AGENDA

Board of Library Commissioners
City of Los Angeles

Thursday, October 27, 2016

CENTRAL LIBRARY
Board Room, 4th Floor
630 W. 5th Street
Los Angeles, CA 90071

TIME: 11:00 A.M.

Agenda: In compliance with Government Code Section 54957.5, you may view the agenda and all available documents related to the items at the Central Library’s Information Desk or via the Internet at: http://www.lapl.org/about-lapl/board-library-commissioners. Some large agreements or attachments that may not be viewable on the website will be available in their entirety at the Information Desk and provided at the Board Meeting.

1. Roll Call

2. Approval of Minutes: Regular Minutes – October 13, 2016

3. Public Comments (Matters within the Board’s Jurisdiction)
   (In accordance with Board Policy, a total of 15 minutes shall be allocated for public comment not to exceed three (3) minutes per speaker. Items arising during the public comment portion of the meeting shall be referred by the President to the staff or Board Committee for appropriate action or report back thereon to the Board.)

4. City Librarian’s Comments and Announcements

5. City Librarian’s Reports

   Discussion Items
   a. Oral Presentation: Marketing Plan  (EXHIBIT “A”)
   b. Recommendation to approve Library Department Proposed Budget for Fiscal Year 2017-18 totaling $172,686,809  (EXHIBIT “B”)

7. Various Communications: None

8. Commissioners’ Comments, Announcements and Review of Matters Pending

9. Adjournment
NEXT BOARD MEETING NOTICE

The next meeting of the Board is scheduled for Thursday, **November 10, 2016** at the Central Library, 630 W. Fifth Street, Los Angeles, CA 90071, convening at 11:00 A.M.

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**Finalization of Board Actions - Charter Section 245:** In accordance with Charter Section 245, actions of the Board of Library Commissioners shall become final at the expiration of the next five (5) meeting days of the City Council during which the Council has convened in regular session.

**Parking:** Reduced parking rate validation can be obtained by showing your library card at the Information Desk, and is only valid for parking on the Westlawn Garage at 524 S. Flower Street. The Westlawn Garage is not owned or operated by the Library Department. Additional information is available at lapl.org

**Title II of the American with Disabilities Act:** The City of Los Angeles does not discriminate on the basis of disability and upon request will provide reasonable accommodations to ensure equal access to its programs, services, and activities. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting/event you wish to attend. For additional information, please contact the Board Office at (213) 228-7530.

**Rules of Decorum:** Persons addressing the Commission shall not make impertinent, slanderous or profane remarks to the Commission, any member of the Commission, staff or general public, nor utter loud, threatening, personal or abusive language, nor engage in any other disorderly conduct that disrupts or disturbs the orderly conduct of any Commission Meeting and prevents the Commission from carrying out its public business. At the discretion of the Commission President or upon a majority vote of the Commission, the Commission President may order removed from the Commission meeting place any person who fails to observe the rules of decorum. Any person who has been ordered removed from a meeting may be charged with a violation of Penal Code Section 403, or other appropriate Penal Code or Los Angeles Municipal Code sections.

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**Posted 8/8/16**

**For more information, contact:** Library Commission Office (213) 228-7530
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Introduction

- The Los Angeles Public Library (LAPL) is an organization whose future is as bright as its past is venerable. As mentioned in LAPL's 2015-2020 Strategic Plan, the library provides a level of social, cultural and educational services unmatched by any other public institution in Los Angeles.

- Based on our research and the background work we have performed as part of our current engagement with the library, LAPL is transforming how libraries serve their communities.

- Strategic marketing activities have the power to accelerate this transformative role by increasing visibility, awareness, appreciation and usage of the LAPL's extraordinary breadth and depth of offerings.
The Marketing Plan

- This three-year marketing plan represents a roadmap for LAPL’s marketing efforts beginning in the 2017 calendar year, with a focus on the first 18-month period of implementation.

- This initial period starts with some essential readiness pieces that lay the foundation for longer-term efforts by creating a framework for intentional, proactive and strategically informed marketing activities.

- This plan also acknowledges and builds upon the broad range of efforts currently being implemented by LAPL’s PR & Marketing Department; we make recommendations to optimize resources and expand impact.

- This plan is focused on marketing strategies and tactics that will enable LAPL to build capacity, scale quickly and explore new ideas – all in the service of achieving the objectives of LAPL’s strategic plan.

- The recommendations in this plan are a combination of essential best practices and new ideas and approaches; in both cases they are informed directly by the findings from our research and SWOT Analysis.
EXECUTIVE SUMMARY

How the Plan Was Built

• Our process began with a thorough research and discovery phase during which we reviewed current marketing activities and materials, as well as LAPL's strategic plan and research from that project.

• We then analyzed the competitive landscape and conducted interviews with internal and external stakeholders.

• Next, we analyzed the information we gathered and synthesized our insights in the form of a SWOT analysis.

• Using what we learned through the research and discovery phase, and through the SWOT analysis, we developed custom-tailored objectives, strategies and tactics, identified target audiences, and crafted key messages.

• We also created targeted campaign recommendations that pull together various tactics in the service of specific library programs and initiatives; these campaigns provide frameworks to jumpstart marketing activities in strategic, cohesive and ultimately more effective ways.

• This process has been informed by LAPL’s current marketing resources, including staff resources — what is possible now — as well as aspirational pieces that look ahead to what will be possible in the future.
Summary of Key Findings

- The library has significant strengths, including quality programming, enthusiastic staff and a well-regarded librarian; there is a strong product to market
- The library has many fans, as evidenced by the number of volunteers and friends groups, and by support from the Office of the Mayor; there are great opportunities to have more groups like this serve as messengers and advocate on behalf of LAPL
- The library has many assets that can be used for marketing, including a large email list, 73 locations and existing community connections
- External sources are very supportive; trust has been built over the years and, generally, outside groups are interested in partnering and supporting the library’s efforts (or growing their existing relationship with LAPL); they are eager to be champions for the library
- The library is considered as a good partner and has many partnerships; there are opportunities to strengthen existing partnerships and build new ones
- Some aspects of the library’s reputation do not align with its services (e.g., locations are still seen as outdated and uninviting, there is a lack of awareness of LAPL’s breadth of programs beyond book lending)
Summary of Key Findings

- The website and other digital platforms aren’t being used to their full potential; these can be more of an engine for gaining visibility
- A lack of resources has made marketing efforts more reactive than is ideal
- Branches already tailor efforts to their respective communities, but there is room to provide marketing resources that more fully support the branches (e.g., languages common in some communities go beyond English and Spanish)
- The library’s users are aging — bringing in the next generation of cardholders is vital
- LAPL has been able to adapt and thrive where other, more traditional information providers have not (e.g., Blockbuster, Barnes & Noble); yet the story of LAPL’s evolution remains largely untold
- LAPL has social service offerings that are the first, best or the only of their kind; more visibility is needed around such innovation and the delivery of these key services
Recommendations

To maximize LAPL's marketing efforts, certain fundamentals are offered in this plan (see Appendix) that will align and improve current activities. Investing in these fundamentals will create a solid foundation that will enable LAPL to pursue what is truly important (rather than only what is urgent), scale more quickly, collaborate across departments more seamlessly and increase capacity to pursue proactive marketing activities.

These essentials include:

• Strengthen brand consistency, visibility and reputation
• Enhance LAPL's own communications channels
• Build out internal communications tools and systems

Note: Please refer to Appendix for additional details
The strategies and tactics detailed in the plan and its appendices can be summed up as follows:

- Prioritize marketing your marquee programs and services to get the most bang for your buck

- Strategically leverage “marketing essentials” to sharpen your robust current efforts and ensure marketing activities have breadth across programs

- Build capacity across LAPL by embracing the idea that “everyone is a communicator”

- Pilot bold new ideas to test where future investments in marketing should be made
Recommendations

The heart of this plan consists of our recommendations for strategic activities that will support the five key marketing objectives in the plan (note that the marketing objectives in this plan are not organized in order of importance but rather according to a logical sequence based on audiences)

→ **Reach and Recognition**
   Attract new audiences by increasing proactive outreach

→ **Allies and Advocates**
   Deepen engagement with existing audiences

→ **Equality and Enrichment**
   Position LAPL as a trusted source of learning and enrichment that bridges the gaps for all Angelenos

→ **Bricks and Clicks**
   Increase the strength and reputation of LAPL’s presence in local communities

→ **Uniquely LA**
   Position LAPL as an iconic City treasure that contributes to, and is inseparable from, what makes LA special
Recommendations

The tactics recommended across the five objectives are meant to be tailored and combined in order to build campaigns in support of specific programs and initiatives.

In addition to the Career Online High School awareness strategy currently being planned, campaigns might include the following:

- New Cardholder Campaign
- New Americans Campaign
- Milestones Campaign
- Influencer Campaign
- General LAPL Marketing Campaign
Taken as a whole, this marketing plan works in concert with, and in support of, the 2015-2020 Strategic Plan. Specific marketing objectives align with objectives identified in the Strategic Plan as shown here.

<table>
<thead>
<tr>
<th>Marketing Plan Objectives</th>
<th>Strategic Plan Objectives</th>
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<tbody>
<tr>
<td>Attract new audiences</td>
<td>Cultivate and inspire young readers</td>
<td>✔</td>
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<tr>
<td>Engage existing audiences</td>
<td>Nurture student success</td>
<td>✔</td>
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<tr>
<td>Bridge the gaps for all Angelenos</td>
<td>Champion literacy and lifelong learning</td>
<td>✔</td>
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<tr>
<td>Strengthen branches</td>
<td>Contribute to L.A.'s economic growth</td>
<td>✔</td>
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<tr>
<td>Become an LA icon</td>
<td>Stimulate the imagination</td>
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<td></td>
<td>Strengthen community connections and celebrate LA</td>
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Additionally, all marketing objectives contribute to achievement of the outcomes identified in the Strategic Plan.
Recommendations

Although implementation of the recommendations in this plan will not bear overnight results, if they are pursued steadily and consistently, they will over time contribute greatly to LAPL’s organizational goals.

A strong, well known and accessible LAPL is a boon to every Angeleno, and effective strategic marketing is integral to continuing to grow the library’s footprint and secure its position at the center of a prosperous and connected future for Los Angeles.
Los Angeles Public Library Marketing Plan
This marketing plan represents a roadmap for LAPL’s marketing efforts beginning in the 2017 calendar year.

This is a three-year plan, whose focus is the first 18-month period of implementation, in order to lay the foundation for longer-term efforts by creating a framework for intentional, proactive and strategically informed marketing activities.

This plan acknowledges and builds upon the broad range of efforts currently being implemented by LAPL’s PR & Marketing Department.

This plan is focused on marketing strategies and tactics that will enable LAPL to build capacity, scale quickly and explore new ideas – all in the service of achieving the objectives of LAPL’s strategic plan.
Many tactics outlined in this plan can be sustained over long periods of time to build and maintain a consistent presence for LA PL among key audiences; all efforts should be routinely evaluated to allow for adjustments and new ideas.

Based on this marketing plan, specific workplans can be developed for each campaign.

The recommendations in this plan are a combination of essential best practices and new ideas and approaches; in both cases they are informed directly by the findings from our research and SWOT Analysis.
About This Plan

- Our recommendations are organized by best fit; however the strategies and tactics may support multiple marketing objectives
- Additionally, we provide recommendations on how LAPL can enhance current marketing efforts in order to optimize existing resources for greatest impact
- Later in the plan, we present an implementation timeline for key campaigns and tactics
- We also include a glossary in the Appendices to provide clarity around frequently used terms
Our Process

To inform this plan, we:

1. Started with a thorough research and discovery phase during which we reviewed current marketing activities and materials, as well as LAPL’s strategic plan and research from that process

2. Analyzed the competitive landscape, including other urban library systems, but we did not stop there — we compared LAPL to other large, influential organizations and cultural institutions that serve as both models and competitors

3. Conducted a series of formal and informal interviews with more than 30 internal and external stakeholders

4. Synthesized the insights and information gathered during this process into a SWOT analysis
LAPL's Strategic Plan

STRATEGIC PLAN OBJECTIVES

→ Cultivate and inspire young readers
→ Nurture student success
→ Champion literacy and lifelong learning
→ Contribute to LA's economic growth
→ Stimulate the imagination
→ Strengthen community connections and celebrate LA
LAPL's Strategic Plan

STRATEGIC PLAN OUTCOMES

- Collections, both physical and virtual, that meet people's needs
- Talented and knowledgeable staff
- Welcoming environments
- Robust technology
- Expanded digital presence
- Effective partnerships
<table>
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<tr>
<th><strong>INTERNAL ORIGIN</strong> (attributes of the organization)</th>
<th><strong>HELPFUL</strong> To achieving the objectives</th>
<th><strong>HARMFUL</strong> To achieving the objectives</th>
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<tr>
<td>Strengths</td>
<td>Weaknesses</td>
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<tr>
<td><strong>EXTERNAL ORIGIN</strong> (attributes of the environment)</td>
<td>Opportunities</td>
<td>Threats</td>
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**SWOT: Strengths**

- **Good Brand Equity, High Trust Factor**
  - The LAPL brand holds significant equity, especially as a trusted institution

- **Respected Leadership**
  - The City Librarian is regarded as a dynamic, forward-thinking leader
  - LAPL has a committed and active Board of Library Commissioners

- **Strong Product Offerings**
  - Best in class social services
  - Quality programs are available in all six regions and tailored to a wide range of audience groups
  - Cardholders can access extraordinary benefits and resources
SWOT: Strengths

- Breadth and Depth
  - LAPL serves as a “one stop shop,” offering the convenience of many services in one place, from one trusted source
  - As stated in the LAPL strategic plan, “The library provides a level of social, cultural and educational services unmatched by any other public institution in Los Angeles”

- Solid Marketing Foundation
  - Current marketing efforts are prolific, including an active presence across all major communications channels, providing a solid foundation for sharpening and expansion of future efforts

- Recent Wins
  - Campaigns such as the “Amnesty Campaign” have been proactive, creative, fresh, and have covered a variety of paid and owned media; such campaigns should serve as a model for future efforts
SWOT: Strengths

- **Relevance and Resilience**
  - Unlike other brick-and-mortar stores that could not survive the digital revolution (e.g., Blockbuster), LAPL is adapting and thriving.
  - Beyond securing its own future, LAPL’s evolution has also made the library into a resource where Angelenos can learn about new ways of accessing information and entertainment.

- **Philanthropic and Programs Support**
  - The Library Foundation has a strong reputation and is highly regarded for the quality of its programs.
SWOT: Weaknesses

- Not Making Full Use of Current Assets
  - The network of 73 locations can be more effectively leveraged to support marketing efforts
  - More than 5,000 volunteers and dozens of "Friends of the Library" groups are passionate but need better management and activation
  - More than 1,100 staff members, including librarians who are already actively contributing content, could be doing so in a better-aligned way
  - A database with millions of email addresses and untapped information about cardholders should be leveraged for consistent and tailored communications

- Current Efforts Reactive, Need Clear Priorities
  - Certain marketing activities are being implemented in parallel but need to be better coordinated with each other
  - Not all programs should be priorities at all times — need an approach that aligns capacity and marketing output with opportunities for impact
SWOT: Weaknesses

- Branch Marketing Potential Not Fully Realized
  - Physical appearance of many locations is at odds with the quality of their programs, thereby reinforcing outdated stereotypes; many still see LAPL as "dark and dingy"
  - Competing and uncoordinated priorities leave branches feeling overwhelmed and more likely to put marketing on the back burner

- Media Narratives Are Not Always Impact Centered
  - Current media coverage is consistent but needs to focus more on the impact of LAPL's programs and services; there is an opportunity to showcase both the trailblazing and transformative aspects of these offerings
SWOT: Weaknesses

- **Access Can Be Difficult**
  - Key access points to LAPL offerings are often hidden or difficult to navigate (e.g., website, mobile app, e-media resources, exterior signage on branches)

- **Branding Is Not Consistent**
  - Not all assets are branded consistently; opportunities abound to raise the visibility of the brand (e.g., outreach materials)
  - A lack of prominent, consistent branding on building exteriors fuels the existing confusion around which libraries are City vs. County
SWOT: Opportunities

• Leverage Champions
  - The library is loved; a broad range of organizations and individuals are eager to be champions of LAPL

• Double Down on Partnerships
  - LAPL is viewed as playing nicely with others; additional partnerships and a more cohesive partnership strategy will help

• Fully Capitalize on City Resources
  - There are opportunities to work more closely with various City agencies and access more City resources (e.g., advertising space) to help LAPL scale its marketing efforts and gain access to key audiences

• Play to the Personal
  - Research shows that acquiring information is often a social process in which trusted helpers matter, giving LAPL's service model a competitive edge over online search engines
SWOT: Opportunities

- **Be There at the Right Time**
  - Deeper connections with public libraries are often associated with key life moments such as having a child, seeking a job, being a student, and going through a situation in which research and data can help inform a decision.
  - LAPL has an opportunity to strengthen engagement with cardholders and non-cardholders alike by having a presence at these important life stages.

- **Align with the LA Brand**
  - Los Angeles is an entertainment capital, a magnet for tech and innovation, has a “cool” reputation and unique historical character, all of which supports LAPL’s own strategic brand and marketing objectives.

- **Share the Equity of the LAPL and Library Foundation Brands**
  - Many patrons don’t draw a distinction between LAPL and the Foundation as the provider of popular programs like ALOUD; the lack of a distinction is not a detriment but rather allows both organizations to benefit from each other’s positive reputation and successes irrespective of who “owns” a given program.
SWOT: Threats

• **Awareness Level of Non-Users Leads to Reputation Out of Step with Offerings**
  - LAPL is too often thought of as just an information source, rather than as a service provider, too
  - The breadth of LAPL's services and programs – especially among those who can benefit the most – is not known widely enough

• **Changing Times**
  - Internet search engines offer stiff competition for knowledge seekers, due to these platforms' ubiquity, convenience and ease of use
  - LAPL's digital content distribution and streaming services can be challenging to use; such library offerings should be presented in a more engaging way and provide a more user-friendly experience overall
  - Aging user base makes bringing in the next generation of users vital

• **Heavy Transient Population at Some Locations**
  - Can be off-putting to visitors
**WHAT WE LEARNED**

**SWOT: Threats**

- **Inconsistent Community Involvement**
  - Some communities have higher and more consistent involvement than others

- **More LA Residents Should be Cardholders**
  - LAPL has a low percentage of cardholders compared to other library systems
  - Undocumented residents are reluctant to get a library card because the sign-up process requires providing personal information

- **LA is Big, Sprawling and Diverse**
  - Creates challenges for widespread community building and make one-size-fits-all marketing solutions ineffective
  - Yet, the diversity of LA's communities is currently under-represented in the ways LAPL currently communicates with audiences (e.g., its emphasis on English and Spanish)
"Look at the stereotype of a librarian: older white woman with a bun. We have no buns here. Our staff skews younger than other City departments, and is extremely diverse in languages and cultural background. We mirror the City we serve."

"There is a lot of available signage in the City that the library doesn't use."

"There is a library in your pocket."

"There are two libraries: the perception and the reality. Our look belies our services."

"A lot of our librarians get frustrated [because too often] we just preach to the choir at events. We are looking for a new place for our outreach."
"Our website is chaotic and difficult. Even librarians can’t find things."

"We’re constantly collecting data like attendance at programs and website usage, but [none of the departments] really do much with it."

"There is unevenness across the system."

"[When I think of the library, I think of] innovative leadership. John knows the library is beyond books; its role is to transform communities."

"We don’t ask for feedback enough. We don’t even have a suggestion box. We should ask: how can we be better, what do you like?"
Throughout the research and discovery phase of this process, we were impressed by the volume of output produced by the PR & Marketing Department. We also noted the willingness of staff across LAPL to engage in marketing efforts and contribute to content creation, as well as the authentic desire expressed by all to see LAPL thrive.

The following pages support these activities and aspirations by providing a framework of foundational pieces that, together, will position LAPL for accelerated growth and impact.

This framework includes:

• The LAPL brand
• Key audiences
• Key messages
• Ways to align current efforts
Updates to LAPL’s brand are not necessary to start implementing the tactics in this plan, and a comprehensive brand assessment was not part of this project’s scope; however, we recommend undertaking such an assessment in the near future to determine the potential value a rebrand or brand refresh would have for LAPL.

LAPL’s brand attributes are one aspect of the overall identity that can be refined now. Our research tells us that the following five attributes best represent the essence of the LAPL brand. These characteristics reflect the core values and personality traits of the brand. All communications conducted by the organization, or on its behalf, should be an expression and extension of these attributes, a focus which will continue to build the LAPL brand and will increase its recognition among key audiences.
Brand Attributes

→ Trusted
LAPL prides itself on being a reliable, accurate resource in all interactions – online and in every location

→ Timeless
LAPL is an enduring, valued institution whose relevance only grows with time

→ Innovative
LAPL has a history of being a pioneer among libraries and takes an ambitious approach to finding new ways to enrich, educate and empower individuals

→ Equitable
LAPL values the diversity of Los Angeles’ people and perspectives, and is committed to being inclusive in all it does

→ Personal
From treating people with warmth and kindness to tailoring its services to the needs of an individual or community, LAPL understands that people – and helping them achieve their goals – are at the heart of what it does
Target Audiences

- **Library cardholders**, including active and inactive
  - People who already visit the library (from rarely to regularly)
  - People who already visit LAPL's website
  - People who already consume LAPL's e-media offerings
  - Cardholders who represent audience groups that do not fit the stereotypical library visitor; unexpected members of the LAPL cardholder community

- **Los Angeles residents** who are not cardholders
  - A diverse group of Angelenos who stand to benefit from LAPL's services and enrichment offerings (e.g., parents, teens, students, English and non-English speakers)
  - People who have attended a library program but do not have their own library card
  - Friends and family members of cardholders
  - People who visit other LA cultural institutions (e.g., museums) or participate in LA-based activities (e.g., attend sporting events)
ESSENTIALS

Target Audiences

- **English language learners** and recent immigrants
  - People who are part of the most common language groups represented in LA (e.g., Spanish, Chinese, Tagalog, Korean, Armenian, Vietnamese, Farsi, Japanese, Russian)
  - People who have immigrated from the most common countries of origin in LA (e.g., Mexico, El Salvador, Philippines, Guatemala, Korea)

- **Ambassadors and supporters**, including Friends of the Library groups and volunteers
  - Friends of the Library (various groups across LAPL’s network)
  - LAPL volunteers
  - Library Foundation of Los Angeles
Target Audiences

- **Current/prospective partners**, including other City agencies
  - LA sports teams (Dodgers, Sparks, Galaxy, Lakers, Clippers, Rams)
  - Media outlets (e.g., newspapers, radio stations, local broadcast TV stations like KABC7, Univision, LA18)
  - Other City agencies (e.g., Office of the Mayor, 211, MyLA 311, LA Homeless Services Authority, Metro)
  - Relevant county agencies (e.g., LA County Department of Public Health)
  - Nonprofit organizations (e.g., Catholic Charities)

- **Influencers**, including elected officials and the philanthropic community
  - City council members and Mayor
  - Foundation leaders and philanthropic associations (e.g., Southern California Grantmakers, foundations that currently — or could — support the Library Foundation of Los Angeles)
  - Leaders in the entertainment industry (e.g., studio executives, prominent actors)
  - Prominent figures in the literary world (e.g., local authors)
Target Audiences

- **Community leaders** and neighborhood associations
  - People who are well known, respected, trusted and already have strong relationships with Angelenos in specific demographic and geographic communities (e.g., prominent and engaged business owners, local nonprofit leaders, teachers, religious leaders, neighborhood association presidents)

- **LAPL staff**
  - All staff, but particularly those on the “front lines” working with LAPL’s online and in-person visitors (e.g., librarians, branch directors, outreach staff)
ESSENTIALS

**Key Messages**

- For nearly 100 years, LAPL has been transforming lives and uniting communities while bridging the distances and differences that define life in Los Angeles.

- Through its network of 73 locations, online resources and in-person programs, LAPL has something for every Angeleno.

- Last year, people visited our libraries more than 14 million times, borrowing more than 15 million books and other items. Nearly 500,000 people participated in more than 18,000 library programs. Nearly 24 million people accessed the library’s online resources through its website at [www.lapl.org](http://www.lapl.org).

- From our vast and diverse collection of books and e-media to our team of librarians who personally guide you to the right resources, LAPL continues its strong tradition of making information accessible to all.
Key Messages

- LAPL is a beacon of resilience and innovation: responsive to the needs of Angelenos, adaptive to the changing information landscape and ambitious in embracing what’s new and next.

- LAPL brings learning to life for all Angelenos, equipping them with the knowledge they need to achieve their goals and improve their lives.

- Our 73 locations across Los Angeles are the heart of local communities, serving as knowledge centers, neighborhood gathering places, creative hotspots and convenient, one-stop shops for essential services.
Key Messages

- Our libraries provide safe, clean places for families, friends, residents and learners of all ages to gather and build our City’s common future.

- LAPL’s trailblazing programs are redefining the role of the public library in the 21st Century – from services for new Americans, financial literacy and a high school diploma to health services, career counseling and assistance for the homeless and veterans.

- Today, more than ever, LAPL is central to the creation of a better, more prosperous and more connected Los Angeles.

Note: Additional versions of these messages should be created for specific audiences and messengers
The marketing recommendations outlined in the subsequent sections of this plan are designed to support specific strategies and objectives. Several types of marketing efforts appear throughout the plan, providing a backbone of activity that supports visibility and impact.

- **Paid Media (and Donated Advertising)**
  - Leverage relationships and partnerships with media outlets and other City agencies to stay front of mind

- **Digital Strategies**
  - Reach broad audiences, and younger audiences in particular, to build awareness of programs and engagement with online offerings

- **Proactive Earned Media**
  - Utilize earned media best practices to ensure steady coverage in identified media targets

- **Existing and New Partnerships**
  - Amplify marketing efforts with help from existing and new friends in City government, business, philanthropy
Marketing Objectives

1. Reach and Recognition
   Attract new audiences by increasing proactive outreach

2. Allies and Advocates
   Deepen engagement with existing audiences

3. Equality and Enrichment
   Position LAPL as a trusted source of learning and enrichment that bridges the gaps for all Angelenos

4. Bricks and Clicks
   Increase the strength and reputation of LAPL's presence in local communities

5. Uniquely LA
   Position LAPL as an iconic City treasure that contributes to, and is inseparable from, what makes LA special
OBJECTIVE 1

REACH & RECOGNITION

Attract new audiences by increasing proactive outreach.
Objective 1: Strategies

Utilize paid media, earned media and proactive outreach to get attention for the brand and strengthen key relationships.

Expand LAPL’s reach through strategic partnerships.

Introduce new audiences to the library by building a presence in unexpected places.
Strategy 1: Increased Awareness

Utilize paid media, earned media and proactive outreach to get attention for the brand and strengthen key relationships

TACTICS:

- Launch paid media campaigns
- Utilize earned media
- Brand an annual “Library Day” in LA
- Equip LAPL’s staff & commissioners
Launch paid media campaigns to increase awareness of LAPL’s marquee in-person and virtual offerings

- Blanket LAPL’s six regions with a widespread outdoor campaign that increases mindshare
  - Placements should include billboards, bus shelters, bus sides and Metro trains/stations
  - Use space donated by the City to decrease costs
  - Give LAPL a ubiquitous, familiar and enticing presence across the City
  - Content should prioritize LAPL’s signature social services and broader messages about LAPL, rather than creating ads for all of LAPL’s programs and offerings
- Place geo-targeted digital ads on competitor platforms to promote specific LAPL benefits
  - Example: advertise LAPL’s freegal service on Spotify
- Explore social media advertising options
  - Sponsored posts on Instagram, Facebook and Twitter
  - Native advertising platforms like Upworthy

Objective 1: Attract New Audiences > Strategy 1
Utilize earned media to further educate people about the value of a library card and LAPL programs

Strengthen existing relationships with media and introduce the library to new outlets

- Host a briefing for reporters to cover LAPL’s signature programs and all of the benefits one gets access to with a library card
  - Signature programs include: Career Online High School, New Americans, Health Matters, Money Matters, Job & Career Centers, Veteran Resource Centers
- Proactively pitch innovative angles by going beyond lists of benefits
  - Quantify the monetary value of a library card and other signature programs
  - Tap into database metrics to gather statistics about usage and other sound bites
- Create an infographic that provides media with strong visual content and conveys, at-a-glance, the volume of benefits provided by LAPL

Objective 1: Attract New Audiences > Strategy 1
Brand an annual “Library Day” in LA to introduce LAPL to new audiences and celebrate learning

Create an annual day that celebrates LAPL across all six regions

- Provide free Metro rides to make it easy for people to attend
- Host special programs at each location
- Create a City-wide scavenger hunt with clues leading participants to LA landmarks featured in major literary works
- Work with the Office of the Mayor to issue a proclamation
- Explore other opportunities tailored to specific library neighborhoods
Tactic

Equip LAPL’s staff and commissioners with resources to promote LAPL services

Strengthen existing reports and resources so staff, commissioners and other internal stakeholders can access ongoing information about LAPL’s impact

- Create a pocket card of talking points that align with LAPL’s key messages and staff and commissioners’ interest areas
- Reformat marketing and impact reports to increase mindshare and show results
  - Update the weekly “In the News” format so there is one feature story and a simple but inviting design
Strategy 2: Expanded Reach

Extend LAPL’s reach through expanded strategic partnerships

**TACTICS:**
- Partner with Metro
- Partner with media
- Partner with local sports teams
Partner with Metro to decrease barriers for card sign-ups and branch visits

Metro is an existing valued partner; amplify the impact of this relationship by integrating Metro into efforts to attract new cardholders

- Use the partnership to pass along benefits in order to increase the number of new cardholders
  - Establish “Sign Up Saturdays” with express lines at libraries for getting a card
  - New cardholders get a free Tap card with $5 pre-loaded
  - Tap card prominently features LAPL branding
  - Make these efforts a prominent part of a New Cardholder Campaign
- Remove transportation barriers to get to libraries by highlighting the bus and rail stops nearest to each location
  - Add information about nearest stops to each branch’s location page on the website

Objective 1: Attract New Audiences > Strategy 2
Partner with media to reach diverse audience groups and ensure consistent visibility

We envision LAPL having robust, ongoing media partnerships with high-profile stations and networks; LAPL will supply a steady stream of content to these partners to create a win-win relationship:

- Develop partnerships with high-profile multi-ethnic radio stations, broadcast TV networks (preferably a local station), local print publications and movie theater chains
- Repurpose existing content to give it new life and a broader audience
  - Content from the On This Day blog
- Develop special recurring segments that focus on LA history, feel-good stories that showcase the impact of LAPL services or fun things to do around town
Partner with local sports teams (PSA)

Build on existing relationships with the Dodgers and Sparks to use partnerships with all of LA’s local pro teams to introduce the library to new audiences

- Develop a PSA campaign featuring players/fans from all local teams, highlighting what LAPL has to offer sports fans
  - Biographies of legendary players, music downloads for your pre-game playlist, sports movies to get you inspired, instructional books to hone your skills, etc.

- Explore additional collaborations with individual teams, including the LA Galaxy, LA Lakers, LA Clippers and LA Rams
Strategy 3: Unexpected Connections

Introduce new audiences to the library by building a presence in unexpected places

TACTICS:
- Partner with hospitals
- Build on relationships with community leaders
- Provide resources to local businesses

Objective 1: Attract New Audiences > Strategy 3
**Tactic**

**Partner with hospitals**

- Develop co-branded posters for display in lobbies and waiting areas at hospitals
- Promote the LAPL app and other e-media offerings to transform real waiting rooms into virtual libraries
  - Encourage people to download books, podcasts and music while they wait for appointments
  - Enable people to discover services they can use outside the hospital
- Provide an alternative to TV watching at in-patient wings of hospitals
  - Patients can download e-media on their own devices
- Provide hospital communications departments with LAPL-branded templates with which to create curated lists and recommendations by doctors, nurses and other staff
  - Provides a win-win to the hospital by fostering connections between practitioners and their patients

**Objective 1: Attract New Audiences > Strategy 3**
**Tactic**

**Build on relationships with trusted community leaders**

Deepen relationships between LAPL and community leaders to gain greater access to neighborhoods and communities with especially low cardholder rates

- Connect with faith-based organizations and community centers
- Create opportunities for LAPL representatives and community leaders to co-lead presentations in those communities (e.g., at a church), in order to educate Angelenos about LAPL's programs and services
  - Position these community leaders as ambassadors for LAPL's services
- Integrate LAPL's presence into existing community events
  - Take the Bookmobile and Book Bike to new places and events, including church events, neighborhood cultural events and local school events
  - Distribute in-language (the language most familiar to the targeted community) materials and highlight where the nearest branch is located
Tactic

Provide resources to local businesses

Go beyond LAPL's existing small business efforts and position local business owners (who already have the trust of their customers) as messengers who can introduce LAPL to new audiences

- Offer curated lists of relevant LAPL resources to local businesses
  - Create a section on LAPL's website where any LA business can request a list
  - Each list would include a mix of LAPL print and e-media resources, related services and where to find the nearest location
  - Example: A local bank branch's list would promote LAPL's Money Matters program
- Prepare a branded template for this one-sheet, so that librarians can easily drop in the information
  - Businesses could then distribute copies of this one-sheet to customers
- Create a sticker or window placard that businesses can display to designate that they are a friend of the library

Objective 1: Attract New Audiences > Strategy 3
OBJECTIVE 2

ALLIES & ADVOCATES

Deepen engagement with existing audiences
Objective 2: Strategies

Use data insights to strengthen outreach and maximize relationships with existing cardholders

Build a community of "library lovers" who find value in having an ongoing, high level of engagement with LAPL

Elevate relationships with partners
**Strategy 1: Cardholder Outreach**

Use data insights to strengthen outreach and maximize relationships with existing cardholders

**TACTICS:**
- Leverage program momentum
- Launch a direct mail campaign for families
- Create an annual email series
Leverage program momentum through data collection and follow-up communications

Provide program participants with additional ways to engage with the library and explore related events, resources and services

- Track program and event attendance more consistently
- Use this data to send follow-up emails to attendees
- Thank you messages should contain suggestions for related opportunities to engage with LAPL

- Example: Within 48 hours of a cardholder attending a Storytelling And Reading (STAR) event, she would receive an email that thanks her for coming, provides a link to a survey for feedback and lists 2-3 upcoming events aimed at parents and kids
Launch a direct mail campaign specifically focused on family-friendly events and programs

Similar to the seasonal catalogs and calendars that cultural institutions like LACMA mail to their members, LAPL should create a direct mail campaign to entice parents to attend more programs

- Segment/build a list in the database comprised of cardholders who have a history of checking out children’s books and people who have attended family events in the past
- Send this list a calendar of upcoming events
- Pilot this approach by trying it out for one “season” (e.g., spring programs) and track whether there is an increase in program attendees
  - Ask attendees how they heard about the program to help determine the impact of the direct mail campaign

Objective 2: Engage Existing Audiences > Strategy 1
Create an annual email series with a tailored call to action

Develop a series of emails designed to take each level of LAPL cardholder to the next level of engagement

- Segment the email series into three tracks/groups:
  - Re-engage inactive cardholders
  - Help cardholders with average activity discover new benefits and services to explore
  - Keep library lovers engaged and provide ways for them to represent LAPL as ambassadors to their own peers and networks

Objective 2: Engage Existing Audiences > Strategy 1
Strategy 2: Library Lovers Community

Build a community of “library lovers” who find value in having an ongoing, high level of engagement with LAPL

TACTICS:

- Encourage dialogue
- Position as ambassadors
Create additional channels for two-way dialogue

Tap into library lovers’ support of LAPL and zest for getting the most out of the library

- Draw from the pool of self-identified library lovers when focus groups are needed
  - Enable library lovers to participate in special surveys, focus groups and opportunities to provide feedback
- Encourage library lovers to become volunteers and/or provide opportunities to engage with LAPL in ways other than consuming media
- Periodically feature first-person guest blogs by library lovers and/or spotlight articles in the LAPL newsletter, to enable library lovers to lead by example and elevate their influencer status among other target audiences
Tactic

Brand library lovers as ambassadors

Make it easy for library lovers to take pride in LAPL and their relationship to the library

- Provide library lovers with digital stickers or badges for their social media profiles that publicly designate them as LAPL Ambassadors
- Do periodic profiles on the LAPL website featuring library lovers from different regions and demographics
Strategy 3: Partner Development

Elevate relationships with partners

**TACTIC:**
- Make it win-win
- Manage partnerships
- Create partner welcome packets
Tactic

Create win-win opportunities for independent organizations to partner with LAPL

- Work with museums, zoos, performing arts organizations and other cultural institutions to develop relationships with their Audience Engagement or Guest Services departments
- After one year of being an LAPL partner, provide organizations with temporary space in the closest library location for a special display that promotes a current exhibit, event or show
  - Library locations can also pull related books from their collection to add to this display
- Also work with these institutions to integrate LAPL resources into one’s experience on-site and after one gets home
  - Use donated ad space in a Playbill to promote LAPL resources (e.g., freegal music service in a LA Philharmonic program)
  - Provide topically relevant lists of LAPL resources, nearest library, etc.

Objective 2: Engage Existing Audiences > Strategy 3
Manage partnerships via a Director of Partnerships role

Use community management best practices and strategic marketing efforts to build a manageable partner program that enables LAPL to scale quickly

- Create a role to oversee partnership programs
- Provide leadership and oversight for the broader partner strategy
- Manage and develop relationships with current and prospective partners
- Standardize processes to make it feasible to grow LAPL's strong base of partners
- Serve as a liaison to other LAPL departments
Create a digital welcome packet for new partners

Start strong with new partner relationships by creating a single, standardized bank of resources to be used with new partners, establishing a precedent of helpfulness while also educating these organizations about LAPL.

- Create a section on the LAPL website with resources designed for partners
- Help new partners become more familiar with the services and programs offered at LAPL beyond the one they are involved with
- Make sure all new partners get subscribed to LAPL’s newsletter
- Collect social media handle information for each new partner, so LAPL can periodically spotlight and thank partners via social media
OBJECTIVE 3

EQUALITY & ENRICHMENT

Position LAPL as a trusted source of learning and enrichment that bridges the gaps for all Angelenos.
Objective 3: Strategies

Increase outreach to specific audience groups through targeted and culturally relevant campaigns that reach communities where they are

Build stronger partnerships with leading organizations in each key community/audience group
Strategy 1: Targeted Campaigns

Increase outreach to specific audience groups through targeted and culturally relevant campaigns that reach communities where they are.

**TACTICS:**
- Strengthen paid media
- Strengthen earned media
- Expand social media
- Generate peer-to-peer referrals
- Promote in publications
- Create a business alliance
- Intercept at life milestones
Strengthen paid media

Even modest investments in paid media can be effective in building awareness if sustained and supplemented by in-kind and added-value exposure

- Create in-language ads that go beyond English and Spanish
- Ad content should prioritize LAPL's signature programs and social services
Tactic

Use earned media placements to showcase the impact of LAPL’s services

Build on current earned media efforts to proactively pursue placements that tell the story of how LAPL is transforming lives through its services

- Build and maintain a contact list of reporters for each of LAPL’s service areas
- Cultivate these relationships and help reporters better understand how LAPL’s offerings fulfill essential local needs
- As appropriate, hold press conferences and media calls and initiate editorial board meetings
  - Promote significant happenings and stories, e.g., COHS graduation ceremony
  - Share the latest impact stories and quantitative statistics
  - Listen to reporters who have covered these services previously and learn from them what new angles they want to write about

Objective 3: Bridge the Gaps for All Angelenos > Strategy 1
Expand social media efforts

Build on LAPL’s current social media efforts by proactively distributing social content and by targeting diverse audiences through culturally relevant and in-language content and messaging

- Tap into the language resources among LAPL’s staff to generate more content in languages other than English and Spanish
- Crowdsourcing content from LAPL’s library lovers
- Integrate these social media efforts into robust campaigns that target specific communities
Encourage peer-to-peer referrals

Tap into the power and influence of trusted peers

- Offer program and class participants incentives for telling others
- Collect testimonials from participants and integrate these endorsements into ongoing marketing and outreach efforts
- Collateral materials should feature images and quotes from people who represent LAPL’s target audiences
Increase promotion of programs in LA-focused publications/websites that feature event listings

Continue to elevate LAPL's visibility in the places where curious Angelenos go to discover fun, new events

• Continue to submit branch programs to community and neighborhood calendars

• Continue to submit Central Library events and exhibitions to cultural and family publications

• Continue to develop relationships with editors to understand what types of programs they publish and how best to deliver this information on an ongoing basis

• Pilot using more mainstream RSVP/registration tools like Eventbrite, setting up LAPL events to be integrated into Eventbrite's own marketing and promotion efforts

Objective 3: Bridge the Gaps for All Angelenos > Strategy 1
Connect with local businesses by creating an LAPL-Business Alliance

Formalize and expand LAPL’s existing relationships with businesses by giving them a sense of belonging and a voice

- Build strong relationships with local businesses to make LAPL an integral and more visible part of local communities
- Provide means for two-way dialogue
  - LAPL has its finger on the pulse of community needs
  - Trusted members of the community are knowledgeable about LAPL programs and services
- Integrate the Business Alliance into LAPL’s existing business services, providing the benefit of a business network to emerging entrepreneurs

Objective 3: Bridge the Gaps for All Angelenos > Strategy 1
**Tactic**

Intercept people at major life milestones

**Capitalize on the finding that people use the library at major life milestones**

- Produce a consistent series of bookmarks in multiple languages that highlight LAPL’s marquee social service programs
- Partner with other City, County and State agencies to distribute materials where related transactions take place
  - Examples: Materials highlighting Money Matters is given out where marriage licenses are obtained; a bookmark for the Job & Career Center is available at unemployment offices
  - “When you start a new chapter, LAPL is there”
- Go beyond bookmarks and printed materials to develop an entire campaign designed around these moments when people are already more likely to seek out assistance or information

Objective 3: Bridge the Gaps for All Angelenos > Strategy 1
Strategy 2: Build Partnerships

Enhance partnerships with leading organizations in each key community/audience group

TACTICS:

- Expand partnerships with:
  - Immigrant/English language learner organizations
  - Referral agencies
  - Senior organizations
  - Student institutions
  - Organizations that enrich lives
Tactic

Expand partnerships with organizations that work with recent immigrants and English language learners

Given our finding that LAPL has a reputation as a good partner, opportunities abound to further deepen existing relationships with organizations that provide support and assistance to new Americans and new English speakers

- Legal Aid Foundation
- Catholic Charities of Los Angeles
- Community colleges’ ESL programs
- Present at conferences for ESL teachers (all grade levels and adult)
Expand partnerships with referral agencies

Build on current efforts, strengthening relationships with agencies that refer people to the library for follow-up information and services

- 211 and MyLA 311
- Los Angeles County Department of Military and Veterans Affairs
- LA County Department of Public Health
- LA Homeless Services Authority
Expand partnerships with orgs that work with seniors and intergenerational groups

As core users of library services, seniors are a prime target for outreach through partnerships with organizations that provide them with support and services

- AARP
- City of LA Department of Aging
- LA County Senior Clubs
- YMCA senior groups
Expand partnerships with organizations that work with students

Students are another core user group that can be engaged through outreach where they are

- Library science programs
  - Community college, undergraduate and graduate level
  - Work with students, teachers and curriculum to make LAPL an integral part of these programs
- University libraries
  - Provide joint benefits and referral services
- LAUSD
  - Promote this partnership as it debuts publicly

Objective 3: Bridge the Gaps for All Angelenos > Strategy 2
Tactic

Expand partnerships with life-enriching organizations, especially those attracting families

Residents and families that utilize cultural institutions such as museums and galleries are natural library users, making the library a logical ally and partner for these organizations

- Art galleries
- Children’s museums
- Science centers
- Other cultural institutions with family programs

Objective 3: Bridge the Gaps for All Angelenos > Strategy 2
OBJECTIVE 4

BRICKS & CLICKS

Increase the strength and reputation of LAPL’s presence in local communities
Strengthen collaboration, coordination and communication between the PR & Marketing Department and all branches

Leverage “Friends of the Library” groups and LAPL’s network of 5,000+ volunteers to strengthen local ties

Undertake sustained, hyper-local earned media outreach to strengthen, reflect and promote libraries’ role as the heart of the community

Leverage community partnerships to make LAPL an integral and more visible part of local communities around each library
Strategy 1: Branch Engagement

Strengthen collaboration, coordination and communication between the PR & Marketing Department and all branches

TACTICS:
- Create regional teams
- Leverage existing blogs
- Create a Blog Squad
Create regional “teams” and use a retail outlet approach to streamline branch relations

- Strengthen the existing six-region infrastructure by adding a Regional Marketing Specialist role within each region
  - This role would serve as a liaison and direct point of contact between the PR & Marketing Department and the branch directors/staff in each region
- Ensure that all six people in the Regional Marketing Specialist role are media trained and familiar with the specific services, programs and community needs and demographics of his/her region
- Integrate retail strategies into the delivery of resources to branches and the oversight of branch marketing practices, in order to equip branches with the resources they need to provide a consistent and superior experience for their patrons and communities
Leverage LAPL’s blogs to increase visibility of all library locations

LAPL’s blogs are a powerful tool to distribute timely, engaging content and build ongoing awareness without putting excessive demands on PR & Marketing Department staff

- Encourage more librarians to contribute to the library’s blogs
- Increase the percentage of blog posts that focus on local events, happenings and programs
- Repurpose blog content for media pitches and by cross-posting content on third party sites
- Use the editorial calendar to ensure a consistent posting schedule and steady pipeline of diverse content
Tactic

Create a Blog Squad to strengthen internal engagement among librarians

- Establish a blogging team known internally as the Blog Squad
  - The team leader (a fellow librarian) would serve as the liaison to the PR & Marketing Department and a trusted messenger to other librarians/team members
  - The team would also provide a way for younger/new librarians to develop skills and contribute in creative ways beyond the scope of their daily responsibilities

- The PR & Marketing Department should work with the blogging team leader to introduce and help reinforce a small set of blog guidelines

- Host a blogging best practices workshop for the blogging team tailored to what they want to learn about most
  - Help the team build their skills so the blog contributor relationship is a win-win

- Provide examples or teach bloggers how they can connect their posts back to LAPL’s mission and strategic plan
Strategy 2: Friends and Volunteers

Leverage "Friends of the Library" groups and LAPL's network of 5,000+ volunteers to strengthen local ties

TACTICS:
- Equip "Friends"
- Equip volunteers
- Establish awards
Equip “Friends of the Library” groups with resources to consistently represent the library

- Provide copies of marketing materials for distribution at local Friends events
- Create a pocket card of key talking points
- Host bi-annual events
  - Event to brief members on LAPL’s programs, services and the value of a library card
  - Continue the Thank You Luncheon to recognize the contributions of these groups
- Create branded badges or stickers for Friends to display on their personal social media profiles
- Provide resources or key messages that Friends groups can post on their websites and use in their own newsletters
- Keep Friends up to date by including them in the LAPL newsletter recipient list
Equip volunteers to represent the library and build in feedback loops for strengthening ties to local communities

- Integrate a broader briefing about LAPL programs and services into a volunteer's specific orientation activities
- Create a volunteer portal: a section of the LAPL website dedicated for volunteers
  - Post fact sheets about LAPL
  - Provide a digital media kit with sample social media posts
- Keep volunteers up to date by including them in the LAPL newsletter recipient list
- Enable volunteers to submit stories to LAPL's story bank
- Create a special t-shirt or LAPL-branded item for volunteers
- Survey volunteers annually and include a mix of quantitative and qualitative questions
  - Use responses to prompts like “I’m proud of my neighborhood library because...” as testimonials and integrate into collateral materials
Establish a "Volunteer of the Year" award to recognize service and encourage local pride

- Honor someone who exemplifies the values of LAPL and its brand identity
- Publicize the honor on LAPL social media channels
  - Profile the honoree via a post in the style of "Humans of New York"
- Annually, honor volunteer(s) at an event with the City Librarian and the Office of the Mayor (e.g., at the annual Library Day)
**Strategy 3: Local Earned Media**

Undertake sustained, hyper-local earned media outreach to strengthen, reflect and promote libraries’ role as the heart of the community

**TACTICS:**

- Build the infrastructure
- Pitch local papers
- Target community publications
Create a stronger infrastructure to support efforts for local media outreach

- Create a master list of community papers for each of the six regions
- Identify specific reporters whose interests align with topics relevant to the library
- Select at least one branch director from each of the six regions to serve as a spokesperson
  - Provide media training to prepare them to be interviewed with confidence and consistency
- Invite local reporters to branch events and programs to strengthen the relationship between the newspaper and branch staff
- Establish an easy way for branch staff to share clips/links from local stories with the PR & Marketing Department, in case stories are not captured by LAPL's media monitoring software
- Create a section in the "In the News" media report to showcase a local story, in order to reinforce to the branches the value of these efforts
Tactic

Proactively reach out to local newspapers

- PR & Marketing Department staff partner with regional spokespeople to identify the most compelling story angles to pitch
- Pitch specific stories to local newspapers
- Send out introductory emails to educate reporters on how LAPL can serve as a resource for their stories, let them know that spokespeople are available and expand reporters' understanding of libraries as more than just book-lending
- Develop key messages that highlight local libraries' role as the heart of the community
  - Draw from the story bank to provide specific examples

Objective 4: Strengthen Branches > Strategy 3
Tactic

Proactively reach out to other community publications

- Draft three “evergreen” articles about:
  - In-person events and the ways LAPL is a fun learning environment
  - Benefits of having a library card
  - Social service programs offered through LAPL
- Offer the most relevant of these articles as pre-written content to the editors of community bulletins, school newsletters and church newsletters
- Show editors of community publications where they can go to find updates about specific programs and library news, in order to establish LAPL as an ongoing source of content
- Publicize which libraries have spaces for community groups/members to use for free

Objective 4: Strengthen Branches > Strategy 3
Strategy 4: Community Partnerships

Leverage community partnerships to make LAPL an integral and more visible part of local communities around each library

TACTIC:

- Enhance relationships with neighborhood councils
- Strengthen ties with LA City Council
- Connect with community organizations
Enhance relationships with the more than 96 neighborhood councils across greater Los Angeles

While they require some management and guidance, neighborhood councils can be a powerful tool for outreach and engagement, as well as a source of influential users and ambassadors.

- Co-host a briefing with the Department of Neighborhood Empowerment to educate neighborhood council members on LAPL’s programs, services and card benefits
- Provide marketing materials as requested
- Sponsor or co-host local events to promote residents’ engagement with specific LAPL programs
Strengthen ties with the Los Angeles City Council and the Office of the Mayor

Keep council members informed and engaged through consistent outreach and communication with members and their staff

- Continue regular communications with the Office of the Mayor, council members and staff
- Create a virtual resource kit to distribute to the Office of the Mayor, council members and staff
  - Include an overview of LAPL programs, services and card benefits, plus a fact sheet about impact and LAPL’s first/best/only’s
  - Include related statistics specific to each district
- Co-host events in each district to celebrate learning
Connect with community organizations

Establish community organizations as partners and "feeders" of library cardholders and users

- Identify organizations located within a half mile of library locations
  - YMCA, Boys & Girls Clubs, Chrysalis, etc.
- Explore ways to collaborate on the content of these organizations' own programs, integrating LAPL's services into what these organizations offer
- Encourage more community organizations to use libraries as a community gathering place and meeting location
OBJECTIVE 5

UNIQUELY LA

Position LAPL as an iconic City treasure that contributes to, and is inseparable from, what makes LA special.
Objective 5: Strategies

Build cachet through relationships with trendy, innovative brands and the promotion of LAPL's librarians as aspirational yet accessible

Elevate the profile of LAPL leaders

Embrace what’s unique about LA
Strategy 1: Innovation and Cachet

Build cachet through relationships with trendy, innovative brands and the promotion of LAPL's librarians as aspirational yet accessible

TACTICS:
- Partner with destination hotels
- Partner with Silicon Beach
- Shift perceptions of librarians
Partner with popular downtown hotels like the Ace Hotel and the Standard that attract locals

- Offer tablets pre-loaded with LAPL content for guests to borrow – for the duration of their stay or even just a few hours by the pool
  - Brand the exterior of the tablet and its user interface as LAPL
  - Feature a mix of content, including e-books, music and podcast recordings from past ALOUD events
- Provide marketing materials to concierge staff and/or display at information stands in the lobby
  - Highlight LAPL’s ongoing offerings as well as events/programs taking place nearby that week
  - Offer guests reading lists curated by selected LAPL librarians
- Periodically relocate existing LAPL events that would attract 21-40 year olds to take place at these hotels (e.g., the theater at the Ace Hotel)
Tactic

Develop tech partnerships to integrate new features into LAPL offerings and link LAPL’s brand to theirs

- Explore a partnership with Snapchat to create geo-targeted filters for each library location, and/or custom filters applicable to the whole library system
  - Coordinate marketing efforts and co-promote the products
- Secure a tech sponsor or partner to feature a program series focused on creativity and innovation
  - As part of the series, highlight LAPL resources that foster cardholders’ creativity
  - Host the series at the tech sponsor’s campus to associate LAPL with modern, tech-savvy spaces
- Use the partnerships to build out LAPL’s own digital offerings, improve the e-media experience and integrate new features into the app

Objective 5: Become an LA Icon > Strategy 1
Position LAPL librarians as hip and cool – in addition to being trustworthy, helpful and knowledgeable

- Develop and share more lists and “top picks” curated by librarians
  - Use these lists to demonstrate that librarians have their finger on the pulse of what’s “right now”
  - Promote these lists on LAPL’s website
  - Use the lists as content that can appear on third party sites
- Periodically feature a librarian in the LAPL newsletter to humanize them and foster a sense of connection and familiarity
- Take headshots of all librarians who contribute content and create profiles
  - Portraits should have a similar look and feel (for brand consistency), but remain casual and let each librarian’s personality shine through
  - Contributor profiles should highlight subject area interests, languages spoken, favorite book and what they love about LA

Objective 5: Become an LA Icon > Strategy 1
Strategy 2: Leader Visibility

Elevate the profile of LAPL leaders

**TACTICS:**
- Pursue strategic leadership placements
- Seek award and recognition opportunities
- Increase visibility among existing audiences
- Pursue high-visibility speaking opportunities
Pursue strategic leadership placements

Encourage nationally-recognized and up-and-coming staff leaders to represent LAPL on boards and associations in and outside of LA

- Los Angeles Chamber of Commerce
- Southern California Grantmakers
- County and City commissions
- American Library Association / Public Library Association
- Associations specific to librarians' subject matter expertise
Continue to seek strategic award and recognition opportunities for nationally recognized LAPL staff and leadership — as well as the organization itself

- Various awards offered by the American Library Association
- I Love My Librarian Award
- MyLA2050 Grants Challenge
- Other awards that recognize innovation and public service that are not exclusive to libraries
Tactic

Increase staff leaders’ visibility within the existing LAPL community of audiences

Strengthen the positioning of key library staff as experts and industry leaders

- Contribute periodic blog posts or excerpts of speeches/presentations to LAPL’s blog
- Add these experts’ picks to the lists of what LAPL’s librarians are reading
- Continue to feature library staff’s event appearances on LAPL social media platforms

Objective 5: Become an LA Icon > Strategy 2
Pursue high-visibility speaking opportunities at conferences and other events in Southern California and nationally

Go beyond positioning the City Librarian as the face of LAPL and tap into the expertise of other staff leaders to build out a speakers’ bureau

- Develop a list of potential outlets for presentations of LAPL’s stories, themes and impact
- Create dynamic presentations in various styles, including “Ted Talk” style 20-minute talks focused on one theme, as well as longer-form PowerPoint presentations incorporating graphics, photos and, if possible, video
- Potential outlets for these presentations would range from appearances at business and civic organizations here in Los Angeles, nonprofits and foundation-oriented outlets like Southern California Grantmakers and public idea-sharing spaces like Zocalo Public Square
- Also pursue speaking opportunities at statewide and national conferences focused on technology, innovation or issue areas that align with LAPL’s service offerings
- Seek to arrange one such speaking event per quarter
Embrace what’s unique about LA

**TACTICS:**

- Partner with entertainment studios and personalities
- Leverage LA landmarks
- Celebrate LA authors
- Promote the collection of LA maps and photographs
**Tactic**

**Partner with entertainment studios and personalities**

Build association between the magic of Hollywood and the splash and panache of LA’s resident celebrities

- Work with celebrities to have them post selfies with their LAPL card in their hand
- Create a PSA featuring a celebrity
  - A well-known actor plays the role of a library visitor
  - Convey the idea that by using LAPL resources you can be anything you dream of
  - “This is the role of a lifetime, and I can be anyone I want”
Leverage LA landmarks

- Drawing from LAPL's vast archives and current book/media collections, work with local branches to feature displays about the iconic buildings and locations closest to that branch (e.g., Watts Towers, Hollywood Walk of Fame, Korean Bell of Friendship, Venice Beach surf culture)
Celebrate LA authors

- Go beyond the annual Indie Author Day and build a year-round presence celebrating local writers
- Develop mini collections by local authors
- Promote in libraries at the author’s “home” branch, as well as on social media
- Partner with MFA programs at LA colleges and universities to engage the next generation of LA authors as LAPL ambassadors
  - Example: Emerging authors contribute guest blogs or give a “shout out” on social media to their LA writing mentors; unite social media posts with a consistent hashtag
Tactic

Strengthen ongoing efforts to promote special collections, including its vast collection of LA maps and photographs, to make LAPL an inseparable part of any LA story

- Share what historical resources LAPL has to offer newspapers, magazines and TV stations
- Continue to proactively pitch influential LA-based blogs
  - Highlight fascinating stories about LA that can be told through LAPL’s archive of resources
- Co-host events with the Los Angeles City Historical Society and LA Conservancy
- Partner with cultural institutions to co-host “pop-up” exhibitions that use images and resources from LAPL’s collection
Bringing the Plan to Life

Metrics, campaigns and timeline
It is important to consistently monitor and assess all marketing efforts using a combination of quantitative and qualitative metrics. Such evaluation will enable LAPL to measure impact, build on successes, course correct as needed and ensure that all activities are appropriately aligned with resources. LAPL should work in partnership with external communications counsel to identify the most relevant metrics from among those listed below each marketing objective. Metrics should also be aligned with LAPL capacity.

Establishment of separate metrics and evaluation measures for individual campaigns is an important additional step that should be undertaken upon planning and launch of each campaign.
Reach and Recognition

*Attract new audiences by increasing proactive outreach*

- Increase in number of card holders (new sign-ups)
- Increase in website traffic: visitors, page views and duration on the site
- Increase in awareness of services and benefits beyond book lending, as evidenced by baseline survey research and follow-up polls to measure change over time
- Increase in visibility across Los Angeles, as evidenced by ad placements by City and partners
- Number of partnerships and partnership inquiries
- Number of outreach events in new places
- Number of clips/coverage in the media that mention LAPL
- Number of articles/content placed that mention benefits of being a cardholder
- Number of local businesses that request lists of resources
Metrics & Evaluation Measures

Allies and Advocates
*Deepen engagement with existing audiences*

- Increase in visits/activity by current cardholders
- Increase in frequency of program attendance by individuals
- Increase in program attendance, especially family-friendly events
- Increase in social media followers/fans and level of interaction (shares, retweets, replies, favorites)
- Increase in usage of e-media resources
- Increase in downloads of the LAPL app
- Usage of badges/stickers by library lovers/Ambassadors
**Metrics & Evaluation Measures**

**Equality and Enrichment**
*Position LAPL as a trusted source of learning and enrichment that bridges the gaps for all Angelenos*

- Increase in number of in-language ads (outdoor, online, in print)
- Number of clips/coverage in the media that mention LAPL’s marquee services and their impact
- Increase in number of in-language social media posts, especially languages beyond Spanish
- Increase in third-party sites posting events and other program calendar listings
- Increase and expansion of partnerships
- Increase in program enrollment/usage of marquee services
Bricks and Clicks

*Increase the strength and reputation of LAPL’s presence in local communities*

- Increase in consistency of blog posts and number of posts whose content connects back to strategic priorities
- Increase in use of templates and other marketing resources
- Increase in membership in Friends of the Library groups
- Increase in inquiries and sign-ups for volunteer program
- Number of local earned media placements, especially those featuring the activities and location of nearest library
- Increase in partnerships and joint activities with neighborhood councils and community organizations
**Metrics & Evaluation Measures**

**Uniquely LA**

*Position LAPL as an iconic City treasure that contributes to, and is inseparable from, what makes LA special*

- New partnerships with hotels, tech companies and entertainment industries
- Awards and other recognition for LAPL and the City Librarian and staff
- Number of clips/coverage in the media that mention City Librarian and staff
- Increase in speaking events for City Librarian and staff
- Increase in media stories that use and cite LAPL photographs
- Increase in requests for resources by reporters and other City organizations
**Suggested Campaigns**

The preceding tactics across all five objectives are meant to be tailored and combined in order to build campaigns in support of specific programs and initiatives.

In addition to the Career Online High School awareness strategy currently being planned, campaigns might include the following:

- New Cardholder Campaign
- New Americans Campaign
- Milestones Campaign
- Influencer Campaign
- General LAPL Marketing Campaign
Suggested Campaigns

Not only do the following campaigns provide a way to strategically combine and deploy the tactics in this plan for maximum reach and impact; they also present opportunities to target and reach specific segments of LAPL’s key audiences.

For all of these campaigns:

- The faces and stories highlighted will represent the diversity of LA and the audiences LAPL is most eager to connect with (e.g., young parents, new Americans, Latino fathers and other groups classified in LAPL’s research as “non-white”)

- We want audiences to recognize themselves in the campaigns, and we want to dispel outdated perceptions of what the library does and who it serves

- Broad breakdowns of target audiences are presented with each suggested campaign in the pages that follow; more detail about the specific demographic and geographic characteristics would be part of a campaign’s workplan
New Cardholder Campaign

Build a ubiquitous multimedia campaign to show every Angeleno the incredible benefits of being an LAPL cardholder. Not only will this campaign give LAPL greater visibility more broadly, it will also increase awareness of what LAPL offers beyond book lending — ultimately driving an increase in the number of library card sign-ups.

Tactics would include:

- Paid media for outdoor and digital visibility
- PSA videos that can be shared on both LAPL-owned and third-party platforms
- Printed materials available at libraries and other relevant intersection points
- Signage at branches
- Direct mail
- Earned media, including media partnerships
- Strategic partnerships that expand LAPL’s reach
- Community events, including an annual Library Day in LA
Target audiences:

- Los Angeles residents who are not cardholders
- English language learners and recent immigrants

Messengers used to reach target audiences:

- Ambassadors and supporters, including Friends of the Library groups and volunteers
- Current/prospective partners, including City agencies
- Community leaders and neighborhood associations
New Americans Campaign

Create a campaign to create awareness of LAPL’s citizenship-related offerings, and to follow up to provide support and services to these new Americans, creating a lifelong relationship between them and LAPL.

Tactics would include:

- Paid media for outdoor and digital visibility
- PSA videos that can be shared on both LAPL-owned and third-party platforms
- Printed materials available at libraries and other relevant intersection points
- Signage at branches
- Direct mail
- Earned media, including media partnerships
- Strategic partnerships that expand LAPL’s reach
- Community events, including an annual Library Day in LA
- Community presence with referrals from trusted leaders and peers
New Americans Campaign

Target audiences:
- English language learners and recent immigrants

Messengers used to reach target audiences:
- Current/prospective partners, including other City agencies
- Community leaders and neighborhood associations
Milestones Campaign

Meet people both *where* they are and *when* they are by being there at the times that matter. Focus on new home buyers, new parents, LA residents seeking citizenship and students and adults who are ready to take the next step in their education and careers. This campaign would pair life milestones with LAPL’s marquee social services, positioning LAPL as the trusted guide or solution for any Angeleno’s personal goals.

**Tactics would include:**

- Paid media that is geo-targeted and milestone-targeted
- PSA videos that can be shared on both LAPL-owned and third-party platforms
- Direct mail, including materials designed to elevate current engagement
- Printed materials tailored by milestone/LAPL program
- Signage at branches
- In-language content positioned across platforms
- Strategic partnerships
- Community presence with referrals from trusted leaders and peers
Target audiences:

- Library cardholders, including active and inactive
- Los Angeles residents who are not cardholders
- Ambassadors and supporters, including Friends of the Library groups and volunteers
- Current/prospective partners, including other City agencies
- Influencers, including elected officials and the philanthropic community
- English language learners and recent immigrants
- Community leaders and neighborhood associations
**Influencer Campaign**

Get the smart, the stylish, the super-connected to shout from the rooftops that LAPL is where it's at. Use aspirational figures to increase curiosity, inspire people to think of the library in new ways and introduce new and existing audiences to LAPL’s 21st Century offerings.

**Tactics would include:**

- Paid media
- Digital advertising
- PSA videos that can be shared on both LAPL-owned and third-party platforms
- Printed materials that reflect LAPL’s purely-LA identity
- Branded mobile devices
- Strategic partnerships
- Digital and in-library content that embraces what’s unique about LA
Influencer Campaign

Target audiences:
- Library cardholders, including active and inactive
- Los Angeles residents who are not cardholders

Messengers used to reach target audiences:
- Ambassadors and supporters, including Friends of the Library groups and volunteers
- Current/prospective partners, including other City agencies
- Influencers, including elected officials and the philanthropic community
- Community leaders and neighborhood associations
- LAPL staff
General LAPL Marketing Campaign

Get front of mind and make Angelenos aware of the life-improving programs and services offered by LAPL. Strengthen the way current platforms and touchpoints are working for the library. This campaign will create a better user experience for existing audiences and give new audiences a reason to visit (online and in person) again and again.

Tactics would include:

- Website updates/redesign
- LAPL app updates
- Direct mail
- PSA videos that can be shared on both LAPL-owned and third-party platforms
- Signage at branches
- Digital advertising
- Content creation
BRINGING THE PLAN TO LIFE

General LAPL Marketing Campaign

Target audiences:

- Library cardholders, including active and inactive
- Los Angeles residents who are not cardholders
- Ambassadors and supporters, including Friends of the Library groups and volunteers
- Current/prospective partners, including other City agencies
- Influencers, including elected officials and the philanthropic community
- English language learners and recent immigrants
- Community leaders and neighborhood associations
- LAPL staff
# Implementation Timeline

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- **Ongoing or lighter activity**
- **More concentrated periods of activity**
# Implementation Timeline

**July 2018 - Dec 2019**

## General LAPL Marketing Campaign / Readiness
- **Brand**

## COHS Campaign
- **Paid media**
- **PSA videos**
- **Printed materials**
- **Earned media**
- **Community events**
- **Strategic partnerships**

## New Cardholder Campaign
- **Paid media**
- **PSA videos**
- **Printed materials**
- **Signage at branches**
- **Community events**
- **Direct mail**

## New Americans Campaign
- **Paid media**
- **PSA videos**
- **Printed materials**
- **Signage at branches**
- **Community events**
- **Community presence**

## Influencer Campaign
- **Paid media**
- **Digital advertising**
- **PSA videos**
- **Printed materials**
- **Branded mobile devices**
- **Strategic partnerships**
- **Digital and in-library content**

## Milestones Campaign
- **Paid media**
- **PSA videos**
- **Direct mail**
- **Printed materials**
- **Signage at branches**
- **In-language content across platforms**
- **Strategic partnerships**
- **Community presence**

**Legend:**
- **Light blue:** Ongoing or lighter activity
- **Dark blue:** More concentrated periods of activity
Implementation Timeline Rationale

- We recommend taking a phased approach to each campaign — not only to use resources as efficiently as possible, but also to build in time to learn from successes and adjust strategies when necessary; this approach also enables LAPL’s external presence to remain steady at all times without creating burdensome overlap among campaigns.

- We have identified what we believe to be the most appropriate and opportune times of the year to make a push for each campaign, based on our research and based on what we’ve learned about LAPL’s priorities.

- We recommend that campaigns are implemented as a mix of periods of concentrated activity and lighter activity.
Implementation Timeline Rationale

- **General LAPL Marketing Campaign / Readiness**: This campaign reflects ongoing marketing efforts while building in time starting in early 2017 to strengthen these existing activities, communications channels and internal systems.

- **COHS Campaign**: We envision this campaign will be the first to launch, with more concentrated efforts focused around two times of the year — a May graduation ceremony and a “back to school” push.

- **New Cardholder Campaign**: We recommend starting this campaign just before the end of the year in 2017, to capitalize on the “new year, new you” messaging themes that are common this time of year; emphasizing the benefits of having a library card fits nicely with positioning the library as a resource for personal transformation.
Implementation Timeline Rationale

- **New Americans Campaign**: We recommend starting this campaign as soon as the first wave of the COHS Campaign wraps up; LAPL's services for new Americans are impressive, newsworthy and a campaign would not be dependent on partner timelines; therefore, we recommend making this campaign a priority for 2017.

- **Influencer Campaign**: We recommend starting this campaign in the fall of 2017 to allow sufficient time for partner development and coordination, since many of the tactics associated with this campaign involve reaching target audiences via influential messengers.

- **Milestones Campaign**: Because this campaign is built around major life milestones of LAPL's audiences, and these milestones occur throughout the year, this campaign can have a light but consistent presence.
Thank You!

Los Angeles Public Library has a wealth of marketing assets, and we at Hershey Cause Communications are truly privileged to be your partner. We look forward to working with you to achieve the objectives in this plan.
Appendices
Los Angeles Public Library Marketing Plan
Glossary of Terms

Advertising
Advertising is the act or practice of calling public attention to an organization’s mission/cause, product or service. The messages in an advertisement are meant to inform or influence its target audience (e.g., to buy a product or take a specific action). Organizations typically pay for the placement of their advertisements on specific communications platforms. Common advertising platforms include newspapers, websites, television and outdoor signage like billboards.

Branding
Branding is the practice of creating and maintaining the core essence or identity of an organization. A brand is the summation of what an organization stands for, how it looks and how it behaves. More specifically, a brand includes an organization’s values, “personality” or characteristics, its logo and visual appearance and the words that organization uses to communicate internally and externally. All types of communications – from advertising to marketing to earned media – contribute to an organization’s brand. Additionally, a brand is expressed (and shaped) by the experience one has when interacting with the organization, including the organization’s digital presence, physical spaces and even conversations with staff and other organizational representatives. Because so many tangible and intangible pieces comprise an organization’s brand, consistency and clarity are cornerstones of effective branding.

Communications Plan
A communications plan is a roadmap that guides messaging and communication both inside and outside of an organization, and from the bottom to the top. As such, this strategy document recognizes the importance of internal and external stakeholder groups in building both internal capacity and external impact in the service of achieving organizational objectives. In an effective organization, everyone is a communicator.

Earned Media
Earned media is coverage generated by the press and/or the public’s publishing/sharing/disseminating an organization’s content. The mentions are “earned” because they are the result of efforts by the organization to garner such coverage, such as distribution of press releases, holding press events, performing
social media marketing or other digital communications. Put another way, earned media is the recognition an organization receives as a result of content it has distributed, an experience it has delivered or the influence of its press, marketing and outreach efforts. Examples of earned media include press mentions (including newspaper articles, online postings and broadcast TV stories), op-eds and social media mentions, shares, reposts and retweets.

In-language
In-language refers to the production and distribution of communications materials or messages in the language(s) most familiar to a specific population group. An in-language brochure for Los Angeles residents, for example, may need to be produced in English, Spanish, Chinese, Tagalog, Korean, Armenian, Vietnamese, Farsi, Japanese and Russian. Unlike direct translation, in-language materials take into account cultural nuances and modern language patterns/trends in order to be as culturally appropriate and relevant as possible.

Marketing Plan
A marketing plan is a more focused facet of a communications plan, and is primarily focused on helping an organization or business gain more customers. The two share many elements, in that both are grounded in research, guided by strong branding and positioning and deliver specific recommendations for the objectives, strategies and tactics that will "move the needle" for clients. The marketing plan is designed to influence opinions, attitudes and behaviors, and therefore recommendations are typically much more externally focused, while still being responsive to internal capacity and resources. The marketing plan is also closely tied to an organization's business strategy.

Outreach
Outreach is the act of bringing services or information to people where they live or spend time. Outreach typically involves in-person interactions with the public or a particular audience group. Examples of outreach activities include having a booth and passing out brochures at a local community event, meeting with a leader of a community group and developing relationships with a local church. Outreach is distinct from marketing, though both can employ communications best practices to achieve their objectives.
Owned Media
Owned media are the communications channels owned and operated by an organization. Owned media features content that an organization is in full control of; is unique to that organization’s brand; and ideally reflects, extends and aligns with the brand attributes and messages an organization has created to connect with its key audiences. Examples include an organization’s website, blogs, social media accounts, building signage and printed collateral.

Paid Media
Paid media is a strategy in which an organization pays to leverage a third-party communications channel in order to promote content and drive exposure. An organization is paying for visitors, reach or conversions. Paid media offers a way to amplify an organization’s own media – particularly by driving audiences back to owned media properties (e.g., the organization’s website or a physical location). Paid media also offers a more controlled method than earned media to ensure the right messages reach the right audiences at the right time. Additionally, the exposure derived from paid media can help an organization “win” more earned media. Examples of paid media include online display ads, print ads, social media ads, paid content promotion, bus sides, billboards and other outdoor advertising.

In the specific case of LAPL, our hope is that the library can draw on its many partnerships and good standing with other City agencies to secure the majority of its “paid media” placements as in-kind donations.

Public Relations
The Public Relations Society of America defines public relations (PR) as, “a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” More commonly, public relations is understood to be the practice of shaping and maintaining a positive public image for an organization or individual. Public relations typically involves communicating with audiences via unpaid methods (e.g., earned media, owned media). For example, an organization would typically write website content (owned media) and press releases (meant to secure earned media) with attention to PR considerations. Other examples of PR tools include speechwriting, special events designed for public outreach, crisis communications, thought leadership blogs and social media promotions.
Los Angeles Public Library Marketing Plan
Opportunities to Strengthen Current Efforts

Investing resources in strengthening LAPL’s already-robust marketing efforts will maximize their impact and solidify the foundation on which new campaigns, strategies and tactics can be implemented. Focusing on the fundamentals will enable LAPL to pursue what is truly important (rather than only what is urgent), scale more quickly, collaborate across departments more seamlessly and increase capacity to pursue proactive marketing activities. These essentials include:

I. Strengthening brand consistency, visibility and reputation
II. Enhancing LAPL’s own communications channels
III. Building out internal communications tools and systems

This Appendix outlines specific “essential” tactics under each of these three categories. As with all other recommendations in this marketing plan, the activities highlighted here are based directly on the findings from the research and discovery phase of this process.

I. Strengthen Brand Consistency, Visibility and Reputation

- Use POI banners for clearer, more consistent signage on the outside of library branch buildings
- Design and display branded banners on city street lamp posts within ¼ mile radius of a branch – so you know you’re entering a library zone
- Clearly and consistently brand LAPL vehicles
- Update the interior library spaces/buildings to look bright and clean
  - Ensure there is clear branding on the inside of each library location
- Use LAPL’s communications channels to combat negative or outdated perceptions of LAPL’s physical spaces
  - Share photos of newer facilities/branch locations to debunk the “old/dingy” imagery and reputation
Encourage librarians to post selfies in their favorite spot in their branch (e.g., favorite chair) – a place that is well-lit, clean and comfortable; use a common hashtag across branches to unite these posts.

Every time a branch gets spruced up, promote this locally on social media and to local media; approaches include doing a series of social media posts or blog posts tracking the progress in real-time, creating a before and after “reveal” that mirrors popular home improvement TV shows.

- Expand branded materials for the outreach staff and volunteers to use when representing LAPL in the community
  - Provide LAPL volunteers with consistently branded t-shirts
  - Expand the collection of branded materials

- Create an updated, well-defined social media identity as an extension of LAPL’s brand identity
  - Define the tone, voice and characteristics of the identity, or “persona,” including guidelines for what types of content this persona would and would not post
  - Use this persona to position LAPL as a friend with a lot of resources who loves learning, in-depth discussions and interacting with others; a curious, positive, ambitious and helpful person who loves Los Angeles; an explorer and a guide
  - Add this persona to LAPL’s brand identity guidelines; revisit on an annual basis and confirm these characteristics are still relevant

II. Enhance LAPL’s Own Communications Channels

- Update LAPL’s website
  - Update the home page to better support browsing and discovery
  - Make the site mobile friendly
  - Update microsites for specific audiences, including the site for kids and parents, and the “LAPL Teen Web” site
  - Combine the LAPL blog and the Central Library blog
  - Make key sections less text heavy, more inviting and easier to use (e.g., the Teachers’ Resources section)
- Add an icon to the site to indicate the “librarian is in” during the hours when the Ask a Librarian service is available, in order to draw more attention to this service
- Improve the “discovery” experience for users: better unite the catalog side of the site and the classes/programs/services content on the site for more integrated exploration
- Update and expand the Press Room section on the website: shift how content is organized so the emphasis is on how LAPL can help media with their stories (rather than the latest news coming from LAPL); identify a spokesperson for each of LAPL’s nine subject areas and position them on the website as subject matter experts; provide information about how to access LAPL’s photo collection and historical archives

- Update LAPL’s app
  - Improve overall usability and functionality
  - Add the ability to indicate one’s preferences for push notifications (e.g., upcoming events, new releases on Overdrive, book I reserved is available) to increase how frequently users are reminded to engage

- Enhance the e-media experience
  - Make the e-media landing page more inviting and intuitive to navigate, less text heavy
  - Make it easy for users of e-media to tell their friends what media they’re consuming (e.g., social media integration)

- Launch the long-planned e-newsletter
  - Feature a mix of content
  - Spotlight one branch in each edition
  - Embed tools that make it easy for recipients to share the entire newsletter or specific pieces of content with friends via social media
  - Distribute the newsletter to all LAPL staff to increase internal knowledge and strengthen the visibility of the PR & Marketing Department’s ongoing outreach efforts
• Update LAPL’s brochure system
  o Unite the various brochures and flyers under a cohesive yet flexible collateral material system; provide the ability to customize packages of materials to fit the target audience and marketing opportunity
  o Produce more materials in languages other than Spanish and English
  o Focus on impact and benefits of the services offered; feature images and quotes from people who represent LAPL’s target audiences

III. Build Out Internal Communications Tools and Systems

• Strengthen the suite of resources available to branches
  o Update/expand the section on LAPL’s intranet where staff can go to access marketing and communications resources; Regional Marketing Specialists would help oversee and maintain this section
  o Develop a larger collection of templates for branches to use so they can more easily create relevant, branded flyers and other materials; expand the number of “evergreen” and campaign-specific materials available
  o Translate the most popular fact sheets and materials into languages other than English and Spanish
  o Streamline the system for requesting materials: determine which resources can be downloaded independently from the LAPL intranet vs. which resources require collaboration and sign-off; ensure there is a uniform delivery system for providing these resources to branches
  o Establish clear guidelines for turnaround times for requests; publish these prominently on LAPL’s intranet
  o Create a brand guidelines “cheat sheet” to reinforce the most critical brand requirements
  o Showcase great examples from branches to reinforce what successful collaborations between branches and the PR & Marketing Department look like; add strong examples to the collection of templates
  o Create a bank of branded, evergreen graphics that branches can use in their social media
  o Post the “In the News” weekly email on LAPL’s intranet so all staff can be more familiar with (and take pride in) LAPL’s external visibility
• Create a centralized story bank
  o Establish one system for all 1,100 staff to contribute stories
  o Create a simple form or template so staff know what information to share when submitting a story
  o Provide the ability to upload photos to accompany the story
  o Use a tagging system to quickly and easily sort stories
  o Pre-populate the story bank with a few great stories to serve as examples
  o Draw from the story bank when creating marketing materials, pitching media stories and developing impact reports for donors, commissioners or other key stakeholders
  o Host a competition to collect stories from library visitors, to supplement the stories contributed by staff

• Create a centralized photo bank
  o Ensure the photo bank serves as a two-way resource: provide a simple way for branch staff to share photos, as well as a library of pre-approved images that branch staff can use on materials and social media
  o Take photos at local branch events; this will not only bring greater visibility to the branches, but also help maintain a consistent style for images LAPL is using to represent its brand

• Create a centralized editorial calendar to be shared among staff/departments responsible for creating content across various LAPL communications channels
  o Enable librarians and staff from all departments and branches to submit content
  o Use the calendar as a way to bring greater visibility to the PR & Marketing Department’s steady, ongoing efforts
  o Use the calendar as a tool to help ensure the right mix of content, in order to support all aspects of LAPL’s strategic plan

• Segment the database
  o Mine LAPL’s database for insights on cardholder trends and preferences, in order to tailor content and correspondence
  o Leverage the database to create segmented lists by frequency and type of usage, as well as geography and age
Ensure that user insights are shared across departments so key information isn’t siloed; create a dashboard of key statistics and distribute quarterly reports to all department leads and branch directors.

Conclusion

These essential activities do perhaps “hide in plain sight”; however, taken as a whole and operating alongside the tactics proposed in the Marketing Plan, they will help form a stronger public relations, marketing and communications foundation for LAPL.
EXHIBIT B

LOS ANGELES PUBLIC LIBRARY
BOARD REPORT

October 27, 2016

TO: Board of Library Commissioners

FROM: John F. Szabo, City Librarian

SUBJECT: FISCAL YEAR 2017-18 PROPOSED LIBRARY BUDGET

A. RECOMMENDATION:

THAT the Board of Library Commissioners:

1. Approve the attached Proposed Library Budget submittal for Fiscal Year 2017-18 in the amount of $172,686,809 to fund Los Angeles Public Library (LAPL) services and programs and transmit the Proposed Budget to the Mayor.

2. Approve the creation of a new Budget Program ("Engagement and Learning Services") for the Proposed Library FY 2017-18 Budget.

3. Authorize the City Librarian to make revisions to the Proposed Budget, if necessary.

4. Adopt the attached Resolution regarding the approval of the Proposed Library Budget submittal for FY 2017-18.

B. FINDINGS:

1. The Library has fulfilled all of the promises of Measure L, passed by voters in 2011, including full restoration of service hours and continues to provide resources for enhanced programs, outstanding collections, robust technology, an expanded digital presence and increase opportunities for civic engagement.

2. As a result of Measure L, the Library's Charter-mandated appropriation will increase by $9,877,510 in FY 2017-18.

3. The Library is requesting a total of 54 new FTE position to enhance public services, outreach, marketing and support services.

4. The proposed budget includes funding to advance the Library's key initiatives and priorities, including:

   a. The Library Strategic Plan's six goals, including outreach and promotion to enhance public awareness of the Library's services and programs.

   b. Implementation of the Library's new marketing plan.
c. Continuation of the new Student Success Library Card program that is providing every LAUSD student with a special library card.

d. Support of the Homeless Engagement Initiative and the Library's mobile operations that will provide services and programs for homeless and at-risk individuals.

e. Advancing the rollout of the rebranded New Americans Initiative that includes expanding outreach and services to targeted communities.

f. Enhancing the Library's growing information technology (IT) infrastructure and providing new equipment for the benefit of Library patrons.

g. Increased funding for building upgrades and improvements.

h. Creation of a new Budget Program ("Engagement and Learning Services") that will align the Library's organization and structure with the City's budget programs.

6. As stipulated by Measure L, the Library is responsible for the full repayment of its direct and indirect costs, such as building maintenance, utilities, security services, fleet services, and employee benefits. The attached budget notebook itemizes the direct and indirect costs. In FY 2017-18, the Library will pay an estimated total of $63,266,705 for related costs, which is 36.64% of the Library’s proposed budget.

Prepared by: Robert Morales, Senior Management Analyst II

Reviewed by: Kris Morita, Assistant General Manager
October 27, 2016

LIBRARY RESOLUTION NO. 2016-XX (C-XX)

WHEREAS, on October 27, 2016, the Board of Library Commissioners (Board) approved the Fiscal Year 2017-18 Proposed Library Budget in the amount of $172,686,809 to fund Los Angeles Public Library (LAPL) services and programs; and,

WHEREAS, the Fiscal Year 2017-18 Proposed Library Budget continues support of the six LAPL Strategic Plan goals, including outreach and promotion to enhance public awareness of the Library’s services and programs;

RESOLVED, That the Board of Library Commissioners approve for transmittal to the Mayor’s Office the Proposed Library Budget for Fiscal Year 2017-18 in the amount of $172,686,809, for funding Library services and programs; and,

FURTHER RESOLVED, That the Board approve the creation of a new Budget Program (“Engagement and Learning Services”) for the Fiscal Year 2017-18 Proposed Library Budget; and,

FURTHER RESOLVED, That the Board authorize the City Librarian to make revisions to the Fiscal Year 2017-18 Proposed Library Budget, if necessary.

This is a true copy:

Raquel M. Borden
Board Executive Assistant

Adopted by the following votes:

AYES:
NOES:
ABSENT:
BUDGET SUBMITTAL FY 2017-18

Executive Summary

The budget submittal for Fiscal Year 2017-18 provides the Library with resources to advance the Mayor’s goals, implement the Library’s ambitious strategic and marketing plans, and enhance existing programs—and launch new ones — that meet the needs of our diverse communities citywide.

This budget increases print and digital collections to meet a growing demand, upgrades and improves our technology, increases the Library’s digital presence and e-media offerings, and expands our major initiatives addressing student success, homeless engagement, sustainability and immigrant integration.

Major areas of focus for the budget include:

**Student Success Cards**
The library began the three-year Student Success Library Card program—a priority of the Mayor’s—this fall with the goal of issuing library cards to more than 57,000 LAUSD students by the end of December 2016. The Student Success Cards allow students to access our entire collection of online resources and e-media. The proposed budget includes additional Library materials specifically designed to help students and inspire young readers.

**Homeless Engagement**
The Library created the Source with non-profit and government partners to provide the homeless and at-risk individuals with access to meaningful and sustainable assistance. In December 2016, we are expanding to provide the Source at the Exposition Park Library. The expansion is dependent on the capacity of the partner agencies. This year’s budget funds 20 laptops to enable partners the ability to enroll individuals into the coordinated entry system. The library has also begun the process to procure outreach vehicles to provide services and programs at shelters, encampments and low-income housing areas. For FY 2017-18, the Library intends to enhance the Homeless Engagement program by providing outreach vehicle staff to increase programming and services, and provide outreach materials, technology items, and library materials.

**New Americans**
The budget provides funds to continue the dramatic evolution of the library’s nationally recognized immigrant integration program by expanding partnerships with Board of Immigration Appeals (BIA) accredited non-profit organizations and providing New Americans Super Centers at six branch libraries. This year, the
program will be boldly reimagined and rebranded as the New Americans Initiative, which will include a complete transformation of the citizenship centers at all 73 libraries and expanded outreach to targeted communities.

**Digital Collections & Technology**
The Library continues to make major investments in e-content, ranging from digital collections to online courses, to meet the increasing demand from the public. Last year, for example, e-media borrowing rose nearly 40%, enrollment in e-courses increased 220%, and the number of students enrolled in the Career Online High School increased 59%. We are continuing to upgrade our IT infrastructure, spending $2.9 million to ensure that servers, routers, and cabling are capable of taking advantage of the 100 gigabit CENIC broadband connection. This will make the Los Angeles Public Library the first public library in the nation to offer 100 gigabit bandwidth. This budget also provides additional technology items for the public, including laptops, scanners, digital microfilm readers, and Cybercarts which provide technology programming and training at the branch libraries. The Library is moving to the world of print on demand with the purchase of an Espresso Book Machine to allow the self-published authors in our popular Self-E program to not only produce an e-book, but print a physical book as well.

The budget also strongly supports the Library’s commitment to investing in sustainability initiatives (urban gardens, electric vehicle charging stations, drought resistant landscaping, etc.) and investing in promotion and marketing to raise awareness of the Library and the services and programs it provides to all Angelenos, especially those in the most at-need communities.

The budget submittal also supports the Library’s Strategic Plan, which was created with extensive community and stakeholder input. The Library used this input, as well as ideas from staff and best practices from other libraries, to identify six strategic goals:

- Cultivate and Inspire Young Readers
- Nurture Student Success
- Champion Literacy and Lifelong Learning
- Contribute to Los Angeles' Economic Growth
- Stimulate the Imagination
- Strengthen Community Connections and Celebrate Los Angeles

The following summarizes the Library’s eleven (11) budget packages for 2017-18 and identifies the library’s strategic goal as well as the Mayor’s “Back to Basics” priority outcomes with each package:

1. **Cultivate and Inspire Young Readers**
   This package increases the number of staff to develop and provide children’s programming and adds funds for Library materials to increase the children’s collection. Priority outcomes:
• Create a more livable and sustainable city.
• Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

2. **Nurture Student Success**
This package provides staff to ensure the continued success of the Student Success Card program, technology equipment for computer classes, and increases Library materials for teens and students. Priority outcomes:

• Create a more livable and sustainable city.
• Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

3. **Champion Literacy and Lifelong Learning**
This package adds staff and funding to enhance resources for programs, events and services for residents to champion learning as a lifelong pursuit. This request funds the need for Adult Literacy Coordinators to enhance the Adult Literacy Program. This request also includes additional funds for Library materials to increase access to print resources, online research databases, and language skills. Priority outcomes:

• Create a more livable and sustainable city.
• Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

4. **Contribute to Los Angeles’ Economic Growth**
This package adds funding to provide equipment and materials related to job hunting, growing small businesses and increasing financial literacy, and library materials to ensure residents have the tools and skills they need to pursue gainful employment. Priority outcomes:

• Create a more livable and sustainable city.
• Promote creation of good jobs for Angelenos all across Los Angeles.
• Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

5. **Stimulate the Imagination**
This package contains funding to increase the Library’s online services and the e-media collection. It also funds staff for the digital media labs, mobile printing, and an espresso book machine for authors to self-publish their stories. Priority outcomes:

• Create a more livable and sustainable city.
• Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.
6. **Strengthen Community Connections and Celebrate Los Angeles**
   This package adds funding to enhance the New Americans Initiative, create more customer friendly and self-serve spaces, provides technology upgrades, equipment and alterations to improve the library experience for residents. Priority outcomes:
   - Create a more livable and sustainable city.
   - Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

7. **Sustainability Initiative**
   This package continues and expands the Library's sustainability projects, such as: community urban gardens, drought resistant landscaping at the branch library locations, electric vehicle charging stations, and lighting upgrades at the Central Library. Priority outcomes:
   - Create a more livable and sustainable city.
   - Make Los Angeles the best run big city in America by providing outstanding customer service to our residents and businesses.

8. **Homeless Engagement Enhancement**
   This package continues and expands the Library's program to assist the homeless and at-risk individuals by providing staff to increase programming and enhance services at shelters, encampments and low-income housing areas, provide access to technology and connecting homeless and at-risk individuals with social agencies and services. Priority outcomes:
   - Create a more livable and sustainable city.

9. **Information Technology Infrastructure and Staffing**
   This package continues funding to replace and upgrade aging networks and technologies and provides equipment to support a new infrastructure to deliver increased bandwidth and support for the technology equipment used by the public and staff. Priority outcomes:
   - Make Los Angeles the best-run big city in America by providing outstanding customer service.

10. **Outreach and Promotion**
   This package provides support for the Library's six Strategic Plan goals through outreach to the City's diverse communities by marketing and promoting the Library's valuable programs and services in communities citywide. The marketing and promotion will be based on the findings of the recently completed marketing plan and will include a special emphasis on key demographics that lack awareness about the Library and the benefits it offers. Priority outcomes:
   - Make Los Angeles the best-run big city in America by providing outstanding customer service to our residents and businesses.
   - Promote creation of good jobs for Angelenos all across Los Angeles.
   - Create a more livable and sustainable city.
11. Support Staffing
This package provides support for facilities management, human resources and materials processing. The requested staff will expedite repairs, alterations and improvements for library facilities; provide administrative support to the human resources professional staff; and ensure the timely ordering, processing and delivery of library materials. Priority outcomes:
- Make Los Angeles the best-run big city in America by providing outstanding customer service to our residents and businesses.
- Create a more livable and sustainable city.

In addition to furthering the Library’s six Strategic Plan goals and the Mayor’s Priority Outcomes, these eleven budget packages strengthen the Library’s many critical services, expand its outreach deeper into communities, create significant new programs that effectively address the most important challenges facing Angelenos, and continue to deliver on the promises made to the voters when they approved Measure L in 2011.

The Library’s Charter-required appropriation will increase by $9,877,510 from $157,909,299 in 2016-17 to $167,786,809 in 2017-18. This appropriation, together with an estimated $4,900,000 in revenue generated by the Library during the next fiscal year, brings the total 2017-18 available funding for the Library to $172,686,809.

As stipulated by Measure L, the Library will continue to be responsible for the full repayment of its direct and indirect costs, such as building maintenance, utilities, security services, fleet services, and employee benefits. In FY 2017-18, the Library will pay an estimated total of $63,266,705 for related costs, which is 36.64% of the Library’s proposed budget.
<table>
<thead>
<tr>
<th></th>
<th>(A) Adopted Budget 2015-16</th>
<th>(B) Adopted Budget 2016-17</th>
<th>(C) FY 2017-18 Adjustments</th>
<th>(D) Proposed Budget 2017-18</th>
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<td>APPROPRIATIONS</td>
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<td>Mayor-Council Appropriation</td>
<td>$147,623,777</td>
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<td>Total Appropriations</td>
<td>$147,623,777</td>
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<tr>
<td>OTHER REVENUE</td>
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<td>Fines and Fees</td>
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<td>Total Revenue</td>
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<td>$162,414,673</td>
<td>$10,272,136</td>
<td>$172,686,809</td>
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</tbody>
</table>

<p>| EXPENDITURES             |                             |                            |                             |                             |
| SALARIES                 |                             |                            |                             |                             |
| General                  | $66,614,347                 | $69,255,085                | $5,813,550                  | $75,068,635                 |
| As Needed                | 3,146,682                   | 3,348,907                  | --                         | 3,348,907                   |
| Overtime                 | 35,423                      | 85,423                     | --                         | 85,423                      |
| Total Salaries           | $69,796,452                 | $72,689,415                | $5,813,550                  | $78,502,965                 |
| EXPENSE                  |                             |                            |                             |                             |
| Office Equipment         | $30,462                     | $30,462                    | --                          | $30,462                     |
| Printing and Binding     | 200,000                     | 315,000                    | 100,000                     | 415,000                     |
| Contractual Services     | 7,879,758                   | 10,834,415                 | (955,502)                   | 9,878,913                   |
| Transportation           | 97,463                      | 97,463                     | --                          | 97,463                      |
| Library Book Repairs     | 77,796                      | 77,796                     | --                          | 77,796                      |
| Office and Administrative | 2,093,698                   | 3,674,200                  | 683,211                     | 4,357,411                   |
| Operating Supplies       | 157,454                     | 187,454                    | --                          | 187,454                     |
| Total Expense            | $10,536,631                 | $15,216,790                | $(172,291)                  | $15,044,499                 |
| EQUIPMENT                |                             |                            |                             |                             |
| Furniture, Office and Technical Eqpt | $541,000                     | $1,479,000                  | $100,639                    | $1,579,639                   |
| Transportation Equipment | --                          | 450,000                    | (450,000)                   | --                          |
| Total Equipment          | $541,000                    | $1,929,000                  | $(349,361)                  | $1,579,639                   |
| SPECIAL                  |                             |                            |                             |                             |
| Library Materials        | $11,443,466                 | $13,293,001                 | $1,000,000                  | $14,293,001                 |
| Direct and Indirect Related Costs | 61,625,228                 | 59,286,467                 | 3,980,238                   | 63,266,705                 |
| Total Special            | $73,068,694                 | $72,579,468                | $4,980,238                  | $77,559,706                 |
| Total Library            | $163,942,777                | $162,414,673               | $10,272,136                 | $172,686,809                |</p>
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<th>Adjustments</th>
<th>FY 2017-18 Proposed</th>
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<td><strong>Indirect Costs</strong></td>
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<td>Water</td>
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<td>Electricity</td>
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<td>(125,001)</td>
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**TOTAL ACCOUNT 9510 / VARIOUS SPECIAL:**

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<th></th>
<th>FY 2016-17 Adopted</th>
<th>Adjustments</th>
<th>FY 2017-18 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>59,286,467</td>
<td>3,980,238</td>
<td>63,266,705</td>
</tr>
</tbody>
</table>
LOS ANGELES PUBLIC LIBRARY
PROPOSED FY 2017-18 BUDGET PACKAGES

BP 1    Cultivate and Inspire Young Readers
BP 2    Nurture Student Success
BP 3    Champion Literacy and Lifelong Learning
BP 4    Contribute to L.A.'s Economic Growth
BP 5    Stimulate the Imagination
BP 6    Strengthen Community Connections and Celebrate L.A.
BP 7    Sustainability Initiative
BP 8    Homeless Engagement
BP 9    Information Technology Infrastructure
BP 10   Outreach and Promotion
BP 11   Support Staffing
CULTIVATE AND INSPIRE YOUNG READERS

No other public institution can match the power of the Library to capture the imagination and stimulate the minds of young children. Their first visits to the Library mark the beginning of a lifelong relationship and establish critical building blocks upon which all future learning will depend. This is why the Los Angeles Public Library provides programs and resources that cultivate the love of reading in children while strengthening the skills that they will need to learn to read and to succeed in school.

The Library has millions of children’s books and other resources as well as fun, engaging activities and events for families. Neighborhood libraries offer cozy nooks that encourage caregivers and children to read, play and learn together.

Library staff is readily available to expertly assist in locating just the right story, whether it is in a picture book, on a tablet or available as a downloadable e-book. Friendly, well-trained librarians work with parents and children in the library and they also visit schools and community organizations to reach out to families wherever they may be.

Tens of thousands of children delight in the Library’s STAR (Story Telling And Reading) program, which brings children and adults together from diverse cultural, ethnic and economic backgrounds to share the joy of books and reading.

The Library’s multilingual Learn and Play (LAP) early literacy workshops educate parents and caregivers about the connection between reading to children in their early years and their future academic and personal achievement. LAP also teaches methods that help parents prepare young children to succeed in school. In 2016, the program is expanding to include babies, working with hospitals and clinics to get information and free books into the hands of new parents and their babies all over Los Angeles.

The Children’s Services Office oversees the planning, implementation, coordination, and reporting on of all Library programs, collections and outreach efforts for children; and, trains and coordinates all librarians and other staff who work with children.

Children’s Services intends to strengthen its focus on early literacy and nurturing student success. In addition to continuing successful programs like STAR, We Read Together, and LAP, the Library is extending parent workshops to babies and expanding a pilot program called LA Plays that allows parents to check out educational toys, that includes tips on how to use the toys effectively to strengthen early literacy skills in their young children.
DESCRIPTION OF FUNDING REQUEST

1010/Salaries General

❖ Librarian III - $69,372 (9 months funding)
Add one position of Librarian III to plan, direct and coordinate efforts to establish partnerships for early literacy initiatives which include We Read Together programs and the new Begin With Books initiative. The position will participate in Library-wide children’s information meetings, programs, events and outreach activities, and participate as a member of the Children’s Services Advisory Board. The position will also manage and maintain KidsPath content and assist with the planning and implementation of the Summer Reading Programs and Summer Lunch Program.
Related Costs (Fringe Benefits and Central Services) $38,439

❖ Library Assistant II - $53,857 (9 months funding)
Add one position of Library Assistant II to enhance services for Children’s Services and Young Adult services. This position will perform general office duties, create and maintain master list of branch programs, maintain records and statistics on children’s performers, order and distribute materials for programs, community events and fairs, and supervise clerical staff.
Related Costs (Fringe Benefits and Central Services) $29,842

❖ Library Assistant I - $47,655 (9 months funding)
Add one position of Library Assistant I to Collections and Acquisitions for cataloging of children’s materials due to the increase in the purchasing of children’s, youth and student materials.
Related Costs (Fringe Benefits and Central Services) $26,406

❖ Administrative Clerk - $36,660 (9 months funding)
Add one position of Administrative Clerk to support the Youth Services Section and perform general clerical duties, compile and maintain statistics, and assist Librarians with issuing Library cards during outreach events.
Related Costs (Fringe Benefits and Central Services) $20,313

6010/Office and Administrative

❖ Laptops (12) - $13,200
Provide 12 Laptops for the Children’s Literature Department to allow children and their parents the ability to use the Library’s electronic resources throughout the department and allow staff the ability to create additional programs and computer classes for children.
9010/Library Materials

- **Library Materials - $150,000**
  Add funding in the amount of $150,000 to the Library Materials account to increase the library materials children’s collection.

**RESOURCES REQUIRED**

**Library Department**

**Budget Program DB4402 (Central Library Services)**

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<thead>
<tr>
<th>6010 – Office and Administrative</th>
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<tr>
<td>Laptops (12)</td>
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<td>Total Office and Administrative</td>
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</table>

**Total DB4402**

$ 13,200

**Budget Program DB4403 (Engagement & Learning Services)**

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<tr>
<th>1010 – Salaries General</th>
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</thead>
<tbody>
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<td>1 – Librarian III</td>
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<tr>
<td>1 – Library Assistant II</td>
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<td>1 – Administrative Clerk</td>
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<td>Total Salaries General</td>
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| 9510 – Indirect Related Costs for Salaries | $ 88,594 |

**Total DB4403**

$ 248,483
**Budget Program DB4449 (Technology Services)**

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<tr>
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<tbody>
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<td>$ 47,655</td>
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<td>1 – Library Assistant I</td>
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<td>Total Library Department</td>
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**IMPACT**

This package directly impacts the Library’s ability to further the Strategic Goal to “Cultivate and Inspire Young Readers” by providing dedicated staff to develop and implement children’s programs, laptops for use by children and their parents to explore the Library’s vast electronic resources and services, and to provide additional Library materials for children.

Failure to fund this package would result in the lack of sufficient staff to develop and conduct the necessary programs to cultivate and inspire young readers, including equipment for use by children and their parents who may otherwise not have computers or laptops available; and, would result in a lack of Library materials needed to increase the collection for children.
LOS ANGELES PUBLIC LIBRARY
FY 2017-18 PROPOSED BUDGET

NUTURE STUDENT SUCCESS

The Library offers innovative and responsive programs that help students succeed in school. The Library is committed to supporting students from kindergarten to grade 12 in their quest to succeed at school. Collections, services, spaces and technology all complement the learning that school provides and offer essential support after school hours.

By the end of 2018, every Los Angeles Unified School District (LAUSD) student will have received a new Student Success library card, which will enable them to take advantage of the full range of student resources LAPL offers, both in our libraries and online, including access to our entire collection of online resources and e-media.

The Library operates the city’s largest after-school and summer programs, designed to help students retain what they learned during the school year and continue to learn while school is out. Whether the topic is science, art, culture or literature, students are learning through engaging, hands-on activities.

In addition, the Library prepares teens for their futures by offering resources and workshops on preparing and applying for college, getting a job, and building life skills. Students who join Teen Councils or volunteer for the Library gain experience in civic engagement and job readiness.

The Library’s collection includes millions of print and digital books and other materials for students. At Library locations throughout Los Angeles, students can use computers and printers for free. There are quiet spaces where they can study, as well as inviting areas designed expressly for group collaboration.

Through the Library’s website, a student who is struggling with an assignment or preparing for a test can talk online with a live tutor every day, in all grades and all subjects. This homework help is accessible from any computer, phone or mobile device.

Library staff guides students, teaching them valuable research skills and helping them locate accurate, reliable information on everything from math to mythology. The Library’s Student Smart program offers test preparation, test-taking strategies, practice tests, college workshops, study skills and financial aid workshops—all provided free of charge.

The Young Adult Services Office oversees the planning, implementation, coordination and reporting on of all Library programs, collections and outreach for teens and young adults. In addition, Young Adult Services trains and coordinates all librarians and other staff who work with teens and young adults.
Young Adult Services intends to strengthen its focus on literacy and nurturing student success. The Library will enhance and expand successful ongoing programs like Live Homework Help, Student Zones where dedicated resources and space are offered to students, Student Smart, Teen Read Week and STEAM (Science, Technology, Engineering, Art and Math) that offer hands-on science workshops.

DESCRIPTION OF FUNDING REQUEST

1010/Salaries General

- **Librarian III - $69,372 (9 months funding)**
  Add one position of Librarian III to plan, direct and coordinate the Student Success Card Program. The program began in FY 2016-17 and is anticipated to grow from the approximate 57,000 cards issued in 2016 to more than 650,000 by 2018. This position will act as the subject specialist in children’s and Young Adult Services and literature, and coordinate activities with LAUSD, including liaison duties with LAUSD teachers and administrators.
  Related Costs (Fringe Benefits and Central Services) $38,439

- **Library Assistant I - $47,655 (9 months funding)**
  Add one position of Library Assistant I to manage the workload increase from the Student Success Card Program and to liaison and coordinate related activities with LAUSD and other schools.
  Related Costs (Fringe Benefits and Central Services) $26,406

6010/Office and Administrative

**CyberCarts - $254,162**
The existing CyberCarts are located at 11 locations and provide patrons with the opportunity to enroll in technology classes and computer classes. The CyberCarts provide laptops for hands-on engagement during classes. Funds are requested to provide new laptops to replace the obsolete laptops at the 11 existing locations and provide new laptops and accessories for 6 new locations.

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<thead>
<tr>
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<td>Laptop Security Locks (132)</td>
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<td>Projector for Cybercarts (6)</td>
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<td>Software (Laptop Backup)</td>
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<td><strong>$254,162</strong></td>
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9010/Library Materials

- Library Materials – $150,000
  Add funding in the amount of $150,000 to the Library Materials account to increase Library materials for teens and students.

RESOURCES REQUIRED

Library Department

Budget Program DB4403 (Engagement & Learning Services)

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Budget Program DB4449 (Technology Support)

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Total Library Department               $ 586,034
IMPACT

This package directly impacts the Library’s ability to further the Strategic Goal to “Nurture Student Success” by providing staff to manage the growing number of teens and young adults utilizing the Student Success Cards, CyberCarts with laptops for teens and young adults to use in the Library to participate in classes, and provide content-specific Library materials for teens and young adults to aide them with schoolwork.

Failure to fund this package would result in the lack of staff to manage the Student Success Card program; the inability to provide up-to-date laptops to assist students with homework; and, a reduction in the amount of Library materials available for teens and students.

Failure to fund this package would also reduce support for the Mayor’s efforts to provide outstanding customer service to our residents and to create a more livable and sustainable city due to the inability to provide Library resources to residents. The requested resources would enrich the quality of life for the teens and students who would benefit from them the most.

One of the Mayor’s goals for the Library is to provide Library cards to all students in the LAUSD. Providing funds for a position to act as a liaison and coordinate activities with the schools is critical to meet this goal.
CHAMPION LITERACY AND LIFELONG LEARNING

The Library provides opportunities and encouragement for residents to enhance skills and explore new worlds. From the Library's vast collection of materials to the numerous programs available to the ability for would-be writers to self-publish their work, the Library is a place for residents to open new doors.

The Library offers abundant resources for recent immigrants, English language learners and people who want to improve their reading and writing skills. There are adult literacy centers in 21 libraries throughout the city, each with extensive resources and trained literacy staff and volunteers. English courses are available online and via mobile apps for people who want to learn English and for English speakers who want to learn another language.

The Library offers more than 1,000 online courses. Online resources include e-books containing study materials and online interactive practice exams that cover language skills, academics, civil service, real estate and more.

The Los Angeles Public Library is the first public library in the nation to offer adults the opportunity to earn an accredited high school diploma and career certificate through the Career Online High School where 61 residents have graduated with their high-school diplomas and 175 are currently enrolled in the program. Through online classes and in-person support at Libraries throughout the city, the program helps adults continue their education and prepare to enter the workforce or advance in their career.

The Library champions learning as a lifelong pursuit. Events and workshops take place every day, for all age groups, supporting the needs and interests of communities throughout the city. Major offerings include health and well-being resources, assistance with the Affordable Care Act, guidance on financial planning, money management and financial literacy, and retirement planning.

The proposed budget also provides funding to transition part-time privately funded adult literacy coordinators to become city employees.
DESCRIPTION OF FUNDING REQUEST

Library Staff Enhancement

1010/Salaries General

- **Adult Literacy Coordinators (10 FTE Positions) - $383,050 (6 months Funding)**
  Funds are requested for ten FTE Adult Literacy Coordinators to transition to Community Program Assistant II positions. The positions will perform outreach to recruit and match tutors with prospective students, monitor progress, and ensure literacy opportunities are available for those residents in need.
  Related Costs (Fringe Benefits and Central Services) $212,248

- **Librarian II - $63,297 (9 months funding)**
  Add one Librarian II position to supplement the two Acquisition Librarians to coordinate the increased youth and teen collections and coordinate selections with the other Library Divisions to create updated and accurate monthly title selections.
  Related Costs (Fringe Benefits and Central Services) $35,073

- **Librarian II - $63,297 (9 months funding)**
  Add one Librarian II position to oversee cataloging of serials and periodical materials. With the increase in Library materials and complexity of cataloging serials and periodicals, a format specialist will be more able to catalog materials more efficiently and manage changes necessary to make these materials available to Library patrons to encourage and increase use.
  Related Costs (Fringe Benefits and Central Services) $35,073

- **Administrative Clerk - $36,660 (9 months funding)**
  Add one Administrative Clerk position to support the Education and Literacy Section to perform general clerical duties, compile and maintain statistics, monitor online volunteer recruitment accounts, schedule interviews, and perform receptionist duties at the Singleton Literacy Center.
  Related Costs (Fringe Benefits and Central Services) $20,313

- **Administrative Clerk - $36,660 (9 months funding)**
  Add one Administrative Clerk position to provide clerical support to the Bilingual Outreach Librarians. The position will process and issue new library cards; explain library circulation policies and procedures to the public; and assist with outreach events.
  Related Costs (Fringe Benefits and Central Services) $20,313
Library Services Enhancement

6010/Office and Administrative

- Outreach Promotional Items - $12,000
  Funds are requested for outreach promotional items for local organizations, community groups and educational institutions with which the Library partners. The items will appeal to children, teens, and adults and will be distributed at community fairs, schools, workshops and other events to create awareness of the valuable programs and services that the Library offers to the public.

- Outreach Kit (Portable Projectors and Accessories) - $6,600
  Funds are requested for six portable projectors and accessories for Outreach Librarians to use to increase awareness and heighten visibility of the valuable programs and services that the Library offers to the public. The portable projectors will be used to provide presentations and demonstrations of the Library's website, e-media, and databases at community fairs, schools, workshops and other events.

- Chromebook Hardware - $34,750
  Funds are requested to upgrade hardware for 100 Chromebooks and software licenses to be used at 5 Library locations in support of multi-lingual reading and literacy programs such as Cell-Ed, America Learns, Reading Horizons and Leamos.

9010/Library Materials

- Library Materials - $300,000
  Add funding in the amount of $300,000 to the Library Materials account to increase the Library materials collection. The additional materials will specifically address the goal to champion literacy and provide the necessary resources for lifelong learning, including areas such as: language skills, academics, civil service, real estate, health matters, financial planning and other languages.
RESOURCES REQUIRED

Budget Program DB4403 (Engagement & Learning Services)

1010 – Salaries General
   10 – Community Program Asst $ 383,050
   2 – Administrative Clerks 73,320
   Total Salaries General $ 456,370

6010 – Office and Administrative
   Outreach Promotional Items $ 12,000
   Portable Projectors 6,600
   H/W for Chromebooks 34,750
   Total Office and Administrative $ 53,350

9010 – Library Materials
   Library Materials $ 300,000
   Total Library Materials $ 300,000

9510 – Indirect Related Costs for Salaries
   $ 252,874

Total DB4403 $ 1,062,594

Budget Program DB4449 (Technology Services)

1010 – Salaries General
   2 - Librarian II $ 126,594
   Total Salaries General $ 126,594

9510 – Indirect Related Costs for Salaries
   $ 70,146

Total DB4449 $ 196,740

Total Library Department $ 1,259,334

IMPACT

This package directly impacts the Library’s ability to further the Strategic Goal to “Champion Literacy and Lifeline Learning” by providing additional staff to assist residents with Library services and provide resources for adult literacy efforts and citizenship requirements, and by maximizing outreach efforts to ensure residents are aware of the valuable Library resources available.
Failure to fund this package would result in the lack of sufficient staff to assist Library patrons, to develop and conduct the necessary reading programs, and to cultivate and inspire readers to become lifelong learners and Library patrons.

Failure to fund this package would also inhibit the Library from supporting the Mayor’s efforts to provide outstanding customer service to our residents and businesses and to create a more livable and sustainable city by providing Library resources to the public to enrich their quality of life.
The Library is committed to supporting a skilled and prepared workforce and strengthening the city’s economy. This commitment is bolstered by the Library’s expanded efforts to help launch and maintain strong local businesses.

**CONTRIBUTE TO L.A.’S ECONOMIC GROWTH**

The Library is committed to helping people nurture and grow their businesses with a full suite of resources. Here, entrepreneurs and business owners have access to both print and web-based resources, as well as programs and referrals designed to help them in every phase from incubating a business to growing it. The Central Library has partnered with SCORE to provide mentoring sessions for entrepreneurs in the Library and with the PACE BusinessSource Center to provide free classes on business topics.

The Library also ensures that Angelenos have the services, tools and skills they need to pursue good job opportunities. Throughout the city and online, the Library offers courses ranging from word processing and resume formatting, to managing career change and salary negotiations.

First-time job seekers, people making career transitions and employers with job opportunities find valuable information about everything from coping with unemployment to how to dress for success in the Library’s online Job Hunting Guide. The Guide lists more than 200 employment-related websites and resources, and offers referrals to assistance.

To further help job seekers, WorkSource Portal @ Central Library is being operated in the Central Library. The Center is a joint effort of the City of Los Angeles WorkSource Centers and the Los Angeles Public Library. The WorkSource Centers provide basic, free assistance from a WorkSource counselor supported by access to some of the online services for finding job listings (JobsLA, CalJOBS). The service includes searching for jobs, writing resumes, sharpening interview skills and others.

Job seekers are also referred to the additional help available at the full-service WorkSource Centers such as the Downtown/Pico Union location. Since its opening in July 2015, the Portal has provided assistance to more than 2,100 people and has held job fairs featuring interviews with local employers. Its location inside the Library offers the support of the library’s book, media, and online resources.

To support the financial stability and well-being of our communities, the Library is helping people to improve their financial literacy. The Library provides the Money Matter$ Financial Resource Guide and workshops on budgeting, credit, managing money, automobile insurance, home ownership, banking, investing, and other topics.
The Library also offers income tax assistance during tax season and hosts annual Financial Planning Day with Certified Financial Planner Board of Standards. The Library’s actions help people take control of their personal finances and build their financial literacy are especially important in Los Angeles, which has the nation’s largest unbanked and under-banked population.

Responding to the growth of digital technology and dedicated to bridging the digital divide, the Library offers financial and economics classes for all age groups and skill levels in computer and mobile device basics.

**DESCRIPTION OF FUNDING REQUEST**

**Library Service Enhancement**

- **Digital Microfilm Reader (2) - $26,000**
  Funds are requested for two 14 Mega-Pixel digital microfilm readers which will allow patrons in the Business and Economic Department to read, print, view, and scan microfilm images, including aperture cards. The Library has thousands of microfilm and aperture cards which contain financial and business information. Standard microfilm equipment does not allow for images to be enhanced or scanned. These devices will allow the collection to be more accessible and shared with a wider audience.

- **Scanner for Public Use - $6,000**
  Funds are requested for one Knowledge Imaging Center (KIC) scanner at Central Library to allow patrons the ability to scan documents, such as resumes and job applications, and e-mail the documents to potential employers or to their personal email for future use.

- **Library Materials - $200,000**
  Add funding in the amount of $200,000 to the Library Materials account for additional library materials in the 73 Libraries for job preparation, career changes, and to guide and encourage new business creation.

**Money Matters**

A keystone of the Library’s social service initiative is Money Matters, a program that focuses on financial empowerment. This program includes topics such as savings, banking, credit, financial planning, tax preparation, and small business financial matters. Money Matters partners with AARP, California State University-Northridge, California State University Los Angeles, the University of California Los Angeles, and the California Board of Equalization.
Funding for the following equipment is to provide technology items to allow staff to enhance and expand the program to additional branch library locations:

- **Laptops (10)** $15,000
- **Laptop Travel Rolling Case (3)** $450
- **Multi-Functional Printers (2)** $2,200
- **Wi-Fi Mobile Hotspot Device (2)** $1,080

**Total** $18,730

**RESOURCES REQUIRED**

**Library Department**

**Budget Program DB4402 (Central Library Services)**

7300 — **Furniture, Office and Tech Equip**

- **Scanner for Public Use** $6,000
- **Digital Microfilm Reader (2)** $26,000

**Total Furniture, Office and Tech Equip** $32,000

**Total DB4402** $32,000

**Budget Program DB4403 (Learning & Engagement Services)**

6010 — **Office and Administrative**

- **Laptops (10)** $15,000
- **Laptop Travel Rolling Case (3)** $450
- **Multi-functional Printers (2)** $2,200
- **Wi-Fi Mobile Hotspot (2)** $1,080

**Total Office and Administrative** $18,730

9010 — **Library Materials**

- **Library Materials** $200,000

**Total Library Materials** $200,000

**Total DB4403** $218,730

**Total Library Department** $250,730

**IMPACT**

This package directly impacts the Library’s ability to further the Strategic Goal to “Contribute to L.A.’s Economic Growth” by providing residents with the necessary resources to find gainful employment and to build businesses. The package also allows Library staff to deliver programs at branch library locations. Failure to fund this package would result in the lack resources to assist residents with job searches, to prepare and apply for gainful employment, and to start or grow small businesses.
STIMULATE THE IMAGINATION

The Library is the place for discovery for all those seeking inspiration, whether they want to explore new worlds of the imagination or to create those worlds themselves.

Angelenos find their stories in the Library’s growing collection of more than 6.5 million items. The print and digital collections offers all Angelenos a chance to connect with their communities, learn about their cultural heritage and share this heritage with others.

With the great technological shifts in the way people access information, the role of the Library and its staff is more critical than ever. To ensure all customers have the skills to access creative materials – as well as contribute to them – staff teaches customers how to use computers and social media, and how to download books, music, podcasts, and magazines to their smartphones, e-readers, and other persona devices.

In addition to being a place that people look to for inspiration, the Library enables people to generate their own works of imagination. Robotics course participants build their own robots to battle in a tournament. The Teen Code Club invites participants to “bring your brain, your creativity, a laptop, and get ready to create a future.”

Los Angeles is the epicenter of digital and mass media story production, and the Library is dedicated to offering all Angelenos access to these critical communication and creativity tools.

The Library’s Digital Media Labs and collaborative learning spaces will provide a place to create animated films, learn to make a podcast, digitize photographs, create a video blog, self-publish novels, and take classes to learn to use creative technology. The Digital Commons at Central Library will provide a meeting place for Angelenos, creative outlet for visual artists and a means of stimulating creativity to everyone who enters the space.

With the key activities of this Strategic Plan goal, Libraries will continue to thrive as creative hotspots.
DESCRIPTION OF FUNDING REQUEST

1010/Salaries General

- **Senior Librarian - $75,018 (9 months funding)**
  Add one position of Senior Librarian to assist the Principal Librarian with planning, directing and coordinating system-wide programming and initiatives, which include Summer Reading, Summer Lunch, Summer Author, Made in LA, and Full STEAM Ahead. This position will also coordinate activities with other Library sections to ensure programs are effective and efficient, and will supervise Librarians and clerical staff.
  Related Costs (Fringe Benefits and Central Services) $41,567

- **Administrative Clerk (2 Positions) - $73,320 (9 months funding)**
  Add two positions of Administrative Clerk to staff the public desk at the Central Library Digital Media Lab. The positions will signup patrons, checkout supplies, file materials, maintain and order supplies, answer telephones, and provide clerical support to Librarians.
  Related Costs (Fringe Benefits and Central Services) $40,627

- **Administrative Clerk (2 Positions) - $73,320 (9 months funding)**
  Add two positions of Administrative Clerk to staff the public desk at the Pico Koreatown Branch Library Digital Media Lab. The positions will signup patrons, checkout supplies, file materials, maintain and order supplies, answer telephones, and provide clerical support to Librarians.
  Related Costs (Fringe Benefits and Central Services) $40,627

6010/Office and Administrative

- **Mobile Printing Envisionware - $47,742**
  Funds are requested for the annual maintenance fee to support the ability for Library patrons to print from their mobile devices at all 73 Libraries.

- **Mobile Device Management (Maas360 MDM) – $11,445**
  Funds are requested for software to ensure applicable content and programs are compatible with mobile devices distributed to Library staff.

7300/Furniture, Office and Technical Equipment

- **Espresso Book Machine - $150,000**
  Funds are requested for one Espresso Book Machine to allow patrons to print, bind and self-publish books and print on demand non-copyright materials. This will allow and encourage patrons to cultivate their creativity and connect with the Self-e local author project.
RESOURCES REQUIRED

Budget Program DB4401 (Branch Library Services)

1010 – Salaries General
   2 – Administrative Clerk $ 73,320
   Total Salaries General $ 73,320

9510 – Indirect Related Costs for Salaries $ 40,627

Total DB4401 $ 113,947

Budget Program DB4403 (Engagement & Learning Services)

1010 – Salaries General
   1 – Senior Librarian $ 75,018
   2 – Administrative Clerk 73,320
   Total Salaries General $ 148,338

9510 – Indirect Related Costs for Salaries $ 82,194

Total DB4403 $ 230,532

Budget Program DB4449 (Technology Support Services)

6010 – Office and Administrative
   Mobile Printing $ 47,742
   Mobile Device Management 11,445
   Total Office and Administrative $ 59,187

7300 – Furniture, Office & Tech Equip
   Espresso Book Machine $ 150,000
   Total Furniture, Office & Tech Equip $ 150,000

Total DB4449 $ 209,187

Total Library Department $ 553,666

Page 3 of 4
**IMPACT**
This package directly impacts the Library's ability to further the Strategic Goal to "Stimulate the Imagination" by providing positions and resources to assist Library patrons in their exploration of new and emerging technology and allow and encourage patrons to write and publish their written work.

Without funding for this package, the Library would not have the resources to provide patrons with access to new and emerging technologies. Therefore, the Library would not be able to support the Mayor's efforts to provide outstanding customer service to residents and businesses or to create a more livable and sustainable city.
LOS ANGELES PUBLIC LIBRARY
FY 2017-18 PROPOSED BUDGET

STRENGTHEN COMMUNITY CONNECTIONS AND CELEBRATE L.A.

The Library is committed to strengthening civic engagement and delivering innovative programming that makes the Library an integral part of the social and cultural tapestry of the city.

Situated in one of the world’s most creative metropolitan areas, the Library reflects and taps into the cultural and artistic wealth of the city. Many of the Library’s 200,000 maps and 3.4 million photographs record the life and history of Los Angeles—and all are available to everyone.

In addition to these resources, the Library has a wealth of special collections that we will add to our digitization efforts. The Library’s Digitization Plan provides a blueprint for digitizing more special collections at Central Library, identifying and digitizing special collections in branches, identifying and addressing conservation and preservation needs, and creating a digital collections web portal to make the material available and more easily accessible to a wider audience. In partnership with the Digital Public Library of America (DPLA) and the California Digital Library, the Library has made more than 116,000 of its photo images available through DPLA, celebrating the Library’s unique collections and driving traffic from the DPLA site to our own site. Many more Library collections will be shared with our state and national partners. The Library will also engage L.A.’s diverse communities and have them participate by initiating community-centered content creation.

The Library hosts more than 18,000 public programs a year throughout the city. Thousands of neighborhood-based events fill the Library’s free meeting spaces, from mindfulness meditation and Tai Chi, to voter registration, free tax help, flu clinics and financial planning workshops. The Library also provides a platform for sharing unique cultural events as part of the Made in LA series, which features programs ranging from opera to punk, all focusing on Los Angeles culture and artists.

The Library’s New Americans Initiative, a ground-breaking partnership with the U.S. Citizenship and Immigration Service and the Mayor’s Office, has helped thousands of people take their first step on the path to U.S. citizenship and active participation in civic life. This award-winning program is a national model for immigrant integration that is now being replicated in cities across the country.

The Library is also building a plan to engage more deeply with residents through structured community conversations and sharing information broadly throughout communities to assist in building cohesion.

With its proud history of local programs and collections, the Library fosters inclusive engagement, promotes cultural understanding and celebrates the city’s rich diversity.
DESCRIPTION OF FUNDING REQUEST

Library Staffing Enhancements

1010/Salaries General

- **Senior Librarian - $75,018 (9 months funding)**
  Add one position of Senior Librarian to supervise, evaluate, plan, direct and coordinate the work of six bilingual outreach Librarians in the Library's efforts to strengthen community connections. This position will also cultivate and maintain relationships with schools civic organizations, business groups and determine the need for new and enhanced programs.
  Related Costs (Fringe Benefits and Central Services) $41,567

- **Librarian III - $69,372 (9 months funding)**
  Add one position of Librarian III to plan, direct and coordinate the outreach of Library services and programs at Central Library. This position will also train Librarians on outreach methods and work with Public Relations staff on systemwide initiatives.
  Related Costs (Fringe Benefits and Central Services) $38,439

- **Librarian II - $63,297 (9 months funding)**
  Add one position of Librarian II in the photo collection to assist with the archiving of the Library's vast print and digital collection and assist patrons with inquiries and requests for photos.
  Related Costs (Fringe Benefits and Central Services) $35,073

- **Library Assistant I - $47,655 (9 months funding)**
  Add one position of Library Assistant I to provide assistance to the Principal Librarian in the Engagement and Outreach Department. This position will assist in interpreting Library policies and procedures for the public and staff, compose routine correspondence, prepare orders, maintain schedules, create statistical reports and plan and organize meetings, recognition events, and other special assignments.
  Related Cost (Fringe Benefits and Central Services) $26,406

- **Administrative Clerk (10)- $366,600 (9 months funding)**
  Add ten positions of Administrative Clerk to Branch Library Services. The positions will provide clerical support to the branch libraries by: issuing Library cards; checking books in and out; computing and collecting fines and preparing cash reports; explaining library circulation policies and procedures to the public; preparing library materials for circulation; preparing requisitions and supplies; and setting up public service desks, answering the telephone, and sorting deliveries. The positions will be based at the branch libraries projected to have the greatest population growth in the upcoming year.
  Related Costs (Fringe Benefits and Central Services) $203,133
Library Services Enhancement

- **Scanners - $110,000**
  Funds are requested for 20 scanners for use by the public at various branch library locations.
  \(20 \text{ Scanners} \times $1,100 = $110,000\)

- **Scanner (Epson Expression 10000XL) – Digitization - $4,000**
  Funds are requested to provide one scanner in the Rare Books Reading Room to allow Library patrons the ability to scan rare and valuable books without leaving the area.

- **Computer – Popular Library Express - $1,500**
  Funds are requested to provide an additional computer at the Central Library Popular Library Information Express counter to assist the increasing number of Library patrons.

- **Laptop – Digitization and Special Collections - $1,100**
  Funds are requested to provide one laptop for staff use in the Central Library Rare Books Reading Room. The laptop will allow staff to assist patrons, make appointments, and work on various projects while remaining in the Rare Books Reading Room to monitor activities and ensure the security of the valuable Library collection.

- **Digital Microfilm Reader (2) – History - $26,000**
  Funds are requested for two 14 Mega-Pixel digital microfilm readers which will allow patrons in the History Department to read, print, view, and scan microfilm images, including aperture cards. The Library has thousands of microfilm and aperture cards which contain valuable historic information. Standard microfilm equipment does not allow for images to be enhanced or scanned. These devices will allow the collection to be more accessible and shared with a wider audience.

- **Hardware for PC Repair and Maintenance - $15,000**
  Funds are requested for general hardware costs for computer repairs and maintenance, including cables, surge protectors, and other small technical items.

- **Print Release Server – $107,910**
  Funds are requested to replace the Print Release Servers at each of the 72 branch library locations. The replacements will improve performance of the central print release terminals and central reservation servers for public Internet use.
Zoom Text PC Replacement – $95,920
Funds are requested to replace 80 Zoom Text PCs that are currently incompatible with Zoom Text technology. Replacement will ensure all 73 Libraries are ADA compliant and will assist patrons with low vision to enjoy the vast Library collection.

Re-Cabling Project (13 Branch Libraries) - $563,484
Funds are requested to re-cable 13 branch library locations with the most outdated systems that do not meet current standards and are prone to slow service and systems failure. The re-cabling will improve network and Internet connections for Library patrons and staff.

Network Cabling Repairs and Upgrades - $50,000
Funds are requested for network cabling repairs and upgrades at various Library locations. The upgrades are for existing connection issues and for new connections (both data and phone).

New Americans Initiative Enhancement
The New Americans Initiative is a core program of the Library, developed to assist legal permanent residents by providing information on citizenship requirements, test preparation materials, and to assist in eligibility determination for citizenship. This budget request increases the Library’s ability to assist people and provide information on citizenship matters.

Funds in the amount of $384,900 are requested to enhance the New Americans Initiative to better assist people with the naturalization process.

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<td>Super Centers Build-Out</td>
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<td>Super Centers Furniture</td>
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<td>Promotional and Incentive Collateral Items</td>
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<td>Laptops (6)</td>
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<td>Printers (3)</td>
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<td><strong>Total</strong></td>
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Alterations and Improvements

Increase in Central Library Alterations and Improvements - $200,000
Increase funding for Central Library Alterations and Improvements from $200,000 to $400,000. Projects in FY 2017-18 will include create more customer friendly and self-serve spaces and upgrade the Children's Literature area.

Central Library Escalator Repair (2) - $900,000
Funds are requested to upgrade and provide repairs to two escalators in the Central Library. The escalators are obsolete and parts are no longer available.
for repairs. The escalators are the primary means for the public and staff to move between the main floor to Lower Level One. This project will conclude the five-year project to repair and upgrade all of the escalators and elevators in Central Library.

**9010/Library Materials**

- **Library Materials - $100,000**
  Add funding in the amount of $100,000 to the Library Materials account to increase high demand library materials.

**RESOURCES REQUIRED**

**Budget Program DB4401 (Branch Library Services)**

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<th>Code</th>
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**Budget Program DB4402 (Central Library Services)**

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<td>Librarian II</td>
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</tr>
<tr>
<td></td>
<td>Total Salaries General</td>
<td>$132,669</td>
</tr>
<tr>
<td>3040</td>
<td>Contractual Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase to CL Alt &amp; Improvements</td>
<td>$200,000</td>
</tr>
<tr>
<td></td>
<td>Central Library Escalator Repair (2)</td>
<td>900,000</td>
</tr>
<tr>
<td></td>
<td>Total Contractual Services</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>6010</td>
<td>Office and Administrative</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Computer (Popular Library)</td>
<td>$1,500</td>
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<tr>
<td></td>
<td>Laptops (Rare Books)</td>
<td>1,100</td>
</tr>
<tr>
<td></td>
<td>Scanner (Rare Books)</td>
<td>4,000</td>
</tr>
<tr>
<td></td>
<td>Total Office and Administrative</td>
<td>$6,600</td>
</tr>
</tbody>
</table>
### 7300 – Furniture, Office & Technical Equip
- Digital Microfilm Reader (2) $26,000
- Total Furniture, Office & Tech Equip $26,000

### 9510 – Indirect Related Costs for Salaries
- $73,512

**Total DB4402** $1,338,781

### Budget Program DB4403 (Learning & Engagement Services)

#### 1010 – Salaries General
- 1 – Senior Librarian $75,018
- 1 – Library Assistant I 47,655
- Total Salaries General $122,673

#### 3040 – Contractual Services
- Immigrant Initiative Assistance $210,000
- New Americans Super Centers Build-Out 90,000
- Total Contractual Services $300,000

#### 6010 – Office and Administrative
- New Americans Super Centers Furniture $45,000
- New Americans Promotional and Incentive Collateral Items 30,000
- New Americans – Laptops (6) 6,600
- New Americans – Printers (3) 3,300
- Total Office and Administrative $84,900

### 9510 – Indirect Related Costs for Salaries
- $67,973

**Total DB4403** $575,546

### Budget Program DB4449 (Technology Support)

#### 3040 – Contractual Services
- Re-cabling (13 Libraries) $563,484
- Network Cabling Repairs/Upgrades 50,000
- Total Contractual Services $613,484

#### 6010 – Office and Administrative
- Print Release Server $107,910
- Zoom Text PC Upgrade 95,920
- General Hardware / PC Repair 15,000

Page 6 of 7
Total Office and Administrative  $ 218,830

9510 – Library Materials
Library Materials  $ 100,000
Total Library Materials  $ 100,000

Total DB4449  $ 932,314

Total Requests  $ 3,526,374

IMPACT

This package directly impacts the Library’s ability to further the Strategic Goal to “Strengthen Community Connections and Celebrate LA”.

Failure to fund this package would result in the lack of sufficient staff to provide services to Library patrons and resources necessary to create an inviting and secure place for patrons to gather to read, conduct research, and participate in community events. Further, the Library would be unable to enhance the New Americans Initiative that provides services and information to those individuals on their way to becoming U. S. citizens.

In addition, without the funding in this package, the Library would not be able to support the Mayor’s efforts to provide outstanding customer service and to create a more livable and sustainable city by providing easy and safe access to library resources.
LOS ANGELES PUBLIC LIBRARY
FY 2017-18 PROPOSED BUDGET

SUSTAINABILITY INITIATIVE

Mayor Garcetti’s directive on the city’s Sustainability Plan is clear: “We can’t just be better – we have to lead.” Through a series of sustainability initiatives, the Los Angeles Public Library is doing just that by expanding conservation efforts and leading residents and businesses by example.

The Library operates five Leadership in Energy & Environmental Design (LEED) certified branches and has solar panels at seven branches. The Central Library was retrofitted with energy saving chillers, cooling tower motors, a new roof, and has begun a lighting retrofit program. These efforts have reduced energy consumption, lowered costs and improved efficiency, and serve as a civic example to businesses and other municipalities.

The Library previously partnered with the Department of Water and Power (DWP) to make 300 energy monitors available for residents to check out at all 73 libraries. These devices help residents understand and reduce energy use to save costs. The Libraries also are designated cooling centers, disaster gathering centers, and neighborhood centers offering information about emergency preparedness, water and energy conservation and sustainability.

For FY 2017-18, the Library proposes to provide drought resistant landscaping and community based urban gardens, install electrical vehicle chargers in collaboration with DWP, and upgrade the lighting at Central Library to reduce electricity usage and costs. These initiatives will expand the Library’s position as a civic role model, and provide for a more sustainable and livable city.

DESCRIPTION OF SUSTAINABILITY INITIATIVES

Branch Library Services
The branch libraries provide an excellent opportunity to showcase sustainability projects, enhance the appearance of the community in which they are located, and lead by example. The Library proposes additional landscape improvements, drip irrigation in support of urban gardens, and electric vehicle charging stations.

In FY 2016-17, the Library proposed to provide landscape improvements at twenty (20) branch library locations. Existing funds in the amount of $586,097 will allow the Library to provide drought resistant landscape and drip irrigation at an additional twenty (20) branch library locations in FY 2017-18.

In partnership with DWP, approximately fifty (50) Electric Vehicle Charging (EVC) stations will be installed in FY 2017-18 at various branch library locations. Electric vehicles reduce emissions and provide for healthier air quality. The EVC stations provide residents with access to charge their electric vehicles and encourage their
use. These efforts also provides an example to businesses in the community to provide EVC stations for their customers. DWP will install all EVCs at no cost to the Library.

- **Branch Libraries Urban Gardens - $6,000**
  In FY 2016-17, the Library proposed to provide community based urban gardens at six (6) branch library locations. Existing funds in the amount of $18,000 will allow the Library will convert existing irrigation systems to drip irrigation to support the Library’s partnership with community based urban gardens at six (6) additional branch library locations in FY 2017-18.

  Increased funding in FY 2017-18 will allow the Library to provide urban gardens at two (2) additional branch library locations, for a total of eight (8) urban gardens in FY 2017-18.

**Central Library Services**
In FY 2016-17, the Library proposed to upgrade the lighting system at the Central Library to provide necessary maintenance to the heating, ventilation and air-conditioning (HVAC) system for electrical efficiencies and improved air quality. Continued funding in the amount of $400,000 for FY 2017-18 will allow the Library to continue Phase 2 of 3 of this project. The upgrade will decrease electricity use and improve lighting quality for patrons and staff.

- **Lighting Fixture Replacement - $50,000**
  The Library proposes to replace the lighting fixtures in the Children’s Literature Department. The current lighting is outdated and insufficient for the needs of the patrons and staff. Lighting fixtures will be replaced with energy efficient fixtures to decrease electricity use and improve lighting quality for patrons.
RESOURCES REQUIRED

Budget Program DB4401 (Branch Library Services)

3040 – Contractual Services
  2 – Community Urban Gardens $ 6,000

Total DB4401 $ 6,000

Budget Program DB4402 (Central Library Services)

6010 – Office and Administrative
  Replace Lighting Fixtures $ 50,000

Total DB4402 $ 50,000

Total Library Department $ 56,000

IMPACT
This package directly impacts the Library's ability to comply with the Mayor's directive regarding the city's sustainability plan and address the Mayor's goals for the Library. Without funding for this package, the Library will not have the resources to increase the number of community urban gardens, increase the number of community urban gardens, or improve the lighting in the Central Library and the Children's Literature Department.
<table>
<thead>
<tr>
<th>Sustainability Initiative</th>
<th>FY 2016-17 Budget</th>
<th>No. of Locations / Items</th>
<th>FY 2017-18 Budget Request</th>
<th>No. of Locations / Items</th>
<th>FY 2017-18 Proposed Budget Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drought Resistant Landscape</td>
<td>$ 586,097</td>
<td>20 Branch Libraries</td>
<td>$</td>
<td>20 Branch Libraries</td>
<td>$ 586,097</td>
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<tr>
<td>Electric Vehicle Charging (EVC) Stations</td>
<td>$ -</td>
<td>41 Stations</td>
<td>$</td>
<td>50 Stations</td>
<td>$ -</td>
</tr>
<tr>
<td>Community Urban Gardens</td>
<td>$ 18,000</td>
<td>6 Branch Libraries</td>
<td>$ 6,000</td>
<td>6 Branch Libraries</td>
<td>$ 24,000</td>
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<tr>
<td>Central Lighting Upgrade (3 Phases)</td>
<td>$ 400,000</td>
<td>Phase 1 of 3</td>
<td>$</td>
<td>Phase 2 of 3</td>
<td>$ 400,000</td>
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<tr>
<td>Central Library Lighting Fixture Replacement</td>
<td>$ -</td>
<td>--</td>
<td>$ 50,000</td>
<td>--</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 1,004,097</td>
<td></td>
<td>$ 56,000</td>
<td></td>
<td>$ 1,060,097</td>
</tr>
</tbody>
</table>
LOS ANGELES PUBLIC LIBRARY
FY 2017-18 PROPOSED BUDGET

HOMELESS ENGAGEMENT

The Library provides materials and programs which assist the homeless in locating agencies for assistance, and job hunting resources. Libraries have also become places where homeless individuals may enhance literacy skills to assist them in finding gainful employment and youths may receive help with homework and college preparation. In addition, Libraries have become safe havens for adults and youths to escape the harsh environments of the streets.

In FY 2016-17, the Library appropriated $1,525,000 for the Homeless Engagement Initiative. The Initiative provides vehicles for a Mobile Library operation, technology items, outreach materials, and Library materials. After deleting one-time purchases, the baseline budget for FY 2017-18 is $1,059,250. The following requests to enhance the Homeless Engagement Initiative by $810,317 will bring the total Homeless Engagement budget for FY 2017-18 to $1,869,567 for Library staff to engage the homeless and at-risk individuals, provide services and programs, and provide outreach and Library materials as follows:

DESCRIPTION OF FUNDING REQUEST

1010/Salaries General

- **Senior Librarian - $75,018 (9 months funding)**
  Add one position of Senior Librarian to support the Library's Homeless Engagement Initiative. This position will direct the Mobile Library operations for bookmobiles and techmobile, oversee the ordering and receiving of outreach and Library materials, and supervise the staff involved in the program.
  Related Costs (Fringe Benefits and Central Services) $41,567

- **Librarian II (3 Positions) - $189,891 (9 months funding)**
  Add three positions of Librarian II to enhance the Library's Homeless Engagement Initiative by developing, maintaining, and coordinating partnerships to provide services to adults, families and youths experiencing homelessness. The positions will also staff the vehicles for the Mobile Library operations to directly engage homeless and at-risk individuals.
  Related Costs (Fringe Benefits and Central Services) $105,219

- **Administrative Clerk (3 Positions) - $109,980 (9 months funding)**
  Add three positions of Administrative Clerk to enhance the Library's Homeless Engagement Initiative by preparing library materials for circulation, preparing requisitions and supplies, and assisting Librarians with the Mobile Library operations.
  Related Costs (Fringe Benefits and Central Services) $69,939
6010/Office and Administrative

- Technology Items for Mobile Operations - $50,000
  Additional funds in the amount of $50,000 are requested to provide technology items (e.g., laptops, iPads, printers, etc.) as part of the Mobile Library operations.

- Outreach Collateral Materials - $25,000
  Additional funds in the amount of $25,000 are requested to provide materials and resources to inform homeless individuals of available services and programs.

9010/Library Materials

- Library Materials - $100,000
  Add funding in the amount of $100,000 to the Library Materials account for additional library materials to provide to individuals at shelters, encampments and low-income housing areas. Materials will include print and e-media materials.

RESOURCES REQUIRED

Budget Program DB4403 (Engagement & Learning Services)

<table>
<thead>
<tr>
<th>1010 – Salaries General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Senior Librarian</td>
<td>$ 75,018</td>
</tr>
<tr>
<td>3 – Librarian II</td>
<td>189,891</td>
</tr>
<tr>
<td>3 – Administrative Clerk</td>
<td>109,980</td>
</tr>
<tr>
<td>Total Salaries General</td>
<td>$ 374,889</td>
</tr>
</tbody>
</table>

6010 – Office and Administrative

- Tech Items for Mobile Operations | $ 50,000 |
- Outreach Collateral Material    | 25,000   |
| Total Office and Administrative | $ 75,000 |

9010 – Library Materials

- Library Materials | $ 100,000 |
| Total Library Materials | $ 100,000 |

9510 – Indirect Related Costs for Salaries

|  |
|-------------------------|--|
| Total DB4403             | $ 575,614 |

| Total Library Department | $ 757,614 |

Page 2 of 3
IMPACT
Failure to fund this package will result in a lack of appropriate oversight of the Library mobile operations, ability to develop and maintain partnerships with targeted entities to provide services to the homeless, and result in sufficient outreach and library materials to distribute to those experiencing homelessness.

Therefore, the Library would not be able to fully support the Mayor's Homeless Engagement or the Mayor's priority outcomes to make Los Angeles the best-run big city in America and to create a more livable and sustainable.
# LOS ANGELES PUBLIC LIBRARY
## FISCAL YEAR 2017-18 PROPOSED BUDGET

### Homeless Engagement Initiative

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2016-17</th>
<th>One Time Costs</th>
<th>Salary Increase for Full Year Funding*</th>
<th>Baseline for FY 2017-18</th>
<th>Budget Request FY 2017-18</th>
<th>Proposed Budget FY 2017-18</th>
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</thead>
<tbody>
<tr>
<td>Library Vehicles</td>
<td>$450,000</td>
<td>$ (450,000)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Vehicle Operating Expenses (GSD)</td>
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<td></td>
<td>$ -</td>
<td>$75,000</td>
<td>$75,000</td>
<td>$75,000</td>
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<tr>
<td>Technology Items for Tech Mobile</td>
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<td>$50,000</td>
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<tr>
<td>Delivery Driver II (3) - (Received 9 months funding)</td>
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<td>$50,844</td>
<td>$172,335</td>
<td>$172,335</td>
<td>$172,335</td>
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<td>Indirect Costs for Delivery Driver II</td>
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<td>$28,173</td>
<td>$95,490</td>
<td>$95,490</td>
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<td>Senior Librarian</td>
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<td>$ -</td>
<td>$75,018</td>
<td>$75,018</td>
<td>$75,018</td>
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<tr>
<td>Indirect Costs for Senior Librarian</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$41,567</td>
<td>$41,567</td>
<td>$41,567</td>
</tr>
<tr>
<td>Librarian II (3) (Mobile Operations)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$189,891</td>
<td>$189,891</td>
<td>$189,891</td>
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<tr>
<td>Indirect Costs for Librarian II</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$105,219</td>
<td>$105,219</td>
<td>$105,219</td>
</tr>
<tr>
<td>Administrative Clerk (3) (Mobile Operations)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$109,980</td>
<td>$109,980</td>
<td>$109,980</td>
</tr>
<tr>
<td>Indirect Costs for Administrative Clerk</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$60,939</td>
<td>$60,939</td>
<td>$60,939</td>
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<tr>
<td>Salaries, As-Needed</td>
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<td></td>
<td>$ -</td>
<td>$202,225</td>
<td>$202,225</td>
<td>$202,225</td>
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<tr>
<td>Laptops for Homeless Engagement (20)</td>
<td>$32,700</td>
<td>$ (32,700)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Outreach Collateral Materials</td>
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<td>$ -</td>
<td>$75,000</td>
<td>$25,000</td>
<td>$100,000</td>
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<tr>
<td>Contract Security (5)</td>
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<td>$239,200</td>
<td>$239,200</td>
<td>$239,200</td>
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<tr>
<td>Library Materials</td>
<td>$200,000</td>
<td></td>
<td>$ -</td>
<td>$200,000</td>
<td>$100,000</td>
<td>$300,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$1,525,000</td>
<td>$ (544,767)</td>
<td>$79,017</td>
<td>$1,059,250</td>
<td>$757,814</td>
<td>$1,816,864</td>
</tr>
</tbody>
</table>

*Salary Increase for the existing Delivery Driver II positions are part of the FY 2017-18 Wage & Count and do not need to be requested. Indirect Costs are based on total salary costs for existing positions and do not need to be requested. Indirect Costs are requested for new positions.
In addition to supporting the Library’s six Strategic Plan goals, this budget package supports the Mayor’s efforts to provide outstanding customer service to our residents and businesses by deploying innovation and the best technology to modernize city government and create a more livable and sustainable city.

In the last decade, the Library has provided the public with the ability to reserve books, renew materials, ask information questions, take courses, obtain online homework help, research diverse interests, and download books, audiobooks, music, movies, and podcasts from the convenience of their home, office, or anywhere else they can use a mobile device.

Funds are requested to continue and supplement the recurring annual line item for the replacement and upgrade of aging technology infrastructure and software used in critical systems by both staff and the public. Funding is essential to adequately provide information technology support to deliver Library services as well as operations, programming, and administrative capabilities.

The Library network consists of hundreds of switches and routers, more than 100 servers, and the equipment and systems to manage the core service of checking out materials and patron management. The network includes hundreds of workstations for public internet access, self-checkout stations, public document scanners, radio-frequency ID equipment, and the diverse software applications which control and manage the Library’s large and complex network.

The Library has signed an agreement with the Corporation of Education Network Initiatives in California (CENIC) to become the first public library to offer 100 Gigabit (GB) broadband Internet. The dramatic increase in bandwidth, currently 3 GB, will give Library visitors unprecedented access to high speed Internet. This budget package includes upgrading basic IT infrastructure to take full advantage of the increase in bandwidth across all of our libraries.

As the Library becomes increasingly technology driven and the public demand for digital access and e-content increases, it is crucial that resources are available to support the Library information technology infrastructure. In addition, funding for software licensing and maintenance is critical to maintain data, including digital images and other electronic resources, in case of a disaster requiring the recovery of lost files.
DESCRIPTION OF FUNDING REQUEST

6010/Office and Administrative

- **Security Software Licenses - $234,145**
  Funds are requested for renewal of the annual licenses for the Symantec Anti-Virus, Faronics, Deep Freez and Anti-Exe, and Interampper for 1,400 Gmail licenses.

- **Cyber Security Event License - $17,850**
  Funds are requested for renewal of the annual license for the MS-ISAC Monitoring of Library cyber-security events which coordinates intrusion events.

- **Network Operation Console Appspace License - $15,942**
  Funds are requested for renewal of the annual license for Help Desk and Network Support software to provide network monitoring.

- **Palo Alto Network License - $316,963**
  Funds are requested for renewal of the annual firewall software license for Internet connection protection.

- **Internet Router and Core Switches License - $198,909**
  Funds are requested for renewal of the annual license for the two Cisco routers to manage Internet connections for Central Library and branch library locations.

- **Netshield License - $208,434**
  Funds are requested for renewal of the annual cybersecurity license for the Network Access Control to prevent network attacks and illegal use of network data ports.

- **Track-It! Help Desk System (Ticket Support) - $10,900**
  Funds are requested for renewal of the annual license to provide support for daily Help Desk operations, inventory, ticket and workload logs.

- **Track-It! Help Desk System (Asset Tracking) - $49,595**
  Funds are requested for a one-time fee for additional licenses to provide increased inventory asset tracking.

- **Reservation System Maintenance Support - $16,350**
  Funds are requested for renewal of the annual maintenance fee to provide support for the reservation system used by Library patrons on a daily basis.
- **Faronics Cloud Connector - $32,700**
  Funds are requested for an annual license fee to provide cloud functions to access public computer main consoles from remote locations. This cost will include an upgrade to cover deployment of Windows 10 and upgrade the Zoom Text PC ability.

- **KIC Scanner Maintenance Support - $7,532**
  Funds are requested for the annual maintenance fee to provide support for scanning stations at various branch library locations.

- **3M Command Center Maintenance Support - $2,180**
  Funds are requested for the annual maintenance fee to support central management monitoring of the self-checkout systems.

- **Teamview Corp Remote Software - $3,269**
  Funds are requested for remote software tools for the KIK Scanner, Tech Kiosks, HP Sprout to provide remote troubleshooting.

- **Absolute Computrace Theft Prevention - $915**
  Funds are requested for software to provide laptop theft prevention from Tech Kiosks and allow for theft recovery.

- **Citrix XenDesktop Maintenance Support - $99,950**
  Funds are requested to provide maintenance support for Citrix virtualization for all public computers.

- **VMware Maintenance Support - $42,000**
  Funds are requested to provide maintenance support for Citrix servers to support hosting of all public computers.

- **Tegile Maintenance Support - $10,450**
  Funds are requested to provide maintenance support for backup software for servers and to support all desktop and server virtualization.

- **CENIC Califa Software - $30,000**
  Funds are requested for the annual software to upgrade to the 100 Gigabyte CENIC connection.

- **Datacenter License Upgrade - $123,125**
  Funds are requested for a license upgrade to the Windows Server 2012 to replace the Enterprise Version at all 73 libraries.
7300/Furniture, Office and Technical Equipment

- **Server Replacement (2) - $38,000**
  Funds are requested to replace the two Carlweb Servers (DL389) which have reached end-of-life support and are in danger of failing. The servers host several mission critical ILS business applications for circulating library materials and managing patron database.

- **Server Upgrade – Data Warehouse - $368,315**
  Funds are requested to replace outdated servers at twenty-four (24) of the branch libraries. The servers manage the active directory, authentication, and store data.

- **Cisco Router – $564,805**
  Funds are requested to provide Cisco routers to the 72 branch library locations to improve network and Internet connections and manage the increased bandwidth.

- **Bandwidth Distribution Frame - $149,441**
  Funds are requested to provide 10 GB fiber cabling at Central Library to process the network and bandwidth speed upgrade.

- **Backup and Recovery - $142,078**
  Funds are requested for Dell Backup and Recovery Appliances to provide disaster recovery to be located off-site. Per City of Los Angeles IT Policy, all City Departments must have a disaster recovery system.

- **Blade Servers (Cisco) (2) - $109,000**
  Funds are requested to add two (2) Cisco Blade Servers and licensing for the existing virtualization infrastructure for all public computers and for the Envisionware reservation system to house the Web reservation module. This includes the Enterprise reporting module, EER Architect and Server, and AAM E NT bundle with MySQL instance.

**RESOURCES REQUIRED**

**Library Department**

**Budget Program DB4449 (Information Technology Services)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>6010 – Office and Administrative</td>
<td>$1,421,219</td>
</tr>
<tr>
<td>7300 – Furniture, Office and Technical Equipment</td>
<td>$1,371,639</td>
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<tr>
<td><strong>Total DB4449</strong></td>
<td><strong>$2,792,912</strong></td>
</tr>
</tbody>
</table>
Less Deletions (FY 2016-17 Continued Funding, Equipment, and One-Time Funding)

The Library deletes funding for technology items (software and hardware) from the current year and provides a zero-based budget to determine technology needs for the upcoming year.

6010 – Office and Administrative $ (1,570,200)
7300 – Furniture, Office and Technical Equipment $ (1,336,000)

Total Deletions $ (2,906,200)

Total Library Department $ (113,288)

IMPACT
Failure to fund this package would result in the inability to ensure the security of information technology systems throughout the Library. Also, the Library would be unable to keep public access computers up-to-date, and outdated servers and routers would cause WiFi speed to decrease as public demand increases, resulting in decreased service capability to the public.

Several of the Mayor’s goals for the Library include increasing the number of Library cardholders, increasing e-media circulation, and providing all LAUSD students with Library cards. Funding to increase bandwidth, upgrade hardware and software, and enhance staff support of the Library’s technology efforts and initiatives is critical to achieving these goals.
OUTREACH AND PROMOTION

Outreach and promotion is so important that the Library’s Strategic Plan identifies them as essential to all six strategic goals. Improved marketing, promotion and outreach are critical to achieving these goals and engaging residents in Library programs to enrich their lives.

A recent poll of more than 11,000 Los Angeles residents revealed a lack of public awareness about Library services in several key demographics. The Los Angeles Public Library serves the largest and most diverse urban population of any Library in the nation, and increased funding will provide outreach to the city’s various communities to market and promote the Library’s valuable programs and services citywide. With 73 facilities, the Library strives to tailor messaging to all populations served.

With the requested funds, the Library will implement a new marketing plan and promote its extensive programs and services, including those that help people find jobs, improve their health and well-being, become citizens, boost their financial literacy, receive live homework help, and build early childhood and adult literacy skills. The Library seeks to expand the promotion of these services particularly to the communities that will best benefit from the services.

Increased outreach and promotion will allow more residents to take advantage of the expanded e-media services being offered, including streaming and downloadable content.

This outreach and promotion budget package provides an opportunity to support the Mayor’s efforts to provide outstanding customer service to our residents and businesses and create a more livable and sustainable city. This budget package also provides an opportunity for the Library to meet the Mayor’s goals to provide all Los Angeles Unified School District (LAUSD) students with Library cards, increase e-media circulation and increase the number of Library card holders.
DESCRIPTION OF FUNDING REQUEST

1010/Salaries General

- Public Relations Specialist II (3 Positions) - $141,537 (9 months funding)
  Funds are requested for three Public Relations Specialist II positions to support the Library's Strategic Plan, Library Marketing Plan and the Public Relations and Marketing group. These positions will provide media relations and community outreach support for more than 30 library "clients" including individual branches, subject departments and administration. The responsibilities also include the coordination of the production of collateral materials including flyers and bookmarks, preparation of briefing documents and reports and event coordination as needed.

  These positions will assist in the development and execution of major public relations campaigns for library services and initiatives; help implement the public relations and marketing components of the six Library's Strategic Plan goals; establish and strengthen relationships with local, regional and national print, broadcast and digital media; prepare news releases, media advisories, and advertising that communicates the Library's message and maintains the Library brand; and, support development of communication plans for internal and external audience engagement programs to include components for ensuring the Mayor, City Council, Library staff and the public are aware of the Library's programs and services.

  Related Costs (Fringe Benefits and Central Services) $78,426

2120/Printing and Binding

- Promotional Material - $100,000
  Additional funds are requested to create digital and print material in a variety of languages and to make the material available to outreach staff and outreach partners, including Mayor and City Council offices, Library community partners, community-based organizations and others. The material will be used to inform the public about library programs and services. Funds are also requested for the printing of Student Success Cards to distribute to LAUSD students.

3040/Contractual Services

- Library Marketing Campaign - $500,000
  Additional funds are requested for a multi-media marketing campaign to build and expand awareness of the Library's life-improving programs and services. The marketing campaign will reach both general audiences and targeted communities that are under-utilizing Library programs and services. Special focus will be given for outreach to specific groups through targeted and culturally relevant campaigns that reach directly into the communities where it is needed most. The marketing campaign will include paid and earned media, print and digital outreach, advertising and collateral, Public Service
Announcements, direct mailings and creative, strategic and implementation components. The marketing campaign is critical in achieving the Library’s goal of expanding awareness and promote the use of valuable Library resources and services, which is a key goal of the Library’s new marketing plan and the Mayor’s goal to increase Angelenos’ engagement with the Library.

- **Library Promotion Campaign - $65,000**
  Additional funds are requested to expand awareness of Library programs and services into areas and populations that are unaware or that under-utilize the Library’s valuable resources. A comprehensive outreach campaign will raise awareness and promote the use of the Library through advertising, community outreach, social media and editorial coverage.

**6010/Office and Administrative**

- **Library Card Promotional and Incentive Items - $200,000**
  Funds are requested for a multi-media campaign to show every Angeleno the incredible benefits of being a Library cardholder. The Library Card campaign will give the Library greater visibility and increase awareness of what the Library offers beyond books. This campaign will drive an increase in the number of Library card sign-ups. The campaign will include paid and earned media, print and digital outreach, advertising and collateral, Public Service Announcements, directing mailings and creative, strategic and implementation components. The Library Card campaign is critical to achieving the Library’s goal of expanding awareness and use of the Library on a Citywide basis and increasing the number of Library cardholders, implementation of the Library’s Marketing plan, and meeting the Mayor’s goal to increase the number of Angelenos with Library cards.

- **Student Success Card Marketing and Promotion - $50,000**
  Funds are requested to expand awareness of the Student Success Card program to ensure LAUSD students are aware of the Library programs and services available. A comprehensive outreach campaign will raise awareness and promote the use of the Library through advertising, community outreach, social media and editorial coverage.

- **New Americans Initiative Marketing and Promotion - $50,000**
  Funds are requested to expand awareness of the Library’s New Americans Initiative. A comprehensive outreach campaign will raise awareness and promote the use of the Library through advertising, community outreach, social media and editorial coverage.
## RESOURCES REQUIRED

### Budget Program DB4450 (GASP)

**1010 – Salaries General**

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<th>Item</th>
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<td>3 – Public Relations Spec III</td>
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**2120 – Printing and Binding**

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**3040 – Contractual Services**

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**6010 – Office and Administrative**

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<td>New Americans Initiative Promotion</td>
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<td>Total Office and Administrative</td>
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**9510 – Indirect Related Costs for Salaries**

| Amount | 78,426 |

**Total DB4450**

| Amount | $1,184,963 |

**Total Library Department**

| Amount | $1,184,963 |

## IMPACT

Failure to fund this package will result in a lack of awareness among residents, particularly those who would benefit most from the Library's valuable programs and services in areas such as job searching, citizenship, financial literacy, health and wellness, student resources and early childhood and adult literacy. In addition, several of the Mayor's goals for the Library include increasing the number of Library cardholders, increasing e-media circulation, and providing all LAUSD students with Library cards, which will not be achieved without the requested funds.

Therefore, the Library would not be able to support the Library's Strategic Plan goals, the Library Marketing Plan, or the Mayor's goals and priority outcomes and efforts to make Los Angeles the best-run big city in America and to create a more livable and sustainable.
This budget package provides additional staff support in the Library Business Office and the Human Resources Office. The additional staff is necessary to implement the Mayor’s Sustainability Plan for the Library and provide staff support for the delivery of equipment for patron use and support for events. This budget package provides an opportunity to support the Mayor’s efforts to make Los Angeles the best run big city in America by providing the Library with sufficient resources in support of Library employees who provide direct customer service to residents, students, and Library partners.

DESCRIPTION OF FUNDING REQUEST

**Business Office**
The following positions are necessary to oversee and implement the Mayor’s Sustainability Plan for the Library. This includes the replacement of branch Library landscape with drought resistant landscaping, the placement of electric vehicle charging stations at branch Libraries, and the increase in purchasing, contracts, and accounts payable due to additional contracts and other City department services. The requested staff will plan and coordinate implementation of Sustainability Plan projects with contractors and other City departments; coordinate alterations and improvement projects with contractors and other City departments; report on project status, completion and cost; and, ensure compliance with contract terms and conditions, timely processing of purchase orders and contract requests, timely processing of payments including capturing discounts and resolving invoice issues, reporting and monitoring of revenue and expenditures, and oversight of all Library facility management. This request will ensure that repairs and improvements are made to the 73 Libraries in a timely and effective manner to mitigate health and safety issues and that security efforts are coordinated effectively to ensure the safety and security of patrons, staff and Library assets.

- Chief Management Analyst - $113,940 (9 months funding)
  Funds are requested for one Chief Management Analyst position to plan, organize, and direct the work of one existing Senior Management Analyst, two existing Management Analyst II, and two new Management Analyst II involved in implementing existing sustainability plans at the 72 branch library facilities (e.g., drought resistant landscape, urban gardens, electric vehicle charging stations) and Central Library (e.g., lighting upgrade, heating vents and air-conditioning) and to develop new sustainability plans. The position will also facilitate alteration and improvements at Library facilities, including planning, prioritizing, and coordinating activities; ensure services from other City departments (e.g., custodial services, lot cleaning, parking lot operations, etc.) are performed in a timely manner; and, facilitate capital planning for Library
facilities. The position will also oversee the coordination of events, Library facility rentals and filming on Library property.
Related Costs (Fringe Benefits and Central Services) $60,989

- **Management Analyst II - $144,460 (9 months funding) – 2 Positions**
  Add two positions of Management Analyst II to plan, organize, and implement the Library’s sustainability plans at the 72 branch library facilities (e.g., drought resistant landscape, urban gardens, electric vehicle charging stations) and Central Library (e.g., lighting upgrade, heating vents and air-conditioning) and to develop new sustainability plans.

  Throughout the year, the 72 branch libraries require facility maintenance and repairs due to various plumbing, heating/venting/air-conditioning, electrical, roofing, landscape, and other types of issues that arise. These positions will directly report to a Senior Management Analyst to coordinate activities with the appropriate contractor or city agency (e.g., GSD) to provide service; monitor and report on activities and expenditures; monitor and maintain a database for facility maintenance items to ensure repairs are made in a timely manner; and make recommendations for various alterations and improvements to facilities, including landscape needs and security improvements (e.g., shrub removal, fencing, etc). The positions will also schedule and coordinate public events, Library facility rentals and filming on Library property.
  Related Costs (Fringe Benefits and Central Services) $80,044

- **Event Attendant - $30,779 (9 months funding)**
  Add one position of Event Attendant to assist in event preparation, including painting walls, moving displays, moving tables and chairs, and other related duties.
  Related Costs (Fringe Benefits and Central Services) $17,054

- **Warehouse and Toolroom Worker I - $28,745 (9 months funding)**
  Add one position of Warehouse and Toolroom Worker I to assist in receiving, storing and delivery of supplies and equipment. This position will also provide data entry into the City Asset Management System (CAMS) and maintain the equipment database.
  Related Costs (Fringe Benefits and Central Services) $15,927

**RECLASSIFICATION REQUEST**

- **Senior Administrative Clerk**
  Authority is requested for the reclassification of Administrative Clerk position (Class Code 1358) to a Senior Administrative Clerk position (Class Code 1368) in the Human Resources Section. The reclassification is necessary in order to provide accurate compensation for the high level duties performed by the position, including: The Library will assume the difference in salary and indirect costs during FY 2017-18.
RESOURCES REQUIRED

Budget Program DB4450 (GASP)

1010 – Salaries General

1 – Chief Management Analyst $ 113,940
2 – Management Analyst II 144,460
1 – Event Attendant 30,779
1 – Warehouse & Toolroom Wkr I 28,745

Total Salaries General $ 317,924

9510 – Indirect Related Costs for Salaries

$ 174,014

Total DB4450 $ 491,938

IMPACT

Failure to fund this package would result in the Library’s inability to efficiently and effectively implement the Mayor’s Sustainability Plan for the Library, provide health and safety repairs to aging facilities in a timely manner, fail to prepare an effective and efficient plan to provide alterations and improvements to aging facilities. Failure to fund this package would also result in delays in the deployment of Library equipment for the public to use (e.g., computers, laptops, printers, promotional items, outreach materials, etc.).

Without the requested positions, there would be an impact on development and completion of sustainability projects, facility maintenance, delivery of Library equipment and insufficient support for events. In addition, without the new positions, the Library’s ability to meet the Mayor’s goals to provide excellent customer service would be reduced.