

**Proposal for  
The City of Escondido**

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Dear Jeff and Jay:

Thank you for your time discussing the future of the Escondido Public Library and a possible relationship with Library Systems & Services (LS&S). We have reviewed your information, performed our analysis and prepared this summary of how we can help the library serve the citizens of Escondido.

Our exclusive focus on libraries gives us a deep understanding and appreciation for your mission, vision, and values, as well as the business and technical challenges you face. As a library operations company, LS&S puts strategies, skills, and processes in place to enable local governments to provide citizens with the best possible public libraries. Through both service enhancements and cost savings, our city and county customers demonstrate their responsiveness to constituents and stewardship of community assets in an ever-changing landscape.

We pride ourselves on the collaborative partnerships we form with our clients, and we value the opportunity to work alongside your team to implement change, achieve measurable results, and ensure lasting success.

Sincerely,

*Ed Garnett*

**Ed Garnett**  
**Vice President, Business Development**  
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## Executive Summary

Library Systems & Services (LS&S) welcomes the opportunity to partner with the City of Escondido, library professionals and the community to create a thriving, sustainable library system while reducing the cost of operations to the taxpayer. This document outlines our background and how we can support you.

For more than 30 years, LS&S has had a single mission: enhance the capabilities of libraries so they can focus on patron service and helping their communities flourish. We do this via public-private partnerships with more than 80 public libraries around the country. We employ more than 1,000 people, including 140 professional librarians with MLS degrees from ALA-accredited library schools.

LS&S is passionate about your community's well-being. Our professionals are committed to the public library and to community benefit through library performance. This comes to life through:

- Service levels focused on community needs and mission
- Improved collections, technology, and programs tailored to the community
- Community engagement that makes a positive difference in residents' lives
- The City's continued control of library assets, policies and procedures, not a privatization program where ownership changes hands
- Smooth and orderly transition (rebadging) of all library staff to LS&S payroll
- Availability of generous employee benefits and retirement plan

We are excited to partner with the City of Escondido and the public library. As illustrated below, LS&S partnership results in positive experiences for library staff and patrons.

"I can see the physical changes in the library, and access to a larger number of books and computer facilities. I can see the advantage in having a corporation handle our library. It's a positive experience."

- Rosalie Barili, President, Friends of the Library, City of Moorpark Library

"I was skeptical about anyone other than the local government running our library, but the last 10 years under LS&S have been the most gratifying and productive in my career because of how the company puts communities first."

- Barbara Howison, Regional Director, Riverside County, California Library System

We look forward to working with you as this project moves forward to help the library and community reach its full potential.

## Value Proposition for City of Escondido

Library Systems and Services has developed a model that will transform the Escondido Public Library environment to a service-driven organization where best practices—developed and tested in 80 libraries—provide additional access to patrons and a strategic approach to technology adoption to optimize the City's investments.

Library Systems and Services' approach includes the following benefits to the City of Escondido:

- **Expanded Hours of Operation** to **60** hours a week which will include opening on Sunday, representing an increase in accessible hours of more than 17%
- Seamless **transition** of existing Escondido library staff to the Library Systems & Services team
- **Expertise** from a company of Librarians that is flexible and adaptable to the community's changing needs
- **Technology and innovation** that will provide both the city and community access to industry leading best practice technology solutions
- **Value-add service** to partner with the City on planning, space design, and analysis of the planned new Library

Library Systems and Services appreciates the opportunity to propose our services to the City of Escondido. We are confident our unique approach will strengthen and prepare the Escondido Public Library for the changes and challenges your community will face over the next 20 years. Library Systems and Services is exclusively committed to library systems as demonstrated by our vision, mission, history and industry success to date.

## LS&S Background and Qualifications

Since its founding in 1981 by library professionals, LS&S has developed and applied best business practices to library management and operations while retaining focus on excellent patron service. We remain the only company in the U.S. with the specialty of managing public libraries in partnership with local governments.

LS&S employs more than 1,000 people, in 80+ locations, including substantial operations in California. More than 14% of these employees are professional librarians with MLS degrees from ALA-accredited library schools. LS&S brings expertise and insight to guide, assist, and perform any library automation and processing task.

Our professionals bring decades of experience in all aspects of management and operations including:

- Planning
- Budgeting
- Automation
- Facilities development and management
- Space utilization
- Programming
- Service delivery
- Collection assessments
- Grant-writing
- Advocacy
- Marketing

LS&S has consistently led the industry and been in the forefront of library technological advances. LS&S was the first company to use minicomputers for library cataloging, the first to master library data on optical disk, the first to use and understand the impact of CD-ROM technology, and the first to develop and deploy kiosks for remote access to collections and services. With this unparalleled background, LS&S is uniquely qualified to examine how library systems handle essential functions, such as data storage and IT infrastructure.

As consultants, LS&S takes an analytical approach when assessing the library and technology needs of a community. We work to understand the technological, educational, and civic goals of the City and use them as a framework for developing plans and programs that advance priorities. We assess physical space, from shelving and layout, to structure and staff coverage. We also look for opportunities to improve the user experience, as our ultimate goal is to make a library's services helpful, intuitive, and welcoming for everyone who visits.

In 1997, LS&S won a contract to operate and manage the Riverside County, California Library System, consisting of 24 library branches and one bookmobile. We continue to operate this system today, which now has 35 branches, 2 bookmobiles, and a museum. We operate 5 county-wide library systems,

including: Shasta County, California; Finney County, Kansas; Osceola County, Florida; Sumter County, Florida; and Jackson County, Oregon.

In addition, LS&S operates individual libraries for the following cities:

- Germantown, Tennessee
- Arlington, Tennessee
- Millington, Tennessee
- Collegedale, Tennessee
- Red Oak, Texas
- Leander, Texas
- Farmers Branch, Texas
- Camarillo, California
- Moreno Valley, California
- Palmdale, California
- Santa Clarita, California
- Simi Valley, California
- Upland, California
- Moorpark, California

## Proposed Scope of Work

When developing recommendations for the City of Escondido, we ensure that proposed services align with City priorities, incorporate best practices and focus on service to citizens. This framework leads to collaborative and successful outcomes. Listed below are the services that LS&S will provide to the City of Escondido as part of our engagement.

- **Provide strategic and operational leadership.** Expert LS&S staff helps cities become the municipality they strive to be. Our focus on library system transformation, service to citizens and flexibility in an evolving environment combine with optimized day-to-day operations and community engagement to support economic development. We work with the city, the library board, and library staff to ensure that the needs of all stakeholders are heard and addressed
- **Operating hours on Sundays.** We will add hours on Sunday afternoons to give residents more opportunity to use the library. Weekday hours may be added after further evaluation.
- **Deploy contemporary library technology.** We will implement, host, and maintain a new Integrated Library System (ILS) to provide patrons the best experience possible and eliminate non-core staff tasks, such as system maintenance.
- **Lower IT costs.** Maximize the use of the cloud to lower costs and increase performance. Costs decrease, while all essential systems including the ILS, computers, networks, firewalls, and WIFI function perform above industry standard at 99.9% reliability.
- **Improve efficiency in collections.** The LS&S Collection Support Unit and its MLS-degreed librarians recommend, purchase, and ensure delivery of materials based on circulation and patron demand. Taking advantage of our high-volume purchasing power, they work closely with on-site staff to craft a vibrant, highly-accessed collection tailored to the needs of the community.
- **Deliver real-time collection analytics.** LS&S Collection Analysis shows what titles are popular in your branches, other libraries and bookstores, and which materials should be retired. This collection analysis service would cost thousands of dollars if purchased separately and can help reduce wait list times for patrons.
- **Streamline cataloging.** LS&S Centralized Cataloging maintains catalogs and process requests for maximum accuracy, improved discoverability and database maintenance.
- **Enhance children's programs.** Early literacy education is a vital public library service. We help young learners adopt good reading habits with story time and early literacy programs that lead to grade level reading and academic success for every child.
- **Enrich adult and teen programs.** We offer relevant, useful programs that build computer and digital literacy, job search and workplace skills for adults and spark interest in learning and

careers for teens through technology access, STEM and arts/culture programming, book clubs and special events.

- **Expand special programs.** We will grow Digital Literacy and Digital Creation Station programs to provide access to larger numbers of library patrons.
- **Continued Support of the Pioneer Room.** We will continue to provide support and expand access to the Pioneer room and promote the Library's local collection of Escondido history and genealogy research materials.
- **Improved reporting.** LS&S Centralized Data Tracking highlight trending performance measures, such as cost per visit, computer usage, program attendance and more so that reporting is simple and transparent.
- **Reduce administrative tasks.** LS&S will provide Human Resources, Accounting, Marketing and IT services. Providing this day in and day out service frees the City of Escondido library staff to focus on patron service, designing and planning programs, technology training and readers' advisory.
- **Janitorial Services.** LS&S will provide the janitorial services for the Library, Pioneer Room and Mathes Center. Daily cleaning services will include trash pickup and removal, vacuuming, restrooms, and dusting. In addition, complete floor and carpet cleaning will be provided twice per year and window cleaning once per year.

## Pricing

After thorough review of Escondido Public Library's current practices, LS&S pricing is as follows:

Period	Charges ("Operating Budget")		Min Library Materials**
	Period	Monthly	
Year 1	\$2,475,000	\$206,250.00	\$250,000
Year 2	\$2,545,000	\$212,083.33	\$250,000
Year 3	\$2,617,250	\$218,104.17	\$250,000
Year 4	\$2,701,818	\$225,151.46	\$250,000
Year 5	\$2,778,772	\$231,564.34	\$250,000
Year 6	\$2,858,185	\$238,182.10	\$250,000
Year 7	\$2,945,131	\$245,427.56	\$250,000
Year 8	\$3,034,685	\$252,890.39	\$250,000
Year 9	\$3,121,925	\$260,160.43	\$250,000
Year 10	\$3,216,933	\$268,077.75	\$250,000

*Year's 6-10 optional - Locked in at 3% versus 5-year renewal at 4% or ECI*

### Charges ("Operating Budget")

**Included:**

**Employee Services (Staffing)**

**Maintenance and Operations (ODC)**

- Office/Operating Supplies
- Maintenance of Equipment
- Professional Services/Contracts
- Other Mail
- Training and Meetings
- Dues and Subscriptions
- Auto Allowance
- Other Duplicating
- Advertising and Printing
- Other Telephone
- Other Expense
- Software
- Janitorial Services
- Utilities\*

\*Utilities are included at the base year \$137,900. Any increases would be additional at actual cost

**Excluded:**

Building Maintenance

Fleet Services

Duplicating\*\*

Telecommunications\*\*

Office Automation\*\*

Insurance

\*\*LS&S would like to propose a technology solution pending further diligence

## Ancillary Benefits

When LS&S partners with a local government, we recognize the importance of continuity and commit to having a seamless transition of existing Escondido library staff to LS&S. In addition, we pledge ongoing support and proactive planning to strengthen the existing and future library, including space design and analysis.