



**BUILDING ON SUCCESS:
Los Angeles Public Library
Strategic Plan 2007-2010**



**LOS ANGELES
PUBLIC LIBRARY**

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STRATEGIC PLAN OVERVIEW

"Building on Success," the Los Angeles Public Library's Strategic Plan for 2007 - 2010, is both aspirational and practical; it identifies the library's goals and recommends actions to achieve these goals.



Specifically, this strategic plan is designed to help the library accomplish its mission of providing free and easy access to information, ideas, books and technology that enrich, educate and empower every individual in our city's diverse communities.

This plan is a blueprint for building on the library's unprecedented success.

The plan will also serve as a blueprint for building on the library's unprecedented success in providing new facilities, technology, materials and programs that benefit all the people of Los Angeles.



The firm Dubberly Garcia Associates, Inc. which specializes in library consulting, created the plan with input from library staff, the Board of Library Commissioners, the public, elected officials and other stakeholders.

The firm also used information from the library's customer satisfaction survey, strategic technology plan, updated draft facilities plan, and other documents. The plan follows the widely accepted format of the Public Library Association's planning process.

The goals in this plan are ambitious but attainable.

The Executive Summary presents an overview of the process and findings, while more detailed information is available in the appendices.

The goals in this plan are ambitious, but based on the library's previous successes they are attainable. Critical to the success of this plan is the continuing support of elected officials, library users, support groups, business and community leaders, and library staff.



EXECUTIVE SUMMARY



LIBRARY BACKGROUND

With excellent leadership, good planning, a visionary approach to services and widespread support from communities and elected officials, the Los Angeles Public Library has accomplished what others could only imagine: It built a system of new and renovated libraries that enrich communities; developed traditional and electronic resources that connect people with the information they want; and created innovative services that help children, teens and adults succeed. Astonishingly, it has accomplished this in just over a decade.

Los Angeles Public Library is more popular than ever before.

The Los Angeles Public Library serves the largest and most diverse population in the U.S. through its Central Library, 71 branches, electronic resources at www.lapl.org and programs for all ages. It is a department of the City of Los Angeles and is governed by the Board of Library Commissioners, which sets policies and is a strong library advocate with the public and elected officials.



The library's new buildings and technology, extensive collection of materials and innovative programs have made it more popular than ever before. In 2006, a record 14 million people visited their local library and a global audience logged onto the library's Web site 110 million times.

The library is the product of more than 135 years of fervent support from the people and elected officials of Los Angeles. Created by 200 civic, businesses and cultural leaders, the library was founded in 1872 as a modest reading room in rented space downtown. Over the years, the library grew and flourished, built primarily by community support in the form of taxpayer bonds and funds allocated by elected officials.

In 1992, the Library Foundation of Los Angeles was created to raise funds to enhance, but not supplant, city funding for the library. Since then, the foundation has raised an average of \$5 million annually for library materials, services and programs.



By 2005, the library had completed a 15-year building program--the largest in the nation--that renovated and expanded the Central Library, constructed 64 branch libraries and developed a state-of-the-art technology infrastructure.

Equally impressive, the library completed the program on time and under budget. With the savings, the library built new facilities for six additional branches. These are unprecedented accomplishments for a program of this scale and complexity. Widespread acclaim greeted the opening of each library. The *Los Angeles Times* proclaimed that “many new branches..have become landmarks and have helped to strengthen the sense of community in Los Angeles.”

With these new buildings, innovative technology, strong leadership and community support, the library has transformed itself. Once a place only for books, the library has become the vibrant center of every community it serves. The library offers programs that turn young children into life-long readers, inspire teens to set career goals, and help adults enrich their lives. It offers nearly 20,000 programs and events a year and a collection of more than 6 million books in many languages--all free.

The library's success is the result of excellent management, good planning and tremendous public support.

It has become a place where powerful personal change happens, with special areas within the libraries just for children and teens, and neighborhood literacy centers where adults learn to read. With innovative technology, free computers and computer classes, it is the place where everyone in L.A. can bridge the digital divide.



The library's success is the result of excellent management, good planning and tremendous public support. A master plan for branch library facilities, adopted by the Library Commission in 1988, guided the development of the new libraries. A five-year strategic plan and a strategic technology plan guided service and technology innovations.

Today, the library is a model for others across the nation and around the world. The Los Angeles Public Library is proud of its success in helping people reach their goals. Every day. In every neighborhood.

STRATEGIC PLAN BACKGROUND



The library achieved the goals and objectives of its 1996 Strategic Plan with the completion of its Branch Facilities Plan in 2005.

Starting in 2005, the library began laying the groundwork for a new Strategic Plan. It once again initiated the process of assessing new needs for library resources, services and facilities. It conducted a system-wide Customer Satisfaction Survey of nearly 10,000 patrons, held regional community meetings to guide a draft revision to the Branch Facilities Plan, and facilitated workshops and interviews for this strategic plan.

The planning process included broad participation.

Under the guidance of Dubberly Garcia Associates, Inc., the planning process for the 2007-2010 Strategic Plan included broad participation of the public, staff, library administration, Board of Library Commissioners, Friends of the Library support groups, Library Foundation of Los Angeles, Mayor's office, Los Angeles City Council members, and partner agencies in the city.



The resulting strategic plan identifies eight major goals as well as objectives and activities to achieve the goals. It includes measurements and a timeline for achieving the goals.

These components offer a course of action designed to help the library fulfill its mission of providing free and easy access to information, ideas, books and technology that enrich, educate and empower every individual in our city's diverse communities.

This plan supports the library's mission and the Mayor's top priority.

The plan supports Los Angeles Mayor Antonio Villaraigosa's top priority of creating a world-class educational system that increases achievement and opportunities for all students in Los Angeles.



STRENGTHS AND OPPORTUNITIES

Through community forums, research and interviews with stakeholders, the library's strengths and opportunities were identified. This information provides an important context for determining the goals, which will enhance the library's assets and fully realize its opportunities.



STRENGTHS

The library's most important strengths are:

1. **New state-of-the-art libraries** -- More than 90 percent of the Los Angeles Public Library facilities are new and provide previously unavailable amenities such as: children, teen and adult areas; community meeting rooms; new computers and technology; Wi-Fi; new collections of books and materials; parking; and handicap accessibility.
2. **A powerful presence in every community** -- Following the building program, all 72 libraries are open and serving their neighborhoods—for the first time in decades. They offer welcoming public spaces, new collections and computers, Wi-Fi access, programs and services for all ages, and meeting rooms for community events.

3. **Easy & convenient access** -- Access to the library has never been more convenient. In addition to the 72 libraries located citywide, most library services are available from any computer or PDA through the library's Web site, which is open for business 24/7.

4. **Resources that meet diverse needs** -- Library resources have been skillfully developed to be multi-format, multi-cultural, multi-interest. More than 6.4 million items, an adult literacy program, in-library homework help, career programs and other services help make the library relevant to every segment of the population and have contributed to a steady increase in its use.

5. **Bridges the digital divide** -- As one of the most technologically advanced public libraries in the U.S. with 2,200 public computers systemwide, the library offers access to information for everyone in the city.

6. **Tremendous popular appeal** -- The library has a positive image and is valued by the general public. The library's free services, commitment to creating a literate society, and its role as the center of the community, contribute to the library's tremendous popular appeal.

7. **Broad-based support** -- The library is widely valued by lawmakers, businesses and educators, as well as the public which has passed the bond measures necessary to build libraries. The Mayor, City Council and Board of Library Commissioners have consistently supported the library by increasing the library budget annually for the library to achieve its goals. The current budget is \$119 million.



STRENGTHS AND OPPORTUNITIES



8. **Library Foundation support** -- The Library Foundation of Los Angeles has raised more than \$70 million in the 14 years since it was founded for everything from books and materials to reading enrichment programs, technology, cultural events, exhibitions and more.

9. **Personalized service & credible information** -- No other information resource, whether Google or Barnes & Noble, can match the personalized service and credible information provided by the professional librarians, all of whom are accredited with a Master of Information Sciences degree.



OPPORTUNITIES

Research, interviews with stakeholders and conditions surrounding the library indicate that these are key opportunities for the library to achieve its goals:

1. **Information access** -- The shift to an information society places a premium on access to information and the ability to use technology.
2. **Added value** -- Technology adds value to the library's traditional offerings.
3. **Public place** -- People are hungry for public places that encourage them to share, interact and learn.
4. **Reading for success** -- A love of reading and access to places that encourage reading are critical to the success of children and adults.
5. **Partnerships** -- Enhancing existing partnerships and creating new ones with educational institutions, non-profits, cultural entities, businesses, other government agencies and community organizations increases awareness and effectiveness of library programs.

GOALS & ACTIVITIES



The strategic planning process created:

- ◆ **Goals** that help the library succeed in its core mission.
- ◆ **Objectives** that help measure the success of the goals.
- ◆ **Activities** that help the library reach the goals.
- ◆ **Initiatives** to increase the library's operational efficiencies and effectiveness.

The eight goals and their activities follow. The objectives and operational initiatives are in Appendices II and III.

GOAL 1: IMPROVE OUR COMMUNITIES

People of all ages will be served by libraries that are vibrant neighborhood centers, which are attractive, safe and welcoming places to meet and interact with others.

Activities:

- ◆ Update the Library Facilities Master Plan.
- ◆ Plan new libraries.
- ◆ Increase service hours.
- ◆ Achieve excellent customer service.
- ◆ Offer cultural programming.
- ◆ Offer major exhibitions at Central Library.
- ◆ Ensure a safe environment for public and staff.
- ◆ Improve library maintenance.



GOAL 2: *BRING TECHNOLOGY'S BENEFITS TO EVERYONE*



Customers will have access to technology that connects them to the world of information and enables them to communicate with others, anywhere at anytime.

Activities:

- ◆ Provide for payment of fines and fees online.
- ◆ Improve self-service with a pilot RFID (Radio Frequency Identification) project.
- ◆ Provide public access to computers' USB ports.
- ◆ Complete public wireless Internet installations.
- ◆ Add user-friendly features to the Web site.
- ◆ Improve communication with patrons via E-mail, instant messaging, and podcasting.
- ◆ Add new computer class offerings.
- ◆ Enhance bandwidth to accommodate new electronic resources.
- ◆ Expand resources for visually and mobility-impaired patrons.
- ◆ Digitize unique library collections to bring additional historic photos and LAPL resources to everyone on the Web.





GOAL 3: *HELP STUDENTS SUCCEED*

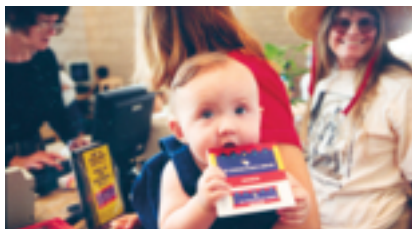
Children and teens will have resources that assist them with their assignments and help them succeed in school.

Activities:

- ◆ Launch a library card campaign for school children.
- ◆ Expand access to electronic resources that support school curriculums.
- ◆ Provide homework assistance.
- ◆ Make presentations in schools and libraries to students and educators.
- ◆ Increase parents' awareness of library resources that help their children.
- ◆ Offer tutoring in libraries for children and teens.
- ◆ Provide SAT training for students through "Student Smart."
- ◆ Promote the library's services to students.
- ◆ Help students use electronic resources for school assignments.
- ◆ Strengthen the collection to support homework assignments.
- ◆ Launch a pilot program to create small group study areas in branch libraries.



GOAL 4: PROVIDE READING READINESS



Infants, toddlers and preschool children will have access to collections, programs, and services that will help them develop a lifelong love of books, reading, and learning.

Activities:

- ◆ Initiate a new "Read to Me LA" program to raise awareness of the importance of reading aloud to young children.
- ◆ Increase collections for preschool children.
- ◆ Offer regularly scheduled preschool story times.
- ◆ Create a preschool section for the children's Web page.
- ◆ Make the library a vital part of day care providers' programs.
- ◆ Promote preschool collections.
- ◆ Include preschoolers in "Grandparents and Books" program.





GOAL 5: SUPPORT LIFELONG LEARNING

Teens and adults will have access to collections, programs, and services that support their personal and career growth.

Activities:

- ◆ Purchase new, high-demand nonfiction in various formats and languages.
- ◆ Promote nonfiction collections with displays and book lists.
- ◆ Increase awareness of the online catalog.
- ◆ Develop programs on a variety of high-interest topics.
- ◆ Expand Central Library's ALOUD cultural programs to some branches.



GOAL 6: OFFER NEW AND POPULAR MATERIAL NOW

Children, teens and adults will have access to materials, programs and services that stimulate the imagination and provide a variety of leisure activities and experiences.

Activities:

- ◆ Expand "Hot Off the Press" best-seller collections.
- ◆ Support book clubs to encourage involvement in the library and reading.
- ◆ Help children and their parents identify books they will enjoy.
- ◆ Expand the collection of new, high-demand children's materials.
- ◆ Increase awareness of children's collections.
- ◆ Offer regularly scheduled programs on a wide variety of topics.
- ◆ Get teen feedback on current collections, programs, and services.
- ◆ Expand popular collections of DVDs, CDs, e-books, e-videos, e-music, audio-books, and other new media.





GOAL 7: CREATE A LITERATE CITY

Adults will have access to materials and services that enable them to acquire basic literacy skills.

Activities:

- ◆ Market the library's literacy program and Web site.
- ◆ Publicize the literacy program at library programs.
- ◆ Continue to train volunteer tutors to help adult students.
- ◆ Increase the number of literacy centers.
- ◆ Increase recruitment of tutors and students.
- ◆ Develop multi-format collections that help improve English reading and speaking skills.



GOAL 8: *EXPAND CULTURAL AWARENESS*

All Los Angeles residents will have access to collections, services, and programs that promote cultural understanding and celebrate the city's diversity.



Activities:

- ◆ Expand the library's Spanish-language Web site.
- ◆ Offer programs, exhibits and displays for all ages that highlight various cultures.
- ◆ Promote library services to new residents.
- ◆ Continue to develop language collections that reflect those spoken in Los Angeles.
- ◆ Purchase multi-format materials that contribute to multicultural collections.



CITY OF LOS ANGELES

Mayor

Antonio R. Villaraigosa

City Council

First District: Ed P. Reyes

Second District: Wendy Greuel

Third District: Dennis P. Zine

Fourth District: Tom LaBonge

Fifth District: Jack Weiss

Sixth District: Tony Cardenas

Seventh District: Alex Padilla

Eighth District: Bernard C. Parks

Ninth District: Jan Perry

Tenth District: Herb Wesson

Eleventh District: Bill Rosendahl

Twelfth District: Greig Smith

Thirteenth District: Eric Garcetti

Fourteenth District: Jose Huizar

Fifteenth District: Janice Hahn

LOS ANGELES PUBLIC LIBRARY

Board of Library Commissioners

Robert A. Chick, President

Tyree Wieder, Vice President

Julie A. Mendoza

Nellie Rios-Parra

Rita Walters

City Librarian

Fontayne Holmes

Library Administrative Staff

Patricia Kiefer, Assistant City Librarian

Kris Morita, Assistant General Manager

Juliana Cheng, Director of Library Facilities Division

Alonzo Clark, Director of Human Resources

Anne Connor, Director of Central Library

Janine Goodale, Assistant Director of Central Library

Elizabeth Hoage, Assistant Director of Branches

Giovanna Mannino, Assistant Director of Information Technologies and Collections

Stephen Newcomer, Director of Information Technologies and Collections

Peter V. Persic, Director of Public Relations & Marketing

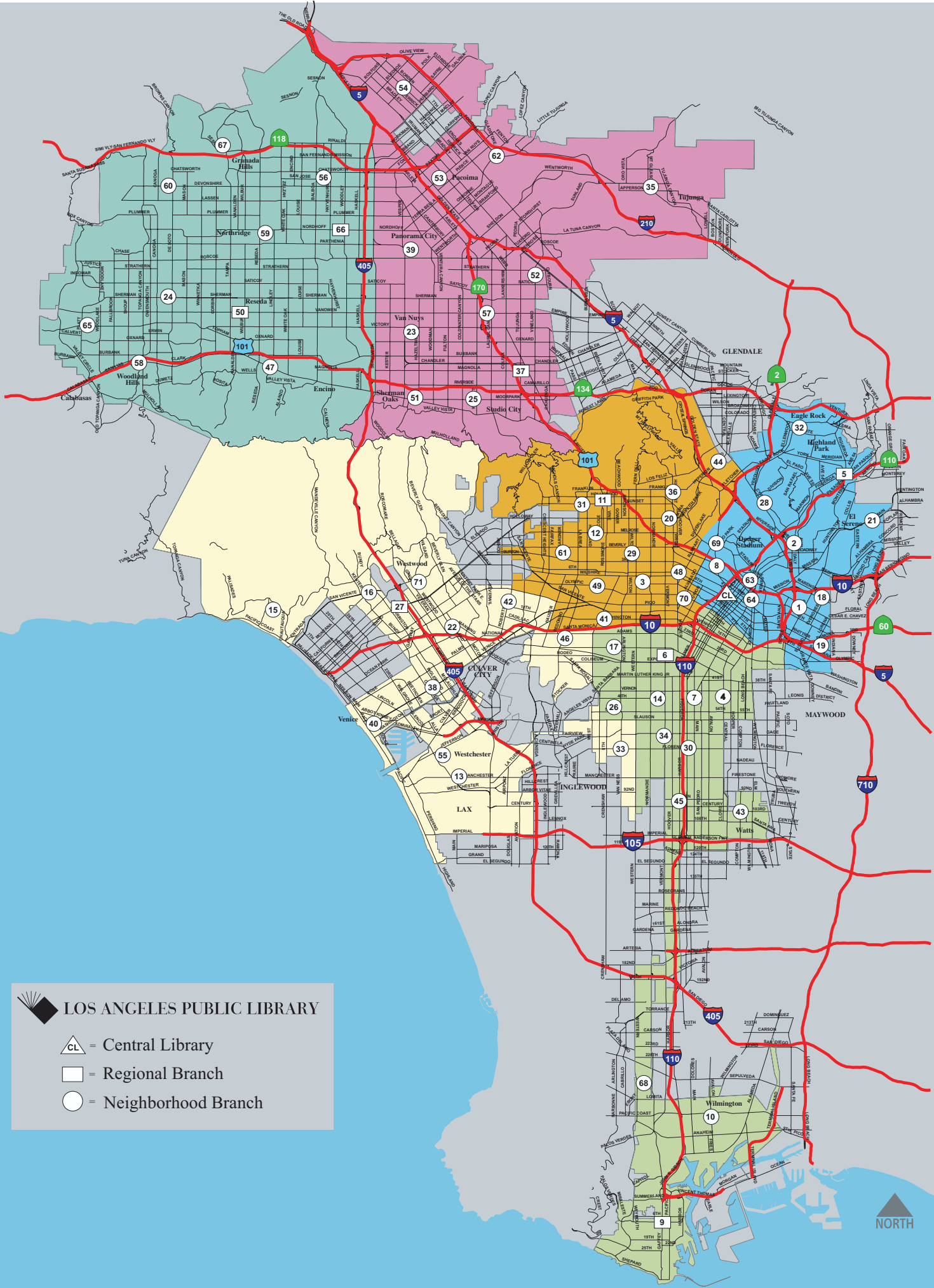
Cecilia Riddle, Director of Branches


Ruby Turner, Assistant Business Manager




LIBRARY STAFF STRATEGIC PLAN COMMITTEE

Ilene Abramson, Principal Librarian
Linda Ayers, Messenger Clerk
Lisa Blackburn, Clerk Typist
Carol Bloom, Library Assistant
Madeline Bryant, Senior Librarian
Lupe Canales, Senior Librarian
Cheryl Collins, Principal Librarian
Billie Connor, Principal Librarian
Linda DeLaPena, Library Assistant
Dan Dupill, Principal Librarian
Wanda Fong, Library Assistant
Elim Furry, Clerk Typist
Sylvia Galan, Principal Librarian
Suzanne Gray, Principal Librarian
Christina Hanson, Principal Librarian
Linda Henderson, Clerk Typist
Jacqueline Henriquez, Adult Librarian
Brenda Hicks, Senior Librarian
Julie Huffman, Young Adult Librarian
Albert Johnson, Senior Librarian
Charlene Klink, Principal PR Rep
Jihnee Lee, Messenger Clerk
Shan Liang, Senior Librarian
Virginia Loe, Senior Librarian
Rebecca Lopez, Clerk Typist
Kerry Lum, Children's Librarian
Matthew Mattson, Webmaster

Anna Medina, Messenger Clerk
Adam Mendelsohn, Senior Librarian
Juliette Minton, Library Assistant
Eva Mitnick, Senior Librarian
Denise Mobley, Messenger Clerk
Helene Mochedlover, Principal Librarian
Paul Montgomerie, Senior Librarian
Judy Moorhead, Principal Librarian
Sheryn Morris, Adult Librarian
Linda Moussa, Principal Librarian
Jennifer Murphy, Children's Librarian
Peggy Murphy, Senior Librarian
Frank Navarro, Principal Librarian
Edris Newton, Principal Librarian
David O'Brien, Library Assistant
Joyce Purcell, Principal Librarian
Angel Rodriquez, Messenger Clerk
Judy Rosen, Library Assistant
Linda Ruddell-Betts, Librarian
Kristin Ruelos, Senior Librarian
Ruth Seid, Principal Librarian
Jack Stephens, Librarian
Joan Stern, Clerk Typist
Roy Stone, Senior Librarian
Georgette Todd, Principal Librarian
James VanGerpen, Senior Systems Analyst
Jack Zafran, Adult Librarian



 **LOS ANGELES PUBLIC LIBRARY**

-  = Central Library
-  = Regional Branch
-  = Neighborhood Branch





LOS ANGELES PUBLIC LIBRARY

**CENTRAL LIBRARY
and Administrative Offices
630 W. 5th St. (213) 228-7000
Los Angeles, CA 90071**

BRANCH DIRECTORY

(* Regional Branches)

CENTRAL SOUTHERN AREA

- 26 **Angeles Mesa** - 2700 W. 52nd St. (323) 292-4328
- 30 **Ascot** - 120 W. Florence Ave. (323) 759-4817
- 06 ***Exposition Park** - 3665 S. Vermont Ave. (323) 732-0169
- 68 **Harbor City-Harbor Gateway** - 24000 S. Western Ave. (310) 534-9520
- 17 **Jefferson** - 2211 W. Jefferson Blvd. (323) 734-8573
- 34 **John Muir** - 1005 W. 64th St. (323) 789-4800
- 07 **Junipero Serra** - 4607 S. Main St. (323) 234-1685
- 45 **Mark Twain** - 9621 S. Figueroa St. (323) 755-4088
- 09 ***San Pedro** - 931 S. Gaffey St. (310) 548-7779
- 14 **Vermont Square** - 1201 W. 48th St. (323) 290-7405
- 04 **Vernon** - 4504 S. Central Ave. (323) 234-9106
- 43 **Watts** - 10205 Compton Ave. (323) 789-2850
- 10 **Wilmington** - 1300 N. Avalon Blvd. (310) 834-1082

NORTHEAST AREA

- 05 ***Arroyo Seco** - 6145 N. Figueroa St. (323) 255-0537
- 01 **Benjamin Franklin** - 2200 E. First St. (323) 263-6901
- 63 **Chinatown** - 639 N. Hill St. (213) 620-0925
- 28 **Cypress Park** - 1150 Cypress Ave. (323) 224-0039
- 32 **Eagle Rock** - 5027 Caspar Ave. (323) 258-8078
- 08 **Echo Park** - 1410 W. Temple St. (213) 250-7808
- 69 **Edendale** - 2011 W. Sunset Blvd. (213) 207-3000
- 21 **El Sereno** - 5226 Huntington Dr. S. (323) 225-9201
- 02 **Lincoln Heights** - 2530 Workman St. (323) 226-1692
- 64 **Little Tokyo** - 203 S. Los Angeles St. (213) 612-0525
- 18 **Malabar** - 2801 Wabash Ave. (323) 263-1497
- 19 **R.L. Stevenson** - 803 Spence St. (323) 268-4710

EAST VALLEY AREA

- 62 **Lake View Terrace** - 12002 Osborne St. (818) 890-7404
- 37 ***North Hollywood** - 5211 Tujunga Ave. (818) 766-7185
- 53 **Pacoima** - 13605 Van Nuys Blvd. (818) 899-5203
- 39 **Panorama City** - 14345 Roscoe Blvd. (818) 894-4071
- 51 **Sherman Oaks** - 14245 Moorpark St. (818) 205-9716
- 25 **Studio City** - 12511 Moorpark St. (818) 755-7873
- 52 **Sun Valley** - 7935 Vineland Ave. (818) 764-1338
- 35 **Sunland-Tujunga** - 7771 Foothill Blvd. (818) 352-4481
- 54 **Sylmar** - 14561 Polk St. (818) 367-6102
- 57 **Valley Plaza** - 12311 Vanowen St. (818) 765-9251
- 23 **Van Nuys** - 6250 Sylmar Ave. Mall (818) 756-8453

WEST VALLEY AREA

- 24 **Canoga Park** - 20939 Sherman Way (818) 887-0320
- 60 **Chatsworth** - 21052 Devonshire St. (818) 341-4276
- 47 **Encino-Tarzana** - 18231 Ventura Blvd. (818) 343-1983
- 56 **Granada Hills** - 10640 Petit Ave. (818) 368-5687
- 66 ***Mid-Valley** - 16244 Nordhoff St. (818) 895-3650
- 59 **Northridge** - 9051 Darby Ave. (818) 886-3640
- 65 **Platt** - 23600 Victory Blvd. (818) 340-9386
- 67 **Porter Ranch** - 11371 Tampa Ave. (818) 360-5706
- 50 ***West Valley** - 19036 Vanowen St. (818) 345-9806
- 58 **Woodland Hills** - 22200 Ventura Blvd. (818) 226-0017

HOLLYWOOD AREA

- 44 **Atwater Village** - 3379 Glendale Blvd. (323) 664-1353
- 20 **Cahuenga** - 4591 Santa Monica Blvd. (323) 664-6418
- 61 **Fairfax** - 161 S. Gardner St. (323) 936-6191
- 48 **Felipe de Neve** - 2820 W. Sixth St. (213) 384-7676
- 11 ***Frances H. G. Hollywood** - 1623 N. Ivar Ave. (323) 856-8260
- 12 **John C. Fremont** - 6121 Melrose Ave. (323) 962-3521
- 36 **Los Feliz** - 1874 Hillhurst Ave. (323) 913-4710
- 49 **Memorial** - 4625 W. Olympic Blvd. (323) 938-2732
- 70 **Pico Union** - 1030 S. Alvarado St. (213) 368-7545
- 03 **Pio Pico Koreatown** - 694 S. Oxford Ave. (213) 368-7647
- 41 **Washington Irving** - 4117 W. Washington Blvd. (323) 734-6303
- 31 **Will & Ariel Durant** - 7140 W. Sunset Blvd. (323) 876-2741
- 29 **Wilshire** - 149 N. St. Andrews Pl. (323) 957-4550

WESTERN AREA

- 46 **Baldwin Hills** - 2906 S. La Brea Ave. (323) 733-1196
- 16 **Brentwood** - 11820 San Vicente Blvd. (310) 575-8273
- 33 **Hyde Park** - 2205 Florence Ave. (323) 750-7241
- 38 **Mar Vista** - 12006 Venice Bl. (310) 390-3454
- 15 **Palisades** - 861 Alma Real Dr. (310) 459-2754
- 22 **Palms-Rancho Park** - 2920 Overland Ave. (310) 840-2142
- 55 **Playa Vista** - 6400 Playa Vista Dr. (310) 437-6680
- 42 **Robertson** - 1719 S. Robertson Blvd. (310) 840-2147
- 40 **Venice** - 501 S. Venice Blvd. (310) 821-1769
- 27 ***West Los Angeles** - 11360 Santa Monica Blvd. (310) 575-8323
- 13 **Westchester-Loyola** - 7114 W. Manchester Ave. (310) 348-1096
- 71 **Westwood** - 1246 Glendon Ave. (310) 474-1739

Browse the library's collection, download music, renew materials, reserve a computer, and more at www.lapl.org.

APPENDIX I

LIBRARY STRENGTHS



LOS ANGELES PUBLIC LIBRARY STRATEGIC PLAN 2007 – 2010

APPENDIX I

LIBRARY STRENGTHS AND OPPORTUNITIES

The Los Angeles Public Library strengths and opportunities were identified by staff, key stakeholders, and the public through surveys, meetings, interviews and community forums conducted from the Spring of 2005 to the Fall of 2006.

A city-wide Customer Satisfaction Survey was conducted by staff throughout the library system in April 2005. More than 9,500 surveys were tabulated and analyzed. Extremely satisfied and very satisfied responses to individual questions by more than 75% of the respondents defined many of the library strengths. Dissatisfied ratings by 6.6% of the respondents focused on library weaknesses and opportunities for change.

In committee meetings, information meetings, and other general staff meetings, librarians, library assistants, clerks and other staff identified successful library services, programs, facilities, and operations as a platform of strength on which to build the achievement of the library's goals and objectives. They also gave a hearing for addressing the challenges that face the Los Angeles Public Library and identified the activities necessary to achieve its goals.

The consultant for the library strategic plan interviewed key stakeholders including Los Angeles Public Library Commissioners, Library Foundation of Los Angeles leaders, and other community partners in May and June 2006. Stakeholders talked about the strengths, opportunities, goals and objectives of the Los Angeles Public Library.

In August and September 2006 the Los Angeles Public Library held seven region-wide community meetings throughout the city from San Pedro in the south, to Granada Hills in the north, to WLA in the west, to Benjamin Franklin (Boyle Heights) in the east to plan for new libraries. Public testimony included comments on library facilities, services and resources that supported the strengths and opportunities identified in the surveys, interviews, and other meetings.

The most important strengths of the Los Angeles Public Library are:

New state-of-the-art libraries – More than 90 percent of the Los Angeles Public Library facilities are new as a result of the largest library building program in the nation. These libraries are a dramatic improvement over the smaller, aging buildings they replaced. They provide people with many amenities previously unavailable, including special areas for

LOS ANGELES PUBLIC LIBRARY STRATEGIC PLAN 2007 – 2010

children, teens and adults; community meeting rooms; new computers with the latest technology; new collections of books and materials; and handicap accessibility. The libraries' stunning architecture and state-of-the-art resources have transformed the communities they serve and attracted more people than ever before.

A powerful presence in every community – With a Central Library and 71 branches located throughout the city, the library is a vital part of every community in Los Angeles. Following the completion of the extensive building program, all the libraries are now open and serving their neighborhoods--for the first time in decades. These libraries have become the vibrant centers of their communities by offering welcoming public spaces, new collections and computers, Wi-Fi access, programs and services for all ages, and meeting rooms for community events.

Easy & convenient access – Access to the library has never been more convenient. In addition to the 72 libraries located citywide, most library services are available from any computer or PDA with Internet access. From the library's Web site, people can browse the catalog, search databases, view digitized special collections, place holds on materials, even download books, music and films, and more. These Web-based services create a library that's open for business 24/7 library.

Resources that meet diverse needs – Library resources have been skillfully developed to be multi-format, multi-cultural, multi-interest. With more than 6.4 million items, more than 3 million historic photographs, hundreds of databases, materials in many languages and formats, the library has assembled collections and programs that meet the needs of Los Angeles' diverse ethnicities, languages, ages and interests. In addition, the library's adult literacy program, in-library homework help for students and career and higher education programs for teens are a few of the many programs developed to meet special needs. These and other services help make the library relevant to every segment of the population and have contributed to a steady increase in its use.

Bridges the digital divide –The library's investment in technology has created one of the most technologically advanced public libraries in the United States, providing an extensive menu of electronic resources not found in most public libraries. More importantly, this technology and the library's 3,200 computers throughout the city have created bridges over the digital divide in every neighborhood. In many communities only the library provides people with free access to computers and the Internet. The library's technology ensures equity in access to information for all residents of the city.

LOS ANGELES PUBLIC LIBRARY STRATEGIC PLAN 2007 – 2010

Tremendous popular appeal – The Los Angeles Public Library, in particular—and libraries, in general—have a positive image and are valued by the general public. Considered by many as American as mom and apple pie, the library is a valued and trusted institution. The Los Angeles Public Library has a 135-year history of building and maintaining this trust and devotion. For example, the public and elected officials have consistently supported increased taxation in the form of bond measures to build and expand the library system. Most recently, an impressive 74 percent of voters approved a \$178 million bond for the construction of 32 branches. The library not only met, but also exceeded, expectations by completing the project on time and under budget and added four projects with cost savings. In addition to maintaining the public's trust, the library's free services and programs, its commitment to creating an educated and literate society, and its 72 libraries that serve as the hearth of the community, contribute to the library's tremendous popular appeal.

Broad base of support – The library is widely valued by the public, lawmakers, educators and businesses. Voters, for instance, have consistently passed bond measures to construct and improve their libraries. Elected officials allocate the funds necessary to support and expand library services, providing a budget of \$119 million in 2006.

Library Foundation support – The Library Foundation of Los Angeles has raised more than \$70 million in the last 14 years for everything from books and materials to reading enrichment programs, technology, cultural events, exhibitions and more. Many innovative, ground breaking Los Angeles Public Library programs that have become models for public libraries across the nation and around the world have been funded by the Foundation.

Provides personalized service & credible information – The professional library staff, all with Masters degrees in Information Science, provide a high level of personalized service to library users. The librarians develop collections, help patrons navigate the many library resources including the Internet, create programming for children teens and adults, and more. No other information resource, whether Google or Barnes & Noble, can match the personalized service and credible information provided by a librarian.

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The key opportunities for the Los Angeles Public Library to achieve its goals are:

Information access – The shift to an information society places a premium on access to information and the ability to use technology. All library operations, resources, and services are based on the library system's telecommunications network and sophisticated technology infrastructure. Hardware and software upgrades give new meaning to the concept of change, and the speed at which change now occurs. The Los Angeles Public Library must continue to be on the cutting edge of technology to provide the best library services for everyone in L.A.

Added value – Technology adds value to the library's traditional offerings. Books and computers are not mutually exclusive. The public demands books and computers and the library services that connect them in ever increasing numbers.

Public place – People are hungry for public places that encourage them to share, interact, learn and enjoy recreation. Central Library and each branch library is the new town square of its community, the main gathering place for people of all ages to come together to seek information, knowledge, neighborhood, public engagement and social interaction.

Reading for success – A love of reading and access to places that encourage reading are critical to the success of children and adults. The library is the center of education whether reading books, reading periodicals or reading Internet communications. Reading is a joy, a pleasure, and a necessity that enriches lives and empowers people to fulfill their potential.

Partnerships – Enhancing existing partnerships and creating new ones with educational institutions, non-profits, cultural entities, businesses, other government agencies and community organizations increases awareness and effectiveness of library programs. The opportunity to maximize resources and leverage funds for the highest public benefit challenges the library and other organizations that work to raise literacy in Los Angeles.

APPENDIX II

GOALS, OBJECTIVES & ACTIVITIES



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APPENDIX II

GOALS, OBJECTIVES, AND ACTIVITIES

The goals, objectives and activities were developed using the Public Library Association planning process service responses described in *The New Planning for Results: A Streamlined Approach* by Sandra Nelson (Chicago: American Library Association, 2001).

Goal 1 Improve Our Communities

People of all ages will be served by libraries that are vibrant neighborhood centers which are attractive, safe and welcoming places to meet and interact with others.

Objectives

Objective 1.1: By FY09-10, the total number of hours per year that library facilities are open to the public will increase to 200,000 from 182,000 in FY05-06.

Objective 1.2: Visits to library facilities will increase from 14,000,000 in FY05-06 to 15,000,000 in FY09-10.

Objective 1.3: By FY09-10, 75% of library visitors will indicate that the library was a very good or excellent place to meet and interact with others.

Objective 1.4: Annually, a minimum of 9,200,000 questions will be answered by library staff.

Objective 1.5: The number of registered borrowers will increase from 1,300,000 in FY04-05 to 1,500,000 in FY09-10.

Objective 1.6: Annually, a minimum of 4,000 meetings or programs sponsored/ cosponsored by groups other than the library will be held in library facilities.

Objective 1.7: Annually, the Central Library will offer a minimum of four major exhibitions.

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Selected Activities

Initiate new activities

- Update the Library Facilities Master Plan using community needs assessments and population growth data to identify branches requiring improvement and areas of the city requiring a library.
- Plan for new libraries.
- Increase service hours to expand access to library resources and services.

Enhance ongoing activities

- Achieve excellent customer service everyday in every library.
- Offer cultural programming for all ages at all libraries.
- Offer major exhibitions at Central Library.
- Work with the Office of Public Safety to insure a safe environment for public and staff.
- Work with other City departments to improve library maintenance.

Goal 2 Bring Technology's Benefits to Everyone.

Customers will have access to technology that connects them to the world of information and enables them to communicate with others, anywhere at anytime.

Objectives

Objective 2.1: PC reservations will increase from 2,400,000 in FY05-06 to 3 million in FY09-10.

Objective 2.2: Public wireless Internet connections will increase from zero in FY04-05 to 150,000 in FY09-10.

Objective 2.3: Visits to the Library Web site will increase from 108 million in FY04-05 to 120 million in FY09-10.

Objective 2.4: Visits to the library's Spanish-language Web site will increase from 120,000 in FY04-05 to 150,000 in FY09-10.

Objective 2.5: The number of computers available for public use will increase from 2,000 in FY04-05 to 2,300 in FY09-10.

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Objective 2.6: Library e-mail notification of services and programs to patrons will increase from 280,000 in FY05-06 to 1,000,000 in FY09-10.

Objective 2.7: Annually, a minimum of 1,500 computer classes will be given.

Selected Activities

Initiate new activities

- Provide patrons access to pay fines and fees online.
- Improve self-service with a pilot RFID (Radio Frequency Identification) project at a branch library.
- Provide public access to USB ports on library computers.

Enhance ongoing activities

- Complete public wireless Internet installations at all libraries.
- Add new user-friendly features to the library's Web site.
- Improve communications with patrons via e-mail, Instant Messaging, podcasting, blogs, RSS feeds, etc.
- Add new computer class offerings.
- Enhance bandwidth to accommodate new electronic resources.
- Expand access to technologies and electronic resources for visually and mobility impaired customers.

Goal 3 Help Students Succeed

Children and teens in Los Angeles will have resources that assist them with their assignments and help them succeed in school.

Objectives

Objective 3.1: Annually, Library staff will make presentations to 150,000 students at schools to promote the library and its homework help services.

Objective 3.2: Annually, Library staff will make presentations to 95,000 students in classes that visit the libraries.

Objective 3.3: Visits to the Kids' Path Web site will increase from 6,356,753 in FY05-06 to 7 million in FY09-10.

Objective 3.4: Annually, there will be 600,000 visits to Teen Web.

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Objective 3.5: By FY09-10, at least 75% of the children and teens using the library will indicate that the materials, programs or services provided by the library helped them with their school assignments.

Objective 3.6: By FY09-10, the number of children and teens who register for or renew a library card will increase from 400,000 to 500,000.

Selected Activities

Initiate new activities

- Launch a pilot program to create small group study areas for independent study, tutoring or small group discussions.
- Implement a library card campaign that encourages parents to get library cards for their school children in cooperation with LAUSD.

Enhance ongoing activities

- Expand access, via Kids' Path and Teen Web, to electronic databases and Web sites that support school curriculums.
- Give homework assistance in libraries.
- Make presentations in schools and libraries to students, teachers and administrators. The presentations should increase awareness of Library resources and services that help their students succeed in school.
- Make presentations at PTA meetings so that parents are aware of Library resources and services that will help their children succeed in school.
- Offer tutoring in libraries for children and teens in collaboration with community partners (i.e. LAUSD's Beyond the Bell, universities such as USC and UCLA, etc.).
- Participate in school and community fairs to promote the library's services to students.
- Work with students, individually and in groups, to help them use electronic resources for school assignments.
- Strengthen the collection at each library to support homework assignments that require extensive library resources.
- Provide SAT training for middle- and high-school students through the library's Student Smart Program.

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Goal 4 Provide Reading Readiness

Infants, toddlers and preschool children in Los Angeles will have access to collections, programs, and services that will help them develop a lifelong love of books, reading, and learning.

Objectives

Objective 4.1: Annually, at least 35,000 preschoolers will attend programs in the library.

Objective 4.2: Annually, library staff will make a minimum of 150 presentations at preschools, daycare centers, etc. in their service area.

Objective 4.3: By FY09-10, at least 75% of the parents/caregivers who bring preschoolers to the library will say the library plays an important role in helping children to develop a love of books, reading and learning.

Objective 4.4: Annually, 250 volunteers in the Grandparents and Books program will read to a minimum of 30,000 children.

Selected Activities

Initiate new activities

- Create a preschool section for Kids' Path and introduce toddlers to Kids' Path.
- Initiate a new "Read to Me LA" program to raise awareness of the importance of reading aloud to young children.

Enhance ongoing activities

- Increase collections of picture books, board books and media for preschool children.
- Offer regularly scheduled preschool story times in all libraries and in the community.
- Develop relationships with day care providers to make the library a vital part of their program--encouraging them to bring children to their library for a tour and story time.
- Promote preschool collections by creating displays and booklists.
- Expand the Grandparents and Books program to focus on preschoolers.

Goal 5 Support Lifelong Learning

Teens and adults will have access to collections and programs that support their personal and career growth.

Objectives

- Objective 5.1: Annually, at least 20,000 teens will attend library sponsored or co-sponsored programs that support lifelong learning and personal growth.
- Objective 5.2: Annually, at least 65,000 adults will attend library-sponsored or co-sponsored programs that support lifelong learning and personal growth.
- Objective 5.3: By FY09-10, 75% of teens attending a library sponsored program will evaluate the program as very good or excellent.
- Objective 5.4: By FY09-10, 75% of adults attending a library sponsored program will evaluate the program as very good or excellent.
- Objective 5.5: By FY09-10, at least 75% of the people who came to the library to find information that satisfied their curiosity or supported their personal growth or development will say they found something that met their needs.

Selected Activities

Initiate new activities

- Develop regional ALOUD programs for easy access in communities throughout the city.

Enhance ongoing activities

- Purchase new, high-demand nonfiction in various formats and languages in sufficient quantity to meet community interests in health, careers, business opportunities, sports, parenting, political and social issues, and other topics.
- Promote the nonfiction collections with creative displays and printed and electronic booklists.
- Develop materials to increase awareness of the online catalog and patrons' ability to request items from other library agencies.
- Develop and promote programs on a variety of high-interest topics.

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Goal 6 Offer New and Popular Material Now

Children, teens and adults will have access to materials, programs and services that stimulate the imagination and provide a variety of leisure activities and experiences.

Objectives

- Objective 6.1: The circulation of materials for children will increase from 4,800,000 in FY04-05 level to 5,000,000 in FY09-10.
- Objective 6.2: Each year, at least 88,000 children (ages 5-11) will attend programs sponsored or co-sponsored by the library.
- Objective 6.3: Annually, at least 24,000 children will participate in the library sponsored Summer Reading Program.
- Objective 6.4: By FY09-10, at least 75% of the teens who came to the library to “find something good to read, view or listen to” will say their expectations were met.
- Objective 6.5: Each year, at least 22,000 teens (ages 12-17) will attend programs sponsored or co-sponsored by the library.
- Objective 6.6: Annually, at least 16,000 teens will participate in the library sponsored Summer Reading Program.
- Objective 6.7: The circulation of adult and teen media will be at least 2,500,000 annually.
- Objective 6.8: The circulation of international language materials will increase to 1,000,000 annually.
- Objective 6.9: By FY09-10, at least 75% of the adults who came to the library to “find something good to read, view or listen to” will say their expectations were met.
- Objective 6.10: Circulation of downloadable items (e-books, audio-books, video, etc.) will increase from 0 in FY04-05 to 50,000 in FY09-10.
- Objective 6.11: Annually, customers will place a minimum of 1,000,000 holds (reserves).

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Selected Activities

Initiate new activities

- Expand the newly created “Hot Off the Press” bestseller collections for quick check out and turn-around of current materials.

Enhance ongoing activities

- Help children and their parents identify titles and authors they will enjoy through librarian recommendations, booktalks, and online resources.
- Expand the collection of new, high-demand children’s materials, in various media, in sufficient quantity to meet the community needs.
- Offer and promote regularly scheduled programs on a wide variety of topics, including programs for families, dynamic summer reading programs for children and teens, and stimulating topics of interest to adults.
- Increase awareness of children’s collections by creating displays and booklists that highlight popular materials.
- Use Teen Councils, teen focus groups and surveys to get feedback on current collections, programs, and services and identify needed enhancements.
- Expand “Hot Off the Press” to all agencies to expedite the availability of new titles.
- Support book clubs to encourage community involvement in the library and reading.

Goal 7 Create a Literate City

Adults in Los Angeles will have access to materials and services that enable them to acquire basic literacy skills.

Objectives

Objective 7.1: By FY09-10, 75% of adult students in Adult Literacy Proficiency (ALP) programs will indicate that the tutoring and resources met their needs and they achieved their personal goals.

Objective 7.2: By FY09-10, 80% of adult students in Library Limited English Proficiency (LEP) programs will indicate that the tutoring and resources met their needs and they achieved their personal goals.

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Objective 7.3: By FY09-10, 95% of families in the Families for Literacy (FFL) will indicate that the tutoring and resources met their needs and they achieved their personal goals.

Objective 7.4: Visits to the Library's literacy Web site will increase from 330,000 in FY05-06 to 350,000 in FY09-10.

Objective 7.5: Annually, at least 90% of ALP students will advance one or more literacy levels.

Selected Activities

Initiate new activities

- Market the library's literacy program and Web site as well as recruit tutors and students with PSAs, press releases and promotional material in English and other languages.
- Publicize the literacy program at other library programs such as Grandparents and Books and "Read to Me LA."

Enhance ongoing activities

- Continue to train volunteer tutors to help adult students improve their reading skills.
- Increase the number of literacy centers.
- Increase recruitment of tutors and students through social service organizations, non-profit groups, LAUSD and other volunteer organizations.
- Develop multi-format collections that help people learn and improve their English reading and speaking skills.

Goal 8 Expand Cultural Awareness

All Los Angeles residents will have access to collections, services and programs that promote cultural understanding and celebrate the city's cultural diversity.

Objectives

Objective 8.1: The Library will acquire a minimum of 35,000 books annually in languages other than English.

Objective 8.2: Annually, a minimum of 102,000 teens and adults will attend a library program designed to promote cultural understanding and/or celebrate the city's diversity.

Objective 8.3: A minimum of 6,000 programs will highlight cultural diversity.

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Objective 8.4: A minimum of 250 exhibits and displays will be hosted to highlight the cultural diversity of L.A.

Selected Activities

Initiate new activities

- Expand the library's Spanish language Web site to include more databases and Web links.

Enhance ongoing activities

- Offer programs, exhibits and displays for children, teens and adults that highlight various cultures and celebrate the city's cultural diversity.
- Promote library services to new residents through material displays on such topics as ESL, job hunting, healthcare, citizenship and childcare.
- Continue to develop language collections that reflect the languages spoken daily in Los Angeles.
- Purchase multi-format materials that contribute to multicultural collections.

APPENDIX III

OPERATIONAL INITIATIVES



APPENDIX III

OPERATIONAL INITIATIVES

The Los Angeles Public Library will increase its operational efficiency and effectiveness by undertaking the following initiatives:

Initiative 1

Enhance existing libraries and create new ones in areas that are currently underserved.

Initiative 1.1: Adopt a revised Facilities Master Plan that sets standards for the size and location of libraries and identifies new and replacement branches in communities citywide. (April 2007)

Initiative 1.2: Investigate the feasibility of a bond to fund the construction, expansion, and/or renovation of library facilities identified in the Facilities Master Plan. (October 2007)

Initiative 1.3: Identify libraries that would benefit from enhancements such as individual study spaces, group study areas, and café-style eating areas. (January 2008)

Initiative 1.4: Identify potential funding opportunities for these library enhancements. (July 2008)

Initiative 1.5: Design and construct enhancements to selected branch libraries to include study areas and café/ eatery areas. (June 2010)

Initiative 2

Use the latest technology to improve access to information, customer service, and the system-wide delivery of services.

Initiative 2.1: Develop and adopt a comprehensive Technology Plan. (January 2007)

Initiative 2.2: Identify and prioritize upgrades for the library's network and cabling infrastructure. (July 2007)

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Initiative 2.3: Investigate new ways of communicating with staff and customers including instant and/or text messaging, pod casting, blogs, etc. (October 2007)

Initiative 2.4: Design an RFID (radio frequency identification) pilot project for a library. RFID automates the check-out, check-in and sorting process for library materials. (October 2007)

Initiative 2.5: Enhance data bandwidth capabilities at several libraries. (April 2008)

Initiative 2.6: Develop a Digitization Plan to provide people with greater access to unique items in the Central Library's collection. (July 2008)

Initiative 2.7: Launch the RFID pilot project in a new branch. (July 2009)

Initiative 2.8: Retrofit one branch library to install RFID technology as a pilot project for retrofitting. (June 2010)

Initiative 3

Provide collections that meet community needs and support the library's public service goals.

Initiative 3.1: Evaluate "Hot off the Press," which provides special collections of new and popular materials at all library locations. (April 2007)

Initiative 3.2: Expedite the selection and purchase of popular titles in all formats for children, teens, and adults. (March 2008)

Initiative 3.3: Complete an analysis of the benefits and challenges of providing video games for check out. (July 2008)

Initiative 3.4: Complete a facility-specific merchandising plan to highlight new and popular items. (July 2008)

Initiative 3.5: Establish enhancements to merchandising books at selected branch libraries. (April 2010)

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Initiative 4

Improve the efficiency and delivery of services.

Initiative 4.1: Provide the option for the online payment of fees and fines and identify other e-commerce services. (July 2007)

Initiative 4.2: Review circulation policies and, as needed, modify existing policies and implement new ones. (July 2007)

Initiative 4.3: Present a plan for streamlining the classification of new library materials, including the implementation of the most recent edition of the Dewey Decimal Classification (DDC) system. (October 2007)

Initiative 4.4: Identify opportunities and associated costs for expanding customer self-service options such as self-check out, self-return, self-retrieval of reserves, etc. (April 2008)

Initiative 5

Recruit, train, and deploy staff to provide high-quality customer service to all library users.

Initiative 5.1: Develop a plan to provide supervisory training to non-supervisory staff. (July 2007)

Initiative 5.2: Offer supervisory training to non-supervisory staff to prepare them for promotional opportunities. (October 2007)

Initiative 5.3: Offer training to help staff effectively merchandise materials in their collections. (April 2008)

Initiative 5.4: Begin system-wide orientation for new clerical and support staff, parallel to system-wide orientation for new librarians. (July 2008)

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Initiative 6

Enhance the partnership with the Library Foundation of Los Angeles to further improve library services.

Initiative 6.1: Establish a funding structure for regular exhibition programs in the Central Library Getty Gallery. (April 2007)

Initiative 6.2: Develop a multi-year fundraising plan with the Library Foundation. (June 2007)

Initiative 6.3 Launch a marketing campaign for the Library and the Foundation (October 2007)

Initiative 6.3: Expand ALOUD cultural programming to communities outside of downtown Los Angeles. (March 2008)

Initiative 7

Establish new relationships—and strengthen existing ones—with organizations that help the library provide better customer service.

Initiative 7.1: Investigate opportunities for shared locations with L.A. Unified School District. (April 2007)

Initiative 7.2: Execute memorandums of agreement with 60 library “Friends” organizations. (July 2007)

Initiative 7.3: Expand the number of library partnerships with youth and community organizations by 20%. (July 2008)

Initiative 8

Establish an organizational structure that supports the library’s service priorities.

Initiative 8.1: Complete a review of the library’s organizational structure. (October 2007)

Initiative 8.2: Prioritize changes to the organizational structure and implement these changes. (June 2008)

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Initiative 9

Actively promote library services in a variety of ways.

- Initiative 9.1: Develop a plan and secure funds with the Library Foundation to market “the New Library.” (July 2007)
- Initiative 9.2: Launch a Library Card Campaign for students.
(Phase I introduced in November 2006)
(Phase II, September 2007)
- Initiative 9.3: Launch the marketing campaign for “the New Library.”
(July 2007)
- Initiative 9.4: Develop collateral materials that staff can use in a variety of outreach efforts. (July 2008)

Initiative 10

Incorporate additional measurement and evaluation into its operational practices.

- Initiative 10.1: Begin collecting data that measures the success of the Library’s service goals. (January 2007)
- Initiative 10.2: Establish guidelines to determine the number of outreach contacts that should be made by each agency. (July 2007)
- Initiative 10.3: Develop and implement measurement for customer satisfaction for specific library programs and services.
(January 2008)
- Initiative 10.4: Conduct a citywide Customer Satisfaction Survey.
(July 2009)

APPENDIX IV

CUSTOMER SATISFACTION SURVEY



APPENDIX IV

CUSTOMER SATISFACTION SURVEY SUMMARY

During the week of April 10, 2005, the LAPL conducted a Customer Satisfaction Survey of its users at the Central Library and all the branch libraries. A survey questionnaire modeled after customer satisfaction surveys used by other major public libraries was developed. A schedule was determined for each agency providing the day, time of day, and number of surveys that needed to be completed. Staff and volunteers were trained to conduct the survey.

Overall 18,630 individuals were asked to participate in the survey. 9,567 actually completed the survey (51.4%). Survey results were analyzed by Dr. George D'Elia, of the State University of New York at Buffalo in association with the Urban Libraries Council. Two reports were issued *Customer Satisfaction with the Los Angeles Public Library: Results of the Customer Satisfaction Survey* and *Customer Satisfaction with the Los Angeles Public Library: Technical Report for the Customer Satisfaction Survey*.

Following is a summary of those results.

1. Customer Satisfaction with the Libraries of the LAPL

This is an indicator of the extent to which a library was able to satisfy its customer needs or requirements during the week of the survey.

The customer was asked how satisfied he/she was with his/her overall experience with the library on the day they visited. A six-point scale was used:

- 1=dissatisfied
- 2=slightly dissatisfied
- 3=slightly satisfied
- 4=moderately satisfied
- 5=very satisfied
- 6=extremely satisfied.

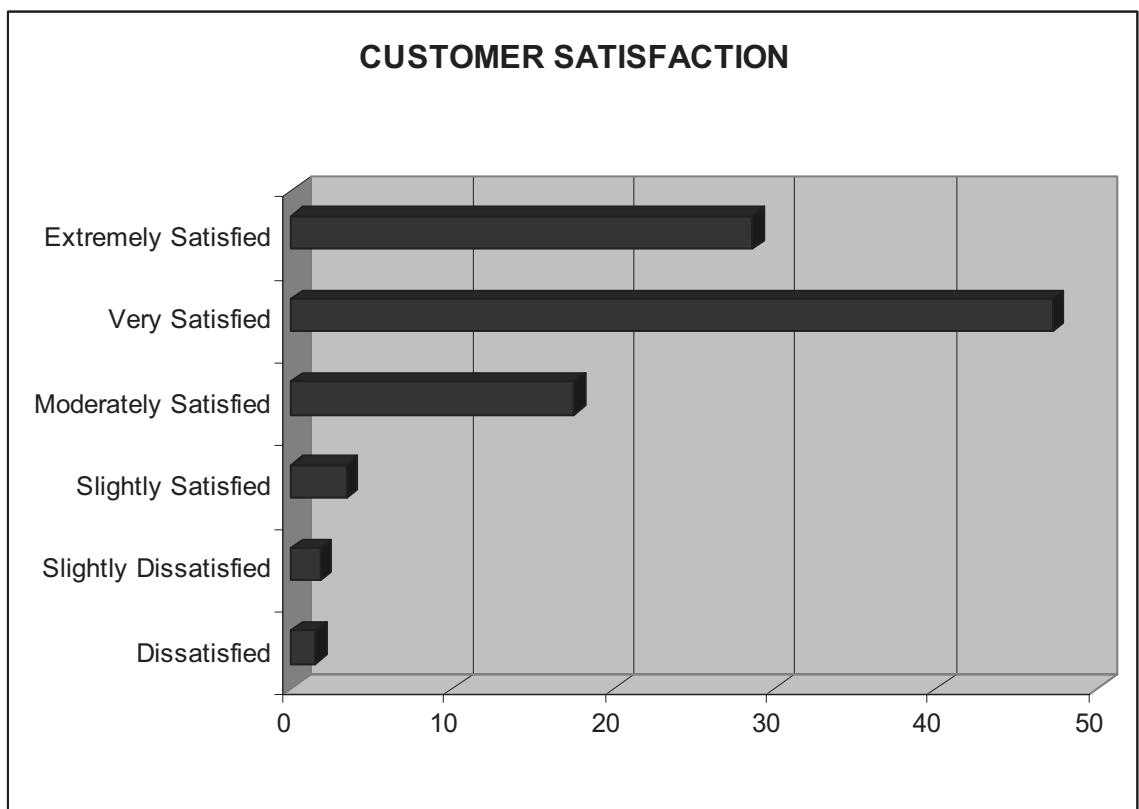
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Of the customers surveyed:

- 1.5% were Dissatisfied
- 1.7% were Slightly Dissatisfied
- 3.4% were Slightly Satisfied
- 17.5% were Moderately Satisfied
- 47.2% were Very Satisfied
- 28.6% were Extremely Satisfied

In summary

- 75.8% of the customers indicated that they were either very satisfied (5) or extremely satisfied (6) with their library.
- 24.2% indicated that they were either moderately satisfied, slightly satisfied, slightly dissatisfied, or dissatisfied.
- The average satisfaction scale score was 4.93.



In the 1997 Customer Satisfaction Survey, 66.2% of the customers were satisfied with the service (average satisfaction scale score 4.7). Thus, the satisfaction rating for the LAPL has increased by 9.6% over the last seven years.

2. Customer Evaluations of the Service Characteristics of the LAPL

Survey participants were asked to evaluate 21 service characteristics of the library in which they were visiting. The characteristics were:

- Convenience of library's location
- Convenience of library's hours of service
- Parking availability at or near the library
- Availability of information they wanted
- Availability of staff for assistance
- Staff helpfulness in finding materials & information
- Helpfulness of signs
- Arrangement of library
- Availability of materials that they needed
- Length of checkout lines
- Ease of using self-checkout equipment
- Staff courteousness
- LAPL website to catalog, Internet, and databases
- Ease of using the catalog and databases
- Availability of computers
- Availability of seating
- Adequacy of meeting room
- Adult programs
- Children's programs
- Cleanliness of library
- Care of grounds and landscaping

For each characteristic, the customer selected from a four-point scale: 1=poor, 2=fair, 3=good, and 4=excellent or indicated no opinion. The service characteristic that received the lowest percent of excellent ratings was "availability of computers" while the highest percent of excellent ratings was given to "convenience of library's locale." The customers' evaluations of the service characteristics were as follows:

35.89%	Availability of computers
36.93%	Availability of parking
38.15%	Availability of materials I wanted
40.88%	Adult programs
42.67%	Convenience of library's hours
43.37%	Ease of finding materials
44.04%	Helpfulness of signs
44.56%	Ease of using self check out
45.21%	Length of check out lines
46.37%	Availability of information I want

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47.54%	Adequacy of meeting room
48.65%	Ease of using catalog and databases
49.95%	Availability of seating
53.34%	Children's programs
54.65%	Care of grounds and landscaping
56.40%	Website to catalog Internet databases
58.43%	Availability of staff for assistance
62.41%	Staff helpfulness in finding materials
62.61%	Cleanliness of the library
63.64%	Staff courteousness
65.04%	Convenience of library's location

Individual summaries for the Central Library and each branch are available.

3. Relationship Between the Customers' Satisfaction with the Library & the Customers' Evaluations of the Library's Service Characteristics

The report notes that while, in order to improve performance of the LAPL, it would seem appropriate to focus attention on those service characteristics that received lower ratings of quality, these service characteristics are not equally important in terms of their impact on the satisfaction reported by the customers. Some service characteristics appeared to have a greater impact on customer satisfaction than others.

The report suggests that qualitative changes in the service characteristics most highly related to the satisfaction scale would potentially have the greatest impact on the customers' satisfaction with the library. The service characteristics of the LAPL most highly related to customer satisfaction deal primarily with the availability of information and materials and staff assistance. In effect, customers who were more successful in finding the information or materials they wanted were more satisfied than those customers who were less successful. This suggests that anything the LAPL can do to improve the availability of information and materials and to improve staff assistance will most likely have a beneficial impact on customer satisfaction.

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4. Reasons for Using the Library

LAPL felt it would be useful to have a set of questions that measured why its customers were using the library. While this information is useful from a management and marketing standpoint, the report notes that the customers' reasons for using the library are not related to their satisfaction with the library. Customer satisfaction is related to the quality of the services that were used and not to the reasons why the services were used.

Customers were presented with a list of 13 reasons why they might be in the library the day of the survey. The reasons were modeled after the service responses for public libraries developed by the Public Library Association, a division of the American Library Association.

Library customers have multiple reasons for using a library. After the customers identified their reasons for using the library, they were asked to select, from the 13 reasons for use, the single most important reason why they visited the library. The results were:

a. Personal enjoyment	19.6%
b. Use the Internet	14.0%
c. Get information	13.5%
d. School research	6.6%
e. Personal projects	6.5%
f. Pick up reserved materials	4.8%
g. Attend a children's program	3.4%
h. Schoolwork for a child	2.7%
i. Attend a program	.8%
j. Attend a meeting	.6%
k. Attend a class	.4%
l. Computer class	.3%

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5. Personal Characteristics of the Customers

The Customer Satisfaction Survey also posed the following questions to gather information on customer characteristics:

- zip code
- if they had an LAPL library card
 - i. yes 90%
 - ii. no 8%
 - iii. no response 2%
- frequency with which they visit the library
 - i. more than once a week 31%
 - ii. 2-3 times per month 24%
 - iii. once a week 16%
 - iv. other 29%
- if they use other branches of the LAPL
 - i. yes 58%
 - ii. no 39%
 - iii. no response 3%
- age
 - i. 11-17 13%
 - ii. 18-25 14%
 - iii. 26-35 17%
 - iv. 36-45 18%
 - v. 46-55 14%
 - vi. 56-65 9%
 - vii. 66+ 9%
 - viii. no response 6%
- last grade completed
 - i. 0-8 10%
 - ii. 9-12 28% 38%
 - iii. college 39%
 - iv. graduate school 19% 58%
 - v. no response 4%

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- if they were a parent, number of children living at home, number of preschoolers at home
 - i. yes 43%
 - 1. 0 11%
 - 2. 1-2 22%
 - 3. 3 or more 9%
 - 4. no response 59%
 - Preschoolers
 - 1. 0 23%
 - 2. 1-2 10%
 - 3. no response 66%
 - ii. no 50%
 - iii. no response 7%
- if they brought children to the library
 - i. yes 21%
 - 1. 1-2 16%
 - 2. 3 or more 3%
 - 3. no response 81%
 - ii. no 67%
 - iii. no response 12%
- if they are a student or taking adult classes
 - i. yes 36%
 - ii. no 59%
 - iii. no response 5%
- employment status
 - i. employed 53%
 - ii. not employed 42%
 - iii. no response 5%
- sex
 - i. female 53%
 - ii. male 44%
 - iii. no response 3%
- overall satisfaction with the library
 - i. Extremely satisfied 28%
 - ii. Very satisfied 47% 75%
 - iii. Moderately satisfied 17%
 - iv. Satisfied 3%
 - v. Dissatisfied 2%
 - vi. No response 3%

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- racial/ethnic heritage
 - i. Hispanic 33%
 - ii. Caucasian 29%
 - iii. Black 12%
 - iv. Asian 11%
 - v. Other 10%
 - vi. No response 5%
- primary language at home
 - i. English 58%
 - ii. Spanish 18%
 - iii. English & Spanish 10%
 - iv. Other 9%
 - v. No response 5%
- if they have access to the Internet at some place other than the library
 - i. yes 67%
 - 1. home 51%
 - 2. school 17%
 - 3. work 20%
 - 4. other 12%
 - Use LAPL electronic resources
 - Yes 39%
 - No 23%
 - No response 38%
 - ii. no 27%
 - iii. no response 6%
- annual family income before taxes
 - i. \$0-\$25,000 33%
 - ii. \$25,001-\$49,999 23% 56%
 - iii. \$50,000-\$74,999 14%
 - iv. \$75,000 or more 14% 28%
 - v. no response 15%
- if they would approve a ballot measure to improve existing libraries and build new ones
 - i. yes 80%
 - ii. no 8%
 - iii. no response 9%

APPENDIX V

LIBRARY TECHNOLOGY PLAN



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APPENDIX V

TECHNOLOGY PLAN SUMMARY

I. Introduction

The Los Angeles Public Library (LAPL) serves the largest population, nearly 4 million people, of any public library in the United States. It includes the extensive resources of the Central Library and 71 community branch libraries located in a geographic area that covers more than 470 square miles.

Our mission is a powerful one: “The Los Angeles Public Library provides free and easy access to information, ideas, books and technology that enrich, educate and empower every individual in our city’s diverse communities.” We clearly recognize that technology is an essential component of quality library service, and we are committed to providing the infrastructure, hardware, and software to achieve our mission.

One of the driving forces behind the Los Angeles Public Library’s effort to provide the latest in new technologies is to ensure equity of access to information for all residents of the City. The Library has been, and continues to be, aware of the disparities in access to technology among the various communities that make up Los Angeles and strives to provide appropriate technologies and training in those technologies, together with content-rich databases, as a means to bridge the digital divide.

Without a robust infrastructure, it would be impossible for the Library to provide the wide variety of services that have been designed to meet the needs of L.A. residents. As vital as the infrastructure is however, it is only a means to an end. In 1994, LAPL realized the Web’s tremendous potential to deliver information and became one of the first libraries to create its own website (www.lapl.org). Today LAPL has a very content rich website and attracts visitors from all over the world. The LAPL website now is the gateway to most of the library’s resources and services. It provides general information about the library, including Central Library collections, branch locations and hours, current exhibits, special events and much more.

The Library measures the use of its electronic resources and utilizes that data to allocate hardware and to inform decisions about the selection of electronic resources. Some key measures reflecting available resources, services, and their use, as of July 2006, were:

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WEB RESOURCES

Number of “hits” on LAPL Web site (FY05/06)	110,880,767
Number of electronic subscription databases	153
Number of LAPL-developed electronic indexes:	30
E-book collection:	
Collection Size:	9,008
Circulation (FY05/06):	50,234
Number of photographs & documents cataloged and digitized:	54,264

LIBRARY AUTOMATION

Number of PC Reservations made (FY05/06)	3,214,251
Number of public word processing sessions (FY05/06)	471,881
Number of items circulated (FY05/06)	15,539,485
Number of items renewed over the Web (FY05/06)	1,824,804
Number of library cardholders:	1,372,053
Number of holds placed on library materials (FY05/06)	1,491,049
Number of borrower e-mail addresses:	237,686
Number of e-mail notices sent (FY05/06)	806,921

In April of 2004, the Library deployed its first public-access wireless network at the Computer Center located in the Central Library. This network allows patrons who have laptops and PDAs equipped with wireless network access cards to access the Internet. It enables researchers and students to access print and electronic resources at the same time without the need to reserve the limited number of public computers available in the library. Free public-access wireless Internet access is also provided at 67 of LAPL’s branch facilities and will be expanded to all agencies in FY06-07.

LAPL is committed to integrating, supporting, and extending services through the use of technology, and during the next three years the Library will be:

- Identifying and prioritizing upgrades for the library’s network and cabling infrastructure.
- Investigating new ways of communicating with staff and customers including instant and/or text messaging, podcasting, blogs, etc.

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- Launching a RFID pilot project in a branch to automate the check-out, check-in and sorting process for library materials.
- Enhancing data bandwidth capabilities at several libraries.
- Developing a Digitization Plan to provide people with greater access to unique items in the Central Library's collection.
- Investigating, in conjunction with the City's Information Technology Agency, the feasibility of implementing an integrated telephone system.

Funds to acquire and support the Library's technology operations and initiatives are allocated in the City's General Fund Budget. Through a combination of careful management of the Library's financial resources, supplemented by grant funds and donations through the Library Foundation of Los Angeles, the Library will provide funds for the non-discounted technology expenditures that are necessary to maintain and expand services needed and desired by City residents.

Over the next three years, Library staff will keep abreast of technological changes and implement those, which are supportive of its service priorities. Staff will also monitor use of existing services and expand, discontinue or modify services in response to community needs. These efforts, when paired with the quality customer service provided daily by LAPL staff, are enabling us to make our mission to provide "free and easy access to information, ideas, books and technology that enrich, educate and empower every individual in our city's diverse communities" a reality.

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II. Current Technology Overview

A. Background

The Los Angeles Public Library (LAPL) serves the largest population of any public library in the United States. It includes the extensive resources of the Central Library and 71 community branch libraries.

1. WHY Information Technology (I.T.)?

One of the goals of the LAPL is to provide the people of Los Angeles with free and equal access to vital information resources. LAPL has been providing area residents and visitors with free access to print and non-print materials and other information services for over 133 years. However, today vast stores of information are available only as electronic files, and these resources are growing steadily, making databases and the Internet primary tools for responding to patrons' research and reference needs.

During the past decade LAPL has made tremendous strides in meeting this electronic information challenge. Today, the Los Angeles Public Library is one of the most technologically advanced public libraries in the United States, providing the public with an extensive menu of electronic resources not found in most public libraries. The Library does this for several reasons:

- a. The electronic information explosion
Providing access only to print materials severely limits library users' research options. Most of the world's information today is stored electronically: for international, national and local government agencies and worldwide corporations and organizations, electronic files are the primary means of maintaining and disseminating information. The currency of electronic information is far superior to print resources, making it key in meeting the research and reference demands of the public. The Library must provide access to these data files if it is to remain relevant in the 21st century.
- b. The "Digital Divide"
The Library is aware of the disparities in access to technology among the various communities that make up Los Angeles. In its 2003 report, *A Tale of Two Cities*, the United Way of Greater Los Angeles states that Los Angeles has the largest population living in poverty of any major metropolitan area in the United States. Many of the households in neighborhoods served by LAPL do not have

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the economic resources to purchase computers or software that will enable them to become active participants in this information age. And they most certainly do not have the financial resources to subscribe to the databases available through the library's website. One of the principal motivations behind the Library's effort to provide the latest in new technologies and content-rich databases is its goal to ensure equity in access to information for all residents of the city. In an April 16, 2003 report published by the Pew Internet and American Life Project entitled "The Ever-shifting Internet Population: A New Look at Internet Access and the Digital Divide," researchers noted: "The most frequently identified location of public access is a library."

LAPL's "Virtual Library" initiative of the mid-1990s was one of the nation's first public efforts to bridge the digital divide through the networking of public computers throughout an entire library system. Funding was actively sought from private sources through the Library Foundation of Los Angeles and from public sources through grants at the federal and state levels.

Today the Library remains the primary institution enabling all people to have access to the important electronic resources essential for research, education, recreation and personal enhancement. It is also the major community provider of free access to word processing, online literacy and computer training.

c. Self-service and remote access

Technologies play an important role in providing the public with faster and more direct access to library resources and services. Because of technologies introduced in the last decade, the public is able to check the library's catalog, reserve books, renew materials, ask reference questions and research diverse interests from the convenience of their homes, offices and schools. And the speed of access is greater than ever before: a single keyword search can result in dozens of "hits" on full-text periodical articles, books, databases and other resources – far faster than the past methods of consulting card catalogs, printed periodical indices and waiting for an extended time to receive back issues of journals.

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B. The Library's Network

The Library's network had its start in 1993 with the opening of the renovated Central Library. In that year the online catalog and circulation system (CARL) was launched at Central Library and, over the next two years, was phased-in at all of the branch libraries. Prior to 1997, the online catalog was character-based and was accessed via Wyse "dumb" terminals. These terminals were phased out by the year 2000, having been replaced by PCs.

In November 1995, the library launched its "Virtual Library" Project with the opening of the new Porter Ranch Branch Library. The vision of the "Virtual Library" Project was to create a Wide Area Network (WAN) connecting public access computer workstations in branches to the electronic resources of the Central Library. Most branches had one computer workstation for CD-ROM indexes, or in some branches, four to five stand-alone computers known as Homework Centers running multi-media software appropriate for young adults.

In April 1999, with the reopening of the West Los Angeles Branch, the "Virtual Library" project was completed. Today there are over 3100 public and staff PCs on the WAN (an average of 25-30 public computer workstations in each branch), providing an incredible array of resources never before available. These workstations integrate all the electronic resources available from the LAPL including the online catalog, word processing, over 150 subscription databases providing full text magazine and newspaper articles, health and business information, etc., and access to the Internet. This project, in large part, was made possible by private donations raised through the Library Foundation of Los Angeles that funded 58 Virtual Libraries. The remaining branches were funded through the City budget.

The Central Library's cabling system consists of a vertical backbone of fiber-optic cable and a vertical and horizontal complement of copper cable that form the artery over which data and voice communications are transported throughout the building. There are approximately 1500 data jack outlets in the Central Library that allow computer access to the library's extensive local area network (LAN). The Central Library's LAN utilizes switched Ethernet, Fast Ethernet, and Gigabit Ethernet technologies. The larger LAPL infrastructure is patterned after the classical star (hub and spoke) network configuration. At the center of the star is a Cisco 6509 Router/Switch with 32 Gigabit Fiber ports and 96 Fast Ethernet ports.

In November 2000, the library installed a DS3 data line (45 megabits connection) at the Central Library. This allowed the Library to upgrade each of the branches from a 384K Frame Relay Circuit to a full T-1. From July 2002 through June 2004

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the Library upgraded the network gear at each branch and late in 2004 the DS3 data line was upgraded to a more robust OC3 line (150 megabits connection) to accommodate the increased number of branch computers. Each branch has a Cisco 2621XM router with an internal CSU/DSU, 2 Cisco 2950 Switches supporting all of the public access needs in the branch, and 1 Cisco 3524 or 3550 Switch supporting all of the staff needs in the branch. Each branch has at least two networked HP LaserJet printers to handle the printing needs of the staff and public.

LAPL has a 100 megabit connection to the Internet via AT&T's gigaman service. This circuit is connected to a Cisco 7206VXR router. The router is connected to a Cisco Pix Firewall. In addition to the Internet connection, the firewall also has three other connections. The first connection is to the 6509 core router/switch mentioned above. The second connection provides wireless access to users at the Central Library. The third connection is to a Cisco 2950 switch that handles all of the Library's public access Web servers. In the I.T. world, this switch is considered to be a DMZ or "demilitarized zone". The firewall lets Internet users access the servers in the DMZ while protecting the internal network from Internet attacks.

LAPL utilizes a Windows 2000 backbone to push new software updates, patches, virus signatures, etc. to the staff and public computer workstations. This backbone saves the Library time and money by allowing the computer workstations to be managed remotely thereby reducing the need for technicians to visit branches to resolve problems.

In April of 2004, the Library deployed its first public-access wireless network at the Computer Center located in the Central Library. This network allows patrons who have laptops and PDAs equipped with wireless network access cards to access the Internet. It enables researchers and students to access print and electronic resources at the same time without the need to reserve the limited number of public computers available in the library. Free public-access wireless Internet access is also provided at 67 of LAPL's branch facilities and will be expanded to all agencies in the 2006/07 fiscal year.

The Library's IT staff are organized into four major groups: server & network support, desktop/applications support, Web services, and Integrated Library System (ILS) Support. The network support staff are responsible for developing, maintaining and upgrading the 130 servers as well as the network infrastructure described above. The desktop/applications support staff's major duties are to keep an accurate inventory of all PCs, printers and other peripheral equipment in all library agencies. They also provide Help Desk assistance to staff that call in computer-related problems. The "Track-It" software system is used for both of

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these purposes: tracking inventory and creation of “trouble tickets”. The desktop/applications support group is also responsible for the installation and maintenance of all new computer equipment and testing new software. The Web services group is in charge of creating and maintaining access to the library’s electronic resources, including the catalog, databases, digitized collections, the library’s website, and the staff Intranet. The ILS Support group is responsible for the CARL.Solution software which performs the functions of circulation, cataloging and serials inventory, and which serves as the interface for the Library’s Web catalog.

C. LAPL on the Web

During the period of the Virtual Library expansion, the library was developing its Web-based technologies. In 1994, LAPL realized the Web’s tremendous potential to deliver information and became one of the first libraries to create its own website (www.lapl.org). Today LAPL has a very content rich website and attracts visitors from all over the world. The LAPL website now is the gateway to most of the library’s resources and services. It provides general information about the Library, including Central Library collections, branch locations and hours, current exhibits, special events and much more. Following are descriptions of LAPL’s major Web resources.

1. Online Catalog And Circulation System (CARL)

This is a huge, complex and dynamic public access database that includes most of the Los Angeles Public Library system-wide holdings of 6.4 million items and patron records for approximately 1.4 million cardholders. In 1997, the library made available a Web version of the catalog (CARLWeb) that offers public access to the catalog and a number of information databases over the Internet.

In the years since then, the Library has implemented a number of new catalog features including: book reviews, book jacket art, tables of contents and excerpts for thousands of recent titles. Additionally, the system offers automated telephone renewals, Web renewals, patron-placed holds and e-mail notification to patrons of their holds and overdue items. This telephone circulation system was upgraded in June 2006 to a product made by Talking Tech, providing users with a superior messaging system. A Photo Imaging module makes it possible for staff to catalog and digitize the Library’s extensive photo and document collection and offer access over the Web.

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The CARL System now enables the public to:

- Access the catalog from anywhere over the Internet
- Locate materials, including books, videos, DVD's, CD's and photographs anywhere in the LAPL system.
- Reserve materials and have them sent to a local branch for pickup.
- Cancel reserves that are no longer needed.
- View the individual's personal library record to see what items have been checked out or when they are due and see what fines are owed.
- Renew items that have been checked out.
- Be notified by e-mail four days before material is due, when their reserves are ready to be picked up and when items are overdue.
- Pre-register for a library card.

By 2004, the system automated most core library functions, including materials selection, acquisitions, cataloging, circulation and the public catalog. The system operates on a large multi-cabinet HP (Tandem) Himalaya computer mainframe located in the Computer Room of the Central Library. While the catalog is completely Web-based, the circulation system operates in a client/server environment.

2. Subscription Databases

In addition to the catalog, the Library provides access to over 150 subscription databases, including full text periodical and newspaper articles covering business resources, health, social sciences, science, language, literature, the arts and much more. Children and teenagers have access to homework-related databases and there are special resources for language learning and literacy. Most of these subscription databases can only be accessed from within the LAPL system. But in 1999, the library was able to make many of these resources available to the general public, remotely, with an LAPL library card.

Some informational, CD-ROM text-based databases are also available. They are loaded on servers in the Central Library and pushed over the network to workstations throughout the Library system. Initially the library relied heavily on these informational CD-ROMs. Today, the library has converted most of its CD-ROM databases to Web access.

In early 2004, an aggregator software, titled Webfeat, was implemented which allows users to search across multiple databases at the same time. The researcher does not need to know which of the over 180 databases and indexes (including the catalog and LAPL website) to search in for the desired information. Rather, by entering specific search

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terms, the searcher will be given results from as few or as many of the databases as is desired.

3. LAPL-Created Databases

Over the past six years, the Library has been at the forefront of digitizing resources from its collection and making them available to the public via its website. These resources include a growing database of over 50,000 digitized history photographs from LAPL's 2.5 million-photograph archive. The library has also digitized materials from its special collections such as historic restaurant menus, travel posters, fashion plates, orange crate labels, and memorabilia from its Turnabout Theater archives.

The Library also has an exciting digitization project called the "Electronic Neighborhood". The core element of this project is a database that provides a comprehensive index and access to information sources available on Southern California and many Los Angeles neighborhoods. This database identifies and indexes such information resources as books, photographs, newspaper and magazine articles, pamphlets and brochures. Many of the items identified are electronically scanned for full and immediate access over the Internet. Digitization efforts have been made possible by grants through the Library Foundation and the California State Library.

LAPL has several in-house electronic databases that index many of its unique collections. These indexes are available over the Internet via LAPL's website. Such indexes include the *California Index* which points to information about people, places, and events impacting Southern California; *Genealogy Index* of family names; *Native American Index*, a database of books, periodicals, and other information in LAPL's collection, to name a few. The software used for the creation of these indexes is InMagic, a database management program developed primarily for library applications. The InMagic server software runs on a Microsoft Windows 2000 server.

4. Online Reference Service

In July 1999, LAPL added another Web-based patron service – online reference! It is now possible for the public to communicate their questions to a librarian via the Internet, either via e-mail submissions (responses are given within 48 hours) or "live" online chat. The online chat option, known as "AskNow" is a service begun by the Metropolitan Cooperative Library System (MCLS) with support from Federal LSTA funding. It is part of a global reference cooperative known as "24/7

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Reference” consisting of a cadre of specially trained librarians around the world who are “online” throughout the day and night to respond to patron inquiries. Patrons access the service through their local library’s website. The service uses call center technology that enables the librarian to “push” Web pages across the Internet to the patron’s PC, providing the patron with the appropriate Internet resource right at her/his fingertips.

5. PC Reservation and Print Management Systems

In November 2003, the Library implemented a public computer reservation system. By April 2005 the system was deployed at Central Library and all branches, replacing the paper sign up method that had been in use in all agencies. Staff time is now freed from dealing with computer sign-ins, the automated logoff reduces patron disputes when time is up, and the enforcement of time limits allows more patrons to access a computer.

At the same time, the Library implemented a new public printing system. This solution has reduced the amount of staff time involved in helping patrons with their printing needs. Patrons are able to select, print and pay for their own jobs from a computer workstation, with the extra benefit of ensuring their privacy. Waste from unclaimed prints has been eliminated, saving money on toner and paper costs. These projects were awarded a City of Los Angeles Productivity Award in 2005 for the savings generated in staff time and costs.

6. E-Books

The Library has purchased and makes available to the public from its website, over 9,000 e-books. An e-book is an electronic version of the entire printed book that can be viewed online from any computer connected to the Internet. Because they are available online, they are available to anyone, anywhere, anytime, provided another user has not “checked-out” the same title for its maximum circulation period of 24 hours.

In summer 2005 an e-audiobook service was implemented. Patrons can search for titles in the catalog and download the audiobook to a device of their choosing and listen to it at their leisure or during their commutes.

E-music downloads were made available in November 2005, making many classical music titles available in the same way as audiobooks. In May 2006, downloadable e-videos made their debut. The popularity of

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these new downloadable media is evidenced by the high circulation they are receiving in such a short time.

In 2000, the Library made available to the public another e-resource service. Available through the Library's website, the public can sign up to belong to the "Online Book Club". This is a service that emails the first two or three chapters of a selected book to the public over a 5-day period. The concept is that, if you like or become interested in the book, you can go to your local library and check it out.

7. Other E-Services

The online services provided via the Library's Web page continue to grow each year. Among the most popular services are word processing; "Kids Path" – a new, graphical, child-friendly website with special resources selected by children's librarians for kids to explore; TeenWeb – a site for teens to obtain homework help and play some specially designed games; and the Adult Literacy Services website – a site with sound files to guide users with limited reading skills to the appropriate online learning resources as well as to library literacy centers and staff. Other developments include a staff-only Intranet with extensive administrative documentation and forms, a Spanish website with resources for the Spanish-speaking, and a Japanese language interface to the catalog. Links are also provided to the City of LA website and to many topical websites evaluated by librarians for their quality in responding to frequently asked reference questions.

D. Training Centers

In 1997 and 1998, with funds provided by private donors through the Library Foundation of Los Angeles including Microsoft, the Library established its first computer training centers; two at the Central Library and a third center at the Mid Valley Regional branch. Since that time, one of the training centers at Central Library has been expanded to support 20 networked wireless computer workstations, and a new training center opened in 2003 at the Pio Pico/Koreatown Branch Library consisting of 30 wired PCs and other state-of-the-art training devices. Additionally, several smaller training centers have been established at branches throughout the city, equipped with 10-12 networked computer workstations and a large screen presentation monitor or an LCD projector and screen. The Library has also developed six portable training labs that can be used in branches that do not have the space for a dedicated training area. These portable labs, known as "cybercarts," consist of 10 wireless-enabled laptop computers and an LCD projector.

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These centers are used to train both the public and staff in basic computer literacy and effective use of online catalogs, electronic databases, and the Internet. For the past seven years, the Central Library has offered such classes to the public. Branches also provide basic computer literacy and Internet classes to children and adults on a regular basis. The Information Technologies and Collections Division's Training Office coordinates staff training opportunities conducted by LAPL staff, outside professionals and broader City of Los Angeles staff.

E. Future Plans And Needs

1. CARL System, Databases And Website Upgrades

As the Los Angeles Public Library moves into the 21st century, the library continues to re-engineer some of its I.T. infrastructure and processes, including:

- The full implementation of new materials selection, acquisitions and serials modules of the CARL system. These modules will better integrate the selection, purchasing, and cataloging functions of the Technical Services units of the library and will expedite the delivery of the materials to library facilities.
- A major upgrade to the CARL.Solution software will be necessary in the 2007/2008 fiscal year. The next releases of this software, named CARL.X (or version 6.0) will be available to libraries in early 2007.
- A reports system, CARL.Decision, will be examined to determine its usefulness in providing circulation, catalog and system statistics on a variety of measurements.
- The Library is exploring the feasibility of deploying an online method for patrons to pay their fines and fees with a credit card. Such a system would eliminate the need for some patrons to visit a library facility to pay their fines and would diminish staff intervention in the process, reducing cash transactions at the circulation desks, and possibly increasing patron accountability.
- In conjunction with online payment of fines, the Library will be implementing a new patron interface to library accounts. This interface will, over time, provide the platform to launch new personalized services, such as personal reading lists, notification of new titles of interest and upcoming library events.
- The ongoing explosion of electronic resources and databases requires constant attention by LAPL collection development staff. Audio and video archives, the Internet2, video conferencing, online training sessions, etc. all require significant staff attention and careful planning on the part of IT personnel. Public demand

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for instant and remote access to interactive learning and research resources is growing daily.

2. Digitization Program

Just as electronic research databases are becoming more profuse, so is the demand to access traditional print resources over the Web. LAPL's Digitization Program has been successful in digitizing over 50,000 photographs and documents in the last 6 years. Individuals, corporations and the entertainment industry heavily use the Library's online photograph archive. However, the Library has only scratched the surface of the print resources that could be digitized. This program continues to be a priority in the Library's search for private funding to bolster the staff provided by the City. In addition:

- The sophisticated equipment and number of skilled staff needed to continue this program necessitated the expansion of the Library's digitization program workspace. A specially designed Digitization Center was opened at the Central Library in June 2006. The center will, over the next year, become "home" to the growing staff dedicated to digitizing LAPL's collections: librarians, library assistants, scanning technicians, and the Project Coordinator.
- Digitization staff will begin the development of a browsing image collection to facilitate the public's access to the unique collections which have been digitized.
- Funds will be sought to purchase a large format scanner for bound volumes and new computers for the digitization staff.

3. Network Infrastructure

The increasing number of computers on the Library's Wide Area Network (WAN) and the new types of information available on the Internet such as streaming audio and video are constantly pushing the limits of the available bandwidth. Even with the Library's T-1 connections to the branches, this will not be adequate to cope with the increased network traffic over the next few years.

a. Fiber Optic Cabling.

The most viable solution to this growing problem is to replace the T-1 connections with fiber optics. Connecting each branch to a fiber optic cable backbone, while costly to implement, will serve city residents well in the long run and provide long term cost savings. Now is the time to begin this project, so that when resources are acquired which necessitate this greater bandwidth, the infrastructure will already be in place to accommodate them.

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A pilot project was completed in 2006 to connect the Central Library and the Watts Branch with fiber optic cable. Also, the new Harbor Gateway Branch, opening in late 2006, will have a similar fiber connection to the Central Library. These projects will enable IT staff to test the benefits of such connectivity in terms of high bandwidth resource delivery. Potential benefits of this additional bandwidth include:

- Increased Bandwidth - As Internet websites increase in sophistication, additional bandwidth will be required to reasonably display the video and audio content on the 3,100 staff and public desktops.
- Video Conferencing - Increased bandwidth will allow the branches to be connected together for video conferencing sessions. Presentations made at one branch can be viewed at all of the other branches and/or Central Library. People can view the events from their local branch instead of having to drive long distances and deal with the associated inconveniences such as parking.
- Internet II - There is content available on Internet II that our patrons need. However, this content is highly sophisticated and requires more bandwidth than a single T-1 can provide.
- Integrated Telephone System - We need to provide the public with a more efficient way of reaching LAPL staff. Features such as transferring calls between different facilities are commonplace in private industry. The Library would like to provide similar functionality as a way of improving our customer service.
- Ongoing System Maintenance - Increased bandwidth will allow the Library to monitor and maintain all of the staff & public PCs as well as the servers, routers, etc. on the network. Changes that get "pushed" via the network will be implemented in a much more time-efficient manner.
- Building Monitoring Systems - Additional bandwidth will allow other city departments to view the status of library facilities. For example, GSD can access the HVAC systems at some of our branches in order to determine the causes for problems prior to arriving at the branch. Security cameras in branches can be viewed remotely increasing the level of security provided to the Library.

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- b. **Hardware Replacement**
There are now over 3100 computers on the Library network. The constant heavy use of these computers by the public necessitates their replacement every four to five years. Funding for replacing PCs, servers, routers and other network infrastructure hardware and software needs to be incorporated into the base library budget. Until this occurs, partial funding for upgrades and replacements will be required from private entities.

- c. **Wireless**
As mentioned previously, the Library has begun offering free public Internet access for patrons with wireless-enabled laptops and PDAs. LAPL is utilizing the services of local cable companies for this service. As of July 2006, the Central Library and 63 branch libraries are providing free public wireless Internet access. Rollout of these Internet access “hot spots” to the remaining eight facilities will be completed by the end of 2006. This project is being funded through generous donations to the Library Foundation.

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III. Hardware and Software Products

A. Hardware

The Los Angeles Public Library maintains an inventory of IT-related network hardware in all of its agencies. The Library requests funds from the city on an annual basis to upgrade or replace its network hardware on regular cycles.

In addition to the computers and printers, each branch's network closet contains the following hardware:

- Cisco 2621XM router which directs traffic between the branch machines and the Central Library's router, telling data packets where they are headed.
- Cisco switch which segregates the internal staff network from the public network for security purposes. This switch also allows Virtual Private Networks (VPN) for better network control.
- Multiple Cisco switches to segregate the internal public network from the staff network, also for security purposes. These switches also allow VPNs.
- Cisco IP phone to allow technicians to communicate with Central Library without typing up branch phone lines. These phones are located in the equipment closets.
- Hewlett Packard Proliant Windows 2000 server which acts as a DNS server to resolve internet addresses and as a DHCP server to assign local branch PC addresses so that each branch PC does not need to talk to a Central Library server for basic network needs. This server also stores the "images" used to RIS computers.
- APC UPS (uninterruptible power supply) to protect digital network equipment from outages and spikes.
- SBC wireless hub, attached to a DSL line, to allow patrons to access the Internet with their laptop computers or other wireless devices.

The majority of network hardware is housed in a secured computer room in the Central Library. Dozens of servers, media converters, routers, monitors and other network devices are housed here. Some of the primary components of the hardware include:

- Numerous Hewlett Packard printers of various models.
- Numerous KVM switches and system monitors.
- Numerous Allied Telesystems switches to connect the various fiber and fiber/cable network runs.
- Cisco router and switch for the Checkpoint RFID gates and self-checkout machines.

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- Numerous Cisco switches to feed the Central server network, the DMZ server network, the wireless network and the Windows network.
- Cisco Pix firewalls (primary and secondary) for the connection to the City network and a backup firewall.
- Main network router handling all data traffic to/from branches.
- Routers for connecting to the CARL Solution Integrated Library System and for connecting to the City Host.
- Numerous Cisco switches for Voice Over IP telephones and for connecting ports to the Computer Room.
- Tape Backup devices.
- Liebert Uninterruptible Power Supply units for the Computer Room.
- IP Telephone units.
- Media converters to make fiber and cable connections.
- Wireless Access Routers for the public and staff areas of Central Library.
- APC Smart Uninterruptible Power Supplies for each Central Library network closet.
- Numerous servers of various makes to perform the following functions:
 - Serials acquisitions and check-in system
 - Web library card applications
 - Teen Message Board
 - RFID Tag System
 - Proxy server for WebFeat
 - Streaming media server to broadcast information meetings
 - Citrix server for public software applications
 - Photo Images server for photo archive
 - InMagic server to house and serve numerous InMagic databases and provide Web access to them
 - Web servers for the Heating, Ventilation and Air Conditioning Systems
 - Numerous Hewlett Packard servers controlling the e-mail system, including virus scanning
 - Security badge access system database server
 - Content Management System server for the library websites
 - Server hosting the library websites
 - DNS servers to resolve Internet addresses for inside the network
 - DNS servers for resolving IP addresses outside the network
 - Intermapper and Nagios server to check the health of the network;
 - Personnel Database server
 - Telephone TDD system server
 - CD-ROM servers for databases

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- FirstSource (a statewide reference service) server
- Call Manager for the Mitel Telephone system
- Game server for the library's Teen Website games
- SQL server for the library's events calendar
- several Hewlett Packard Proliant servers for the public PC Reservation System
- Sun Servers for the Kids' Catalog, WebCheck, and to run the library's Web catalog for inside and outside users
- Branch schedule server
- Numerous servers to handle public word processing applications in all library facilities
- Word Processing domain controller
- Libris server
- Staff domain controllers
- Public Domain Controllers
- Anti-Virus servers
- Central Library Public and Staff file servers and RIS servers
- Backup System servers for the Windows 2000 backbone
- Windows update server
- Various test servers for new software applications
- Phone Circulation System server
- Track-It System server for maintaining inventory

B. Software

1. CARL.Solution (The Library Corporation)

The CARL.Solution Integrated Library System provides mission critical functionality to LAPL for circulation, catalog record creation and maintenance, serials control, reports, and patron access. The System is accessible at all LAPL locations via a WAN as well as from the Internet. Other key modules of the system and software provided from 3rd party vendors include:

a. CARLweb.

CARLweb provides the public view of the system, including OPAC functions, patron account information, and patron placed holds. Enhanced content is available including video previews, book jacket art, table of contents, reviews, and authors notes to provide more information to the user and help them find appropriate materials. CARLweb provides access to the library in English, Spanish, and Japanese with context sensitive help. CARLweb also provides access to a digital media collection. This is accessible at all LAPL locations via a WAN as well as from the Internet.

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- b. Kids' Catalog Web
Kids' Catalog Web (KCWeb) provides a graphical access view of children's holdings at the library. KCweb allows young readers to search the catalog on their own using a topical search, letters from a title or author, or a suggested list of names or topics. KCWeb searches also retrieve a list of verified and appropriate web resources. This is accessible at all LAPL locations via a WAN as well as from the Internet.
- c. YouSeeMore
YouSeeMore provides patrons with a personalization option at the library. This includes the ability to specify subject interests in library holdings as well as news feeds, RSS links, and electronic payment of fines. The eCommerce functionality will allow patrons to pay files using a credit card from home or in the library. This is accessible at all LAPL locations via a WAN as well as from the Internet.
- d. WebFeat
WebFeat provides an aggregated search of LAPL licensed subscription databases and library-developed resources. This allows the user (staff or patron) to enter a single search and have it run against several databases in a particular subject area, or against a user-selected group of resources. This is accessible at all LAPL locations via a WAN as well as from the Internet with authentication of the LAPL patron.
- e. 3M and Checkpoint Interfaces
Using the industry standard SIP protocols, the CARL.Solution ILS can communicate with the 3M and Checkpoint self-check units available for the public. Communication between these devices to the host is via a LAN and WAN.
- f. EnvisionWare LPTOne
This product manages printing at public PCs. Patrons send password-protected print jobs to local release stations. These print jobs are then paid for and collected by the patron. Communication is via a LAN.
- g. Telus PC Reservation System
This product manages reservations for the public PCs. Patrons no longer need to queue up for access; they can schedule a time and then go to the designated PC when it is their time. PCs may be

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reserved in the library or via the Internet. Communication between PCs and the scheduling server, as well as patron validation between the system and the ILS, is via the WAN.

2. Microsoft applications

a. Public use

Microsoft application software currently for the public is run in a Citrix environment. Currently, Word is available in all locations, and Excel and PowerPoint are available only in selected locations.

b. Staff

Microsoft application software currently in use by Library staff includes: Access, Excel, Outlook, PowerPoint, and Word.

3. Software applications available for public use

Perfect Resume is available for public use at all library locations, and Winway Resume Deluxe is being tested to replace it.

Plato Learning Software, Learning Express Library and Rosetta Stone Language software are all available through the libraries computers, as well as from the Internet with authentication of the LAPL patron.

4. Email

Outlook is the default e-mail application for staff. Web access to e-mail is also provided by use of NetWin WebMail. The public has access to a variety of Web-based e-mail programs.

5. Personnel applications

The Library Personnel Database is housed in an Oracle 9/Linux system with a Web interface (Tomcat/JSP).

6. Other

On a server level, software applications include Serena Collage content management software, Citrix, ResCarta, MYSQL, MSSQL, ColdFusion and Inmagic Textworks and Webpublisher. Applications at the desktop level include Adobe Photoshop, Illustrator, InDesign and Acrobat, WordPerfect, and Macromedia Flash and Dreamweaver.

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IV. Network Connections and Internet Services

The Library operates a network to provide an expanding array of the library services at the Central Library and 71 community branch libraries.

The Central Library's cabling system consists of a vertical backbone of fiber-optic cable and a vertical and horizontal complement of copper cable that form the artery over which data and voice communications are transported throughout the building. There are approximately 1500 data jack outlets in the Central Library that allow computer access to the library's extensive local area network (LAN). The Central Library's LAN utilizes switched Ethernet, Fast Ethernet, and Gigabit Ethernet technologies. The larger LAPL infrastructure is patterned after the classical star (hub and spoke) network configuration. At the center of the star is a Cisco 6509 Router/Switch with 32 Gigabit Fiber ports and 96 10/100/1000 BaseT ports.

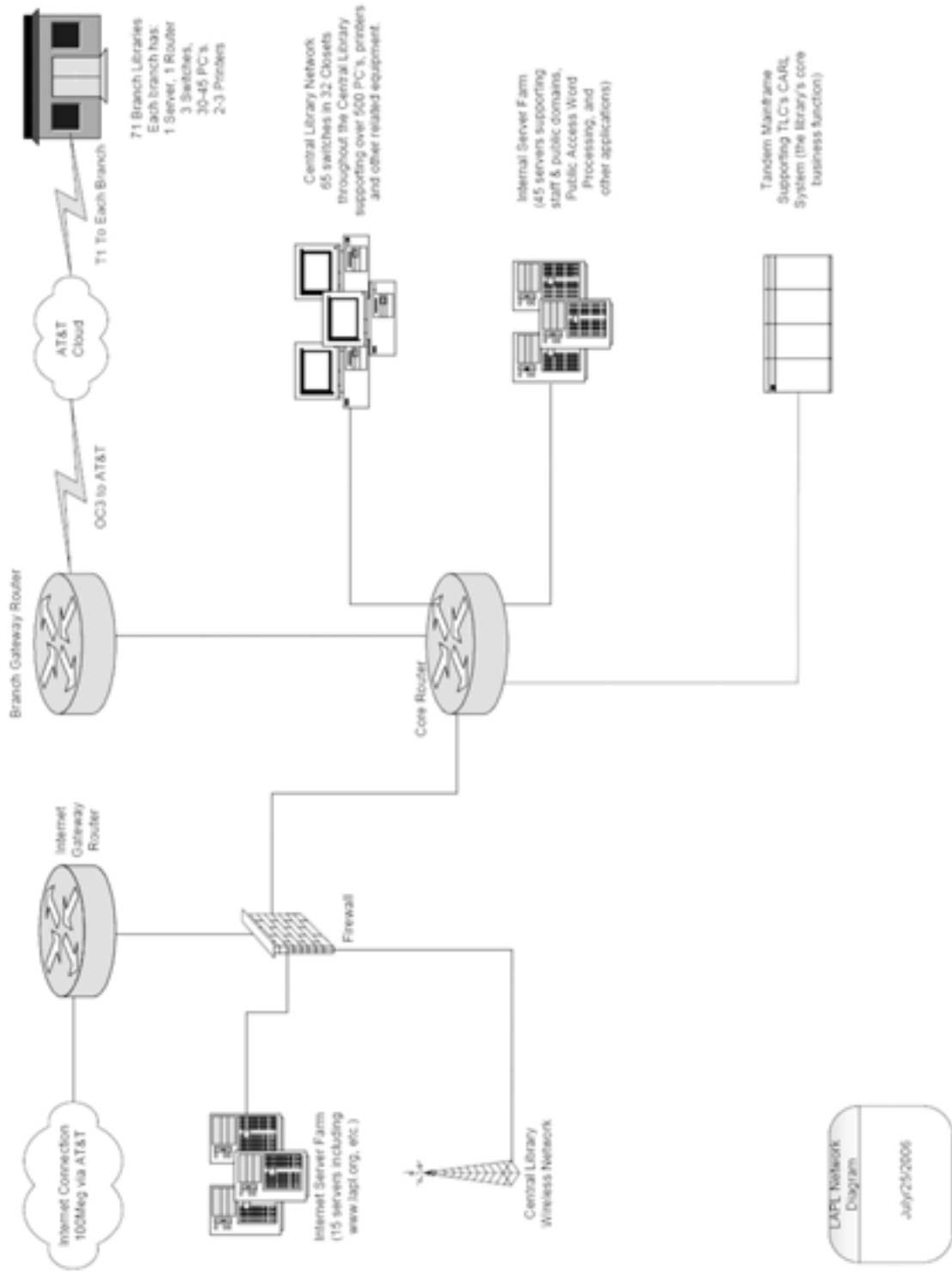
WAN connectivity is provided by AT&T via Frame Relay T1 circuits. AT&T consolidates all this traffic onto a robust OC3 over ATM circuit (150 megabits connection). Each branch has a Cisco 2621XM router with an internal CSU/DSU, 2 Cisco 2950 Switches supporting all of the public access needs in the branch, and 1 Cisco 3524 or 3550 Switch supporting all of the staff needs in the branch.

LAPL has a 100 Megabit connection to the Internet via AT&T's Gigaman service. This circuit is connected to a Cisco 7206VXR router. The router is connected to a Cisco Pix Firewall. In addition to the Internet connection, the firewall also has three other connections. The first connection is to the 6509 Core Router/Switch mentioned above. The second connection provides wireless access to the users at the Central Library. The third connection is to a Cisco 2950 switch that handles all of the Library's public access Web servers. In the I.T. world, this switch is considered to be a DMZ or "demilitarized zone". The firewall lets Internet users access the servers in the DMZ while protecting the internal network from Internet attacks.

LAPL utilizes a Windows 2000 backbone to push new software updates, patches, virus signatures, etc. to the staff and public computer workstations. This backbone saves the library time and money by allowing the computer workstations to be managed remotely thereby reducing the need for technicians to visit branches to resolve problems.

A basic diagram of the Library's network can be found on the following page.

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V. Technology Plan

It is impossible to maintain a technological status quo. If one does not change, one can only fall further and further behind. The Library acknowledges that a robust, up-to-date technological infrastructure and well-maintained hardware and software in sufficient quantities to meet demands of the public and the staff are essential to achieve the Library's goals. To assure that current services are efficiently and effectively managed and to enable the expansion of services to meet community needs, the Library staff will keep abreast of technological changes and implement those, which are supportive of its service priorities.

In addition to performing all of the tasks essential to provide service to the public and staff on a daily basis, the Library has identified seven major technology projects, which will be undertaken over the next three years. Those projects and the rationale for them are:

Strategic Initiative 2

Use the latest technology to improve access to information, customer service, and the system-wide delivery of services.

Activity 2.1: Develop a comprehensive Technology Plan. (January 2007)

In order to provide a coordinated approach to technology implementation, an official Technology Plan is being developed to guide the Library in the coming three (3) years. This plan is being developed in accordance with the guidelines issued by the California State Library. It will detail the overall goals of the Library and the ways in which technologies can assist in meeting those goals. It will include specific technology initiatives that will be measurable and will be reviewed on a regular basis to ensure their achievement.

Activity 2.2: Identify and prioritize upgrades for the library's network and cabling infrastructure. (July 2007)

The increasing number of computers on the Library's Wide Area Network (WAN) and the new types of information available on the Internet such as streaming audio and video, are constantly pushing the limits of the available bandwidth. Even with the library's T-1 connections to the branches, this current bandwidth is

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inadequate to cope with the anticipated increase of network traffic in the next 3 years.

The most viable solution to this problem is to replace the T-1 connections with fiber optics. Connecting each branch to a fiber optic cable backbone, while costly to implement, will serve city residents well and result in cost savings in the long run. Also, as branches are connected to City-owned fiber, costs will diminish because monthly charges from the telecommunications companies who currently provide T-1 connectivity will be eliminated. Currently only the Watts Branch has fiber optic cable connectivity to the Central Library. The Harbor Gateway Branch, which will open in late 2006, will be the second branch with a fiber installation.

The benefits of providing this enhanced bandwidth include: faster Internet access to high-bandwidth resources, video conferencing capabilities, Internet II, enhanced phone services through an Integrated Telephone System, access to video archives, etc. In addition, Central Library cabling will need to undergo an upgrade. The existing cabling is CAT5, but the wires have been split to get two outlets on a single wire. New technologies requiring higher bandwidth and/or Power over Ethernet (PoE) will require true CAT5 or higher cabling.

There are now over 3100 computers on the Library network. The constant use of these computers by the public necessitates their replacement every four to five years. Securing City funding for the ongoing replacement of these PCs and other network gear such as servers, printers, routers and switches will be an important task of the Library's IT Department.

Activity 2.3: Investigate new ways of communicating with staff and customers including instant and/or text messaging, pod-casting, blogs, etc. (October 2007)

The Internet age has dramatically changed the face of communications. E-mail, laptops with wireless networking, internet-capable cell phones, and Blackberry-

type devices have allowed people to connect and communicate as never before. Some people are giving up "land-line" phones entirely, and mail and fax communication cannot compete on cost with the new technologies. However, it is a mistake to think that e-mail is enough. People are now getting news and entertainment from podcasts, text and instant messaging as an even faster alternative to e-mail, and reading blogs and message boards is a growing alternative to print or even online media sites.

It is important for the Library to investigate and evaluate these emerging technologies for a variety of reasons. If we are to continue to reach out to younger generations and introduce them to the Library, it must be through the technologies they use. If the Library has no presence in their popular mediums, they will not consider it relevant to them. These technologies also offer access to events and services to those who would otherwise have none. A person may not be able to come to Central Library for an event, but they may be able to download a podcast of it. A homebound patron may not be able to attend a book discussion group, but could participate on a message board. Cost savings are another reason to investigate all possible communication technologies. Every notice unsent and every telephone call not made is a potential savings for the Library, and while e-mail can help now, with the proliferation of instant and text messaging, these may be the preferred and most efficient contact methods of tomorrow.

Activity 2.4: Launch an RFID project in a branch library. (July 2009)

Radio Frequency Identification (RFID) is an increasingly common and efficient way to manage large collections. RFID is especially useful in encouraging patron self-service. It facilitates the check-out and check-in of library materials, provides an effective means of securing library items from being stolen, and enables libraries to automate materials handling and sorting.

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The Los Angeles Public Library has utilized RFID technology in its Central Library's Popular Library since 2002. It has proven to speed materials checkout and as costs have come down, it is a technology worth implementing in one or two test locations. The Library is exploring sites for additional implementations of RFID, including an existing, established library branch and a new branch currently being designed. The installation will include RFID tags, patron checkout stations, patron payment stations and an automated materials handling system.

Activity 2.5: Enhance data bandwidth capabilities at several libraries. (April 2008)

As Activity 2.2 is completed, additional branch libraries will be identified to receive enhanced fiber installations. The branches will be selected based upon bandwidth needs, proximity to existing fiber optic cable, costs for installation and for ongoing maintenance of the fiber.

Activity 2.6: Develop a Digitization Plan to provide people with greater access to unique items in the Central Library's collection. (July 2008)

Collections in need of digitization at LAPL fall into three main categories:

- **Photograph Collections:** The photograph holdings of the Library number over 2.5 million, and are made up of several collections (SPNB, Shades of LA, WPA), with the bulk coming from the Herald Examiner Photo Archive. Digitization work is active in several of the collections.
- **Rare Book Room Collections:** Diverse collections include menus, hand-colored fashion plates, orange crate labels, California prints, etc. Only two collections have seen any digitization work started.
- **Special Collections:** Examples include the California Index Archives, the Travel Poster Collection and the Map Collection. Only the California Index has had digitization work.

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Because of the number of collections, and the size of some of these collections, it is important to have a digitization plan in place. Without a clear plan for evaluating, prioritizing and processing these collections, a scattershot approach is likely to occur, with the end result being an inefficient use of time and resources. Consideration must be made for the different handling of continuing projects like photographs, where the collection is so large that it is not yet possible to envision an end date to the project, versus projects such as the fashion plates that have a set, "workable" number of items that can be planned for with a specific project length.

Activity 2.7: Investigate, in conjunction with the City's Information Technology Agency, the feasibility of implementing an integrated telephone system. (July 2009)

One of the most critical enhancements requiring the Library's attention in the next three years is the development and implementation of an Integrated Telephone System. Presently, each branch of the Los Angeles Public Library system has its own telephone system. When patrons contact one of the branches, they cannot be transferred to another branch or to the Central Library. Instead, Library staff must give the patrons the 10-digit telephone number for the desired agency.

A new telephone system must be able to take advantage of a converged network which will save the City and library users money in long-distance charges as well as providing a better experience to our patrons.

These projects will be managed by staff of Library's Information Technologies and Collections Division. Many will require the support and assistance of other Library staff and perhaps the assistance of staff of the City's Information Technology Agency, current and potential vendors as well as technology consultants. The Library is committed to allocating the staff required to manage and implement these projects.

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Most of these projects will require additional funding. Therefore, the Library will be preparing the necessary budget enhancement requests as part of the annual City budget process. The Library will also be working closely with the Library Foundation to raise private funds or secure grants whenever possible and appropriate.

APPENDIX VI

BRANCH FACILITIES PLAN, DRAFT REVISION



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APPENDIX VI

SUMMARY OF BRANCH FACILITIES PLAN REVISION

Background

The Los Angeles Public Library Branch Facilities Plan was adopted by the Board of Library Commissioners in 1988. It consisted of two components - a *Site Selection Guidelines* that set standards for the size and features of branches based on location and the population served in each community, and a *List of Projects*, identifying the facility status and need of each existing branch library and identifying the need for branch libraries in communities without existing libraries.

The *Facilities Plan* established criteria for the size of libraries. The plan recommended building 10,500 square foot (s.f.) facilities for communities with less than 50,000 population and 12,500 s.f. libraries for communities with more than 50,000 population.

When the *Branch Facilities Plan* was first adopted eighteen years ago, only a few of the 63 branch libraries met the standards established in the *Site Selection Guidelines*.

The *Branch Facilities Plan* was implemented through back-to-back Bond Measures approved by more than 2/3rds of the voters of Los Angeles. Phase I was the *1989 Bond Program*. It provided \$53.4 million for 26 projects. Twenty-nine libraries were built in the 1989 bond program. The Los Angeles Public Library successfully obtained additional funds from the Community Development Block Grant award of Federal funds, from the California State Library Proposition 85, and from Friends of the Library groups for a total branch construction program of \$108 million.

Phase II was the *1998 Bond Program*. It provided \$178.3 million for 32 projects. The original 32 projects in the 1998 bond program were built on time and under budget. Four additional projects were added through managed savings, Friends of the Library contributions, and a California State Library Proposition 14 grant for a total construction program of \$226.3 million. Two of the added projects are completed and two are under construction. Thus far, a total of 64 facilities have been built and/or renovated under the two Bond Programs. Through separate funding, during this same time period, the landmark Central Library was renovated and expanded to more than double the size of the historic building.

The entire original *Facilities Plan* is completed except for the two remaining projects that were added to the 1998 Bond Program (*Exposition Park Regional*

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Branch – which began construction in December 2006; and *Silver Lake Branch* – which will go to construction by June 2007).

The 1988 Branch Facilities Plan became the blueprint for the most significant change in the Los Angeles Public Library infrastructure in its history. Based on the facilities plan and the construction funds obtained in the subsequent bond issues, 90% of the library infrastructure was replaced in a fifteen-year period. The Los Angeles Public Library completed the largest public library building program in the nation on time and under budget. Library space in new and renovated state-of-the-art facilities was more than doubled from 700,000 square feet to more than 1,400,000 square feet in the Central Library and 71 branch libraries in the City of Los Angeles.

Process

Since the adoption of the original *Branch Facilities Plan*, the City of Los Angeles and the demand for public library services have continued to grow and thrive. Two years ago, in anticipation of the completion of the 1988 *Branch Facilities Plan*, the Los Angeles Public Library started to plan for the future by analyzing current and future library services and facilities needs and population growth projections to the year 2030.

The library service and facility needs assessments were conducted by staff. They included the gathering of information through research, library use statistics and experiences at branch libraries. Staff also used feedback from the public received at more than 300 community meetings that were conducted in its branch library construction program. Information and ideas from the thousands of people who participated in the meetings in every neighborhood in the city contributed to the identification of the library's most significant needs and future development. Information from that extensive process has been used in this *Revised Branch Facilities Plan*.

A preliminary revision to the *Branch Facilities Plan* was drafted by staff and presented to the Board of Library Commissioners in March 2006. The Draft Revision to the Branch Facilities Plan was adopted by the Library Commission as a first step in taking the findings out to the communities, the Mayor, the City Council, and other stakeholders for their input.

The City Librarian and Director of the Library Facilities Division met with the Mayor's staff and with each Council member in April, May and June 2006 to review the draft revision and the *Proposed Project List* and to discuss recommendations for communities in the individual Council Districts. From August to December 2006, the Library conducted nine regional community meetings throughout the city to inform the public of the proposed *Draft Revision* and to get their suggestions and comments. The meetings were held at the Angeles

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Mesa Branch, Benjamin Franklin Branch, Granada Hills Branch, Junipero Serra Branch, Malabar Branch, Panorama City Branch, Pio Pico – Koreatown Branch, San Pedro Regional Branch and West Los Angeles Regional Branch. A Spanish language translator was present at all the meetings to make sure people who only spoke Spanish could understand and could make their concerns known.

The Library also posted the *Draft Revision* on the LAPL Web site to enable comments from the public.

The Library has taken specific testimony during 2006 about the proposed revision to the *Branch Facilities Plan* and future development of libraries from hundreds of people throughout the City of Los Angeles and accepted petitions, phone calls, and scores of e-mail comments about the plan.

The City Librarian and Facilities Director have also met with other stakeholders, including the Los Angeles Conservancy and the Los Angeles Department of Recreation and Parks, to discuss the development of new libraries.

Branch Facilities Plan Revision

As a result of public input, a number of changes have been made to the March 2006 Draft Revision to the Branch Facilities Plan. The changes have been incorporated in the attached *Branch Facilities Plan* and include:

- Removal of Malabar and Wilshire Branch Libraries from the *Proposed Project List* because both communities strongly oppose leaving the historic building and relocating the library;
- Deletion of the Westwood Branch project because the Department of Recreation and Parks is purchasing the adjacent vacant lot with Quimby funds for its development into a library park;
- Increase West Los Angeles' building size from 14,500 s.f. to 20,000 s.f. because it is a Regional Branch Library and add a contingency plan to build a new building and parking on new site if additional land cannot be acquired behind the current site;
- Addition of 3 projects in the "Existing Branches" category - new buildings on their same sites for the Benjamin Franklin Branch and the Eagle Rock Branch Libraries and the renovation of the Echo Park Branch Library;
- Addition of 2 projects in the "New Branches" category – one in the East Valley/Valley Glen area and one in the Mulholland Drive area.

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The *Criteria for New Libraries* (formerly *Site Selection Guidelines*) proposes building larger libraries. The recommended sizes are 12,500 s.f. facilities for communities with less than 45,000 population and 14,500 s.f. facilities for communities with more than 45,000 population. It also recommends that when a community reaches a population of 90,000, an additional branch library should be considered for that area.

The *Proposed Project List* includes a total of 19 projects:

- 2 renovations – Atwater and Echo Park;
- 3 new buildings on same sites – Benjamin Franklin, Eagle Rock and West Los Angeles;
- 6 relocations with new buildings on new sites – Angeles Mesa, Felipe de Neve, Granada Hills, Robert L. Stevenson, Van Nuys and Vermont Square;
- 8 new libraries in areas that currently do not have a library – Arleta, East Valley/Valley Glen, Lake Balboa, Mission Hills, Mulholland, Southeast Los Angeles, West Hills and West San Pedro.

This *Branch Facilities Plan* will be presented to the Board of Library Commissioners for their review and approval at a regular Board meeting on February 8, 2007. Library staff has notified everyone who attended community meetings about the Board meeting. The revised criteria and project list have been sent to them. This revised Branch Facilities Plan is simultaneously accessible on the Library Web site, www.lapl.org, About the Library, Planning for New Libraries.

The adopted plan will become the base document for future development of the Los Angeles Public Library including the preparation of cost estimates for property acquisition, design and construction of the proposed library projects and the analysis of options for obtaining funding to build the new libraries. There are currently no funding sources to begin the development of the project list for new and renovated library facilities.

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**LOS ANGELES PUBLIC LIBRARY
Branch Facilities Plan
*Criteria for New Libraries***

1. Branch Building Size Standards:

<u>Population Served</u>	<u>Size Of Facility (s.f.)</u>	<u>Property Required (s.f.)</u>
Above 45,000*	14,500 s.f.	40,000 s.f.
Below 45,000	12,500 s.f.	32,500 s.f.
Expansion or Special Situations**	Special Size	
Regional Branch	Up to 20,000 s.f.	52,000 s.f.

* For community with population above 90,000, consider adding a second branch to serve that area.

** Due to available property size and configuration, architectural constraints or opportunities, or building code requirements, some facilities may differ from the recommended sizes.

2. Located in a retail area.

3. A one-story library building with security conscious design. Interior layouts designed to fully accommodate:

- The disabled
- Current and future electronic technology
- Substantial shelving and seating capacities
- A community meeting room that is accessible after hours

4. Good visibility and street access.

5. Easily accessible by car, by bus, and on foot.

6. Taking into consideration the relative locations of all schools served by the branch.

7. Taking into consideration the relative locations of neighboring branch libraries.

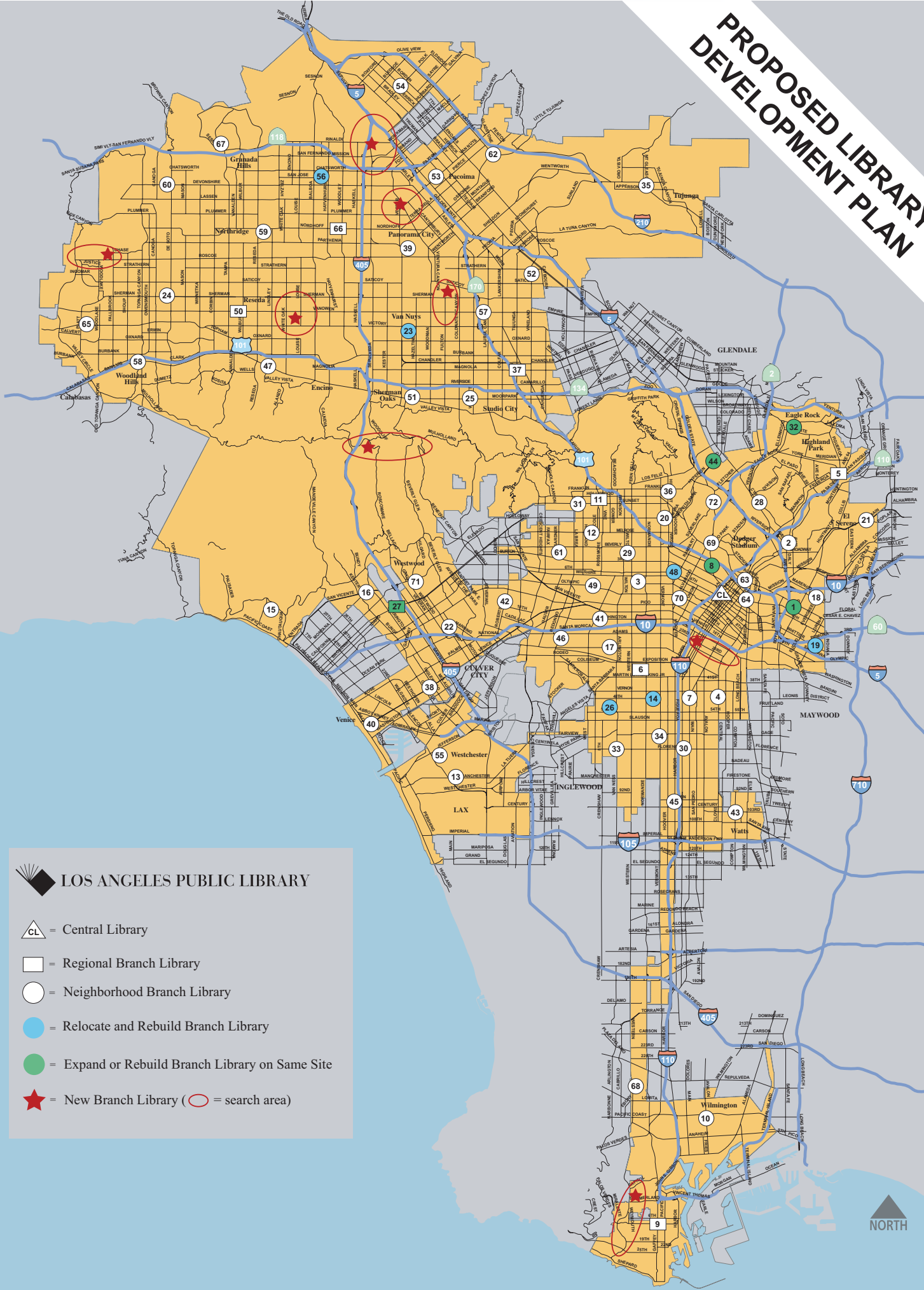
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**LOS ANGELES PUBLIC LIBRARY
BRANCH FACILITIES PLAN**

PROPOSED PROJECT LIST

BRANCH NAME	COUNCIL DISTRICT	BRANCH FACILITIES PLAN	BUILDING SIZE (In Square Feet)	
			EXISTING	PROPOSED
EXISTING BRANCHES				
Angeles Mesa	8	New building and parking on new site.	5,250 s.f.	12,500 s.f.
Atwater Village	13	Renovate and expand on existing site. Obtain adjacent site.	5,900 s.f.	Up to 12,500 s.f.
Benjamin Franklin	14	New building and parking on existing site.	9,656 s.f.	14,500 s.f.
Eagle Rock	14	New building and parking on existing site.	12,411 s.f.	14,500 s.f.
Echo Park	1	Renovate and add public space by building out basement.	17,543 s.f.	17,543 s.f.
Felipe de Neve	10/1	New building and parking on new site.	9,000 s.f.	14,500 s.f.
Granada Hills	12	New building and parking on new site.	11,310 s.f.	14,500 s.f.
Stevenson	14	New building and parking on new site.	5,000 s.f.	12,500 s.f.
Van Nuys	6	New building and parking on new site.	12,814 s.f.	14,500 s.f.
Vermont Square	9	New building and parking on new site.	8,000 s.f.	12,500 s.f.
West Los Angeles	11	New building and parking on existing site, if additional land can be acquired behind the current site; if not, new building and parking on new site.	13,740 s.f.	20,000 s.f.
NEW BRANCHES				
Arleta	6	Obtain site and build new library and parking.		14,500 s.f.
East Valley/Valley Glen	2	Obtain site and build new library and parking.		14,500 s.f.
Lake Balboa	6/12	Obtain site and build new library and parking.		14,500 s.f.
Mission Hills	7	Obtain site and build new library and parking.		14,500 s.f.
Mulholland	5	Obtain site and build new library and parking.		14,500 s.f.
Southeast Los Angeles	9	Obtain site and build new library and parking.		14,500 s.f.
West Hills	3	Obtain site and build new library and parking.		14,500 s.f.
West San Pedro	15	Obtain site and build an additional new library and parking to serve the San Pedro area.		14,500 s.f.

PROPOSED LIBRARY DEVELOPMENT PLAN



LOS ANGELES PUBLIC LIBRARY

- = Central Library
- = Regional Branch Library
- = Neighborhood Branch Library
- = Relocate and Rebuild Branch Library
- = Expand or Rebuild Branch Library on Same Site
- = New Branch Library (= search area)





LOS ANGELES PUBLIC LIBRARY

**CENTRAL LIBRARY
and Administrative Offices
630 W. 5th St. (213) 228-7000
Los Angeles, CA 90071**

BRANCH DIRECTORY

(* Regional Branches)

- 01 **Benjamin Franklin** - 2200 E. First St. (323) 263-6901
- 02 **Lincoln Heights** - 2530 Workman St. (323) 226-1692
- 03 **Pio Pico Koreatown** - 694 S. Oxford Ave. (213) 368-7647
- 04 **Vernon** - 4504 S. Central Ave. (323) 234-9106
- 05 ***Arroyo Seco** - 6145 N. Figueroa St. (323) 255-0537
- 06 ***Exposition Park** - 3900 S. Western (323) 732-0169 (In Construction)
- 07 **Junipero Serra** - 4607 S. Main St. (323) 234-1685
- 08 **Echo Park** - 1410 W. Temple St. (213) 250-7808
- 09 ***San Pedro** - 931 S. Gaffey St. (310) 548-7779

- 10 **Wilmington** - 1300 N. Avalon Blvd. (310) 834-1082
- 11 ***Frances H. G. Hollywood** - 1623 N. Ivar Ave. (323) 856-8260
- 12 **John C. Fremont** - 6121 Melrose Ave. (323) 962-3521
- 13 **Westchester-Loyola** - 7114 W. Manchester Ave. (310) 348-1096
- 14 **Vermont Square** - 1201 W. 48th St. (323) 290-7405
- 15 **Palisades** - 861 Alma Real Dr. (310) 459-2754
- 16 **Brentwood** - 11820 San Vicente Blvd. (310) 575-8273
- 17 **Jefferson** - 2211 W. Jefferson Blvd. (323) 734-8573
- 18 **Malabar** - 2801 Wabash Ave. (323) 263-1497
- 19 **R.L. Stevenson** - 803 Spence St. (323) 268-4710

- 20 **Cahuenga** - 4591 Santa Monica Blvd. (323) 664-6418
- 21 **El Sereno** - 5226 Huntington Dr. S. (323) 225-9201
- 22 **Palms-Rancho Park** - 2920 Overland Ave. (310) 840-2142
- 23 **Van Nuys** - 6250 Sylmar Ave. Mall (818) 756-8453
- 24 **Canoga Park** - 20939 Sherman Way (818) 887-0320
- 25 **Studio City** - 12511 Moorpark St. (818) 755-7873
- 26 **Angeles Mesa** - 2700 W. 52nd St. (323) 292-4328
- 27 ***West Los Angeles** - 11360 Santa Monica Blvd. (310) 575-8323
- 28 **Cypress Park** - 1150 Cypress Ave. (323) 224-0039
- 29 **Wilshire** - 149 N. St. Andrews Pl. (323) 957-4550

- 30 **Ascot** - 120 W. Florence Ave. (323) 759-4817
- 31 **Will & Ariel Durant** - 7140 W. Sunset Blvd. (323) 876-2741
- 32 **Eagle Rock** - 5027 Caspar Ave. (323) 258-8078
- 33 **Hyde Park** - 2205 Florence Ave. (323) 750-7241
- 34 **John Muir** - 1005 W. 64th St. (323) 789-4800
- 35 **Sunland-Tujunga** - 7771 Foothill Blvd. (818) 352-4481
- 36 **Los Feliz** - 1874 Hillhurst Ave. (323) 913-4710
- 37 ***North Hollywood** - 5211 Tujunga Ave. (818) 766-7185
- 38 **Mar Vista** - 12006 Venice Bl. (310) 390-3454
- 39 **Panorama City** - 14345 Roscoe Blvd. (818) 894-4071

- 40 **Venice** - 501 S. Venice Blvd. (310) 821-1769
- 41 **Washington Irving** - 4117 W. Washington Blvd. (323) 734-6303
- 42 **Robertson** - 1719 S. Robertson Blvd. (310) 840-2147
- 43 **Watts** - 10205 Compton Ave. (323) 789-2850
- 44 **Atwater Village** - 3379 Glendale Blvd. (323) 664-1353
- 45 **Mark Twain** - 9621 S. Figueroa St. (323) 755-4088
- 46 **Baldwin Hills** - 2906 S. La Brea Ave. (323) 733-1196
- 47 **Encino-Tarzana** - 18231 Ventura Blvd. (818) 343-1983
- 48 **Felipe de Neve** - 2820 W. Sixth St. (213) 384-7676
- 49 **Memorial** - 4625 W. Olympic Blvd. (323) 938-2732

- 50 ***West Valley** - 19036 Vanowen St. (818) 345-9806
- 51 **Sherman Oaks** - 14245 Moorpark St. (818) 205-9716
- 52 **Sun Valley** - 7935 Vineland Ave. (818) 764-1338
- 53 **Pacoima** - 13605 Van Nuys Blvd. (818) 899-5203
- 54 **Sylmar** - 14561 Polk St. (818) 367-6102
- 55 **Playa Vista** - 6400 Playa Vista Dr. (310) 437-6680
- 56 **Granada Hills** - 10640 Petit Ave. (818) 368-5687
- 57 **Valley Plaza** - 12311 Vanowen St. (818) 765-9251
- 58 **Woodland Hills** - 22200 Ventura Blvd. (818) 226-0017
- 59 **Northridge** - 9051 Darby Ave. (818) 886-3640

- 60 **Chatsworth** - 21052 Devonshire St. (818) 341-4276
- 61 **Fairfax** - 161 S. Gardner St. (323) 936-6191
- 62 **Lake View Terrace** - 12002 Osborne St. (818) 890-7404
- 63 **Chinatown** - 639 N. Hill St. (213) 620-0925
- 64 **Little Tokyo** - 203 S. Los Angeles St. (213) 612-0525
- 65 **Platt** - 23600 Victory Blvd. (818) 340-9386
- 66 ***Mid-Valley** - 16244 Nordhoff St. (818) 895-3650
- 67 **Porter Ranch** - 11371 Tampa Ave. (818) 360-5706
- 68 **Harbor City** - 24000 S. Western (310) 548-7791
- 69 **Edendale** - 2011 W. Sunset Blvd. (213) 207-3000

- 70 **Pico Union** - 1030 S. Alvarado st. (213) 368-7545
- 71 **Westwood** - 1246 Glendon Ave. (310) 474-1739
- 72 **Silver Lake** - 2411 Glendale Blvd. (In Construction)

APPENDIX VII

LIBRARY BOND PROGRAM ANNUAL REPORT





The 1998 Library Bond Program will improve, renovate, expand and construct 35 branch libraries throughout Los Angeles.

1998 Library Bond Program Annual Report July 2006

Arroyo Seco, Ascot, Baldwin Hills, Canoga Park, Chatsworth, Chinatown, Cypress Park, Edendale, El Sereno, Encino-Tarzana, Exposition Park, Fairfax, Harbor Gateway-Harbor City, Hyde Park, Little Tokyo, Mar Vista, Mark Twain, North Hollywood, Northridge, Pacoima, Palisades, Palms-Rancho Park, Pico Union, Playa Vista, San Pedro, Sherman Oaks, Silver Lake, Sun Valley, Sylmar, Valley Plaza, West Valley, Westchester-Loyola Village, Westwood, Will & Ariel Durant, Woodland Hills



Board of Library Commissioners

Robert A. Chick, President
Dr. Tyree Wieder, Vice President
Dr. Julie A. Mendoza
Nellie Rios-Parra
Rita Walters

Oversight Committee Members

Fontayne Holmes, City Librarian
Gary Lee More, City Engineer
Angela C. Ovalle, Office of the Mayor
Johanne Gaudio, CLA's Office
Jody A. Yoxsimer, CAO's Office



prepared by:
Los Angeles Public Library, Bureau of Engineering



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1.0 EXECUTIVE SUMMARY

1.1 Program Summary

- ◆ On November 3, 1998, 73% of the voters in Los Angeles passed a Library Bond Issue for \$178.3 million dollars to improve, renovate, expand and construct thirty-two branch libraries. The Library Department and the Department of Public Works, Bureau of Engineering has made outstanding progress in the completion of construction of the branch library facilities. In September 2002, the City Council approved the addition of another library project, Harbor Gateway-Harbor City, to the Program’s total scope. Moreover, in June 2004, the City Council approved the addition of three more library projects, Exposition Park-Phase I, North Hollywood Phase III, and Silver Lake-Phase I, to the Program’s total scope.
- ◆ On October 12, 2004, the Los Angeles City Council adopted a report of the Library Bond Oversight Committee on the Revised Budget and the Annual Report 2004.
- ◆ This Annual Report summarizes the overall progress of activities and accomplishments for the 1998 Library Bond Program to July 2006. It includes a brief highlight of the current Program Master Schedule, Budget, Use of Funds, Planned/Actual Expenditures, Program Accomplishments and Project Status Reports for each library.
- ◆ The 1998 Library Bond Program consists of the original 32 branch library projects and 4 newly added projects with the following scope:

18 Libraries:	Demolition of existing building and construction of new building with parking on the city owned site.
9 Libraries:	Acquisition of new site and construction of new building with parking.
5 Libraries:	Acquisition of new site and construction of new building with parking in communities that do not have library services.
4 Libraries:	Renovation and expansion of existing building and parking.

- ◆ In September 2002, the City Council approved the addition of the Harbor Gateway-Harbor City Branch Library to the 1998 Library Bond Program.
- ◆ In June 2004, the City Council approved the addition of the Silver Lake-Phase I, North Hollywood-Phase III, and Exposition Park-Phase I Branch Libraries to the 1998 Library Bond Program.

1.2 Master Program Schedule

- ◆ The original Master Schedule provided for all the original 32 library projects to be complete within 6 years from November 1998, the date the voters approved the Bond measure. Through excellent program management and the partnership between the Library Department, Bureau of Engineering, and Bureau of Contract Administration, the original 32 library projects are completed. The Harbor Gateway – Harbor City will be completed by September 2006. The additional three projects added in June 2004: Exposition Park-Phase I and Silver Lake-Phase I will be completed by the end of 2006. The North Hollywood-Phase III project was completed in January 2006.



- ◆ All the original 32 library projects are complete in construction. The status of the four newly added library projects is as follows. One project is in design and on schedule. One project is in bid and award. One project is in construction and ahead of schedule. One project is complete.

1.3 Budget

- ◆ As a result of interest earnings, State Grant, CIEP and project savings, four additional projects, Harbor Gateway-Harbor City, Exposition Park, North Hollywood-Phase III, and Silver Lake, were added to the program.

Total Sources of Funds	\$225.9 million
Cost of Original 32 Libraries	\$185.5 million
Program Savings/CIEP/OSF	\$ 40.4 million
Added 4 Libraries	\$ 37.6 million
Program Contingency	\$ 2.0 million

- ◆ The Revised Expenditure Program establishes the following Source of Funds for the \$25.9 million Program Budget.

General Obligation Bonds approved by voters in 1998	\$178.30 million
Council approved Housing and Community Development Block Grant funds	\$ 3.23 million
Friends of the Library donations	\$ 1.50 million
Interest earnings and Other Funds (Seismic, Hartford & CRA)	\$ 37.50 million
California State Prop 14 Grant	\$ 5.30 million
Total Source of Funds	\$225.90 million

- ◆ This Annual Report indicates the Program is **WITHIN BUDGET** and the Program’s expenditure for each library project is detailed in section 3.0.
- ◆ The Library Bond Oversight Committee (LBOC) adopted a Budget/Expenditure Program based on the revised amount of \$225.9 million. The Budget/Expenditure Program details the amounts allocated for each library project to accomplish land acquisition, design, construction and other direct activities. Amounts are also allocated for contingency, bond issuance, program and construction management and City staff.
- ◆ On August 4, 1999 the City Council adopted a resolution providing for the first issuance and sale of the City of Los Angeles General Obligation Bonds in an aggregate principal amount not to exceed \$60 million. Of this amount, \$53.2 million went to the 1998 Library Bond Program and \$6.8 million went to the Los Angeles Zoo. The \$53.2 million establishes the maximum funds available for land acquisition, design, construction and management during the first two years of the Bond Program.
- ◆ On November 15, 2000, the City Council adopted a resolution providing for the issuance and sale of the 2nd Bond in the amount of \$88.4 million. This amount of \$88.4 million establishes the funds to allow for construction and management costs of 22 branch libraries.



- ◆ On July 18, 2001 the City Council adopted a resolution providing for the issuance and sale of the 3rd Bond in the amount of \$36.5 million. This amount of \$36.5 million from the 3rd Bond sale establishes the funds to allow for construction and management costs of 6 branch libraries for the year 2002 and 2003.

1.4 Program Highlights

- ◆ **Addition of Projects to the Scope** – The LBOC and the Library Commission adopted a recommendation from the Library Department and the Program Management Team to add additional projects to the 1998 Library Bond Program. In May 2006, Exposition Park-Phase I & II, North Hollywood-Phase III, and Silver Lake-Phase I & II Branch Libraries were approved.
- ◆ **2003 Quality and Productivity Award** – The Library Department and Bureau of Engineering received a 2003 Quality and Productivity Award for the “Library Bond Construction Program,” as well as the *Best in Class* award for delivering library projects ahead of schedule and under budget.
- ◆ **Project Awards & Recognition** – The Program received the following awards for the outstanding design and positive community impact of our projects:
 - The *Sylmar Branch Library* received the 2005 American Institute of Architects (AIA) California Council Award.
 - The *Westwood Branch Library* received the 2005 Westside Urban Forum Award for Master Planning and Design Commission.
 - The *Lake View Terrace Branch Library* and *Sun Valley Branch Library* received the 2005 Municipal Green Building Conference and Expo-Municipal Award of Merit (MGBCE-MAM).
 - The *Sun Valley Branch Library* received the 2006 Project Achievement Award from the Los Angeles Council of Engineers and Scientists (LACES).
 - The *Little Tokyo Branch Library* received the 2006 Downtowners of Distinction Award.
 - The *Little Tokyo Branch Library* received the 2006 Rose Award from the 26th Roses and Lemon Awards.
 - The *Hyde Park Branch Library* received the 2006 Los Angeles Business Council 36th Los Angeles Architectural Awards.
 - The *Library Construction Program* received the 2006 Westside Urban Forum Legacy Award.
 - The *Sun Valley Branch Library* received the LEEDs Gold Level Award
 - The *Lake View Terrace Branch Library* received the LEEDs Platinum Level Award.
- ◆ **Partnership in Program Management** – The success of the 1998 Library Bond Program is due to an excellent partnership between the Library Department and the Department of Public Works, Bureau of Engineering. The Library Bond Oversight Committee is an effective body made up of general managers and high-level staff who help the Program Management Team expedite project delivery. The City Librarian, City Engineer, Office of the Chief Legislative Analyst, City Administrative Office and the Mayor’s Office compose the Library Bond Oversight Committee. This committee met on a monthly basis since November 1998. This committee has met on a quarterly basis since 2005. This partnership further extends to the Bureau of Contract Administration, Department of General Services, the Design Consultants, the PM/CM Consultant and support from the Mayor’s Office, City Council, the CAO and the CLA.
- ◆ **Partnership in Project/Construction Management** – All the original 32 projects are complete. This success is due to an excellent partnership between the Contractor, the Design Team, Inspectors and the Project/Construction Manager. Partnering sessions are conducted prior to the start of construction and



continue through each construction phase. Open communication and partnering is an effective tool for successful project delivery.

- ◆ **LEEDS** – The Program adopted the LEED Green Building Rating System as a target objective in the design of the branch library projects. The Bureau of Engineering and the Library Department commenced on a 2 year program to investigate, monitor and document the relative benefits of various energy conservation and indoor environmental quality measures such as increased natural daylight, high efficiency motors, and low-flow plumbing fixtures implemented within recently completed City of Los Angeles library facilities that were designed and constructed to meet the criteria for Leadership in Energy and Environmental Design (LEED) certification. The results of the sustainable features will be compared to data from other recently completed libraries prior to the adoption of LEED as a standard for City buildings.



2.0 SCHEDULE

2.1 Master Program Schedule

- ◆ The Master Program Schedule adopted by the Los Angeles City Council for the 1998 Library Bond Program indicates that all original library bond projects are scheduled to be completed within 6 years from November 1998, the date voters approved the Bond measure.
- ◆ The current Master Program Schedule update does not include completed projects. The majority of the projects were complete ahead of the Master Schedule. The additional project added in June 2002: Harbor Gateway – Harbor City will be completed by September 2006. The additional three projects added in June 2004: Silver Lake-Phase I will be completed by the end of 2006 and Exposition Park-Phase I was completed in June 2006. The North Hollywood-Phase III project was completed in January 2006. Exposition Park Phase II was approved November 6, 2005 and is currently in the Bid and Award phase. Silver Lake Phase II was added in May 2006.
- ◆ The schedule diagram on the next page provides 2 bars for on-going library branch project. The top bar, “Baseline Schedule” represents the Master Program Schedule start and completion dates adopted by the LBOC. The bottom bar, “Current Update,” represents actual start and progress for each Library project through July 2006.

2.2 Schedule Update

- ◆ *Site Selection/Land Acquisition Phase* – A total of 29 projects requiring Site Selection/Land Acquisition have been selected and acquired.
- ◆ *Design Phase* – A total of 35 projects have completed the Design Phase.
- ◆ *Bid and Award Phase* – A total of 34 projects have completed the Bid & Award Phase. One project is currently in Bid and Award.
- ◆ *Construction Phase* – One project is in Construction.
- ◆ *Complete Projects* – Thirty three projects are complete.



3.0 BUDGET

3.1 Program Budget and Use of Funds

- ◆ In October 2005, the Los Angeles City Council approved \$210,481,541 for Total Use of Funds. Upon review of project closeouts and increased interest earnings, the new total program budget is \$225,855,262. Cost savings, and increase in the Sources of Funds have enabled a “balanced budget.”
- ◆ Overall cost savings, additional interest earnings, and CIEP and CDBG grants increased the Program’s source of funds, enabling the addition of four new branch library projects: Harbor Gateway - Harbor City, Exposition Park-Phase I & II, North Hollywood-Phase III and Silver Lake-Phase I & II.

3.2 Cost to Complete

- ◆ Based on the current scope of work, schedule, and budget, no additional funds will be required to complete the current scope of work in the Program. The program has savings in Design, Other Direct Costs, adjustments from contingency, and the inclusion of additional other source of funds for a balanced budget.
- ◆ The “Cost to Complete” analysis is based on project closeouts, reasonable projections of current and future construction market conditions, historical records, discussion with members of the contracting community and competitive bidding conditions for this area. The revised allocation of funds for each library project is incorporated into the Forecast, column E, as the “Proposed Revised Budget,” in the detail that follows.
- ◆ The Program’s activities in the “Cost to Complete” analysis is summarized as follows:

SITE/LAND ACQUISITION:	No increase in Land Acquisition costs.
DESIGN:	Design costs savings of \$62,002.
CONSTRUCTION:	Construction cost increase of \$6,107,383.
OTHER DIRECT COSTS:	Other Direct Costs savings of \$497,286.
STAFF COSTS:	Increase of \$803,102

3.3 Program Budget and Use of Funds Detail

- ◆ The following table, “Program Budget and Use of Funds,” summarizes and outlines the changes from the current Adjusted Budget (Column B) amount to the new Proposed Revised Budget (Column E) from the Cost to Complete analysis. The Source of Funds and the new Revised Program Budget will be submitted for City Council adoption after LBOC approval.



Cost to Complete Analysis

BRANCH LIBRARY	A BUDGET	B ADJUSTED BUDGET Jan 06	C TOTAL EXPENDITURES TO COMPLETE 31 May 06	D COST TO COMPLETE (B-C)	E FORECAST (Proposed Revised Budget)	F VARIANCE (B-E)
1 Arroyo Seco 6145 N. Figueroa Street	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	- 321,577 3,967,108 100,000 4,388,685	- 314,041 3,982,684 92,096 4,388,821	- 7,536 (15,576) 7,904 (136)	- 314,041 3,984,907 92,096 4,391,044	- 7,536 (17,799) 7,904 (2,359)
2 Ascot 120 West Florence Avenue	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	761,458 380,000 3,033,808 390,000 4,565,266	761,458 370,106 3,026,311 334,213 4,492,088	- 9,894 7,497 55,787 73,178	761,458 370,106 3,033,808 334,213 4,499,585	- 9,894 (0) 55,787 65,681
3 Baldwin Hills 2906 S. La Brea Avenue	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	840,717 293,296 3,386,623 233,981 4,754,617	840,717 293,296 3,392,541 247,709 4,774,263	- - (5,918) (13,728) (19,646)	840,717 293,296 3,398,619 247,709 4,780,341	- - (11,996) (13,728) (25,724)
4 Canoga Park 20939 Sherman Way	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	1,683,260 322,999 3,788,111 120,000 5,914,370	1,683,260 305,001.00 3,803,331.00 101,799.70 5,893,391.70	- 17,998 (15,220) 18,200 20,978	1,683,260 305,001 3,803,331 101,800 5,893,392	- 17,998 (15,220) 18,200 20,978
5 Chatsworth 21052 Devonshire Street	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	1,223,880 336,812 3,838,008 125,000 5,523,700	1,223,880 336,812 3,680,281 116,466 5,357,439	- - 157,727 8,534 166,261	1,223,880 336,812 3,835,670 116,466 5,512,828	- - 2,338 8,534 10,872
6 Chinatown 639 N. Hill Street	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	1,004,770 366,897 4,443,274 280,000 6,094,941	1,004,770 367,185 4,432,469 270,209 6,074,633	- (288) 10,805 9,791 20,308	1,004,770 367,185 4,432,469 270,209 6,074,633	- (288) 10,805 9,791 20,308
7 Cypress Park 1150 Cypress Avenue	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	775,972 215,215 3,035,777 95,000 4,121,964	775,972 215,215 3,030,721 98,853 4,120,761	- - 5,056 (3,853) 1,203	775,972 215,215 3,035,777 98,853 4,125,817	- - (3,853) (3,853)
8 Edendale 2011 W. Sunset Blvd.	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	2,772,411 346,380 3,681,157 220,000 7,019,948	2,772,411 346,380 3,521,255 197,844 6,837,890	- - 159,902 22,156 182,058	2,772,411 346,380 3,688,155 197,844 7,004,790	- - (6,998) 22,156 15,158
9 El Sereno 5226 Huntington Drive South	Land Acquisition Design Cost Construction Cost Other Direct Costs Sub-Total	433,455 324,390 3,478,849 160,000 4,396,694	433,455 324,390 3,009,577 152,610 3,920,032	- - 469,272 7,390 476,662	433,455 324,390 3,892,885 152,610 4,803,340	- - (414,036) 7,390 (406,646)



Cost to Complete Analysis

BRANCH LIBRARY	A BUDGET	B ADJUSTED BUDGET Jan 06	C TOTAL EXPENDITURES TO 31 May 06	D COST TO COMPLETE (B-C)	E FORECAST (Proposed Revised Budget)	F VARIANCE (B-E)
10 Encino-Tarzana 1823 J Ventura Blvd.	Land Acquisition 364,858 Design Cost 318,919 Construction Cost 3,655,405 Other Direct Costs 115,000 Sub-Total 4,454,182	364,858 318,919 3,655,405 115,000 4,454,182	364,858 318,919 3,597,108 108,521 4,389,406	- - 58,297 6,479 64,776	364,858 318,919 3,597,108 108,521 4,389,406	- - 58,297 6,479 64,776
11 Exposition Park - Phase I & II 3900 S. Western Ave. New project added April 2004	Land Acquisition - Design Cost 600,000 Construction Cost - Other Direct Costs 400,000 Sub-Total 1,000,000	- 600,000 - 400,000 1,000,000	- 339,210 4,000,000 30,524 369,734	260,790 4,000,000 369,476 4,630,266	- 650,000 10,100,490 249,000 10,999,490	- (50,000) (6,100,490) 151,000 (5,999,490)
12 Fairfax 161 S. Gardner Street	Land Acquisition 682,983 Design Cost 393,814 Construction Cost 4,600,000 Other Direct Costs 230,000 Sub-Total 5,906,797	682,983 393,814 4,600,000 230,000 5,906,797	682,983 393,794 3,772,402 215,259 5,064,438	- 20 827,598 14,741 842,359	682,983 393,814 4,406,296 210,021 5,693,114	- - 193,704 19,979 213,683
13 Harbor Gateway-Harbor City 24000 S. Western Ave. New project added April 2002	Land Acquisition 2,288,876 Design Cost 600,000 Construction Cost 6,600,000 Other Direct Costs 200,000 Sub-Total 9,688,876	2,288,876 600,000 6,600,000 200,000 9,688,876	2,272,406 457,833 3,174,289 141,662 6,046,190	16,470 142,167 3,425,711 58,338 3,642,686	2,288,876 600,000 6,800,000 200,000 9,888,876	- - (200,000) - (200,000)
14 Hyde Park 2205 Florence Avenue	Land Acquisition 1,337,762 Design Cost 338,143 Construction Cost 3,524,685 Other Direct Costs 110,000 Sub-Total 5,310,590	1,337,762 338,143 3,524,685 110,000 5,310,590	1,337,762 338,142 3,364,385 80,694 5,120,983	- 1 160,300 29,306 189,607	1,337,762 338,142 3,527,349 80,694 5,283,947	- 1 (2,664) 29,306 26,643
15 Little Tokyo 203 S. Los Angeles Street	Land Acquisition 3,090,000 Design Cost 345,799 Construction Cost 3,860,000 Other Direct Costs 120,000 Sub-Total 7,415,799	3,090,000 345,799 3,860,000 120,000 7,415,799	2,313,764 345,797 3,222,148 90,986 5,972,695	776,236 2 967,852 29,014 1,773,104	3,090,000 345,797 4,398,505 90,986 7,925,288	- 2 (208,505) 29,014 (179,489)
16 Mar Vista 12006 Venice Blvd.	Land Acquisition 1,099,364 Design Cost 266,942 Construction Cost 4,105,865 Other Direct Costs 110,000 Sub-Total 5,582,171	1,099,364 266,942 4,105,865 110,000 5,582,171	1,099,364 273,107 4,098,876 101,326 5,572,673	- (6,165) 6,989 8,674 9,498	1,099,364 273,107 4,100,281 101,326 5,574,078	- (6,165) 5,584 8,674 8,093
17 Mark Twain 9621 S. Figueroa Street	Land Acquisition - Design Cost 242,517 Construction Cost 3,237,138 Other Direct Costs 110,000 Sub-Total 3,589,655	- 242,517 3,237,138 110,000 3,589,655	- 227,515 3,226,009 97,191 3,550,715	15,002 11,129 12,809 36,940	- 227,515 3,228,831 97,191 3,553,537	- 15,002 8,307 12,809 36,118
18 North Hollywood (Phase I & II) 5211 Tujunga Avenue	Land Acquisition - Design Cost 294,521 Construction Cost 2,658,933 Other Direct Costs 85,000 Sub-Total 3,038,454	- 294,521 2,658,933 85,000 3,038,454	- 279,100 2,676,621 77,077 3,032,798	15,421 (17,688) 7,923 5,656	- 279,100 2,678,069 77,077 3,034,246	- 15,421 (19,136) 7,923 4,208



Cost to Complete Analysis

BRANCH LIBRARY	A BUDGET	B ADJUSTED BUDGET Jan 06	C TOTAL EXPENDITURES TO COMPLETE 31 May 06	D COST TO COMPLETE (B-C)	E FORECAST (Proposed Revised Budget)	F VARIANCE (B-E)
19 North Hollywood (Phase III) 5211 Tujunga Avenue New project added April 2004	- 54,770 800,000 50,000 904,770	- 54,770 800,000 50,000 904,770	- 46,316 711,738 2,431 760,485	- 8,454 88,262 47,569 144,285	- 54,770 790,738 2,431 847,939	- - 9,262 47,569 56,831
20 Northridge 9051 Darby Avenue	528,326 317,775 3,327,951 95,000 4,269,052	528,326 317,775 3,327,951 95,000 4,269,052	528,326 317,775 3,327,951 76,429 4,249,323	- - 1,158 18,571 19,729	528,326 317,775 3,327,950 76,429 4,250,480	- - 1 18,571 18,572
21 Pacoima 13605 Van Nuys Blvd.	- 371,670 3,018,814 203,305 3,593,789	- 371,670 3,018,814 203,305 3,593,789	- 371,670 3,005,313 48,850 3,425,833	- - 13,501 154,455 167,956	- 371,670 3,005,313 48,850 3,425,833	- - 13,501 154,455 167,956
22 Palisades 861 Alma Real Drive	- 257,255 3,951,583 125,000 4,333,838	- 257,255 3,951,583 125,000 4,333,838	- 255,504 3,932,384 146,049 4,333,937	- 1,751 19,199 (21,049) (99)	- 255,504 3,932,872 146,049 4,334,425	- 1,751 18,711 (21,049) (587)
23 Palms-Rancho Park 2920 Overland Avenue	- 233,078 3,577,769 116,164 3,927,011	- 233,078 3,577,769 116,164 3,927,011	- 233,076 3,551,345 116,164 3,900,585	- 2 26,424 26,426	- 233,076 3,589,461 116,164 3,938,701	- 2 (11,692) (11,690)
24 Pico Union 1030 S. Alvarado Street	1,172,318 410,774 3,631,347 155,000 5,369,439	1,172,318 410,774 3,631,347 155,000 5,369,439	1,172,318 437,405 3,594,464 143,730 5,347,917	- (26,631) 36,883 11,270 21,522	1,172,318 437,405 3,625,170 143,730 5,378,623	- (26,631) 6,177 11,270 (9,184)
25 Playa Vista 6400 Playa Vista Drive	14,714 278,259 3,079,992 180,000 3,552,965	14,714 278,259 3,079,992 180,000 3,552,965	14,714 268,281 3,028,015 173,064 3,484,074	- 9,978 51,977 6,936 68,891	14,714 268,281 3,066,614 173,064 3,522,673	- 9,978 13,378 6,936 30,292
26 San Pedro 931 S. Gaffey Street	160,000 15,362 102,281 8,755 286,398	160,000 15,362 102,281 8,755 286,398	160,000 15,362 88,202 8,755 272,319	- - 14,079 14,079	160,000 15,362 88,202 8,755 272,319	- - 14,079 14,079
27 Sherman Oaks 14245 Moorpark Street	277,155 284,641 3,591,327 90,000 4,243,123	277,155 284,641 3,591,327 90,000 4,243,123	277,155 244,243 3,589,154 76,185 4,186,737	- 40,398 2,173 13,815 56,386	277,155 244,243 3,591,330 76,185 4,188,913	- 40,398 (3) 13,815 54,210



Cost to Complete Analysis

BRANCH LIBRARY	A BUDGET	B ADJUSTED BUDGET Jan 06	C TOTAL EXPENDITURES TO 31 May 06	D COST TO COMPLETE (B-C)	E FORECAST (Proposed Revised Budget)	F VARIANCE (B-E)
28 Silver Lake - Phase I & II 2411 Glendale Blvd. New project added April 2004	Land Acquisition 3,000,000 Design Cost 500,000 Construction Cost - Other Direct Costs 400,000 Sub-Total 3,900,000	2,883,955 700,000 12,050,720 200,000 15,834,720	45 437,012 12,046,045 144,502 12,627,604	-	2,884,000 700,000 12,050,720 200,000 15,834,720	-
29 Sun Valley 7935 Vineland Avenue	Land Acquisition 327,958 Design Cost 283,340 Construction Cost 3,523,321 Other Direct Costs 110,000 Sub-Total 4,244,619	327,958 283,339 3,394,829 110,000 4,243,305	- 1 128,492 (147,179) (18,686)	-	327,958 283,339 3,403,629 257,179 4,272,105	- 1 119,692 (147,179) (27,486)
30 Sylmar 14561 Polk Street	Land Acquisition 581,650 Design Cost 283,920 Construction Cost 3,958,206 Other Direct Costs 150,000 Sub-Total 4,973,776	581,650 283,920 3,940,781 150,000 4,973,776	- - 17,425 6,693 24,118	-	581,650 283,920 3,940,781 143,307 4,949,658	- - 17,425 6,693 24,118
31 Valley Plaza 12311 Vanowen Street	Land Acquisition - Design Cost 284,435 Construction Cost 3,754,888 Other Direct Costs 130,000 Sub-Total 4,169,323	- 284,435 3,754,888 130,000 4,169,323	- 30,466 (2) (26,100) 4,364	-	- 284,435 3,754,890 156,100 4,195,425	- - (2) (26,100) (26,102)
32 West Valley 19036 Vanowen Street	Land Acquisition - Design Cost 312,545 Construction Cost 3,713,701 Other Direct Costs 85,000 Sub-Total 4,111,246	- 312,545 3,713,701 85,000 4,111,246	- 1 432 4,634 5,067	-	- 312,544 3,713,702 80,366 4,106,612	- 1 (1) 4,634 4,634
33 Westchester-Loyola Village 7114 W. Manchester Blvd.	Land Acquisition - Design Cost 309,990 Construction Cost 3,510,789 Other Direct Costs 95,000 Sub-Total 3,915,779	- 309,990 3,510,789 95,000 3,915,779	- - (367) (367) (367)	-	- 309,990 3,510,789 95,367 3,916,146	- - - (367) (367)
34 Westwood 1246 Glendon Avenue	Land Acquisition 3,010,120 Design Cost 566,745 Construction Cost 6,540,000 Other Direct Costs 210,000 Sub-Total 10,326,865	3,010,120 566,744 6,540,000 210,000 10,326,865	- 1 112,085 17,824 129,910	-	3,010,120 566,745 6,437,799 192,176 10,206,840	- - 102,201 17,824 120,025
35 Will & Ariel Durant 7140 W. Sunset Blvd.	Land Acquisition 3,132,212 Design Cost 332,207 Construction Cost 4,079,237 Other Direct Costs 165,000 Sub-Total 7,708,656	3,132,212 332,207 3,462,048 165,000 7,708,656	- 1,761 6,171,189 10,640 629,590	-	3,132,212 330,446 3,738,226 154,360 7,355,244	- 1,761 341,011 10,640 353,412
36 Woodland Hills 22000 Ventura Blvd.	Land Acquisition - Design Cost 372,318 Construction Cost 3,997,050 Other Direct Costs 135,000 Sub-Total 4,504,368	- 372,318 3,997,050 135,000 4,504,368	- 23,341 (44,344) 22,239 1,236	-	- 348,977 4,041,394 112,761 4,503,132	- 23,341 (51,113) 22,239 (5,533)



Cost to Complete Analysis

BRANCH LIBRARY	A BUDGET	B ADJUSTED BUDGET Jan 06	C TOTAL EXPENDITURES TO COMPLETE 31 May 06	D COST TO COMPLETE (B-C)	E FORECAST (Proposed Revised Budget)	F VARIANCE (B-E)
PROJECT SUBTOTAL	171,101,726	187,366,446	161,326,679	26,039,767	192,934,310	(5,567,864)
Program Contingency	9,510,799	5,180,799	-	-	2,027,327	3,153,472
Program / Construction Mgmt Consultants	6,100,000	6,100,000	6,013,613	86,387	6,100,000	-
Bond Issuance	244,314	244,314	244,314	-	244,314	-
Arbitrage Liability	1,486,702	1,486,702	814,565	672,137	1,486,702	-
City Staff Costs						
General Services	750,000	750,000	589,613	160,387	841,151	(91,151)
Library Department	3,860,000	3,860,000	3,405,564	454,436	4,205,564	(345,564)
CAO	158,000	158,000	67,766	90,234	162,766	(4,766)
Bureau of Accounting	470,000	470,000	459,415	10,585	689,415	(219,415)
Contract Administration	7,050,000	7,050,000	6,270,109	779,891	7,330,109	(280,109)
Bureau of Engineering	8,500,000	8,500,000	6,912,097	1,587,903	8,362,097	137,903
Public Arts / Cultural Affairs	1,250,000	1,250,000	878,684	371,316	1,471,507	(221,507)
CONTINGENCY/BOND/MGMT SUBTOTAL	39,379,815	35,049,815	25,655,740	4,213,276	32,920,952	2,128,863
TOTAL PROGRAM USE OF FUNDS	210,481,541	222,416,261	186,982,418	30,253,044	225,855,262	(3,439,001)

SOURCE OF FUNDS	178,300,000	22,476,541	2,930,000	1,475,000	5,300,000	210,481,541
General Obligation Bond Proceeds	178,300,000					178,300,000
Interest and Other Funds* (CIEP, Seismic, Hartford, Land Sale & CRA)	22,476,541					22,476,541
Housing & Community Dev. + Block Grant Funds**	2,930,000					2,930,000
Friends of the Library***	1,475,000					1,475,000
California State Prop 14 Grant	5,300,000					5,300,000
TOTAL PROGRAM SOURCE OF FUNDS	210,481,541					210,481,541
						225,855,262

* Interest (06/30/06): 22,333,183; CIEP:12,265,720; Seismic: 490,000; Hartford: 611,359; CRA: 250,000; land sale 1,600,000; to date only 19,481,594 interest appropriated.
 ** Additional \$300,000 allocated for Exposition Park to the existing \$2,930,000 in CDBG funds.
 *** Friends: Chinatown: 500,000; Palisades: 815,000; San Pedro: 160,000

Note: Column B is the most current Adjusted Budget as approved by the Library Bond Oversight Committee (LBOC).
 Column E is the Forecast and reflects the Revised Budget being submitted by the Program Management Team for City Council and LBOC approval.



4.0 PROJECT STATUS

4.1 Project Status Reports

- ◆ The following table outlines the status of all 36 library projects according to Scope of Work. It identifies Council Districts; construction contracts/cost estimates and the current project status for each library.
- ◆ The Current Project Status at the far right hand column shows a pie chart according to the following color coding system. In the phases for Design and Construction, the pie chart will track percentage complete. For example in Design, the dark blue indicates the approximate percentage of design work completed to date. The light blue indicates the amount of design to be completed. A similar color-coding system will be used for construction. When a project is in Site Selection/Land Acquisition or Bid and Award it is shown in solid yellow or gray.

Yellow - Site Selection/Land Acquisition Blue - Design Gray - Bid & Award
 Green - Construction Olive - Post-Construction

BRANCH LIBRARY	COUNCIL DISTRICT	CURRENT PROJECT STATUS
<p>Arroyo Seco 6145 N. Figueroa St. Architect: Milofsky & Michali (M2A) Contractor: Royal Construction Corp. Size: 14,000 SF Construction Contract: \$3,967,108 Funding: Bond DD</p>	 No. 1 - Ed Reyes	Grand Opening held – 6/30/03 COMPLETE
<p>Ascot 120 W. Florence Avenue Architect: Arch. Division/City of LA Contractor: SMC Construction Co. Size: 10,500 SF Construction Contract: \$3,033,808 Funding: Bond DD</p>	 No. 9 - Jan Perry	Grand Opening held – 4/1/04 COMPLETE
<p>Baldwin Hills 2906 S. La Brea Ave. Architect: Arch. Division/City of LA Contractor: Royal Construction Corp. Size: 12,000 SF Construction Contract: \$3,387,455 Funding: HCD/BG and Bond DD</p>	 No. 10 – Herb J. Wesson, Jr.	Grand Opening held – 2/23/02 COMPLETE
<p>Canoga Park 20939 Sherman Way Architect: CardeTen Architects Contractor: Sinanian Development, Inc. Size: 12,500 SF Construction Contract: \$3,762,711 Funding: Bond DD</p>	 No. 3 - Dennis P. Zine	Grand Opening held – 8/5/04 COMPLETE
<p>Chatsworth 21052 Devonshire St. Architect: GA Design Contractor: Ruiz Brothers Construction Size: 12,500 SF Construction Contract: \$3,590,988 Funding: Bond DD</p>	 No. 12 - Greig Smith	Grand Opening held – 11/15/04 COMPLETE



BRANCH LIBRARY	COUNCIL DISTRICT	CURRENT PROJECT STATUS
<p>Chinatown 639 N. Hill Street Architect: CardeTen Architects Contractor: Edwin G. Bowen Co., Inc. Size: 14,500 SF Construction Contract: \$4,443,272 Funding: Bond DD and Friends of Chinatown Library</p>	 No. 1 - Ed Reyes	Grand Opening held – 2/6/03 
<p>Cypress Park 1150 Cypress Avenue Architect: Thirtieth Street Architects Contractor: Ruiz Brothers Construction Size: 10,750 SF Construction Contract: \$2,998,076 Funding: Bond DD</p>	 No. 1 - Ed Reyes	Grand Opening held – 1/28/03 
<p>Edendale 2011 W. Sunset Blvd. Architect: Killefer, Flammang, Purtil Contractor: Royal Construction Corp. Size: 12,500 SF Construction Contract: \$3,447,778 Funding: Bond DD</p>	 No. 13 - Eric Garcetti	Grand Opening held – 9/13/04 
<p>El Sereno 5226 Huntington Dr. South Architect: Thirtieth Street Architects Contractor: R. B. & G. Construction, Inc. Size: 10,500 SF Construction Contract: \$3,090,476 Funding: Bond DD</p>	 No. 14 – Jose Huizar	Grand Opening held – 9/17/04 
<p>Encino-Tarzana 18231 Ventura Blvd. Architect: Steven Ehrlich Architects Contractor: Sinanian Development, Inc. Size: 12,500 SF Construction Contract: \$3,560,305 Funding: Bond DD</p>	 No. 3 - Dennis P. Zine	Grand Opening held – 4/10/03 
<p>Exposition Park – Phase I & II 3900 S. Western Ave. Architect: Tetra Design Contractor: Size: Up to 15,000 SF Construction Estimate: \$8,500,000 Funding: Bond DD, CDBG & CIEP</p>	 No. 8 - Bernard Parks	Project is in Bid and Award 
<p>Fairfax 161 S. Gardner Street Architect: Meyer & Allen Contractor: Hayward Construction Size: 12,500 SF Construction Contract: \$3,803,199 Funding: Bond DD</p>	 No. 4 - Tom LaBonge	Grand Opening to be held – 9/05 
<p>Harbor Gateway-Harbor City 24000 S. Western Avenue Architect: CardeTen Architects Contractor: Sinanian Development Size: 14,500 SF Construction Contract: \$5,982,000 Funding: Bond DD & State of California</p>	 No. 15 - Janice Hahn	Construction – 90% complete 



BRANCH LIBRARY	COUNCIL DISTRICT	CURRENT PROJECT STATUS
<p>Hyde Park 2205 Florence Avenue Architect: Hodgetts & Fung Design Assoc. Contractor: Royal Construction Corp. Size: 10,500 SF Construction Contract: \$3,524,685 Funding: Bond DD</p>	 No. 8 - Bernard Parks	Grand Opening held – 12/20/04 COMPLETE
<p>Little Tokyo 203 S. Los Angeles Street Architect: Charles Walton Associates Contractor: FEI Enterprises, Inc. Size: 12,500 SF Construction Contract: \$3,763,779 Funding: Bond DD</p>	 No. 9 - Jan Perry	Grand Opening to be held – 8/05 COMPLETE
<p>Mar Vista 12006 Venice Blvd. Architect: GA Design Contractor: H. A. Lewis, Inc. Size: 12,500 SF Construction Contract: \$4,067,365 Funding: Bond DD</p>	 No. 11 - Bill Rosendahl	Grand Opening held – 3/6/03 COMPLETE
<p>Mark Twain 9621 S. Figueroa Street Architect: Tetra Design Contractor: SMC Construction Co. Size: 9,900 SF Construction Contract: \$3,216,633 Funding: Bond DD</p>	 No. 8 - Bernard Parks	Grand Opening held – 12/20/02 COMPLETE
<p>North Hollywood – Phase I & II 5211 Tujunga Avenue Architect: Milofsky & Michali (M2A) Contractor: Ark Construction Co. Size: 15,150 SF Construction Contract: \$2,659,303 Funding: Bond DD, CRA & Seismic</p>	 No. 4 - Tom LaBonge	Grand Opening held – 11/2/02 COMPLETE
<p>North Hollywood – Phase III 5211 Tujunga Avenue Architect: Milofsky & Michali (M2A) Contractor: General Services Department Size: 15,150 SF Construction Contract: \$787,001 Funding: Bond DD</p>	 No. 4 - Tom LaBonge	Project complete 1/9/06 COMPLETE
<p>Northridge 9051 Darby Avenue Architect: Tetra Design Contractor: Sinanian Development, Inc. Size: 12,500 SF Construction Contract: \$3,327,950 Funding: Bond DD</p>	 No. 12 - Greig Smith	Grand Opening held – 12/15/03 COMPLETE
<p>Pacoima 13605 Van Nuys Blvd. Architect: Arch. Division/City of LA Contractor: Royal Construction Corp. Size: 11,300 SF Construction Contract: \$3,018,813 Funding: HCD/BG and Bond DD</p>	 No. 7 - Alex Padilla	Grand Opening held – 4/29/02 COMPLETE



BRANCH LIBRARY	COUNCIL DISTRICT	CURRENT PROJECT STATUS
<p>Palisades 861 Alma Real Drive Architect: Killefer, Flammang, Purtil Contractor: Ford E. C., Inc. Size: 11,500 SF Construction Contract: \$3,951,582 Funding: Bond DD & Palisades Library Association</p>	 No. 11 - Bill Rosendahl	Grand Opening held – 2/22/03 
<p>Palms-Rancho Park 2920 Overland Avenue Architect: Charles Walton Associates Contractor: Ford E. C., Inc. Size: 10,500 SF Construction Contract: \$3,577,768 Funding: Bond DD</p>	 No. 5 - Jack Weiss	Grand Opening held – 11/25/02 
<p>Pico Union 1030 S. Alvarado Street Architect: Milofsky & Michali (M2A) Contractor: Sinanian Development, Inc. Size: 12,500 SF Construction Contract: \$3,571,447 Funding: Bond DD</p>	 No. 1 - Ed Reyes	Grand Opening held – 5/17/04 
<p>Playa Vista 6400 Playa Vista Drive Architect: Johnson Fain Partners Contractor: Tobo Construction, Inc. Size: 10,500 SF Construction Contract: \$3,080,352 Funding: Bond DD</p>	 No. 11 - Bill Rosendahl	Grand Opening held – 5/13/04 
<p>San Pedro 931 S. Gaffey Street Architect: Arch. Div./City of LA Contractor: Alameda Construction Construction Contract: \$72,781 Funding: Bond DD</p>	 No. 15 - Janice Hahn	Ceremony & Dedication held – 12/01/00 
<p>Sherman Oaks 14245 Moorpark Street Architect: Kennard Design Group Contractor: Morillo Construction Size: 12,500 SF Construction Contract: \$3,591,327 Funding: Bond DD</p>	 No. 2 - Wendy Greuel	Grand Opening held – 5/8/03 
<p>Silver Lake – Phase I & II 2411 Glendale Blvd. Architect: M2A (Milofsky & Michali) Contractor: Size: Up to 12,500 SF Construction Estimate: \$8,000,000 Funding: Bond DD & CIEP</p>	 No. 13 - Eric Garcetti	Design – 80% complete 
<p>Sun Valley 7935 Vineland Avenue Architect: Fields Devereaux Architects Contractor: Anderson/White Size: 12,500 SF Construction Contract: \$3,481,140 Funding: HCD/BG and Bond DD</p>	 No. 6 - Tony Cardenas	Grand Opening held – 9/22/03 



BRANCH LIBRARY	COUNCIL DISTRICT	CURRENT PROJECT STATUS
<p>Sylmar 14561 Polk Street Architect: Hodgetts & Fung Design Assoc. Contractor: Royal Construction Corp. Size: 12,500 SF Construction Contract: \$3,873,609 Funding: Bond DD</p>	 <p>No. 7 - Alex Padilla</p>	<p>Grand Opening held – 9/6/03</p> <p>COMPLETE</p>
<p>Valley Plaza 12311 Vanowen Street Architect: Fremer/Sevel Architects Contractor: Hamilton Construction Size: 10,500 SF Construction Contract: \$3,754,888 Funding: Bond DD</p>	 <p>No. 2 - Wendy Greuel</p>	<p>Grand Opening held – 1/29/04</p> <p>COMPLETE</p>
<p>West Valley 19036 Vanowen Street Architect: Meyer & Allen Contractor: AKG Construction, Inc. Size: 14,000 SF Construction Contract: \$3,713,701 Funding: Bond DD</p>	 <p>No. 3 - Dennis P. Zine</p>	<p>Grand Opening held – 10/30/02</p> <p>COMPLETE</p>
<p>Westchester-Loyola Village 7114 W. Manchester Avenue Architect: Aleks Istanbulu/John Kaliski Contractor: G. B. Construction, Inc. Size: 12,500 SF Construction Contract: \$3,510,790 Funding: Bond DD</p>	 <p>No. 11 - Bill Rosendahl</p>	<p>Grand Opening held – 6/12/03</p> <p>COMPLETE</p>
<p>Westwood 1246 Glendon Avenue Architect: Steven Ehrlich Architects Contractor: Sinanian Development, Inc. Size: 12,500 SF Construction Estimate: \$6,237,028 Funding: Bond DD</p>	 <p>No. 5 - Jack Weiss</p>	<p>Grand Opening held – 05/07/05</p> <p>COMPLETE</p>
<p>Will & Ariel Durant 7140 W. Sunset Blvd. Architect: Barton Phelps & Associates Contractor: R. B. & G. Construction, Inc. Size: 12,500 SF Construction Contract: \$3,520,714 Funding: Bond DD</p>	 <p>No. 4 - Tom LaBonge</p>	<p>Grand Opening held – 1/12/04</p> <p>COMPLETE</p>
<p>Woodland Hills 22200 Ventura Blvd. Architect: Barton Phelps & Associates Contractor: SMC Construction Co. Size: 12,500 SF Construction Contract: \$3,997,050 Funding: Bond DD</p>	 <p>No. 3 - Dennis P. Zine</p>	<p>Grand Opening held – 8/14/03</p> <p>COMPLETE</p>



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