

KERN COUNTY LIBRARY

“On a Path to Extinction”

SUMMARY:

An inspection of the Kern County Library (KCL) revealed a frightening truth: The continued ability of KCL to serve the residents of Kern County is in serious jeopardy. Management’s approach of “this is how we’ve always done it,” does not allow for a vision for the future of KCL; past practices have generally led to greater costs and manpower requirements, without commensurate increases in services or utilization. Growth in electronic circulation with decreasing costs has been witnessed in recent years. Thus, the most likely pathway to survival is by capitalizing on ePublications growth.

KCL consists of 24 branches and 2 bookmobiles. Twenty branches are open less than five days per week; none are open on Sunday.

The KCL Mission Statement, “Kern County Library provides access to resources that enrich lives” and Vision Statement, “We nurture creativity, education and imagination to inspire” lack direction. This may have contributed to KCL’s performance ranking in the bottom 10% of all libraries in California, a position that they have held for the last 9 years.

KCL is not following the national trend in the changing role of libraries. According to John Christopher Farley, a frequent writer for *The Wall Street Journal*, “...libraries’ inventive efforts may please patrons but librarians also need to become innovative so libraries do not become casualties of the Internet [A]ge.” He believes librarians should help patrons’ access to digital technology. He also contends that librarians should not completely eliminate books. Libraries around the country are facing a decrease in usage and need to change with the times. This includes changing mission statements to include new technology and better use of the libraries’ space.

PURPOSE OF INQUIRY:

The Health, Education, and Social Services Committee (Committee) of the 2016-2017 Kern County Grand Jury (Grand Jury) inquired into the operation and management of KCL, pursuant to California Penal Code §925.

PROCESS:

On February 20, 2017, the Committee inspected the KCL main branch and office at 701 Truxtun Avenue, Bakersfield, California 93301.

The Committee met and interviewed:

- Interim Library Director
- Library Business Manager
- Kern County Library Staff

The Committee also reviewed past Grand Jury reports, the internet and the KCL website for information.

BACKGROUND AND FACTS:

On June 2, 1900, the Beale Memorial Library formally opened. This land, located at Chester Avenue and 17th Street, was deeded to the City of Bakersfield by Truxten and Mary E. Beale.

On July 11, 1911, the Kern County Free Library was established at six locations, by the Board of Supervisors.

On August 16, 1923, the Bakersfield City Council drew up a Notice of Intention to join the county library system. Since then, all public libraries in Kern County have belonged to the Kern County Library system.

On August 22, 1952, a major earthquake struck Kern County, resulting in the condemnation of the Kern County Courthouse, which housed the main library. For the subsequent five years, the library was relocated to several temporary locations.

In 1957, a new Beale Memorial Library building was erected on Truxtun Avenue and L Street. In 1988, a new main library building was opened as the Beale Memorial Library, on Truxtun Avenue and Q Street.

The Kern County Library provides a full range of services and resources for over 850,000 people in Kern County, from KCL Headquarters at the Beale Memorial Library.

- A. KCL reaches a large geographic area by maintaining 24 fixed locations.
- B. A grant provided funds to purchase two bookmobiles that are used in various areas in the County. Bookmobile I operates three days a week; Bookmobile III (KRV Bookmobile) two days a week.
- C. KCL library cards can only be obtained at a local branch, and can be used for KCL purchased books, eBooks and eAudiobooks. KCL is a member of the San Joaquin Valley Library System (SJVLS). KCL accepts library cards for physical books from other southern central valley libraries. Reciprocally, a KCL card can be used for physical books from other member libraries, but not for eBooks or eAudiobooks.

- D. In 2015, the City of Shafter donated \$10,000 to KCL, to maintain the hours at the Shafter branch.
- E. KCL operates two delivery vehicles with a staff person assigned to each truck. These trucks pick up and deliver books, materials, furniture, and equipment to every branch on a fixed delivery schedule.
- F. “Essential Functions” of the Business Manager’s job description include making recommendations of “...revisions of existing organization or procedures to reflect the addition of new functions, changes in emphasis in current functions or weaknesses in existing organization and procedures.”
- G. The Interim Library Director stated that the KCL has not developed any short-term, mid-term or long-term plans for the library’s future.
- H. The Beale Memorial branch has a well-equipped auditorium, and meeting rooms.
- I. In Fiscal Year (FY) 2015-2016 budget, total staff expenditures were \$5,579,002, of a total operating expense of \$7,590,871, representing 73.5% of total expenditures.
- J. Since FY 2012-2013, KCL has used the same template for their Budget Letter of Justification to the Kern County Board of Supervisors.
- K. The FY 2015-2016 budget for ePublications was \$110,652.
- L. The California State Library Statistics Portal (Portal) compiles statewide data supplied by each library; data is derived from circulation reports. In FY 2006-2007, KCL had a circulation per capita ratio of 2.13511. By FY 2015-2016, KCL’s circulation per capita ratio dropped to 1.08043. (See Appendix A)

FINDINGS:

- F1. There has been a 49% decrease in circulation per capita during the last decade. (See Appendix B)
- F2. Total KCL operating expenditures for FY 2012-2013 were \$7,358,414; FY 2015-2016 was \$7,590,817. This represents an increase of \$232,403 or 3.2% over the last three fiscal years.
- F3. In FY 2012-2013, KCL spent \$35,531 for all ePublications, and had a circulation of 27,587, equating to \$1.29 per check-out. In FY 2015-2016, KCL had a circulation of 101,122 ePublications, at a cost of \$110,652, equating to

\$1.09 per check-out. There was a 267% increase in electronic circulation, however, the cost per check-out **decreased** by 16% during this period.

- F4. The Portal compiles “circulation per capita” data for approximately 180 California public library systems. The graph in Appendix D shows KCL’s ranking over the past ten years. KCL has consistently ranked in the bottom 10% with the exception of FY 2006-2007, when KCL ranked in the bottom 12%. (See Appendix D)
- F5. KCL’s Mission Statement, “Kern County Library provides access to resources that enrich lives,” does not reflect a viable mission. KCL’s Vision Statement, “We nurture creativity, education and imagination to inspire,” does not reflect a viable vision. The Interim Library Director concurred that the Mission and Vision Statements do not give Management or Staff adequate direction, and do not outline future goals.
- F6. KCL operates two bookmobiles:
- Bookmobile I serves the rural area around greater Bakersfield
 - In the Kern River Valley, the KRV Bookmobile is open two days per week, totaling 6.5 hours
 - On Fridays, the KRV Bookmobile’s first stop is less than two miles and the second stop is less than eight miles from the KRV branch
 - The KRV Bookmobile is open within the same hours as the KRV branch on Fridays
- F7. KCL currently has several closed-off sections in the Beale Library that are either not used or under-used. The Auditorium at the Beale Library is not being fully utilized.
- F8. Most KCL branches have limited hours, with 45% of the branches closed on Saturdays; none are open on Sundays. All branches are underutilized.
- F9. KCL does not have a comprehensive marketing plan.
- F10. One employee is tasked with updating the website, as well as 24 social media outlets, one for each branch. The media marketing information is not kept current.
- F11. KCL’s participation in the SJVLS allows for inter-library check-out privileges of physical books for any card holder of any member library system. The same reciprocity is not extended to ePublications.
- F12. In FY 2015-2016 KCL had total operating expenditures of \$7,590,871, and had a total circulation of 957,813. This equates to a cost of \$7.93 per

circulation county-wide. A survey of all library locations was conducted. The Holloway-Gonzales Branch Library had an operating expenditure of \$109,163, and a total circulation of 3,195. This equates to a cost of \$34.17 per circulation, or 4.31 times the average cost county-wide.

- F13. The Holloway-Gonzales Branch is located 2.2 miles from the Beale Library. It is only open 2 days per week from 9:00 A.M. to 5:00 P.M., thus eliminating an additional value beyond library services.
- F14. In FY 2015-2016, the KCL budget was \$7,590,871, of that \$5,579,002 (73.4%), is staff salaries and benefits. This does not include the \$1,899,226 of Kern County General Services funds used to cover the cost of maintaining county-owned KCL branches.
- F15. The actual cost of KCL operating expenditures increases by 22% when the Kern County General Services maintenance expenditures for all library buildings are included.
- F16. The KCL delivery vehicle operational costs were \$195,438 in FY 2015-2016, which includes \$148,029 in payroll expenses.
- F17. All KCL's Budget Letters of Justification, since 2012-2013, indicate in the first two sentences that 100% of the requested budget is **only** for eBooks and the self-check stations at Beale Memorial Library. This does not accurately reflect the total KCL budget. (See Appendix D)

COMMENTS:

The Grand Jury would like to thank the Interim Director and Staff of the Kern County Library, General Services Staff, County Administrative Office, and Kern County Supervisor - District One, for their assistance.

RECOMMENDATIONS:

- R1. The Kern County Board of Supervisors should seriously consider options for the library's management, such as modifying and updating the job description of the Director of Libraries, and the minimum qualifications required to manage a modern library system. (Findings 1, 2, 4, and 10)
- R2. KCL should develop a comprehensive marketing plan for all branches. (Findings 1, 9, and 10)

- R3. The KCL should explore additional ways to utilize libraries. Some options to promote library visits and circulation may include:
- Professional certification testing centers
 - Résumé writing training centers
 - General Educational Degree (GED) testing and preparation courses
- (Finding 9)
- R4. KCL management should develop performance goals for each branch and Bookmobile to focus on underperforming locations. Management should take appropriate steps to improve “Circulation per Capita,” with an emphasis on electronic circulation. This may result in the elimination of locations not meeting performance goals. (Findings 1, 2, and 4)
- R5. KCL Management should direct more resources to meet future demands for increased electronic circulation. (Finding 4)
- R6. KCL should create a new Mission Statement to better inform the public about library services. (Finding 5)
- R7. KCL should create a Vision Statement for Management and Staff to provide guidance and direction for the future. (Finding 5)
- R8. Friday bookmobile service in the KRV should be eliminated, rescheduled, or moved to a different location. (Finding 6)
- R9. KCL should consider closing the Holloway-Gonzales branch, because it is not cost effective. It may be argued that this branch could serve as a facility for learning, and provide a “community center” atmosphere for an economically depressed area. (Findings 12 and 13)

NOTES:

- The Kern County Board of Supervisors, and the Kern County Library should post a copy of this report where it will be available for public review.
- Persons wishing to receive an email notification of newly released reports may sign up at: www.co.kern.ca.us/grandjury.
- Present and past Kern County Grand Jury Final Reports and Responses can be accessed on the Kern County Grand Jury website: www.co.kern.ca.us/grandjury.

RESPONSE REQUIRED WITHIN 90 DAYS:

**PRESIDING JUDGE
KERN COUNTY SUPERIOR COURT
1415 TRUXTUN AVENUE, SUITE 212
BAKERSFIELD, CA 93301**

**CC: FOREPERSON
KERN COUNTY GRAND JURY
1415 TRUXTUN AVENUE, SUITE 600
BAKERSFIELD, CA 93301**

REFERENCES:

Hofschire, Linda, MLIS, PhD. "Definition of Terms." Library Research Service. Library Research Service, 2016. Web. 02 Mar. 2017.

Coles, Janet. "California State Library Statistics Portal." California State Library Statistics Portal. State Data Coordinator, California State Library, Library Development Services, 2017. Web. 06 Mar. 2017.

Polatis, Kandra. "How libraries are adapting to stay relevant." DeseretNews.com. Deseret News, 11 March 2014. Web. 24 Apr. 2017. <<http://www.deseretnews.com/article/865598447/Libraries-change-in-order-to-stay-relevant.html>>.

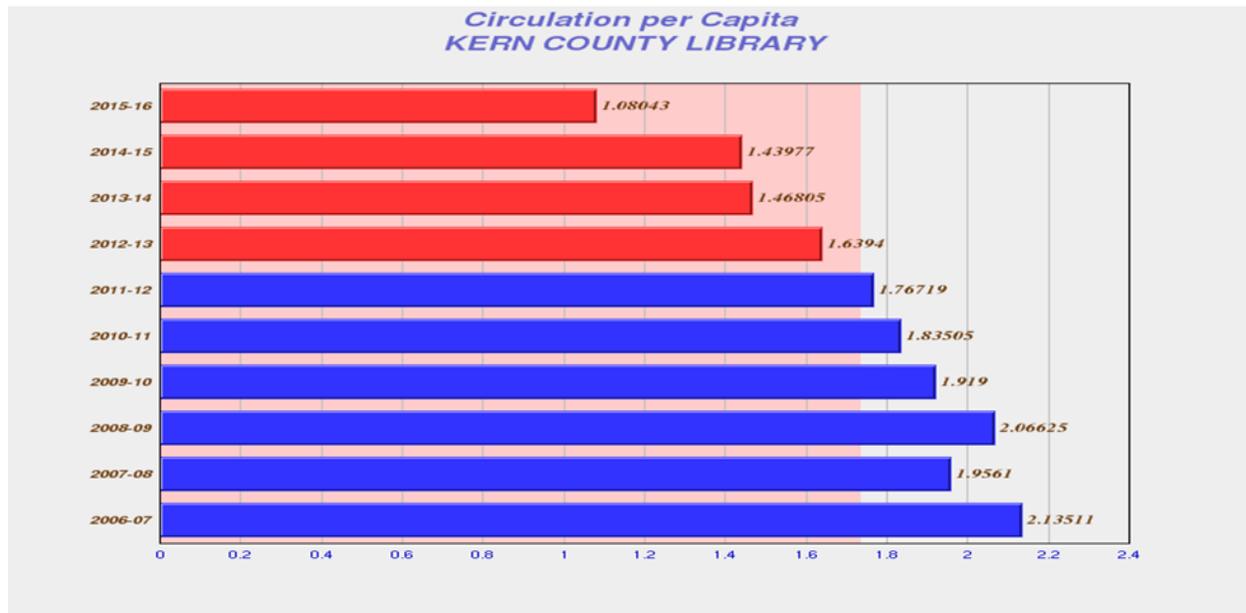
APPENDICES:

Appendix A: Circulation Definitions

- Circulation per Capita is to the number of library materials lent or electronically accessed by the library patrons.
- The Circulation per Capita is calculated as follows: $\text{Annual Circulation} \div \text{Legal Service Area Population} = \text{Circulation per Capita}$.
- Library Circulation or library lending, includes the activities of the lending of books, CDs, DVDs plus electronic access to data bases and eBooks.
- The legal Service Area of a library is the population within the boundaries of the area the library was established to serve.
- Legal Service Area Population is defined as the number of people that reside within the legal service area of the library.

Source: Library Research Service

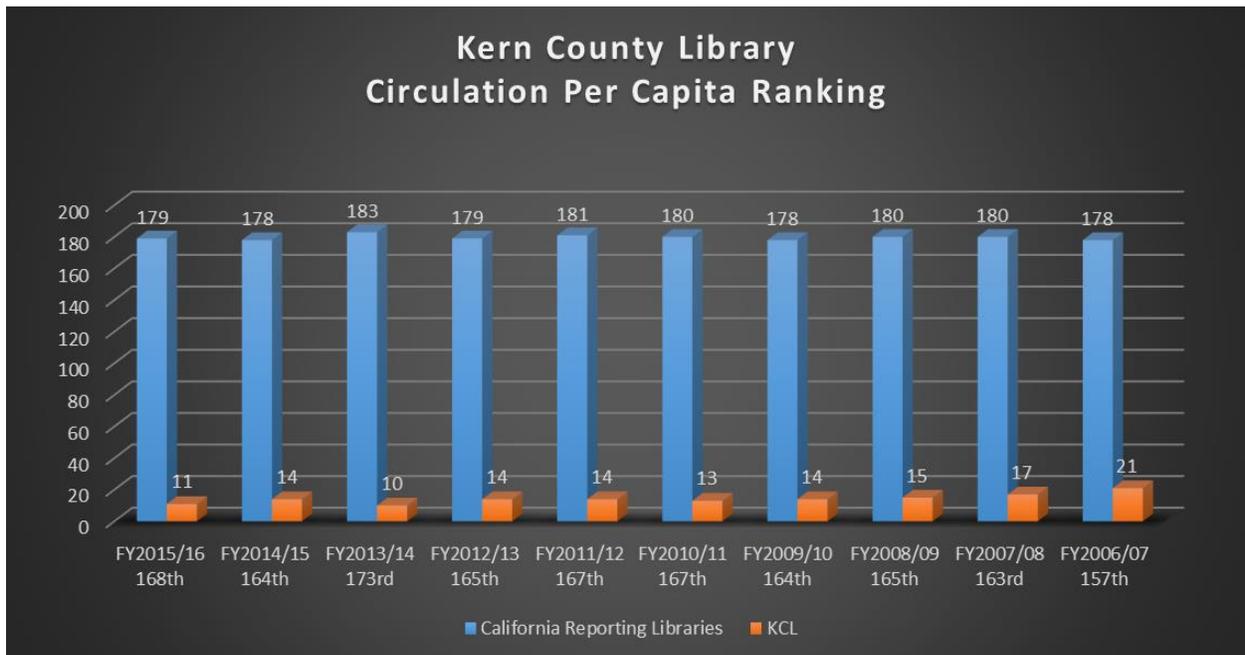
Appendix B: Circulation per Capita for Kern County Library



- Pink shaded area indicates average circulation per capita between 2006-2007 and 2015-2016
- Red bars represent years with below average performance
- Blue bars represent years with above average performance

Source: California State Library Statistics Portal

Appendix C: Circulation per Capita Ranking



Data compiled by 2016-2017 Kern County Grand Jury from the California State Library Statistics Portal

Appendix D:

April 13, 2012

Mr. John Nilon
County Administrative Officer
County of Kern
1115 Truxtun Avenue
Bakersfield, California 93301

Fiscal Year (FY) 2012/13 Kern County Library Budget Unit 6210 Letter of Justification

Dear Mr. Nilon:

Kern County Library is submitting its 2012/13 budget request for \$7,101,748 which requires a net county cost baseline budget of \$6,545,991. The amount requested only includes revenue from Special Revenue Budget Unit 6211 to cover the OverDrive contract for E-books and funds for self-check stations for Beale Memorial Library. This does not include additional revenues in Special Revenue Budget Unit 6211, most of which are from donors and from the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, that are used for purchases of library materials and service enhancements throughout the year. Major public service impacts along with information about the annual State appropriation from the Public Library Fund and significant changes from last fiscal year are delineated as follows.

Major Public Service Impacts:

Staffing – Kern County Library operates 28 stationary and mobile facilities. This includes a main library, 24 branches and two bookmobiles and a backup vehicle. Funded staff levels to provide 26,920 hours of opening, supporting services and administration is currently at a low of 87.5 full time equivalent (FTE) positions. For the next fiscal year, Kern County Library's proposed FY2012/13 budget holds open and unfunded one (1) vacant Library Associate position and one (1) vacant Fiscal Support Technician position and deletes four vacant positions to include one (1) Librarian II, two (2) Librarian I and one (1) Office Services Assistant pt to comply with budget guidelines. Absorption of these staff deletions will be partially offset by reallocating staff resources. The Library continues to use volunteer help, when available, and has been working with the Department of Human Services to provide job training and work experience opportunities at library locations.

Book Budget - The FY2012/13 Library's requested budget includes \$133,000 for book/materials acquisitions, which retains your Board's additional allocation of \$100,000 made during last year's Budget Hearings. Although donated funds will be available for additional purchases of materials during the year, the library will continue to have difficulty keeping collections current countywide. This budget includes donations specifically for eBooks, which will help mitigate the low book budget, but will not completely solve the problem as the book publishing industry has placed a number of obstacles for libraries' access to the complete inventory of available eBooks.

Sherry K. Gomez, Interim Director of Libraries

701 Truxtun Avenue, Bakersfield, CA 93301 • (661) 868-0700 • FAX (661) 868-0799

Public Library Fund (PLF) – California’s proposed State budget has eliminated funding for the California State Library. Although state library associations continue to lobby for restored funding, there is currently no expectation of receipt of Public Library Funds in FY2012/13. The elimination of these funds, estimated at about \$66,000, reduces a revenue source that, in the past, has helped purchase print and non print materials and funded additional hours of opening.

San Joaquin Valley Library System Fee Increases – The elimination of funding from the California State Library to the San Joaquin Valley Library System (SJVLS), to which Kern is a member, has resulted in an increase in SJVLS general fees of \$120,455. Kern has requested, and received, one year payment exemption from SJVLS of \$75,000 that would have gone toward required upgrades of computer and other technology for Kern County libraries. This exemption is not without consequences, since aging computers and supporting equipment that is not replaced in a timely manner increases the risk of equipment failure, and may have serious ramifications to the Library’s automated circulation and operations system.

Unmet Needs – Performance Measure 7, Total Items Held, is impacted by the amount of funding appropriated for the purchase of books, databases, periodicals, and audiovisual materials. Overall, the impact of a reduction in funding reduces the Library’s ability to meet many of the Goals and Performance Measures set for the library.

Significant Changes from FY2012/13:

Overall Salaries & Employee Benefits have been reduced by \$306,013 or 5.06% while absorbing increases in retirement and health benefits.

Key 7500, Professional & Special Services expense is increased by \$71,455 or 18.48%. The administrative fee to the San Joaquin Valley Library System (SJVLS) was increased by \$120,455 due to loss of Public Library Fund by the State. This increase was offset by eliminating the one year payment of \$75,000 for replacement of outdated computers, printers and other technology purchases.

Key 7732, SDE/Databases is decreased by \$53,246 or 43.82% due partly to a reduction of SJVLS database costs (\$17,698) and a reduction in the cost for self-check stations for Beale Memorial Library because a portion of the project has been removed to investigate alternative methods to reduce costs.

Key 3980 State-Aid for County Libraries has been reduced to zero as the State did not budget any funds for Public Library Funds (PLF).

Key 4097 Federal Aid USDA is reduced from \$239,815 to zero as the USDA bookmobile grants the Library received in prior years have been all been received and completed.

Summary:

The library is submitting a status quo budget as the result of the deletion and the holding open of positions, reduction in the extra help budget, postponing of payment to the San Joaquin Valley Library System for purchase of computers and supporting equipment and strict management practices to contain costs. Early in FY2012/13, a thorough analysis of current resource levels is planned with the intent to explore and recommend to the Board of Supervisors changes in hours of opening at various locations in order to reallocate available resources and maximize benefits to residents. Should additional funds

become available, consideration for purchase of print and non-print materials and technology that allows the public to check out their materials, allowing staff time to be deployed for other public service functions, are priorities. Augmentations in these areas will enhance the Library's ability to provide for a literate and informed citizenry.

The Library sincerely appreciates the support and guidance of your office during this process and the support of the Kern County Board of Supervisors and public as we strive for service excellence and optimal customer service during these challenging fiscal times.

Sincerely,



Sherry K. Gomez, Interim Director of Libraries

cc: Kern County Board of Supervisors – Letter Only
Eric Nisbett, Deputy County Administrative Officer

Attachments: Library Organization Chart
Summary of Leased/Owned County Vehicles
Summary of Requested Fixed Assets
Budget Summary
Summary of Step-down Plan
Performance Measures
Special Funds
Public Library Fund (PLF) Calculation

RECEIVED
MEMPHIS
APR 13 2012
10:00 AM

K E R N C O U N T Y L I B R A R Y



April 15, 2013

Mr. John Nilon
County Administrative Officer
County of Kern
1115 Truxtun Avenue
Bakersfield, California 93301

Fiscal Year (FY) 2013/14 Kern County Library Budget Unit 6210 Letter of Justification

Dear Mr. Nilon:

Kern County Library is submitting its FY2013/14 budget request for \$7,554,961 which requires a net county cost baseline budget of \$6,975,021. The amount requested only includes revenue from Special Revenue Budget Unit 6211 to cover the OverDrive contract for E-books. This does not include additional revenues in Special Revenue Budget Unit 6211, most of which are from donors and from the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, that are used for purchases of library materials and service enhancements throughout the year. Major public service impacts along with information about the annual State appropriation from the Public Library Fund and significant changes from last fiscal year are delineated as follows.

Major Public Service Impacts:

Staffing – Kern County Library operates 28 stationary and mobile facilities. This includes a main library, 24 branches and two bookmobiles and a backup vehicle. Funded staff levels to provide 26,988 hours of opening, supporting services and administration is currently at a low of 87.5 full time equivalent (FTE) positions. For the next fiscal year, Kern County Library's proposed FY2013/14 budget holds open and unfunded one (1) vacant Fiscal Support Technician position. The department is adding two (2) Librarian III positions to supervise the western and eastern library branches, provide programming, outreach, collection development and handle personnel matters. This addition is offset by the deletion of one (1) Deputy Director of Libraries and one (1) Librarian II position. Absorption of these staff deletions will be partially offset by reallocating staff resources. The Library continues to use volunteer help, when available, and has been working with the Department of Human Services to provide job training and work experience opportunities at library locations.

Book Budget - The FY2013/14 Library's requested budget includes \$233,000 for book/materials acquisitions, which retains your Board's additional allocation of \$100,000 made during last year's Budget Hearings. Although donated funds will be available for additional purchases of materials during the year, the library will continue to have difficulty keeping collections current countywide. This budget includes donations specifically for eBooks, which will help mitigate the low book budget, but will not

Sherry K. Gomez, Director of Libraries

701 Truxtun Avenue, Bakersfield, CA 93301 • (661) 868-0700 • FAX (661) 868-0799

completely solve the problem as the book publishing industry has placed a number of obstacles to libraries' access to the complete inventory of available eBooks.

Public Library Fund (PLF) – California's proposed State budget has eliminated PLF funding for the California State Library. Although state library associations continue to lobby for restored funding, there is currently no expectation of receipt of Public Library Funds in FY2013/14.

San Joaquin Valley Library System Fee Increases – The elimination of Transaction Based Reimbursement (TBR) funding from the California State Library to the San Joaquin Valley Library System (SJVLS), to which Kern is a member, has resulted in an increase in SJVLS general fees of \$23,589.

Unmet Needs – Performance Measure 7, Total Items Held, is impacted by the amount of funding appropriated for the purchase of books, databases, periodicals, and audiovisual materials. Overall, the impact of a reduction in funding reduces the Library's ability to meet many of the Goals and Performance Measures set for the library.

Significant Changes from FY2012/13:

Key 6200, Salaries & wages – extra help is increased by \$67,618 or 42.96% to reflect estimated expenditures.

Key 6570, Unemployment compensation insurance is reduced by \$13,982 or 82.93%.

Key 6600, Workers compensation insurance is reduced by \$33,976 or 35.79% to reflect the Library's commitment to reduce accidents and reduce costs.

Key 6902, I/f insurance, increased by \$31,868 or 434.17%.

Key 7732, SDE/Databases is decreased by \$48,219 or 28.65% due partly to completion of self-check machines from FY 12-13 (\$100,000). This reduction is offset by including \$75,000 to replace aging computers and printers.

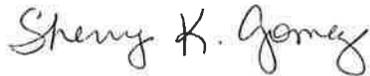
Summary:

The library is submitting a status quo budget as the result of holding open a position and strict management practices to contain costs. By holding open the Deputy Director position, savings realized will be used for anticipated retirement costs. With the implementation of self-check service at facilities in FY2013/14, a thorough analysis of resource levels is planned with the intent to explore and recommend to the Board of Supervisors changes in hours of opening at various locations in order to reallocate available resources and maximize benefits to residents. Should additional funds become available, the purchase of print and non-print materials should be considered. Augmentations in these areas will enhance the Library's ability to provide for a literate and informed citizenry.

Kern County Administrative Officer
Kern County Library Proposed FY 2013/14 Budget
April 15, 2013
Page 3 of 3

The Library sincerely appreciates the support and guidance of your office during this process and the support of the Kern County Board of Supervisors and the public as we strive to provide optimal customer service.

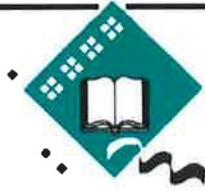
Sincerely,



Sherry K. Gomez
Director of Libraries

cc: Kern County Board of Supervisors – Letter Only
Thomas Brown, Deputy County Administrative Officer

Attachments: Library Organization Charts
Summary of Leased/Owned County Vehicles
Summary of Requested Fixed Assets
Budget Summary
Summary of Step-down Plan
Performance Measures
Special Funds



April 14, 2014

Mr. John Nilon
County Administrative Officer
County of Kern
1115 Truxtun Avenue
Bakersfield, California 93301

Fiscal Year (FY) 2014/15 Kern County Library Budget Unit 6210 Letter of Justification

Dear Mr. Nilon:

Kern County Library is submitting its FY2014/15 budget request for \$7,471,141 which requires a net county cost baseline budget of \$6,950,141. The amount requested only includes revenue from Special Revenue Budget Unit 6211 to cover the OverDrive contract for E-books. This does not include additional revenues in Special Revenue Budget Unit 6211, most of which are from donors and from the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, that are used for purchases of library materials and service enhancements throughout the year. Major public service impacts along with information about the annual State appropriation from the Public Library Fund and significant changes from last fiscal year are delineated as follows.

Major Public Service Impacts:

Hours – Increased funding by the Board of Supervisors in FY13/14 added an additional day of opening in each library facility. With the 5% reduction in the Net General Fund that additional day cannot be sustained in all locations going forward. However, by careful reallocation of resources we are able to maintain the additional day of opening in all locations for the first two months of FY2014/15. This will allow branches to complete the Summer Reading program for children and teens to promote reading skills during the summer when school is not in session. The reduction in hours of opening from FY13/14 to FY14/15 is 8,815, or 23.3%.

Staffing – Kern County Library operates 28 stationary and mobile facilities. This includes a main library, 24 branches and two bookmobiles and a backup vehicle. Funded staff levels to provide 29,041 hours of opening, supporting services and administration is currently at a low of 90.2 full time equivalent (FTE) positions. For the next fiscal year, Kern County Library's proposed FY2014/15 budget holds one (1) Librarian 3 position and one (1) Fiscal Support Technician position open and unfunded. By holding the Librarian 3 position open, the direct connections to libraries in the north, south and eastern areas of the County to provide programming, outreach, collection develop and handle some personnel matters in a timely manner will be affected. The Library continues to use volunteer help, when available, and has been working with the Department of Human Services to provide job training and work experience opportunities at library locations.

Sherry K. Gomez, Director of Libraries

701 Truxtun Avenue, Bakersfield, CA 93301 • (661) 868-0700 • FAX (661) 868-0799

Book Budget - The FY2014/15 Library's requested budget includes \$258,000 for book/materials acquisitions. Although donated funds will be available for additional purchases of materials during the year, the library will continue to have difficulty keeping collections current countywide. This budget includes donations specifically for eBooks, which will help mitigate the low book budget, but will not completely solve the problem as the book publishing industry has placed a number of obstacles to libraries' access to the complete inventory of available eBooks.

Public Library Fund (PLF) – California's proposed State budget has eliminated PLF funding for the California State Library. Although state library associations continue to lobby for restored funding, there is currently no expectation of receipt of Public Library Funds in FY2014/15.

Unmet Needs – Goal 1, Objective 2: "Expand recreational, cultural and educational resources available to the public;" Measurement "Total operating hours of library facilities" will decrease because the baseline budget cannot support an extra day of opening in all 27 locations for the entirety of FY14/15. To do so would require the addition of \$250,000 to the budget. Objective 2: Measurement "Total number of materials available to the public" is also impacted by the funding appropriated for the purchase of new books, periodicals and audiovisual materials and the replacement of materials out-of-date, damaged, lost or stolen.

Significant Changes from FY2013/14:

Key 6200, Salaries & wages – extra help is decreased by \$249,693 or 35.48% to reflect estimated expenditures.

Key 6600, Workers compensation insurance is increased by \$56,724 or 93.08% to reflect the Library's increased cost due to claims filed.

Key 5150, Library book fines and damages decreased by \$50,000, or 12.5%, to reflect the Library's estimated revenue. This decrease is due to an increase of patrons using e-books which are not assessed late fees as the book is automatically deleted from the patrons' device once the checkout time is completed.

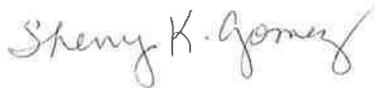
Summary:

The library is submitting a budget that meets the CAO's net County cost recommended budget guidelines. As we progress with the implementation of self-check service at our facilities, we continue to analyze staff resource levels and hours of opening at various locations in order to maximize the benefits to residents. Should additional funds become available, the purchase of print and non-print materials should be considered. Augmentations in these areas will enhance the Library's ability to provide for a literate and informed citizenry.

Kern County Administrative Officer
Kern County Library Proposed FY 2014/15 Budget
April 14, 2014
Page 3 of 3

The Library sincerely appreciates the support and guidance of your office during this process and the support of the Kern County Board of Supervisors and the public as we strive to provide optimal customer service.

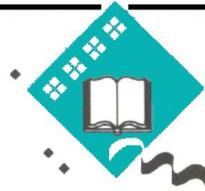
Sincerely,

A handwritten signature in cursive script that reads "Sherry K. Gomez".

Sherry K. Gomez
Director of Libraries

cc: Kern County Board of Supervisors
Alex Alva, Deputy County Administrative Officer – Electronic Copies
Brent Currie, Deputy County Administrative Officer – Electronic Copies

K E R N C O U N T Y L I B R A R Y



April 10, 2015

Mr. John Nilon
County Administrative Officer
County of Kern
1115 Truxtun Avenue
Bakersfield, California 93301

Fiscal Year (FY) 2015/16 Kern County Library Budget Unit 6210 Letter of Justification

Dear Mr. Nilon:

Kern County Library is submitting its FY2015/16 budget request for \$7,442,993 which requires a net county cost baseline budget of \$6,982,493. The amount requested only includes revenue from Special Revenue Budget Unit 6211 to cover the OverDrive contract for E-books. This does not include additional revenues in Special Revenue Budget Unit 6211, most of which are from donors and from the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, that are used for purchases of library materials and service enhancements throughout the year. Major public service impacts along with information about the annual State appropriation from the Public Library Fund and significant changes from last fiscal year are delineated as follows.

Major Public Service Impacts:

Hours – Increased funding by the Board of Supervisors in FY14/15 added an additional day of opening in each library facility. With the \$167,647 reduction in the Net General Fund that additional day cannot be sustained in all locations going forward. However, by careful reallocation of resources we are able to maintain the additional day of opening in all locations for the first month of FY2015/16. This will allow branches to complete the Summer Reading program for children and teens to promote reading skills during the summer when school is not in session. The reduction in hours of opening from FY14/15 to FY15/16 is 6,960, or 18.5%.

Staffing – Kern County Library operates 28 stationary and mobile facilities. This includes a main library, 24 branches and two bookmobiles and a backup vehicle. Funded staff levels to provide 30,584 hours of opening, supporting services and administration is currently at a low of 85.2 full time equivalent (FTE) positions. For the next fiscal year, Kern County Library's proposed FY2015/16 budget holds two (2) Librarian 3 positions, two (2) Librarian 2 positions and one (1) Fiscal Support Technician position open and unfunded. Holding the Librarian 3 positions open affects the ability of the library to provide programming, outreach, collection development and the handling of personnel matters in the rural areas in a timely fashion. The Library continues to use volunteer help, when available, and has been working with

the Department of Human Services to provide job training and work experience opportunities at library locations.

Book Budget - The FY2015/16 Library's requested budget includes \$258,000 for book/materials acquisitions. Although donated funds will be available for additional purchases of materials during the year, the library will continue to have difficulty keeping collections current countywide. This budget includes donations specifically for eBooks, which will help mitigate the low book budget, but will not completely solve the problem as the book publishing industry has placed a number of obstacles to libraries' access to the complete inventory of available eBooks.

Public Library Fund (PLF) – California's proposed State budget does not contain PLF funding for the California State Library. Although state library associations continue to lobby for restored funding, there is currently no expectation of receipt of Public Library Funds in FY2015/16.

Unmet Needs – Goal 1, Objective 2: "Expand recreational, cultural and educational resources available to the public;" Measurement "Total operating hours of library facilities" will decrease because the baseline budget cannot support an extra day of opening in all 27 locations for the entirety of FY15/16. To do so would require the addition of \$120,000 to the budget. Objective 2: Measurement "Total number of materials available to the public" is impacted by inadequate funding appropriated for the purchase of new books, periodicals and audiovisual materials and the replacement of materials out-of-date, damaged, lost or stolen. To begin to improve the situation would require a minimum of an additional \$250,000 - \$500,000.

Significant Changes from FY2014/15:

Key 6200, Salaries & wages – extra help is decreased by \$329,952 or 48.67% to reflect estimated expenditures.

Key 6570, Unemployment insurance is increased by \$53,165 or 326.21% to reflect the Library's increased cost due to claims filed.

Summary:

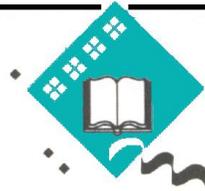
The library is submitting a budget that meets the CAO's net County cost recommended budget guidelines. We continue to analyze staff resource levels and hours of opening at various locations in order to maximize the benefits to residents. Should additional funds become available, the purchase of print and non-print materials should be considered. Augmentations in these areas will enhance the Library's ability to provide for a literate and informed citizenry.

Sincerely,

Nancy Kerr
Director of Libraries

cc: Kern County Board of Supervisors
Alex Alva, Deputy County Administrative Officer – Electronic Copies

K E R N C O U N T Y L I B R A R Y



April 11, 2016

Mr. John Nilon
County Administrative Officer
County of Kern
1115 Truxtun Avenue
Bakersfield, California 93301

Fiscal Year (FY) 2016/17 Kern County Library Budget Unit 6210 Letter of Justification

Dear Mr. Nilon:

Kern County Library is submitting its FY2016/17 budget request for \$7,820,759 which requires a net county cost baseline budget of \$7,198,401. The amount requested only includes revenue from Special Revenue Budget Unit 6211 to cover the OverDrive contract for E-books. This does not include additional revenues in Special Revenue Budget Unit 6211, most of which are from donors and from the Friends of the Kern County Library, Inc. and the Kern County Library Foundation, that are used for purchases of library materials and service enhancements throughout the year. Major public service impacts along with information about the annual State appropriation from the Public Library Fund and significant changes from last fiscal year are delineated as follows.

Major Public Service Impacts:

Hours –By careful reallocation of resources we are able to maintain current hours in all locations for the FY 2016/2017. We will have to revisit this plan if further cuts are made to departmental budgets.

Staffing – Kern County Library operates 27 stationary and mobile facilities. This includes a main library, 23 branches, two bookmobiles and a backup vehicle. Funded staff levels to provide 32,931 hours of opening, supporting services and administration is currently at a low of 85.2 full time equivalent (FTE) positions. For the next fiscal year, Kern County Library’s proposed FY2016/17 budget holds one (1) Assistant Director, four (4) Librarian II positions and one (1) part-time Fiscal Support Assistant open and unfunded. It also includes a reduction of \$90,258 in funding available to hire extra-help staff, which may seriously affect the branch’s abilities to function when staff are ill, on vacation, or have left the Library. The Library continues to use volunteer help, when available, and has been working with the Department of Human Services to provide job training and work experience opportunities at library locations.

Book Budget - The FY2016/17 Library’s requested budget includes \$389,205 for book/materials acquisitions. Although donated funds will be available for additional purchases of materials during the year, the library will continue to have difficulty keeping collections current countywide. This budget includes donations specifically for eBooks, which will help mitigate the low book budget, but will not

completely solve the problem as the book publishing industry has placed a number of obstacles to libraries' access to the complete inventory of available eBooks.

Public Library Fund (PLF) – California's proposed State budget does not contain PLF funding for the California State Library. Although state library associations continue to lobby for restored funding, there is currently no expectation of receipt of Public Library Funds in FY2016/17.

Significant Changes from FY 2015/2016:

Key 6200, Salaries & wages – extra help is decreased by \$90,258

Key 7500, Professional & Special Services is increased by \$75,867 or 14.99% to reflect the Library's increased San Joaquin Valley Library System costs and providing Wifi to all library branches.

Summary:

The library is submitting a budget that meets the CAO's net County cost recommended budget guidelines. We continue to analyze staff resource levels and hours of opening at various locations in order to maximize the benefits to residents. Should additional funds become available, the purchase of print and non-print materials should be considered. Augmentations in these areas will enhance the Library's ability to provide for a literate and informed citizenry. Additional electronic resources such as computers, electronic sorters, or laptop dispensers would add efficiency and convenience.

Sincerely,

Nancy Kerr
Director of Libraries

cc: Kern County Board of Supervisors
Alex Alva, Deputy County Administrative Officer – Electronic Copies