

JACKSONVILLE PUBLIC LIBRARY
Jacksonville, Florida

CAPACITY PLAN STUDY
February 2010

EXECUTIVE SUMMARY

The Jacksonville Public Library (JPL) traces its beginning to 1878. In 1903 a Carnegie Grant, along with a voter approved election, produced a main library that replaced an earlier building destroyed in the great fire of 1901. JPL's first branch library opened in 1927. The contemporary Haydon Burns Library (Main Library) opened in 1965.

Following a master plan study by Godfrey's, voters approved a "Better Jax" capital improvements program in 2000, funded by a ¼ cent sales tax increase, resulting in the new 297,000 square foot Main Library plus six new branch libraries ranging in size from 8,500 to 60,000 square feet. The approved "Better Jax" provided \$150 million for the JPL capital projects.

With the opening of the new facilities JPL experienced significant uptick in usage:

<i>Public Usage</i>	<i>FY06</i>	<i>FY10</i>	<i>% Change</i>
Circulation	7.95M	9.10M	12.6%
Gate Count	4.37M	5.03M	13.1%
Website Hits	3.38M	4.87M	30.6%

However, concurrently the City of Jacksonville levied additional charges that the Library had to pay from their operational budget.

<i>City Charges</i>	<i>FY06</i>	<i>FY10</i>	<i>% Change</i>
# JPL PCs	1,798	1,805	0.39%
ITD Charges	\$4.66M	\$5.72M	22.75%
JPL FTE Staff	496	457	-7.86%
Internal Charges & Indirect Cost Allocation	\$3.89M	\$10.37	166.58%

FIVE MAJOR ISSUES FACING JP

Information Technology

Without a sound IT structure that is

- Reliable,

- Cost-effective, and
- Kept current

there is little reason believe JPL will be able to deliver future services to an expanding, increasingly diverse, and information hungry community. The lack of effective, responsive, and cost- efficient IT management/support is the greatest challenge JPL is now facing. The library is unable have its own IT positions due to the City's human resource management approach.

JPL's Core Business – Information Delivery, -- depends on technology. Therefore, the JPL must assume some – perhaps the majority – responsibility for its IT. A peer review found most of the peer group use their own staff for IT management and support.

Staffing

Quality staff is the key to successful service delivery. Now:

- Library has 12 Appointed Positions; and
- JPL can only recruit for these 12 positions.

This hamstrings the Library from filling middle and upper management posts with the most qualified applicants. Without staff with a variety work experiences the consultants found there is too much “this is the way always done it.” Who suffers? The Public!

Building Maintenance

Centralized building maintenance not working for JPL. The 23 buildings are not adequately maintained. The Main Library is showing more than 5 years wear and tear.

Earned Income

The Main Library Conference Center is the only retained source of income. As a result, there is little if any incentive for JPL to become more enterprising as all monies received go to City.

The JPL should have other enterprise accounts, and it should retain all income via fines overdue books, etc.

Capital Budget

The JPL has zero dollars for capital expenditures. All capital budgets are the responsibility another City department. This leads to unnecessary delays in

making needed improvements and changes. For example, the Library requested capital funds to acquire a site for a much needed NE Jacksonville branch library a number years ago. That request has yet to be funded.

THE FUTURE

Our recommendations regarding the future for the Jacksonville Public Library are comprised of five service priorities.

Service Priority #1

- Service to Children:
 - Emphasis on Very Young and their Caregivers;
 - Major Centers at Southeast and Webb Regional Libraries; and
 - Physical Spaces Designed for Children (this will be a capital cost item).

Service Priority #2

- Information Technology with a focus on:
 - Information literacy;
 - Computing skills for customers of all ages;
 - Virtual library development; and
 - JPL IT independence with an adequate budget, and being able to deal with constant change and improvements that are coming at an accelerated pace.

Service Priority #3

- Service to Business with an emphasis on Small Businesses by means of:
 - Small Business Center at the Southeast Regional Library; and
 - Technology Upgrades (with partnerships to be sought for cost sharing/funding).

Service Priority #4

- Service to Teens/Tweens:
 - Conduct a research study first by an Ad Hoc Staff Committee;
 - Research to include visits to other libraries;
 - Hire staff that MUST have Teen/Tween relevance; and
 - Over a three- to five-year period all facilities will have Teen/Tween space that relates to the teens and tweens customers.

Service Priority #5

- Service to Persons Age 55 +, the fastest growing segment of our population, with:
 - Programming and programs;
 - Attractive, comfortable space;
 - Skill-building activities;
 - Book clubs and topical lectures; and
 - Promotion of JPL volunteer possibilities

OPERATIONAL RECOMMENDATIONS

1. A new top management position to be in charge of IT for the JPL.
2. Issuance of a RFI (Request for Information) to determine feasibility and cost if JPL to be in charge of its own IT.
3. JPL IT staff increase to 15.0 FTE, now has 3.25 FTE.
4. All community library managers to be appointed positions.
5. All specialist positions to be appointed positions.
6. Double – at minimum – the number of appointed positions.
7. Budget for recruitment.

ORGANIZATIONAL RECOMMENDATIONS

The organizational structure should be changed.

Library Board

Chief Executive Officer (CEO)

<u>CFO</u>	<u>COO</u> Facilities Main, Regional, and Community Libraries	<u>CIO</u> IT and Support Services	<u>Mktg.</u> Public Relations Relations	<u>HR</u> Personnel	<u>Planning</u> R&D and Long- Range Planning
------------	---	--	--	------------------------	--

JPL should have own maintenance staff with a budget that supports Building Maintenance staff equal to 1 FTE for every 30,000 SF space. There will be more pride taken in the facilities if they are maintained by JPL staff. Improved maintenance will save dollars over time.

Earned Income

Main Library Conference Center rates should be adjusted upwards. Regional and Community Library policies re use of gathering spaces need to be changed to allow broader use.

A fee schedules should allow for;

- Utility costs.
- Personnel costs (setup, observation, takedown, cleanup & security).

In addition:

- Accept monetary contributions in lieu fees should be acceptable;
- Utilize smart card technology for all fines/charges;
- Card purchase with varying amounts up front; and
- Value added research service on a cost recovery plus.

The consultant projects:

- FY10 Revenue = \$1,570,000 (conservative figure);
- Assume 2.5% growth FY11 = \$1,609,250; and
- Assume same percentage growth FY12 & FY13 that will produce earned income total of \$3,340,200.

Use FY12/13 to establish a “Library of the Future” fund (see below).

The Library Board should be organized as follows:

Executive Committee comprised of:

- President
- Vice-President;
- Secretary;
- Treasurer; and
- Chairs of following Standing Committees
 - Finance
 - Personnel
 - Planning

The “Governance” Committee should be Ad Hoc.

The Library Foundation and the Friends of the Library should consider:

- Foundation reorganized with a new Board and Executive Director;
- Fundraising for specific projects so that donors see tangible results;
- Friends of Libraries in regional and community libraries; and
- Seek grants that are for specific projects that will have measureable results.

CAPITAL BUDGET RECOMMENDATIONS

- FY12/13 earned income (except the Conference Center) used to establish “Library of the Future” Fund;
- JPL agrees to reduced General Fund revenues equal to earned income receipts;
- Legislation sought that will allow JPL direct public votes for capital improvements;
- Legislation to include mechanism for JPL to manage bond funds;

- Library Foundation to raise dollars for promotion of a capital improvement program (CIP) bond election;
- Approval sought for CIP election; and
- CIP election held FY15 or FY16.

FACILITY ASSESSMENT

Functional Assessments

- All facilities evaluated per 54 measurements;
- 5.0 a perfect score;
- Main Library score = 4.23;
- West Regional Library score = 4.09;
- Brown Eastside Community Library score = 1.43;
- Average Community Libraries score = 2.73; and
- 10 Libraries above average.

Physical Assessments

- All facilities evaluated on 49 elements;
- Estimated cost “fixes” = \$7.125M with escalation;
- Roof “fixes” = \$1.5M with escalation; and
- Balancing building systems = \$275,000 with escalation.

Delays in addressing the “fixes” will result in higher costs, increased damage, “sick” buildings, and higher energy costs.

OTHER RECOMMENDATIONS

- Implement Collection Shelving Following the “Anythink” Model;
- Install Automated Materials Handling System In One Library as a trial;
- Achieve 90 percent Self-Check by FY14; and
- Remove All Reference and Circulation desks (replace with much smaller profiles).

CAPITAL BUDGET PROJECTIONS

- \$68.9M (touches all existing + 4 new libraries)
- \$10.4M (Edward Waters College Share of Joint Use Facility on College Campus)
- \$58.5M (exclusive of site acquisition, bond costs, and interest)

OPERATIONAL BUDGET PROJECTIONS

Discretionary Funds:

- FY11 - \$24.4M;
- FY12 - \$24.5M;
- FY13 - \$24.7M;
- FY14 - \$25.0M; and
- FY15 - \$25.2M.

The projected funding will provide adequate funding for the Main Library, two Regional Libraries, 12 Community Libraries, the Genealogy Library, Four Computer Centers (re-purposing four small neighborhood libraries, and JPL IT, Planning, and Marketing.

THE LIBRARY OF THE FUTURE

The characteristics of the Library of the Future include:

- Responsive to Community Needs (continuing surveys, focus groups, interviews, etc.).
- Nimble Organization (able to make changes quickly, minimum of bureaucracy).
- Take Full Advantage of Technology (fund R&D, staff training, hardware/software upgrades).
- Consistent Marketing Using All Media (use both “shotgun” and “rifle” depending upon intended audience).
- Meaningful Staff Evaluations That Are Performance Based (two sided, NOT one sided).
- PLAN THE WORK and WORK THE PLAN!

The Future Belongs to Those Who Plan for It.