SOUTH PASADENA PUBLIC LIBRARY OPERATIONS STUDY

Final Report

April 12, 2016

Prepared by
Joseph Matthews
Library Consultant
Carlsbad, CA 92008

The very existence of libraries affords the best evidence that we may yet have hope for the future of man. — T.S. Eliot

TABLE OF CONTENTS

Section	Page
Purpose	1
Process	3
Background	5
Opportunities and Recommendations	13
Technology	13
Materials	17
Facilities	20
Youth Services	22
Operations	23
Organizational Structure	25
Finance	28
Using Data	29
Prioritization Framework	30
Summary of Improvement Recommendations	31
The Updated Strategic Plan	36

I have always imagined that Paradise will be a kind of library. — Jorge Luis Borges

PURPOSE

This study was commissioned by the City of South Pasadena to determine how library resources can be better allocated to support the *South Pasadena Public Library Strategic Plan, 2011 to 2015*. This study also continues an operations review study begun by Joan Frye Williams in 2014. In addition, during a second phase of this project, the consultant will prepare a new *South Pasadena Public Library Strategic Plan 2016-2020.*

Reflecting the Community's Vision

During the development of the South Pasadena Public Library's current strategic plan, the library purposely encouraged the participation of community members in order to ensure that the library's goals and objectives reflected the changing characteristics and needs of its residents. The resulting strategic plan envisioned improvements in five main areas:

1. **Technology** – The South Pasadena Public Library will expand and improve its use of new technologies to provide access to library materials, information about library services, and help its customers connect to the online world.
2. **Facilities** – The South Pasadena Public Library will provide a facility that is welcoming, comfortable, easily accessible and flexible.
3. **Materials** – All The South Pasadena Public Library users will have access to library materials that reflect community needs and local culture.
4. **Youth Services** – The South Pasadena Public Library will provide youths with the resources they need to succeed in school and work to nurture a life-long love of learning and reading.
5. **Finance** – The South Pasadena Public Library will work to ensure financial stability while providing cost effective operations.

In addition to these five broad topics, this report will also address current library operations and organizational structure.

Meeting the Demands of a Vibrant Community

Public libraries were originally called upon to acquire, organize and then share materials (predominantly recreational). The vast majority of these materials were books purchased from commercial publishers. The value of any library's collection is rooted in the worth of a local copy of a title that is of interest to a customer. However, for some the value of the local copy is reduced to almost zero when a digital copy of the same item can be retrieved anywhere, anytime. Today public libraries are in transition as society is moving with ever-increasing speed to the digital environment. The Internet does indeed change almost everything. Thus, public libraries, including the South Pasadena Public Library, are moving to involve their communities in a planning process to reinvent themselves so that they are responsive to the current needs of their community.

The public library is no longer the "go-to-place" for gaining access to information – the Internet is. Collections and library catalogs are losing value everyday as people shift to purchasing pBooks (print books) and eBooks online from a host of sources. Thus, public libraries must position themselves so that they are where the people are – which is increasingly online, especially the use of online social media sites.

In addition, the residents of South Pasadena live in a community that is surrounded by good public libraries in nearby communities. And many South Pasadena residents take the opportunity to visit other public libraries as many of the residents from other communities come to South Pasadena to visit its public library.

Maintaining Excellence

While it is clear that the staff of the South Pasadena Public Library has been stressed as the result of budget cuts, especially in the acquiring of new materials, staff have continued to provide high levels of customer service and will do so in the future. This study seeks to identify ways to streamline and modernize library practices by suggesting priorities for improving existing services and to suggest new services within the constraints of the library's staffing and materials operations budget.

What This Study Is Not

This review of library operations is not a look into prior decisions, nor is it an inquiry into how the library got where it is today, or an attempt to "grade" the library's performance. Nor is this study an evaluation of library employees. However, it is the opinion of this consultant that the South Pasadena Public Library staff members are dedicated and care deeply about the quality of services that they provide.

The goal of this study is to identify opportunities that will result in improved library services for the users of South Pasadena Public Library. As the demographics of South Pasadena change the library must reinvent and repurpose itself to more effectively serve as many community members as possible.

Historical photos courtesy of the South Pasadena Public Library

PROCESS

The analysis resulting in this report was conducted from October 2015 to January 2016. The activities included:

1. Analysis of Library Documents

The consultant reviewed primary source documents including:

- South Pasadena Public Library Strategic Plan, 2011 to 2015
- 2014 South Pasadena Public Library Operations Study report prepared by Joan Frye Williams
- Library budgets
- Library organization chart
- Library position descriptions
- Library Website
- Annual statistics submitted by the library to the California State Library for its annual California Public Library Survey
- A number of reports about patrons and materials generated from the library's integrated library system.

2. Interviews with Staff Members and Key Stakeholders

In order to develop a much richer understanding about the library, the consultant interviewed almost all staff members as well as members of the Library Board of Trustees, and Board members of the Friends of the Library. The consultant would like to acknowledge the thoughtful comments and observations made during these interviews and to thank the participants for the hospitality extended to the consultant. Those interviewed included:

Library Staff Members

Curtis Callahan
Chelsea Clark
Spenser Coates

Library Staff Members (continued)

Sean Faye
Steve Fjeldsted
Andrew Grafton
Christina Lozano-Jones
Ann Palmer
Barbara Posner
Suzanne Soto
Michael Toman
Maida Wong

Library Board of Trustees

Carolyn Flemming (new member as of 2/3/2016)
Andy Lippman
Constance Lue

Library Board of Trustees (continued)

Ed Pearson
Ann Penn
Rick Thomas

Friends of the Library

Dorothy Cohen
Kristen Dube
Ann Messana
Marcia Sainer
Jane Schirmeister

Other Community Members

Glen Duncan, Route 66 Historic Association
Bredan Durrett, Former President of Library Board of Trustees and Chair of Library Measure L Committee
Sally Kilby, South Pasadena Chinese-American Club
Lincoln Skinner, Pastor of the Oneonta Church
John Selmer, Santa Fe Crafts
Odom Stamps, Former South Pasadena Mayor and Architect
Liliana Torres, Community Services Department
John Vandercook, Re-Imagine Your Home
Laurie Wheeler, Director of the South Pasadena Chamber of Commerce
Geoff Yantz, South Pasadena Unified School District Superintendent

3. Observation

The consultant also visited the library on a number of occasions in order to better understand how staff provide services and use resources in order to accomplish their jobs. This report is the result of all of the observations, interviews, and reviewing of documents.

4. Consultant Perspective

The consultant's perspective for any Operations Study is that it offers the opportunity for:

- Improved Customer Service – by solving problems for customers, enabling self-service, and providing new and better service
- Increase Staff Capacity – improving and eliminating staff workflows that do not add value (from the customer's perspective), improving transparency, communication and engagement
- Meet New Service Demands – best achieved by reallocating existing resources
- Rationalize Use of space – using renovations to reduce the need for staffing when it is unnecessary (consolidate service points)
- Increasing Engagement with the Community – providing more opportunities for staff to develop partnerships with the community.

5. Opportunities and Recommendations

Once the analysis was complete, the consultant considered ways to strengthen existing services and explored the possible introduction of new services. Considering the goals and objectives of the library's strategic plan and drawing upon the best practices and innovative services from other libraries, the consultant identified a variety of proven techniques for streamlining, modernizing, and building necessary capacity to provide quality services in the coming years. These opportunities and recommendations are documented in this report.

Joan Frye Williams in her 2014 report identified five major opportunities that the South Pasadena Public Library should embrace. These opportunities include:

1. Improve Ease of Use for the Customer
2. Make Customer Service Seamless
3. Adopt Service Techniques that can be Scaled Up Without Adding Staff
4. Restructure Management
5. Use Data to Drive Service Management

This report uses the recommendations contained in the *2014 South Pasadena Public Library Operations Study* report by Ms. Frye Williams without duplicating the discussion that led to the recommendations. Note also that in some cases the recommendations are modified to reflect a deeper understanding of the needs of the community.

A draft of this report was reviewed and discussed at length with the South Pasadena Public Library Board of Trustees and the senior librarians on staff at the library. The consultant appreciates all of the thoughtful discussion that led to this final report.

BACKGROUND

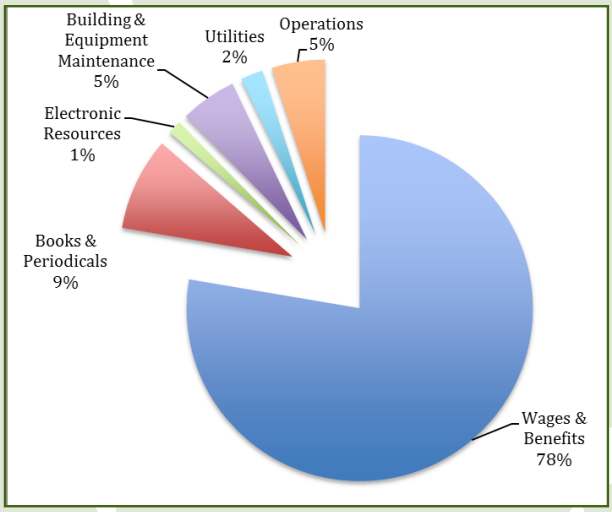
The South Pasadena Public Library is located at the center of the city inside Library Park shaded by a host of mature trees. Adjacent to the library is the City's Senior Center. The original two-story library was built in 1907 and was funded by the Carnegie Corporation. A 20,000 square foot, two-story addition to the original library was built in 1980. Currently, the library occupies a total of 24,500 square feet (including the Community Room). It should be noted that the newest part of the library itself is now 35 years old and is long overdue for renovation.

In November 2015, voters approved Measure L, a property tax to support the library, which means that the library will receive about $306,000 in fiscal year 2016/17 - this represents about 15% of the library's annual budget.

Library Budget

The South Pasadena Public Library's budget totals some $1.5 million Staff wages and benefits account for the largest proportion of the library's budget (78%) followed by the acquisition of books and periodicals and licensing of electronic materials. Most of the information technology expenses are a part of the City's budget.

In addition to the City's General Fund, the library receives revenue from several other sources (the largest of these are the Measure L funds - $230,000 in 2015-16. This will increase to $306,590 in 2016-17 with a 3% increase each year thereafter. The second most important source of income for the library comes the Friends of the Library, which provided some $80,148 this past year to the library. The Friends of the Library maintain three endowment funds to support technology, books of enduring value, and children's titles



South Pasadena Public Library Expenditures

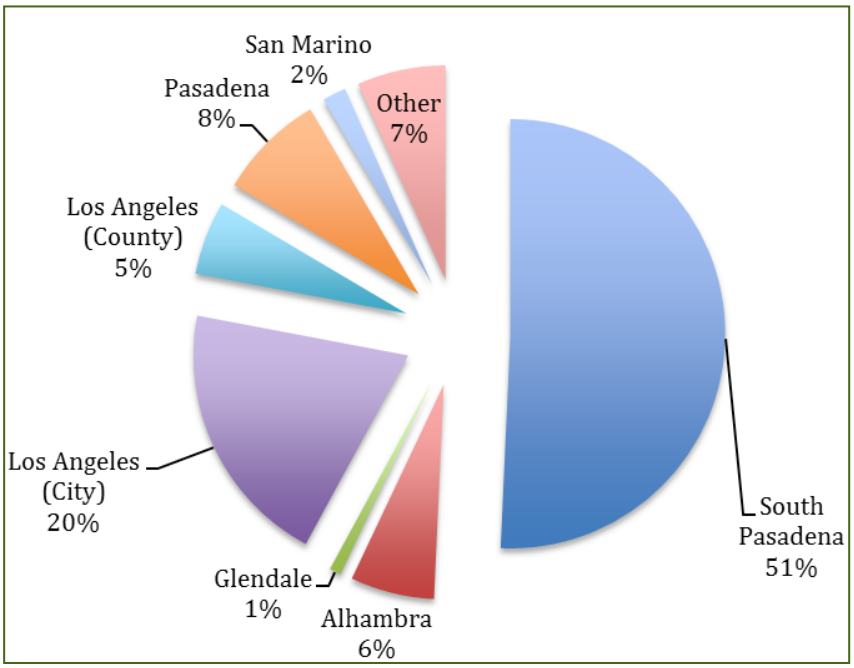
Community Demographics

South Pasadena is estimated to have slightly over 26,000 residents of which 23.4% are under the age of 18 and 12.1% are over the age of 65 (U.S. Census data). The community is well educated with 63.0% of the residents having a Bachelor's or higher degree (statewide average is 30.7%). Slightly more than 30% of the residents are Asian and some 18% are Hispanic/Latino. Interestingly, more than half of the residents live in rental housing.

Library Patrons

The library currently has 35,157 individuals who have registered and received a library card. Of these, 17,833 or 69% are residents of South Pasadena. Residents from other nearby cities that have registered for a library card include Alhambra (6% of total cardholders), Pasadena (8%), and the City of Los Angeles (20%).

Examining the South Pasadena residents who borrowed materials from the library in the past year, we see that only children under the age of 16 are very active users.



South Pasadena Public Library Patrons by Local Jurisdiction

Borrowing of Library Materials by Age Range

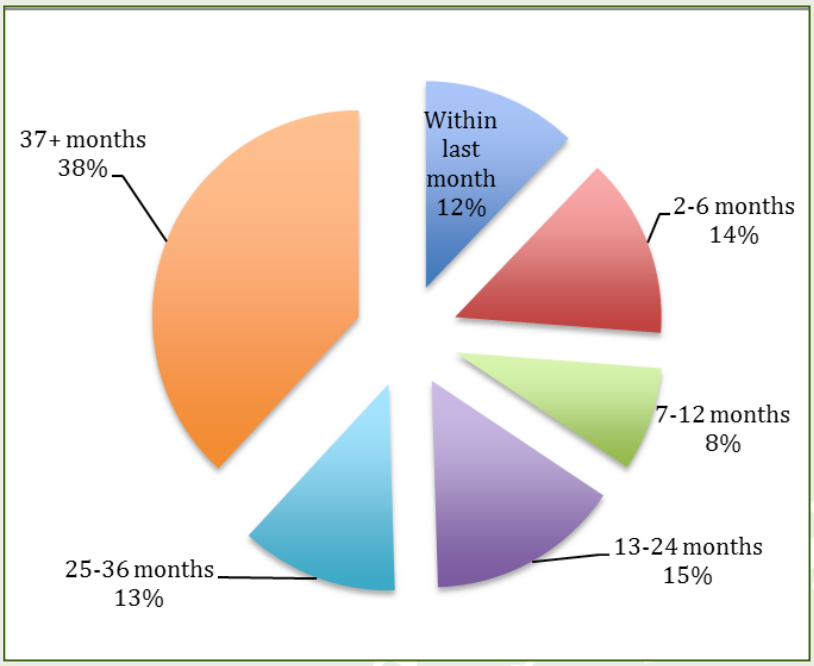
Age Range	Total	Library Use This Year	% Use This Year
Under 16	2,795	1,520	54.4%
16 – 24	2,324	617	26.5%
25 – 34	2,577	560	21.7%
35 – 44	3,092	1,232	39.8%
45 – 54	3,063	1,163	38.0%
55 +	3,193	1,327	41.6%

Frequency of Use

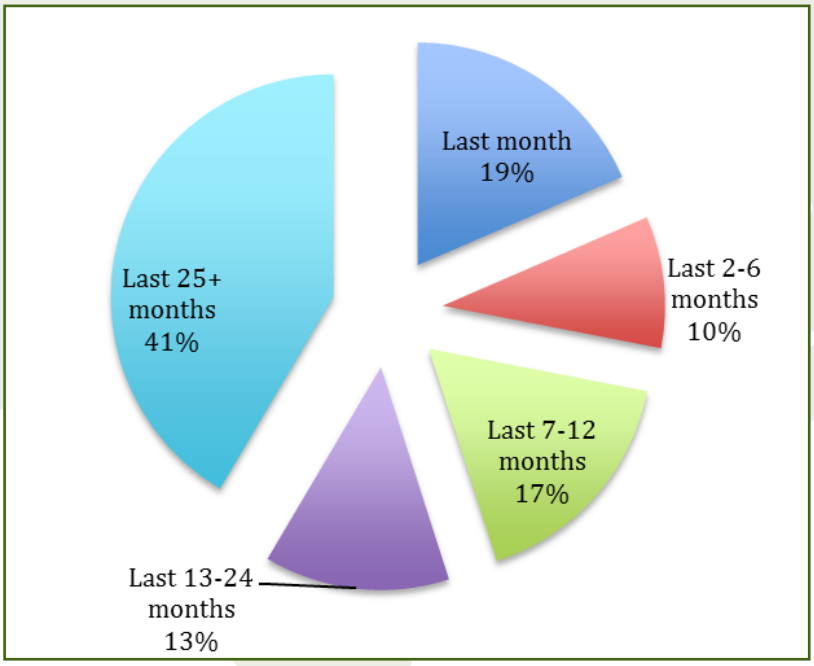
Twelve percent (12%) of library patrons have borrowed materials from the library in the last month and about a third (34%) of library patrons borrowed materials at least once in the last year; another third borrowed materials sometime in the last 2-3 years; and another third have not been to the library in 4 or more years.

It is interesting to note that almost half (46%) of South Pasadena residents with a library card have borrowed materials in the last year and slightly more than 41% of South Pasadena residents with a library card have not borrowed materials in more than 2 years.

The South Pasadena Public Library is a very popular destination with about 825 individuals coming through the doors each day (total annual gate count was 280,295). Not everyone entering the library borrows library materials - some come to study, read, meet others, do research, use an Internet computer, attend a program, and so forth. Programs in the Community Room do not affect the gate count so use of the library is actually even higher.



Library Patrons Last Date of Borrowing Materials



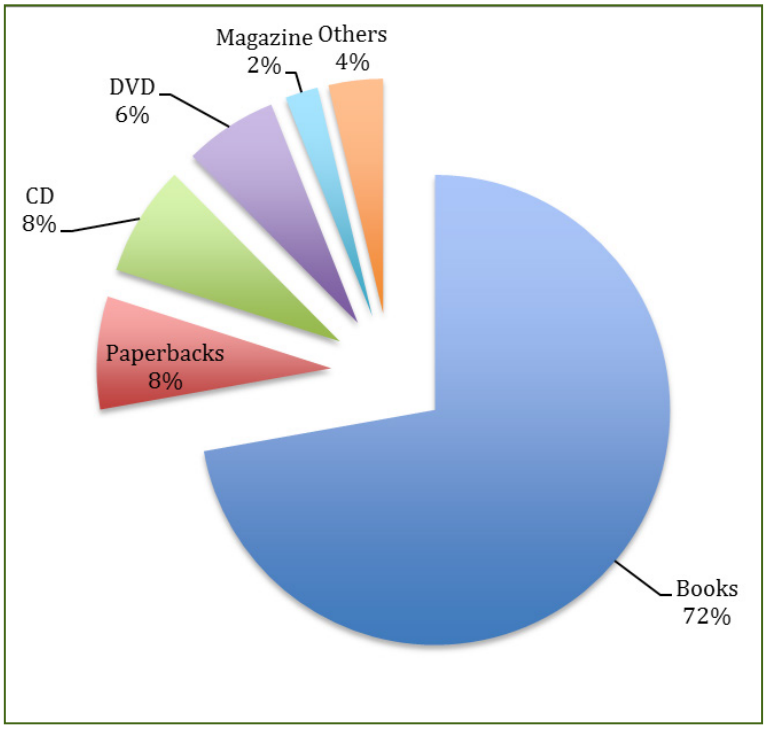
South Pasadena Residents with a Library Card by Date of Last Borrowing

The Library's Collection

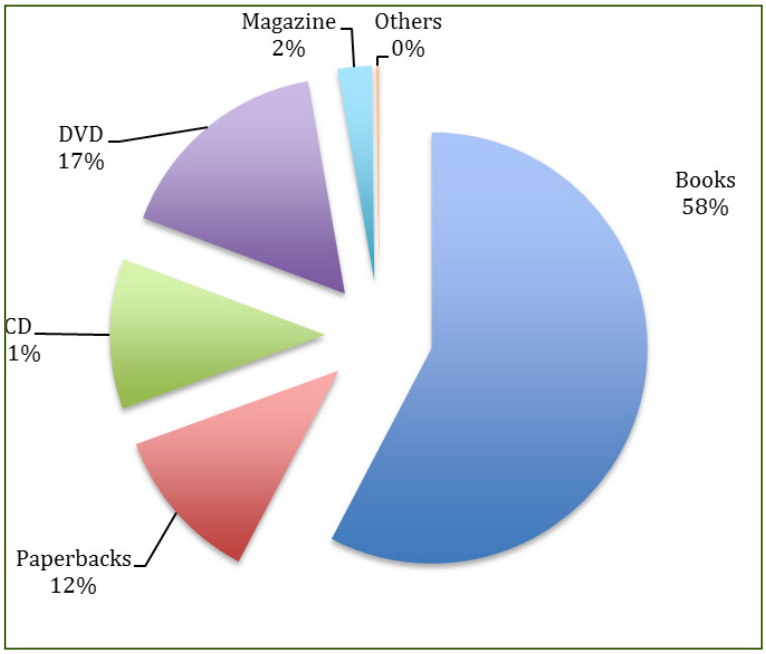
The library's physical collection contains some 138,474 items and of these, 80% are books while audio CDs account for 8% and DVDs consist of another 6% of the total collection.

The South Pasadena Public Library also provides access to 18 digital resources. Data about the number of items that have been downloaded is unavailable.

Employment Resources	*Homework Assistance*
A to Z Learning Express Library	Live Homework Help Scholastic SIRS – pro and con views on controversial topics Toucan Valley Social Studies Fact Card
Genealogy Resources	*Reading Recommendations*
Ancestry Library Edition	NoveList Plus Book Browse
Local History	*eBooks*
Calisphere Flickr	Overdrive – eBooks for everyone Tumblebooks – eBooks for children
General Research Resources	
Gale OneFile Gale Virtual Reference Los Angeles Times Oxford English Dictionary World Book Encyclopedia	



South Pasadena Public Library Collection by Type of Materials



South Pasadena Public Library Collection Use by Type of Materials

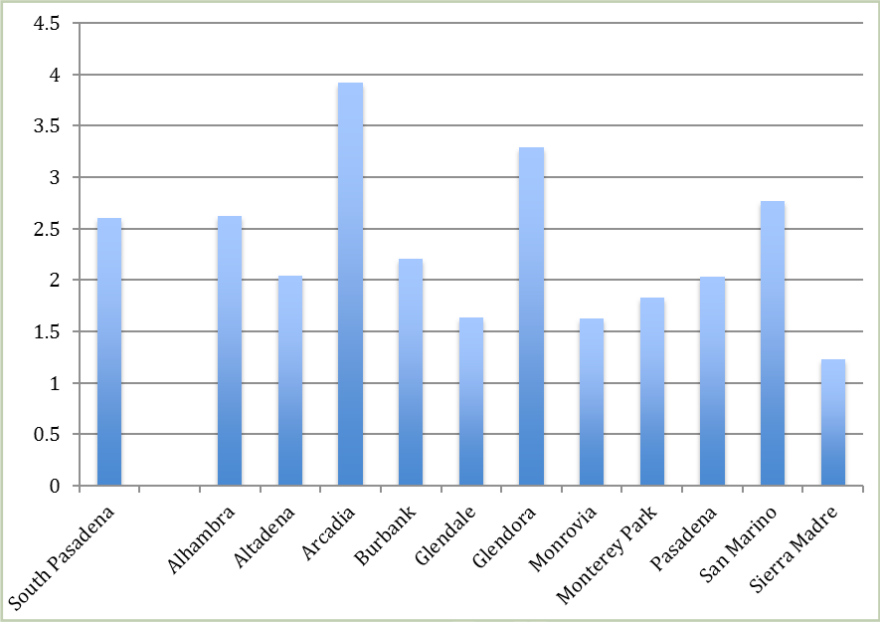
Use of the Collection

Continuing to attest to the popularity of a very traditional medium, almost three-fourths (70%) of the materials borrowed are books, followed by DVDs (17%), and CDs (11%). Magazine borrowing and other materials types account for the remaining usage.

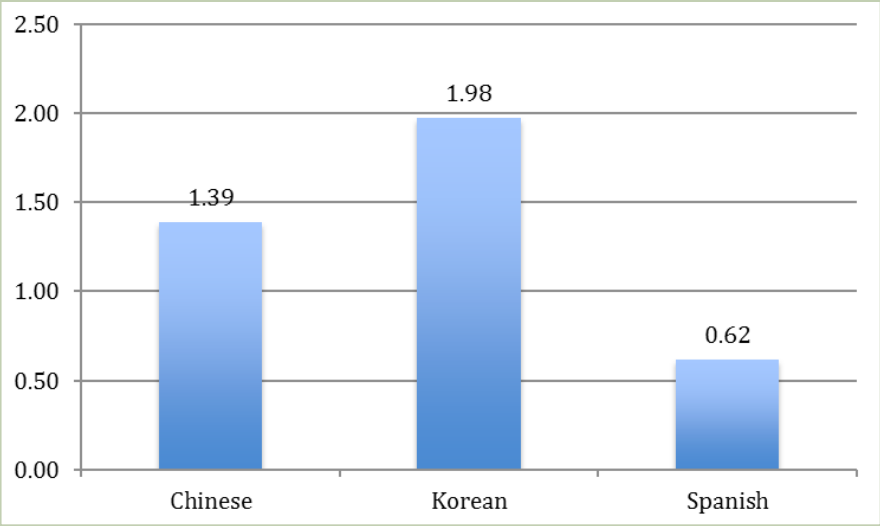
Another performance measure that provides an indication of the appropriateness of a library's collection is the overall turnover rate (circulation rate divided by the size of the total collection). A collection turnover rate of 2.5 or higher indicates a collection that is well used (the assumption being that a collection that is appealing to the members of the community will be used more). The turnover rate for the South Pasadena Public Library is 2.6 – only three nearby libraries have higher collection turnover rates higher than South Pasadena.

The use of the library's International Collection is quite variable. The three languages in the International Collection – Chinese, Korean and Spanish – have collection turnover rates that are below 2.0, and Spanish has the lowest turnover rate of .62.

It should be noted that the South Pasadena Unified School District has started a Spanish language immersion program this year and next year will be starting a Chinese language immersion program.



Collection Turnover Rates



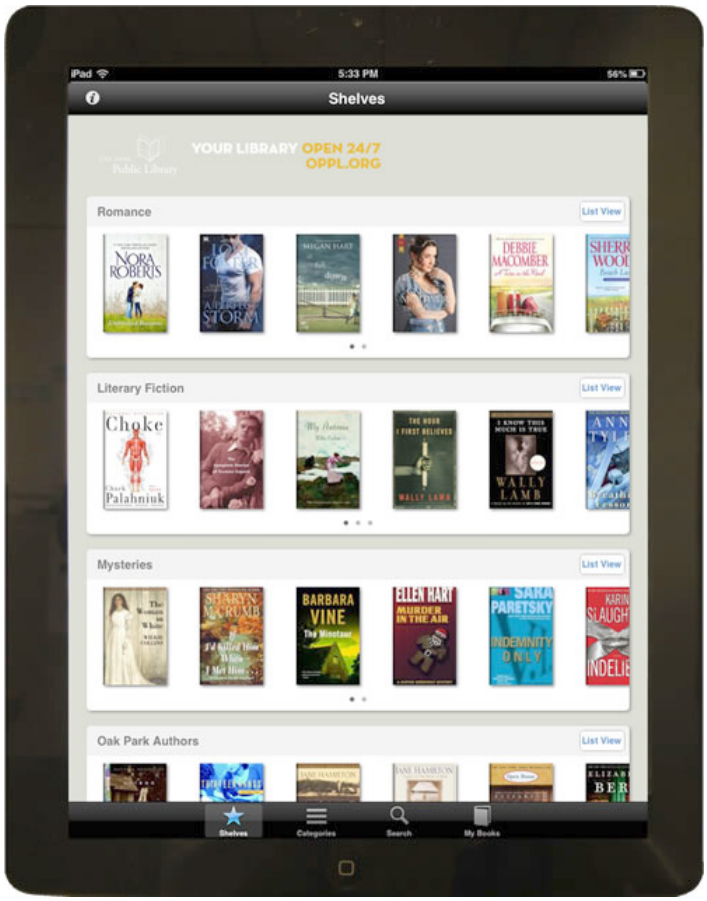
International Language Turnover Rates

eBooks

Library patrons may borrow eBooks (download to their own device for a period of time) provided by two vendors: Overdrive (for adult eBooks) and Tumblebooks (for children's eBooks). The library has 8,866 eBooks, 4,960 digital audiobooks, and 30 videos accessible via Overdrive. A total of 6,077 eBooks were checked out during the 2014/2015 fiscal year. The cost of Overdrive is just over $10,000 per year (the base price is $3,000 per year). The cost per use of downloading an eBook from Overdrive is $1.65 (this is fairly high suggesting the library needs to do more marketing of eBooks).

An additional 318 eBooks and 80 videos are available from Tumblebooks. A total of 1,811 eBooks were downloaded from Tumblebooks last year (which costs $599 per year). The cost per use of Tumblebooks is $.33 per use.

Library patrons would more likely download eBooks if there was a stand-alone kiosk that patrons could browse available eBooks (such as the 3M Cloud Library or the Biblioboard system).



Programs

The South Pasadena Public Library presents a number of programs for pre-school and school-age children, teens and adults. Regularly scheduled children's programs include Toddler Storytimes (ages 1-2), Toddler Storytimes (ages 2-3), Preschool Storytimes, Family Storytimes, and Barks and Books. Other interesting children programs include a Tween Journalism Camp, a Tween Writing Series, Art Contest, and Bookmark Contest. Adult programs include a monthly Computer Class, Affordable Healthcare Act sessions, LA Opera Talks, a monthly Book Group, a Job Search workshop, and Author Nights. In addition, the library provides concerts, film screenings, plays, and living history nights that appeal to all sectors of the community.

Number of Program offerings and associated attendance is shown below.

Program Offerings and Attendance

Type of Program	Number of Programs, 2013-14	Attendance 2013-14	Number of Programs, 2014-15	Attendance 2014-15
Pre-School	128	5,516	125	**5,529**
School Age	168	15,701	162	18,775
Young Adult	11	564	13	824
Adult	48	5,146	59	3,632
Totals	**355**	**26,927**	**359**	**28,760**

Compared to other nearby public libraries, the South Pasadena Public Library offers a moderate number of programs per capita. However, program attendance per capita is very high (although attendance declined compared to the prior year).

	Number of Programs	Program Attendance	Attendance Per Program	Programs Per Capita	Attendance Per Capita
South Pasadena	355	26,927	75.9	13.6	1,035.2
Alhambra	478	13,523	28.3	5.6	159.7
Altadena	247	7,992	32.4	4.7	151.1
Arcadia	1,065	26,124	24.5	18.5	454.3
Burbank	406	29,937	73.7	3.8	283.6
Glendora	461	22,110	48.0	9.0	431.1
Glendale	2,541	68,757	27.1	13.0	351.2
Monrovia	243	19,078	78.5	6.5	513.4
Monterey Park	2,436	35,496	14.6	85.8	1,250.7
San Marino	322	10,035	31.2	24.1	752.2
Sierra Madre	297	7,833	26.4	26.8	706.1

Reference

Librarians provide reference service at the Reference Desk located on the first floor. During the last year, some 18,866 patron questions were answered. Given that the library was open a total of 2,679 hours last year (7 days a week), this equates to answering about 7 questions per hour. The value of reference services has been sharply declining in recent years as more people seek information online 24/7 – as and when needed using their handheld electronic devices.

Library Staff

As of December 2015, the library has a total staff of 19.1 FTE with a total of 6 full-time professional librarians.

Overall Rating

Each year, *Library Journal* publishes an article ranking all public libraries based on their budget size. A service index is created by combining circulation per capita, visits per capita, program attendance per capita, and public Internet computer use per capita data. Data for the 2015 rankings are from the 2013/14 fiscal year. Out of the 1,400 libraries across the U.S. with budgets that range from $1 million to $4.9 million, the South Pasadena Public Library ranked 221 (15 California public libraries ranked higher than South Pasadena).[1]

1 Keith Curry Lance and Ray Lyons. America's STAR Libraries: The LJ Index of Public Library Service 2015. *Library Journal*, November 1, 2015, 24-34.

OPPORTUNITIES AND RECOMMENDATIONS

The Short-Term Future of the South Pasadena Public Library

TECHNOLOGY

The expectation of people who visit the public library is that they will find information technology sufficient to meet their needs. Most people expect that the library will provide sufficient Internet workstations and a WiFi network with adequate bandwidth to accommodate all of the people who bring their own devices.

Recommendation # 1 – Improve the library's WiFi network

With the passage of Measure L (Library Special Tax Initiative) in November 2015, the Library's WiFi wireless network is scheduled for a significant upgrade (adding 8 more wireless access points). Hopefully the upgrade will occur in the Spring of 2016. However, the amount of bandwidth consumed by users of the WiFi network should be monitored and additional bandwidth provided, when needed, to ensure that people have both access to the network and the ability to print and download content in a timely manner.

Recommendation # 2 – Increase the number of Internet workstations to reach a target of one workstation for every 1,000 residents

The complement of additional workstations might include standard desktop PCs, as well as tablets and/or portable devices such as Chromebooks. The library should consider installing a self-service laptop/tablet dispensing machine to provide access to these devices (cost for a dispensing machine is about $25,000 – the machine can dispense iPads/tablets in units of 6.2 It is recommended that a machine able to store/dispense 18 iPads/tablets be purchased as a starting point). A user borrows an iPad/tablet using their library card. Each device would have WiFi capabilities (including WiFi printing) thus minimizing the need for data cables.

Self-service laptop/tablet dispensing machine

Recommendation # 3 – Provide guest passes for Internet only users

Providing a guest pass will reduce the need for staff to interact with visitors who only want to use an Internet computer. The guest pass would allow someone to use an Internet computer or gain access to the WiFi network

2 Laptopsanytime is a vendor that provides a dispensing machine with experience in the library marketplace.

Recommendation # 4 – Upgrade PCs to run current operating system

Every PC in the library, including the Internet workstations, should have identical amounts of RAM memory and a very recent version of the operating system (e.g., Windows 7). Older versions of the computer operating system are no longer maintained and thus are more susceptible to security breaches.

Recommendation # 5 – Use an information technology upgrade/ replacement budget category

The reality is that information technology is constantly changing and software and hardware upgrades are necessary in order to ensure that the technology continues to operate in an efficient and secure manner. As time goes on, the library will become increasing reliant on technology. It is anticipated that staff workstations will be replaced this year with newer model computer workstations. Line item fund 105 can be used for this purpose.

Self-Checkout Kiosk

Recommendation # 6 – Fiber optic connection to the library

There are two lines that connect the library to the Internet – one for staff and one for the public. The library should upgrade its current 100 MB fiber connection to the City Hall network to a 1GB connection. The State Library provides grants to assist libraries in converting to a fiber optic connection to the Internet. The baseline connection provides space for a minimum of 1 GB of bandwidth – almost a 100 times improvement over the very slow and congested bandwidth currently available. The library needs to have a 1GB connection to the Internet for both staff and the public.

Recommendation # 7 – Install self-checkout stations

Install four (4) self-checkout stations near the main entrance and one in the Children's area. Note that it will be necessary to upgrade the library's ILS to Symphony 3.5 to support self-checkout machines.

Recommendation # 8 – Dedicate a computer workstation for patrons to register for a library card

Providing a dedicated PC for patron registration will eliminate the need for a paper form and free up staff time dedicated to data entry.

Recommendation # 9 – Install equipment to allow patrons to pay library fines and fees using a credit card

The library's existing integrated online library system has the necessary software so all patrons can pay fines and fees using a credit card. This will do much to improve customer satisfaction and income revenue.

Recommendation # 10 – Reinvent the Library's Website as a full-service eBranch

For many residents, the Library's Website is the only way they interact with the Library. The Library's eBranch provides access to electronic resources including (database, eBooks, and in the future, streaming media – audio and video) as well as more robust information about upcoming events and programs. Library patrons should be able to check/update their account information, place a hold, request an item be purchased, interact with a librarian using chat, make a financial donation to the library and so forth. The existing library Website is difficult to navigate and needs to be significantly updated and redesigned. This updated Website must be accessible and optimized when using handheld mobile devices (smartphones).

The library will need to:

- Hire an experienced Website developer (consultant) for the project
- Consider separating the library's Website from the city's Website for improved security (majority of traffic to the Website is to gain access to the library's content)
- Recognize that the library's Website must provide access to a large amount of digital content (that will require significant computer resources)
- Improve the visibility of the library's Website using search engine optimization techniques
- Use Google Analytics to constantly monitor and improve the site
- Library should hire an individual who would be responsible for maintaining/improving the library's Website.

Recommendation # 11 – Purchase/license a library services app

Providing a library services app that customers can download that will allow patrons with mobile devices to place a hold, check their account, learn about upcoming events, and so forth.

Recommendation # 12 – Broaden the distribution of library programs

The library should video record library programs and make them available on the library's Website, the community access cable TV channel, as well as posting them to Facebook, YouTube and other social media sites. While it may be necessary to obtain copyright permission to use some material in a program, this is not an onerous task.

The library needs to do a better job of promoting all of its programs and classes using its Website, the City and Friends newsletters, local newspapers, and most importantly using social media.

Recommendation # 13 – Expand the Library's social media presence

With more than 50% of the world's population having access to the Internet via hand-held smartphones and other electronic devices, increasingly the world is operating at the network level while the primary focus of the library is its space, its collections and the programs and services it offers within the building (the institutional level). Thus, staff members must have the time to spend interacting with library patron's online using social media – Facebook, Twitter, Instagram, Flickr, Pinterest and so forth. The use of social networking sites allows the library to build community including people interested in South Pasadena who no longer live in the community.

A search for "South Pasadena" on Wikipedia found two entries – a general entry describing the city and its environs (no mention of the public library nor of City Hall) and as a stop on a metro line. Clearly this represents a significant opportunity for librarians to enrich the City entry but also to contribute additional historical content related to South Pasadena. The library should budget for use of a social media management tool such as Social Flow (recommended), Hootsuite or agorapulse.

Recommendation # 14 – Explore the possibility of sharing an integrated library system

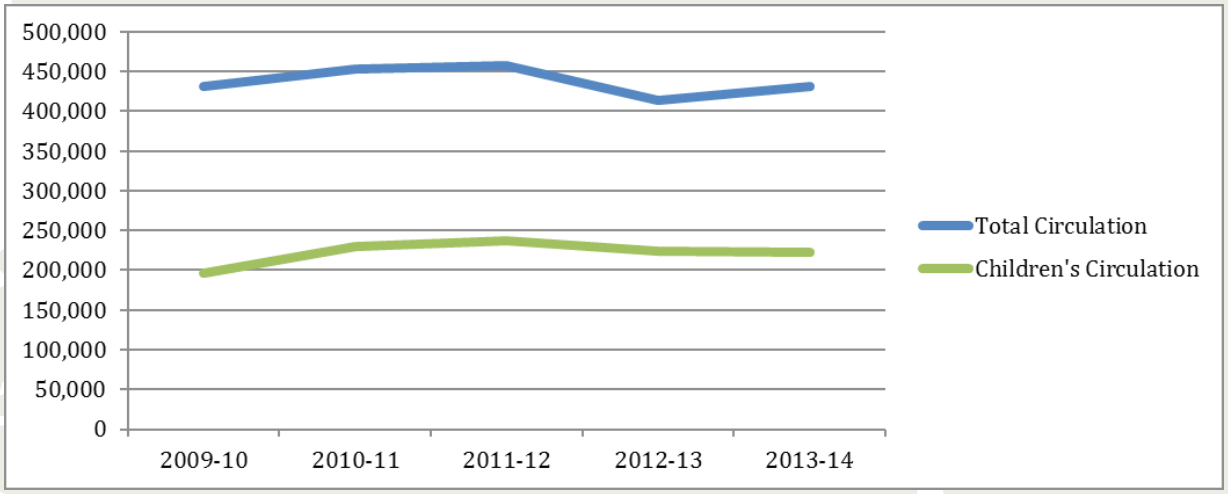
The library's online integrated library system, developed and maintained by SirsiDynix, only serves the South Pasadena Public Library. The cost to the City of maintaining this ILS system is $2,800 per month. Sharing an automated system with several nearby libraries would expose the collections of all these libraries to the patrons of each library so that more resources would be immediately accessible. In addition, the costs for maintaining each library's integrated library system would decline (a formula based on the number of patrons and items could be used to allocate costs).

Recommendation # 15 – Implement RFID

In conjunction with the Library's next major renovation (as yet unapproved and unfunded – discussed in the next section of this report), the Library should implement RFID (radio frequency identification) as a means of identifying and tracking each item in the library's collection. Rather than using a barcode to identify each item, an RFID tag is used. Having each item identified using RFID allows the library to ultimately install a sorting system for all items being returned to the library. A sorting system improves the speed with which returned items are placed back on the shelves using fewer staff resources. RFID also reduces staff repetitive motion injuries and potential employer liability.

MATERIALS

The printed book will continue to be a cornerstone for learning and recreational reading for residents of all ages for the foreseeable future. The irony is that the number of new print book titles published increases each year (as do the number of eBooks – published by the "regular" publishers as well as self-published eBooks). Yet, public libraries do not have the space to continue to add many new print book titles unless they discard books that are not longer in demand. Over the last five years, total borrowing of materials has remained fairly constant at about 450,000 items (borrowing of children's materials is about 50% of the total).



Total Borrowing of Physical South Pasadena Public Library Materials Over the Last Five Years

Recommendation # 16 – Library must immediately reduce the number of items in its book collection in order to "right size" its overall collection. However, the library should continue to refresh at least 6 to 8% of its book collection each year.

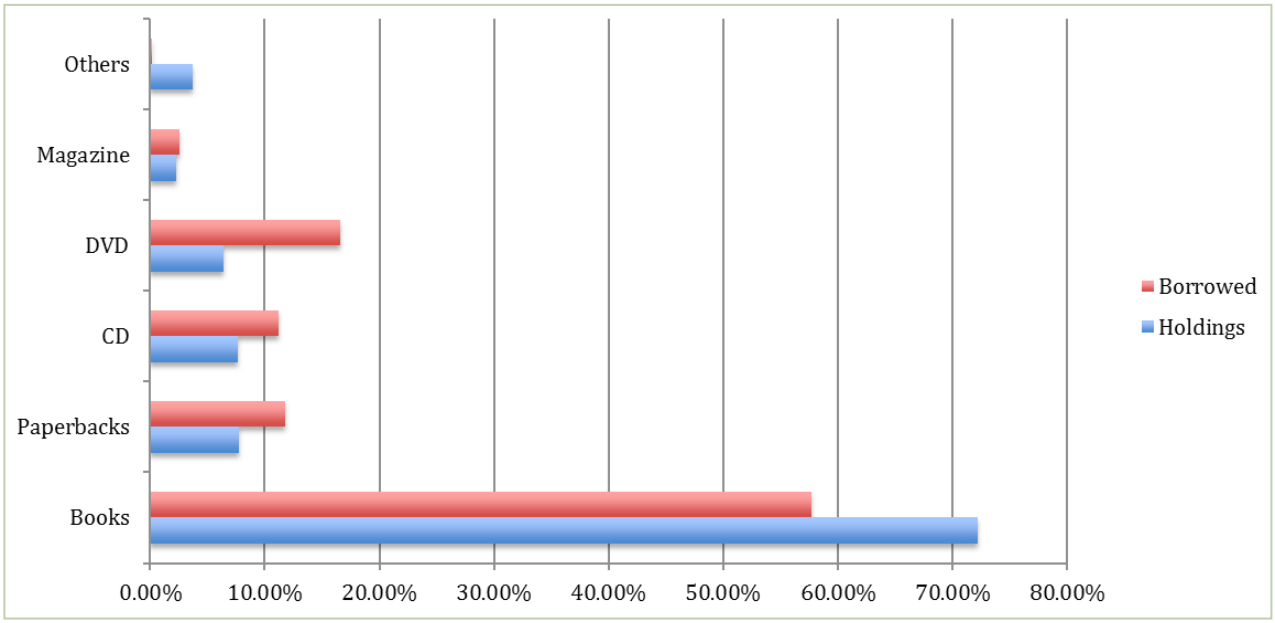
Upon entering the South Pasadena Pubic Library one is immediately struck by the chock-a-block shelves that are full of books and other materials within the building. A library is considered to have a collection that is in "balance" with the interests and needs of its community when the percent of borrowing for a particular type of material is about the same as the percent of holdings (number of items in the collection).

This is not the case for the South Pasadena Public Library. As seen in the following chart, the percentage of books in the collection (holdings) significantly exceeds the percentage of books being borrowed (thus, the size of the book collection should be reduced). The number of books that should be pulled from the shelves (weeding of the collection based on last date of use) should be 14,000 – 14% of the total number of books currently in the collection.

In addition, the size of the DVD collection should be increased given the popularity of this format (percent use is more than double the percent holdings). Installing "retail style" shelving for DVDs with attractive signage would be welcomed by the library's customers.

The library should change its checkout policy for CDs and DVDs from three (3) weeks to one (1) week. This would improve the availability of these popular materials so that more people can use these items.

The library should place hold materials requested by patrons ready for pickup on a shelf directly accessible by patrons.



Percent Holdings and Percent Borrowing by Type of Material

Recommendation # 17 – Integrate the reference collection into the general collection

The library should integrate its remaining reference collection into the general collection (after the reference collection has been extensively weeded– at least 50% to 75% of reference titles should be discarded as their contents are now available online or the information is dated). The reference shelving should be removed.

Recommendation # 18 – Donated materials should not be added to the collection

Reflecting the reality that public libraries today are less about their collections and more about creating connections within the community, in general the librarians should not be spending their time considering whether to add donated materials to the library's collection. Donated materials should go immediately to the Friends of the Library.

Recommendation # 19 – The library should reduce the number of print magazine subscriptions

The usage of the print magazine collection is declining and the library should reduce the number of print magazine subscriptions by at least one-half. The savings should be allocated to increasing the amount of digital materials.

Recommendation # 20 – Increase the number of eBooks

Increase the number of eBooks that are available for patrons to download to 10 to 15% of the library's total book collection. The library should consider purchasing the 3M eBook Discovery Station or a Biblioboard Station to encourage people to browse for eBooks. The advantage of a Biblioboard Station is that the library's digitized photographs would be more visible. The library might wish to consider moving from Overdrive to Total Boox for adult eBooks (cost is $5,500 the first year and $4,500 for each succeeding year).

The library could also purchase the most popular self-published eBooks from a vendor such as SmashWords.

Recommendation # 21 – Offer 50 to 60% of the audio (non-music) collection in downloadable digital format

While this recommendation can be implemented in an incremental manner, there is clear customer demand for non-music audio content (Books on CD, Playaways, MP3 players) that can be downloaded or streamed.

Recommendation # 22 – Transition from music CDs to a streaming download service

Reduce purchasing as many music CDs in order to implement a streaming music service such as Freegal. The library should remove the rotating CD shelving and replace it with attractive "retail style" CD shelving units.

Recommendation # 23 – Revise the library's Collection Development Policy

The library's Collection Development Policy will need to be updated in order to reflect the recommendations noted above. In particular, the library should adopt a maximum book collection size as the library transitions from a collection-centric organization to becoming the community's knowledge center. This review of the Collection Development Policy should address the role of Specials Collections (what is included and what is excluded – for example, South Pasadena history, Southern California history and culture, and the Ray Bradbury collection).

FACILITIES

The current library facilities are showing their age and are clearly in need of a major refurbishment/remodeling. In addition, the City is currently in the preliminary planning process to build a new Community Center that would incorporate the Senior Center (currently located next door in the Library Park). The time frame for the actual construction of a new Community Center is unknown although a 2 to 3 year time horizon was mentioned frequently during interviews.

Recommendation # 24 – Provide parking

Convenient and accessible parking for the library is a long-standing problem that needs to be addressed by the City (the library has zero dedicated parking spaces). The inability to find parking was mentioned by several community members as to the reason why they do not use the library more often. Despite the significant costs, this is a problem that must be solved to ensure that all South Pasadena residents have convenient access to the library.

Recommendation # 25 – Consolidate public service desks to a single service point

The space adjacent to the library's main entrance is dominated by two large service desks (circulation and reference) that should be consolidated into a single, streamlined service location in a design that is attractive, space-saving and welcoming. By implication, all of the other service elements encompassed by the space from the entrance to the back wall by the stairs should be eliminated or repositioned. The Children's area service desk would remain as is.

Recommendation # 26 – Have staff participate in a design charrette

Tapping into the experiences and expertise of library staff members, Board members, and interested Friends of the Library, a half-day design charrette (moderated by the consultant) is proposed. Participants would have the opportunity to consider the placement of a new service desk as well as consider eliminating and/or moving other furniture and equipment presently found in the space. In addition, space for self-checkout machines and a (possible) laptop/tablet dispensing machine would need to be allocated. This might mean eliminating/moving the reference collection shelving, new materials display shelving, tables and chairs, comfortable seating, the ostrich display, as well as providing a self-serve holds pickup shelf, space for additional Internet computers, and space for returned materials.

Recommendation # 27 – Remodel the existing first floor space as a short-term goal

Using the plan developed during the design charrette, the library should involve the appropriate City departments (such as Public Works and iT) to make the necessary changes to the first floor space. The plan should include painting the interior space and installing new signage throughout the library to make it more vibrant, up-to-date and inviting. Changes to the existing first floor space should be made within the next year.

Recommendation # 28 – Solve the flooding problem

The fact that the library has experienced two serious flooding incidents in the past few months (and 15 times over the past 9 years) indicates that preventing future floods should be high on the City's to-do list. Each flood results in service interruptions to the library's customers and additional costs to the City. It should be noted that the City has awarded a contract to a design firm that will hopefully fully resolve this issue in 2016.

Recommendation # 29 – Prepare a major space allocation study

Once the City has decided to build the new Community Center, the library should hire an architectural firm with recent experience in renovating/remodeling public libraries (assuming the decision is made to make the existing Senior Center space available for library use). This space allocation study would consider the need for more flexible and adaptable space to accommodate change over time. Space is clearly needed for more computer workstations, collaborative space for teens and adults, small meeting/training rooms, children's story time area, space for additional comfortable seating, the Friends bookstore, a computer lab, a digital innovation lab (create digital music, record and edit a podcast, create a video, and make a robot), local history room and a kitchen. The aisle space between books shelves does not comply with ADA requirements and the existing tables, chairs and other furniture should be replaced.

This future space allocation study should also carefully examine the electrical distribution system as the library has difficulty adding additional electrical outlets due to constraints on existing electrical circuits.

The architects preparing the space allocation study will prepare an estimate of the costs to remodel/renovate the library that can then be used for capital fundraising purposes. Remodeling the existing library space as well as renovating the Senior Center for library purposes is going to cost several million dollars.

Recommendation # 30 - The Friends of the Library need display shelving

The Friends of the Library should purchase two new bookstore-style display shelves for use on the first floor (to eliminate the tables now being used). The Friends should display items for sale that are either quite popular (cooking, gardening, travel, and so forth) or related to a season or holiday on a weekly rotating basis. The "bottom of the barrel" materials should be kept upstairs or given to charities.

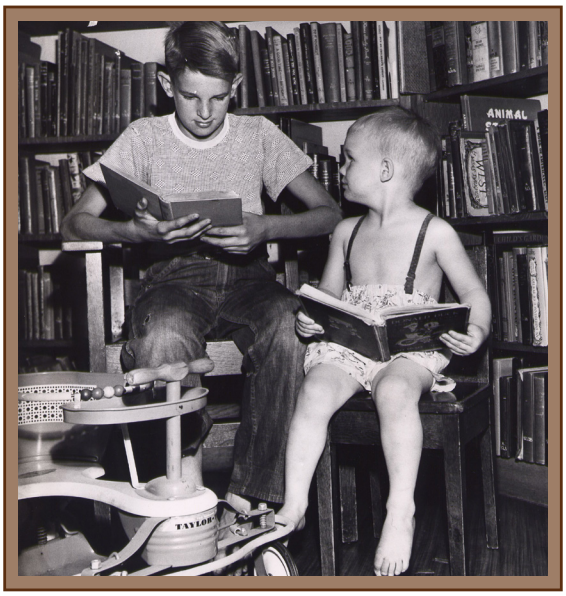
Recommendation # 31 – Install a large screen display monitor near the exit of the library

The display monitor would provide a colorful display of upcoming library events.

YOUTH SERVICES

Recommendation # 32 – Offer more programs for teens

While the library offers some programming for teens (and offers opportunities for volunteering), the library should be doing more for this important age group. The library should consider involving the City's Youth Commission as a way to understand their perspective (focusing on the questions of why teens do and do not use the library and its services).



Recommendation # 33 – Staff should maintain its strong liaison with the local elementary, middle and high schools

Maida Wong, the Children's Service Librarian, has extensive contacts with the local schools (meets and communicates with the school librarians regularly, attends meetings, and so forth) that should be maintained. Given the obvious support for education (the South Pasadena Educational Foundation raises $600,000 each year), the library needs to ensure that an effective and long-lasting relationship with the local schools is maintained. The public library is open seven days a week to provide access to materials that will assist students when school is out and on weekends (school libraries are not open during these times).

Recommendation # 34 – The library should create a shared online catalog with the local schools

Making the resources of the local schools highly visible in the public library's online catalog will broaden the resources that will be accessible by the library's student patrons. A delivery service could be developed to share local resources between the school libraries and the public library

OPERATIONS

The current selection and ordering operations of the South Pasadena Public Library mainly reflect traditional library practices, including some that do not add real value for the customer. Materials are ordered from a vendor (Baker & Taylor), and when the materials arrive they are cataloged using OCLC, processed (book jackets added and library ID stamped), and many of the more popular items are placed on the New Books shelves. The following recommendations will result in new items being placed on the shelves faster while costs are reduced.

Recommendation # 35 – The library should adopt an Automatic Shipment program for new acquisitions

Rather than having the librarians select each item to order, a Automatic Shipment Plan can be implemented with each vendor that will free up staff time. The library completes a collection development profile indicating the type of material that each vendor (such as Baker & Taylor) should provide over the course of the year. While the library has already implemented such a program in a limited way, this program should be expanded significantly. The librarians would be able to supplement the Automatic Shipment Plan by ordering specific titles as needed to meet customer interest and requests.

Recommendation # 36 – The library should order all materials with full processing and cataloging provided

Ordering all new acquisitions from Baker & Taylor and other vendors with full processing and cataloging will mean that staff will have a significant amount of busy work eliminated. The cost for this service is about $4 per title ordered. The implications of this recommendation are several:

- The library should stop using OCLC for cataloging (the library could rely on obtaining any needed cataloging records from other libraries using the Z39.50 software – a part of the library's integrated library system).
- Staff would be freed up to add eBook bibliographic records to the library's catalog.
- Materials on-order would be visible in the catalog (so they can be reserved before they arrive).
- The materials received from the vendors can be immediately placed on the shelves for customers to use.
- Staff would need to develop new workflows within the Technical Services area in order to maximize efficiencies.

Recommendation # 37 – The library should stop repairing books

Given the ready availability of a great many other books already in the library there is no need to repair books (except for rare, out-of-print works pertaining to local history and some out-of-print materials), which is a time consuming activity (admittedly this activity is performed by volunteers). If a damaged book needs to be replaced, the library can order a duplicate copy from one of several sources and have it in the hands of the customer in a matter of days.

Recommendation # 38 - The library should translate the Welcome Brochure

The library should translate the Welcome Brochure into Chinese, Spanish and Korean. Community groups and churches that have frequent contact with these various ethnic groups could distribute these brochures on behalf of the library.

Recommendation # 39 – The library should capture the contact information of those who attend programs

Knowing who is attending the very popular library programs (children's programs, Author Nights, concerts, film screenings, and so forth) will assist the library in identifying segments of the community that it is not reaching with its program offerings. This information can be retained in the library's ILS system.

Recommendation # 40 – The library should have its own Facebook page and be much more active in social media

The library should have its own Facebook page and be much more proactive in other social media outlets (Instagram, Snapchat, Pinterest and so forth).

Recommendation # 41 – The library should consider offering multiple colorful library cards

The library should offer multiple colorful library cards (perhaps have a contest involving the children, teens and adults of the community) similar to the examples shown below.

Sample Library Cards

Recommendation #42 – The library should be open Thursday night

The library should be open Thursday so that those who visit the Farmer's Market might also visit the library. The library could close on Monday nights with the result that service is improved for no additional costs. The library should set up a table on the corner adjacent to the Farmer's Market to promote the library and register people on the spot with an iPad.

ORGANIZATIONAL STRUCTURE

Historically libraries have created organizational structures that have revolved around collections and a set of collection-related services. As such, the traditional public library organizational structure evolved into a division of responsibilities based on the age of the cardholder – children's services and adult services. In addition, a supporting group (sometimes called Technical Services or Support Services) focused on the activities that underlie the operation of the library – acquiring and organizing (cataloging) materials, loaning of materials, re-shelving items, maintaining information technology, and so forth.

The recommended new organizational structure allows the Director of the Library, Arts and Culture to continue to focus on developing special projects and large-scale cultural events that appeal to the broader South Pasadena community.

A new position, the *Assistant Director of the Library*, will have responsibility for all library collections, services and operations. This individual would conduct regular staff meetings, prepare personnel evaluations, work with each Manager to prepare a draft budget, work with the City on personnel issues, implement the customer satisfaction survey, work with the three Manager's to ensure that information about the library is regularly shared using social media, press releases, the Web sites, newsletters, and so forth. The Assistant Director (a librarian) should be selected as the likely successor for the current Director of the Library, Arts and Culture when he decides to retire.

The *Public Services Manager* (a librarian) would be responsible for developing programs and outreach for adults, teens and children. A more diverse set of programs can be offered if the library reaches out and partners with knowledgeable individuals and organizations to share their expertise and enthusiasm. The Public Services Manager would prepare content to communicate upcoming programs and events in the library using a variety of means (Web site, social media, newsletter, flyers, etc.). Works to ensure that programs and services are evaluated (hopefully using the PLA Project Outcome surveys as well as in-house surveys) and uses opportunities to interact with the community in order to provide more responsive programs and services.

2-3 librarians will report to the Public Services Manager who will be responsible for preparing, scheduling, conducting (some programs will be delivered by staff, some by volunteers, and in some cases, paid performers), and evaluating programs. There may well be a Children's librarian, a Teen librarian, and an Adult librarian but there are also other ways this department could be organized.

The *Digital Services Manager* (someone with technology skills and perhaps a librarian) would be responsible for maintaining the Digital Library, the library's Website (which needs to be completely redesigned), and the digital Local History collection. In addition, this Manager would be responsible for raising the visibility of the library within the realm of social media on such sites as Facebook, Twitter, Pinterest, Flickr and Wikipedia (using a social media management tool), evaluating and constantly improving all things digital using such tools as Google Analytics.

The Digital Services Manager should have extensive computer systems experience and programming skills needed to supervise and implement digital systems including Web sites. This Manager would have a staff of 1-2 who would have programming and Web site development skills. This staff would maintain the digital library, post content such as historical photos to sites such as Pinterest, Flickr, Facebook and others; engage with online community members as they post comments, ratings, and reviews.

The Digital Services Manager will be responsible for hiring and managing tech savvy staff that will interact with library patrons and answer their technology-related questions. The tech savvy staff may be a new type of position requiring a new job title/job description.

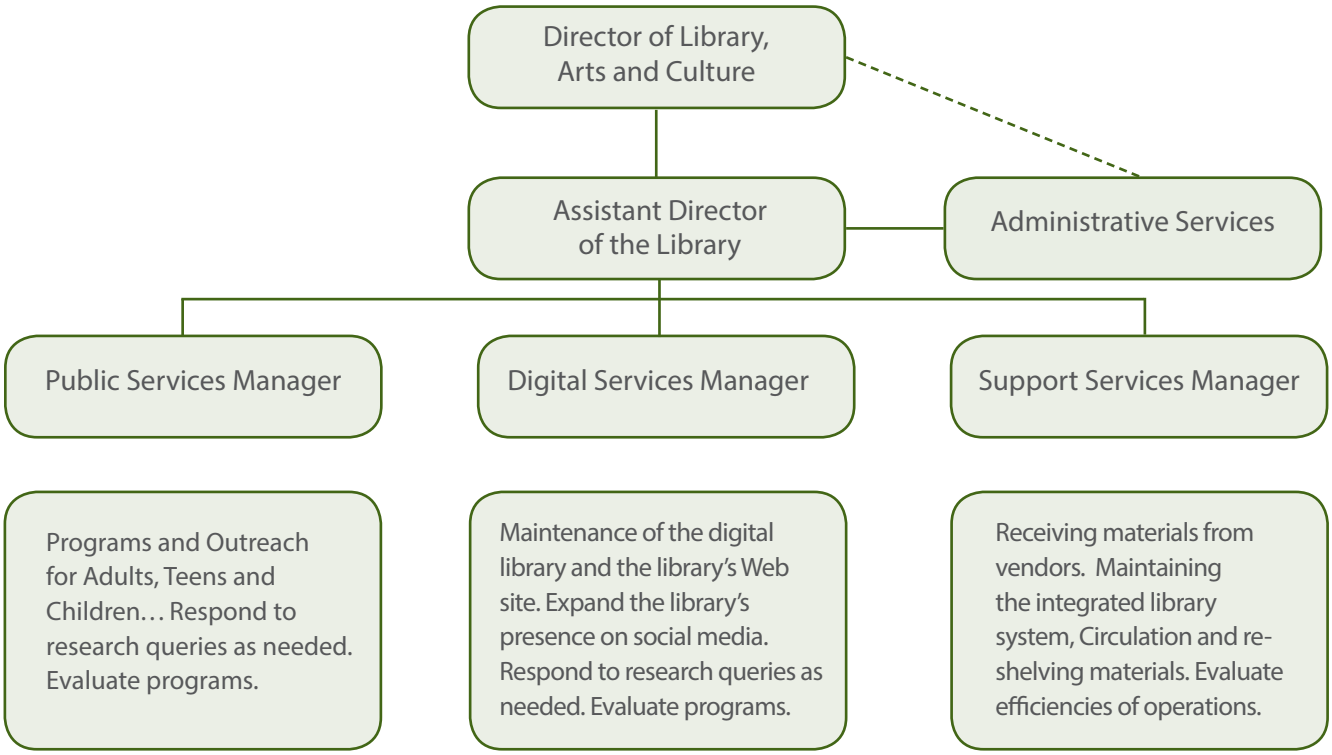
The *Support Services Manager* (a librarian's degree is not required) would be responsible for managing information technology, materials flow (receiving materials from vendors as well as Circulation and the re-shelving of returned materials), customer service, and facilities.

The Support Services' Manager would have several staff members plus manage volunteers who are assisting the library in the re-shelving of materials and other activities.

Recommendation # 43 – The Library Board of Trustees and the City should endorse and adopt the recommended Library Organizational Chart.

The Library should include the new position of the Assistant Director of the Library in the next fiscal year budget and commence recruitment for the new position.

Proposed South Pasadena Public Library Organizational Chart



Recommendation # 44 – The librarians and selected staff should be provided with the necessary tools to provide roving services

The librarians and selected staff members should be provided with headsets and tablets so that they may roam within the library and provide immediate service – regardless of their location within the library.

Recommendation # 45 – Hire tech savvy staff to provide computer support services

Hiring tech savvy staff to provide support services for computer-related questions ("How do I print?", "How do I download a pdf file?", "How do I get to this specific Website?," and so forth) will free up the librarians to provide more essential (and value adding) services.

Recommendation # 46 – Stop providing reference services at a dedicated reference desk

The library should stop providing reference services at a public desk while at the same time encourage people to ask reference questions using email (create a new email address such as AskaQuestion@SouthPasadenaca.gov), sending a text message, or scheduling an appointment.

Recommendation # 47 – The Public Services Manager should reach out to nursery schools, church schools, clubs, homeschoolers and other community organizations

The instructors and teachers who work at nursery and church schools providing pre-kindergarten training often lack higher education degrees and training in early childhood education. The Public Services Manager and other librarians could develop a series of workshops using the resources found in Every Child Ready to Read to improve the skills of the pre-school teachers, instructors and aids in South Pasadena nursery and church schools.

Recommendation # 48 – Library staff should be creating original content to post on the library Website & social media

Librarians and other staff should create original content for the library Website about library programs and resources in order to reach a broader audience. This same content (podcasts, videos of programs, and so forth) should also be posted to a range of social media sites.

The library will soon be providing access to all of the past editions of the local newspaper, *The South Pasadena Review* (the digitization of this resource was funded by the Friends of the Library). The library should be providing tools that will enable people to post comments and add additional information to this content.

FINANCE

The cultivating of additional funding sources should continue to remain a high priority for the South Pasadena Public Library. In addition to funds provided by the Friends of the Library Book Sales and bookstore, the library should explore other funding options.

Recommendation # 49 – The Library Board of Trustees should explore creating a Library Foundation

The purpose of the Library Foundation is to create an endowment fund that would provide sustaining funds to the library as well as capital improvement and expansion funds. A majority of Library Foundation's uses two methods to raise funds. First, the Foundation has an annual major event (home tours, Murder Mystery dinner at the Library, and so forth) and expects a significant donation to attend the event. And second, the Foundation works to inform financial planners and family attorneys that prepare wills and trusts of the existence of the Foundation and that the Library is a great place to remember loved ones in a very tangible way that will benefit the residents of South Pasadena for generations to come.

Recommendation # 50 – The Library Board should write off old fines

The library and the City need to acknowledge that patrons who have not used in the library in more than 3 years are not likely to return (especially if they have fines owed). These old fines should be written off (this may require City Council action).

Overdue fines for all items are 25 cents per day. Accounts are blocked at $10 for adults, and $5.00 for children. Accounts are referred to a collection agency when an individual owes more than $25.00 or if the item is overdue for more than 80 days (the system declares the item as "lost"). The use of the collection agency has reduced the amount of lost items and the amount of unpaid fines and fees.

The amount of uncollected library fines totals to more than $250,000. More than half of these fines have accrued to those who have not used the library in more than 3 years. Individuals who have not used the library in 3 or more years should be deleted from the integrated library system and their fines ($148,413) written off.

Last Used the Library*	Number of Patrons	Total Fines
2013 – 2014	1,462	$30,888
2011 – 2012	2,588	78,398
Before 2011	8,654	148,413
Totals	12,704	$257,699

* = Date last borrowed materials

Recommendation # 51 – The Library Board of Trustees should develop a policy with the City that encourages entrepreneurship

Should the library develop additional revenue streams by being more entrepreneurial, the library should not be "penalized" by the City who may reduce the library's budget (share of the General Fund). For example, the Library Board may wish to consider charging a DVD "collection building" fee of $1 per DVD at the time of checking out.

USING DATA

Using data to drive service management ensures that the available data about existing library services can be used to strengthen and improve services, as well as begin to gather outcomes data to better report the impact the library has in the lives of its customers.

Recommendation # 52 – Immediately start to gather outcome data for library programs

Public libraries have historically reported activity data, usually called output measures, such as the amount of borrowing, the number of Internet computer sessions, and attendance at programs. Outcome measures focus on the change that occurs in an individual's life as a result of interacting with the library in some way. There might be a change in attitude, skill, knowledge, behavior or status (condition).

The Public Library Association has a free, three-year project underway that encourages libraries to gather outcome data for the services they provides (see ProjectOutcome.Org to sign up for free). A series of tools are provided to gather outcome-related data from library customers.

Recommendation # 53 – The library should develop a set of performance measures to report to the Board of Trustees

The Library Director should prepare a quarterly report providing a set of performance measures to the Board of Trustees. These performance measures would include both output measures (how busy is the library?) and outcome measures (what difference does the library make in the lives of library customers?).

Recommendation # 54 – The library should do more to retain customers

The library should develop original content for a library ("We Miss You") quarterly newsletter touting all of the programs and events – for all age groups – and send the newsletter using email to all South Pasadena residents who have a library card and have not used the library in 3 months. The goal is to remind these individuals to remember the value of the library when they use the library. Some of the same content could also be shared with the City's E-Neighbors newsletter.

Recommendation # 55 – The library should send out overdue notices and reminder notices via email

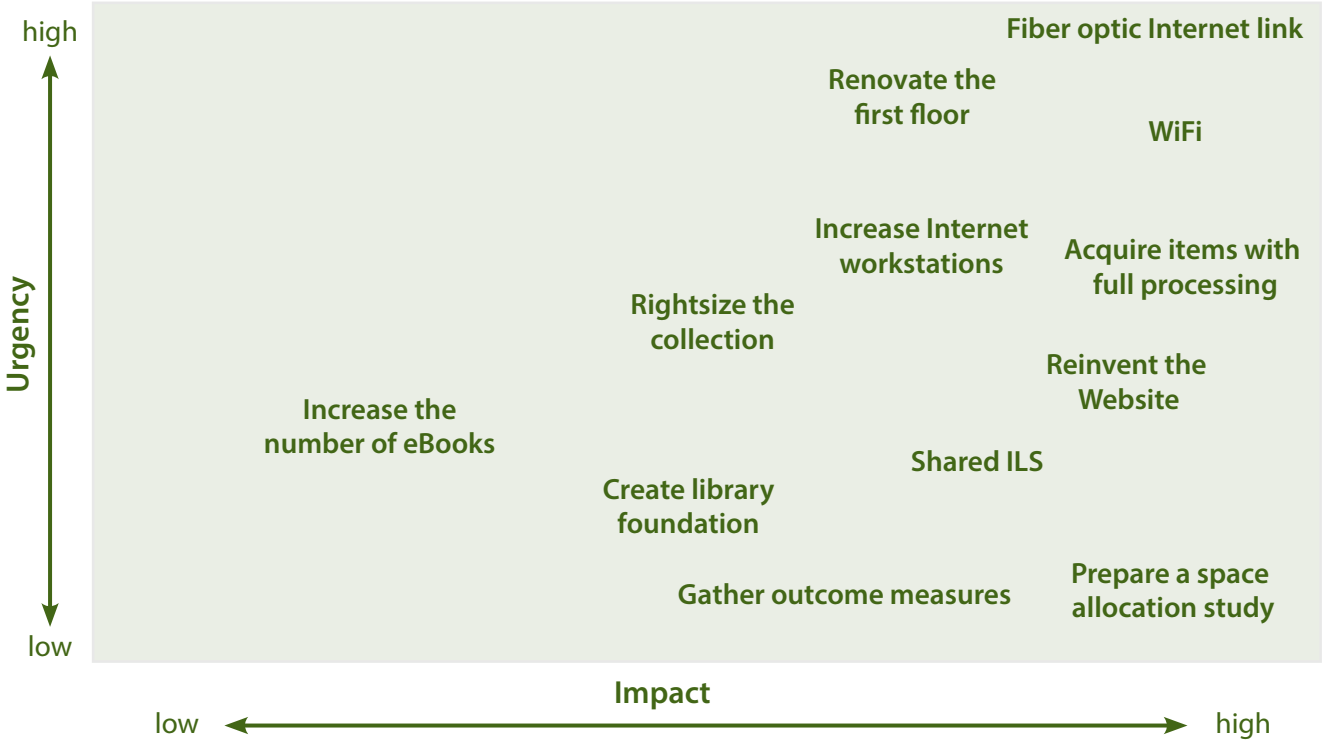
The library should be sending out overdue and reminder notices via email. This will improve service and reduce costs.

Recommendation # 56 – The library should use a continuous customer satisfaction survey

The library should subscribe to a continuous customer satisfaction survey, such as provided by Counting Opinions, to gather continuous customer feedback (cost is about $2,200 per year). The resulting survey data will identify areas the library needs to make improvements as well as providing feedback about the quality of library services.

PRIORITIZATION FRAMEWORK

A prioritization framework is provided here with the key improvement recommendations identified in the matrix below.



SUMMARY OF IMPROVEMENT RECOMMENDATIONS

All of the consultant's improvement recommendations are listed here along with a suggested priority. A priority of A should be addressed in the coming year. B priorities should be completed in following year. The Library Board of Trustees, library staff and the Director of the Library, Arts & Culture should review and adjust the all of priorities as they see fit. Once solidified, the library should prioritize

Recommendations	Priority	Improvement Opportunity	Notes
Technology			
1	A	Improve the library's WiFi network	Measures L funds – work proceeding soon
2	A	Increase the number of Internet workstations to reach a target of one workstation for every 1,000 residents by 2020	Install a self-service laptop/tablet dispensing machine – cost $25,000
4	A	Upgrade PCs to run current operating system	Acorn Technology Corp will be doing this soon?
5	A	Create a information technology upgrade/ replacement budget category	Needs approval of the City Manager's Office
6	A+	Fiber optic connection to the library	Library has an opportunity for a State Library grant to help defray some of the costs – grant application was submitted in January
10	A	Reinvent the Library's Web site as a full-service eBranch	Note that Acorn Technology does not provide Website support
13	A	Expand the Library's social media presence	Cost of a social media management tool estimated to be $5,000
3	B	Provide guest passes for Internet only users	Reduce staff time
7	B	Install self-checkout stations	Reduce staff time
8	B	Dedicate a PC for patrons to register for a library card	Reduce need for staff to enter data
9	B	Install equipment to allow patrons to pay for library fines and fees using a credit card	Customer convenience
11	B	Purchase/license a library services app	

14	B	Explore the possibility of sharing an integrated library system	Save money and provide access to a larger collection
12	C	Broaden the distribution of library programs	
15	C	Implement RFID	
Materials			
16	A	The Library must immediately reduce the number of items in its book collection in order to "right size" its overall collection. However, the library should continue to refresh at least 6 to 8% of its book collection each year.	All staff should work together to complete this project in a short period of time
17	A	Integrate all of the reference collection into the general collection	
19	A	The library should reduce the number of print magazine subscriptions	
18	B	Donated materials should not be added to the collection	
20	B	Increase the number of eBooks	
21	B	Offer 50 to 60% of the audio (non-music) collection in digital format	
22	B	Transition from music CDs to a streaming download service	
23	B	Revise the library's Collection Development Policy	
Facilities			
24	A	Provide additional parking	
25	A	Consolidate desks to a single point of service	

26	A	Have staff participate in a design charrette	
27	A	Remodel the existing first floor space as a short-term goal	
28	A	Solve the flooding problem	
30	A	The Friends of the Library need display shelving	
29	B	Prepare a major space allocation study	
31	B	Install a large screen display monitor near the exit of the library	
Youth Services			
32	A	Offer at least one program per week for teens	
33	B	Staff should maintain its strong liaison with the local elementary, middle and high schools	
34	B	The library should create a shared online catalog with the local schools	
Operations			
35	A	The library should adopt a Automatic Shipment program for new acquisitions	
36	A	The library should order all materials with full processing and cataloging provided	
37	A	The library should stop repairing books	
38	B	The library should translate the Welcome Brochure	

39	B	The library should capture the identity of those who attend programs	
40	B	The library should have its own Facebook page and be more active in social media	
41	B	The library should consider offering multiple colorful library cards	
42	B	The library should be open Thursday night	
Organizational Structure			
43	A	The Library Board of Trustees and the City should endorse and adopt the recommended Library Organizational Chart.	
45	A	Hire tech savvy young people to provide computer support services	
46	A	Stop providing reference services at a public desk	
47	B	The Public Services Manager should reach out to nursery schools, church schools, clubs and other community organizations	
44	B	The librarians and selected staff should be provided with the necessary tools to provide roving service	
48	B	Library staff should be creating original content to post on the library Website & social media	

Finance			
49	A	The Library Board of Trustees should explore creating a Library Foundation	Requires articles of incorporation and a separate Board. Need community movers & shakers on the Board.
50	A	The Library Board should acknowledge that patrons who have not used in the library in more than 3 years are not likely to return (especially if they have fines owed). These old fines should be written off.	
51	B	The Library Board of Trustees should develop a policy with the City that encourages entrepreneurship	
Using Data			
52	A	Immediately start to gather outcome data for library programs	Immediately start to gather outcome data for library programs
55	A	The library should send out overdue notices and reminder notices via email	
53	B	The library should develop a set of performance measures to report to the Board of Trustees	
54	B	The library should do more to retain customers	
56	B	The library should use a continuous customer satisfaction survey	Cost is about $2,200 per year

THE UPDATED STRATEGIC PLAN

The South Pasadena Public Library will be embarking on the development of a new Strategic Plan in 2016 that will engage a broad spectrum of the community. In a time of significant change within our society, the planning process must address some fundamental questions about what the future holds for the library. Should the library:

Totally Physical
(facilities and media)

Totally Virtual
(facilities and media)

Focus on the Individual ⟷ **Focus on the Community**

Collection Library
(facilities and virtual)

Creation Library
(social, maker space)

Portal
Everything for everyone

Archive
Specialized niche

In the future,
the library will be more about
what it *does* for people
rather than what it
has for people.