



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

September 19, 2008

To: Supervisor Yvonne B. Burke, Chair
Supervisor Gloria Molina
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

PUBLIC LIBRARY MANAGEMENT APPOINTMENT FOR BARBARA S. CUSTEN

Consistent with the August 4, 1998 Board-approved policy on managerial salaries, we have reviewed and recommend Board approval of the attached Public Library request to appoint Ms. Barbara S. Custen to the Assistant Director, Public Services, Library (UC) item with a salary of \$11,631.92 per month or \$139,583.04 per year. The requested salary would place Ms. Custen on the second quartile of Range 14 item and would provide for a 1 percent increase over her current salary of \$11,512.80 per month or \$138,153 per year.

Ms. Custen will report to the Chief Deputy County Librarian and will be in charge of the Public Services Division of the Public Library. The Public Services Division consists of the North, West, South, Central, and East Regions; the Outreach Programs; Adult, Collection and Youth Services; and Volunteers/Friends.

Since December 2005, Ms. Custen has been the Director of the City of Riverside's Public Library Department, and has over 30 years experience working in the field of Library Science. From 1998 through 2005, she functioned as the Executive Director of three California cooperative public library systems: the Metropolitan Cooperative Library System, the Santiago Library System, and the South State Cooperative Library System. From 1995 to 1998, she was the Director of the Yuma County Library District in Arizona. Ms. Custen has also held the position of Assistant Director and Head of Operations of the Martin County Library System in Florida. She has a Master of Arts degree in Library Science from the University of Michigan and a Bachelor of Arts degree in History and Political Science from the State University of New York at Stony Brook.

"To Enrich Lives Through Effective And Caring Service"

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Each Supervisor
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Based upon the information provided by the Department, we recommend that the Department's request be approved. In accordance with the policy on managerial salaries, please advise this Office if you would like this request placed on an upcoming agenda for Board action. Unless otherwise instructed by October 1, 2008, we will authorize the Department to proceed with this appointment.

If you require additional information, please contact me, or David Wei at (213) 893-2534.

WTF:LS:RG
DW:kd

Attachment

c: Executive Officer, Board of Supervisors
County Librarian
Director of Personnel

MARGARET DONNELLAN TODD
COUNTY LIBRARIAN

September 10, 2008

Fujioka
Harper
Sheehan

TO: William T Fujioka
Chief Executive Officer

FROM: Margaret Donnellan Todd
County Librarian



SUBJECT: **MAPP APPOINTMENT FOR BARBARA S. CUSTEN**

RECEIVED
2008 SEP 12 AM 9:53
CHIEF EXECUTIVE OFFICE

This is to request approval to appoint Barbara S. Custen, effective October 1, 2008, to the position of Assistant Director, Public Services, Library, at an annual salary of \$139,583 (\$11,631.92/month), which is the second quartile of MAPP Range 14.

As Assistant Director, Public Services, Library, Ms. Custen will have immediate charge of the Public Services Division of the Public Library and will report to the Chief Deputy County Librarian. Ms. Custen will provide professional and administrative direction to subordinate supervisors in provision of community library services to the adult and juvenile reading public in the unincorporated areas and cities served by the County Library District. Ms. Custen will also represent the County Librarian at community or professional meetings and conferences.

Ms. Custen has over 30 years of progressive experience working in the field of Library Science. Ms. Custen is currently the Director of the City of Riverside's Public Library Department. She has held key positions in other library systems, including Director of the Yuma County Library District in Arizona and Assistant Director and Head of Operations of the Martin County Library System in Florida. As the Director of the Yuma County Library District, she planned, organized, and managed the programs and services of a medium-sized library district serving a bilingual population of 168,000 with an annual budget of \$2.9 million. As the Assistant Director and Head of Operations of the Martin County Library System, she managed operations of a library system serving a population of 120,000 with an annual budget of \$1.5 million. Ms. Custen was also the Executive Director of the largest joint powers agency for public libraries in the State of California. In that capacity she worked with 46 jurisdictions to oversee the funding and execution of cooperative services among those institutions. In her current capacity, she is responsible for a large library system with a \$10 million budget. She is highly regarded in the State for her administrative abilities and her commitment to innovation.

William T Fujioka
September 10, 2008
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Ms. Custen's executive-level Library experience makes her an excellent choice to fill this hard-to-recruit vacancy and the requested salary is commensurate with her overall experience. A copy of Ms. Custen's resume is attached.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Terri Maguire of this office at (562) 940-8418.

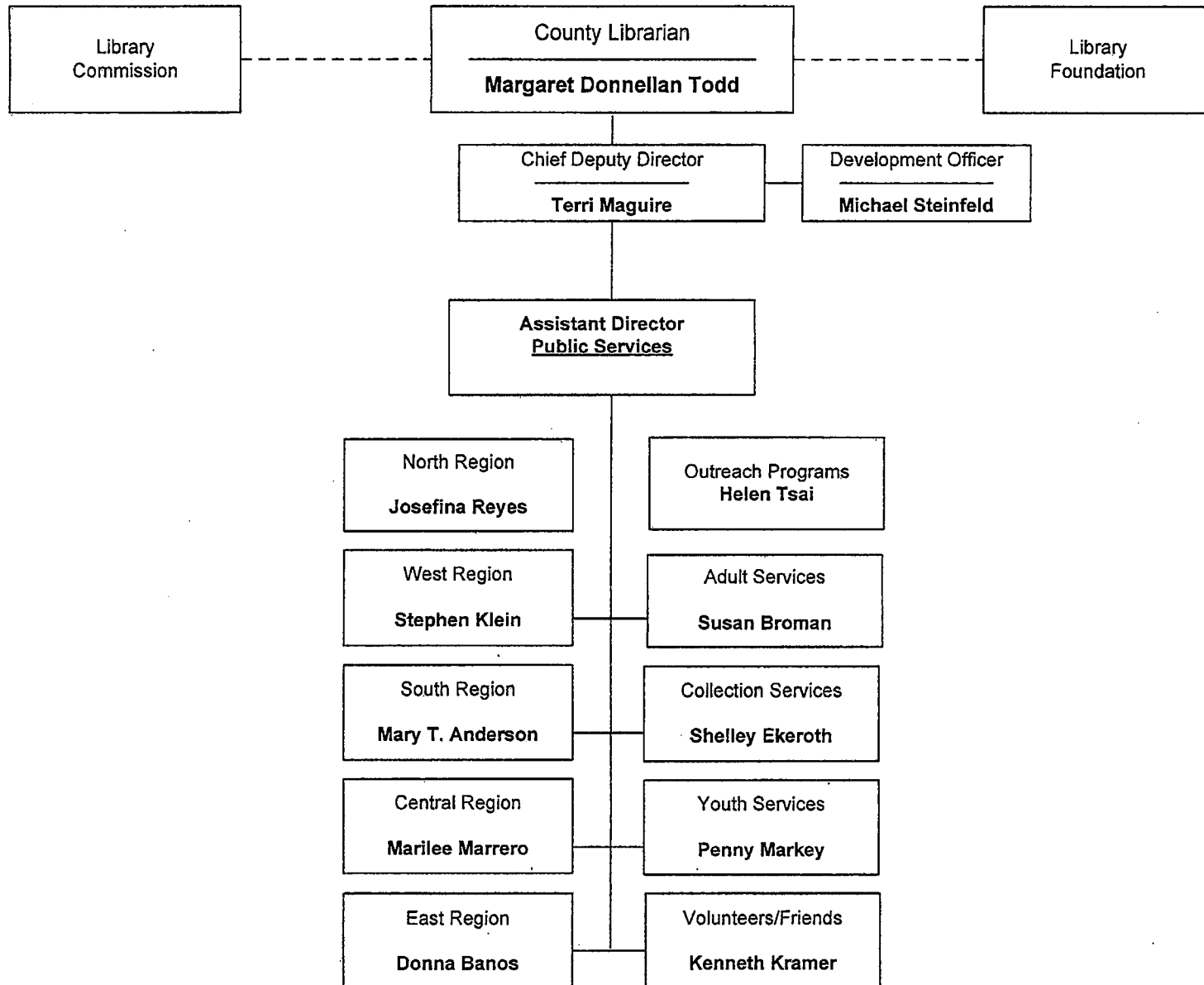
NOTED AND APPROVED:

William T Fujioka
Chief Executive Officer

Date

MDT:rmo
U:mdt

COUNTY OF LOS ANGELES PUBLIC LIBRARY



BARBARA S. CUSTEN

Riverside Public Library Director, City Department Head, December 2005 to current. Main Library/ five branches /sixth neighborhood branch under construction/one neighborhood branch under remodel and expansion/102 FTE/holdings= 450,000/annual budget \$10million:

- Plan, organize and direct the operations of a large diversified library system including but not limited to budget, automation, human resources
- Review and evaluate current programs serving a multicultural diverse population and ascertain that needs of all customers are met
- Monitor performance against parameters and compliance with City policies
- Direct, implement and review departmental goals, objectives, policies and procedures including collection development
- Work closely with the Library Board of Trustees, an administrative Board, providing technical and professional advice, recommendations and reports related to levels of service and other library related matters
- Provide technical and creative support for Library Foundation and Friends groups
- Plan development and expansion programs and facilities for the library system in conjunction with appropriate City officials, including plans for site acquisition, building and equipment
- Direct planning, implementation and evaluation of library automated systems and services which increase effectiveness and efficiency while reducing administrative costs
- Represent the library system and the City in the community and at professional meetings
- Organized and mobilized library action and service groups throughout the Inland Empire to effectively advocate for public libraries
- Established and maintained cordial, productive relations with political governing bodies thereby ensuring stable support for budgetary requirements and growth
- Maintain and effective balance in managing human and technology resources
- Implemented several systemwide technology projects expanding access to library resources, interactive internet based live tutoring help
- Expanded services to homebound customers

While serving from 1998 through 2005 as Executive Director of three California cooperative public library systems – the Metropolitan Cooperative Library System, the Santiago Library System, and the South State Cooperative Library System (MCLS, SLS and SSCLS) -- composed of all Los Angeles and Orange counties 45 public library jurisdictions with 300 facilities and two Ventura county public libraries, total service population exceeding twelve million Californians:

- MCLS monetary surplus increased more than 300% to \$3,000,000.
- MCLS annual grant and proprietary revenues increased to over \$2,000,000 .
- Expanded the MCLS/SLS/SSCLS vendor discount program.
- Aggressively and successfully sought and received more than 20 federal, state and private grants supporting creative programs and services for the member libraries' communities.
- Developed the 24/7 Virtual Reference Service which was so successful nationally that OCLC purchased the 24/7 assets to merge the product with the OCLC QuestionPoint product and develop a best of breed hybrid.
- Negotiated improved CalPERS retirement formula for MCLS staff, 2%@55, and successfully obtained outside funding to cover it.
- Developed a successful professional librarian mentoring and recruitment program, FILL (From Interns to Library Leaders), federally funded the first three years transitioning to its currently funded partnership model between MCLS and its member libraries.
- Assumed Executive Directorship of the South State Cooperative Library System.
- Created a collection of California materials for Governor Arnold Schwarzenegger's Los Angeles office.
- Restored statewide confidence in MCLS, earning strong support from the California State Library and Library of California Board.
- Maintained a high profile for MCLS/SLS/SSCLS and earned positive regard for our consortiums through networking, public presentations, and solid leadership.
- Completed an MCLS strategic plan that prepares MCLS for structural, funding, and service growth over the next three years.
- Partnered with diverse organizations, including the Simon Wiesenthal Center Museum of Tolerance, UCLA and SJSU/CSU Fullerton, the Institute for the American Musical, the Maymie Clayton Foundation, to improve service to library users, increase support to library education programs, and increase MCLS/SLS/SSCLS community presence.
- Implemented several system-wide computer projects, expanding availability of MCLS/SLS/SSCLS resources and lowering costs to individual jurisdictions.
- Created a positive and stimulating environment yielding increased employee productivity.

MY POSITIVE TRAITS INCLUDE

- Clear, confident and engaging public speaking style.
- Proven success generating new and increasing existing revenues.
- Highly developed skills in analyzing, planning, and writing.
- Strong, energetic, creative, and flexible leadership and human resources management skills.
- Astute and discerning political sense and the ability to work well in complicated situations.
- Comfortable and effective as a library advocate in any community.
- Ability to accomplish goals through practical efforts.
- Humor and a positive approach in pursuing issues and cooperating with subordinates, peers, and supervisors. A keen sense of fairness. Good listener.
- Ability to inspire colleagues, community and staff.
- Ability to get the most out of limited staff and funding.
- Willingness to be a team player as leader or subordinate in local government and other organizations.
- Practical risk taker. Know when to implement change and how to include community and staff in the process.

EDUCATION

Master of Arts in Library Science (M.A.L.S.), The University of Michigan, 1976.

B.A., History and Political Science, The State University of New York at Stony Brook, 1975.

RECENT COMMUNITY SERVICE, PROFESSIONAL MEMBERSHIPS AND PRESENTATIONS

2005 and 2006 National Legislative Day - California State Coordinator; July 2005 staff development presentation to the County of Los Angeles Public Library; MCLS strategic planning retreat October 2005; League of California Cities 2000 - 2004 Expositions. Conducted MCLS/SLS/SSCLS booth to promote public library awareness among elected officials; CLA 2003 PR Excellence Children's and Young Adults Summer Reading Program Materials awards; California Library Association Legislative Committee member November 2004-November 2008; California Library Association Day in the District participant; National Library Legislative Day participant 2001, 2002, 2004, and State Coordinator 2005 and 2006; County of Los Angeles Law Library Task Force 2004-2005; Califa Board of Directors member 2004-2007; CALTAC-California Association of Library Trustees and Commissioners member; MCLS staff committees; American Library Association; Public Library Association; Library Administration and Management Association; Library and Information Technology Association.

EMPLOYMENT HISTORY

1995 -1998. DIRECTOR, THE YUMA COUNTY LIBRARY DISTRICT, Yuma, Arizona.

Planned, organized, and managed the programs and services of a medium-sized library district (six branches and one bookmobile) serving a bilingual population of 168,000. FY 97/98 budget \$2.9 million, circulation 700,000. Governed by The Yuma County Library District Board of Directors (the Yuma County Board of Supervisors). Worked closely with The Yuma County Library Board of Trustees (an Advisory Board), the Yuma Library Foundation Executive Board, and Friends of the Yuma County Libraries Board.

Created the Yuma Library Foundation to advocate for our library system and raise funds for the Library District. Raised \$700,000 in grants and endowments in the first year. Participated in community affairs — served on the United Way Allocation Committee, and held memberships in Rotary International, Yuma Regional Medical Center Community Health Assessment Steering Committee, and others listed below.

Aggressively pursued grants from federal, state, local and private sectors. Implemented a five-year plan to restore the Library District's financial solvency and position the library for future capital development. Maintained strong fiscal support among the County Supervisors (the Library Board and taxing authority) despite a severe funding crunch.

Secured increased local revenues in support of Library services. Involved the Library District in creative partnerships with local education, government, and public service groups leading to revenue growth and efficient use of tax dollars. Received 1997 National Association of Counties Achievement Award for Meals on Wheels/Library Partnership.

Generated frequent and positive media coverage of the Library District. This publicity contributed to the Library's rating as "the most important Yuma County government service" in a 1997 County Administrator's telephone survey of 500 randomly selected citizens. Conducted an intense public information program — the local media covered library issues and service programs almost daily. Fostered library development programs and groups in a multi-cultural community — Friends groups, Library Foundation, Trustees, and Volunteers.

Successfully negotiated a \$500,000 contract and secured financing for a new library multi-user automated information system shared by the Library District and the local community college. Led successful effort to obtain a SIRSI (library automation) system — generated political and public support; created a library education, finance, and use consortium; negotiated the contract to achieve minimum cost; and supervised installation.

Composed the Library District Long-Range Plan (1997 – 2002) in a collaborative effort involving library staff, volunteers, local elected officials, Board members and the public. Coordinated capital planning with the contracted architectural firm. Implemented a staff development program emphasizing customer service.

1990 - 1994. THE MARTIN COUNTY LIBRARY SYSTEM, Stuart, Florida.

1994. ASSISTANT DIRECTOR/HEAD OF OPERATIONS.

Managed operations of a medium-sized (six branches) library system serving a population of 120,000 with annual circulation of 600,000. Developed and administered a \$1.5 million annual operations budget and coordinated support budgets. Mobilized and assisted library action and service groups. Acted as Main Library Director, Chief Personnel Officer for 41 employees, and

Emergency Operations Coordinator. Served on the Command Central Team during Hurricane Andrew. Served as Capital Improvements Coordinator for a 10,000 sq. ft. branch and a 60,000 sq. ft. joint-use facility. Planned and administered technology enhancement.

1992 - 1994. SYSTEMS COORDINATOR (LIBRARIAN III)

Developed and administered technical, circulation, intralibrary and interlibrary loan services. Served as Library Automation System Administrator. Developed and administered circulation and technical services budget. Managed system human resources. Served on Library Director's Administrative Council.

1990 - 1992. TECHNICAL SERVICES LIBRARIAN (LIBRARIAN II)

Automated, centralized and administered the technical services functions. Coordinated installation and implementation of the library's electronic bibliographic database (SIRSI). Administered library materials budget.

1987 - 1990. COLUMBUS METROPOLITAN LIBRARY, Columbus, Ohio. MANAGER OF ACQUISITIONS DIVISION (LIBRARIAN IV)

Managed daily operations for ordering, receiving and payment for all materials for large library system (20 branch libraries plus outreach and Main Library's seven division libraries). Prepared and managed annual acquisitions budget of \$4.5 million. Coordinated ordering procedures for children and adult services librarians. Performed workshops and regular on-site visits.

1976 - 1986. THE OHIO STATE UNIVERSITY COLLEGE OF LAW LIBRARY Columbus, Ohio. HEAD ACQUISITIONS LIBRARIAN (LIBRARIAN III)

Planned and managed all phases of the Acquisitions Department including human resources, automation, materials budget, ordering, receiving, processing and distributing materials. Served as collection development officer for all formats of the law library collection which consistently ranked among top fifteen nationally.