

**Drake, Jon**

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**From:** Magee, Bobby  
**Sent:** Monday, July 12, 2010 4:34 PM  
**To:** Drake, Jon  
**Subject:** FW: Ref # 1 Library Systems & Services (LSSI) Reference Check

Jon,

Here is the response from the Fargo former customer that LSSI provided.

- Bobby

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**From:** Virginia Dambach [mailto:vdambach@qwestoffice.net]  
**Sent:** Monday, July 12, 2010 4:02 PM  
**To:** Magee, Bobby  
**Cc:** vdambach@deiworksite.org  
**Subject:** Re: Library Systems & Services (LSSI) Reference Check

Bobby - I am most happy to answer your questions and provide an unqualified, positive reference for LSSI.

#### LSSI Reference Checks

##### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed?

In every way. LSSI came to the Fargo Public Library after a great deal of personnel turmoil and very, very negative publicity. As Board Chair I was frankly amazed at the turn-around, and at the resources LSSI was able to put behind our library, our personnel issues, our image and our future. They appointed an interim on-site Library Director IMMEDIATELY. Within weeks she had improved processes, empowered the staff, established working groups, and impressed both city officials and the press. Within six months they had advertised, attracted, and hired a very qualified Director who moved to Fargo to take over the reigns and provide a smooth transition - and a continuum in the community assessment and planning process we had initiated.

2. What was LSSI's role in the expansion of your Libraries (Riverside or other)?

LSSI brought in research expertise and conducted not only community meetings, but qualitative surveys to determine that without a doubt, Fargo had far outgrown it's single library and that the demand for a new main library (almost double the size), a branch to serve the growing southside and a northside storefront library. The support was so overwhelming that the City immediately adopted recommendations to rent property and open a southside branch - and the City of Fargo, in an unprecedented action, provided \$90,000 for new materials for the branch! Because of LSSI's efficient ordering and catalog processing, we were able to open the library with shelves full of new materials. When the first three days of use emptied the shelves, the City granted an additional \$10,000 for materials. LSSI was amazing. Their ability to secure wide support within a year of horrible, front page "blasts" far exceeded our expectations.

3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

The City of Fargo engaged LSSI for three years. They got very high marks after the first two years and we contracted for a second two years of management services. Unfortunately, a change in board make-up meant that only two of the five board members who had been at the library during the "bad times" and who had gone through the vetting process and contract negotiations remained. New board members did not see the advantage of LSSI services and moved to terminate the contact.

LSSI's leadership were gracious, and despite contract terms to the contrary, released the City from its obligations without penalty and also allowed the City to hire LSSI's employee/our Library Director, as a city employee. Their decision to put the Library need for stability as well as positive public perception above their own interests from a business and legal perspective is rare in this litigious age.

4. How have library operations changed since they have come on board: Better? Same? Worse?
  - o Work teams assured that all departments were informed in advance regarding proposed changes/processes/procedures and given the opportunity to comment and ask questions.
  - o Staff were able to focus on their work and on the SERVICE to increase responsiveness and productivity in both public and back office operations.
  - o Cataloging was able to process a six-month backlog of new materials and maintain the flow of new books and materials onto the shelves and into the hands of the public.
  - o Staff was trained in proper "collection weeding" criteria and techniques to remove long-unused and dated materials to make way for new materials.
  - o Increased the book and materials budget annually.
5. List "successes" that LSSI has brought since their involvement
  - Through research and great public support, LSSI helped to prove the libraries' VALUE as an asset to the City rather than a "drain" on funds that could better be used for streets, lighting, and other public works.
  - Even though LSSI managed the Library(s) for only three years, their impact on this community is massive and will be felt for at least a generation. LSSI helped the Library board articulate it's mission and vision.

### ***The Vision***

*The Fargo Public Library will be a vital center of knowledge for all the people of Fargo. We will be a leader in traditional and innovative library services, which reflect the dynamic spirit of our citizens.*

### ***The Mission***

*We provide effective and efficient library services to meet our customers' personal, professional and lifelong learning needs.*

- . Because of LSSI's leadership and expertise, we were able to garner wide public support and with a 62% YES vote, pass a 1/2 CENT sales tax to raise over \$15,000,000 in 18 months to fund a beautiful new main library and a stunning stand alone southside branch along with operating funds to assure our continued ability to meet the needs of our residents. Library use increased by

over 36% within one year of the new library opening. Southside Library use rivals use of the Main Library which is twice its size. Previously, only a small percentage of residents south of the interstate even had a library card, much less used the services.

6. List "failures" that LSSI has brought since their involvement.

In hindsight, LSSI should have provided more on-site coaching for the Library Director that they hired and moved to Fargo. He had excellent experience in library services, but little experience in board dynamics, communications, etc

7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

8. What percentage of library staff are MLS? Should that be higher? Lower?

I am no longer up to date on library staffing statistics such as this. LSSI did help increase the number from 4 to 6...and to bring the first distance MLS training opportunities to North Dakota. Previously, the closest training was in Nebraska.

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?

Reporting was designed to meet the City of Fargo Finance Manager's specifications. Additional reports for Board use were created and were far better than any previous reports since they provided comparative information with previous year budgets as well as progress to date in the expenditure of month by month allocations.

10. How does the community perceive the quality of library services as provided by LSSI?

LSSI helped turn a terribly battered and damaged public image and perception of library services around in an amazingly short time. Because of the depth of expertise in conducting both public meetings, ascertainment, and research, LSSI moved the library much further than the board that hired them had ever envisioned. To this day, the FPL enjoys the high regard of both residents, library users, and city administration.

11. Have you had any issues with payment or other issues between LSSI and suppliers?

While some board members used "non payment of suppliers" as an excuse to terminate LSSI's contract, in reality, less than 1% of invoices were ever late - and those were most often contested. i.e.: invoices were received for goods not supplied...

12. How has the relationship been between LSSI and Friends organizations?

LSSI administrators worked well with the Friends. Most city officials, library users, friends, and the general public, ceased to think of LSSI as an outside contractor, and came to view their Director as OUR director, which indeed he was.

13. (To former customers) Why are you no longer using LSSI as your operator?

A change in the composition of the board led to severing the relationship. In my mind, and in the minds of the board members who served at the time the contract was signed felt, and still feel, that LSSI provided expertise and leadership that we would never have been able to attract on our own, and that hiring LSSI was the among the best things that any board ever did to strengthen the Fargo Public Library.

14. Other comments?

Every consultant/expert that LSSI brought to Fargo was not only highly qualified, but inspiring. The depth of their knowledge and understanding regarding library services, professional development, staff management, budgeting, book/materials selection, marketing and public relations remains unequalled. Working with LSSI and seeing the positive changes occur in so many areas of the Library and its services are among the most rewarding and positive experiences I've had in board service with almost a dozen organizations over my past twenty years of board service.

If you are looking for high ethical standards, outstanding leadership, professional management, a true passion for staff development/empowerment and exceptional library services for your citizens, I recommend LSSI without qualification.

I would be happy to speak with you if you would like to call me. You can reach me day or evenings at 701-371-9771.

Virginia M. Dambach  
DEI Member Services  
701-293-7281  
[vdambach@deiworksite.org](mailto:vdambach@deiworksite.org)  
[vdambach@qwestoffice.net](mailto:vdambach@qwestoffice.net)

**On Mon 07/12/10 12:34 PM , "Magee, Bobby" [bmagee@sjgov.org](mailto:bmagee@sjgov.org) sent:**

Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

It would be greatly appreciated if you would take a brief moment to review and respond to the attached set of questions.

Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997

**Drake, Jon**

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**From:** Magee, Bobby  
**Sent:** Tuesday, July 13, 2010 9:55 AM  
**To:** Drake, Jon  
**Subject:** FW: Ref #2 LSSI Reference Check  
**Attachments:** LSSI Reference Checks.doc

FYI, from the City of Calabasas.

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**From:** Robin Parker [mailto:rparker@cityofcalabasas.com]  
**Sent:** Tuesday, July 13, 2010 9:50 AM  
**To:** Magee, Bobby  
**Subject:** LSSI Reference Check

*Hi Bobby,*

*My City Manager, Tony Coroalles requested that I respond to your request regarding LSSI. I worked with them during the duration of our contract. If you have any further questions, please feel free to contact me.*

*Robin Parker  
Administrative Services Director  
City of Calabasas  
100 Civic Center Way  
Calabasas, CA 91302  
818 224-1666*

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed? Yes.
  
2. What was LSSI's role in the expansion of your Libraries (Riverside or other)? Their role was to assist us in transitioning from a County operated library to our own library. Then they managed and staffed the library.
3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process. The City of Calabasas contracted with LSSI for 9 years. Three 3 years contracts.
  
4. How have library operations changed since they have come on board: Better? Same? Worse? Their assistance was vital and service was excellent.
  
5. List "successes" that LSSI has brought since their involvement. Opened municipal library, developed collections and programs, assisted in the application for obtaining an \$8 million grant from State of California, assisted in the design of new City Library facility.
  
6. List "failures" that LSSI has brought since their involvement. None.
  
7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.  
N/A
  
8. What percentage of library staff are MLS? Should that be higher? Lower? N/A

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate? N/A
  
10. How does the community perceive the quality of library services as provided by LSSI? N/A
  
11. Have you had any issues with payment or other issues between LSSI and suppliers? There were none.
  
12. How has the relationship been between LSSI and Friends organizations? There were no problems.
  
13. (To former customers) Why are you no longer using LSSI as your operator? It was always the intent of the City of Calabasas to bring library services in house when we moved into our new library facilities.
  
14. Other comments? LSSI was very instrumental in the success of the City's current library. Their knowledge and operations of libraries is outstanding.

## Drake, Jon

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**From:** Magee, Bobby  
**Sent:** Wednesday, July 14, 2010 10:18 AM  
**To:** Drake, Jon  
**Subject:** FW: ~~Ref # 3~~ Library Systems & Services (LSSI) Reference Check

From Jackson County.

- Bobby

-----Original Message-----

**From:** Danny Jordan [mailto:jordandl@jacksoncounty.org]  
**Sent:** Wednesday, July 14, 2010 10:16 AM  
**To:** Magee, Bobby  
**Subject:** Re: Library Systems & Services (LSSI) Reference Check

LSSI Reference Checks  
San Joaquin County \* City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed?

Yes, consistently, and in all areas of library service.

2. What was LSSI\*s role in the expansion of your Libraries (Riverside or other)?

No expansion was planned for our libraries. Due to a loss of funding, we were forced to make major cuts in all 15 of our branches and LSSI was hired to operate our libraries at greatly reduced open hours, rather than to expand operations.

3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

LSSI began providing services to us under a contract which began October 1, 2007 and was set to expire on June 30, 2012. We recently extended the expiration date to June 30, 2015. All other terms of our contract remain the same.

4. How have library operations changed since they have come on board: Better? Same? Worse?

Operations are better in most cases and the same in a few. One major improvement is the purchasing of preprocessed library materials. It is not uncommon for materials ordered to be on the shelves for the public\*s use within days of ordering. Formerly, using in-house processing, we had a department of 12, including two MLS catalogers, at a cost to the County of approximately \$1.2M per year, with an 18-month backlog of materials waiting to get onto library shelves.

5. List \*successes\* that LSSI has brought since their involvement.

A major success was the development and implementation of a Strategic Plan wherein specific Service Goals and Objectives are set forth. A few of the other many successes include: a shift to purchasing of preprocessed materials rather than processing in house; installing more self checkout stations for patron use; implementing mailing services for a number of

homebound patrons; use of LSSI graphics design personnel for the production of highly professional fliers, brochures, and new library cards.

6. List \*failures\* that LSSI has brought since their involvement.

None known.

7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

Staff expertise is precisely what we would expect\*the right number of trained professionals, paraprofessionals, and line staff operating our libraries for maximum benefit to the citizens we serve. Morale is higher than prior to closure when Library employees were members of SEIU. The union attempted to organize the employees after LSSI began operations, but staff were not interested.

8. What percentage of library staff are MLS? Should that be higher? Lower?

Prior to our libraries closing in April of 2007, there were 85.43 FTE, of which 18.2 were MLS librarians (approximately 21.3%). Currently, of the 51.8 FTE, 11.55 are MLS librarians, so just a 1% higher ratio of MLS to other staff. We do not believe that percentage needs to be any higher. MLS librarians are strategically placed where their skills and expertise are best utilized. In reference services, for example, as more of the public become proficient computer users, we note they are able to do much of their own research using the computers provided by the library, allowing the MLS librarians to assist in researching and answering the more in-depth and complex questions. We anticipate that as the computer literacy levels of the public continue to increase that there may likely not be as much of a need for as many MLS staff in the reference department.

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?

LSSI is very responsive and provides reports to us both monthly and upon request. In November a comprehensive annual report covering FY2008-09 was presented to the Board of County Commissioners and to County Administration. This in-depth report contained detailed descriptions of all areas of library service being provided.

Additionally, the library director provides a detailed monthly report to the Library Advisory Committee, the Board of Commissioners, County Administration, Friends Groups, Foundation, etc.

10. How does the community perceive the quality of library services as provided by LSSI?

Interestingly, the majority of persons don't seem to be aware that anything is different and if asked how the library service is that is being provided by LSSI, many ask, \*What is LSSI?\* LSSI is, by and large, invisible to the public.

11. Have you had any issues with payment or other issues between LSSI and suppliers?

We have had no issues with payments of any type and we have not heard of any between LSSI and suppliers. We bill LSSI quarterly for certain expenses; i.e., building security, vehicle expenses, long distance phone, mail services, etc. and they submit payment promptly. Library fees are due in our office by the 10th of each month, and LSSI has paid on time or early during the term of our contract.

12. How has the relationship been between LSSI and Friends

organizations?

The Friends groups of the 15 libraries in our system are well pleased with LSSI and the job they are doing for us. A Friends Presidents\* Forum, which formerly was a somewhat contentious group, is now, under LSSI\*s leadership, communicating and working well with each other, with Jackson County administration, and with library staff. It is a welcome change!

13. (To former customers) Why are you no longer using LSSI as your operator?

N/A

14. Other comments?

We are extremely satisfied with LSSI\*s performance in all aspects of library service and are able to recommend them, without reservation, to any public body seeking to cut costs while continuing to improve library services.

Sincerely,

Danny Jordan  
County Administrator  
10 South Oakdale, Room 214  
Medford, Oregon 97501  
541-774-6003 (office)  
541-292-4747 (cell)  
541-774-6455 (fax)  
jordandl@jacksoncounty.org

>>> "Magee, Bobby" 07/12/10 10:45 AM >>>  
Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

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Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997

## Drake, Jon

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**From:** Magee, Bobby  
**Sent:** Thursday, July 15, 2010 7:27 AM  
**To:** Drake, Jon  
**Subject:** FW: Ref # 4 Library Systems & Services (LSSI) Reference Check  
**Attachments:** LSSI Reference Checks.doc

From Seattle Public Librarian, the former Cal State Librarian.

- Bobby

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**From:** Susan Hildreth [mailto:Susan.Hildreth@spl.org]  
**Sent:** Wednesday, July 14, 2010 6:37 PM  
**To:** Magee, Bobby  
**Subject:** FW: Library Systems & Services (LSSI) Reference Check

Please see attached comments. I completed as much as I could given that I have never been a client of LSSI. Susan Hildreth

Susan Hildreth  
City Librarian  
The Seattle Public Library  
1000 Fourth Avenue  
Seattle, WA 98104  
206-386-4102

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**From:** City Librarian  
**Sent:** Monday, July 12, 2010 10:36 AM  
**To:** Susan Hildreth  
**Subject:** FW: Library Systems & Services (LSSI) Reference Check

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**From:** Magee, Bobby [mailto:bmagee@sjgov.org]  
**Sent:** Monday, July 12, 2010 10:35 AM  
**To:** 'tgallavan@rivco2eda.org'; 'jordand@jacksoncounty.org'; 'libraryfoundation@shasta.com'; City Librarian; 'vdambach@qwestoffice.net'; 'greg@jcnj.org'; 'tcoroalles@ci.calabasas.ca.us'; 'bhathaway@beecavetexas.com'; 'orobertson@lancaster-tx.com'; 'phowe@linden-nj.org'  
**Subject:** Library Systems & Services (LSSI) Reference Check

Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

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Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed? *I have seen LSSI work very effectively in Riverside County and also in Shasta County/City of Redding. I was a State Library consultant who worked with them in obtaining their service contract with Riverside County. I was also involved in their work in City of Redding as the City Manager was a former employer. At that time I was the State Librarian of CA>*
2. What was LSSI's role in the expansion of your Libraries (Riverside or other)? *I have not been their client but I know that in both Riverside and Redding public service hours and operations were much improved by LSSI.*
3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process. *Again, not a client but I have been aware of their work in libraries since late 1990's.*
4. How have library operations changed since they have come on board: Better? Same? Worse? *From an external point of view, it appears that operations have become much better in both Riverside and Redding since LSSI has been involved.*
5. List "successes" that LSSI has brought since their involvement. *I know in Riverside County there have been new buildings, increased programs and services and all-round better visibility and usage of library. I believe same as occurred in Redding but operation began when a new, larger building was open so it would be hard to determine how much of increased usage is attributed to LSSI. I think operating hours have increased but not absolutely sure. Library is well-used by community.*
6. List "failures" that LSSI has brought since their involvement. *Not aware of any.*
7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

N/A

8. What percentage of library staff are MLS? Should that be higher? Lower?

N/A

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?

N/A

10. How does the community perceive the quality of library services as provided by LSSI? *This is a good question. I think that the quality of service provided is very good and I think most users have no idea that the service is being provided by a private contractor. Nature of service provider is seamless to public as it should be.*

11. Have you had any issues with payment or other issues between LSSI and suppliers?

N/A

12. How has the relationship been between LSSI and Friends organizations?

N/A

13. (To former customers) Why are you no longer using LSSI as your operator?

N/A

14. Other comments? *Stockton-San Joaquin Library System was a model of an effectively and collaboratively managed library system for many years. It is unfortunate that the collaboration appears to be diminished. LSSI has come into many difficult situations and been able to provide effective library services for diverse communities with limited funding. Even if LSSI provides services until a better relationship with the city of Stockton can be re-established, it is critical that the residents of San Joaquin County receive good library services and LSSI would make very effort to provide those services. I have very high confidence in the talents of Mark Smith, West Coast manager, who I hope would play a leadership role in service in San Joaquin County.*

**Drake, Jon**

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**From:** Magee, Bobby  
**Sent:** Thursday, July 15, 2010 8:47 AM  
**To:** Drake, Jon  
**Subject:** FW: Ref # 5 Library Systems & Services (LSSI) Reference Check  
**Attachments:** LSSI Reference Checks.doc

From Bee Cave.

- Bobby

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**From:** Barbara D. Hathaway [mailto:BHathaway@beecavetexas.gov]  
**Sent:** Thursday, July 15, 2010 8:35 AM  
**To:** Magee, Bobby  
**Subject:** RE: Library Systems & Services (LSSI) Reference Check

Please find my answers attached, and feel to call or email if you have any additional questions or concerns.  
Good luck!  
Sincerely,

*Barbara*  
Barbara Hathaway  
Library Director  
**Bee Cave Public Library**  
4000 Galleria Parkway  
Bee Cave, TX 78738-6370

512.767.6620 Library  
512.767.6624 Direct Line  
512.767.6629 Fax

<http://pl.beecavetexas.gov>  
[bhathaway@beecavetexas.gov](mailto:bhathaway@beecavetexas.gov)

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**From:** Magee, Bobby [mailto:bmagee@sjgov.org]  
**Sent:** Monday, July 12, 2010 12:35 PM  
**To:** 'tgallavan@rivco2eda.org'; 'jordand@jacksoncounty.org'; 'libraryfoundation@shasta.com'; 'city.librarian@spl.org'; 'vdambach@qwestoffice.net'; 'greg@jcnj.org'; 'tcoroalles@ci.calabasas.ca.us'; Barbara D. Hathaway; 'orobertson@lancaster-tx.com'; 'phowe@linden-nj.org'  
**Subject:** Library Systems & Services (LSSI) Reference Check

Hello,

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Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

#### 1. Was LSSI able to deliver what they had proposed?

Yes. LSSI was hired by the then "Village of" Bee Cave to establish a library within a fixed period of time. Bee Cave had been exempted from inclusion in a library taxing district being formed in the area at the time, on condition that it provide an accredited library for its citizens by a specified date. LSSI accomplished this successfully within the required time frame.

#### 2. What was LSSI's role in the expansion of your Libraries (Riverside or other)?

LSSI met with Bee Cave officials, and with Texas State Library and Central Texas Library System officials to draw up a plan to establish a library that would meet the requirements for accreditation within the time frame set by the Governor. LSSI hired an MLS-degreed librarian (myself) to be the director, and authorized me to hire additional staff as needed to open the library 20 hours per week. LSSI provided on-site assistance in the early weeks and months, and as needed throughout the process. Phone and email consultation was always available with a wide variety of LSSI management and librarians throughout Texas and the US. I was also invited to participate (all expenses paid) in the annual gathering of LSSI librarians in the Maryland/Washington, D.C. area, which was an invaluable opportunity to network with other librarians from around the country and exchange ideas, etc.

For the initial location of the library, a portable building was leased, as a new City Hall was being planned that would also house the library. LSSI met with various vendors, and negotiated on behalf of the Village/City for the purchase of an ILS, furniture and shelving, and an opening day collection. LSSI also assisted Bee Cave in applying for a grant from the Tocker Foundation, which resulted in \$40,000 for the initial purchase of furniture and shelving. Catalogers from LSSI helped us create profiles with vendors for our initial collection so we could purchase most items already processed, a huge savings in time and money for us.

As plans for the new building progressed, LSSI was instrumental in the initial design of the new library and made recommendations for the layout of the facility and the growth of the collection and staff.

#### 3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

LSSI provided services to Bee Cave from 2004 through September of 2006. The contract was not renewed for FY 2006-07. The original purpose of the contract had been fulfilled, the library was fully accredited and thriving. The Village of Bee Cave became the City of Bee Cave, and took on all LSSI staff members as city employees. The City Administrator thanked LSSI for their work, and parted on good terms.

#### 4. How have library operations changed since they have come on board: Better? Same? Worse?

This question does not really apply, since there were no library operations before LSSI came on board. However, the library continues with the same director and assistant hired by LSSI in 2005. We have

grown to nearly 11,000 cardholders (in a city of 3,000 population), and have an annual circulation of 160,000 for a collection of 25,000 items.

**5. List "successes" that LSSI has brought since their involvement.**

When I was hired as the initial director of the library, LSSI impressed upon me the importance of establishing a good face in the community for the library, in order to smooth over ruffled feelings caused by the Village/City of Bee Cave being allowed to opt out of the newly-forming library taxing district. Robert Windrow, LSSI V.P. who took over management of the Bee Cave contract after the sudden death of Gordon Conable, personally introduced me to various local library leaders, and state and regional system officials. He visited Bee Cave frequently and was in weekly phone contact throughout the course of the contract. The current status of the library speaks well, I believe, for LSSI's involvement in our founding. The library has become a thriving part of the community, and has twice received the Achievement of Excellence Award from the Texas Municipal Library Directors Association.

**6. List "failures" that LSSI has brought since their involvement.**

During the latter part of our contract, LSSI was attempting to establish a shared purchasing system, which would have streamlined the review and selection of new materials. Unfortunately, the creation of this system took longer than anticipated, and it was not implemented in Bee Cave before the expiration of the contract.

**7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.**

N/A

**8. What percentage of library staff are MLS? Should that be higher? Lower?**

N/A

**9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?**

N/A

**10. How does the community perceive the quality of library services as provided by LSSI?**

During the period of our contract with LSSI, the public was generally unaware that the library was being outsourced. I was stunned by the degree of prejudice in the library world against LSSI and outsourcing in general, and found that area librarians who became aware of our LSSI involvement were uniformly pleasantly surprised to see the growth and success of our little library.

**11. Have you had any issues with payment or other issues between LSSI and suppliers?**

No. Under our arrangement, the City purchased all materials, and LSSI paid all staff. We never had any issues.

**12. How has the relationship been between LSSI and Friends organizations?**

LSSI encouraged me to get a Friends group started.

**13. (To former customers) Why are you no longer using LSSI as your operator?**

Please refer to the answer to question 3. At the time the contract was not renewed, Bee Cave changed its name to the City of Bee Cave, and added a police department as well as a public library, and wanted to take on the library as a department of the City, making all LSSI-hired staff city employees.

**14. Other comments?**

LSSI is a good company run by good people who know and understand libraries. In my opinion, they have a better grasp on what it takes to run a public library than many of the so-called experts who staff governmental library agencies.

Submitted by  
Barbara D. Hathaway  
Library Director  
Bee Cave Public Library  
4000 Galleria Parkway  
Bee Cave, TX 78738

512.767.6624  
[bhathaway@beecavetexas.gov](mailto:bhathaway@beecavetexas.gov)  
<http://pl.beecavetexas.gov>

**Drake, Jon**

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**From:** Magee, Bobby  
**Sent:** Thursday, July 15, 2010 11:41 AM  
**To:** Drake, Jon  
**Subject:** FW: Ref # 6 Library Systems & Services (LSSI) Reference Check  
**Importance:** High

From Shasta Library Foundation.

- Bobby

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**From:** Shasta Library Foundation [mailto:libraryfoundation@shasta.com]  
**Sent:** Thursday, July 15, 2010 11:18 AM  
**To:** Magee, Bobby  
**Cc:** Kim Niemer  
**Subject:** RE: Library Systems & Services (LSSI) Reference Check  
**Importance:** High

Hi: I left a voice message in response to your message from yesterday. Many of the questions you sent need to be answered by our City of Redding Community Services Director – Kim Niemer (530-225-4085) because they really deal with contractual questions and I should not be the person to answer them.

I can tell you that from a library support group perspective, the LSSI experience has been very positive and resulted in some great opportunities for our libraries. We transitioned to LSSI management at the same time we opened a new library headquarters and changed our governance structure. Our libraries are open more and have a service delivery model that we wanted. From the public's perspective, the change in management was invisible. We still have strong citizen oversight of our library system, work well and closely with the library administration, and have been able to respond to a huge increase in patron usage. We have very successful Friends of the Library used bookstore operations in all three libraries in our system, have seen big increases in volunteerism at our libraries, and are successfully fundraising for the library's endowment in our community. We have systems in place with our library administration to manage the resources donated by the library support groups to the libraries.

I'd be glad to discuss any of this with you in person. My cell phone is 530-941-6900 if you can't reach me at the office. Thanks.

***Peggy O'Lea***

Executive Director  
Shasta Library Foundation  
P.O. Box 993366  
Redding, CA 96099-3366  
530-246-0146  
[www.shastalibraryfoundation.org](http://www.shastalibraryfoundation.org)  
[info@shastalibraryfoundation.org](mailto:info@shastalibraryfoundation.org)

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**From:** Magee, Bobby [mailto:bmagee@sjgov.org]  
**Sent:** Monday, July 12, 2010 10:35 AM  
**To:** 'tgallavan@rivco2eda.org'; 'jordand@jacksoncounty.org'; 'libraryfoundation@shasta.com'; 'city.librarian@spl.org'; 'vdambach@qwestoffice.net'; 'greg@jcnj.org'; 'tcoroalles@ci.calabasas.ca.us'; 'bhathaway@beecavetexas.com'; 'orobertson@lancaster-tx.com'; 'phowe@linden-nj.org'  
**Subject:** Library Systems & Services (LSSI) Reference Check

Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

It would be greatly appreciated if you would take a brief moment to review and respond to the attached set of questions.

Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997

**Drake, Jon**

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**From:** Niemer, Kim [kniemer@ci.redding.ca.us]  
**Sent:** Thursday, July 15, 2010 3:53 PM  
**To:** Drake, Jon  
**Subject:** Ref # 7 LSSI Reference Checks.doc  
**Attachments:** LSSI Reference Checks.doc

John:

Per your request.

Kim

\*\*\*\*\*

**Kimberly A. Niemer**  
Director of Community Services  
City of Redding  
tel. 530 225 4085

 Please consider the environment before printing this email.

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed?

Yes, LSSI has successfully managed the transition to the new library building, opening the new facility and managing operations for the last three years.

2. What was LSSI's role in the expansion of your Libraries (Riverside or other)?

Their proposal allowed us to increase the hours of operation by 50% at the main library.

3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

LSSI has been providing services for almost 4 years. We have renewed the contract for a second three-year period. We requested and received permission from the City Council to negotiate directly with LSSI for a successor agreement. The negotiations went smoothly in less than a month we had a new contract.

4. How have library operations changed since they have come on board: Better? Same? Worse?

Library operations are definitely better. Certainly, the ability to go from 40 to 60 hours a week was very significant. Additionally the quality of service, programs, collection, and technology have all improved as well. It didn't hurt that we opened a new building twice as large.

5. List "successes" that LSSI has brought since their involvement.

1. Circulation rates more than double previous.
2. New strategic plan with significant public involvement.
3. Customer Service survey will very positive results.
4. Significantly more grant funds for literacy and on-line subscription services.
5. 22,000 hours annually volunteered – estimated 4 x increases.

6. List "failures" that LSSI has brought since their involvement.

Our only significant complaint was with regard to LSSI's inability to hire a permanent full-time Library Director. While there were factors such as geography that were outside their control, the Library operated with interim directors for about one year. The current director is quite good.

7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

Fortunately, most all the County libraries moved to LSSI. We were able to retain much of the expertise and relationships that had existed previously. The Library staff had been through a roller coaster of budget cuts over the years. They were not particularly happy about their benefit package being reduced, but they were and are committed to their profession and the community. Morale today is very good. LSSI has good employee recognition programs and one of our librarians was recently awarded employee of the year for the Western Region. They offer more professional training to the staff than was done under County administration.

8. What percentage of library staff are MLS? Should that be higher? Lower?

We have seven or eight staff members with MLS degrees, or roughly 20-25% of the full-time equivalents. It seems to be an adequate number.

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?

We receive comprehensive financial reports on a monthly basis. It is adequate.

10. How does the community perceive the quality of library services as provided by LSSI?

The community has responded very positively to the services at the Library. As our contract started at the same time the new building opened and many of the staff was the same, I don't think many in the community differentiate between before and after. A fairly comprehensive customer survey was conducted last spring with very positive results.

11. Have you had any issues with payment or other issues between LSSI and suppliers?

Not that I know of.

12. How has the relationship been between LSSI and Friends organizations?

Excellent. The Library Director sits as an ex-officio member of both the Friends and the Library Foundation. Her input and participation is welcome and appreciated.

13. (To former customers) Why are you no longer using LSSI as your operator?

14. Other comments?

**Drake, Jon**

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**From:** Magee, Bobby  
**Sent:** Friday, July 16, 2010 11:12 AM  
**To:** ~~Drake, Jon~~  
**Subject:** Ref # 8 Emailing: LSSI  
**Attachments:** LSSI.pdf

FYI, received via phone call from the City of Lancaster, TX. Hopefully you can read my writing.

- Bobby

Lancaster, TX  
Via Phone  
Opal Mauldin-Robertson,  
ASST City Manager

LSSI Reference Checks

San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed?

Yes. Maintained staff in place.

2. What was LSSI's role in the expansion of your Libraries (Riverside or other)?

N/A

3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

Began in 2001. Terminated contract in 2007, due to ability to take the library back in-house. For Lancaster, cheaper to keep in-house due to grants received. "No fault of LSSI".

4. How have library operations changed since they have come on board: Better? Same? Worse?

NO LOSS in service w/ LSSI.

5. List "successes" that LSSI has brought since their involvement.

Brought in partners to help with computerized checkout system.

6. List "failures" that LSSI has brought since their involvement.

None.

7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

N/A. However, benefits were lower than City's, so there were challenges between City & LSSI staff.

8. What percentage of library staff are MLS? Should that be higher? Lower?

UNKNOWN.

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?  
Provided monthly financials for one branch.

10. How does the community perceive the quality of library services as provided by LSSI?  
Vast majority of community did not know libraries were operated by contract.

11. Have you had any issues with payment or other issues between LSSI and suppliers?  
NO.

12. How has the relationship been between LSSI and Friends organizations?  
Very strong, really good.

13. (To former customers) Why are you no longer using LSSI as your operator?  
See question # 3.

14. Other comments?

Really good relationship w/ LSSI.  
Seamless transition back to city.  
Very friendly, seamless split.  
Actually helped w/ return of services to city.

## Drake, Jon

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**From:** Magee, Bobby  
**Sent:** Friday, July 16, 2010 12:42 PM  
**To:** Drake, Jon  
**Subject:** FW: Ref # 9 Library Systems & Services (LSSI) Reference Check  
**Attachments:** LSSI Reference Checks[1].doc

**Importance:** High

From Riverside County.

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**From:** Kennon, Tonya [mailto:TKennon@rivcoeda.org]  
**Sent:** Friday, July 16, 2010 12:01 PM  
**To:** Magee, Bobby  
**Subject:** Library Systems & Services (LSSI) Reference Check  
**Importance:** High

Hello Mr. Magee,

Please see the attached completed LSSI reference check. Please do not hesitate to contact me if I can be of further assistance.

Thank you,  
Tonya Kennon  
County Librarian  
Riverside County Library System  
951.955.1158 office  
951.675.3273 cell

---

**From:** Magee, Bobby [mailto:bmagee@sjgov.org]  
**Sent:** Monday, July 12, 2010 12:49 PM  
**To:** Gallavan, Teresa  
**Subject:** Library Systems & Services (LSSI) Reference Check

Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

It would be greatly appreciated if you would take a brief moment to review and respond to the attached set of questions.

Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed?

Yes. Circulation, library visits, and library programs all continue to increase.

2. What was LSSI's role in the expansion of your Libraries (Riverside or other)?

For a new library or library remodel, assistance with project management is provided from design phase to completion. Our County is divided into zones to assist with management. LSSI Zone Managers (direct supervisors to library branch managers) are the persons to assist with this. The specific manager to assist correlates to the zone the library is in. Assistance includes ensuring interior layout is functional and meets the needs of the library staff and community. The County Librarian, architect, design firm, and the County's project managers handle other tasks.

We have also experienced expansions in the programming and the number of grants applied for and received. LSSI researches grants and presents them to the County for approval prior to applying. This has been very successful.

3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process.

LSSI has provided services since June 1997. The original contract has been amended several times to meet our needs (financial, growth of the system, new technologies, etc). The renewal process involves identifying, reviewing and assessing prior years' outcomes. If necessary, an amendment is made to improve outcomes for the coming year(s). Meetings take place with our administrative staff and we meet with LSSI as needed to negotiate new terms. Once in agreement, an amendment is drafted and sent to the Board of Supervisors for approval. The agreement is renewed each fiscal year on July 1.

4. How have library operations changed since they have come on board: Better? Same? Worse?

Library operations are better. Collections are newer and larger. The community is largely happy with the libraries. Our libraries operations are funded with property taxes and the County Librarian and County administration take an active role in the direction of libraries, so this growth cannot be wholly attributed to LSSI. Still, the County is pleased with LSSI.

5. List "successes" that LSSI has brought since their involvement.

The number of grants applied for and received has increased substantially. This has allowed us to provide enhanced services to the community. Library complaints have all but disappeared.

We continue to experience growth in the areas of library visits, circulations, collections, programming, and technology.

6. List "failures" that LSSI has brought since their involvement.

No failures to list. There have however been opportunities to learn, evolve, and grow. We continue to streamline operations and restructure to fit community needs.

7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.

Morale is high. Staff are happy with LSSI, many of whom transitioned from City/County library staff to LSSI staff when LSSI began to operate the library system. Staff are a dedicated group of professionals and paraprofessionals that work very well together and are excited about bringing their talents and interests to the libraries. New staff at the branch manager level and above are hired with the approval of the County Librarian.

8. What percentage of library staff are MLS? Should that be higher? Lower?

This percentage is in line with operations and services. MLS staff are placed at our locations with larger circulations, more reference questions, etc.

9. What type of operations and financial reporting does LSSI provide for you? Is it adequate?

Monthly reports include statistics on circulation, library attendance, and programming attendance. Also included is a report from each branch manager detailing noteworthy events for the month. Quarterly and annual reports include more detailed information with regard to financials and allocation of compensation across the library system. We are working to make reports more useful to our County Librarian and fiscal department. My suggestion is to be specific with your needs, possibly providing an example of the type of reporting you require.

10. How does the community perceive the quality of library services as provided by LSSI?

The community is largely satisfied with library services. Some residents may not be aware of the transition to operations by LSSI as all services and operations are approved by the County and in line with County operations. Those who are aware are largely satisfied with services provided.

11. Have you had any issues with payment or other issues between LSSI and suppliers?

No, we have experienced no issues with payment between LSSI and suppliers.

12. How has the relationship been between LSSI and Friends organizations?

The relationship is very good. Friends groups meet regularly, with the zone manager and branch manager in attendance. A representative from each Friends group is invited to attend quarterly meetings to represent library users, share happenings, ask questions, and exchange ideas. Representatives are appointed (voluntary) to this committee by the City for city libraries for which the County Library provides services, and by the Supervisor for County libraries within

their district. The County Librarian, zone managers, and LSSI administrative staff are also attendance at these meetings.

13. (To former customers) Why are you no longer using LSSI as your operator?

N/A

14. Other comments?

Library division management was recently moved from the County Executive Office to the Economic Development Agency. Some comments are based on our predecessors' experience. Please feel free to contact me if I can be of further assistance.

**Drake, Jon**

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**From:** Gregory Corrado [greg@jcnj.org]  
**Sent:** Friday, July 16, 2010 12:55 PM  
**To:** Drake, Jon; Magee, Bobby  
**Cc:** Gregory Corrado  
**Subject:** Ref # 10 LSSI Reference Check - City of Jersey City  
**Attachments:** LSSI Reference Check - City of Jersey City.doc

Jon,  
Please find attached my completed reference form. I hope my comments are helpful.  
I will be on vacation next week, returning on July 28<sup>th</sup>. If you have any questions please shoot me an email when I return.  
Thanks! And I hope your library search goes well!  
Gregory

**Gregory J. Corrado**  
Assistant Business Administrator  
CMFO  
City Hall - Suite 113  
City of Jersey City, NJ 07302  
201-547-5146  
201-547-4833 fax  
"Liberty and Prosperity"

## LSSI Reference Checks

### San Joaquin County – City of Stockton Joint RFP

1. Was LSSI able to deliver what they had proposed? ***Yes, we were very impressed with their ability to identify the salient challenges to our library system and develop a personalized plan to methodically address them. The City of Jersey City's system is second largest in New Jersey, with 10 locations and 100 employees. At the time, I was the Mayor's representative on the Library Board of Trustees, and I would describe the condition of the system to my friends as comparing it to be "the City's forgotten stepchild." The system was relatively well-funded, but horribly managed. The system had a plethora of challenges. LSSI did a very good job of assessing the situation and prioritizing our needs (through a great deal of public participation).***
2. What was LSSI's role in the expansion of your Libraries (Riverside or other)? ***N/A***
3. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process. ***After the initial contract period (two years), we renewed LSSI's contract through direct negotiations. We were very pleased with the company's performance. The second contract was terminated due to partisan politics, when the City's administration changed after the election of a new mayor.***
4. How have library operations changed since they have come on board: Better? Same? Worse? ***Library operations greatly improved under LSSI's management. Using the same operating budget, LSSI expanded hours by reallocating resources. Branches that were only open during the day were re-staffed to be opened evenings. In addition, LSSI initiated the first formal personnel review process, which added much needed accountability to the system. As a result, the branches were noticeably cleaner and repairs were completed punctually. In addition, the collection was weeded for the first time in decades (yes, decades!).***

5. List "successes" that LSSI has brought since their involvement. ***Most of this is in my answer to number 4, but I saved LSSI's best success for this question: the automation of the system. Our libraries were still using physical card catalogues in the mid 1990s. The senior library managers literally had "grown up" in our system, and had never worked in a library that was computerized. In fact, few PCs existed within the system. As a result, our senior managers were incapable of supervising an automation effort. LSSI, which had specialized in library software solutions, performed very well in selecting and implementing the new system. They also excelled in training our staff, many of whom were over 50 years old; all of whom had very little computer skills and/or personal computer experience.***
  
6. List "failures" that LSSI has brought since their involvement. ***It was difficult for LSSI to convince the new administration to look past partisan politics and see the advantages of retaining the management contract. A library employee, who worked on the new mayor's election campaign, wanted to become Library Director. So, the new administration terminated the LSSI management contract and promoted the employee to director.***
  
7. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI.  
***N/A***
  
8. What percentage of library staff are MLS? Should that be higher? Lower? ***Only the management was LSSI, which provided the staff with the security of New Jersey civil service protection. This made it easier for the City Council to agree to the management contract.***
  
9. What type of operations and financial reporting does LSSI provide for you? Is it adequate? ***During the RFP process the Trustees developed a comprehensive matrix of performance indicators that provided the Board of Trustees with a monthly report on operations and finances. To their credit, LSSI improved the reporting process during the early months of their initial contract.***

**10.** How does the community perceive the quality of library services as provided by LSSI? ***LSSI did a good job reaching out to the public in various ways, including holding town hall meetings to analyze constituent needs and wants.***

**11.** Have you had any issues with payment or other issues between LSSI and suppliers? ***No, they were very good at organizing the business side of the operations.***

**12.** How has the relationship been between LSSI and Friends organizations? ***Sadly, our Library system did not have Friends organizations. I believe that is a statement of the poor condition our system was in before LSSI was hired.***

**13.** (To former customers) Why are you no longer using LSSI as your operator? ***Please see #6.***

**14.** Other comments? ***We had a great working relationship with the LSSI staff, especially their senior staff. It was very rewarding to watch our system improve so dramatically.***

**Drake, Jon**

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**From:** dpurves [dpurves@lindenpl.org]  
**Sent:** Friday, July 16, 2010 1:42 PM  
**To:** Drake, Jon  
**Subject:** Ref # 11 FW: Library Systems & Services (LSSI) Reference Check

I've answered the questions I'm either capable of or feel comfortable doing so. I'm sorry I'm unable to give you all the information you seek.

1. Was LSSI able to deliver what they had proposed? N/A
1. What was LSSI's role in the expansion of your Libraries (Riverside or other)? They took part in the construction of an elevator addition.
1. Length of time LSSI has been providing services to your organization? Are you still in the original term? Have you ever renewed their agreement? If so, why? Describe the renewal process. The agreement was renewed once. I am not privy to any further details.
1. How have library operations changed since they have come on board: Better? Same? Worse? N/A
1. List "successes" that LSSI has brought since their involvement. N/A
1. List "failures" that LSSI has brought since their involvement. N/A
1. (To Current Customers) Describe library staff expertise and morale, as it exists today under LSSI. N/A
1. What percentage of library staff are MLS? Should that be higher? Lower? About 1/3. It should probably be higher
1. What type of operations and financial reporting does LSSI provide for you? Is it adequate? N/A
10. How does the community perceive the quality of library services as provided by LSSI? Generally, they were always uncomfortable with LSSI being in charge of the library
11. Have you had any issues with payment or other issues between LSSI and suppliers? See final question
12. How has the relationship been between LSSI and Friends organizations? Poor
13. (To former customers) Why are you no longer using LSSI as your operator? The Board ended the contract in 2/2004 stating that LSSI hadn't been paying the bills
14. Other comments?

---

**From:** "Drake, Jon" <jdrake@sjgov.org>  
**Sent:** Friday, July 16, 2010 4:24 PM

**To:** "dɔ̃purves@lindenpl.org" <dpurves@lindenpl.org>  
**Subject:** FW: Library Systems & Services (LSSI) Reference Check

Dennis,

Attached are the questions.

Any input you can provide would be greatly appreciated.

Thanks,

JD

Jon Drake C.P.M  
Deputy Director  
Purchasing & Support Services  
San Joaquin County  
Stockton, CA  
209-468-3250

**From:** Magee, Bobby  
**Sent:** Monday, July 12, 2010 10:35 AM  
**To:** 'tgallavan@rivco2eda.org'; 'jordand@jacksoncounty.org'; 'libraryfoundation@shasta.com'; 'city.librarian@spl.org';  
'vdambach@qwestoffice.net'; 'greg@jcnj.org'; 'tcoroalles@ci.calabasas.ca.us'; 'bhathaway@beecavetexas.com';  
'orobertson@lancaster-tx.com'; 'phowe@linden-nj.org'  
**Subject:** Library Systems & Services (LSSI) Reference Check

Hello,

The County of San Joaquin, and City of Stockton CA, recently issued a joint request for proposal (RFP) for management and operations of the City-County Public Library System. Library Systems & Services (LSSI) responded to the RFP and has listed your organization as either a reference or a former customer.

It would be greatly appreciated if you would take a brief moment to review and respond to the attached set of questions.

Of course, we are working on a tight timeline. We would like to receive responses from you by this Friday, July 16, so your input can be forwarded to our review committee.

If you have any questions, please feel free to contact me.

Thank you,

Bobby Magee  
County Administrator's Office  
San Joaquin County  
(209) 468-2997