS	
Zone 1	Montecito	\$30,000	Y	Y	\$30,707	\$13,000	\$1,900	\$75,607	\$121,214
	Carpinteria	Y	Y	Y	\$30,707	\$13,000	\$1,900	\$45,607	
Zone 2	Village	\$31,000	covered by staff ↑ <sup>1</sup>	\$11,262	\$9,500	Y	\$1,900	\$53,662	\$53,662
Zone 3	Cuyama	\$42,215	\$1,960 <sup>2</sup>	\$281	\$1,500		\$1,200	\$47,156	\$471,176
	Guadalupe	\$84,707	Y	\$11,648	\$2,000	Y	\$22,200 <sup>5</sup>	\$120,555	
	Los Alamos	\$51,003	covered by staff ↑	\$1,005	\$1,500		\$1,200	\$54,708	
	Orcutt	\$108,596	covered by staff ↑	\$55,087	\$2,500	Y	\$54,400 <sup>6</sup>	\$220,583	
	Bookmobile				\$28,174 <sup>3</sup>			\$28,174	
Zone 4	Buellton	Y	Y	Y	Y	\$7,200	\$1,400	\$8,600	\$24,100
	Solvang	\$5,100	Y	Y	Y	\$9,000	\$1,400	\$15,500	
	<b>TOTALS</b>	\$352,621	\$1,960	\$79,283	\$106,588	\$42,200	\$87,500		<b>\$670,152</b>

Notes: 1) Increase hours from 24 to 28. 2) Increase hours from 11 to 25 covered by staff increase + more frequent delivery of books. 3) Staff/mileage for Santa Maria City bookmobile to go to unincorporated areas of Casmalia, Sisquoc, Tanglewood and Bonita School. 4) device replacement costs; does not include CENIC. 5,6) Includes rent.

# Additional Needs

The following information was compiled by the Benchmarking Committee but is outside the scope of this discussion on minimum standards

# System Wide Recommendations

- 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.)

# Safety, technology and facilities needs not addressed by minimum standards

		SAFETY		TECHNOLOGY				FACILITIES					
		SECURITY AND FIRE ALARMS	IMPROVED WIFI	THEFT SECURITY GATES	SELF CHECK	PRINT TO PAY	NEW PUBLIC COMPUTERS AND TABLETS	ELECTRICAL PLUMBING HVAC REPAIR OR UPGRADE	ADA COMPLIANCE	BOOK DROP	DEDICATED FACILITY	ADDITIONAL SPACE FOR PROGRAMS	PARKING LOT REPAIR AND/OR BIKE PARKING
Zone 1	Montecito	X		X			X	X	X	X		X	X
	Carpinteria	X		X			X	X	X			X	X
Zone 2	Village	X						X	X	X			X
Zone 3	Cuyama	X	X	X	X	X						X	
	Guadalupe	X	X	X	X	X					X	X	
	Los Alamos	X	X	X	X	X					X	X	
	Orcutt	X				X					X	X	
Zone 4	Buellton	X		X	X		X	X				X	
	Solvang	X		X	X		X	X				X	



Highest priorities identified by library directors

# Zone 1 Facility Needs

	Highest Priority	Medium	Lower
<b>Carpinteria</b>	<p>Plumbing</p> <p>Wiring (Flickering even after bulb replacement)</p> <p>ADA accessible Circ Desk</p> <p>Desk configured with 2 entry/exit routes (for safety)</p> <p>ADA accessible pathways between furniture and shelves</p> <p>Charging areas for devices (usb)</p> <p>Security Cameras</p>	<p>Air conditioning in Library</p> <p>Panic button (to Sheriff's station)</p> <p>Secure inside bookdrop</p> <p>Security gates (theft prevention)</p> <p>Updated meeting room technology</p> <p>Mobile shelving to allow for more flexible space</p> <p>Soiled furniture/carpet</p> <p>Automatic Door (ADA)</p> <p>Pest Control</p>	<p>Interior Paint</p> <p>AED</p> <p>Replacement of outdoor book drop</p> <p>Eventual replacement of door handles/locks-Access Control</p> <p>Additional bike racks</p> <p>Lower shelving that is more accessible</p>
<b>Montecito</b>	<p>ADA accessible or mobile Circ Desk</p> <p>ADA accessible pathways around shelves and other furniture</p> <p>Charging areas for devices (usb)</p> <p>Parking lot entrance causing damage to cars</p> <p>New phone lines</p>	<p>HVAC (many comments about heat/ac)</p> <p>Security gates (theft prevention)</p> <p>Soiled Carpet</p> <p>Panic Button (to sheriff's station)</p> <p>Signage in parking lot to enforce loitering or overnight parking</p> <p>Security Cameras</p> <p>Mobile shelving to allow for more flexible space</p> <p>Automatic Door (ADA)</p> <p>Upgraded meeting room space with technology</p> <p>Storage for Library program needs</p>	<p>AED</p> <p>Visible signage from East Valley Road</p> <p>Changing tables in both restrooms</p> <p>Improved outside lighting in evening</p>

# Zone 2 Facility Needs

	Highest Priority	Medium	Lower
<b>Village</b>	Alarm System ADA compliance (door and parking) Parking lot repair Bike parking Bookdrop replacement	Restroom flooring	Spigot under women's bathroom sink (for mop bucket) Landscaping Furniture replacement

# Zone 3 Facility Needs

	Highest Priority	Medium	Lower
<b>Cuyama</b>	Improved Wifi	Self check machines Security gates	Burglar alarm Larger facility Print to pay station
<b>Los Alamos</b>	Improved Wifi	Self check machines Security gates	Burglar alarm Print to pay station
<b>Guadalupe</b>	Self check machines Security gates Larger, dedicated facility	Print to pay station	Improved Wifi Burglar alarm
<b>Orcutt</b>	Larger, dedicated facility Print to pay station	Burglar alarm	

# Zone 4 Facility Needs

	Highest Priority	Medium	Lower
<b>Buellton</b>	Upgraded computers Self-check machines Security gates Burglar alarm	Air conditioning Storage room Dedicated program space	Changing table in restrooms Improved parking
<b>Solvang</b>	Upgraded computers Self-check machines Larger, dedicated facility Security gates Burglar alarm	Air conditioning Storage room Dedicated program space	Changing tables in restrooms

**Budget Scenario for Funding Deficits - Branch Libraries**

March 26, 2020

	A	B	C = A+B	D = C +\$1 Admin	E	F = D+E
County Branch	FY20-21 "Status Quo" Deficit	Proposed Addt'l Funding ( <i>\$1 towards Admin, \$3.90 for Incorp., \$7.80 for Unincorp.</i> )	Remaining Deficit by Branch	Funding in excess of Deficits - Available toward Ad Hoc Benchmarking	Ad Hoc Benchmarking/ Equity Addt'l Cost	Additional Funding Req'd
Carpinteria	\$ (84,932)	\$ 66,858	(18,074)		(45,607)	
Montecito	(195,518)	87,828	(107,690)		(75,607)	
Zone 1		93,521		(32,243)	(121,214)	(153,457)
Vandenberg Village	(38,127)	73,172	35,045		(53,662)	
Zone 2		50,294		85,339	(53,662)	31,677
Cuyama	(17,531)	10,358	(7,173)		(47,156)	
Guadalupe	(28,809)	29,655	846		(120,555)	
Orcutt	(105,490)	281,159	175,669		(220,583)	
Los Alamos	(28,326)	14,742	(13,584)		(54,708)	
Zone 3		108,470		264,228	(443,002)	(178,774)
Buellton	(68,359)	42,849	(25,510)		(8,600)	
Solvang	(91,572)	42,849	(48,723)		(15,500)	
Zone 4		94,545		20,312	(24,100)	(3,788)
Unallocated Funding			-			
<b>Total Deficits</b>	<b>(658,664)</b>	<b>996,300</b>		<b>337,636</b>	<b>(641,978)</b>	<b>(304,342)</b>