



Calabasas (CA) Public Library

Eight Years of Successful Growth under LSSI Operations

Calabasas is a city in Los Angeles County, California located in the hills west of the San Fernando Valley and in the northwest Santa Monica Mountains between Woodland Hills, Agoura Hills, West Hills, Hidden Hills, and Malibu, California. The City's website describes it as "the gateway to the Santa Monica Mountains National Recreation Area." Settlements of Chumash Indians named the area Calabasas, a word perhaps descended from the Indian word for "where the wild geese fly." Others think Calabasas comes from the Spanish word for pumpkin or wild gourd.

Library Background

In late April 1998, LSSI signed a contract with the City of Calabasas to provide library services following the withdrawal of the Calabasas Library from the Los Angeles County Library System.

The County Library vacated the 1,400-square-foot leased library space June 30, 1998 leaving an empty building with only shelving. LSSI worked with the City to fully stock, equip and staff the new City Library, which opened for public service on July 11.

LSSI Partnership Benefits

In less than three months from the contract signing, LSSI hired a well-qualified staff approved by the City, provided an opening day collection, and provided for the supplies, memberships, and related services and equipment necessary for an efficiently operating library. The City performed selection of materials; LSSI negotiated with three vendors to obtain the best possible discounts and ensure delivery of fully cataloged and processed materials on July 1. In addition, LSSI installed a new Integrated Library System (ILS), loaded the library database, and trained the staff between July 1 and July 10. Library programming, including a summer reading program, was implemented, patrons were registered and provided with new library cards, and library signage and bulletin boards were completed. Arrangements were also made for the Library to join the Metro Library Cooperative, and OCLC.

Six months later, the library was so successful that the City moved the library into a newly furnished 4,000-square-foot space in City Hall. In December 2001, continued success in the library prompted the City Council to approve another relocation to a 12,000-square-foot facility that was ready for occupancy March 1, 2002. The Library held its third grand opening in less than four years March 16, 2002.

In October 2003, the City received an \$8 million state grant to construct a new 23,000-square-foot library as part of a new City Center. LSSI developed the plan of service and the Technology Plan as major components of the grant application. LSSI also advised the City on facilities layout and design issues throughout the discussions with the architects under a separate consulting agreement. Senior-level LSSI staff members provided information and expertise on the efficient and effective location of various library resources and services.

In June 2006, the City's partnership with LSSI ended and the City assumed the full operations of the Library, which was the City's intention from the beginning. LSSI worked with the City on a smooth transition of the Calabasas Library staff to the City. LSSI's leadership and experience helped guide the way through eight very busy and successful years, during which the library was moved three times and expanded from 1,400 square feet to 23,000 square feet.



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Camarillo (CA) Public Library

Local Control for a Spectacular Library

Camarillo is a thriving community of more than 66,000 residents in the heart of Ventura County. Located nine miles from the Pacific Ocean, Camarillo offers an appealing mixture of rural and suburban lifestyles. With more than 300 sunny days annually and an average temperature in the low 70s, Camarillo's climate is hard to beat. Camarillo enjoys a reputation as a preferred location for high-tech, retail and specialty businesses. The City boasts a highly educated workforce, modern industrial buildings, strong relationships with local business leaders and other government agencies, and a streamlined permitting process.

Library Background

Since incorporation in 1964, Camarillo's library had been a part of the Ventura County Library System (VCLS.) With an aging County library facility serving its growing population, the City applied for and won a library infrastructure grant (Proposition 14 – Public Library Construction and Renovation Bond Act of 2000) to meet the growing demands of Camarillo citizens. The new, state-of-the-art, 65,000-square-foot facility received significant community support and is the focus of tremendous civic pride by both elected officials and area citizens. Upon its completion, the grant and City funded Camarillo Library was dubbed "The Jewel" of the entire VCLS.

The new Library enjoyed much success and increased usage by patrons throughout Ventura County. As a result, Camarillo was assessed additional fees by the County in accordance with the VCLS MOU – in effect subsidizing smaller libraries throughout the VCLS. After several years of discussions with the County seeking a more equitable allocation of City funds, Camarillo's leadership decided to consider a more direct use of local funds for library operations.

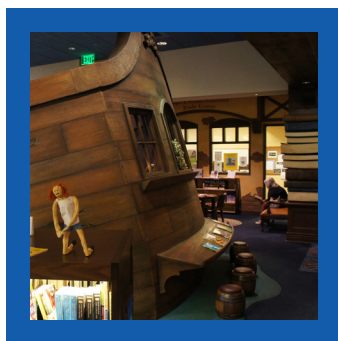
After completing a RFQ process, Camarillo's City Council voted unanimously to withdraw from VCLS and enter into an agreement with LSSI to operate the new Camarillo Public Library. This agreement included a 90-day transition period, followed by a 5-year contract beginning in January, 2011.

LSSI Partnership Benefits

On January 2, 2011, the new Camarillo Public Library opened with much fanfare and anticipation. Hundreds of excited patrons filed into the Library on that first day under LSSI operations, and found a variety of new books and materials. Among the private partnership's many achievements:

- Donation of \$500,000 from the Friends of the Camarillo Library after transition to the City
- Installation of new automated library system, providing new patron services and advanced reporting features
- Addition of more than 120,000 new volumes to the collection
- Retention of prior operating hours, achievement of new programming levels, and significant increase in funding for books and materials
- Partnerships established with Laubach Literacy, to provide conversational English classes; with Ventura County Genealogical Society, for twice weekly genealogy database classes, and Oxnard High School District, for "English as Second Language" services
- Weekly technology classes held in the Tech Center, including online database training, basic computer classes, and drop-in computer assistance
- Development of online teaching tutorials for databases, eReaders and library learning (more than 20,000 views on YouTube to date)
- Expansion of Homework Center hours and offerings
- PR Excellence Awards from the California Library Association three years in a row for promotional materials; several programming grants awarded by the American Library Association (ALA), and several "CA Reads" programming grants from California Humanities

"The partnership with LSSI was the best decision for our community and public library. We have a fiscally sustainable library operation saving taxpayer money. It's a real win for the people of the City of Camarillo."
- Bruce Feng, City Manager, City of Camarillo



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For Your Library

Fargo (ND) City Library

LSSI Partnership Makes Big Impact

Fargo is the largest city in the State of North Dakota, accounting for nearly 16% of the state population. According to the 2014 United States Census estimates, its population was 115,863. Fargo, along with its twin city of Moorhead, Minnesota, as well as adjacent West Fargo, North Dakota and Dilworth, Minnesota, form the core of the Fargo-Moorhead, ND-MN Metropolitan Statistical Area, which in 2014 contained a population of 228,291. Founded in 1871, Fargo is a cultural, retail, health care, educational, and industrial center for Eastern North Dakota and Northwestern Minnesota.

Library Background

LSSI was awarded a two-year library management contract for the City of Fargo, ND in December 2000, which was later extended for an additional two years. "I am pleased that the City of Fargo will continue working with LSSI in providing quality library services to our citizens. This has been an excellent public/private partnership and we look forward to continue working with LSSI in making Fargo the best public library in the state," said Mayor Bruce Furness about the library board's decision to renew LSSI's contract. "LSSI has earned this new contract; upon its arrival at the library, LSSI turned chaos into order."

LSSI Partnership Benefits

LSSI's staff provided operational and administrative expertise including the development of assessments, budgets, and related action plans. LSSI implemented a system-wide assessment of library users and non-users to develop recommendations for setting realistic goals and establishing time lines with measureable objectives. LSSI managed the Library's operating budget, which had been approved by the Library's Board of Directors.

High priority tasks for LSSI's Library Manager at the Fargo Library included:

- Expanding current library hours of access
- Assessing collection needs
- Acquiring new library materials
- Establishing long and short term goals for library development
- Analyzing and planning improvements in workflow and work processes
- Collaborating with the Library's Board of Directors on strategic planning efforts
- Improving the image of the library within the community
- Developing a written technology plan
- Establishing staff development opportunities
- Reviewing financial procedures and leading future budget preparation

During the first year of operations, LSSI also commissioned a survey of library users and non-users to determine the need for opening a branch in the Southpointe section of Fargo, a rapidly growing area of the city that had attracted many new residents, as well as commercial and manufacturing development. The survey results led to the opening of a 3,600-sq. ft. branch. "Its success has been way beyond our expectations," said Jean Rayl, the City Commission's library liaison and a library board member. "It was clearly our greatest accomplishment in 2002." According to library usage statistics, 38,000 patrons used the main library and Southpointe Branch during one month alone, accounting for a 13% increase in circulation and a 25% increase in "door counts." In addition to the opening of the branch, the increase in usage was attributed to a doubling of the number of public access Internet terminals in the main library and to an aggressive library public information campaign.



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Moorpark (CA) Public Library

Transitioning Control from County to City

Since its incorporation in 1983, Moorpark has enjoyed a reputation as one of the most desirable communities in which to live in Southern California. Moorpark is nestled in a flourishing valley with spacious mountain views, a perpetual vacation climate, historical western charm, beautiful residential neighborhoods, outstanding schools, an exceptional college, fruit stands, cultural arts, fantastic shopping, and a variety of restaurants. With a population of approximately 35,000, Moorpark is the perfect blend of country and city living. Local residents are proud of Moorpark's family-oriented community with abundant open space, hiking & equestrian trails, world famous golf courses, and incredible sunsets.

Library Background

The Moorpark City Library was founded in 1912 by the Moorpark Women's Fortnightly Club and operated by the County of Ventura from 1916-2006. Preferring more local control over their library, City of Moorpark officials explored withdrawing from the County system. While the City had no prior experience operating a library, City officials wanted to continue all services previously provided by the County.

Initially hired as consultants, LSSI helped the City to evaluate the library service offerings, operations, and facility. LSSI put together a roadmap enabling the City to seamlessly transition the Library from County to City control.

LSSI Partnership Benefits

In 2007, the City approved LSSI's proposal for a 5-year contract to operate its public municipal library. The experienced and dedicated staff was offered continued employment. LSSI quickly selected a new Library Director and hired additional local staff familiar with the Library and Moorpark community. In 2012, Moorpark renewed its contract with LSSI for another 5 years.

In partnership with LSSI, the City modernized its library environment and enhanced patron services:

- Open 7 days per week, increasing hours to 58 per week
- New automated library system, providing new patron services and advanced reporting features
- Seamless transfer of the book collection and all associated data from the County to the City
- Design of a new library interior to stimulate greater use of the Library and its collections
- Enhanced book procurement and processing
- New computers with high-speed internet connectivity
- Variety of dynamic and exciting library programs for children, teens, and adults
- Creation of new library policies with input from a citizen's review panel and approved by the Moorpark City Council
- Professionally designed library publicity materials including a new library card, brochures, signage, posters, and bookmarks
- In August 2014 Moorpark City Library joined the Inland Library Network which is a consortium of LSSI libraries. As a result Moorpark library cardholders now have access to a catalog of 2.5 million items, and they can borrow up to forty-four times more items than were previously available to the Moorpark community.

"LSSI's expertise and knowledge made our transition to a City owned and operated library a seamless success."

- Mary Lindley, Parks, Recreation, and Community Services Director, City of Moorpark



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Riverside County (CA) Library System

17 Years of Public/Private Partnership

Riverside County is the fourth largest county in the state, stretching nearly 200 miles across and comprising over 7,200 square miles of fertile river valleys, low deserts, mountains, foothills and rolling plains. Riverside County shares borders with densely populated Los Angeles, Imperial, Orange, San Diego, and San Bernardino Counties. The population of Riverside County was 2,239,620 in 2011.

Library Background

For over 85 years, Riverside County contracted with the City of Riverside for Library services. The library system was administered by a city-appointed Board of Library Trustees comprised entirely of City of Riverside residents.

When a state mandated shift of property taxes resulted in funding reductions affecting the county libraries in the mid-1990s, the individual cities and Riverside County Board of Supervisors sought more direct control. As a result, the City of Riverside did not renew its contract to operate the County Library System and the County had only six months to develop an alternative plan.

The County issued an innovative and groundbreaking RFP seeking optimal library services within an established budget. After a comprehensive process, LSSI was selected to operate the Riverside County Library System, which became the first public library system in the nation to outsource its library operations to a private firm.

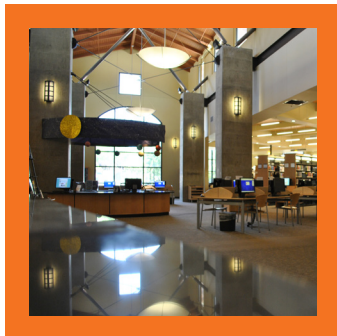
LSSI Partnership Benefits

By working together, LSSI and the County have been able to increase library services without increasing taxes or imposing additional fees. The Riverside County Library System is comprised of 35 branch libraries, two bookmobiles and a municipal museum serving a population of more than 2 million residents. Among the partnership's achievements:

- All existing library employees accepted positions with LSSI for the same base pay rate and retained vacation time and accruals
- Expansion of the library system from 24 branches to 35 branches
- Expansion of local employment opportunities from 119 to 340
- More than doubling of total weekly hours of operation from 618 to 1449
- Automation partnership with other municipal libraries in the region
- Establishment of ESL classes to meet community needs
- Development of Latino outreach program "Leer es triunfar" (Reading is succeeding), winner of an American Library Association John Cotton Dana Award
- More than \$5 million in additional grant funding
- Host Dia de los Niños, Dia de los Libros (Day of the Child/Day of the Book) programs at all libraries
- Incorporated electronic devices including eReaders, Chromebooks, Kindles and iPads into library collections
- Offer downloadable eBooks

"We took a gamble going with LSSI, but it turned out to be one of the best decisions we ever made. I wish we had done it sooner."

- Roy Wilson, Supervisor, County of Riverside (2007)



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Upland (CA) Public Library

Library Hours Restored after Years of Decline

The City of Upland was incorporated in San Bernardino County on May 15, 1906, and is nestled at the base of the San Gabriel Mountains. During the 20th century, Upland has developed into a residential and retail community that has maintained its country and urban ambiance. Upland has also retained its charm of the past. Historic Downtown Upland is a quiet, leisurely place to shop in antique stores, custom shops and visit fine restaurants.

Library Background

City leaders in Upland, CA, with a population of more than 74,000, desired a more cost-effective and locally sustainable way to provide high-quality library services to residents. They wanted to maintain or improve the level of services currently provided and reduce operational costs.

The City was without a Library Director, the former director having retired in 2011. Due to budget constraints, the hours of operation at the Library had steadily been reduced from 50 hours per week in FY 2009, to 46 hours per week in FY 2010, to 42 hours per week with closures on Fridays and Sundays. As a solution, the City of Upland turned to LSSI to see if, through a public-private partnership, its goal for reducing expenditures while improving library offerings could be accomplished.

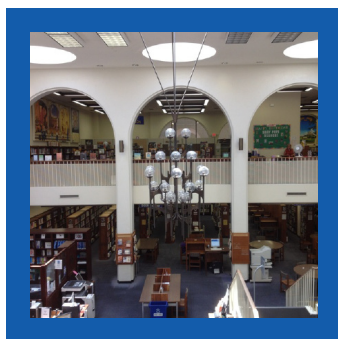
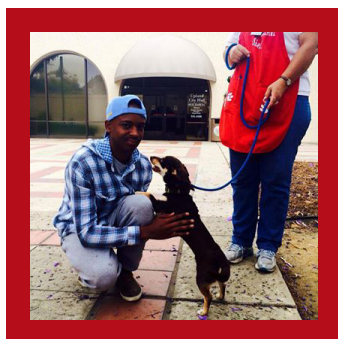
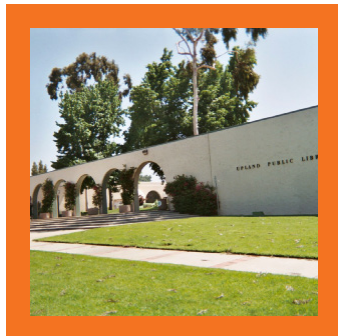
In March 2014, the City of Upland was presented with 22 recommendations identified by the Fiscal Response Task Force. Outsourcing the operations of the public library was one of the items unanimously approved by the citizen-led committee.

LSSI Partnership Benefits

Under the public-private agreement with LSSI, the hours of operation were increased by 24%, allowing the library to serve the public 7 days per week; the book and materials budget was doubled; vital literacy programming was re-established; overall costs of operations were reduced, saving taxpayers more than \$1 million over the 5-year contract; and more professional growth opportunities were provided for the existing staff.

Highlights of our Agreement:

- Increased hours of operation - 52 hours per week vs. 42 including hours on Fridays and Sundays
- 24% increase in hours open to the public
- Increased funding for books & materials - enhanced by LSSI's economies of scale
- \$150,000 per year vs. \$75,000 = 100% increase for books and materials
- Operational cost savings of 14%
- More than \$1,000,000 in savings over the 5-year life of the contract
- Enhanced literacy programs
- Professional growth opportunities for the Library staff
- Preliminary operational analysis: Collection, Programs, Technology, Marketing
- Team approach to staffing - providing support to on-site staff
- Focus on a high level of customer service
- Corporate support for Information Technology, grant writing and supplemental funding opportunities
- Long-range planning - 5 yr. strategic plan for the Library
- Firm, fixed price, 5-year Service Delivery Agreement with measurable goals and objectives



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