

- 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. Policy's 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.
 - i. The staffing template was the same as Proposal A except for the elimination of the (3) Library Pages

whose collective salaries & benefits 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.
8. CLAPL is willing to sit down and work with city for reduced costs with a representative from Supervisor Antonovich's office.

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. Would honor select collections such as art, archives, and rare books to be designated Sierra Madre Library use only. Other items would be part of the County's collections.

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. 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 insure that at least one MLS degreed librarian would be on sight 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 (?)
- d. Retain Community Character
 - i. LSSI
 - ii. CLAPL
Opinion – outsourcing Library Services in any way will diminish the character of our small town, just one more 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. Third Option

Keep library – temporarily reduce services until funding becomes available. Cost savings of outsourcing do not solve the city budget issue. Keeping the library under city control allows city to maintain control over valuable library resources including, but not limited to, historical and rare collections, artwork, staff knowledge of and respect for community.
- VI. Recommendation to City Council: