



TO: Library Advisory Commission

FROM: Allison Gray, Library Director

SUBJECT: Library Department Annual Work Program for FY 2021/22

RECOMMENDATION:

Receive presentation on work priorities and Annual Work Program for FY 2021/22 for the Library Department.

BACKGROUND:

The following report was provided to the City Council on March 11, 2021.

The Library Department is the City's newest department, formed on July 1, 2018 when Goleta assumed management services for the Goleta Valley Library (GVL) from the City of Santa Barbara. The Goleta Valley Library serves as the main County branch library for the City of Goleta and for the unincorporated areas of the County stretching from Hope Ranch to the Gaviota coast.

On July 1, 2019, the City also assumed management of the Buellton and Solvang branch libraries under agreements with the County of Santa Barbara and the Cities of Buellton and Solvang. These libraries are managed under a full cost recovery model, with the City of Goleta receiving full reimbursement for the cost of running these libraries, including a share of the Library Department's administrative overhead. Like the City of Goleta, the Cities of Buellton and Solvang provide additional funding to support the branches in their jurisdictions. These branch libraries are known collectively with the GVL as County Library Service Zone 4.

The Library Department's Annual Work Program (Attachment 1) provides a regular, structured mechanism to allow the Council to review and discuss the Department's work commitments and staffing resources and provide direction on the Department's work priorities for the next fiscal year. It also lays the groundwork for the Department budget, which will be presented to Council during the upcoming FY 2021/22 and FY 2022/23 budget workshops.

Where available budget and staffing are finite, and the list of possible City-wide work efforts are growing, a priority-setting process is useful to allow the City Council to establish policy priorities. A regular priority-setting process allows the Department to plan for and

assign work within available resources in a structured way. This system is more efficient than attempting to shift resources ad hoc to new projects and programs as Council members identify and introduce new ideas and work priorities during the year.

DISCUSSION:

The GVL and the Buellton and Solvang branches have struggled with limited funding for several years, a challenge that only grows larger with each passing year. The County of Santa Barbara's per capita funding of \$7.80 per resident per year has remained static for some time. A sustainable funding solution is needed for all libraries in the County. The Countywide Library Ad Hoc Committee formed a subcommittee that has been investigating possible revenue-raising solutions over the last several years. The Goleta Library Director sits on this subcommittee. It is not yet known whether a solution can be identified that is feasible for all jurisdictions in the County. The Board of Supervisors has not yet shown a willingness to implement additional revenue raising strategies for libraries.

In Fiscal Year 2021-22, staff does not anticipate having to reduce our work efforts at the GVL though staff are currently slightly oversubscribed. However, we do anticipate the need to cut the budget in areas other than staffing due to normal cost increases in our expenses. More information about expenditures will be presented during the upcoming budget workshops.

In Fiscal Year 2020-21, the County provided additional one-time funding to support the Buellton and Solvang libraries, but has not yet committed to continue this for Fiscal Year 2021-22. Staff are proceeding as though funding will remain stable at these branches, but funding will need to be reevaluated with the cities of Buellton and Solvang should this not be the case, with possible adjustments to services at those branches. Actual amounts should be known by budget adoption in June.

The focus of the Library over the next year will be primarily on returning to traditional in-person services while also maintaining the online offerings that patrons have grown more dependent upon, and on providing targeted programming to support community recovery, as these needs arise. Therefore, special projects will be limited. Upcoming and potential projects are described in the presentation and the attached assessment report. Staff are seeking Council's input on any additional efforts that should be prioritized, with sensitivity to the staffing, infrastructure, and funding challenges.

FISCAL IMPACTS:

The Annual Work Program is largely consistent with the adopted budget with respect to existing work commitments. It also provides context for the next budget cycle.

Review By:


Allison Gray
Library Director

Approved By:


Kristine Schmidt
Assistant City Manager

ATTACHMENTS:

1. Presentation: Annual Work Program for FY 2021/22 for the Library Department
2. Annual Work Program for FY 2021/22 for the Library Department

Attachment 1

Presentation: Annual Work Program for FY 2021/22 for the Library Department

FY 2021-22 ANNUAL WORK PROGRAM LIBRARY DEPARTMENT

Library Advisory Commission

April 5, 2021

Presentation by:
Allison Gray, Director
Library Department



Purpose of Workshop

- ☐ Update LAC on existing work commitments and progress
- ☐ Review staffing and workload
- ☐ Propose and consider potential new work projects



Annual Work Program Contents

- ❑ Comprehensive overview of work of Library Department.
 - Compares current and potential new projects with available staff resources.
 - Estimates current staff capacity/deficit based on (tentative) project schedules.
 - Reports on work progress.
 - Based on estimated completion dates, projects available capacity next fiscal year.
 - Lists and prioritizes potential new and rescheduled projects.



Highlights

- ❑ Programming and services demand is high
- ❑ Funding continues to limit our ability to provide and expand services
- ❑ Long-term impacts of COVID changes to services unknown
- ❑ Focus will be on resuming in-person operations, continuing remote offerings, assisting with community recovery
- ❑ Still hope to provide Isla Vista satellite services pilot program
- ❑ Strategic Plan will be a major focus
- ❑ Advocacy for continued regional cooperation will be needed



Goleta Valley Library

Position (Main Library)	Full-time	Part-time (FTEs)
Library Director	1	-
Branch Supervisor	1	-
Children's Librarian	1	-
Management Assistant	1	-
Library Technician	1	5 (1.875)
Library Assistant	2	4 (1.5)
Hourly Help (Library Pages)	-	7 (2.625)
Total FTE	7	6

Supplemented by 3 FTE of volunteer service



Branch Libraries

Position (Buellton Branch)	Full-time	Part-time (FTEs)
Senior Library Technician	1	-
Library Technician		2 (0.75)
Library Assistant	-	2 (0.75)
Total FTE	1	1.5

Position (Solvang Branch)	Full-time	Part-time (FTEs)
Sr. Library Technician	1	-
Library Technician	-	4 (1.50)
Hourly Help (Library Pages)		1 (0.375)
Total FTE	1	1.875

Supplemented by GVL management and administrative support, reimbursed to the City of Goleta through direct charges and overhead



ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS

AREA OF FOCUS	Goleta Valley FTE	Branches FTE
○ ADMINISTRATIVE	2.97	0.45
○ PUBLIC SERVICE	7.92	3.89
○ PROGRAMMING	1.66	0.50
○ COLLECTIONS	1.81	0.10
○ SHELVING/PAGE DUTIES	2.67	0.55
TOTAL FTE SUBSCRIBED	17.03	5.48
TOTAL DIVISION STAFF	13.00	5.38
VOLUNTEER HOURS	3.00	--
CURRENT AVAILABLE CAPACITY	<u>-1.03</u>	<u>-0.11</u>



Library Department

Significant FY 19-20 and 20-21 Accomplishments:

PROJECT	STATUS
Pandemic Response (Web-based Offerings, Online Programs, Sidewalk Service)	Complete
Create and Implement Strategy for Service to Isla Vista using awarded state grant funds	Complete/Pending
Assess feasibility of going fines-free	Complete
Participate in County Revenue Raising Solution Subgroup	In Progress
Diversity Kits – A World of Stories	In Progress
Pop Up Libraries Installed	Complete
Management of Buellton & Solvang Libraries	Complete
Harwood Initiative Wrap Up	Complete
Adopted Library Mission Statement	Complete
Marketing Strategy for Library Services	Pending
Library of Things Collection	Complete



Library Department

Major Additional Projects for FY 2021-22:

Implement Pilot Program for Satellite Services to Isla Vista*
Complete Library Strategic Plan
Advocate for Maintenance of Regional Library Cooperation

* 15-month extension of State Library's expenditure deadline requested



Attachment 2

FY 2021-22 Annual Work Program Library Department

FY 2021/22 ANNUAL WORK PROGRAM LIBRARY DEPARTMENT



Library Advisory Commission

March 11, 2021

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FY 2021/22 ANNUAL WORK PROGRAM

LIBRARY DEPARTMENT

FY 2020/21 Coronavirus Pandemic

In December of 2019, the SARS-CoV-2 virus that has the potential to cause severe respiratory illness (later named Coronavirus disease 2019 or COVID-19) was first identified in Wuhan, China. Cases of the virus began surging in the United States in March of 2020, and it became apparent that a global pandemic was underway. On March 14, 2020, the City Manager issued an emergency declaration, and on March 19, 2020, Governor Gavin Newsom issued a statewide stay-at-home order.

As a result, for their safety and safety of the public, employees were directed to work from home, except as required to perform essential functions that could not be performed remotely. Permission to enter City facilities was limited, public counters were closed, and public meetings were conducted by videoconference. City staff efforts shifted to addressing the COVID-19 response with a focus on critical health and safety items.

During the course of the pandemic at times only essential services and businesses were permitted to operate throughout the State and only essential travel was allowed. This contraction in business activity resulted in significant reductions in the City's revenue. To help offset revenue losses and balance the budget, the City Council approved temporary cost containment strategies, including limiting expenditure budgets to essential services, projects, and programs, instituting a temporary hiring freeze for 11 full-time vacant positions and intern positions, and deferring certain capital projects.

The shift in work priorities and reductions to revenue greatly impacted staff's ability to complete previously identified projects and programs from the FY 2019/20 Department Work Programs, which will be detailed further in this document. In addition, as a result of the Staff response to the pandemic and shift in work priorities, the City Council did not review departmental Annual Work Programs for FY 2020/21. Accordingly, the FY 2021/22 Annual Work Programs for each department address work accomplished for both prior fiscal years 2019/20 and 2020/21.

Introduction and Purpose

The FY 2021/22 Annual Work Program below summarizes projects and work efforts proposed for the Library Department for the upcoming fiscal year, considering both ongoing, existing commitments and potential new projects. It is intended to provide the City Council with an overview of the current work and an opportunity to consider and give direction concerning future work. The Annual Work Program creates a regular mechanism for Council to share ideas for new work efforts and discuss the work priorities.

Role of the Library Department

The Library Department provides services to the patrons of County Library Zone 4. Library Zone 4 includes the Goleta Valley Library, which serves as a regional main library for Goleta, Hope Ranch, Isla Vista, County Community Services Area 3, and Gaviota. It also includes the Buellton Library and the Solvang Library, which serve the Zone 4 areas in the Santa Ynez Valley and are managed under contract with the cities of Buellton and Solvang. Goleta's costs to manage the Buellton and Solvang libraries are recouped using a full cost recovery approach.

The Goleta Valley Library is open 7 days per week at a total of 55 hours. The Buellton and Solvang Libraries are open 5 days per week at a total of 37 and 38 hours respectively. The Library Department provides a wide slate of programs for all ages, provides a variety of materials in all formats for borrowing by its users, and day-to-day customer service to its patrons. General areas of focus include:

- Administration
- Materials
- Circulation
- Reference
- Digital Services
- Adult Programs
- Youth Programs

The Goleta Valley Library circulates over 660,000 adult, children and teen materials annually. Annual visits to the Goleta Valley Library in FY 2018/19 included approximately 261,316 visitors.

The Buellton Library circulates approximately 51,000 hard copy materials annually. The Solvang Library includes two small satellite locations, the Santa Ynez Library and the Los Olivos Library, and circulates approximately 80,000 in hard copy materials annually.

Library staff work closely with the Goleta Valley Library's Council-appointed Library Advisory Commission, and with the Friends of the Library programs in Goleta, Buellton, and Solvang.

The City participates in in the Black Gold Cooperative Library System ("Black Gold"), a joint powers authority that was established in 1964 to provide services to public libraries in San Luis Obispo, Santa Barbara and Ventura Counties. The Black Gold member libraries share a collection of over 1 million items and circulate almost 4 million items annually.

Library Department Staffing

The Department is led by a Library Director who serves as the administrator of the whole Zone 4 library service area. The charts below show the staffing levels at each library.

Position (Main GVL Library)	Full-time	Part-time (FTEs)
Library Director	1	-
Branch Supervisor	1	-
Children's Librarian	1	-
Management Assistant	1	-
Library Technician	1	5 (1.875)
Library Assistant	2	4 (1.5)
Hourly Help (Library Pages)	-	7 (2.625)
Total FTE	7	6

Employee staffing at the Goleta Valley Library is supplemented by volunteers. These volunteers contribute work hours to the Library equivalent to approximately 3 additional full-time staff members. These volunteers are essential to staff's ability to run the Goleta Valley Library day-to-day.

Position (Buellton)	Full-time	Part-time (FTEs)
Senior Library Technician	1	-
Library Technician	-	2 (0.75)
Library Assistant	-	2 (0.75)
Total FTE	1	1.5

Position (Solvang)	Full-time	Part-time (FTEs)
Sr. Library Technician	1	-
Library Technician	-	4 (1.5)
Hourly Help (Library Pages)	-	1 (0.375)
Total FTE	1	1.875

Hours worked by main Goleta Valley Library staff for the branch libraries are charged back to those branch library budgets under the full cost recovery model.

Workload Considerations

The Library Department staff is stretched thin. Local public libraries in California are funded primarily through county governments, and the County of Santa Barbara has provided static per capita funding for several years. The cities have stepped up to provide additional funding to the libraries in their communities, and in the last fiscal year the County provided additional one-time funding for Buellton and Solvang, but a sustainable funding model has not been established. This limits the Library's ability to provide and expand services at all the branches.

During the COVID-19 pandemic, the libraries were closed for three months. During this time, Library staff greatly expanded digital materials options, online programming, and craft kits for use at home. These new digital services, and the sidewalk holds pick-up service that was subsequently implemented, have been very popular. Staff will be challenged to continue to offer these services as the libraries fully reopen and need to be staffed in person.

In Fiscal Year 2019/20, the City was approved for State funding of \$200,000 for a two-year pilot program to provide satellite library services to the Isla Vista community through March 2022. Due to the COVID-19 pandemic, the City has not been able to spend these funds, which would include purchasing a van and various equipment, and providing regular staff hours to move materials and provide programming and services in Isla Vista. The City has applied to be able to expend the funds beyond the initial deadline; however, those services will not be able to be absorbed with existing staff if the grant funding is not extended. Reallocating staff from the Goleta Library for this purpose would necessitate a reduction in programming and/or hours at the main library.

Projects and Programs/Ongoing Work Efforts

Table 1 below lists the ongoing responsibilities and programs the General Administration Division carries out on an ongoing basis, regardless of special studies, analyses and projects the Division is tasked with throughout the year. The table also does not reflect any work efforts associated with responding to and managing unplanned or emergency events.

Table 1: Ongoing Projects and Programs, FY 2020/21

(Minor variances in subtotals are due to rounding)

CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS	GVL FTE	Branch FTE
ADMINISTRATIVE	2.97	0.45
Supervision of Staff and Volunteers (hiring, evaluating, performance management, payroll, etc.)	0.53	0.25
Financial Oversight (Budgeting, Purchasing, AP, etc.)	0.86	0.03
City Council & Goleta Library Advisory Commission meetings	0.20	
City of Buellton & Solvang communications	0.01	0.03
Other regional committees, commissions, Friends of the Library, and interagency working groups	0.34	0.04
Interaction with other libraries' personnel	0.04	

CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS	GVL FTE	Branch FTE
Grants (Planning, writing, administration)	0.15	0.01
Research and develop new policies, practices, and services	0.06	
Statistics & Report Preparation	0.05	0.03
GVL Building Management	0.05	0.01
Public Relations/ Outreach/ Website	0.25	0.06
Interdepartmental Coordination and Support	0.45	0.00
PUBLIC SERVICE	7.92	3.89
Preparation for opening library each day	0.73	1.38
Staff Circulation Desk	2.70	1.75
Staff Reference Desk	1.37	
Technology help to patrons, print release	0.25	0.03
Check in materials	1.00	0.38
Process shipment	0.88	0.15
Fix computer hardware, software, library automated network, Wi-Fi – minor repairs, photocopier, working with IT	0.12	0.05
Holds Operations	0.17	0.15
Daily Holds Management	0.53	
Personalized Reading Lists	0.03	
Request a Purchase	0.03	
Zip Book Ordering & Reportage	0.13	0.01
PROGRAMMING	1.66	0.50
Children's Programming, birth to age 18	0.48	0.13
Children's Craft Programming Prep	0.25	0.13
Adult Programming	0.14	0.13
Summer and Winter Reading Programs	0.05	0.04
Summer Reading Listeners	0.18	
Reserving meeting rooms/gallery/display cabinet	0.03	
Passive programming	0.05	0.01
Displays throughout library maintained constantly	0.03	0.03
Annotated bibliographies	0.03	0.04
Outreach to schools	0.01	0.01
Grant projects	0.10	

CURRENT ONGOING WORK EFFORTS, PROJECTS AND PROGRAMS	GVL FTE	Branch FTE
Student Success Initiative	0.08	
Afterschool Homework Help	0.25	
COLLECTIONS	1.81	0.10
Annual selection of e-materials for Black Gold Consortium	0.01	
Material selection via professional review journals	0.08	
Acquisitions Module: Ordering items through Polaris	0.50	
Receiving and processing materials	1.00	
Cataloging & records maintenance	0.03	
Library of Things	0.01	
Repairing materials	0.03	0.03
Selecting materials from donations for collection	0.05	0.03
Processing donations	0.06	0.05
Weeding materials / Packaging for vendor	0.04	
Lost/Missing/Claims Returned Monthly lists	0.05	0.03
Vendor Interaction	0.03	
Moving from New to Old Collections	0.03	0.03
SHELVING/PAGE DUTIES	2.68	0.55
Shelving materials	1.83	0.38
Emptying book drops 3 times daily	0.23	0.08
Shelf reading	0.23	0.03
Program set-up & take-down	0.18	0.05
Morning pre-opening set-up duties	0.10	
Building clean-up throughout day	0.08	
Assist patrons in finding materials	0.05	0.03
TOTAL FTE SUBSCRIBED	17.03	5.48
TOTAL DIVISION STAFF	13.00	5.38
VOLUNTEER HOURS	3.00	0.00
CURRENT AVAILABLE CAPACITY*	-1.03	-0.11



= Yellow shows work done primarily by volunteers.

Needless to say, many of these functions temporarily ceased or have changed dramatically during the pandemic, as staff attempt to provide services by phone, computer, and the Internet. As we return to normal, we may find that staff work effort has permanently shifted in ways that we don't yet anticipate.

Key Accomplishments and Milestones

Over the past two years, the Library Department can point to several complete and near-complete initiatives as shown in Table 2 below.

Table 2: Key Accomplishments and Project Milestones, FY 2019/20 and 2020/21

PROJECT	STATUS
Pandemic Response: <ul style="list-style-type: none"> • Web-based Offerings • Online Programs • Sidewalk Service 	Complete
Create and Implement Strategy for Service to Isla Vista using awarded state grant funds	Complete/Pending*
Assessed feasibility of going fines-free	Complete**
Participate in County Revenue Raising Solution Subgroup	In Progress***
Create a Strategic Plan for Library Services	Incomplete*
Diversity Kits – A World of Stories	In Progress
Library Podcast	Incomplete
Pop Up Libraries Installed	Complete
Management of Buellton & Solvang Libraries	Complete
Harwood Initiative Wrap Up	Complete
Adopted Library Mission Statement	Complete
Marketing Strategy for Library Services	Pending*
Library of Things Collection (creation and circulation)	Complete

*Due to the pandemic, completion of this project has been moved to next fiscal year, FY 2021/22

**Recommendation to Council expected in Spring 2021

***Library Director serving on a governance committee considering countywide financing

Upcoming and Potential New Work Efforts, Projects and Programs

Throughout FY 2021/22, the Library will continue to support the ongoing work efforts as described above in Table 1. However, a number of new work efforts, projects and programs have been identified, either by the City Council or the City Manager, and have been assembled in Table 3 below. These items are proposed as additions to the Division's work program for FY 2021/22. Items that have a "TBD" designation in the estimated completion date are dependent on the completion of other work efforts. Staff is seeking Council approval to add these items to the Division work program and will prioritize its

resources to complete current projects to free up capacity to take on new additional projects and work efforts as the fiscal year progresses.

Due to the ongoing pandemic and the expected role that the Library will play in community recovery, this list is shorter than usual. Some of these items listed below represent projects the Library was not able to complete in the current year due to the pandemic. Further, the completion of all of the projects planned below is contingent on the timing of the pandemic recovery and resumption of normal operations at the Library.

Table 3: Upcoming and Potential New Work Efforts, Projects and Programs

UPCOMING AND POTENTIAL NEW PROJECTS AND PROGRAMS STARTING IN FY 2021/22	ESTIMATED COMPLETION	GVL FTE	BRANCH FTE
TOTAL PROGRAM STAFF (&Volunteers)		16.00	5.38
CURRENT STAFF SUBSCRIBED		17.03	5.48
Implement Pilot Program for Satellite Services to Isla Vista*	TBD	1.10*	
Complete Library Strategic Plan	June 30, 2022	.10	**
Advocate for Maintenance of Regional Library Cooperation	June 30, 2022	.05	**
TOTAL		18.28	5.48
TEMPORARY GRANT STAFFING		-1.10*	
PROJECTED AVAILABLE STAFF CAPACITY FY 2019/20*		-1.18	-0.10

**Satellite Services to Isla Vista are funded as a pilot program through a state grant, which will temporarily support the additional staffing of 1.1 FTE*

*** A portion of system-wide administration time is charged back to Libraries via overhead charges.*