

AGENDA
CITY OF GLENDORA
LIBRARY BOARD OF TRUSTEES – Regular meeting

Library Conference Room

October 18, 2004
7:00 p.m.

The public is invited to address the Library Board on all items on the agenda or on any library matter not on the agenda. Comments may be given when any item is scheduled for consideration. Each speaker is requested to limit comments to three minutes. The Board President may limit redundant comments.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Library Secretary at (626) 852-4891. Notification 48 hours prior to the meeting will enable the Library to make reasonable arrangements to ensure accessibility to this meeting.

1. CALL MEETING TO ORDER

2. PUBLIC COMMENT PERIOD

Anyone wishing to address any Library matter that is on the agenda or not on the agenda may do so at this time. No action will be taken on items brought up at this time

3. ADOPTION OF AGENDA

Possible motion to revise order of business or other

4. CONSENT CALENDAR

4.1 Minutes of meeting of September 29, 2004- action item

5. REPORT OF LIBRARY DIRECTOR

5.1 Written report attached. Additional items may be reported by the Director such as: City, MCLS, State Library and legislative activity. No action will be taken on any items brought up at this time

5.2 Pam Vermons, SAB appointee

Report on SAB meeting, Sept. 23, 2004

6. UNFINISHED BUSINESS

6.1 Meetings with City Council-reports

President Slakey to lead discussion on City Council contact

6.2 Centennial Update

Doug Hodson to report

6.3 Library Board Goals

President Slakey to lead - Discussion on specific Board goals FY 2004/2005

7. NEW BUSINESS

7.1 CALTAC Workshop

Jim Theel to report

7.2 Holiday Hours for 2004

Board to affirm holiday hours for 2004-action item

7.3 Library Events Calendar

A calendar of library or significant community events that include library staff participation. All or some of the Board members might choose to participate but no action is required

8. BOARD MEMBER ITEMS

8.1 Agenda Planning Calendar

Plans for future meetings to be discussed

8.2 Board member items

Announcements only—no action will be taken on any item brought up at this time

9. ADJOURNMENT

Minutes
CITY OF GLENDORA
LIBRARY BOARD OF TRUSTEES – Regular Meeting

Library Conference Room
G140 Glendora Ave.

September 20, 2004
7:00 p.m.

The Regular Meeting of the Glendora Library Board of Trustees was called to order at 7:05 p.m. by President Sylvia Slakey.

Board members present: Sandra Freeman, John Jackson, Sylvia Slakey, James Theel

Board members absent: Doug Hodson

Staff present: Robin Weed-Brown, Library Director; Mary Pat Dodson, Acting Secretary;

PUBLIC COMMENT PERIOD

There was no public to comment.

ADOPTION OF AGENDA

It was MSC (Slakey/Freeman) to change the order of business by placing agenda item 7.1 at 5.2. as Pamela Vermons was unable to attend.

CONSENT CALENDAR

It was MSC (Theel/Freeman) to approve Minutes of meeting of July 19, 2004.

REPORT OF LIBRARY DIRECTOR

Weed-Brown indicated that the *Glendora on the Move* newsletter has an article citing the library roof collapse on p. 2.

Weed-Brown asked for any questions about her report. Sandra Freeman inquired about Ted Taylor's return from Syracuse, New York for a Polaris meeting and training. He had returned; Weed-Brown had had not touched base with him yet.

Theel and Freeman inquired whether the loss of the trusty would affect anything other than the budget. Weed-Brown responded that Anne Pankow has drafted a memo outlining her recommendations and the history of the program. After retrieving the memo, Weed-Brown listed some of the original responsibilities of the trusty, including building maintenance, grounds upkeep, minor repairs, painting, changing light bulbs, and all restroom and cleaning supplies.

The library is now paying an additional \$390/month for once-a-day trash service with Mr. Scrub Cleaners. (Trial runs have taken 1 hour.) The library is ready to propose the position of Maintenance Aide I or II, currently used only on the golf course. Pankow is also proposing transferring money for library supplies from the Police Dept. budget to the Library budget, and housing the library's supplies in the library instead of the PD. Previously, when supplies have been needed they have been brought over by a trusty, which is not always timely (and less so now, with the reduction.)

The discussion included the approximate projected salary of \$11,362 as compared to a commercial company contract of \$20,800 annually. Theel wondered what had created the change in the number of trustys. Weed-Brown cited the expanding "early release program" and diminished sign-ups for the program. She also noted that other departments, such as City Hall and the Sheriff have been affected. Theel brought up the possibility of using volunteers, and John Jackson mentioned Boy Scouts. Weed-Brown cited legal and supervisory issues. Slakey cited challenges with reliability of volunteers. With an average of 1100 patrons visiting the library daily, Weed-Brown pointed out that the lobby and restrooms alone require constant care.

Theel initiated conversation about the hiring of a full-time position instead of part-time, and doing away with Mr. Scrub. All board members participated in this discussion. Weed-Brown stated a full-time position hadn't been looked at, and could be considered. Weed-Brown noted it is not unusual for a

library to have an on-site custodian. Slakey suggested looking into a comparison of a full-time custodian with Mr. Scrub. Weed-Brown reiterated that other departments are impacted as well as the library, and she will present the idea to Eric Ziegler, City Manager, who is considering global solutions.

Weed-Brown spoke on the status of the Plaza project. The concrete is drying; shade structures have been designed by Dave Davies, and ordered. Slakey inquired about the final design of the structures. Weed-Brown said they will be wooden with patio-type lattices for shade. Lights would be similar to the dark green ones downtown. Benches and trash receptacles will also be ordered.

Weed-Brown detailed various staff updates, including leaves and medical situations. The process for filling Kathleen Mason's position is moving forward. Weed-Brown hopes that the library will be fully staffed again by January, 2005.

NEW BUSINESS

Carolyn Thomas, Senior Librarian gave a summary presentation on all Summer Reading Club Programs: Adult, Teen and Children. This included statistics on participants, programs, volunteers, and volunteer hours, as well as costs. The library offered 18 programs to 1,217 participants over the course of the 5 week program. 114 volunteers logged in over 969 volunteer hours. Comparison was made to previous year's programs, and suggestions were made for next year. Recommendations for SRC 2005 included evaluating software to more efficiently record statistics and children's reporting, advertising SRC 2005 by having the children's librarian and other staff promote the program through classroom visits, reviewing incentives and studying whether or not increasing cost would improve participation, and possibly offering 2-3 categories for the adult read versus 1 book per week. Slakey thanked Thomas for the thorough and professional presentation. Slakey also cited her appreciation for Thomas' application of past recommendations. Slakey commended Thomas for the wonderful job done on the SRC. Slakey and Weed-Brown remarked that they hoped the software would be as good as it seems. Theel followed up with questions about the level of participation from beginning to end, and about whether or not particular schools will continue to offer summer reading programs. Weed-Brown commended Thomas and all the staff on their SRC programs.

UNFINISHED BUSINESS

Election of Foundation Liaisons Appointments (2)

Slakey opened the discussion by pointing out that John Jackson was the "financial person" on the Board. Freeman nominated Jackson and Slakey. Vote was taken, and passed unanimously.

Meetings with City Council

Freeman had no opportunity to meet with a councilman yet. Jackson told the group he had a wonderful casual, spirited conversation with Councilman Ken Herman. Jackson reported that Herman is thrilled about the library and behind it 100%. Theel reported that he had spoken with Mayor Hamlow. They had discussed salary levels, and part-time positions. Theel sent some comparative salary information. Weed-Brown mentioned that Hodson had e-mailed her and noted that he hadn't been able to meet with a council member yet.

Discussion ensued on comparative usage of the library in different areas around town based on statistical counts by census tract. Weed-Brown noted that statistics indicated that regardless of area, those who got a library card used it, however, not as many in the southern part of Glendora get a library card. Freeman brought up the update of Pompei Park, and the costs to maintain the new facility. Weed-Brown indicated that she had not heard any specific numbers on the increases in staff and supplies that the expanded park would require but did know that increases would be needed.

Slakey reported on her discussion with John Jackson. They had a good review on salary points including: library employees' lowest pay, highest traffic, highest turnover, "Citygate" information, and the Materials budget (A.K.A. the book budget). Slakey offered a copy of these points to board members. Freeman and Jackson requested a copy. Freeman said she had given Doug Tessitor a packet. Slakey compared the money needed to update the park with the money for library staff and maintenance. Weed-Brown said on-going costs for park maintenance have apparently not been an issue.

Weed-Brown reported that the salary survey on Circulation Manager had been completed. This title is regularly used by libraries and covers about half of what is expected of GPL's "Customer Service and

Facilities Manager" position. About 15 cities had been called and surveyed on salary and responsibilities to see where Glendora's mid manager position fell in comparison. Weed-Brown will formalize the information and bring back to the board.

As the materials budget was surveyed, Slakey requested a reminder about lost or damaged materials going into the city's general fund. Weed-Brown said that the category of Fines & Fees includes lost/damaged books; \$5,070 of the 2003/2004 \$48,925 total was for lost/damaged books/material. In response to a question from Theel, Weed-Brown noted that in most libraries the money has gone back into the general fund instead of being used to replace those very materials paid for. Jackson wondered how we could lobby to get the money back where it belongs. Weed-Brown said it would be discussed Eric Ziegler, City Manager first. Weed-Brown and Jackson concurred that the amount was not a "make or break" item. Slakey noted it was a significant number of books, though. Weed-Brown pointed out that the statistics on non-Glendora usage were snapshot statistics taken as a look at a certain point in time, and that 60-70% of our usage is Glendora usage. Theel noticed a drop in number of items loaned. Weed-Brown referred to the December/January closure for the retrofit and the subsequent closure for the Plaza project. Freeman added the inconvenience of the parking lot being redone. Slakey referred to the reduction in numbers juxtaposed with the usual traffic of 1100 patrons daily. Board members mused about a rapid video showing rapid entrances and exits of patrons.

Centennial Update

Weed-Brown updated the Centennial information. The event will be the 1st Saturday in December, December 4th. The ceremony will be from 10:30-11:30 with the Boy Scouts presenting the flag. There will be appropriate comments, 'Focus on the Future' essays from youth, hopefully we will be able to comment on the Sunflower Library project as our legacy for the next 100 years. Hodson has spoken with an Indian Chief to do the closing blessing. The event will last throughout the day. In the afternoon there will be a traditional Open House, possibly with a harpist /flautist. The 2nd Saturday is the Christmas parade. Freeman mentioned the Glendora Women's Luncheon would probably be around the same date.

Weed-Brown brought Board Members up to date on the Merida visit. The Friend's Foundation is funding the event up to \$2500. Invitations will be given to the Board, City Council, select donors. Dinner will be from 6-8 pm and will include a 'sneak preview' of the exhibits. The following day's event begins at 10:00 a.m. with the lecture scheduled for 11:00 a.m..

Slakey reported that there were 4 respondents with layouts for the Railroad Expo. Weed-Brown mentioned the November poetry event with Bruce Sievers. Slakey told the Board Sievers had been requested to write poetry about the centennial. Weed-Brown listed the topics for the centennial display case: October: Railroads, November: Veterans/Military, December: Antique Toys. Slakey said all those displaying had been contacted. Weed-Brown invited any other questions about the Centennial. Slakey mentioned that Michelle Pasillas, Library Page, was working on the centennial booklet under Chris Craven's guidance. Weed-Brown commented that it was a result of the library's "self-evaluation" process done with each staff's annual evaluation (part time as well as full time staff), on which Michelle had mentioned her graphic arts capabilities and a desire to use and develop them.

Library Board Goals

Slakey requested feedback from board members on their thoughts about meeting individually with Council Members rather than as a group. Theel and Jackson responded positively. Slakey invited other suggestions as well. Slakey listed three goals: meeting one-on-one with Council Members; attending Council Meetings; closer ties with the Friend's Foundation. Discussion ensued on methods of meeting implementing these goals. Weed-Brown and Slakey will work together to craft the formal goals. Theel asked for the timeline regarding Council Agenda items. Weed-Brown said the Wednesday prior to the meeting is the deadline for information to go out to the City Council or to get on the agenda, and if any written information were to be included, it needed to be in at that time as well.

NEW BUSINESS

Library Events Calendar

Freeman and Theel each said they would like to participate in Spooky Stories this year. Weed-Brown told the board the event would be more structured this year with specific books and finger plays. Slakey noted that the dates for Teen Read had been changed. There was discussion in holiday hours; the library will be closed the Fridays of, Christmas Eve and New Year's Eve, as well as the actual days of

Christmas and New Year's. Affirmation of these closings will be on the agenda for next month for the board to approve.

BOARD MEMBER ITEMS

Agenda Planning Calendar

Items for future discussion include the SAB report from Pam Vermons, the salary report, the trusty memo, and the formal Board Goals.

Board Member Items

Freeman will be at Washington School Back-to-School Night and will take applications for library cards. Theel mentioned that he was looking forward to the CALTAC Workshop at Cerritos this weekend. Weed-Brown highlighted new, re-energizing plans for the Star Award program. The Board discussed ideas for acknowledging staff.

ADJOURNMENT

There being no further business, meeting adjourned at 9:04.

Respectfully Submitted,

Robin Weed-Brown, Library Director

*The above minutes are subject to the Library Board's additions or corrections and final approval.



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Glendora, CA 91741

MEMO

To: Board of Library Trustees
From: Library Director *Resin*
CC: City Manager
Date: October 18, 2004
Re: Director's Report

Community

Pam Vermons, SAB appointee, joined me on Sept. 23, 2004, in Redondo Beach for the MCLS meeting. She will be reporting on her experience at the board meeting.

The Merida event went well. Only 4 people ended up making the trip from Merida due to illness. This also delayed their arrival until Friday, Oct 8th instead of Thurs. 7th. The dinner on Friday night was well attended. Approximately 50 people welcomed our visitors including Councilmen Conway and Herman, our City Manager and Deputy City Manager. The Saturday event went well. People wandered through the exhibits all day. Approximately 25 people were at the lecture. Sunday I took them to the Glendora Historical Museum, which they enjoyed very much.

The Railroad Expo has been canceled due to lack of participants. We discovered that folks with these types of train layouts want longer events than just one day due to the time it takes to set up and breakdown. We had only 3 trains and 4 'handouts only' sign ups and that just wasn't enough to qualify as an event. We do have a terrific train display in the Centennial Exhibit. John Lundstrom, Jesse Tomory and Steve Slakey did a wonderful job at setting it up.

We have many events for our youth scheduled in October: Creepy Cuisine, Spooky Stories, Teen Read Week-be sure to check out the calendar of events at the end of this packet.

The Plaza project is nearing completion. The shade structures have been built and soon will be painted; lamps are here and will soon be put up, (we are still waiting on the poles to be delivered). Benches and trash receptacles are ordered and will be here in about 6 weeks.

The library is also in the process of ordering two audio visual bookdrops- one for the front and one for the back of the library, next to the existing bookdrops. They will be clearly marked as AV and will note that they were donated by the Glendora Public Library Friends Foundation. It takes about 4 weeks to receive them.

Staff

Staff is gearing up for a survey of our users on the library collection. Carolyn Thomas is drafting the survey which we hope will give us additional insight on how the public uses the library's many resources and collections. It is scheduled for the first 2 weeks of November at this time.

The Polaris upgrade proceeded with minimal problems. Ted Taylor did a great job in handling the coordination of this process. Along with help from Carlos Baffigo, staff and public computers were quickly updated once the upgrade was completed.

The Library Aide III position closed Oct. 1st. We received 61 applications. They are being reviewed and we hope to start interviewing candidates in a few weeks.

We are also doing an internal promotional opportunity for our Children's Librarian position. It is being advertised as a Librarian I/II. It will close Oct 8th. Once it closes an announcement should be forthcoming within a week.

The vacant mid-manager position for the Development office is also being advertised the month of October with a closing date of Nov.5th.

The Reference Staff has moved back into their office. Additional bookshelves were purchased and a desk for the mid-manager. Carpet and office were cleaned and ceiling tiles replaced before they moved back, a necessity after all of the construction and rain damage this past year. They are happy to be back in their own 'home'.

The Children's Room also got additional shelves this month- Red ones! They are behind the service desk-be sure to take a look at them.

Director

The City is paying for a 2 year subscription to the eCivis grant database. Thank you Sandra Freeman for bring this to my attention (one of the best things to come out of the Citizen Budget Committee!). I have been receiving daily emails from them on grant announcements for several months now. On Oct. 28th I will be attending a full day training session in Pasadena on this service and how to make the best use of it.

The announcement on grant awards for library construction, for us the Sunflower Library project, will be on Nov. 29-30 in Sacramento. Two library and two Charter Oak school people will be going up for the announcement (possibly more may attend, but this is the head count as of this writing.) Mark Hansberger and, we hope, Jon McNeil-principal of the Sunflower campus, Sandra and I will be going. Room reservations are made and we will be working on the flight reservations next. Once we receive the grant it will need to be 'accepted' by the City Council. The first meeting that it could happen at would be Dec. 14, 2004. Then there will be approximately 9 months of design related activities (2 months-design development; 3 months-construction documents; 4 months of time for the Division of the State Architect to review- these are the estimates that Bob Lavey, our architect, gave me) before construction can even start. This moves opening day to July 2007 at best, which might help budget-wise. I want to have one or two Trustees well versed on this project in case I am not available when needed.

I will be attending the LAMA (Library Administration and Management Association) national institute on leadership in Palm Springs in mid-November. It runs Nov 18-21 and I have already made reservations. It will be one of the few times I have been able to get out and network with my colleagues other than at MCLS meetings since I started here at Glendora and I am looking forward to it.

I am traveling to Oklahoma for the Christmas holiday this year. It has been 10 years since we have been back for a holiday with my husband's family! I will be leaving on Dec 21, the day after our board meeting, and back New Year's weekend. I will be spending Thanksgiving with my family in San Luis Obispo.

Division Monthly Reports

Glendora Public Library 140 S. Glendora Ave. Glendora, CA 91741
(626) 852-4891 library@ci.glendora.ca.us

To: Robin Weed-Brown
From: Carolyn Thomas, Anne Pankow, Cindy Romero, and Ted Taylor
Date: September 2004

Adult Services/Reference

Carolyn Thomas

The Reference Staff has moved back into the Reference Office and we are all very HAPPY! We have some new shelving and now have a wonderful workspace.

Programs began again in September. So, all four story times are in full swing. *Books Alive* had 15 adults come to discuss a banned book, The Adventures of Huckleberry Finn, on September 13. We celebrate Banned Books Week every year in conjunction with the American Library Association whose theme this year was "Free People Read Freely". Author Elizabeth Pomeroy spoke to a group of 16 on September 14 on her books Lost and Found in LA I and II. Elizabeth is a local author who highlighted various local landmarks in nearby cities to visit.

Already, new staff have been attending meetings and training sessions. Cindy attended the children's MCLS meeting in Glendale on September 8. Gaetano will be our liaison to ASKNOW, our 24/7 online reference service and he attended training at Los Angeles Public Library on September 29. Both Gaetano and Carolyn attended CALIFA training in Glendale on September 28. CALIFA is a statewide consortium of libraries which plans to advocate and offer vendor discounts for library services and supplies.

Reference staff has had several requests from library school students to observe at the Reference Desk to see what librarians do. Also, several students from APU have interviewed staff librarians to determine the criteria librarians use to add materials to the collection. We welcome the opportunity to mentor students.

Because of our new staff and new office, we have a new exciting energy within the department which, I'm positive, will spread to our patrons. We are all looking forward to the upcoming year. There are a number of events coming up in October including *Creepy Cuisine, Spooky Stories, In and Out Burger Program* and *Teen Read Week*.

Circulation

Anne Pankow

The lights for the Plaza were delivered on Friday, October 8. The boxes are being stored in the staff lounge. The poles for the lights are expected to be delivered towards the end of October. The shelters have been constructed and will be painted soon. The color should match the trim on the library's overhang. Once lights are installed and fully functioning, the Plaza should be ready to reopen to the public. Benches and trash receptacles have been ordered and should arrive in November.

I have been researching audio-visual outside returns. The Friends Foundation budgeted \$8,000 for the purchase of two AV returns. These returns would allow patrons the convenience of returning videos, DVDs, music CDs and software in an outside return. Kingsley Companies, one of the largest and most recognized manufacturers of returns, is located in Pomona. I was able to meet their marketing representative and visit their facility. She showed me various types of returns and answered my questions regarding features and construction of the returns. This helped in making a decision on which type of return to order for our library. The returns should arrive within 4-5 weeks once the order is placed. Once the returns are installed and ready for public use, the library will do extensive publicity on this new service.

Children's Services/Youth

Cindy Romero

We began story times the week of September 13, and have had a wonderful response. 412 people participated in story time during the month of September. Story times are offered 4 times a week: Tuesday, Wednesday, and Thursday mornings at 10:30 and Wednesday evenings at 7. Ms. Bonnie's story time on Wednesday morning is taped for the local cable channel. Mary Pat's Wednesday evening is a family p.j. story time. Thursday morning is for infants and toddlers. We also have given one pre-school library tour, and are scheduled for 3 more tours.

We are currently finalizing plans for special October programs. Creepy Cuisine will be held on Thursday October 14, 21, and 28 at 3:30 pm for children in grades 2-5. Spooky Stories will be held on Wednesday, October 27 at 7:00 pm in the Bidwell Forum. Councilmen Tessitor, Herman, and Conway have agreed to read for the children. Library Trustees Freeman and Theel have agreed to come and help with the evening as well. During regular story times during the week of October 25, the children will be able to Trick-or-Treat around the library. We have also begun In-n-Out's Food for Thought Program. This is a reading incentive program in which children who read five books can receive a coupon for a free hamburger. The program will run through November 20.

We have several displays in the Children's Room. We have a wonderful October, Halloween bulletin board that was created by Mary Pat. Mary Pat has also been coordinating the small display case, where interested patrons can loan their collections to the library for a month. For October, we have a nice Batman display. Please come into the Children's Room and take a look at the displays.

We have begun a new youth volunteer schedule. Mary Pat has been working with the youth in finding times that they are available. We have 10 youth scheduled to work 2 hour shifts weekly.

Development & Education Services (No report at this time.)

Support Services

Ted Taylor

On September 30, 2004, the Library's Integrated Library System (ILS), i.e. GIS Polaris, was upgraded to version 3.1. The 'main' computer was finished before I came to work at 8:30 a.m. Then Carlos Baffigo and I began installing the new version on individual's computers throughout the library. The

computer that makes our telephone calls – “The item that you have requested” or “Someone ... has overdue library items” was overlooked, but this was fixed in a day. New procedures resulting from the upgrade were worked out. All in all, the upgrade went well. The next upgrade to version 3.2 will occur sometime in the spring of 2005.

The new library material acquisition procedures are continuing to be worked out. The selectors are submitting their ‘orders’ to Carolyn Thomas for review, then once approved, the orders are processed. Each Monday of the month, a different group of selector’s orders are submitted for review. This will help streamline the ordering and keep the ‘flow’ of orders in an orderly and timely manner.

I appreciated being able to attend another GIS Polaris User’s Group meeting at Syracuse, N.Y. from September 16-18, 2004. I also attended a pre-conference training session on September 15, 2004.

I learned what changes will be forthcoming, what procedures can be done better, and enjoyed visiting with fellow Polaris users again.

On September 21, 2004, Suzette Farmer and I attended the annual OCLC meeting at the Cerritos Public Library. We learned that OCLC will be moving to its new interface on May 1, 2005. Training for the new system will occur in the months ahead. On October 7, 2004, Carolyn Thomas and I attended another OCLC training session for searching WorldCat of their FirstSearch service. We learned all the various ways to find items in their 56 million databases of library owned items. We are now able to easily identify items that our patrons are asking for that our library does not own. We can either offer to borrow the item from another library—Interlibrary Loan (ILL)—or we can redirect them to another library. “If it is in a library, it can usually be found in OCLC”.

Glendora Public Library

Annual Output Measures Survey Results

ANNUAL OUTPUT MEASURES **FY1996-97** **FY1997-98** **FY1998-99** **FY1999-00** **FY2000-01** **FY2001-02** **FY02-03** **FY03-04****

Browsers' Fill Rate	90-96%	91-97%	91-97%	90-94%	90-94%	97-100%	93%-97%	90%-94%
Title Fill Rate	61-69%	76-84%	76-84%	56-62%	66-72%	55-61%	84%-88%	59%-65%
Subject Fill Rate	68-76%	69-77%	68-78%	72-76%	69-75%	57-63%	69%-75%	66%-72%
Requests filled in 0-7 days	25%	35%	28%	28%	36%	32%	37%	31%
under 30 days	75%	77%	81%	87%	100%	97%	92%	88%
more than 30 days	25%	23%	19%	13%	0	3%	8%	12%
Circulation per capita	7.50	7.20	7.10	6.86	7.13	8.39	8.41	7.36
In-library materials use per capita	2.43	2.62	2.60	2.64	2.63	3.21	3.48	2.79
Library visits per capita	5.99	5.69	5.71	5.28	5.18	6.22	6.45	5.26
Reference transactions per capita	0.65	0.86	0.78	0.83	0.77	0.94	1.89	0.95
Reference completion rate	90%	88%	95%	96%	94%	95%	92%	93%
Registrations as percent of population	76%	70%	70%	69%	67%	74%	60%	70%
Circulation per volume	3.38	3.32	3.37	3.41	3.45	3.58	3.37	2.75
Volumes per capita	2.22	2.17	2.11	2.01	2.07	2.34	2.49	2.67

Data Elements Summary

	FY1996-97	FY1997-98	FY1998-99	FY1999-00	FY2000-01	FY2001-02	FY02-03	FY03-04
Annual circulation	375494	373716	372958	365093	383,802	424,621	425,739	379,524
Annual in-library materials use	105976	135928	136240	140556	141,700	162,552	176,124	143,780
Annual number of library visits	297011	295502	299805	281126	278,515	314,487	326,156	271,242
Annual number of reference transactions	42338	44411	40821	44004	41,241	47,421	60,846	48,758
Annual program attendance (children 0-9)	10287	11866	10353	10646	9,138	10,241	7,206	7,771
Holdings	112589	112518	110620	107102	111,159	118,546	126,223	137,988
Library Registrations	37048	36085	36691	36809	36,070	37,268	41,258	45,443
Population*	50500	51900	52500	53200	53,800	50,600	50,600	51,500

*=State Library Certification/PLF; Census 2000=49,415

**FY 03-04 closed Dec & Jan-retrofit project

Glendora Public Library Summary Data for September 2004

	Last YR Month	This YR Month	Percent Change	Last YTD	This YTD	Percent Change
<u>SERVICE CONTACTS</u>						
I.7 Hours Open	233	230	****	714	685	-4%
A. Library Visitors	23,479	22,455	-4%	79,387	71,107	-10%
A.2 Visitors per Hour	100	98	-3%	113	105	-7%
C. Community Contacts*	1983	1209	-39%	2279	3915	72%
TOTAL SERVICE CONTACTS (A+B+C)	25,462	23,664	-7%	81,666	75,022	-8%
<u>KEY SERVICE INDICATORS</u>						
1. Total Registered Borrowers	—	—	—	42,426	46,505	10%
1.2 Library Cards Issued	419	392	-6%	1,196	1,084	-9%
2. Items Loaned	34,192	29,536	-14%	110,788	95,779	-14%
2.1 Items Loaned per Hour	147	129	-12%	155	141	-9%
3. Requests for Information	5,150	3,741	-27%	14,776	9,772	-34%
C.5 Presentations, Community & Special Events	4	1	-75%	8	22	175%
C.6 Presentations, Community & Special Events - Attendance	937	37	-96%	1,159	387	-67%
E. Total Computer Usage	3616	21174	486%	10,398	56,847	447%
4.9 Children Attending Programs	533	412	-23%	2,634	814	-69%
E.5 Library Home Page Views	1,743	1,831	5%	5,251	5,382	2% ***
<u>SPECIFIC SERVICE INDICATORS</u>						
<i>(included in above totals)</i>						
A.4, A.6 Total Forum Attendance	560	55	-90%	2740	1960	-28%
3.3 Fax, Mail & E-mail Requests for Information	2	4	100%	28	16	-43%
3.2 Telephone Requests for Information	218	198	-9%	673	600	-11%
3.1.3 Percent of In-Person Questions - Complex Questions	108	117	8%	336	287	-15%
4.1 Children's Requests for Information	1091	790	-28%	2,685	2,194	-18%
D.1 Literacy Students Served (Currently Active)	22	7	-68%	65	25	-62%
D.2 Literacy Hours Tutored	36	32	-11%	110	81	-26%
E.2 Internet Users	2543	3284	29%	7,932	9,343	18%
E.3 Electronic Resources Users	1048	676	-35%	2,400	2,232	-7%
E.4 Web Links Collection Views	7,755	17,147	121%	24,982	51,518	106%
F.2 Volunteer Hours	507	374	-26%	1,315	1,419	8%
G.1, G.2 Fines/Fees & Vending Fees Collected	\$4,649	\$3,972	-15%	\$15,525	\$14,080	-9%
H.1 Items Owned (snapshot)	—	—	—	131,027	139,797	7%
I.6 Percent of Collection Overdue (snapshot)	4%	4%	0%	—	—	—
2.3 Percent of Collection Checked Out (snapshot)	26%	21%	-5%	—	—	—

* New statistical data being collected starting March 2000

**YTD figures represent annual average visits per hour

***City does not default to the Library's Web Links page, consequently numbers are lower and software changes are counting differently

****Library only open for one week in December-safety retrofit

We are monitoring new system data and these stats are subject to verification.

LIBRARY GOALS and OBJECTIVES FOR 2004-2005: First Quarter Update

Goal:

- The community will be enriched by services that promote the value of learning for life.

Objectives:

- Implement the 3 Summer Reading Clubs with estimated participation of 1500 children, 100 adults and 100 teens by June 21, 2004 (*Key Staff: Carolyn Thomas and Public Services staff*)

Status/Results: 3 SRCs ran June 21-July31, 2004. 18 programs were offered to 1,217 participants with 114 youth volunteers assisting. 1091 children, 80 teens and 46 adults participated; planning for the 2005 SRCs begins in January 2005.

- Continue the Library's Centennial Celebration events and plan a Grand Finale, all funded by the Friends Foundation -by 9/30/04 (*Key Staff: Trustee Doug Hodson, chair, Centennial committee, Library Director*)

Status/Results: July: Centennial Night on the Plaza; October: Yucatan/Merida celebration & Railroad Expo; Nov: "An American in Love with his Country"-veteran poetry; Dec: Closing finale Dec 4

- Continue the expansion of the "Cards for Kids" project, including special "Library Night" for participating schools-Fall and Winter 2004 (*Key Staff: Sandra Freeman, Trustee, Development Office*)

Status/Results: Washington Elem. School- Sept. 23;

- Survey Library users on services currently available in Library- May 2005 (*Key Staff: Anne Pankow*)

Status/Results:

- Expand "Books Alive" adult book discussion group to bi-monthly, in response to demand- begins July 2004; a reading guide will be developed by December 2004. (*Key Staff: Carolyn Thomas*)

Status/Results: Sept 04: Adventures of Huck Finn; Nov: Power and the Glory; Jan 05: Life of Pi; Mar: Snow Country; May: Absolute Friends; July: Sci Fi -individual selects; Reading Guide completed in July 2004

Goal:

- The community will have a library that is welcoming, safe and accessible and a comfortable environment to read, find information and interact with others.

Objectives:

- Continue to completion, with Public Works, the Plaza/Library roof capital project - by December 30, 2004 if possible (*Key Staff: Anne Pankow, Carlos Baffigo, Public Works staff*)

Status/Results: July-Sept: prep work, membrane and concrete poured; Oct -Nov: Lights, shade structures, benches, trash receptacles installed

- Via Friends Foundation funding, add audio visual book-drop(s) to Glendora Ave. and back parking lot if space allows, to protect the AV materials and make returns easier for public- by September 30, 2004 (*Key Staff: Anne Pankow*)

Status/Results: 2 AV book-drops ordered in late September 2004

- Plan and implement 3 in-house staff training sessions on customer service, leadership and communication to better serve both internal and external customers- by June 30, 2005 (*Key Staff: Library Management Team*)

Status/Results: Communication/listening skills workshop for all staff with Ray Rood, June 2004; 2 Leadership training sessions with mid-mangers and library director, lead by Ray Rood in July 2004;

Goal:

- The community will have access to a wide array of library resources in formats that meet their reading, enrichment and information needs.

Objectives:

- Create promotion package on Library's 'wall-less' services, e.g. e-book collection, 24/7 reference services - by June 30, 2005 (*Key Staff: Ted Taylor, Carolyn Thomas, Maggie Lara and Public Services staff*)

Status/Results: Discussions with Ted, Carolyn and Maggie begun in Sept. 2004

- Survey library users on collection needs- by October 30, 2004 (*Key Staff: Carolyn Thomas*)

Status/Results: Carolyn working on draft

- Digitize library instruction pathfinders and post on web for easy access by citizens- by Dec 30, 2004 (*Key Staff: Ted Taylor, Carolyn Thomas, Maggie Lara*)

Status/Results: Initial discussions with key staff held in August and Sept. 04

- Upgrade/revamp Library's Web pages- by June 30, 2005 (*Key Staff: Ted Taylor, Carolyn Thomas, Maggie Lara, Library Director*)

Status/Results: Initial discussion with key staff held in Sept. 04

Goal:

- The community will be enriched through a respectful partnership between the Friends Foundation and the City that provides volunteer and financial support to enhance library services in the areas of Information Technology, Community Education, and Youth Reading Services. *

Objectives:

- Family Literacy Pilot Program: In partnership with the Glendora USD, take the Summer Reading Club out to low income housing areas to at-risk children in Glendora; Summer 2004 (*Key Staff: DES staff, Sandra Freeman, Trustee*)

Results: As a pilot program this exceeded expectations. Only 50 participants were initially targeted. 16 volunteers and 2 library staff members ran the program; 146 children were served, 27 library cards issued and 39 more reactivated; 391 books given away (purchased at "The Blue Chair") at 6 sites throughout Glendora for a cost of approximately \$2,000.

- Sunflower Library Project, on-going: *(Key Staff: Library Director, Library Board, Friends Foundation & DES office)*
 - Grant award announced in Fall 2004
 - Expanded fundraising will begin once award is announced. Additional grants will be submitted and a community campaign begun

Status/Results: still waiting for grant announcement

- Adult Literacy Services:
 - Create computer learning lab for literacy students in partnership with Whitcomb School, GUSD by December 30, 2004 (timing is dependent on completion of Plaza project) *(Key Staff: Paul Rohde and DES office)*

Status/Results: Plaza project needs to be completed before space becomes available however the resources, such as computer, software, training materials, are ready to go once space is opened up

- A new Literacy Coordinator, hired with CDBG funds, under the direction of the Dev. & Ed. Serv. Manager, will:
 - Re-evaluate and provide additional training and monitoring to the tutors and adult learners- by June 30, 2005 *(Key Staff: Paul Rohde, DES office)*
 - Create, plan and implement a pilot project to take the adult literacy program to selected Glendora businesses- by June 30, 2005 *(Key Staff: DES office)*

Status/Results: Paul Rohde is ready to implement new computer based literacy training, for students and tutors, evaluation and outcomes monitoring as soon as space is available; planning for business outreach in process

- Evaluate library programs and events in consideration of cost, community response and other library needs for most effective use of Friends Foundation funding- by April 30, 2005 *(Key Staff: DES office)*

Status/Results: As programs occur, evaluations and cost per are being done. For example: Summer reading clubs: done; SRC outreach: done

* Due to the resignation of the Development and Educational Services Manager and a possible re-structuring of the DES office, these goals may be modified)

GLENDORA PUBLIC LIBRARY
LIBRARY USE ONLY

News For Library and Information Decision Makers

GLENDORA PUBLIC LIBRARY
LIBRARY USE ONLY

CA To Vote in 2006 for \$600M In PL Construction, Renovation

California governor Arnold Schwarzenegger signed the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2006, SB 1161, on September 23. If voters approve the measure in March 2006, it would authorize \$600 million of state general obligation bonds for library construction and renovation. New state librarian Susan Hildreth praised the governor: "By signing this landmark bill, Governor Schwarzenegger is demonstrating not only his support of California libraries but also his knowledge of the crucial role libraries play in California's communities." Hildreth equally applauded Sen. Dede Alpert (D-San Diego), the bill's author, saying California's libraries and citizens are "fortunate to have as strong and visionary an advocate."

The California Library Association, which sponsored the bill, noted, "In

addition to all of the support from boards of supervisors, city councils, mayors, and others in the library community, we were also able to get the support in recent days from the California Building Industry Association, the architects association, and other similar organizations outside of the library community." If the bill proves triumphant at the polls, the California State Library said that the \$600 million will continue the highly successful library construction measures of 1988 (\$75 million) and 2000 (\$350 million). As with the previous acts, this proposal would require a 35 percent local match.

The optimism elicited by the proposal—which only requires a 50 percent voter approval, not a supermajority—contrasts with the hard times facing the state library and some California facilities. "California is still suffering from a somewhat sluggish economy," Hildreth stated. The state library, which had 250 employees a few years ago, she noted, now has fewer than 170. The materials budget is one-third of its peak. The state has cut the Public Library Fund (PLF)—which libraries use for such things as materials and operations—about five percent, to \$14.4 million. In 2000-01, the PLF was \$56.8 million, and even that did not reach the limits of the law, which allows the legislature to appropriate an amount up to ten percent of a target "foundation" level of service based on a per capita cost each year. —MR, NO

Library Aid to Republicans Only Promised by NY Gov. Pataki

By a margin of one vote, members of New York's State Assembly were

unwilling to override Gov. George Pataki's veto of \$4.478 million in library aid and \$337,500 in state funding for the New York Public Library's Science, Industry and Business Library and CUNY Initiative. A day later, the reason emerged: Pataki promised Republican assembly members that he would send money from a discretionary fund to libraries in their districts. "It's a huge constituent issue," Assemblyman James Hayes (R-Amherst) told the *Buffalo News*.

Michael Borges, executive director of the New York Library Association, called Pataki's plan "haphazard and arbitrary. I don't see how this is going to solve the problem and meet the needs of the library community." Most state money goes to library systems, but assembly members apparently would be able to decide whether to send money to local libraries or library systems. "We're pleased that library funding is at the forefront," Borges said, "but we still are hopeful that full funding will be restored by the end of the year, either through an override or a supplemental budget." The fiscal year began April 1. —NO

IMLS Announces \$13.8 Mil. In National Leadership Grants

The federal Institute of Museum and Library Services (IMLS) has announced this year's third and final round of National Leadership Grants. IMLS awarded \$13,840,786 to 44 museums and libraries; recipients will match the grants with an additional \$14,767,538.

The Digital Library Federation was awarded \$292,456 for a partner-

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Library Journal

When LSSI Comes to Town

BY NORMAN ODER -- 10/1/2004

Public libraries, private company: the outsourcing compromise

See also [More on LSSI...](#)

At meetings of national city and county associations, the only library exhibitor is often Library Systems & Services, LLC (LSSI), the first company to offer full outsourcing (or privatization, to some) of public libraries. LSSI offers a seductive line: it can do more with less.

As local governments squeeze budgets, LSSI, which has a history in both outsourced federal government libraries and virtual reference, sees more business, even though it has fewer than ten public library contracts at this point. In July, the city of Germantown, TN, hired LSSI to run its branch; the decision to go independent saved money but meant cardholders could no longer borrow books from the Memphis–Shelby County system it had left. It's unclear whether city managers anticipated that, but outsourcing often brings compromises—ones perhaps more apparent to professional librarians than their municipal bosses.

LSSI can boost professionalism in struggling libraries, at least for the short term, and guarantee certain service benchmarks. Indeed, LSSI clients—mostly local officials, not librarians—praised the company's performance, according to a 2002 report by the Florida House of Representatives.

Outsourcing can save money, but at what cost? LSSI's performance eludes full evaluation—statistics like hours, circulation, and spending provide only a sketch. But LSSI's record suggests tensions between a profit-seeking company and a public agency. Savings may go to profits instead of services. Fully outsourced libraries no longer control compensation—and LSSI saves money on staff. Also, the library may be less publicly accountable.

The company makes some librarians uneasy. Barbara Custen, executive director of the Metropolitan Cooperative Library System (MCLS), Pasadena, CA, notes that when cities ask her what it would cost to run their own libraries, MCLS provides "an objective number." LSSI, she points out, may advise a city on how to run its own library, then bid on that same service.

A profession confronted

The library profession has not fully addressed the outsourcing issue. Outsourcing cataloging, processing, and some other professional tasks has become routine, but the extension to book selection and management was a shock. As a result, the American Library Association (ALA) established a task force on outsourcing and privatization after the Hawaii State PL System outsourced all book selection to Baker & Taylor in 1996 and Riverside County, CA, officials hired LSSI to run the Riverside County Library System (RCLS) in 1997.

The task force observed that good library work is closely tied to the community, not "a simple commodity," and that libraries represent a "public good," essential public services most efficiently provided by the government, not the marketplace. The task force recommended that ALA oppose "privatizing core library services to for-profit corporations," but, in 1999, ALA Council found the task force's work too speculative.

Council instead approved a study that looked at the outsourcing of cataloging, two cases regarding materials selection, and two concerning management (Riverside and NASA libraries). The study observed that the condition of libraries in Riverside "continues to be poor" because of underfunding

but concluded that "outsourcing has been an effective managerial tool"—a statement LSSI reproduces on its web site (www.lssi.com).

To the Investigators, no case study constituted privatization. Led by Robert Martin, then professor in the School of Library and Information Studies at Texas Woman's University, Denton, and now head of the federal Institute of Museum and Library Services, they found the task force's terms unworkable. They defined privatization as relinquishing policy control to a vendor—a shift that no vendor had sought. In 2001, Council endorsed a milder statement opposing the "shifting of policymaking and management oversight of library services from the public to the private for-profit sector"—which has no effect on LSSI contracts since the library board or municipality makes policy.

While some communities—such as Fargo, ND, and Finney County, KS—hired LSSI after learning about the company from ALA or the Southwest Kansas Library System, LSSI no longer pitches management services at library conferences. "We're a company that brings value to our customers and improved library service," company CEO Frank Pezzanite tells LJ. He notes that LSSI's Virtual Reference service, since sold to Tutor.com, was welcomed by many. "[But] I get the impression from time to time that we're considered to be the Darth Vader of the industry."

Profit pressure

LSSI generally manages the entire library budget, whether it employs all staffers or just senior managers. VP Bob Windrow told the *Dallas Morning News* in 2001 that the company "earns money through streamlining procedures, automation, changing procedures, and staff training." The article doesn't mention that LSSI charges some clients (though not RCLS) general and administrative costs up to 15%, which include handling fees on materials of 5%. Additionally, the difference between the budget and what is spent contributes to profit.

Also, while LSSI can ramp up libraries that have lagged technologically, Windrow's statement sidesteps a key LSSI strategy: saving money on staff. In a proposal to the Dallas PL (DPL) board last year, Windrow acknowledged, according to board minutes, that the company would keep costs down by paying lower salaries and benefits, hiring fewer librarians, and choosing less-educated employees than current DPL staff.

Fargo PL director Charles Pace, a former LSSI staffer, sees the tension between quality and profit. He was hired in June 2001 by LSSI to run Fargo PL. In 2003, he was employed directly by the city after the library board canceled its LSSI contract, dismayed that the company fell behind on several bills. Pace notes, as do two board members, that LSSI's temporary director in Fargo, Lynn Wheeler, stabilized the library, which had lacked leadership. LSSI, according to the Florida report, also significantly reduced the time it took to bring books to Fargo PL shelves.

LSSI, Pace recounts, "brought in well-respected library consultant Ron Dubberly"—a member of the company's Advisory Council—to help with strategic planning and also "provided a collection development expert." However, says Pace, after a few months in his job, "the positive phase of LSSI's accomplishments here came to an end. There was a considerable amount of pressure [from LSSI] to look at ways we could generate revenue and not to spend out the full library budget." LSSI also requested a 28% budget increase and got 11%. Pace adds, "It was very difficult to serve two masters." Company spokeswoman Terri Armand says, "LSSI does not typically comment on statements made about LSSI by former employees or clients."

Riverside: a showcase?

"We've accomplished more growth in service, developed more functional partnerships, and completed more building projects (without a tax increase or bonding) in the last seven years than I have ever witnessed in a system of comparable size and resources," says Gordon Conable, LSSI's executive VP of public library operations. Recently, RCLS and neighbor San Bernardino jointly upgraded musty automation systems. LSSI points to RCLS as evidence it can boost service elsewhere.

But RCLS is an unusual case, as Ronald Baker indicated in "Outsourcing in Riverside County: Anomaly, Not Prophecy" (*LJ* 3/15/98, p. 34-37). Once part of a combined city-county system, RCLS

offers stripped-down library service, with no central library—nor coordinators for collection development or youth services. More than 90% of staff—a notably high number—work on public service and local library operations. The system—with 28 branches, two bookmobiles, and two other facilities—has 33 MLS librarians, a respectable ratio out of 139 FTE staff but one that indicates basic branch coverage.

LSSI itself operates leanly. According to a 2002 county audit, the company used 5.29% of the contract for overhead—well below the 10% charged previously by the city of Riverside as an administrative fee. Pezzanite, an automation veteran, oversees some contracts himself, as does his wife, Judy, the COO and a librarian, from LSSI's Germantown, MD, office.

In "Why Outsourcing Is Our Friend" (*American Libraries*, 1/98, p. 72–74), LSSI advisor Dubberly called the Riverside/LSSI model "eminently replicable." Gary Christmas, Riverside county librarian from 1997 until this July (when he became deputy county executive officer), praises LSSI, noting the county sought the most service, not the lowest bid. Still, he acknowledges that RCLS's experience "can't be a model for anyone else, because they don't have the circumstances we do."

As Baker, who formerly headed the combined system's central library, wrote, the county had a white elephant library administrative service center—which now costs \$567,432 a year in debt service. In June 1998, less than a year after outsourcing, RCLS found a tenant for that building. Now tenants pay nearly all that debt service, expanding the budget for the library—something not mentioned in LSSI accounts of Riverside.

Service at RCLS can be seen through two distinct lenses. Hours, materials, and the number of librarians have jumped, thanks to increased public funding and the service plan developed by LSSI and the county. Still, with a per capita budget under \$14 for its 892,800 constituents, RCLS lags behind most peer libraries. The materials budget, \$180,000 in 1997, now includes \$450,000 from the library fund, plus \$600,000 in mitigation fees from new residential development. However, materials funding remains less than half the \$2.61 per capita figure—the level of the lowest quartile of peer libraries—that LSSI's own consultant, Dubberly, recommended back in 1998. Meanwhile, RCLS cardholders account for 40% of the library's checkouts in Rancho Mirage, a Riverside County community with a well-funded independent library.

Workers shortchanged?

At conferences, LSSI distributes a 2002 article from *The American Enterprise* (published by a conservative think tank) that lauds LSSI's work: "For vested interests like unions, however, the company's ability efficiently to meet terms set by local officials offers no solace."

Some LSSI practices, such as a reliance on paraprofessionals, reflect tactics adopted by other cash-strapped libraries. According to the Riverside County audit, LSSI spent 50.02% of its budget on direct labor and 13.12% on fringe benefits—somewhat less than many comparable systems. LSSI prefers having all library employees work for the company. "We have much more control. We can incent them," says Pezzanite. "If an employee does a good job, we like to give them a \$5 gift certificate to Borders Books or Mrs. Fields."

Existing RCLS workers were offered the same salary; Pezzanite notes they were happy to gain stability. Future hires received lower pay, according to the ALA report, which also acknowledged "vague indications of increasing workloads and decreasing compensation—especially in terms of benefits."

Pezzanite asserts, "If you took the pension out of the equation, the [benefits] scale would be tilted in our favor. Throw the pension on there, maybe it's equal, or maybe it slides the other way a little bit."

The difference in retirement benefits, unspecified in the ALA report, is stark. Those working for LSSI get a chance to contribute to their own 401(k) plan—a sum subject to market vagaries—to which LSSI provides a match it wouldn't specify. By contrast, 20-year Riverside city or county employees who participate in California Public Employees' Retirement System (CALPers) are eligible for a lifetime pension at age 55 of 40% of their annual salary.

The loss of civil service rights and pension vesting has alarmed unions and library groups. "Having that package changed on you is very disruptive to the entire institution," notes Pat Tumulty, executive director of the New Jersey Library Association (NJLA).

Last year, staff at the Passaic PL, NJ, joined a union to fight a proposed LSSI contract that would have made them all company employees. NJLA, which had not opposed LSSI contracts where the company provided managers but staff remained public employees, says the proposed contract—since dropped—would have been the state's first privatization of a public library.

The volunteer dilemma

Staff costs make up the largest chunk of a library budget, so at an LSSI library, volunteers embody not only community spirit but also potential profit. New management may liberate untapped energies; when the company took over the library in Calabasas, CA, formerly a branch of the County of Los Angeles PL, it initiated a Friends group.

Asked to comment on the use of volunteers, Sally Reed, executive director of the Friends of Libraries USA and a critic of outsourcing when on the ALA Executive Board, says, "There should be full disclosure that money saved through volunteer services may well translate into increased profits for a private company ...making the company look better."

In Lancaster, TX, LSSI operates a building more than three times the size of its predecessor, even as the number of FTE staff has increased from seven (three MLS) to 8.5 (two MLS). Volunteer hours have more than quadrupled, though Armand points out that they represent little more than 1 FTE and that the library has new sources of volunteers via the Texas court system and from teens.

The library has seen significant turnover: seven of nine employees listed on the library web site since outsourcing have left. Armand would not say whether volunteers did work such as reference or processing but did stress that LSSI "does not use volunteers in lieu of paid library staff or as a means of controlling costs."

The bottom line

It's hard to determine how much profit LSSI makes. Only Riverside County has released a full audit of its LSSI contract; an analysis of 2002 expenditures showed that LSSI earned only an \$80,000 profit (1.02%) on the contract that year beyond its overhead. Is that good negotiating by Riverside, an LSSI willingness to make the library a showcase, or both?

In Texas, LSSI representatives said they didn't "foresee a profit in the first few years, but their number one goal is to have a presence in the area," according to Lori Iwanicki, assistant to the Lancaster city manager. LSSI has since signed contracts in two other Texas jurisdictions.

LSSI has apparently made a profit in Lancaster, a Dallas suburb, though the numbers are unclear. Some 42.7% of Lancaster's 2002 budget and 45.7% in 2003, according to statistics provided to the state library, constituted "other operating expenses." What's in that category? "As long as they're doing what they need to do, we're not going to ask them to detail every expenditure," says Iwanicki.

Meanwhile, spending on staff and materials went down; LSSI's Armand says its profit also went down but would not provide details. For salaries/benefits, Lancaster spent 50% of its budget in 2002 and 48% in 2003, losing one of three MLS librarians. Three neighboring library systems spent from 64% to 80% on staff (with more librarians), yet they also spent a greater percentage on materials. Though 15% spending on materials is considered good, Lancaster spent 8% in 2002 and 6.6% in 2003.

The city's new building opened in 2001 with a new collection, just as it began outsourcing. Notes city spokeswoman Opal Mauldin-Robertson, "The materials budget will increase as necessary to keep the collection fresh." Lancaster had a higher circulation rate in 2003 than two neighbors (by 11% and 32%) but also a 14-day rather than a 21-day loan period.

Similarly, in Finney County, KS, spending on staff went from 59.5% in 2002 to 51.9% in 2003, while materials spending declined from 12.4% to 11.4%. Armand says LSSI's profit also went down but would not elaborate. Board chair Pat Fishback, asked how LSSI makes a profit, says, "There are certain things since they are a private company that's not required to be public knowledge. We know the amount of money we pay them for the services we contract for, and we are satisfied." Previously, two board members, concerned about the loss of local control, resigned in protest when the county hired LSSI.

When the city of Linden, NJ, ended its LSSI contract early, Linden mayor John Gregorio said the city would save \$300,000—about 15% of the library budget—by running the library itself. Six of 37 staff members had retired, but the budget LSSI was managing had held constant.

Marketing claims

Some LSSI marketing claims are, at best, imprecise. In a February 14, 2003, pitch letter to potential customers, then-LSSI West Coast director of sales and marketing Lee Ireland claimed that LSSI manages "over 45 public libraries across the United States." At that time, LSSI had seven public library contracts but managed some 45 public library *buildings*.

A flyer distributed at the New Jersey Conference of Mayors last April said, "LSSI is currently managing libraries for these communities"; the 20 communities listed represented seven contracts, two of which had expired by that time.

LSSI press releases say the company recruited new directors for the libraries in both Lancaster, TX, and Finney County, KS. LSSI did provide veteran interim staff for the libraries, which had had long vacancies, but the directors ultimately hired had applied for the positions before the communities officially contracted with LSSI.

A 2002 LSSI press release cited more than \$250,000 in grants gained in Lancaster—part of the reason the Northeast Texas Library System later named Lancaster's Cami Loucks the library employee/director of the year for 2003. However, the library must share nearly half the money: two grants totaling \$225,000 underwrite shared services in Lancaster and neighboring Cedar Hill.

Compromising transparency

As public agencies, libraries should be transparent, but this ethic does not necessarily hold for a private company. In the past, LSSI has trumpeted good news but been elusive when asked tougher questions. When the city of Linden, NJ, ended its LSSI contract early, it contractually agreed to portray the management change in the "most positive manner possible" and an effusive quote from Mayor Gregorio appears on LSSI's web site. Neither that endorsement nor the subsequent LSSI press release acknowledges the city's \$300,000 savings.

Because of a contract clause preventing current Jersey City PL (JCPL) top managers from discussing LSSI, it's hard to evaluate fully LSSI's performance at JCPL, where it operated from 1999 to 2001. A study by Arthur Andersen noted that the library "lacked automation, training, and leadership prior to LSSI's arrival." The New Jersey State Librarian had refused to release grant funds. Allan Kleiman, head of reference at Westfield PL, NJ, and a one-year employee of LSSI at Jersey City, says, "I don't know who could have done it outside an LSSI type that could bring in a heavy-duty team."

When the contract ended, LSSI sought to block criticism from new director Priscilla Gardner—who once criticized LSSI vocally—and the assistant director. The nondisparagement clause might have been a quid pro quo. Board chair Mofalc Meinga tells *LJ*, "It was a mutual agreement, because they let us out of a contract early," thus avoiding a potential "sizable fee" to terminate. "I would give them a good recommendation," he adds with a laugh. "I'm not gagged on that."

Former employees say LSSI has required them to sign a nondisclosure agreement. LSSI would not comment on that. This requirement was not mentioned in either the Florida or ALA reports on outsourcing.

New ventures

In most LSSI libraries, budget pressures limit service, but it is a constraint LSSI can embrace. Steve Coffman, LSSI VP for business development, has called for libraries to be run more like bookstores, questioning how much the differences (reference, cataloging) are worth to library patrons—and LSSI recently proposed such an "efficient library" project. Most recently, he has argued that libraries should emulate public radio and raise private operating funds. In June, LSSI released a report on such "plural funding," written by a veteran public radio consultant and partly funded by three library entities (see *News, LJ 7/04*, p. 22ff.).

Coffman's crusade—which has sparked criticism from those who emphasize more public support—also could boost LSSI, though Coffman notes, "LSSI is not selling any of these concepts." The web site for the "Plural Funding Project" (www.pluralfunding.org) declares, "Dedicated to improving the funding for America's libraries," but the site, which provides useful resources but does not represent a nonprofit organization, is owned by LSSI. The pilot plural funding project will be in Riverside, which means fundraising might increase LSSI's profits or burnish its showcase.

For now, LSSI's fundraising record in Riverside lags behind its own goals. The RCLS Foundation LSSI established as part of its contract has raised about \$60,000, though company consultant Dubberly said in 1998 that it should raise \$200,000 by the close of FY00. LSSI cites a lag in board members; Christmas points to a lack of foundation staff and that residents identify with branches, not the county. A foundation brochure, which *LJ* picked up at an RCLS branch in January, lists the foundation's web address as www.lssi.com/rcifoundation, but the web site has never been built.

Last resort

If LSSI didn't exist, would it have to be invented? Fargo PL tried hard to find a director before turning to LSSI. The New Jersey State Librarian welcomed the company to supply top managers at Jersey City. The NJLA's Tumulty says LSSI's presence points out that libraries must practice long-term planning and boards must be actively involved.

In Paterson, NJ, the board considered an LSSI proposal but instead found a new automation-savvy director, Cindy Czesak. "I'd have no trouble hiring LSSI to do consulting, but I have real questions about them running a whole system," says Czesak, a former NJLA president. "I think they worry less about developing long-term relationships within the community."

The Florida report concluded that outsourcing fits only libraries with multiple problem issues that can't be solved in-house. Libraries in crisis, NJLA said in 2001, should consider outsourcing management a last resort and first ask the state library for help. Last year, when the Passaic PL board considered an LSSI contract, pushed by the mayor, the state did such a review.

If communities outsource, a professional librarian might best monitor the contract, as Riverside County officials have recommended; LSSI's other, smaller contracts are mostly monitored by nonlibrarians. Riverside's Christmas helped in collection development and sat in on most interviews to hire librarians, while elsewhere LSSI takes on those roles, under the policy guidance of the board.

As long as LSSI meets contract terms, there is little incentive for communities that find their problems solved to look too closely. That suggests a role for library groups to monitor the contract process with the checklists ALA and state units have promulgated. The California Library Association states, for example, that "the rights of library workers to negotiate the conditions of their work must be preserved." The Public Library Association asks, "Have library staff had the opportunity to participate in the planning and decision-making process?" Former LSSI employee Pace suggests that management companies be paid separately from the library budget and that the fee be all-inclusive. That might help address a fundamental question unmentioned on the checklists: If a company runs a library for a profit, how much profit is fair, and what might be sacrificed in the process?

Norman Oder is Editor, News, LJ

Advisory Council

LSSI has hired some well-respected veteran librarians, such as Gordon Conable and Bob Smith, and has connections to several others. When LSSI got the Riverside contract in 1997, the company announced the creation of an Advisory Council. Among the members is Charlie Robinson, former director of the Baltimore County PL and controversial proponent of "give 'em what they want" library service, emphasizing high circulating popular materials. Some former Baltimore County managers have worked for LSSI.

In that press release, which remained on LSSI's web site until this spring, the company said Riverside staffers "will have a chance to get help directly from the most experienced and forward-thinking public librarians in the country." Such help, however, costs extra. While LSSI has hired council members Ron Dubberly, now a consultant, and George D'Elia (professor of library and information studies, Univ. of Buffalo, SUNY) to help clients on projects, council members mainly advise the company on market trends.

Other members are Henriette Avram (ex-Library of Congress, leader in the development of MARC), Linda Crismond, (consultant, former ALA executive director), June Garcia (Dubberly Garcia Associates, former director of San Antonio PL), Ron Kozlowski (former director, Anne Arundel Cty. PL, MD), Robert Rohlf (consultant, former director Hennepin Cty. Lib., MN), and Claudia Sumler (director, Camden Cty. Lib. Syst., NJ). Dubberly, Garcia, Robinson, and Rohlf are past Public Library Association presidents.

For Ramiro Salazar, director of the Dallas PL (DPL), membership on the Advisory Council—even though council members don't solicit business—led to an awkward situation. LSSI last year made two presentations before the DPL, proposing pilot projects. Mary Suhm, then the city's first assistant city manager and a former librarian, says she suggested that Salazar's connection to LSSI could damage his credibility and the confidence of his staff. Salazar then left the council. DPL has not contracted with LSSI.

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MEMO

To: Board of Library Trustees
From: Library Director *[Signature]*
CC: City Manager
Date: October 18, 2004
Re: Holiday hours

Recommendation

It is recommended that the Library Trustees affirm the following closing times for the library during the upcoming 2004 holiday season:

- Thanksgiving Eve, November 24, close at 5:00 p.m.
- Christmas Eve, December 24, closed due to Saturday holiday
- New Year's Eve, December 31, closed due to Saturday holiday

Background

The MOU for mid-managers and general employees grants them four (4) hours off on both Christmas and New Years Eve. This year, due to the holiday falling on a Saturday, this four hour issue is moot.

Thanksgiving "eve", the Wednesday before Thanksgiving is historically a quiet night in the library. Closing early on that day allows staff time to be with their families with minimal impact on customer service.

Approved and adopted this 18th day of October, 2004

Ayes: _____

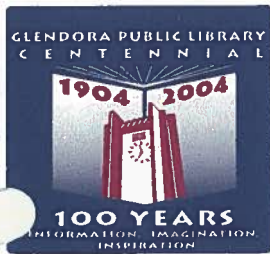
City of Glendora
Library Board of Trustees

Noes: _____

Absent: _____

Attest: _____
Robin Weed-Brown, Library Director

By: _____
Sylvia Slakey, President



Glendora Public Library Events

October 2004

9	10 am-5:30 pm Art & Culture from Merida, Yucatan
14	3:30 "Creepy Cuisine"
18-23	Teen Read Week
18	7 pm Library Board Meeting
21	3:30 "Creepy Cuisine"
27	7 pm "Spooky Storytime"
28	3:30 "Creepy Cuisine"

November 2004

8	7 pm Books Alive! Discussion Group: <i>The Power and the Glory</i> by Graham Greene
11	Veteran's Day – Library Closed
15-20	"Let's Book", Children's Book Week
24	PJ Storytime Cancelled – Library closes early.
25	Thanksgiving Day – Library Closed
26	Thanksgiving Holiday – Library Closed
29-30	Sunflower grant awards in Sacramento

December 2004

4	Centennial Closing Event
7	Santa Visit "Stories with Santa", 10:30 am – Bidwell
8	Santa Visit "Stories with Santa", 7 pm – Bidwell
9	"Decorate your own Gingerbread House" Children's Craft Program - 3:30-4:30 pm - Main Floor
10	InfoPeople workshop in Bidwell on Customer Service
11	Glendora Christmas Parade
14	Sunflower grant acceptance on City Council Agenda
28-30	Storytimes suspended this week

Ongoing Events

- "Time for Tykes" for preschoolers-Tuesday & Wednesdays 10:30 a.m.
- "Family PJ Story Time" - every Wednesday - 7 pm
- The third Wednesday of every month is **craft night** at "Family PJ Story Time"
- "Mother Goose Story Time" for infants & toddlers- every Thursday 10:30 a.m.

Community Outreach

- Babies, Books and Bibs/Family Literacy Outreach, 1st Thursday of every month, Foothill Presbyterian Hospital
- Born to Read, 2nd Thursday of every month during school year, Whitcomb High School

Foundation Executive Board Meeting

Nov.12, 2004 @ 7:00 a.m. Library - Main Floor (need new date)

Foundation Quarterly Board Meeting

October 19, 2004 @ 7:00 a.m. Library – Bidwell Forum