CROWELL PUBLIC LIBRARY
CITY OF SAN MARINO

Engage. Build. Discover.

Crowell Public Library Strategic Plan 2010-2015

Photo Courtesy of Eric Gomez

The 21st century Crowell Public Library provides: a gathering place, an information center, a technology hub, and a book and media collection to serve the educational, cultural, and recreational interests of people of all ages.

March 25, 2011

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Dr. Richard Sun, Vice Mayor

Dennis Kneier, Council Member

Eugene Sun, Council Member

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Matthew Ballantyne, City Manager

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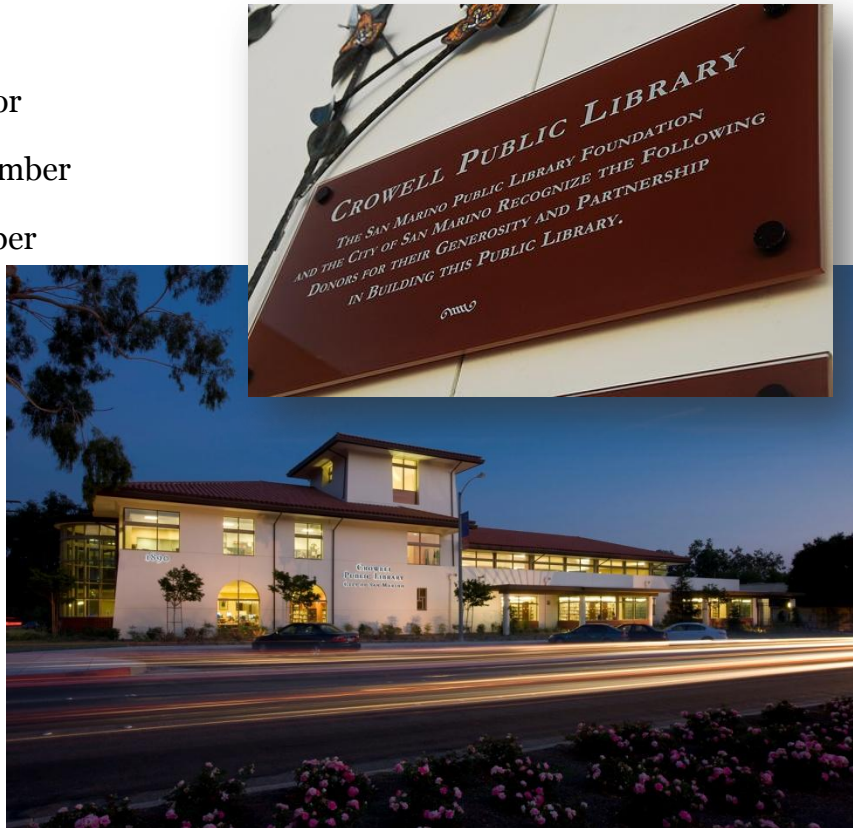
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Executive Summary

In 2010, the Library Board of Trustees and staff launched a strategic planning process to guide the library's operations through the 2015 fiscal year. The Library Board of Trustees and staff initiated this effort to build on the library's past accomplishments and provide a vision for the library's future. The plan was also pursued with the thoughtful needs of San Marino residents in mind.

Strategic planning for the library was a dynamic process based on a commitment to excel. Patrons offered a variety of ideas for improving the quality of the library. The Trustees and staff received this feedback and worked together to devise a plan that is aggressive and responsive to the community's recommendations. Objectives made were influenced by demographics, library statistics, usage trends, emerging technology, strengths and weaknesses analysis, surveys, best practices, and benchmark data. Action plan ideas were also based on resources, and the library's ability to create opportunities wherever and however possible without additional impact to the City's resources.

The 2010-2015 Library Strategic Plan aims to ensure the Crowell Public Library remains a vital community asset with a distinct level of services. To this end, the library is committed to responding to a variety of interests, acquiring the most current technologies, and employing the most capable staff. It is further committed to securing the financial support and stewardship it needs to better sustain the library as an important vehicle for the community to prosper.

The Five Goals of the 2010-2015 Strategic Plan are summarized as follows:

> *One: Library Resources. Provide a library collection, programming, and services designed to meet the needs of the community now and in the future.*
>
> *Two: Quality Services. Develop and deliver outstanding library services, which are fast, friendly, reliable, and competent.*
>
> *Three: Sustainability. Implement efficient operations and seek financial opportunities which allow the library to grow and maintain services.*
>
> *Four: Community Engagement: Raise awareness and visibility of library and increase recognition of library as an essential community service and community gathering place.*

Five: Organizational Culture: Become an organization that consistently assesses community needs, trends, community and staff needs to achieve a high quality library.

The goals and objectives established under the plan will be reviewed annually and modified if necessary to keep pace with new library developments and the changing needs of the community. Staff will consult the Strategic Plan when developing the library's budget so that existing funds can be wisely used to implement the plan's objectives. The public is encouraged to respond to the Strategic Plan or provide additional feedback on the proposed goals and objectives. An electronic copy of this plan is available on the library's website at www.crowellpubliclibrary.org.

The Library Board of Trustees and staff appreciate the support and feedback provided by the community and library stakeholders throughout this process. The knowledge gained will have valuable impact on library services. The library is intended to be more than a repository for books; it is a community gathering place for a variety of activities, including lifelong learning and recreation for people of all ages. Among older patrons and youth alike, the library is meant to be the ideal place for individuals to further their goals.

On behalf of the Library Board of Trustees and library staff, this plan is respectfully submitted.

Lucy Garcia,
Community Services Director
City of San Marino

City of San Marino
Crowell Public Library
2010-2015
Strategic Goals and Objectives

Challenge: Crowell Public Library patrons expect collections and services which meet their diverse recreational, cultural, and educational needs and interests.

Goal One: Library Resources. Provide a library collection, programming, and services designed to meet the needs of the community now and in the future.

I. **The Collection**

   A. **Enhance collections and materials though coordinated collection development. Complete a Collection Development Plan by December 2011. The Collection Development Plan will address the following key components.**

   1. Role of the collection.
      a. Lifelong learning.
      b. Popular materials.
      c. Reference.
      d. Specific book collections.
         i. Reference, Fiction, Non-Fiction, Databases, General, Chinese.
      e. Audio visual.
      f. Formats
      g. Newspaper and periodicals.
      h. Youth collection.
   2. Purchasing priorities: Adult, Children, and Specialty.
   3. Age of materials based on Library Recommended Standards.
   4. Collection size based on capacity of shelving and circulation.

5.   Retention and weeding, including goals and schedules.
6.   Preservation and replacement approach.

B. Evaluate annually collection development plan for usefulness, currency, and cultural value.

1.   Report findings to the Trustees.
2.   Reallocate materials budget with collection patterns and findings.

C. Update policies affecting availability of materials.

1.   Hold policy.
2.   ILL policy.
3.   Checkout policy.

D. Provide materials that respond to popular demand for both Adult and Children sections.

1.   Purchase best sellers in all areas using standard review lists (ie, LA Times, Publishers Weekly)
2.   Solicit patron requests and respond to patrons within two days of suggestions. Utilize the following patron suggestion tools.
   a. Suggestion box.
   b. Online suggestions. Assure new or existing Integrated Library Service system allows for online commentary.
   c. Patron recommendations by phone or in person.
3.   Market ILL services via website, orientations and workshops.

E. Provide materials that complement schools.

1.   Assign staff to meet annually (by the Fall of each year) with school officials and teachers.
2.   Develop personal contacts at all San Marino schools and school parent-teacher organizations.
   a. Provide library information in First Day Packets.
3.   Maintain and acquire school curriculum textbooks, with input from schools.
4.   Borrow and share materials with schools.

>   a. Explore a sharing program with Huntington Middle School for use of school library materials at the library on weekends and evenings.
>   b. Get feedback on major school projects.
> 5. Create pathfinders and reference research guides.
>   a. Promote use of electronic databases.

F. Enhance materials for youth and children in response to circulation trends.

1. Purchase at equal or comparable level to Adult.
2. Seek donated materials and financing through Friends of the Crowell Public Library
   a. Review Friends book donations for suitable items to add to the collection.
   b. Request annually a Friends donation for the acquisition of Children's materials.
3. Seek monetary donations from other organizations or grants for children's materials.

G. Emphasize materials for Chinese community.

1. Consult with other libraries on acquisition strategies.
   a. Meet with surrounding Chinese communities/ libraries.
   b. Host Focus group meeting among Librarians in local area on Chinese material acquisition.
2. Promote ILL or availability of Chinese materials from other libraries. Borrow materials.
3. Allocate a specific level of funds or a minimum of 10% of materials budget for Chinese materials.
   a. Assign a Library Assistant to focus on Chinese material acquisition.
4. Seek donations from Chinese Club and other support groups or grants to increase acquisitions.

H. Adapt to media changes.

1. Evaluate potential and costs of downloadable books and music. Initiate a plan for acquisition by December 30, 2012.
2. Secure databases that are current and responsive.

    a. Market availability of databases and educate the community on how to use them by hosting at least two workshops per year; provide a video tutorial of databases on library website by the Fall of 2011.

    b. Stay abreast of most popular databases, including free databases from SCLC.

  3. Evaluate potential of improved filtering and accessibility of databases through an integrated Google search for all database options. Secure funds to pay for this interface.

  4. Seek new material formats, per the collection development plan.

    a. Evaluate the applicability of formats to existing resources and seek funds to acquire new formats.

II. Technology

A. Evaluate and acquire new technology, as available.

  1. Investigate E-Rate options.

B. Enhance computer access.

  1. Limit time on public computers.

  2. Open existing computer lab to the public by implementing a drop-in lab program. Assign hours and assign a library monitor to supervise.

  3. Research bandwidth needs and seek opportunities to expand. Investigate Fiberoptic options.

  4. Evaluate optional uses for computer lab, including MAC computer options. Test if MAC Operating System will support library software.

  5. Research and consider new internet filtering options.

  6. Research and consider a laptop vending machine for patron use.

C. Provide wireless printing.

  1. Using library card, research if system can enable patrons to connect wirelessly to existing printers, pay and go.

D. Develop computer replacement plan.

1.   By December 2011, complete a computer replacement plan which identifies when computers need replacement (over the next five years) and their cost.

E. Acquire a new Content Management System (webpage).

1.   By December 2012, construct a new library website, which is more responsive to patron expectations and use.
2.   Establish a virtual library through the development of the new website.

F. Acquire a new Integrated Library System.

1.   By May 2011, receive bids for new integrated library system. Consider new five-year contract by August 30, 2011.
2.   Evaluate remote hosting vs. internal hosting (server) in relation with the new Integrated Library Service package.
3.   Evaluate Open Source vs. commercial software to implement now or in the future.

III.   Programming

A. Maintain high quality programming.

1.   Build on the success of existing programs.
        a. Survey patrons and individuals attending existing programs.

B. Develop new programming, as necessary.

1.   Solicit patron feedback on program ideas through surveys, comment cards/ suggestion box, and electronic communications.
2.   Solicit library support group suggestions during year-end review of library's accomplishments.

C. Provide a balanced selection of programming, including topics in the areas of the arts, computers, health, recreation, and education.

D. Respond to recent outreach/survey suggestions; evaluate and consider programming in the following specific areas:

1. Afterschool homework assistance.
   a. Recreation Tutoring, Student Tutors, Online Homework Tutors
2. Senior Programming
   a. Assess needs; "Connect Seniors"; transportation; address homebound seniors; collaborate with senior organizations; provide life skills; seek senior volunteer opportunities.
3. Youth and Teen Programming
   a. Assess needs; "Connect Youth"; collaborate with youth groups or Teen Advisory Board; address social networking and online gaming; and seek youth volunteer opportunities.
4. Genealogy
5. Great Courses/ Great Books
6. Hosts, Docents, Greeters
7. College Fair/ College Information
8. Home Book Delivery Program

Challenge: Crowell Public Library patrons expect high quality services, consistent with the outstanding performance of other community service providers.

Goal Two: Quality Services. Develop and deliver outstanding library services, which are fast, friendly and competent.

IV. Staff

A. Ensure a high level of staff competency

1. Weekly staff notes on library activities and library developments.
2. Weekly leadership meetings with Librarians, City Librarian, and Community Services Director.
3. Monthly staff meetings and orientation on new library programs and services; team building exercises.

4. Regular Division training, led by Librarian Supervisors, focusing on Circulation, Children's Services, Adult Services, and Processing.
5. Quarterly in-service/ Reference training/orientation to Library Assistants.
6. Mandatory staff training twice a year in the areas of customer service, phone service, CPR and First Aid, passport service, and city-required training.
7. Where new service technology can be observed, direct staff and Trustees to visit and consult with participating libraries.

B. Enhance the customer service experience through improvements to the following patron-suggested areas:

1. Phone System: Pursue new telephone options aimed at producing a high quality telephone system.
2. Electronic Communications:
    a. Secure patron email addresses for weekly, electronic overdue notices.
    b. New cardholders to provide email during registration.
    c. Strategize/ Implement program to obtain patron email addresses.
3. Utilize Twitter, blog, and website for library announcements.
4. Improve the links and resources of the Library's website.
5. Improve account management tools.
    a. Purge cardholder database of cards no longer in use. Delete duplicate records.
    b. Work with software provider to make electronic account management "easy" for the patron to use.
6. Point of Service
    a. Staff circulation area with a Librarian during the busiest times of the day to facilitate reference assistance.

C. Seek funding for additional staff support in the areas of special projects and more children's programming.

1. Request support from the Friends of the Crowell Public Library.
2. Restructure use of Library Assistants.

V. Facility

A. Invest in a quality facility by preserving and maintaining it.

1. Adopt a furnishings and equipment replacement plan.
2. Improve the sound quality of the Thornton Room.
3. Investigate options for an overhang or covering to the library entry area/door.

B. Provide maintenance, as needed.

1. Address all maintenance issues, including preventative maintenance to prolong the life of all building equipment.
2. Monitor maintenance costs and contracts and work with contractors on quality issues.

C. Signage.
1. Secure more signage throughout the building to direct patrons to appropriate library service areas.
2. Secure signage for the entry area/ Mothershed Courtyard.
3. Seek funds for the installation of a permanent exterior sign.

D. Explore/meet new library equipment needs and seek funds for the acquisition.

Challenge: Funding for public libraries is diminishing, forcing most libraries to reduce services or look at financing alternatives.

Goal Three: Sustainability. Implement efficient operations and seek financial opportunities which will allow the library to grow and maintain services.

VI. Efficient Operations

A. Staff.

1. Work within established budget/resources and maximize

staff schedules, focusing on key library hours and days.

B. Facility.

1. Turn off all equipment and utilities during non-operating hours.
2. Improve staff's knowledge and use of utility control systems, so that staff can adjust utilities to desired efficiency levels.

VII. Revenue

A. Explore new revenue opportunities, including the following suggested by the community.

1. Café service, lunch truck or food vending machines.
2. Fax services for a fee.
3. Tutoring services for a fee.
4. San Marino Store for the sale of San Marino merchandise and library-related merchandise (ear buds, flash drives, pens and pencils, paper, etc.)
5. Vending (Laptops, DVD's, or E-Readers).
6. Facility Rentals
   a. Continue Private and Community rentals.
   b. Seek partnerships with businesses, universities, churches and other private institutions for the use of library facilities for a fee.

B. Establish library fines and fees, which are fair and reasonable, and provide some cost recovery for the delivery of specialized services.

1. Evaluate fees annually and compare existing fees with market rates.
2. Implement new fees, if necessary, to maintain or implement services.
3. Monitor regularly the "cost of doing business" and report accordingly.

VIII. Volunteers

A. Maintain a healthy level of volunteer support equal to at least one full time employee per year.

      1.   Work with the SMUSD in the recruitment of volunteers.
      2.   Work with the Friends in the recruitment of volunteers.
      3.   Work with local organizations, churches, and civic groups in the recruitment of volunteers.

B. Market volunteer opportunities.

1. Newsletter.
2. Library website.
3. Outreach letters.

C. Recognize Volunteers

1. Monitor time and recognize accordingly.
2. Provide an annual volunteer luncheon.
3. Recognize through newsletter and website.
4. Recognize through Council and Trustees.

D. Training and Mentoring

1. Assign one Librarian to train and orient new volunteers quarterly.
2. Provide a volunteer manual.
3. Alert volunteers of employment opportunities, whenever possible.

IX.   Library Fundraising

A. Friends

1. Strategize with the Friends annually on the development of growth opportunities, particularly in the areas of membership, book sales, and donations. Convene a fundraising committee of the Friends, Foundation, and Board of Trustees to evaluate ideas.
2. Establish an annual gift goal and examine additional ways the Friends can strengthen the library's activities.
3. Market Friends fundraising through a uniform community appeal campaign.

B. Foundation

1. Strategize with the Foundation annually on the development of fundraising opportunities, particularly in the areas of special events, endowment program, and capital campaign projects. Convene a fundraising committee of the Foundation, Friends, and Trustees to evaluate ideas.
2. Establish an annual fundraising goal.
3. Market Foundation fundraising through a uniform community appeal campaign.

C. Trustees

1. Adopt policies which foster sustainability or revenue growth opportunities.
    a. Implement a Gift Wish List Program
    b. Implement a Sponsorship Program, which supports library activities and collection.
2. Consider the establishment of a Task Force to study funding possibilities and make recommendations to the City Manager and City Council regarding supplemental funding sources, apart from fundraising.
    a. Identify and enlist staff participants.
    b. Identify funding possibilities and develop a draft action plan for funding enhanced services.

X. Grants

A. Research and consider semiannually federal, state and local grant opportunities for public libraries.

B. Research and consider semiannually foundation grants for public libraries.

C. Apply, as needed, to meet programming and collection goals.

XI. Community

A. Build partnerships with community groups and professional organizations to foster existing and additional programming.

B. Engage the community in dialogue regarding library funding and how best to meet their needs.

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Challenge: The Crowell Public Library needs to build more awareness of library services and community opportunities afforded through the library.

Goal Four: Community Engagement: Raise awareness and visibility of library and increase recognition of library as an essential community service and community gathering place.

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XII.   Visibility

A. Become a more visible presence in the community.

1.   Enhance marketing of library activities/ services/ opportunities.
2.   Become an information and resource center.
   a.   Enhance participation in community calendar.
   b.   Maintain community bulletin board.
   c.   Host community group meetings.
   d.   Link community information to library website.
   e.   Have available new neighbor welcome packets.
   f.   Have available City guides and City information.
   g.   Have available local business information.
   h.   Have available SMUSD information.
3.   Attend community affairs and partner with community groups to enhance public value of library. Announce library activities/ services/ opportunities at community group meetings.
4.   Help the City celebrate its 100th anniversary.
   a.   Create commemorative opportunities.
   b.   Collaborate and support Centennial Committee.

B. Provide community gathering space.

1.   Create welcoming spaces that promote a sense of community pride and facilitate services.

a. Display cases showcasing community activities.
b. Art gallery showcasing local artists.
c. Rotary art contest and similar community special events.
2. Establish library as a favorite destination for members who want social interaction, support and information.
a. Cultural.
b. Educational.
c. Jobs.
d. New opportunities, including bilingual services.
3. Become the hub of community information.
a. New neighbor welcome packet.
b. City guides.
c. Business guides.
d. SMUSD information.

XIII.   Stewardship and Leadership

A. Articulate the value of the library to the San Marino community.

1. Work with the Trustees, Foundation, Friends on a library communication/public relations plan.

Challenge: Crowell Public Library needs to anticipate community needs and align itself with community expectations.

Goal Five: Organizational Culture: Become an organization that continuously assesses community needs, trends, community and staff support to achieve a high library rating.

XIV.   Trends

A. Stay abreast of changes in the community, including demographics, population growth, and interests.

XV. Profession

A. Stay connected to American Library Association, California Library Association and related professional organizations on library guidelines and standards.

XVI. Rating

A. Assess and allocate resources to be a top rated library.
    1.   Review America's Star Libraries, as reported by the Library Journal.
    2.   Borrow from the successes of peers.
    3.   Seek five-star rating through Library Journal, which rates libraries based on annual statistics, resources, and materials.

B. Commit to trying new services, suitable for a small, public library.

XVII. People

A. Cultivate an environment that encourages participation, responsiveness, and open communication.

B. Hire and retain a dynamic workforce, who cares about the success of San Marino and the Crowell Public Library.

City of San Marino
Crowell Public Library
2010-2015
Strategic Plan: Supporting Narrative

Background

Why a Strategic Plan?
Strategic planning is an organization's process of defining its direction or future course of action. Three key questions define a strategic plan, including:

- What do we do?
- For whom do we do it?
- How do we improve?

In San Marino, the strategic plan is necessary to assist the City Council, Board of Trustees, and key staff in making good decisions. In framing the plan, the library's past, present, and anticipated future performance are considered. Far more important than the strategic planning document is the planning process itself. Feedback from the community, a review of San Marino's current and expected profile, and benchmarking ensure the needs of the community will be met.

Past Planning and Our Values

Photo courtesy of Daryl Chan

Where are we now? Where do we want to go from here? How do we get there? The last time these library issues were addressed was before the capital campaign for the new library in 2008 and during the 1990 20/13 Visioning Plan for San Marino. Although annual Trustee and Council goals and departmental objectives have enabled the library to move forward, a more comprehensive approach or goal setting was needed to propel the library to a higher level of community excellence.

Many of the library's goals and recommendations since 1990 have been achieved. They are revisited here to remind us of the community's past priorities. They also serve as good indicators of what the community values. In most respects, they become continuous library goals and objectives.

Values. Throughout the stakeholders meetings, community survey, and past plans, the following values were common themes among participants. The Library Board of Trustees endorsed these values as guiding principles for the development of objectives.

o *We value addressing the needs of our community.*
o *We value diversity.*
o *We value giving our patrons the tools they need to "connect" and be successful.*
o *We value innovation.*
o *We value quality, caring service and strong leadership.*
o *We value lifelong learning.*
o *We value professionalism, integrity, and responsibility.*
o *We value community support.*

Photo courtesy of Daryl Chan

- **San Marino General Plan:** This plan is updated every ten years by the Planning and Building Department and approved by the City Council. In this plan, recommendations for a new facility were made to address the growing needs of the community. Assuming a new library, the following recommendations were added:

    o Maintain a high quality library that provides a high quality service in a high quality setting to San Marino residents.

    o Establish the library as the as the lead source for reading, study, research, and continued educational development for residents.

- o Support volunteer efforts needed to govern and raise money for library activities. Include the Library Board of Trustees, the Foundation, and the Friends of the Library.

- **20/13 Vision Plan.** In 1990, the City completed a 20/13 Vision Plan. In it, the City identified specific goals for the library, including the following:
    - o Programs to encourage use of the facility as a study and research center.
    - o Tutoring for students and adults.
    - o ESL classes.
    - o Classes through the Recreation Department.
    - o Programs for older adults.

- **Library Studies.** A 2001 study recommended larger facility space to meet the growing demands of the community. Goals and objectives within the study included:
    - o Maintaining high quality service in a high quality setting.
    - o Become the lead source for reading, study, research, and continuing educational development.
    - o Support volunteer efforts needed to raise funds for library activities.
    - o Foster closer relationships with the schools.
    - o Adapt to changing technology, while providing traditional library service.
    - o Facilitate library usage and accessibility.
    - o Pursue financial resources to provide new services.

- **Goal Setting**. In 2006, a City Goal Setting meeting resulted in the following library outcomes:
    - o The new library must be the standard for other new civic structures.
    - o The new library must have intelligent irrigation and landscaping.
    - o The library should support the local schools with a collection developed to respond to the curriculum. Early readiness.
    - o The library should provide a safe environment, provide community safety information, assist with emergency response and be available.
    - o The library can assist with the enforcement of rules, regulations, and codes by helping to inform the citizenry.
    - o The library must be a prime resource for communication.
    - o The library must be a gathering place.
    - o The library needs a public relations professional.
    - o The library should pursue email newsletter.
    - o The library must be fiscally sound by increasing fees, becoming more efficient, exploring revenue opportunities, working with support groups.

- o The library should be an important partner to the Recreation Department. Facility opportunities, program development, cooperative planning.
  - o The library should keep up with technology.

- **Mission.** In 2007, as the new library was underway, the Library Board of Trustees identified a number of goals to support the library's mission statement.
  - o Serve as a community information resource center.
  - o Provide new services and programs for adults.
  - o Introduce new cultural and information programs for all ages.
  - o Provide programs and access to materials which encourage use by young children and parents.
  - o Support students of all ages with access to materials and technology.
  - o Develop partnering opportunities.
  - o Continue to teach and support technological literacy.
  - o Continue to provide popular materials in all media.
  - o Continue to develop international language collection.

Planning Today

A core group of library staff and Trustees representing all levels of the organization was assembled as the core Team. The Team began meeting in September 2009 and over the next months. During this time, the Team engaged in the following activities:

- Reviewed past goals and objectives.
- Conducted community and staff survey.
- Conducted Focus Group meetings.
- Researched Community: Demographics.
- Reviewed Library Trends and Developments: Best Practices.
- Benchmarked/ Compared San Marino to other libraries.
- SWOT Analysis: Examined the library's Strengths, Opportunities, Weaknesses, and Threats.

The Team considered the library's mission, planning assumptions and community values. The Committee worked with staff leadership to develop a foundation and a statement of the library's direction and priorities. The Library Board of Trustees received the Team's findings and ultimately adopted the plan at the March 21, 2011 Trustee meeting.

The City Council received and filed this plan on March 25, 2011 during a Study Session of the Council. Feedback from the Council, through support from Council liaisons, is incorporated into the plan.

Planning Assumptions

The core Team identified a number of assumptions prior to beginning the development of goals and objectives. The following assumptions were achieved through staff research, planning meetings, and community observations. They are incorporated here as fundamental planning points.

- The population and demographics of San Marino will not change substantially; however, the community will become older and more culturally diverse.

- Educational excellence in San Marino will continue to be a high community priority. The library assumes an important educational role, particularly in light of financial issues facing the San Marino Unified School District.

- Library users will continue to expect convenient, equitable access to a wide variety of materials, formats, and delivery options.

- To meet the growing need for programming, materials and services, the library will need to secure greater funding support, partnerships, and sponsorships.

- The reduction of library hours within neighboring jurisdictions will have a substantial impact to the Crowell Public Library.

- Other economic uncertainties, including growing expenses and reduced revenues to the City, will affect library service delivery.

- The City will continue to support the services of the Crowell Public Library for San Marino residents.

- The Friends of the Crowell Public Library and the San Marino Public Library Foundation are instrumental to the library's service capacity and the library's future. Together, these groups will continue to support the services and special programs our patrons have come to expect from the library.

A Brief History of Public Libraries in America

Public libraries are defined as publicly owned facilities, supported by taxes. They are accessible to the public and provide a wide range of materials in all formats.

Libraries in America have existed since the first European settlers arrived with their personal collection of books. At the time, books were associated with wealth, and the wealthiest people in the new country had the largest collections of books. In the late 1700s, the early precursors of the modern public library began to appear. These libraries were generally started by individuals with large book collections; interested participants bought stock in the library company, and stockholders were then allowed to borrow items from the library. As public education and public schooling expanded, educators realized the need for a free source of information for the students they were educating. Most of these school libraries were poorly stocked, relying on donations, and soon some public tax dollars began to be directed to the development of more substantial school libraries.

Photo courtesy of Daryl Chan

Eventually, these three concepts of libraries (stock-supported, rental, and publicly funded) merged, and in 1848 the Boston Public Library opened the first free municipal library supported through tax dollars. By the late 1800s, the need for free public libraries, principally to educate the masses, had become apparent and steel-baron and philanthropist Andrew Carnegie agreed to fund library buildings if communities funded the collections. Carnegie helped to build over 1700 libraries across the United States, bringing libraries to many smaller communities.

In the 1940s, with America at war with Nazi Germany, libraries came to represent freedom of expression and thought; a well-informed citizenry seen as essential to democracy. Libraries were centers for scholarship and culture and became symbolic of the freedom of the mind. With the rise of communism in the 1950s, libraries again experienced increased prominence, and federal funding was first offered to support public libraries.

Since that time, the mission of the public library has evolved to meet the changing demands of the nation. Public libraries are frequently recognized as job and education centers, cultural facilities, and community information hubs.

History of Crowell Public Library

In going over its history, one could say the Crowell Public Library was built by patrons or individuals who believed in the merit of reading. So writes Carol Nunn, in her history San Marino Library: 1915-1959. This public spirit has supported a library in San Marino for over 90 years.

The first San Marino public library was established in 1915 as a branch of the Los Angeles County Library. The Library was located in the Mayberry House and then moved to San Marino Grammar School (now Huntington Middle School.) In 1932, the City Council took control of the Library, making it a department of the City.   The first City library opened in a building on San Marino Unified School District property in 1933. It quickly outgrew that space and funding was secured for a new library facility in 1949. A funding bond passed, which allowed the City to build a new structure on Hart Place on Huntington and West Drive in 1951. The 1951 facility had 16,000 square feet, a main floor, a mezzanine, and a partial basement.

Photo courtesy of Daryl Chan

In 1956, the Friends of the Library formed to help the library with volunteer support and fundraising for various library projects. Drastic cuts came to the library in 1978, after the passing of Proposition 13. The Friends of the Library helped the library financially during these difficult years.

By 1997, the Library Foundation was formed to help the library raise additional funds, including capital funding for a new online card catalog. The library was able to

successfully connect to the internet for the first time during this period. Meanwhile, in 1998, six public computers were installed for Internet access at the library.

A variety of facility problems emerged at the library between 1999 and 2000, including air conditioning problems, heating failure, and flooding. Asbestos and mold contamination also became an issue.

By 2001, an independent assessment identified the library as "full beyond capacity". The library did not have sufficient space for materials, staff, or patrons. No lobby, restrooms, display areas, or ADA accessibility. No modern telecommunications; poor lighting and climate control. In response, the City applied for multiple grant applications through Proposition 14 for construction funding. No awards, however, materialized.

The community embarked on a journey to raise funds for the construction of a new facility. The Crowell family jumpstarted the donation campaign through a substantial financial gift. By 2006, construction began on a new library. In 2008, the City opened the Crowell Public Library.

Photo courtesy of Eric Gomez

CPL Profile

Library Board of Trustees. The Crowell Public Library is governed by the San Marino City Council via an advisory group—the Library Board of Trustees, consisting of

representatives from the San Marino community. General oversight, the ability to recommend budget and policy, and provide guidance on the operations of the library, are the primary responsibilities of this important library group. The Library Board of Trustees meet monthly at the Crowell Public Library.

Friends of the Crowell Public Library. For more than 40 years, the mission of the Friends of the Crowell Public Library has been to raise money the library can use to supplement the library's budget allocation from the City, allowing it to keep its collections up-to-date and provide special services, particularly in the area of children's services and books, adult books and programming, dvd's and cd's. The Friends support the library's popular Summer Reading Program, which encourages kids to read all summer and the One Book One City Program, which encourages the community to come together by reading a specific book designated by the Friends. The Friends' Board of

Directors meet monthly, conduct an annual membership drive, staff the library Book Shoppe, and hold periodic book sales and rare book auctions to increase donations to the library. Books sold are donated throughout the year by local residents. Support by the Friends is approximately $50,000 annually. Last year, the Friends provided an

additional $50,000 to keep the library open on Fridays.

Library Foundation: The Library Foundation is a tax exempt organization established to provide financial support to the library for capital projects. The Foundation's goals are long term and its mission is to offer continuing support for major projects and initiatives identified by the City Council and the Library Board of Trustees. Foundation Board members serve terms of one to three years. The first major project supported by the Foundation was a state of the art electronic information system to the library. Contributions for this campaign exceeded $250,000. In recent years (past 10 years), the Foundation dedicated its efforts toward the construction of the new $17 million Crowell Public Library. The Foundation raised approximately 40% of the construction costs for the completion of the library. Over 1000 donors gave to this project and are continuing to donate.

The Foundation will now focus on other capital projects for the library, including equipment needs and technology. Through the establishment of an endowment program and special events as well as a refreshed capital campaign program, the Foundation hopes to continue its contributions to the library.

Photo courtesy of Eric Gomez

General funds, state funds, grants, fees, and generous donations by individuals, Friends, and the Foundation pay for the costs to operate the Crowell Public Library. Designated as a public library, the library is entitled to receive state reimbursement for book loans to others libraries/ communities. In recent months, California has threatened to reduce or eliminate public library funding. Consequently, libraries throughout California will struggle to stay afloat. In San Marino, less than three percent of the library's operations are actually offset by funds from the state. The majority of funds supporting the library are from the City's General Fund.

The Crowell Public Library offers an array of library services, including books and materials, online databases, adult and children's programming, computer access, study rooms, reference, educational workshops, cultural programs, art gallery, book shop, website information, and accessible online tools (catalog, account management) from personal computers. In addition, the library responds to the information, education and recreational needs of the community by offering performances, story times, lectures, exhibits, displays, author readings, computer training, and outreach. Volunteer opportunities are a significant component of the library, accounting for approximately 40 hours a week of volunteer assistance.

A total of 35,000 cards allowing access to the facilities and collection of the Crowell Public Library have been issued since 2006. Of these cards, 36% are resident cards and 64% are non-resident. Approximately 20% of the cards are issued to children.

Due to proximity, San Marino residents are also registered at other local libraries, most notably the libraries of Pasadena, Los Angeles County, South Pasadena, Alhambra, and Arcadia.

A total of 16.1 (FTE) staff is required to operate the Crowell Public Library.   The library is open seven days a week for a total of 62 hours per week. Yearly attendance at the library is approximately 276,000 per year or 5,300 patrons per week. Circulation parallels the high attendance levels at a rate of 19,000 materials per month or 228,000 per year.

The People We Serve: San Marino

The Crowell Public Library serves the citizens of San Marino. San Marino is a small community of 3.8 square miles. The City's median age is 44.5, compared to the County's 33.9. Between 2000 and 2008, the total population of the city increased by 510, reaching 13,455 in 2008. During this eight year period, the city's population growth rate of 3.9 percent was less than

half of the Los Angeles County rate of 8.9 percent. After somewhat steady growth between 2000 and 2005, the population decreased between 2005 and 2007. From 2007 to 2008, the city grew by 0.2 percent, or about 25 additional residents. Recent estimates by the California Department of Finance calculate San Marino's population at 13,415. The overall growth in San Marino over the next several years is not expected to be substantial, due primarily to limited housing development/ growth.

Between 2000 and 2012, the age distribution of San Marino's population is projected to become much more balanced, as the share of the school-age population (5 to 20 years old) and middle-aged cohorts (35 to 54 years old) is projected to decrease from a combined 58% in 2000 to 41 percent in 2012.   During the same twelve-year period, the share of the population ages 55 to 64 and 21 to 34 are projected to increase from a combined 21 percent in 2000 to 35 percent in 2012. The population of those age 21 to 34 and 55 to 64 will increase by a combined 2,154 people while that of those age 35 to 54 will decrease by 1,214.

San Marino is a diverse community. The diverse population requires a collection that reflects their needs and interests. Approximately 37.2% of the community is White (Non-Hispanic); 56.4% is Asian (Non-Hispanic); .2% is Black (Non-Hispanic); 2.3% is Other Non-Hispanic; and 3.9% is Hispanic. The Chinese Community within the city has experienced the greatest growth; many households are immigrants rather than US born. The share of the Asian population in the city increased from 48.4 percent in 2000 to 56.4 percent in 2007, significantly higher than the Los Angeles County share of 12.8 percent. The Asian population in the city is projected to further increase to 63 percent in 2012

Between 2000 and 2007, the share of Hispanic population in the city decreased from 4.4 to 3.9 percent, significantly below the Los Angeles County share of 47 percent in 2007. The share of Hispanics is projected to further decrease to 3.5 percent in 2012.

Like most cities in Southern California, since 2000, the share of non-Hispanic White population has been declining, while the share of other ethnic groups (particularly the Asian population) has been increasing and is projected to continue to rise through 2012.

Languages spoken in San Marino households include English, Chinese, and Spanish.

In 2006, the K-12 public school enrollment was about 3,240 students. Compared to 2003-04 school year, the District's enrollment decreased by approximately 50 students. San Marino boasts high academic performance and college graduates. San Marino is consistently ranked having the highest AP scores among public schools in California. Twelfth graders score far higher than national averages on the scholastic aptitude test. The majority of graduates attend four year colleges. Also, the majority of residents (70%) have a college degree compared to the 27% national average.

The 2007 median family income in San Marino was $149,119. Unlike surrounding communities, San Marino does not have an economically diverse population. The small percentage of lower income residents (about 3.7%) within the community are predominantly seniors who qualify as low-income because they are on a fixed income and not because they are employed in low paying jobs. In 2007, about 15 percent of households earned less than $50,000. About 64% of households earned over $100,000.

The total number of households in San Marino is 4,282 (2008). The number of housing units is 4, 453. The homeownership rate is 91.6%, with the average household size being 3.1. As of July 2010, the median list price in San Marino was identified as $1.9 million.

Between 2000 and 2008, the total number of households in the city increased by 16 or 0.4 percent, which is lower than its population growth rate of 3.9 percent. During this 8-year period, the City's household growth rate of 0.4 percent was lower than the County rate of 4 percent.

In 2008, the City's average household size was 3.1, equal to the County average. Between 2000 and 2008, average household size increased slightly in both the City and the County. Over 61 percent of all San Marino households have 3 people or fewer. About 12 percent of the households are single-person households, much lower than the County share of 26 percent. About 17 percent of all households in the city have at least 5 people.

CPL Highlights

San Marino celebrated the long anticipated grand opening of its new library, the Crowell Public Library, in January 2008. Named in honor of Donald Crowell and former San Marino Mayor Suzanne Crowell and their family, the library is a standing testimony and tribute to the community's good will. From campaign letters to grant applications to years of fundraising, which resulted in $10.5 million in donations, it was the commitment and contributions of San Marino residents that made the construction of the Crowell Public Library a reality.

The new 29,000 square foot building provides a gathering place, an information center, a technology hub and a book and media collection to serve the educational, cultural and recreational interests of people of all ages. Just three years after opening the new facility, a 30% increase in the library's use has been experienced.

Photo courtesy of San Marino

The new Crowell Public Library is well suited to address the existing needs of the community. Faster and better computers, new databases, and a larger collection make it easier for members to conduct research, assignments, and homework. The new library is also opened longer hours (12 hours) and on weekends, making it possible for students and working individuals to better utilize the facility. Meeting rooms equipped with screens and sounds systems help the community conduct business, facilitate classes, author programs, and other similar presentations. The rooms are well utilized, thereby increasing the library's revenues; and library programs are consistently well attended, thereby enriching the library experience for many individuals.

The Crowell Public Library features lobby entrance; adult, children, and young adult spaces; reading areas; community meeting room; conference room; computer lab, lifelong learning center; book shoppe; copy center room; study rooms; large circulation

work room; processing work room; administrative space; storage; staff lounge; basement; spaces to expand collection; energy efficient amenities; wireless Internet connection; art gallery. There is an outdoor courtyard suitable for gatherings, performance, or casual outdoor seating.

- 36 public access computers for one hour use increments--16 computers located in Adult; 16 in Children; 4 in Young Adult. Computer lab with 13 computers. 9 catalog stations; one microfilm computer; 37 staff computers.

- Number of readers seats: 200.

- Internet Connection. 3.1Mbps - 6.0Mbps. 50 Wi-Fi.

- Barth Room (38x35) features audio visual equipment for computer presentations; kitchenette and storage.

- Parking is provided directly behind the library and along Huntington Drive. An agreement with the San Marino Unified School District allows for additional parking along the SMUSD parking lots.

CPL Service

Since opening the Crowell Public Library, the library has earned a reputation for good public service. Always eager to raise the bar, staff has engaged in a process of weekly evaluation and development, including review with the Library Board of Trustees. These efforts have resulted in some reorganization and some re-strategizing. The review has provided insight leading to the development of this plan. The staff is committed to innovative planning and creative action within the organization, the profession and in the community.

2009-10 Crowell Public Library: Year at a Glance
Use of the Crowell Public Library grew in 2009-10, both in number of

visits and items checked out. Overall, the demand for services increased in adult and youth programming. Library visits increased 64% over FY 2005-06 (from 168,636 to 276,227). Circulation also increased 32% (from 172,298 to 227,763).   The biggest increase was in computer use (136%) from 28,525 in 05-06 to 67,182 in the current year. Staff offers a high level of customer service and library expertise to meet a variety of interests and needs.

Service Outputs 2009-10	
Total Public Service Hours	3,224
Number of Library Visits	276,227
Reference Questions	22,316
Total Circulation (Book and other materials borrowed)	227,763
Circulation of Children's Materials	*117,534*
Circulation of Non English	*30,909*
Circulation of Non Books	*26,402*
Material Loans Sent to Other Libraries	108
Materials Loans Received from Other Libraries	275
Total Number of Programs	387
Number of Children's Programs	*247*
Total Number of people attending programming	13,310
Children's Program Attendance	*9,567*
Number of public computer users	67,182
Number of visits to the library's website	58,021
San Marino residents who regularly use the library	12,817 (36% San Marino)
Total Library Cards distributed since 2006	35,197

San Marino residents visit other libraries. Many (3,270) are registered in Pasadena; 897 in Los Angeles County; 725 in South Pasadena; 535 in Alhambra; 476 in Arcadia; 424

Los Angeles Public Library; 383 in Glendale; 202 in Monterey Park; 37 in Sierra Madre; 22 in Monrovia; 16 in Burbank; 15 in Santa Monica; and others.

Other 2009-10 Service Highlights

More Teaching and Training Programs

- o Partnership with the San Gabriel Valley Medical Center to offer a monthly program series, The Doctor Is In.
- o Recurring programs include Brain Aerobics and E-Mail Orientation
- o Partnership development with UCLA Osher Foundation for classes/ programming.

More programming to satisfy community needs.

- o Partnership has been established with the LA Opera; three programs a quarter are offered focusing on current LA Opera productions.
- o The art gallery hosts a new local artist approximately every 8 weeks.
- o Friends: One Book One City Program
- o Musical Concerts
- o Guest speakers

More Resources

- o Electronic databases, including career finder and language learning.
- o Passport Program
- o Notary Services

Improved Children's Programs

- o Story Time (Large Attendance), including the addition of Chinese Bilingual Story Time
- o Summer Reading Program
- o Teen Programs and Anime Club
- o Tween Scene for grades 4/5/6
- o Foundation: BookMark Contest

Improved Customer Service

- ▪ Open 62 hrs/week, 7 days, 3224 hours annually
- o Email notification of overdue materials. Now sending "pre-overdue" notices via e-mail
- o Youth monitor.
- o 7 Accredited ALA Librarians

o Improved staffing patterns; better coverage on weekends and evenings.

Community Outreach

- o Community Calendar
- o Electronic Newsletter
- o City Newsletter
- o Recreation/Library Guide
- o Extensive marketing to local newspapers and online calendar sites.
- o Improved website and displays.

Volunteer Support

- o Volunteer Training Program
- o 2,782 hours of volunteer support

Fundraising

- o Friends Activities
  - Membership Drive, Book Sales, Book Shoppe
- o Foundation Activities
  - Car Show, Donation Campaign

The Collection

Photo courtesy of Eric Gomez

- San Marino's volumes held per capita is approximately 6.3. Less than Commerce (8.3) and Mill Valley (7.5), which have comparable population figures.

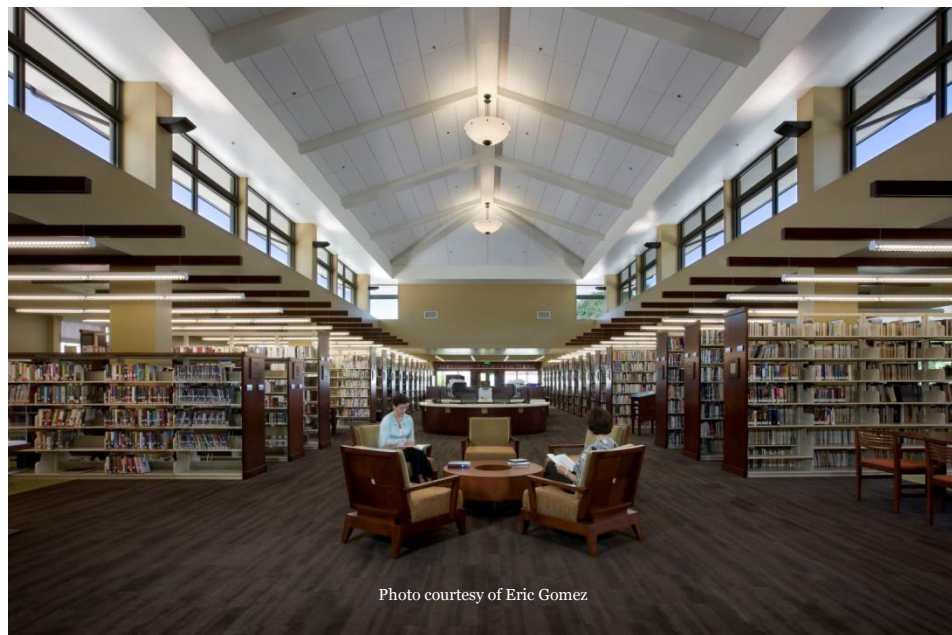- The total number of library records in the

catalog is 87,568. Of this amount, 86,207 are print materials. 34% are Children's materials. 4% are Young Adult Materials. 62% are Adult Materials.

- Adult Books. The largest category in Adult Books is Nonfiction (31,944), which includes reference. Some of these materials need frequent updating (i.e., computer books, educational materials, test preparation books, language learning, legal, medical, business, and travel books. San Marino patrons favor biographies, art, religious, language, and history books.

- The Adult Fiction books are also heavily used (11,338). Regular fiction (7,112) comprise the majority of the collection, followed by mysteries (3,427), science fiction (685), and inspirational fiction (114).

- Adult large print is provided for people with vision limitations. This collection (1004) includes fiction and nonfiction materials.

- Children Nonfiction books (12,351) are heavily used for school assignments and individual interest.

- Children Fiction books (11,112) are sought for reading skills building and pleasure reading. They are divided into three reading levels, including beginning, bridges, and regular.

- Picture books (3,890) include board books, read alongs (books and CD/tape sets) and regular.

- The Parenting collection includes books and dvd's. It is located in the Children's department, though most of the materials are meant for adults.

- San Marino provides audio visual materials, magazines, and Chinese materials. There are currently 3,494 audio materials and 2,047 video materials. A total of 134 print subscriptions are available.

- The library provides 15 databases, including newspapers, biographies, magazines, reference, language assistance, career information.

Annual Budget

Expenditures

The library's total operating expenditures in FY 2009-10 was $1,276,521. This reflects a 29% increase over FY 2005-06. The majority of the 2009-10 budget was absorbed by staffing and benefits (68%), with the remaining costs directed at operations (22%) and materials (10%). While the library's operating expenses have increased over prior years,

the growth has been relatively conservative and expected given the increase in size and amenities of the facility, longer operating hours, and more programming. Staffing, however, has remained relatively consistent or less— in 2005-06, the Department's FTE was 17.75; in 2009-10, the FTE's dropped to 16.10. The reduction in staffing is a reflection of staffs' efforts to operate more efficiently and effectively.

Expenditures FY 09/10	
Item	Cost
Salaries	$697,393
Benefits	$172,193
Books	$68,061
Magazines	$8,700
Online Resources	$33,600
Others (CDs, DVDs, etc)	$11,600
Other Operating Costs	$284,974
Total Expenditures	$1,276,521

Future Expenditure Considerations
The City/ library's budget structure does not include an amortization schedule for the replacement of library equipment, furnishings, computers or facility items. These items will reach the end of their lives, and consequently, the library's budget will need to accommodate their replacement. Staff recommends an annual amortization plan to account for these extra costs in the future. A common formula for amortization is provided here as follows:

Initial Cost/ Useful Life= Amortization per Year
$10,000/10= $1,000/Year

Other future considerations potentially impacting the library's operating budget are the escalating costs of Public Employee Retirement plans. Public agencies are experiencing increases in the cost of providing employees with CalPERS pension benefits because of the impact the challenging economy has had on the system.

Revenues

The department's total revenue in FY 2009-10 was $118,317. The net impact to the General Fund, after reducing the revenues, was $1,220,133. The Friends continue to support the library's programs ($48,000) with substantial financial contributions, including funding the children's materials and programs. (In the current fiscal year, an additional $50,000 Friends donation was received to help maintain library hours open on Fridays.) Other donations ($20,884) have also been received from the community including Rotary, Pasadena Showcase House for the Arts, Women's Club, and the Chinese Club. The library's meeting rooms are used considerably by community groups and private organizations, resulting in increased use

Photo courtesy of Eric Gomez

of the library as a community center. In the span of one year, rentals increased from 97 in FY 2008-09 to 219 in FY 2009-10. Despite high usage, rental revenues are less than in prior year due to less "private" rentals and the loss of a regular weekly private renter. Overall, rental revenues are approximately $10,000 less than prior year. Other library revenues are up, including State Funding, which increased from $26,190 in 2005-06 to $32,761 in 2009-10. Sources from the State include Public Library Fund, Direct Loan, and Interlibrary Loan reimbursements. Increased circulation and the addition of newer

activities such as the passport program helped increase the City's collection of fines and fees by 67%.

Revenues 09/10	
Source	**Amount**
Local Funds	$1,220,133
Friends Donation	$48,000
State Funds	$32,761
Circ Desk Revenue	$36,980
Donations/Grants	$20,844
Room Rentals	$15,934
Passports	$13,798
Total	$ 1,388,450

Future Revenue Considerations

The State of California is experiencing a serious financial crisis; consequently, Governor Brown proposed a complete reduction or elimination of public library funding, beginning in Fiscal Year 2011-2012. The reductions could mean the loss of $30.4 million for three of the state's most important public library programs: the Public Library Fund ($12.9 million), Transaction Based Reimbursement ($12.9 million), and the California Library Literacy and English Acquisition Service ($4.6 million). In San Marino, the reduction would be a loss of $26,000 annually (approximately).

The Governor's proposed budget would effectively eliminate the state's cooperative library system, which facilitates deliveries/loans between libraries and allows patrons to access out-of-town libraries/materials without a fee. The cooperative was developed in the 1950s and 60s to improve patron access through a shared system of costs. Participating libraries under the California Library Services Act (CLSA) are reimbursed for services provided to patrons that come from another library's jurisdiction. The reimbursement is based on the difference in out-of-town customers served between two libraries. For example, if Los Angeles *City* library patrons check out 10 items from an L.A. *County* Library and county patrons checks out 20 items from a city library, the city will be reimbursed based on that 10-item difference. The loss of this program will potentially result in new costs to this library for accessing out-of-town libraries. It will also pose financial challenges to the library's delivery system supported by state and

local funds, which currently allows Crowell patrons to request items from other area libraries and have them delivered.

Other future revenue obstacles could include proposals to reduce the Library Services and Technology Act (LSTA). Crowell Public Library currently receives about $10,000 annually in LSTA funds to support the education of staff on the verge of becoming Master-Certified librarians.

Benchmarking

The Crowell Public Library is surrounded by other public libraries, including Alhambra, South Pasadena, Pasadena, Arcadia, Monrovia, and Sierra Madre. A comparison of 2009-10 performance markers to these local libraries show the Crowell Public Library expenditures on a per capita basis to be the highest ($95). In addition, it shows Crowell providing the highest service, based on service

Photo courtesy of Eric Gomez

hours of 3,224 per year and circulation per capita at 17. The Crowell Public Library strategically schedules staff throughout key hours of the day to maximize resources. Furthermore, volunteer staff help offset some of the costs associated with shelving and day to day responsibilities.

On a national level, the number of visitors per capita in San Marino is much greater (21) than the national average for public libraries (5.1). In addition, the San Marino's circulation on a per capita basis is higher (17) than the national average (7.7). San Marino also ranks high in circulation of children's materials (52% of total circulation).

NATIONAL AVERAGES of Public Libraries		
Total visits to libraries	1,504,861,000	5.1 visits per capita
Total library circulation	2,277,549,000	7.7 items per capita
Circulation of children's materials	786,349,000	34.5% of total circ

Community Comparisons

Geographic Size: Square Miles	
San Marino	3.5
Alhambra	7.2
South Pasadena	3.44
Pasadena	23
Arcadia	12
Monrovia	13.75
Sierra Madre	3.03

Population	
San Marino	13,415
Alhambra	89,501
South Pasadena	25,881
Pasadena	151,576
Arcadia	56,719
Monrovia	39,984
Sierra Madre	11,099

Borrowers	
San Marino	35,197
Alhambra	82,430
South Pasadena	30,013
Pasadena	236,598
Arcadia	60,162
Monrovia	39,146
Sierra Madre	11,162

Square Footage/ Hours Open	
San Marino	29,000/ 3,224
Alhambra	45,000/ 2,893
South Pasadena	24,500/2,679
Pasadena	179,336/ 23,864
Arcadia	48,000/ 3,038
Monrovia	28,000/ 1,620
Sierra Madre	8,762/ 2,337

Annual Visits	
San Marino	276,227
Alhambra	561,122
South Pasadena	286,814
Pasadena	1,233,534
Arcadia	581,979
Monrovia	234,571
Sierra Madre	88,756

Operating Budget Total	
San Marino	$1,276,521
Alhambra	$2,796,540
South Pasadena	$1,612,352
Pasadena	$12,171,075
Arcadia	$2,967,125
Monrovia	$1,543,385
Sierra Madre	$823,116

Operating Budget Per Capita	
San Marino	$95
Alhambra	$31
South Pasadena	$62
Pasadena	$80
Arcadia	$52
Monrovia	$39
Sierra Madre	$74

Staff Full Time Equivalency	
San Marino	16.1
Alhambra	32
South Pasadena	20.5
Pasadena	115
Arcadia	27
Monrovia	20.6
Sierra Madre	11.8

Circulation	
San Marino	227,763
Alhambra	509,483
South Pasadena	431,573
Pasadena	1,719,042
Arcadia	725,397
Monrovia	202,116
Sierra Madre	107,535

Collection Budget	
San Marino	$121,961
Alhambra	$155,914
South Pasadena	$209,218
Pasadena	$985,328
Arcadia	$327,005
Monrovia	$82,938
Sierra Madre	$117,201

Print Collection Size	
San Marino	86,207
Alhambra	154,597
South Pasadena	131,009
Pasadena	828,120
Arcadia	211,049
Monrovia	120,575
Sierra Madre	60,096

Materials Per Capita	
San Marino	6.4
Alhambra	1.7
South Pasadena	5
Pasadena	5.5
Arcadia	3.7
Monrovia	3
Sierra Madre	5.5

Program Attendance/ Number	
San Marino	13,310/ 387
Alhambra	13,866/ 476
South Pasadena	20,333/ 419
Pasadena	52,925/ 2,224
Arcadia	20,730/ 775
Monrovia	18,495/ 397
Sierra Madre	5,727/ 289

Reference Transactions	
San Marino	22,316
Alhambra	107,648
South Pasadena	63,825
Pasadena	188,665
Arcadia	44,752
Monrovia	40,111
Sierra Madre	6,682

Public Computers/Internet Logins	
San Marino	67,182
Alhambra	136,755
South Pasadena	28,145
Pasadena	289,014
Arcadia	94,771
Monrovia	50,345
Sierra Madre	14,288

Library Trends and Developments

There are many societal and technological trends and issues affecting public libraries in the United States today, and the Crowell Public Library is subject to the same concerns. The following observations emerged from a variety of sources, including the California Library Association and the American Library Association, which help guide the formation of this plan.

Cultural Diversity
Census data shows many communities throughout the United States, including San Marino, are experiencing increases in ethnic populations. Many individuals have language and cultural barriers that impede their library use.

Reading Adversity

Many recent studies have shown that reading is on the decline in America. In particular, children and teens favor television, gaming, and other electronic pastimes to reading. Circulation of books is declining in many libraries while computer use and media checkouts of audio and video products are increasing.

High Customer Service Expectations

Pampered patrons! Amazon.com, Barnes and Noble and other high quality customer-centered businesses are setting a high bar for fast, friendly and competent service. Libraries are pressured to respond by providing staff to handle service desks, phones, and e-mail. Online services such as account management, reading lists, and e-mail notifications are widely expected by library customers. Libraries are challenged to respond to increasingly demanding customers who know what they want, when they want it, and how they want it.

Libraries as Community Spaces, Gathering Places

Despite the dominance of technology and the Internet, the role of the library as a communal space is being revitalized. Architectural features such as teen lounges, snack bars, meeting rooms and collaborative study areas are being emphasized in many library building projects. Programs addressing lifelong learning for all ages continue to thrive.

**A New Focus on Branding and Marketing**

Libraries across the country are realizing that they have to pay greater attention to developing their library brand and formulating marketing initiatives that increase their visibility. The result is that marketing communication materials are more sophisticated and more strategic and designed to resonate with specific population segments.

Media Changes

Media formats change rapidly and dramatically, requiring library collection adaptations. Libraries are processing new formats such as MP3 and Ipod files, BlueRay DVDs and online media, but lack the Internet bandwidth, technology, and budget to accommodate the public's appetite.

Info Literacy/Illiteracy

Many people, especially youth, think that the Internet provides all the information they need,
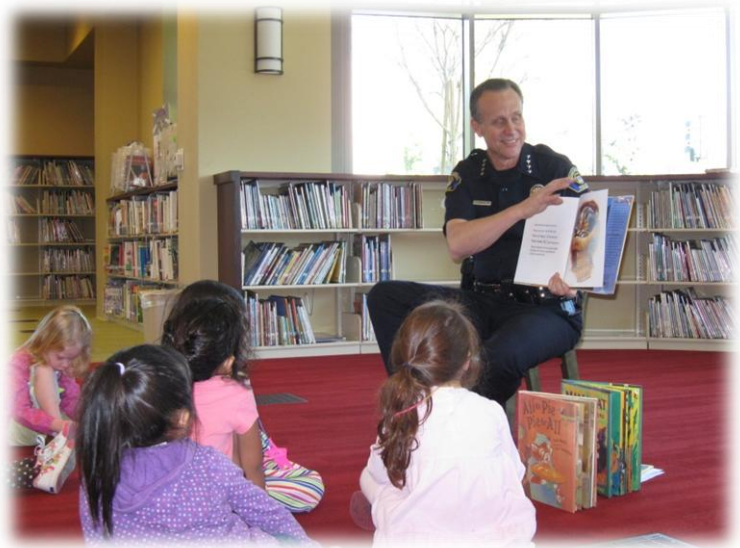
although they lack the skills to search and critique its numerous biased, commercial, and inaccurate websites. Librarians are poised to organize and instruct the public on the complexities of the Internet.

Internet Social Networking
The extraordinary popularity of social networking websites such as MySpace, FaceBook and YouTube, especially among those under age 35, has affected Internet use and social behavior. Wikis, blogs, instant messaging (IM) and RSS feeds are providing new channels of communication that challenge conventional publishing library activity.

The Teen and Senior Citizen Service Challenge
Most libraries feel that teens and seniors underutilize library services. Most libraries lack coherent marketing to these important populations who often use other resources ranging from the Internet to friends, for information, media, and reading material.

Community and Staff Input

Throughout the strategic planning process, the library gathered feedback from the community and the staff on improving services and planning for the future. One community survey was launched over a period of two months to gather library feedback from users and non-users. Users were asked their opinion on library services, resources, and programs. Over 800 responses were received.

Several focus meetings were also conducted—one facilitated by Jan Sanders (Pasadena Library Director and former President of the Public Library Association) with the community at large to generate priorities —and two others facilitated by Lucy Garcia (Community Services Director for the City of San Marino) with library leadership and staff to examine the library's strengths and weaknesses. Throughout the development of this plan, library staff members were also frequently asked to share their perception of how well the library is meeting the needs (or not) of the community.

Participation throughout these venues indicated a high degree of satisfaction with the library. The following responses guide many of the conclusions made for improving the library.

- The library should focus on what it does well rather than trying to be all things to all people.
- The library is a small, community library, which doesn't require all the bells and whistles of larger libraries.
- Although the community is actively using the library, the community is not entirely aware of everything the library has to offer.
- The library needs to continue serving the needs of youth and seniors.

- The library needs to be the hub that connects residents to new opportunities, information, and cultural experiences.
- The library is instrumental to building cultural diversity.
- The library's collection needs to emphasize materials for youth.

Community Survey

Background
The purpose of the 2010 Library survey was to evaluate current resources and services and assess the future library needs of the San Marino community. The results obtained from the survey represent an important source of information used to assist in the development of the Strategic Plan. A complete survey report is available through the Community Services Director or City Librarian.

Survey Methodology
The survey was posted from January 18 through January 31, 2010 at the Crowell Public Library and electronically on the library and city website. A total of 875 patrons and residents responded, representing about 7% of the library visitors within a two week period or 15% of the library visitors within a one week period. Of the 875 surveys submitted, 779 were complete surveys, meaning that all questions within the survey were readily addressed by the respondent. The majority of responses submitted were from youth between the ages of 13 and 17, followed by individuals between 36 and 54 years of age. At least 60 percent of the responses were collected from residents of San Marino. Of the San Marino responses, we are able to filter out the needs specific to San Marino; however, interestingly, they tend to mimic the overall percentages, uses, or needs expressed by the respondents.

Findings
In all, 18% of the respondents report seldom or never using the Crowell Public Library. Reasons for not using the library include time, transportation, too many unsupervised children and Pasadena Library (as a better venue). Many respondents (35%) report never using other/neighboring libraries. If they do visit other libraries it's because of larger collection, foreign materials, better dvd's, special interests, archival and research, homework support, newer children's materials, large print, books on tape or cd. Checking out books and materials, followed by reading and computers were the primary uses of the library. At least 24% of the respondents report utilizing the Book Shoppe. Children books and DVD's were the leading types of materials sought, followed by Teen Non-Fiction books and online library information resources. Chinese materials represented approximately 8% of the interests. Surprisingly, few people (6%) report needing the library for community information. Programming was not a leading cause to use the library; however, of the programming attended, Children's proved to be the most popular. Though well attended, education workshops ranked in fourth place. More test preparation workshops, more computer classes, more programming advertising, more children and youth programs, and more adult programs are recommended.

By far (65%), the technology most utilized by patrons includes the Internet. Approximately 48% also utilize the online databases and/or information resources for their research and homework. Faster and easier internet connection is a desired improvement among patrons. Better photocopiers and more computers were also highly recommended.

Respondents most commonly learn about the library from the sign boards, website, city newsletter and flyers. Better signage, more electronic (email) notices, information via the schools and the calendar are suggested areas for improvement. Respondents are most unaware of the library's newest services, including passports and notary, and teacher support services. Regarding programming, respondents are most unaware of adult programming, borrowing and returning books from other libraries, and classes offered via Recreation at the library.

Priorities
Respondents ranked the following as the top priorities for the Crowell Public Library over the next three to five years:
• Provide increased access to electronic books
• Provide access to advanced computer applications.
• Provide electronic notices of library events, account information, and items of interest.
• Provide café and refreshment service.

In general, the library received high rankings for easy to find, well organized, and quick check out. The greatest dissatisfaction was in the area of facility hours during weekends. Lack of parking and clean restrooms were other areas of concern.

Stakeholder Meetings

June 2010
In June 2010, stakeholders representing the library's patrons, staff, governing board, foundations, friends, and collaborating partners contributed to a one day meeting at the Crowell Public Library.

Stakeholders began by acknowledging the mission of the Crowell Public Library and by looking at the community's opportunities and threats, strengths and weaknesses affecting the library system today. The meeting continued with small conversations on library service priorities, which after rating, include: Connecting to the Online World; Lifelong Learning; and Finding and Using Information. Some discussion also ensued on what it "costs" to sustain the library in San Marino on a per capita basis.

The following is a summary of key COMMUNITY outcomes identified by this stakeholder group.

Community Strengths	Community Weaknesses
More active/talented.	Revenues/tax base.
Belief in community.	Schools require more funding.
Pride.	Lack of younger families.
Family values.	Need to engage younger families.
New Library.	Starbucks is the only social center.
Volunteers/ Very Civically Involved.	High taxes.
Networking for Business.	Lack of active library users.
Very good schools.	No promotion of the library.
Wealthy community.	Weak commercial district.
Good support groups.	No senior center.
Stability over many generations.	Inadequate funding for collection/cd's.
Many skills in the community.	No recreation facility.
Excellent city government/ leadership.	A mentor program for students with
Multicultural community.	seniors needed.
Huntington Library.	Bridging multicultural groups needed.
Access to metropolitan areas (Los Angeles).	Not enough interaction between library
Geographically desirable.	and schools.
Low crime.	Library a child care center.
Programming great.	No farmers market in the community.
Great recreation programming.	
Strong surrounding communities (mutual aide).	
Lacy Park.	

External Opportunities	External Threats
Book delivery system to seniors.	Loss of human connections.
Data sharing with other organizations.	Limited financial resources.
Kindle, downloadable devices.	Economy
Mommy and me parenting interaction.	Ghost in library: Old vs. New
Collaboration with Boy Scouts or the like to	Strong sense of community history.
implement programming (aka home delivery).	Lack of time for parents.
More senior programs.	Overload of information.
Career transition/ flexibility.	Changing technology.
Collaboration with local universities.	Too traditional.
Speaker programs using local resources.	Owning information vs. accessing
Relationships with local museums.	information.
Community based programming.	Library serving as a community center
More revenue enhancement.	until community center is built.
International speakers.	
More integration between Asian/Caucasian groups.	
Facilitate discussion to democratic values and	
varying points of view.	
Cornerstone of education.	
Provide tutoring/homework assistance.	
Bridge gap between school/home.	
Autism conference center.	
New corner concept developing human relations.	

July 2010

In July 2010, a similar process was pursued with library staff. The following is a summary of key library-specific SWOT findings received from staff.

CPL Strengths	CPL Weaknesses
Customer service/ Friendly	Parking (lack of)
Hours /availability	Entrance to building
Community Support – Community feels the library	Tiles (noisy)
is relevant/important	School nearby
Layout of the building usable spaces- a lot of ways	Sightlines are bad
to serve the community	Phones
Chinese collection	Signage
Separate reading areas – comfortable furniture	Public copiers
Computer access	No international collection
Passport service	Old DVDs
Offices out of the way removed from the public	Missing books
Staff support of each other	Volunteer training lack of accountability
Expediency of services-processing	Where safe is located
Children services	Needy Heating, Ventilation and Air
Speed of cataloging	Conditioner
Tailored Programming-linked to community	Literacy services
groups i.e. San Gabriel Valley Medical Center	Homebound book delivery service
Great volunteer pool	Public restrooms
Best sellers up-to-date collection	Facility manager to trouble shoot issues

Interlibrary loan Support groups Southern California Library Cooperative- benefits to return books to other libraries Good home page Reservation rooms scheduling calendar Organizational Structure Recreation/Library Good collection of books on tape DVD collection Staffing capacity School Proximity	On call maintenance No fax/scanner for public Pick-up Drop off Staff parking Services for pre-toddler lacking Budget is based on old building/ needs to reflect new size and increased patronage No electronic books No laptops for public use No wireless printing
CPL Opportunities	**CPL Threats**
Grants revenue Re-due web page in Drupal Draw attention to new programs Teen Center closing presents new programming opportunity Strengthen children's services Utilize interns Raise awareness for library donation (advertise at the door all amounts welcome) Connect patrons with Recreation Department for programs they may be unaware of	Kids because of teen center closing Economy Ageing computer equipment Shortened library hours elsewhere Aging of everything Technology Homeless Parking

October 2010
A summary of SWOT findings and recommendations was reported to the library leadership groups in October 2010. Staff emphasized recurring values throughout the strategic planning (survey and meeting) process. Based on these values, staff outlined five possible goals for consideration in the Strategic Plan. Discussion ensued on how to reach the goals, using the following selection criteria:
- Does it make sense? Is it relevant to our mission and values?
- Is it appropriate or significant to the library? Does it duplicate?
- Will it be effective? Will it add value to the library/patron?
- Can it be implemented? (Staff, Budget, Facility) Is it feasible?

1. **Library Resources: Provide library services and a collection designed to meet the needs of the community now and in the future.**

More DVDs	*More Audio*
More Educational	*More Adult Non Fiction*
Specialized collection in one subject area	*Develop a collection development plan*
Child collection development	*Open up computer lab*
Improve broadband width/hardware	*Acquire new content management system*
Expand programming	*Program flexibility*
Tech update workshops	*Online genealogy database*
Great courses/Great books	*Hosts/Docents*
College fair/college info	*Bookmobile*
Services hours	*Open seven days a week*

2. **Quality Services: Provide high quality services to the community, which are fast, friendly, and competent.**

Point of service   *Circulation staff with librarian*
"Paper" directional footsteps   *Increase staff support*
Projects (e.g. room rentals, passports) *Children's programming*
Replacement/Maintenance plans   *Signage- Mothershed courtyard*
Awning in Mothershed courtyard   *Move to paperless*

3. **Sustainability. Implement operations and seek opportunities which will allow the library to grow and maintain services.**

Food Services   *Partner to bring in more revenue*
Pay for fee services (Vending Machines) *Librarybookshoppe.com*
Fundraising goal/endowment   *Grants (Federal, State,Local)*
*Build partnerships with community
groups and professional organizations to
foster existing and additional
programming*

4. **Community Engagement. Raise awareness and visibility of library and increase recognition of library as an essential community asset.**

Continuously market Library services. *Interaction between/among ethnic groups*
*More community services/ community
information (new neighbor welcome,
City guides).*

5. **Organizational Culture. Become an organization that continuously assesses community needs, trends, community and staff support to achieve a top-notch library.**

Support our Library groups

Measuring for Success

To remain a vital part of our community, the Crowell Public Library must be flexible and open to change. The strategic directions herein will ensure the library remains relevant and vibrant and responsive to the need of San Marino residents. Staff will assess progress periodically through the Library Board of Trustees. Departmental implementation plans, the annual budget process, and interactions with the Council will also allow the library to sustain its goals and vitality.

Each year, during the annual state librarian's report, the staff and Trustees will set aside time to assess their progress in meeting the goals and objectives outlined in this document. In evaluating its success, the Crowell Public Library will:

Measure Levels of Community Satisfaction

- o Develop programming, service, and collection surveys.
- o Develop customer satisfaction surveys.

Monitor and Measure Levels of Support

- o Record and report public and private support.
- o Receive and record membership numbers, donations, and development of programs from Friends and Foundation.
- o Monitor growth in volunteer program.

Measure and Analyze Customer Use

- o Continue tabulating monthly use statistics, including registration cards, circulation, door count, reference queries, computer use, database use, programming attendance and facility rentals.
- o Monitor collection losses, including lost books and weeding.
- o Monitor specific collections and determine levels of use.

Improve Library Efficiency and Effectiveness

- o Monitor the number of items circulated.
- o Monitor the use of website and account management.
- o Monitor equipment and facility failures.

Increase Awareness

- o Measure the number of community partnerships.
- o Measure attendance at community group meetings.
- o Measure marketing announcements.

For additional information on this plan contact: Crowell Public Library 1890 Huntington Drive San Marino, CA 91108 626-300-0777 www.crowellpubliclibrary.org

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Appendix: Library Statistics, Survey Questions, and Survey Results

This section includes a summary of annual library outputs and a summary of the survey results and questions. Additional survey information, including narrative provided by respondents, is available through the Crowell Public Library.