




City of Sierra Madre Agenda Report

John Capoccia, Mayor
Gene Goss, Mayor Pro Tem
Rachelle Arizmendi, Council Member
Denise Delmar, Council Member
John Harabedian, Council Member

Nancy Shollenberger, City Clerk
Richard Mays, City Treasurer

TO: Honorable Mayor and Members of the City Council

FROM: Elaine I. Aguilar, City Manager 

INITIATED BY: Carolyn Thomas, Director of Library Services

DATE: November 24, 2015

SUBJECT: **Library Services Proposal Committee Report**

SUMMARY

In light of the decrease in revenue due to the sun-setting of the UUT on July 1, 2015, the City Council created three committees to explore (1) contracting out public safety services, (2) contracting out library services, and (3) new revenue possibilities. The Library Services Proposal Review Committee reviewed proposals for contracting out library services, and reviewed costs of existing library services at the Sierra Madre Public Library. At the November 17, 2015 meeting, the Committee unanimously recommended to not outsource library services. Further, in the event the UUT does not pass, the Committee recommend taking steps towards a level 2 service reduction which could result in loss of public service hours and programs but still retain local control of library services.

ANALYSIS

The Library Services Proposal Committee consists of Councilmember Denise Delmar, the Chair and Vice Chair of the Library Board of Trustees, a representative of the Senior Community Commission, the President of the Friends of the Sierra Madre Library, and a representative of the Sierra Madre Historical Preservation Society (SMHPS). City staff who supported the meetings included the City Manager, Assistant City Manager and Library Director. All meetings were open to the public. The Committee met six times from July 21 to November 17, 2015.

Two proposals were received for contracting out library services:

- Library Services & Systems, LLC (LSSI)
- County of Los Angeles Public Library

Over the course of six meetings the committee did the following:

- Developed a list of questions regarding library services to ask LSSI
- Submitted the written questions to LSSI; received and reviewed responses
- Developed a list of questions to ask of staff who work in libraries that are currently operated by LSSI
- Visited local libraries operated by LSSI and interviewed library staff and City officials
- Conducted phone interviews of libraries operated by LSSI
- Received job descriptions, salary, and benefit information from LSSI
- Reviewed list of Sierra Madre Public Library Services and costs of providing those services
- Determined list of “must-haves” for providing library services
- Reviewed SMPL Level 2 and Level 3 service reductions
- Reviewed SMPL Annual Library Statistical Report
- Invited representatives from LSSI and County of Los Angeles to present their proposals at a public meeting and to answer questions from committee members and the public
- Developed chart comparing estimated future costs for 4 years from LSSI, County of Los Angeles, Level 2 & Level 3 service level reductions
- Reviewed additional ways to increase revenue for the library
- Held joint meeting with Library Board of Trustees to review proposals and receive input.

FINANCIAL REVIEW

Comparison of Estimated Library General Fund Operating Costs

	FY15-16	FY16-17	First Year Costs¹	Adjusted FY16-17	FY17-18	FY18-19	FY19-20
Sierra Madre	757,000	798,149		798,149	835,877	875,428	916,888
SM Level II		592,163		592,163	618,810	646,657	675,756
		205,986	-	205,986	217,067	228,771	241,132
SM Level III		417,599	50,000	467,599	436,391	456,029	476,550
		380,550		330,550	361,758	342,120	321,599
County (A)		856,000	150,000	1,006,000	881,680	908,130	935,374
<i>Difference</i>		<i>(57,851)</i>		<i>(207,851)</i>	<i>(45,803)</i>	<i>(32,702)</i>	<i>(18,486)</i>
County (B)		806,000	150,000	956,000	830,180	855,085	880,738
<i>Difference</i>		<i>(7,851)</i>		<i>(157,851)</i>	5,697	20,343	36,150
LSSI		694,000	150,000	844,000	711,350	729,134	747,362
<i>Difference</i>		<i>104,149</i>		<i>(45,851)</i>	<i>124,527</i>	<i>146,294</i>	<i>169,526</i>

¹ Estimated employee leave cash outs + two months operating cost for contracting options

PUBLIC NOTICE PROCESS

This item has been noticed through the regular agenda notification process. Copies of the report are available via the City's website at www.cityofsierramadre.com, at the City Hall public counter, and the Sierra Madre Public Library.

ALTERNATIVES

1. Council could receive and file this report.
2. Council could direct the committee to gather additional information and present findings at a future date.

COMMITTEE / TRUSTEE RECOMMENDATION

The Committee unanimously recommends to not outsource library services. Further, in the event the UUT does not pass, the Committee recommend taking steps towards a level 2 service reduction which could result in loss of public service hours and programs but still retain local control of library services.

The Library Board of Trustees held a Special Meeting on November 16, 2015 in order to provide their recommendation regarding outsourcing library services. The Trustees unanimously recommend retaining local control of library services, even though it may mean a reduction in programs and services should the UUT not pass.

Attachments (4):

Report from Library Services Proposal Committee
LSSI Proposal
County of Los Angeles Proposal
SMPL Level 2 and Level 3 Reductions

Sierra Madre Public Library Proposal Committee – Final Report

- I. Proposal Committee Activities
 - a. City developed RFP sent out to various potential vendors
 - b. Two vendors responded to the RFP and submitted proposals
 - i. Library Systems & Services Inc. (LSSI)
 - ii. County of Los Angeles Public Library (CLAPL)
 - c. Library Proposal Committee formed by direction of City Council
 - i. Members
 - 1. Glenn Putnam – Chair (Library Trustee)
 - 2. Janet Emery – Vice Chair (Friends of the Library-President)
 - 3. Barry Ziff – Member (Library Trustee)
 - 4. Jackie Pergola – Member (Senior Commission)
 - 5. Joan Spears – Member (Sierra Madre Historical Preservation Society)
 - ii. City Council Representative – Denise Delmar
 - d. First meeting July 21, 2015
 - i. Received proposals, City financials, Sierra Madre Public Library operating data
 - ii. Set dates for future meetings and agenda topics
 - iii. Topics included setting up visits to customers of LSSI and CLAPL
 - iv. Inviting both vendors to a question and answer session
 - e. Two teams formed to visit customers LSSI
 - i. East team visited/contacted
 - 1. Upland, Riverside-Temecula, Fargo ND
 - ii. West team visited
 - 1. Moorpark, Calabasas and Camarillo
 - f. Bob Windrow of LSSI and Yolanda De Ramus of CLAPL gave their presentations to a joint meeting of the Library Proposal Committee and the Sierra Madre Library Board of Trustees on October 20, 2015.
 - g. Final report and recommendation to be given to City Council on November 24, 2015.
- II. Approach by each proposal team
 - a. LSSI
 - i. LSSI's presentation enumerated the following steps in their proposal:
 - 1. When a new library is added to the LSSI family of libraries the first action by LSSI would be a two week assessment of the library collections, financial health, staff and programs. From this assessment would come recommendations on how to best run the library utilizing LSSI's proven experience in managing financially distressed community libraries.
 - 2. Their recommendations will be the foundation upon which LSSI will set strategies for collection development, staff retention, staff management, MOU management with the SMHPS and Friends of the SM Library and programs (quantity and type) in order to stabilize the Sierra Madre Public Library's financial condition and realize LSSI financial objectives.
 - 3. LSSI will work with Library Board of Trustees to set policies on running the Library. Policies such as:

- a. Days and hours the Library will be open to the community,
 - b. Fines and collection,
 - c. Acceptable conduct on Library premise and use of Library resources.
4. The Library Board of Trustees would have no role in deciding staff makeup or management. All employees would be LSSIs and all personnel decisions would be LSSIs responsibility.
5. LSSI proposes an increase in operational hours and days from the current 6 days Monday thru Saturday of 47 hours to a recommended 7 days adding Sunday and expanding hours of operation to 51 hours.
6. LSSI's proposal is a firm fixed price contract for 5 years of \$3,647,893 total or about \$730,000 per year. Current and projected five year General Fund expenditures for Sierra Madre Public Library are projected to be \$4,183,969 total or about \$837,000 per year. This yields a savings to Sierra Madre of \$107,000 per year of the contract.
7. Greater career growth opportunities to offer employees. This due to the size of LSSI who provides library management services across 20 public systems and 81 libraries in the US.
- b. County of Los Angeles Public Library (CLAPL)
 - i. CLAPL's presentation enumerated the following steps in their proposal:
 1. Size and breadth of resources which CLAPL can offer to Sierra Madre with trained and experienced personnel available within LA County was the focus of CLAPL's presentation.
 2. CLAPL presented an overview listing of their services and yearly numbers of items checked out, users of services and event attendance.
 3. If CLAPL won the contract SMPL would have to leave their Apollo ILS system and convert to the County's Sirsi-Dynix whereby SMPL would be accorded integration into the County's ILS system.
 4. CLAPL proposed keeping the same days of operation (Monday thru Saturday) and total hours per week of 47. They indicated the hours may move around per day depending upon need, i.e., Monday's hours could be reduced and Saturday's increased.
 5. CLAPL presented two staffing proposals A and B:
 - a. Proposal A was for staffing the Library with 12 staff members at a cost of \$856,000.
 - i. 1 – Community Library Manager
 - ii. 2 – Librarian 1
 - iii. 1 – Library Assistant
 - iv. 5 – Library Aides
 - v. 3 – Library Pages
 - b. Proposal B was for staffing the Library with 9 staff members at a cost of \$806,000.

Sierra Madre Public Library Proposal Committee – Final Report

- i. The staffing template was the same as Proposal A except for the elimination of the (3) Library Pages whose collective salaries must equal \$50,000 per year.
6. The County offered their proposals in a 3 year package where the costs would increase in step with cost of living (COL) increases as dictated by the LA County Board of Supervisors.
7. Greater career growth opportunities to offer employees by operating 85 Regional and Community Libraries within LA County a plus if you do not want to move.

Comparison of Estimated Library General Fund Operating Costs

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- III. Sierra Madre Library must have from the community survey conducted in July and August of 2012
 - a. Protection of collections/archives/rare books
 - i. LSSI
 1. LSSI has stated they will work closely with the Library Staff, City Council and Trustees to determine which collections should be retained.
 2. Several articles in the NY Times and the Upland report indicated that during the first weeks of the contract significant weeding took place with significant loss of historical information. Upland recommends that all items subject to the weeding process be specifically identified in the contract with LSSI.
 3. It is our understanding that the weeding process enables LSSI to justify new purchases that are billed to city at cost + 5% surcharge.
 - ii. CLAPL
 1. During the transition phase would work with the Trustees to identify collections to be retained, special editions and local author books would

become part of countywide collection and be available for delivery & check-out throughout the system. Several policy decisions would have to be made regarding retention / protections of collections.

2. The balance of our items would be blended into their 7 million item collection.

b. Retention of existing employees

i. LSSI

1. Every position at the Sierra Library will become open when LSSI begins operations. All existing staff may submit for open positions. The incumbent staff will be given first opportunity to interview for positions with LSSI and will be given priority in their hiring decisions. LSSI made it very clear that all employees hired to work in the Library will be LSSI employees, and LSSI will decide the pay rate, pay all costs related to their employment, including the provision of benefits.
2. LSSI hourly pay ranges:
 - a. Library Director/Project Manager \$25 to \$48
 - b. Librarian/Supervisors \$15 to \$30
 - c. Support staff/Assistants \$ 9 to \$20
3. LSSI would staff the Sierra Madre Library with 7 to 9 FTE's consisting of both full time and part-time employees. Typically about 20% would be MLS degreed librarians.
4. At rates quoted – what level of experience can we expect in director position and staff?

ii. CLAPL

1. All positions become open. Staff can apply, but no guarantees, current county employees have seniority due to they are unionized.
2. County pay ranges comparable to SMPL.
3. CLAPL would staff with 9-12 FTE's consisting of both FT and PT employees. Would ensure that at least one MLS degreed librarian would be on site during open hours. Is it possible to staff with MLS degreed librarian during all open hours?
4. At rates quoted – what level of experience can we expect in director position and staff?

c. SMPL employee career opportunities

- i. LSSI – has wider network than single library therefore offers greater number of opportunities in varied fields than SMPL can offer.
- ii. CLAPL - much same as LSSI, but would be within LA County – no relocation expenses, some, but within LA County.

d. Retain Community Character

i. LSSI

ii. CLAPL

Opinion – outsourcing Library Services in any way will diminish the character of our small town. This is just another loss of our character and identity.

e. Grant Winning Expertise

- i. LSSI – LSSI states that they work with Friends organizations and/or City staff with grant proposals, but do not write grants.
 - ii. CLAPL – CLAPL has a robust grant writing experience and have several “wins” to their credit.
 - iii. SMPL – in the past 2 years, Library Director has secured over \$83,000 in grants.
 - f. Staff with Archival or Curatorship experience to handle and preserve local historical materials
 - i. LSSI – did not have examples of experience in this area
 - ii. CLAPL – presented examples of collections brought into their system, i.e. Anthony Quinn collection
 - g. Technical Expertise
 - i. LSSI – would keep SMPL Apollo system if we insist upon it, but would want to convert us to their ILS to be compatible with rest of their system.
 - ii. CLAPL – must convert to county ILS system. Have the data experts locally to convert our data at no additional cost to City.
 - h. Experience honoring MOU’s with local organizations (SMHPS and Friends of the Library)
 - i. LSSI – will honor any arrangements that SMPL has made with other organizations. They have similar arrangements with historical societies, genealogical societies and museums in several of the libraries they operate.
 - ii. CLAPL – would continue to honor partnership, need to evaluate the MOU to ensure consistent with County policy for contractual agreements and have further discussion with SMPL.
 - i. Maintain or expand existing programs or add new programs
 - i. LSSI
 - ii. CLAPL

Both LSSI & CLAPL claim to have the ability to maintain or expand current programming levels.
 - j. Role of Trustees, Friends, SMHPS
 - i. LSSI – Trustee would continue to play policy role, Friends would continue fundraising support for library, SMHPS – MOU will be honored
 - ii. CLAPL – Same as w/LSSI.
- IV. Pros and Cons of Outsourcing
 - a. Pros: reduce and control costs; reduce or share risk; acquire expertise not on regular staff; time consuming tasks can be centralized; access to programs contractor has already developed; provision for temporary employees at irregular intervals; greater opportunities for staff advancement
 - b. Cons: could get lost in bureaucracy of contractor, de-personalization of services; loss of community voice if significant change in staff; loyalty of staff is to outsource agency-not city; only control or recourse is to cancel or not renew contract; understaffing by contractor to keep costs down; no guarantee of placement for current staff; loss of benefits by staff.
- V. Option III -This option is being proposed to retain library services under the City of Sierra Madre’s control but reduce expenses to provide savings.

- a. BACKGROUND: Current cost and projected 5 year General Fund expenditures for the City of Sierra Madre are approximately \$837,000 per year.
 - i. LSSI Proposal -- Contract for 5 years at a cost of \$738,000 per year. One important factor not to be overlooked in this contract is the weeding of our collections/archives/rare books to justify new purchases by LSSI that would then be billed to the city at cost + 5% surcharge. This could possibly increase the cost of expenditures by a large amount without the city having any control over amount spent.
 - ii. CLAPL Proposal -- Contract for 3 years with proposal A and proposal B. Proposal A cost would be \$856,000 per year with 12 staff members and Proposal B would be \$806,000 per year with 9 staff members. These amounts are subject to "Cost of Living" increases proposed by LA County Board of Supervisors which we would have no control over.

SUGGESTIONS FOR CUTBACKS TO KEEP CITY CONTROL OF LIBRARY

Even though we would like to provide services for free, we should allow the people that use the library help pay for the services.

1. Charge a membership fee to have access to checking out books, research etc.
2. Charge for special programs, groups, etc.
3. Charge a fee for library cards and past due returns and collect on those fees.
4. Reduce staff and utilize volunteers (trained) to do tasks.
5. Reduce hours even more.
6. From within the community and Library Friends and Trustees, find volunteer Grant Writers. There is so much talent in our community. We probably have many members who are knowledgeable in writing grants.

Due to the uncertainty in our future to remain a viable community that serves its inhabitants, it could be disastrous to sign a contract with outside sources that we may not be able to fulfill.

VI. Recommendation

- a. Jacquie Pergola – No to outsourcing
- b. Joan Spears – No to outsourcing
- c. Barry Ziff – No to outsourcing
- d. Janet Emery – No to outsourcing
- e. Glenn Putnam – No to outsourcing

The main reason for the unanimous no to outsourcing was that the savings anticipated through outsourcing were just not there. In addition, the Library had developed a Level II spending cuts plan which yielded greater saving to the City than even LSSIs proposal over five years (Table 1).

The committee wants to see how the community will vote on the UUT initiative in April 2016. We also recommend that City Council strongly consider a higher UUT percentage than the current 10% level proposed for the ballot of at least 12% or even better 13%.

The committee then had a lively discussion on what to do next, since we all voted no to outsourcing, to raise monies for the Library and to reduce expenses from now until the UUT initiative is voted on. We agreed that Library Board of Trustees would look into several of the revenue generators that Jacquie Pergola presented in her Option III write up. It was agreed that the Friends of the Library would re-examine the Partners program to increase its numbers and to investigate establishing a Patron Level at \$1000 membership. It was finally agreed to that City Council should wait until the UUT vote is taken in April before directing Library Operations to implement Level II cuts, should the UUT fail.

Level II cuts would be:

Level 2 definition (minimum level of service with major service reduction)

Staffing

- Reduction of 5760 part time hours resulting in 4.8 FTEs (down from current level of 8.6 FTEs)
- Elimination of 1 part-time management analyst, 3 part-time library technicians, 2 part time library pages, 1 full time Library Associate.
- Reclassify Library Services Manager Position to Associate Librarian; Reclassify Library Director to City Librarian.
- Open 40 hours per week (ex: M 12-8, T-Sat 12-6 or closed Fridays)

LEVEL 2 – COST SAVINGS \$217,817

COST TO GENERAL FUND BUDGET: \$590,183

(27% reduction in proposed 2015-2017 Library budget)

Services Eliminated

- Services
 - Book and materials budget may be reduced by \$10,000
 - Reduced staff on service desk (staff more during peak hours); FT staff shifted to 5/40 work week, FT staff working two nights/week.
 - Gale Hosting (Platform for Reference eBooks)
 - Local History research requests would be limited and have a delayed response time
 - Delay in processing/shelving of new materials
 - Computer updates/maintenance may be impacted (fewer working public computers at one time)
 - Outreach to schools and class visits reduced as staff will be needed for public desk coverage
 - Reduce Public Display Case from monthly to bi-monthly
 - Grant writing/implementation
 - Inter Library Loan

- Programs
 - Teen Docents – Training & Tours: shift to SMHPS
 - Titles to Go – Outreach to Stay at Home Seniors
 - Read Campaign
 - Harry Potter Program
 - Art & Essay Contest
 - Annual One Book One City Program
 - 1 Parenting Workshop
 - Eliminate 7-9 hours of public service per week
 - Mini-Rose Float Program
 - Library Open House
 - Eliminate evening story time per week



ATTACHMENT

January 30, 2015

Ms. Elaine Aguilar
City Manager
City of Sierra Madre
232 W. Sierra Madre Blvd.
Sierra Madre, CA 91024

Dear Ms. Aguilar:

I would like to thank you, Elisa Cox and Carolyn Thomas for spending time with Ed Kieczkowski and me on December 16th to review our preliminary analysis of the Sierra Madre Public Library, and for the opportunity to provide this proposal. As we discussed, we have completed our analysis of the information your Library Director, Carolyn Thomas, sent to us regarding the Library's current budget, and the results look very promising. We believe a public-private partnership with the Sierra Madre Public Library will enable the City to save money while improving library services to an extent not possible under the Library's current structure.

Our experience in operating 82 community libraries across the nation has shown that in order for a public-private partnership to be truly successful, library services should improve for the residents in a demonstrable way. I know your goal is to look for ways to more efficiently operate the Library and to reduce expenditures for the Library. However, for both the City and LSSI to be successful in a public-private partnership, our goal in this proposal is to both enhance library services for the residents of Sierra Madre and reduce costs.

To summarize the Library's FY 2014-15 budget, the total budgeted for the Library from the General Fund is \$794,080. Of that amount, \$655,400 is budgeted for Personnel Services, \$69,630 for Books & Materials, and the remainder, \$69,000, is for other direct charges (ODCs).

With a public-private partnership for the Sierra Madre Public Library, LSSI proposes to increase the level of services by operating the Library for 51 hours per week vs. the current 47 hours of operations. We recommend these additional hours be used to open the Library on Sundays, increasing its operations from six days to seven days per week, thereby greatly improving access to the Library for the City's residents. The actual days and hours the libraries will be open to the public will continue to be a policy decision made by the City Council.

In addition, we propose to maintain the current level of spending for books & materials at a minimum of \$69,630, enhancing it with improved discounts and terms because of LSSI's economies of scale gained by purchasing more than \$6,000,000 worth of books & materials every year for our client libraries. This amount is only a recommendation going forward. After the first year, on an annual basis, the City Council will determine the amount of money to be budgeted for books & materials.

In this proposal, we have not changed the budgeted amounts for ODCs. However, it is our belief, with the economies of scale LSSI provides by operating 82 community libraries, there may be additional savings to be derived from some of those line items. For example; one of those essential items includes the maintenance cost of the Library's Innovative Interfaces' Integrated Library System (ILS).

Carolyn has informed us that the current ILS is twelve years old and in need of replacement. Replacement costs for the system could be as much as \$100,000, and possibly more. As part of our proposal, at no additional cost to the City, during the first year of operations, LSSI will replace the Library's existing ILS with membership in the Inland Library Network (ILN), which utilizes a state-of-the-art automated system from Polaris (Polaris was recently acquired by Innovative Interfaces). ILN is a network of more than 50 local libraries including the Riverside County Library System, the Murrieta, Moreno Valley, Simi Valley, Santa Clarita and Upland Public Libraries, and the College of the Desert Library. Participation in this network of libraries will allow Sierra Madre Public Library to have access to nearly four million items in these libraries, thus greatly expanding the range of available materials. Access to these materials will also include courier delivery of items from other member ILN libraries to and from the Sierra Madre Library.

There is an additional savings in our proposal that should be noted. Regardless of which ILS the Library selects for its upgrade, there will be a data migration cost associated with such a move, including the Polaris system that LSSI operates for the Inland Library System. The latest quote we've received from Innovative Interfaces for that migration is \$24,700. This migration cost would be the same or more, should the Library choose to join ILN independent of a partnership with LSSI. However, LSSI proposes to amortize that cost over the five-year life of a contract and has included the cost in its proposal.

In addition, as an LSSI-operated library, Sierra Madre Public Library will be able to take advantage of a variety of additional features of the ILN automation system as customized by LSSI to help libraries that we operate simplify ordering procedures and reduce costs, specifically:

- **Electronic ordering and acquisitions system.** The Sierra Madre Public Library will be able to take advantage of the LSSI electronic acquisitions system, which enables libraries to place electronic orders and receive electronic invoices from all of the major library vendors, substantially reducing staff time and improving accuracy and fulfillment.
- **LSSI cataloging services.** Under LSSI operations, it will no longer be necessary for the Library to subscribe to expensive cataloging services because LSSI maintains a union database of most of the cataloging records that libraries need; records that cannot be found there can be requested directly from LSSI cataloging staff at no cost, resulting in substantial savings in both direct costs and staff time.
- **Electronic commerce.** All libraries operated by LSSI can take advantage of a web-based PCI-compliant e-commerce system that allows patrons to pay fines and fees or even make donations to the Library online. This is an optional service for those clients who want to use e-commerce systems.
- **Customized collection reporting and analysis.** LSSI support staff provides customized monthly, quarterly and annual reports for all libraries we operate to help library staff monitor how well

their collections, services, and staff are performing, and how performance could be improved. In addition, LSSI staff will create special reports and analyses whenever necessary.

In short, even though the Sierra Madre Public Library could, at considerably higher cost, join ILN or upgrade its current Innovative Interface's ILS to a Polaris System on its own, under LSSI operations the Library will be able to take advantage of a variety of cost-saving features and services that LSSI has built onto the ILN automation platform. As a non-LSSI client, the Library would not have access to the above features and services.

In our staffing model, we assumed the level of programming to initially remain the same and to be enhanced once we are able to assess areas where services could be improved. We have budgeted for between 7 and 9 FTE (full-time equivalent) positions, consisting of both full-time and part-time employees. Typically, about 20% would be MLS-degreed librarians. It should be noted, however, that LSSI contracts for a specified level of performance, not specific levels of staffing. If more staff is needed to operate the Library 51 hours per week, it will be LSSI's responsibility to provide the additional staff, at no additional cost to the City.

LSSI will staff the Sierra Madre Public Library with experienced, well-qualified staff members who will provide services and programs to library customers during all hours the Library is open to the public. LSSI hires the best and brightest staff members available, and augments their expertise with that of LSSI's senior support staff and Management Team. All employees hired to work in the Library will be LSSI employees, and LSSI will pay all costs related to their employment, including the provision of employee benefits.

As quickly as possible after contract award, LSSI will meet with all incumbent employees working in the Sierra Madre Library to introduce the company and its Management Team, answer any questions, describe the transition process including the scheduling of interviews, and discuss benefits. All incumbent employees will be given the first opportunity to interview for positions with LSSI and will be given priority in our hiring decisions.

Pricing: The total annual budget for LSSI to operate the Sierra Madre Public Library, including the above \$69,630 for books & materials, will be \$694,000 vs. the \$794,080 currently budgeted for the Library. That's \$100,080 (12.6%) less than the current cost of operations for the Library. As shown in the table below, this will result in a savings of more than \$525,000 over the five-year life of a contract with LSSI. While this represents a significant savings for the City, let me emphasize that our objective is twofold: to reduce costs and to improve library services. LSSI's model will enable the City to accomplish that, whereas current budget and structural realities would otherwise prevent the City from doing so.

LSSI's efficiencies developed by operating numerous community libraries across the nation and the economies of scale our size provides will enable LSSI to reduce controllable operational costs for the Library by 12.6%, while increasing the hours of operation for the library from 47 to 51 hours per week. The table below shows our price and the City's savings during the next five years under a proposed partnership with LSSI.

Description	CY1	CY2	CY3	CY4	CY5	Total
City's Baseline FY '14-'15 Budget	\$ 794,080	\$ 813,932	\$ 834,280	\$ 855,137	\$ 876,516	\$ 4,173,945
LSSI Operations	\$ 624,370	\$ 639,979	\$ 655,979	\$ 672,378	\$ 689,188	\$ 3,281,894
Collection Expense	\$ 69,630	\$ 71,371	\$ 73,155	\$ 74,984	\$ 76,859	\$ 365,999
Total LSSI Proposed	\$ 694,000	\$ 711,350	\$ 729,134	\$ 747,362	\$ 766,047	\$ 3,647,893
Net City Savings	\$ 100,080	\$ 102,582	\$ 105,146	\$ 107,775	\$ 110,469	\$ 526,052

We are able to enhance local libraries' performance, as well as their efficiency, based on nearly eighteen years of experience in partnership with communities of all sizes, population demographics, and economic conditions. For example, as noted above, we operate libraries now in 82 communities nationwide. In size, they range from the City of Red Oak, Texas with a population of 10,000, to Riverside County, California with nearly two million residents. Furthermore, in those sites, civic leaders have engaged our assistance for a variety of reasons. For some, such as those in your nearby communities of Camarillo, Moorpark, Simi Valley and Santa Clarita, one of their primary motivations was to control locally the policies and funding of their libraries. For others, such as Palmdale, leaders sought ways to revitalize their libraries through our assistance as a professional library company. Still others, such as Moreno Valley and Upland, needed a way to make their libraries sustainable as crucial community assets despite economic pressures on their budgets.

Of primary importance to every public leader, however—and a value that I'm sure resonates with you—is a personal and public passion to support his or her local library as a vibrant, effective, yet affordable cornerstone in the community, contributing to a high quality of life for all residents. That is our goal in each of our partnerships with local governments; and we are very eager to work with you toward that end in Sierra Madre.

Please let me know if you have any questions or need any further information. I look forward to working with you on this project.

Best regards,

Bob

Robert E. Windrow
Vice President
Library Systems & Services, LLC

County of Los Angeles Public Library Sierra Madre Library Contract Proposal

Tuesday, October 20, 2015

The County of Los Angeles Public Library is a network of 86 community libraries serving 3.5 million people in 50 cities and unincorporated areas of the County of Los Angeles. We deliver the highest quality library services, employing innovative approaches that would be of great value to the 11,000 residents of the City of Sierra Madre. We appreciate your consideration of our proposal. And we know that through a strong partnership, we can best provide diverse library services to further enrich the quality of life for Sierra Madre residents, helping them connect, explore and create – whatever their needs or dreams.

Staffing Models and Costs

We are very proud that all of our full-time librarians and library administrators possess a Master's Degree in Library Science. This standard ensures that the County of Los Angeles Public Library attracts and retains staff with both a solid educational background and the proven ability to deliver the highest quality programs and services to the public.

The County of Los Angeles Public Library offers full-time and part-time positions with competitive salaries and comprehensive benefit packages. We offer opportunities for advancement as well as professional development through workshops, conferences and ongoing training. Position salary and employee benefits can be found on the Public Library's website at www.colapublib.org.

We propose two potential staffing models, see Attachment, ranging in cost from \$806K to \$856K (adjusted annually for inflation). Described below are service level assumptions for each model. Neither proposal assumes a Library Director position. A more specific implementation plan will be necessary if approved by your City.

Staffing Model A – Six Days/47 Hours – \$856,000 – 12 Staff Members

- (1) Librarian III – Community Library Manager (CLM)
- (2) Librarian I
- (1) Library Assistant
- (5) Library Aides
- (3) Library Pages

The CLM is in charge of the library building and is responsible for all library operations – including attending City Council meetings, Friends Group gatherings, etc.

Staffing Model B – Six Days/47 Hours – \$806,000 – 9 Staff Members

- (1) Librarian III – Community Library Manager (CLM)
- (2) Librarian I
- (1) Library Assistant
- (5) Library Aides

To realize additional cost savings, Staffing Model B does not include the 3 Page positions included in Staffing Model A but instead assumes that a more robust volunteer program is maintained to perform duties like shelving and sorting. Our service policy does not allow for volunteers to perform functions such as opening the building (unless accompanied by a full-time

staff member) or handling of any cash. The County of Los Angeles operates a robust volunteer program. We welcome volunteers with a variety of different skills, interests and abilities to submit a volunteer application. Anyone who has an interest in libraries and books, has a concern for their community, or has a passion for helping others can volunteer. There is no age requirement. All volunteer services are coordinated by the Public Library. All volunteers are live scanned.

Updating of Materials and Access to Materials

While directives may come from our Collection Development Services department to remove specific titles – for example, outdated or recently overhauled test books – the majority of all “weeding” is done at the directive of library staff at a particular location and it is overseen by either the CLM or another librarian on staff. Our Reference Services department also provides additional weeding guidance, especially in preparation for capital improvement projects. Library staff works in conjunction with both Technical Services and Collection Development to address proper removal of items from the collection; securing replacement copies; addressing gaps; or overstock in areas of the collection.

Currently, the Sierra Madre Library provides access to approximately 70,000 cataloged items. By becoming part of the County of Los Angeles Public Library network, residents of Sierra Madre will have access to our vast collection of over 7 million print items with regular delivery service and our electronic databases.

24-7 Virtual Library

Our 24-7 Virtual Library offers over 50,000 items – including eBooks, audiobooks, eMagazines, music, streaming video, and movies. In addition, we offer an array of online learning services:

- ✓ Online booklists: Every month, we posts booklists on our Library website so patrons can place holds on their favorite titles. It includes New DVDs, “Hot Forthcoming Fiction”, “Notable New Non-Fiction”, “Staff Picks”, and a Spanish booklist (published bi-monthly).
- ✓ lynda.com: lynda.com offers online video courses – from beginner to advanced level. All courses are taught by accomplished teachers and recognized industry experts. lynda.com provides information on a huge range of subjects, including photography, animation, business, music, web development, software development and project management.
- ✓ California driving tests: We provide patrons with access to car, motorcycle, and commercial driver's license practice tests and online manuals in English and Spanish.
- ✓ Instructor-led online classes: Through Gale Courses, patrons can access classes such as “Creating Mobile Apps with HTML 5”, “Creating WordPress Websites”, “Stocks, Bonds, and Investing”, “Advanced PC Security”, “Discover Digital Photography” and more. Through Universal Class, patrons can access a diverse range of subjects, such as computers, business, home & garden, health, technology, and more.
- ✓ Video-based online learning: Through Kahn Academy, learners can study at their own pace in subjects such as math, science, computer programming, the humanities, and more.

- ✓ Tutors & Testing: Through Tutor.com, live tutors provide adult learners one-on-one help in a variety of subjects and patrons also can get can help with career, citizenship, and GED preparation in both English and Spanish. Through Learning Express, patrons get access to practice tests, tutorials, and eBooks for school and career – including college entrance, civil service, and citizenship exams.
- ✓ Mango Languages and Powerspeak Languages: Through Mango Languages, patrons of all ages can access free, online classes for learning over 20 languages – including ESL course in Spanish, Mandarin, Arabic, Japanese, and other languages. Patrons can learn on the go with Mango Languages for Apple IOS and Android devices. Through Powerspeak Languages, patrons use friendly, task-based activities during language lessons, which are then reinforced through reading, writing, speaking, and listening. ESL courses through Powerspeak Languages also are available.
- ✓ Research: Patrons also can access the “Heritage Quest” database to do genealogy research. In addition, they can view past editions of major newspapers and journals, including the *Los Angeles Times*.
- ✓ Information and Resources for Families: Our website also includes three separate web pages for children, for teens and for parents. Patrons can find a wealth of information and resources here – including booklists, parenting blogs, games for kids, early literacy activities, Family Place locations, and more.
- ✓ “Instant Librarian”: Patrons can access “Instant Librarian” Mondays through Thursdays from Noon to 6 p.m. It’s staffed by actual librarians who are available by phone or text. Customers can e-mail lengthier reference questions, which are answered by actual Reference Services Librarians.
- ✓ Digital services: We provide website support – including a dedicated web page for the library, a County Public Library app for mobile devices, and an online Calendar of Events.
- ✓ Social media: Our social media presence is significant, with active accounts on Facebook, Twitter, Instagram, and Pinterest. We take advantage of the social media echo chamber by retweeting from County Supervisors whenever appropriate. While we enjoy presenting fun content to our followers, we also provide practical information – like job openings at the County Public Library. And some of our libraries even have their own social media accounts.
- ✓ Professional Development: The Library has opportunities for advancement and professional development through workshops, conferences and ongoing training.

Local Archives and Special Collections

Our collection policy states that the County Public Library retains unconditional ownership of donated materials. However, exceptions are made on occasion at the County Librarian’s discretion for special collections which are loaned to us. Many libraries have localized, special collections that include genealogy, local history, etc. – even as they are part of the large County Public Library system – and we understand the importance of maintaining and limiting access to the City of Sierra Madre’s local historical archives, rare books, art, and California collection. So while these materials will be accessible to all residents, the City and County would work

together on establishing the appropriate policies to ensure that access of these materials is limited to in-library use only.

Artifacts, historical documents, and art pieces would be overseen by the Sierra Madre Library staff in conjunction with our Reference Services department. Special editions and local author books would become part of the larger countywide collection and would be available for delivery and check-out throughout the system. They could continue to be housed at Sierra Madre Library. City staff would work in conjunction with Collection Development Services and Technical Services to evaluate current and new materials for inclusion into the collection. Space and the condition of the collection would need to be evaluated but we believe that materials with high local interest – such as archives – should stay in the community to which they pertain.

Sierra Madre Historical Preservation Society

Currently, Sierra Madre Library has a memorandum of understanding with the Sierra Madre Historical Society. We would continue to honor this partnership. Additionally, we would need to evaluate the terms and conditions of the MOU to ensure it is consistent with the County of Los Angeles policy for contractual agreements and have further discussion with the City of Sierra Madre Library on this effort.

Library Trustees

It is our goal to partner with the Library Trustees and to establish a strong relationship with them in order to build on Sierra Madre Library services and programs. The role of the Sierra Madre Library Board of Trustees will be to continue to serve in an advisory capacity to the City Council and to advocate for library services for the community.

The Sierra Madre Friends of the Library

The County of Los Angeles Public Library currently has 77 'Friends of the Library' groups with over 5,523 members. The Sierra Madre Friends of the Library would be a welcome addition to our network. The Sierra Madre Friends of the Library would become a partner in current fundraising event efforts, such as book sales, art fairs, sponsoring and staffing library events, helping recruit volunteers, and other endeavors – including Art Fair and Wine Tasting events.

Volunteering

The County of Los Angeles Public Library operates a robust volunteer program. We welcome volunteers with a variety of different skills, interests, and abilities to submit a volunteer application. Anyone interested in libraries and books with a concern for their community or a passion for helping others can be a volunteer. There is no age requirement; we welcome children, tweens, teens, adults, grandparents and everyone in between! Volunteer opportunities can vary from library to library – and library staff recruits volunteers as-needed or when new assignments become available. Volunteer services are managed by our Public Library Volunteer Services Program Coordinator.

Programming and Training

Your 2014-15 annual report reflects an array of dynamic programming offered by the City. In a system of our size, you will have greater access to expert and specialized program coordinators

(e.g. children's services, teen services, etc.). This affords an opportunity for staff to obtain specialized training and support for programs. Library headquarters staff would provide centralized programming support – freeing up time for librarians at Sierra Madre Library to focus on actual program implementation. Our special programming includes:

- ✓ Book Clubs: We host book clubs for kids, teens, and adults at all of our libraries.
- ✓ Annual Bookmark Contest: It's a 35-year tradition at the County of Los Angeles Public Library. Members of the County Board of Supervisors select the most outstanding work out of hundreds of entries from children, tweens, and teens who patronize our libraries – and the winners are honored at a formal ceremony during an official board meeting. Winning bookmarks are disseminated at libraries, book fairs, and events throughout the year.
- ✓ Teen Advisory Boards: The County of Los Angeles Public Library has a strong commitment to serving the special needs of teens. As such, many of our libraries employ librarians that specialize in Teen Services. These Teen Librarians have been trained to develop appealing and comprehensive programs for youth ages 12-18. Our Teen Librarians have a passion for serving this age group and have provided exciting programs such as film production, healthy living, book clubs, art and music lessons, and more. One of our most engaging opportunities for teens is to join a Teen Advisory Board, which give teens a voice in their community and help them to develop a sense of civic involvement – an important skill as they learn to grow into responsible and caring adults. Teens provide input on library services and play an active role in developing programs for their peers.
- ✓ Summer Reading Program: To help kids avoid the "summer slide", we entice them into our libraries with fun activities with everything from LEGO-Building Contests and 'Read to the Rhythm' jam sessions to Karaoke Nights and Family Bingo. We offer plenty for teens, too – including Rockstar Bookmark workshops, Teen Scratch Art Guitar sessions, Nail Polish Jewelry sessions, and more. Last year, we even offered a special workshop series for adults – 18 "Basic Computer tutoring for Adults" workshops at Montebello Library and a special "Credit & Money Management" workshop at Bell Gardens Library.
- ✓ Storytime Sessions and Sing-Alongs: We believe that libraries can play a major role in keeping families and communities healthy. To this end, we proudly offer Storytime Sessions and Sing-Alongs for children and their caregivers throughout our library network. Many of our libraries also provide a Children's Area and Family Place – a center for early childhood information, parent education, socialization, and family support. Programming here is specifically designed using scientific research on how babies' and toddlers' brains develop.
- ✓ Participation in innovative pilot programs: Being part of the County of Los Angeles Public Library network allows for innovative partnership opportunities with other County departments as well as other civic agencies. For the past three years, we've collaborated with the City of Malibu to host the "Malibu Speakers Series" – and with long-time Los Angeles Times reporter Sam Quinones for our "East L.A. Writer's Workshops". Starting this month, we'll host flu vaccination clinics in partnership with the County's Department of Public Health for the second year in a row. This past summer, we hosted "Lunch at the Library" to ensure that kids who relied on school lunches still received them during Summer Break. This month, we'll wrap up "Girls Empowerment

Month" – where we tailored youth book club reading lists to fit the special theme and took our teen participants to a special screening of the documentary "He Named Me Malala" at the Microsoft Theater in downtown L.A. And we're currently partnering with the Department of Business and Consumer Affairs to host "Small Business Workshops" in the upcoming year. By joining the County of Los Angeles Public Library system, the Sierra Madre Library has the potential to host similarly dynamic programming that would be tailored to meet the needs of City residents.

- ✓ Outreach at local events: Most every municipality hosts community events designed to foster a sense of civic cohesiveness. These are perfect opportunities to raise awareness of the services and opportunities provided by the Sierra Madre Library. As part of the County of Los Angeles Public Library system, we would provide resource support at these events via hand-outs and giveaways that are both fun and informative.

Integrated Library System (ILS)/Information Technology

It is our understanding that the Sierra Madre Library recently entered into an agreement with Bibliomix for a new ILS. The County Public Library uses Sirsi-Dynix and, thus, we propose that Sierra Madre be integrated into this system. It would be necessary to transfer all of the City's holdings and patron accounts onto our platform. We do not anticipate this being a challenge and it would not incur any additional cost to the City. Also, we can provide HTML code so that the City of Sierra Madre's website home page can include a "Search" box into the library's catalog.

This proposal also assumes that the City will continue to manage the computer replacement program for the Sierra Madre Library. Upon request, we can manage any necessary replacement and installation of computers and leverage our jurisdictional pricing. We could then bill the City for the costs, excluding any overhead.

Maintenance/Utilities/Security

Maintenance of the facility – both internal and external – would remain the City's responsibility.

Contract Period

We understand that the City is facing budgetary decisions regarding library services. In this spirit, the County could enter into a short-term service agreement with the City (e.g. 3 years) to determine the ongoing value of being under the County's library model. This approach would provide the Sierra Madre City Council and City management the flexibility to assess the cost-benefit while deferring any long-term commitments. We're confident that, ultimately, the City of Sierra Madre would continue its partnership with the County of Los Angeles Public Library. Until then – and as part of any potential service agreement – the County would arrange to meet with the City's principals on an annual basis to discuss operations and service levels, as well as to discuss finances.

CONNECT • EXPLORE • CREATE • DREAM

COUNTY OF LOS ANGELES PUBLIC LIBRARY

Proposed Cost Model

Sierra Madre Library

	Model A	Model B
<u>Operating Costs:</u>		
Salaries and Employee Benefits		
1.0 Librarian III	\$ 111,968	\$ 111,968
2.0 Librarian I	200,920	200,920
1.0 Library Assistant I	70,443	70,443
5.0 Library Aides	92,871	92,871
3.0 Page	47,201	-
Subtotal Salaries and Employee Benefits	\$ 523,403	\$ 476,202
Services & Supplies		
Books & Materials	71,719	71,719
Professional & Special Services	9,585	9,585
Insurance	3,667	3,667
Supplies	10,403	10,403
Facilities Svcs Operations	11,000	11,000
Regional Operations	44,379	44,379
Acquisitions & Cataloging	35,015	35,015
Integrated Library System	15,409	15,409
Information Services	4,737	4,737
Equipment and Technology	6,210	6,210
Total Operating Costs	\$ 735,527	\$ 688,326
<u>Support Costs (Overhead):</u>	120,340	117,980
Total Cost of Services	<u>\$ 856,000</u>	<u>\$ 806,000</u>

COUNTY OF LOS ANGELES PUBLIC LIBRARY
County Libraries Proximate to Sierra Madre

1. **Temple City Library.** 5939 Golden West Ave., Temple City, CA 91780, (626) 285-2136
4.4 miles from Sierra Madre Library
Mon 10 - 6
Tue 10 - 8
Wed 10 - 8
Thu 12 - 8
Fri 12 - 5
Sat 10 - 5
Sun Closed
2. **Duarte Library.** 1301 Buena Vista St., Duarte, CA 91010, (626) 358-1865
6.3 miles from Sierra Madre Library
Mon 11 - 8
Tue 11 - 8
Wed 11 - 8
Thu 11 - 8
Fri 11 - 6
Sat 11 - 6
Sun Closed
3. **San Gabriel Library.** 500 S. Del Mar Ave., San Gabriel, CA 91776, (626) 287-0761
6.6 miles from Sierra Madre Library
Mon 10 - 8
Tue 10 - 8
Wed 10 - 8
Thu 12 - 6
Fri 12 - 5
Sat 10 - 5
Sun Closed
4. **Live Oak Library.** 4153 E. Live Oak Ave., Arcadia, CA 91006, (626) 446-8803
6.9 miles from Sierra Madre Library
Mon 11 - 8
Tue 11 - 8
Wed 11 - 8
Thu 12 - 6
Fri 12 - 5
Sat 11 - 5
Sun Closed
5. **Rosemead Library.** 8800 Valley Blvd., Rosemead, CA 91770, (626) 573-5220
7.1 miles from Sierra Madre Library
Mon Closed
Tue 12 - 8
Wed 12 - 8
Thu 10 - 6
Fri 12 - 5
Sat 11 - 5
Sun Closed

LIBRARY SERVICES DEPARTMENT – MINIMAL SERVICES PROPOSAL

LEVEL 2 – COST SAVINGS \$217,817

COST TO GENERAL FUND BUDGET: \$590,183

(27% reduction in proposed 2015-2017 Library budget)

Level 2 definition (minimum level of service with major service reduction)

Staffing

- Reduction of 5760 part time hours resulting in 4.8 fte (down from current level of 8.6 fte)
- Elimination of 1 pt management analyst, 3 part-time library technicians, 2 part time library pages, 1 full time Library Associate
- Reclass Library Services Manager Position to Associate Librarian, Reclass Library Director to City Librarian
- Open 40 hours per week (ex: M 12-8, T-Sat 12-6 or closed Fridays)

Services Maintained

- Contracts
 - Integrated Library System
 - Teamwork Solutions
 - Overdrive (eBooks)
 - Comprise (Sam Software – public computers & printing)
 - E-vanced Solutions (Summer Reading Program Software)
 - OCLC/World Cat- (Cataloging, First Search, Content DM, ILL)
 - Baker & Taylor Outsourcing Processing of Book and Media materials
 - Reduced Baker & Taylor materials budget for Books, media, periodicals
- Services
 - Public computers, free wi-fi; technology maintenance
 - Reduce open hours from 47/week to 36/week
 - Public Desk staffed for all open hours
 - Reduced Volunteer supervision
 - Materials ordering, processing, cataloging, shelving (may decrease books & materials budget reduced by \$10,000: \$61,230 – \$51,230)
 - Reduced Local History
 - Public Display Case
 - Inter Library Loan
 - Publicity/marketing of programs & services
- Programs
 - 2 weekly storytimes
 - Weekly Teen Book Club
 - Monthly Adult Book Club
 - Monthly Barks & Books Program
 - Annual Summer Reading Program
 - Reduce Parenting Workshops to 1/year

- Committees, Trustees, City Council
 - Library Board of Trustees
 - Friends of the SMPL
 - Sierra Madre Historical Preservation Society
 - City Council
 - Library Facilities Master Plan Committee
- Miscellaneous Services
 - Bi-monthly Friends Book Sale; Daily Friends Book Cart Sales
 - Quarterly Friends Book Auction/Display
 - Annual Friends Wine Tasting
 - Annual Friends Art Fair
 - SMHPS Chicken & Ravioli Dinner
 - Website & document management

Services Eliminated

- Services
 - Book and materials budget may be reduced by \$10,000
 - Reduced staff on service desk (staff more during peak hours); FT staff shifted to 5/40 work week, FT staff working two nights/week.
 - Gale Hosting (Platform for Reference eBooks)
 - Local History research requests would be limited and have a delayed response time
 - Delay in processing/shelving of new materials
 - Computer updates/maintenance may be impacted (fewer working public computers at one time)
 - Outreach to schools and class visits reduced as staff will be needed for public desk coverage
 - Reduce Public Display Case from monthly to bi-monthly
 - grant writing/implementation
 - Inter Library Loan
- Programs
 - Teen Docents – Training & Tours: shift to SMHPS
 - Titles to Go – Outreach to Stay at Home Seniors
 - Read Campaign
 - Harry Potter Program
 - Art & Essay Contest
 - Annual One Book One City Program
 - 1 Parenting Workshop
 - Eliminate 7-9 hours of public service per week
 - Mini-Rose Float Program
 - Library Open House
 - Eliminate evening storytime per week

ATTACHMENT

LIBRARY SERVICES DEPARTMENT – MINIMAL SERVICES PROPOSAL

LEVEL 3 – COST SAVINGS \$392, 381 (\$362,381 salaries + \$30,000 book budget)

COST TO GENERAL FUND BUDGET: \$415,619

(49% reduction in proposed 2015-2017 Library budget)

Level 3 definition (absolute minimum level of service with major service reduction and doors barely open)

Staffing

- Elimination of 1 part-time Management Analyst, 1 part time librarian, 3 part-time library technicians, 1 pt library pages
- Elimination of 3 full time Library Associates
- Reclass Library Director to City Librarian
- Open 24 hrs/week (ex: Mon, Wed, Sat 10-6 or M-Th 1-6, Sat 1-5)

Services Maintained

- Contracts
 - Integrated Library System
 - Teamwork Solutions
 - Overdrive (eBooks)
 - Comprise (Sam Software – public computers & printing)
 - Baker & Taylor Outsourcing Processing of Book and Media materials
 - Reduced Baker & Taylor materials budget for Books, media, periodicals
- Services
 - Public computers, free wi-fi; technology maintenance
 - Reduce open hours from 47/week to 24/week
 - Public Desk staffed for all open hours
 - Reduced Volunteer supervision
 - Materials ordering, processing, cataloging, shelving
 - Public Display Case
 - Publicity/marketing of programs & services
- Programs
 - 2 weekly storytimes
 - Annual Summer Reading Program

Services Eliminated

- Services
 - Book and materials budget reduced by \$30,000
 - Reduced staff on service desk (staff more during peak hours);
 - Delay in processing/shelving of new materials
 - Computer updates/maintenance will be impacted (fewer working public computers at one time)
 - Outreach to schools and class visits

- Reduce Public Display Case from monthly to bi-monthly
- grant writing/implementation
- Inter Library Loan
- Local History research requests would be limited and have a delayed response time
- Publicity/marketing of programs & services
- E-vanced Solutions (Summer Reading Program Software)
- Gale Hosting (Platform for Reference eBooks)
- OCLC/World Cat- (Cataloging, First Search, Content DM, ILL)
- Library statistics and use will dramatically decline

▪ Programs

- Teen Docents – Training & Tours: shift to SMHPS
- Titles to Go – Outreach to Stay at Home Seniors
- Read Campaign
- Harry Potter Program
- Art & Essay Contest
- Annual One Book One City Program
- 2 Parenting Workshops
- Eliminate 23 hours of public service per week
- Mini-Rose Float Program
- Library Open House
- Weekly Teen Book Club
- Monthly Adult Book Club
- Monthly Barks & Books Program

Major Impact on following “relational services”

- Committees, Trustees, City Council
 - Library Board of Trustees
 - Friends of the SMPL
 - Sierra Madre Historical Preservation Society
 - City Council
 - Library Facilities Master Plan Committee
- Miscellaneous Services
 - Bi-monthly Friends Book Sale; Daily Friends Book Cart Sales
 - Quarterly Friends Book Auction/Display
 - Annual Friends Wine Tasting
 - Annual Friends Art Fair
 - SMHPS Chicken & Ravioli Dinner
 - Website & document management