



**PUBLIC COMMENT GUIDELINES**

The City Council welcomes public input. Members of the public may comment on the agendized items only. Members of the public will have three minutes to address the City Council, however, the Mayor and City Council may adjust the time allotted, as needed.

Public Comments received in writing will not be read aloud at the meeting, but will be part of the meeting record. Written public comments will be uploaded to the City website for public viewing under Additional Documents. When submitting a public comment, please make sure to include the following:

- 1) Name (optional), and
- 2) Agenda item you are submitting public comment on.
- 3) Submit by no later than 12:00 p.m., on the day of the City Council meeting. Correspondence received after this time will be distributed the following business day.

PLEASE NOTE: The Mayor may exercise the Chair's discretion, subject to the approval of the majority of the City Council, to adjust public comment time limit to less than three minutes, as needed.

Pursuant to State law, the City Council may not discuss or take action on issues not on the meeting agenda, except that members of the City Council or staff may briefly respond to statements made or questions posed by persons exercising public testimony rights (Government Code Section 54954.2). Staff may be asked to follow up on such items.

**PUBLIC COMMENT****1. PUBLIC COMMENT**

Public Comment will be limited to three minutes per speaker for the agendized items only.

**ACTION/DISCUSSION****2. RECEIVE AND FILE THE "LIBRARY STRATEGIC PLAN, 2023-2027" AND PROVIDE DIRECTION REGARDING FACILITY IMPROVEMENTS**

It is recommended that the City Council:

1. Receive and file the "Library Strategic Plan, 2023-2027"; and
2. Provide direction to staff regarding short-term and long-term facility improvements.

**ADJOURNMENT****FOR YOUR INFORMATION****FUTURE CITY COUNCIL MEETINGS**

May 17, 2023	Regular City Council Meeting and Budget Workshop	7:00 P.M.
June 7, 2023	Regular City Council Meeting and Budget Workshop	7:00 P.M.
June 21, 2023	Regular City Council Meeting	7:00 P.M.

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**CERTIFICATION OF POSTING**

*I declare under penalty of perjury that I posted this notice of agenda for the meeting to be held on **May 03 2023**, on the bulletin board in the courtyard of City Hall located at 1414 Mission Street, South Pasadena, CA 91030, and on the City website as required by law, on the date listed below.*

04/27/2023

/S/

Date

Mark Perez, Deputy City Clerk



# City Council Agenda Report

ITEM NO.   2  

**DATE:** May 3, 2023

**FROM:** Arminé Chaparyan, City Manager *Ac*

**PREPARED BY:** Cathy Billings, Library Director

**SUBJECT:** Receive and File the “Library Strategic Plan, 2023-2027” and Provide Direction Regarding Facility Improvements

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## Recommendation

It is recommended that the City Council:

1. Receive and file the “Library Strategic Plan, 2023-2027”; and
2. Provide direction to staff regarding short-term and long-term facility improvements.

## Executive Summary

On May 31, 2022, the South Pasadena Public Library engaged consulting firm BerryDunn to assist with the development of a five-year strategic plan for the Library. The strategic planning process took place between June 2022 and January 2023, and engaged staff, the community, key interested parties, the Library Board of Trustees, the Friends of the South Pasadena Public Library, Inc. board members, and the specially created 13-member Community Advisory Committee. The Library Board of Trustees (Trustees) approved the “Library Strategic Plan, 2023-2027” (Strategic Plan) on February 9, 2023. The Plan outlines goals and tasks that will result in more efficient operations, an improved customer experience, and better technology for staff and patrons. The strategic planning process made clear that it is time to plan for the future of the Library facility to ensure that it can continue to serve South Pasadena residents in the decades to come.

## Background

The Library has traditionally engaged in strategic planning every five years. The Library’s last strategic plan covered the period 2017-2022. Strategic planning is important for the Library, as it provides an opportunity to recalibrate programs and services based on the needs and concerns of the community, and ensures human and fiscal resources are allocated most effectively.

BerryDunn’s consultants led a four-phase process that included initial project planning, analysis of Library data, engagement, goal setting and visioning, and strategic plan development. Participation in the process was robust: Library staff participated in two four-hour workshops; the Library Board of Trustees engaged with the process at seven

public meetings between July 2022 and February 2023; the consulting team met with the Friends of the South Pasadena Public Library, Inc. board; and a public meeting was held in the Library Community Room. In addition, a Community Advisory Committee was established, whose 13 members represented a cross section of community perspectives, including schools, social and service organizations, business interests, teen and adult library users, and City staff. Consultants conducted one-on-one interviews with a member of the South Pasadena Arts Council's (SPARC) board, the president of the South Pasadena Chinese American Club, Community Services Department Director Sheila Pautsch, Lieutenant Shannon Robledo of the South Pasadena Police Department, and South Pasadena High School librarian Shelee Wilkerson. The community engaged in the process enthusiastically. 424 people completed a survey that provided a wealth of information about how people use the Library, what they like about it, and the improvements they would like to see in the future. Over 1,000 candid and thoughtful comments were collected via the survey. Key questions posed in the survey included:

- Are you a South Pasadena Public Library cardholder?
- How often do you visit our library?
- If you never use the library, why not?
- What are your reasons for visiting the Library?
- What do you usually do when you visit our library?
- What are the barriers to using library services for your household?
- What would you like to see in our library in the future?
- Are there any other services, amenities, or technologies you would like to see in our library in the future?
- Tell us what you like about the Library.
- Tell us what you would like to see improved at the Library.
- What services do you seek at other libraries?
- What are the most important ways the Library can be an asset to you/your community?

The findings of the data analysis and engagement phases of the strategic planning process were shared with staff, the community, and the Community Advisory Committee at in-person sessions in early September 2022 (see Attachments 2 and 3: BerryDunn Engagement Findings Presentation and Summary of Strategic Plan Survey Comments). These findings were the basis for the goal setting and visioning phase that staff and the Community Advisory Committee engaged in.

### **Analysis**

The engagement findings revealed major themes, which the consultants categorized according to the frequency with which they were mentioned. "Tier 1" represents the most frequently mentioned themes, followed by "Tier 2" and "Tier 3" themes.

Tier 1

- Address facility needs
- Prioritize safety
- Expand programs, events, hours

Tier 2

- Increase technology
- Grow collection
- COVID impacts

Tier 3

- Great location
- Barriers exist to accessing library services

The goals identified in the Strategic Plan are tied to these themes, and are divided into four categories: Operational, Facility, Technology, and Service.

Operational goals focus on staff retention and development, increasing collaboration and communication with other City departments, and reviewing Library policies and procedures through an Equity, Diversity, and Inclusion lens.

Facility goals are to address the need for critical repairs and improvements to the existing 41-year old building, and to plan for a vital and modern library facility that can serve the South Pasadena community into the future.

Technology goals include the conversion to RFID, which will increase workflow efficiencies and provide improved customer self-service options. Also addressed in this section are a number of product implementations that will benefit staff and the public, such as an Acquisitions Module for purchasing, tracking, and processing books and other items being added to the Library's collection, and scanning and wireless printing for customers.

Service goals center on improving engagement with the community and providing the services and materials that best meet its needs.

### **Fiscal Impact**

At this time, a full analysis of costs related to implementing the goals outlined in the Strategic Plan has not been completed. The Plan's proposed implementation timeline spreads goals across four fiscal years. Many goals, and the tasks associated with them, will not require significant expenditures and can be addressed as part of each year's budgeting cycle. Goals and tasks that will require a substantial amount of funding are:

- Implement a Radio Frequency Identification (RFID) system. City Council has previously discussed funding this project in Fiscal Year 2023-24 using

Coronavirus State and Local Fiscal Recovery Funds (SLFRF); the \$160,000 project is included in the City's Capital Improvement Plan.

- Address critical infrastructure and safety-related improvements to the Library facility. Associated costs and funding sources—including the California State Library's Building Forward Library Facilities Improvement Program—will be discussed at this Special Joint Meeting of the City Council and the Library Board of Trustees.
- Contract for professional services to prepare a master site plan that takes into account the Carlyle "story room" bequest, and incorporates a library facility/space needs study.

### **Key Performance Indicators and Strategic Plan**

Library KPI's for Fiscal Year 2022-23 included the completion of a five-year strategic plan. Developing a strategic plan for the library aligns with City Strategic Plan priority number 6, to "Enhance Customer Service through Innovation to More Effectively Respond to Community Priorities".

### **Commission Review and Recommendation**

The Library Board of Trustees engaged in, or contributed to, the strategic planning process at seven public meetings. The "Library Strategic Plan, 2023-2027" was approved by the Library Board of Trustees on February 9, 2023. The Trustees recommend that the City Council receive and file the Strategic Plan and discuss and provide direction regarding the future of the Library facility.

### **Attachments:**

1. Library Strategic Plan, 2023-2027
2. BerryDunn Engagement Findings Presentation
3. Summary of Strategic Plan Survey Comments

**ATTACHMENT 1**  
Library Strategic Plan, 2023-2027

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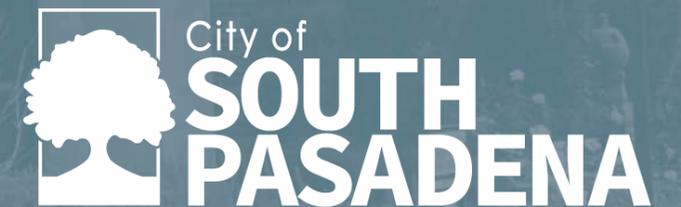


City of South Pasadena Public Library

# STRATEGIC PLAN

2023-2027

SOUTH PASADENA  
PUBLIC LIBRARY  
1100 OXLEY



City of  
**SOUTH PASADENA**

PUBLIC LIBRARY

[www.southpasadenaca.gov/library](http://www.southpasadenaca.gov/library)

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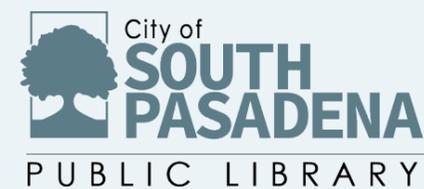
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# MESSAGE FROM THE DIRECTOR

We are proud to share the South Pasadena Public Library 2023–2027 Strategic Plan, which has been many months in the making, and reflects the enthusiastic participation of the community, library staff, Library Board of Trustees, and the 13-member Community Advisory Committee.

That so many individuals chose to participate in the strategic planning process is a reflection of South Pasadena’s civic pride and shared community values. 424 people took the time to complete our survey and more than 1,000 written comments were submitted. The candid and thoughtful input from both community members and staff are what make this plan a robust roadmap for the coming years.

The strategic planning process identified the library’s two key roles as being a community anchor and a resource and learning hub. We fulfill these roles by serving people from all walks of life and socioeconomic backgrounds and also by providing resources



# MESSAGE FROM THE DIRECTOR

for literacy, lifelong learning, recreation, and professional development.

We are incredibly excited about the goals that were identified for the next five years. These goals, and the completion of the tasks related to them, will result in more efficient operations, an improved customer experience, and better technology for staff and patrons. We are also tasked with being thoughtful about our programs, and expanding and diversifying our collections. Perhaps most important of all, the strategic planning process made clear that it is time to plan for the future of our library facility so that it can continue to serve the public for decades to come.

The engagement survey affirmed that South Pasadenans value their library, and staff are grateful for the community's support. We look forward to taking the journey before us together.

Cathy Billings  
Library Director



# OUR MISSION

The South Pasadena Public Library is a welcoming environment where the evolving and diverse needs of our users are met with physical and digital resources, outstanding service, and engaging programs for all.



# ROLES OF THE LIBRARY

## COMMUNITY ANCHOR

The Library is a welcoming place for people of all ages, walks of life and socioeconomic backgrounds. People visit it to study, work, relax, and recharge. It is also a place where people learn about their community, connect with their neighbors, and expand their horizons. The Library is committed to being an inviting and inclusive community anchor.

## RESOURCE & LEARNING HUB

The Library provides resources in a variety of formats to meet the information and learning needs of a diverse population. It supports reading readiness, literacy, lifelong learning, recreation, and professional development with its collections, programs, and services. It serves as a community hub for people and ideas.

# OUR GOALS



## OPERATIONAL

- Increase, retain and develop staff.
- Grow collaboration and communication with other City departments.
- Explore the library's evolving role in serving customers needing social services resources.
- Continue efforts to incorporate Equity, Diversity, and Inclusion principles.



## FACILITY

- Address short-term and long-term critical and safety-related facility improvements.
- Ensure the City has a vital and modern library facility that meets the long-term needs of the community.



## TECHNOLOGY

- Increase workflow efficiencies and customer self-service options.
- Improve technology services for the public.
- Ensure the Library is able to take advantage of federal grant funds for technology.



## SERVICE

- Offer programs that meet the needs of our community, that are appropriate to a small public library, and that complement other programs happening in the city.
- Expand and diversify collections and resources for the community.
- Improve communication and outreach about Library programs and services.



# OPERATIONAL GOALS, TASKS, & INTENDED OUTCOMES

## INCREASE, RETAIN AND DEVELOP STAFF.

- 1 Develop an ideal staffing plan for the library, that considers budgets, evolving needs, pending retirements, and succession planning. The plan should be developed in collaboration with the City Manager and Human Resources Division and be revisited each year as part of the City budget cycle.

**OUTCOME:** Staffing needs and priorities are identified and the delivery of desired library services is aligned with staff resources.

- 2 Establish annual training and development goals and expectations for all department staff.

**OUTCOME:** Current and future staff are supported and developed to be prepared to respond to evolving library services and customer needs.

- 3 Provide quarterly update to staff on strategic planning goals and performance measures, and conduct an annual library staff survey.

**OUTCOME:** All staff are involved in strategic planning and the evolution and development of library programs and services.

## GROW COLLABORATION AND COMMUNICATION WITH OTHER CITY DEPARTMENTS.

- 1 Present the overview of the library's new 2023 – 2027 Strategic Plan at a meeting of department heads.

**OUTCOME:** Other department heads understand the library's plan and priorities, laying the groundwork for collaboration.

- 2 Hold regular meetings between library staff and staff from other departments, such as Community Services, Police, Public Works, and Community Development.

**OUTCOME:** Library staff understand the activities of other departments and how they relate to and/or complement library programs and services, and vice versa. Opportunities for collaboration and increased efficiency are identified and acted upon. Library expertise, such as digitization and information organization and retrieval, benefits other departments.

- 3 Provide an annual update to City Council on status of strategic planning goals and performance measures.

**OUTCOME:** City Council is informed about the library's progress and has an opportunity to give feedback and make suggestions.

## EXPLORE THE LIBRARY'S EVOLVING ROLE IN SERVING CUSTOMERS NEEDING SOCIAL SERVICES RESOURCES.

1. Continue to collaborate with other City departments and regional entities to increase social service support resources for library customers.

**OUTCOME:** The library is better able to respond to customers in need.



## CONTINUE EFFORTS TO INCORPORATE EQUITY, DIVERSITY, AND INCLUSION PRINCIPLES.

1. Review policies and procedures through an EDI lens.

**OUTCOME:** The library purposefully provides equitable services to a diverse community.

2. Continue EDI training and awareness activities for library staff.

**OUTCOME:** Staff are aware of Library's commitment to EDI and incorporate EDI principles in their daily work.

3. Develop and present programs that present a diverse range of experiences.

**OUTCOME:** Library programs promote cultural connections and foster a more equitable society and a culture of empathy.



# FACILITY GOALS, TASKS, & INTENDED OUTCOMES

## ADDRESS SHORT-TERM AND LONG-TERM CRITICAL AND SAFETY-RELATED FACILITY IMPROVEMENTS.

- 1 In consultation with Public Works, prepare an application for the California State Library Building Forward Library Infrastructure Program grant for critical and life-safety improvements.

**OUTCOME:** City applies for and secures funds to address library facility critical infrastructure and life-safety deficiencies, including inadequate restrooms, HVAC, security, and fire prevention systems, and electrical and lighting issues.

- 2 Collaborate with Public Works to develop priorities and a plan for completing funded projects.

**OUTCOME:** Staffing and consulting needs are defined, and the City's Capital Improvement Plan (CIP) is updated to reflect the timing and cost of newly funded projects.

- 3 Implement plan for completing funded projects.

**OUTCOME:** Critical projects are completed, and any grant funds spent by June 30, 2026 deadline.

## ENSURE THE CITY HAS A VITAL AND MODERN LIBRARY FACILITY THAT MEETS THE LONG-TERM NEEDS OF THE COMMUNITY.

- 1 Contract for professional services to prepare a master site plan to include a library space needs study, and taking into account the Carlyle story room bequest and input received during the engagement phase of the strategic planning process.

**OUTCOME:** A completed master site plan identifies constraints and opportunities and provides the information that the City Council needs to adopt a vision for the future of the library facility.

- 2 Identify "next steps" based on the City Council's vision and the master site plan findings.

**OUTCOME:** Elected officials, City staff, the community, and partners like the Friends of the Library, have a basis for moving the vision forward.



# TECHNOLOGY GOALS, TASKS, & INTENDED OUTCOMES

## INCREASE WORKFLOW EFFICIENCIES AND CUSTOMER SELF-SERVICE OPTIONS.

- 1 Implement Radio Frequency Identification (RFID) collection security and maintenance system.

**OUTCOME:** The library has RFID capabilities, resulting in more efficient collection management and circulation functions and improved customer self-checkout.

## IMPROVE TECHNOLOGY SERVICES FOR THE PUBLIC.

- 1 Develop a five-year technology plan in collaboration with the City's IT Department to guide technological upgrades and implementation of new technologies.

**OUTCOME:** The plan prioritizes technology projects to be implemented, such as wireless printing and scanning, and informs decisions about staffing and budgets.

## ENSURE THE LIBRARY IS ABLE TO TAKE ADVANTAGE OF FEDERAL GRANT FUNDS FOR TECHNOLOGY.

- 1 Become Child Internet Protection Act (CIPA) compliant.

**OUTCOME:** With CIPA compliance, Library is eligible to receive federal Library Services and Technology Act (LSTA) grant funds.





# SERVICE GOALS, TASKS, & INTENDED OUTCOMES

## OFFER PROGRAMS THAT MEET THE NEEDS OF OUR COMMUNITY, THAT ARE APPROPRIATE TO A SMALL PUBLIC LIBRARY, AND THAT COMPLEMENT OTHER PROGRAMS HAPPENING IN THE CITY.

- 1 Continue to hold team meetings to map out a comprehensive plan of programs and services.

**OUTCOME:** A calendar year’s program and service goals are outlined in advance and potential collaborations, grant opportunities, etc., are reviewed and deadlines met.

- 2 Regularly conduct patron satisfaction surveys or implement an ongoing survey to identify emerging community needs that may be met through library services.

**OUTCOME:** The library is informed about patron satisfaction with existing services and desires for new services.

- 3 Based on survey results and event debriefings, look for opportunities to reimagine programming.

**OUTCOME:** Programs are fresh, relevant, and well attended.

## EXPAND AND DIVERSIFY COLLECTIONS AND RESOURCES FOR THE COMMUNITY.

- 1 Library staff give a minimum of four presentations annually about library programs and services to community groups, organizations, and entities to lay a foundation for programming and service partnerships.

**OUTCOME:** Library and library staff foster strong relationships throughout the community and stay abreast of community needs.

- 2 Identify and pursue grant and alternative funding opportunities to support expanded and diversified library services and collections.

**OUTCOME:** The library has funding sources to add new services or enhance existing services

- 3 Implement a Library of Things program.

**OUTCOME:** Customers borrow items from the Library that they would otherwise have to purchase, supporting the sharing economy and the City’s sustainability objectives.

- 4 Conduct a diversity audit of the library’s collection, to identify gaps and areas for improvement.

**OUTCOME:** Library collections are improved and diversified, and staff are better equipped to make collection development and management decisions.



# SERVICE GOALS, TASKS, & INTENDED OUTCOMES

## IMPROVE COMMUNICATION AND OUTREACH ABOUT LIBRARY PROGRAMS AND SERVICES.

- 1 Explore the feasibility of a library-specific marketing plan, including branding and web presence.

**OUTCOME:** Library has a more cohesive and effective branding and outreach and communication strategy.

- 2 Develop a new Library brochure.

**OUTCOME:** Library has a compelling brochure that can be used for outreach to existing and potential customers.

- 3 Develop a library welcome packet to be distributed to new residents in collaboration with realtors and landlords.

**OUTCOME:** Library welcomes new residents to the community, adds new users, and increases their awareness of library programs and services.



# IMPLEMENTATION TIMELINE

		FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026	FISCAL YEAR 2027
<b>OPERATIONAL GOALS</b>	<b>⚙️ Increase, retain and develop staff.</b>					
	• Develop an ideal staffing plan for the library, that considers budgets, evolving needs, pending retirements, and succession planning.		•	•		•
	• Establish annual training and development goals and expectations for all department staff.		•		•	•
	• Provide quarterly update to staff on strategic planning goals and performance measures, and conduct an annual library staff survey.		•	•	•	•
<b>OPERATIONAL GOALS</b>	<b>⚙️ Grow collaboration and communication with other City departments.</b>					
	• Present the overview of the library’s new 2023–2027 Strategic Plan at a meeting of department heads.		•			
	• Hold regular meetings between library staff and staff from other departments, such as Community Services, Police, Public Works, and Community Development.		•	•	•	•
	• Provide an annual update to City Council on status of strategic planning goals and performance measures.			•		•

Fiscal Year is July 1–June 30

# IMPLEMENTATION TIMELINE

		FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026	FISCAL YEAR 2027
OPERATIONAL GOALS	 <b>Explore the library’s evolving role in serving customers needing social services support resources.</b>			●	●	●
	<ul style="list-style-type: none"> <li>Continue to collaborate with other City departments and regional entities to increase social service support resources for library customers.</li> </ul>			●	●	●
OPERATIONAL GOALS	 <b>Continue efforts to incorporate Equity, Diversity, and Inclusion principles.</b>			●	●	●
	<ul style="list-style-type: none"> <li>Review policies and procedures through an EDI lens.</li> </ul>			●	●	●
	<ul style="list-style-type: none"> <li>Continue EDI training and awareness activities for library staff.</li> </ul>			●	●	●
	<ul style="list-style-type: none"> <li>Develop and present programs that present a diverse range of experiences.</li> </ul>			●	●	●
FACILITY GOALS	 <b>Address short-term and long-term critical and safety-related facility improvements</b>			●		
	<ul style="list-style-type: none"> <li>In consultation with Public Works, prepare an application for the California State Library Building Forward Library Infrastructure Program grant for critical and life-safety improvements.</li> </ul>			●		
	<ul style="list-style-type: none"> <li>Collaborate with Public Works to develop priorities and a plan for completing funded projects.</li> </ul>			●	●	●
	<ul style="list-style-type: none"> <li>Implement plan for completing funded projects.</li> </ul>			●	●	●

Fiscal Year is July 1–June 30

# IMPLEMENTATION TIMELINE

		FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026	FISCAL YEAR 2027		
<b>FACILITY GOALS</b>	<b>Ensure the City has a vital and modern library facility that meets the long-term needs of the community.</b>							
	<ul style="list-style-type: none"> <li>Contract for professional services to prepare a master site plan to include a library space needs study, and taking into account the Carlyle story room bequest and input received during the engagement phase of the strategic planning process.</li> <li>Identify “next steps” based on the City Council’s vision and the master site plan findings.</li> </ul>		●					
<b>TECHNOLOGY GOALS</b>	<b>Increase workflow efficiencies and customer self-service options.</b>							
	<ul style="list-style-type: none"> <li>Implement Radio Frequency Identification (RFID) collection security and maintenance system.</li> </ul>		●	●	●	●		
	<b>Improve technology services for the public.</b>							
	<ul style="list-style-type: none"> <li>Develop a five-year technology plan in collaboration with the City’s IT Department to guide technological upgrades and implementation of new technologies.</li> </ul>			●	●			
<b>Ensure the Library is able to take advantage of federal grant funds for technology.</b>								
<ul style="list-style-type: none"> <li>Become Child Internet Protection Act (CIPA) compliant.</li> </ul>					●	●	●	●

Fiscal Year is July 1–June 30

# IMPLEMENTATION TIMELINE

		FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026	FISCAL YEAR 2027														
SERVICE GOALS	<p> <b>Offer programs that meet the needs of our community, that are appropriate to a small public library, and that complement other programs happening in the city.</b></p> <ul style="list-style-type: none"> <li>Continue to hold team meetings to map out a comprehensive plan of programs and services.</li> <li>Regularly conduct patron satisfaction surveys or implement an ongoing survey to identify emerging community needs that may be met through library services.</li> <li>Based on survey results and event debriefings, look for opportunities to reimagine programming.</li> </ul>			•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	<p> <b>Expand and diversify collections and resources for the community.</b></p> <ul style="list-style-type: none"> <li>Library staff give a minimum of four presentations annually about library programs and services to community groups, organizations, and entities.</li> <li>Identify and pursue grant and alternative funding opportunities to support expanded and diversified library services and collections.</li> <li>Implement a Library of Things program.</li> <li>Conduct a diversity audit of the library’s collection, to identify gaps and areas for improvement.</li> </ul>				•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Fiscal Year is July 1–June 30

# IMPLEMENTATION TIMELINE

		FISCAL YEAR 2023	FISCAL YEAR 2024	FISCAL YEAR 2025	FISCAL YEAR 2026	FISCAL YEAR 2027										
SERVICE GOALS	 <b>Improve communication and outreach about Library programs and services.</b>															
	<ul style="list-style-type: none"> <li>Explore the feasibility of a library-specific marketing plan, including branding and web presence.</li> <li>Develop a new library brochure.</li> <li>Develop a library welcome packet to be distributed to new residents in collaboration with realtors and landlords.</li> </ul>															

Fiscal Year is July 1–June 30



# OUR PROCESS

The creation of this plan was inclusive and collaborative. The strategic planning process undertaken by the City relied upon the dedicated efforts of the library staff and members of the public who worked to ensure that it reflected the vision of the community. This planning process ran from June 2022 through October 2022 and involved numerous community and staff engagements.

From the outset of this strategic planning effort, we prioritized public input. We invited comments on the future of library services at physical and virtual forums. We set up a social networking platform called Social Pinpoint, which informed the public about the strategic planning process and provided a means for anyone to post online feedback, comments, questions, and ideas. We also provided invitations to participate in multiple languages.

We interviewed numerous community stakeholder organizations, groups, and individuals to listen to voices that may not otherwise have had the opportunity to provide input. We met with citywide leadership staff, the Library Board of Trustees, and the Friends of the Library. Also central to the process was the Library Planning



# OUR PROCESS



Team, a group of library staff led by Cathy Billings, which met numerous times throughout this project to provide input and process findings.

Another core component of this effort was a Community Advisory Committee. The 13 members represented a cross section of community perspectives, including schools, social and service organizations, business interests, teen and adult library users, and city staff. The Committee participated in two work sessions that helped process findings from meetings, forums, and key informant interviews, as well as input from individuals and staff. From this analysis, the Committee helped the Project Team identify community needs and the prospective roles of the library.

Finally, all library staff were heavily involved in this process. In addition to the Library Planning Team, two all-staff work sessions were held to gather input on their vision for library services and to prioritize recommended actions.

The result of this planning effort is a Strategic Plan that captures the community’s vision for library services, and staff’s recommendations for achieving that vision over the next five years.



# ACKNOWLEDGMENTS

## Library Board of Trustees

## The Board of the Friends of the South Pasadena Public Library, Inc.

## Interviews

Brian Bright

*Board Member, South Pasadena Arts Council*

Yuki Cutcheon

*President, South Pasadena Chinese American Club*

Sheila Pautsch

*Director, Community Services  
City of South Pasadena*

Shannon Robledo

*Lieutenant, Police Department,  
City of South Pasadena*

Shelee Wilkerson

*Librarian, South Pasadena High School*

## Community Advisory Committee

Tamara Binns

Shana Brewer

Carolyn Flemming

Christiane Gervais

Jose Govea

Sally Kilby

Ron Koertge

Grace Kung

Jessie Mobley

Asha Morgan-Joseph

John Peters

Nathan Rodak

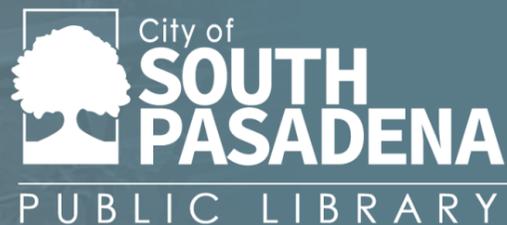
Laurie Wheeler

City of South Pasadena Public Library

# STRATEGIC PLAN

2023–2027

SOUTH PASADENA  
PUBLIC LIBRARY  
1100 OXLEY



1100 Oxley Street  
South Pasadena, CA 91030  
(626) 403-7330  
[www.southpasadenaca.gov/library](http://www.southpasadenaca.gov/library)

**ATTACHMENT 2**  
BerryDunn Engagement Findings Presentation

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## Engaging Users and Current Non-Users

*Idea Wall*

Please share your ideas and suggestions for the future Wausau.

Economic Development Force

Housing

Recreation

Infrastructure and Tourism

Environment

**“WE NEED TO CREATE A SYSTEMATIC APPROACH TO RESPOND TO RAPID CLIMATE CHANGE.”**

...approach to ... change. It is already ... Let's build a ... town and welcomes ... ahead for ... infrastructure ... eliminates using fossil fuels, and support re ... ents to do the same.

Infrastructure and Services | 5 months ago

Like 👍 Dislike 🗑️ 3

**COMMENT CARD**

City of SOUTH PASADENA PUBLIC LIBRARY

Your input matters. What do you want to see in the future for your South Pasadena Public Library?

Su opinión es importante. ¿Qué desea ver en el futuro para su Biblioteca Pública de South Pasadena?

당신의 의견이 중요합니다. 사우스패사데나 공공도서관의 미래를 보게 하십시오. 도서관의 미래를 바라보는 당신의 의견은 무엇입니까?

您的意見對我們非常重要。您對南帕薩迪納公共圖書館有什麼意見？

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City of SOUTH PASADENA PUBLIC LIBRARY

Your input matters. What do you want to see in the future for your South Pasadena Public Library?

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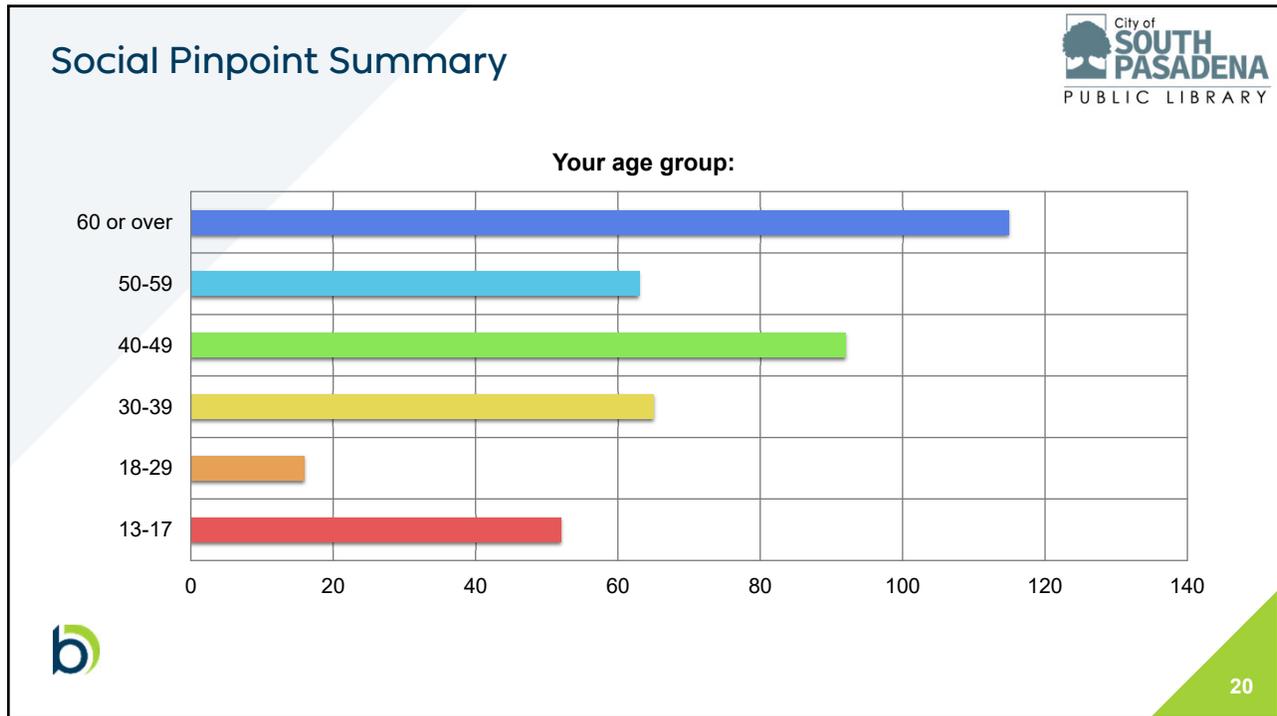
您的意見對我們非常重要。您對南帕薩迪納公共圖書館有什麼意見？

Learn more about the South Pasadena Public Library Strategic Plan

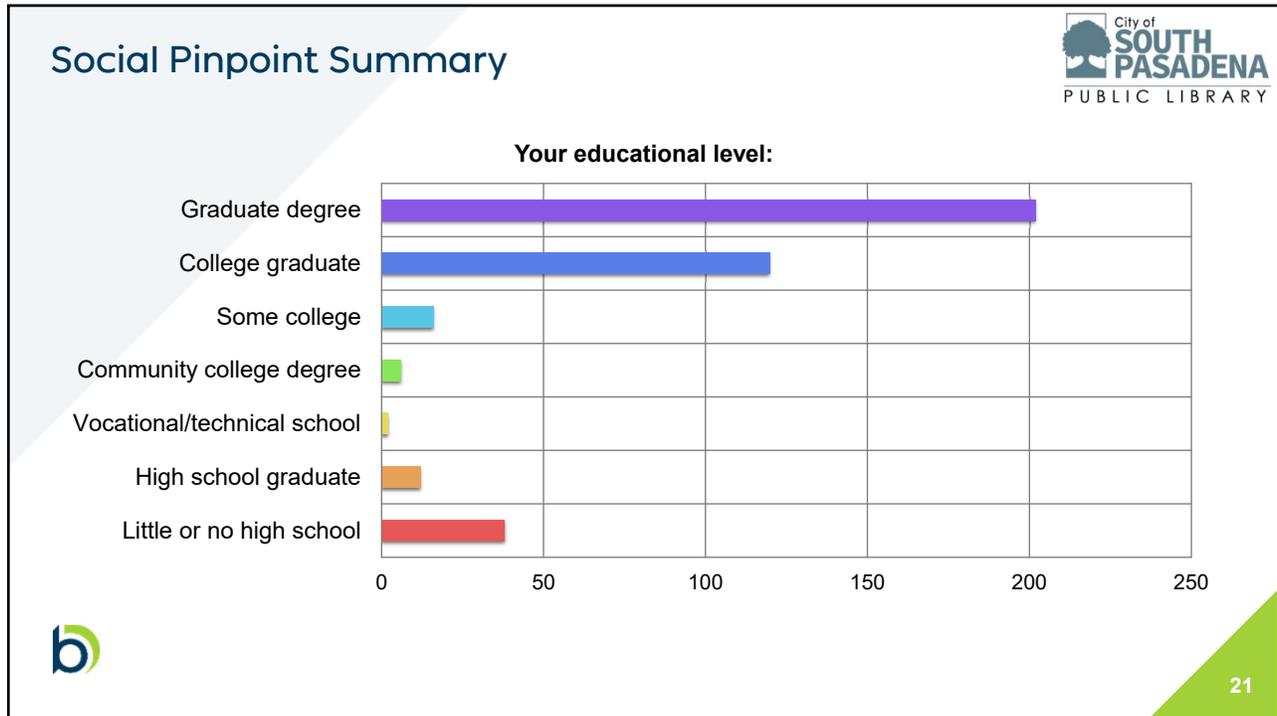
<https://www.southpasadenaca.gov/government/department/library>

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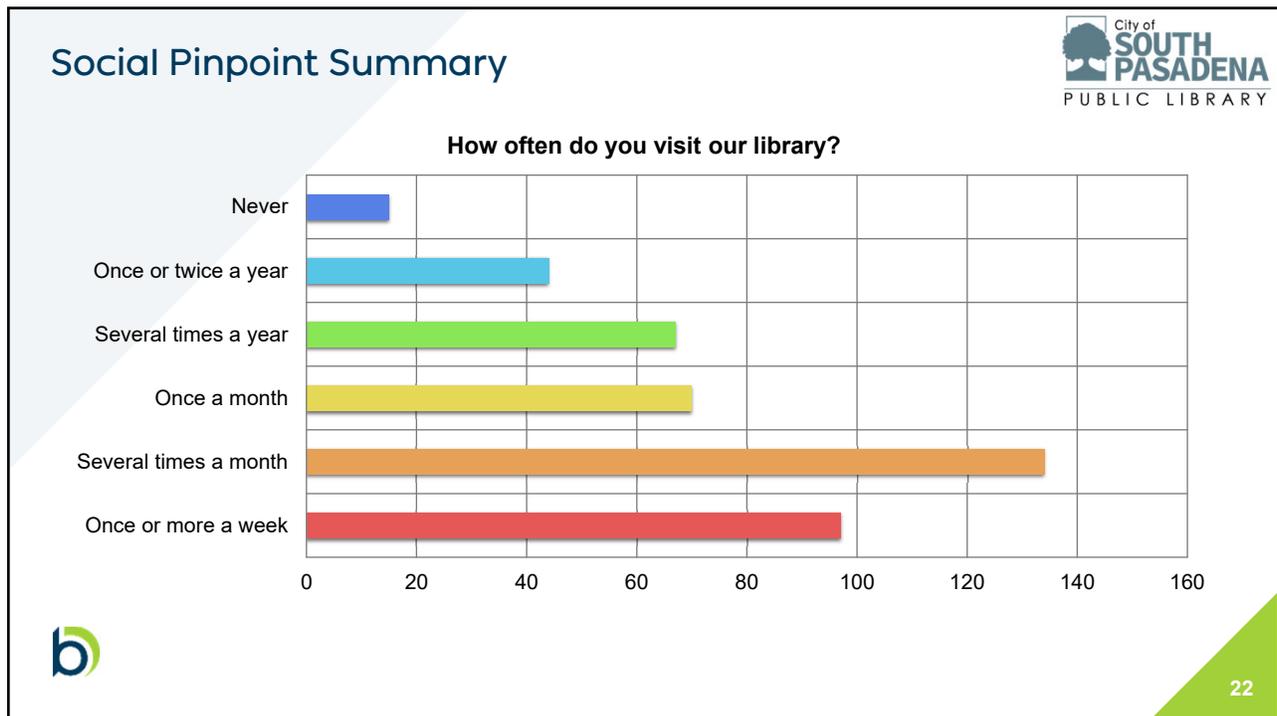
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20



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22

### If you never use the library, why not?

- ▲ Space constraints
- ▲ Facility conditions: outdated and concerns
- ▲ Pandemic concerns
- ▲ Commute too far
- ▲ No longer have need due to children out of home

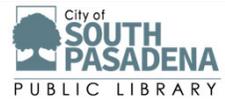


**“Though I love that they're outdoors, toddler/preschool storytimes are inconvenient. I also love that books are brought outside for storytime! Additionally, covid has lessened our use of the library - unfortunately.”**

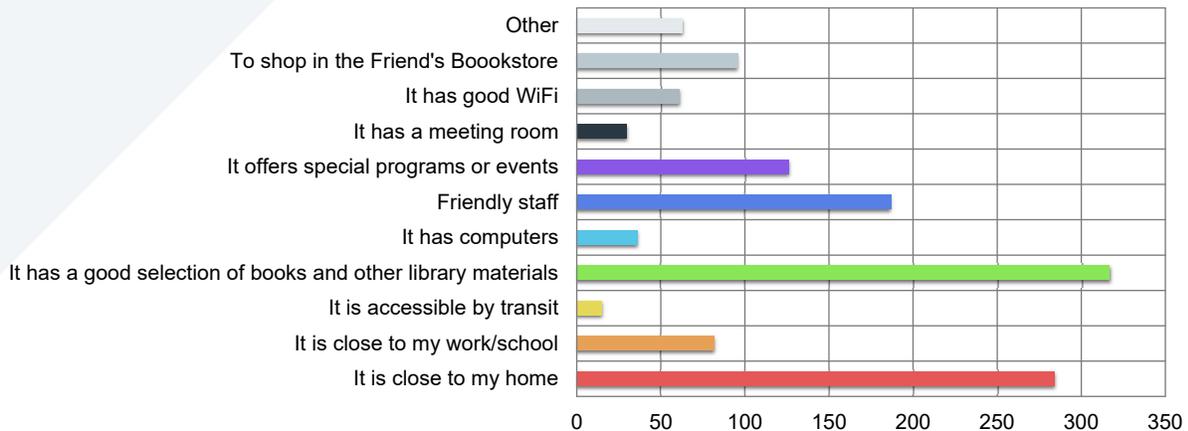
**“I am becoming apprehensive about the conditions on the library grounds. Smoking, vagrants, storing of personal property and direct confrontation.”**



### Social Pinpoint Summary



#### What are your reasons for visiting the library?



### Other reasons you visit the library.

- ▲ Kids programs
- ▲ It's quiet to be able to work
- ▲ Pickup holds
- ▲ Volunteer
- ▲ Classes and programs



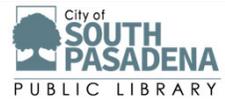
“Close to the south pas farmers market which we often visit, nice outdoor space, great children's room.”

“A place to study and work without pressure to buy anything.”

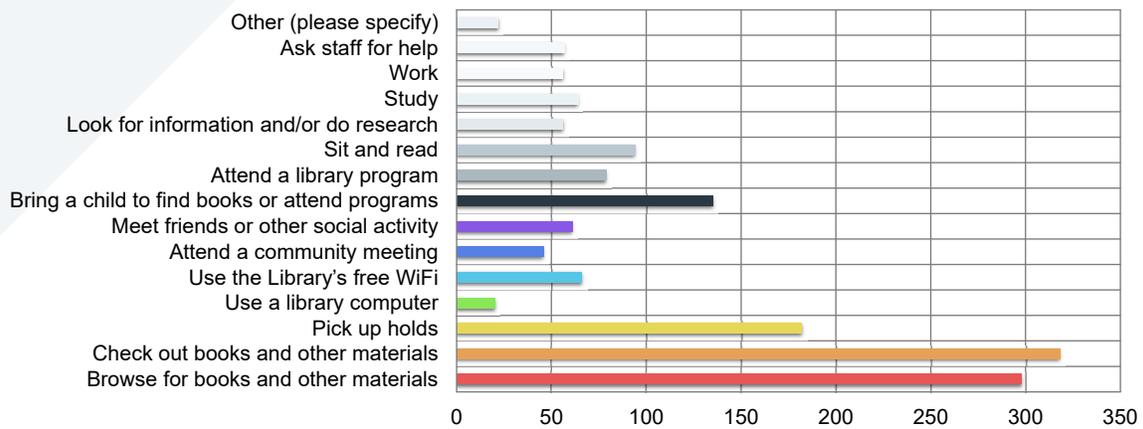
“Good children’s materials and programming for my grandchildren.”



### Social Pinpoint Summary



#### What do you usually do when you visit our library?



### Other: What you usually do when you visit South Pasadena Public Library.

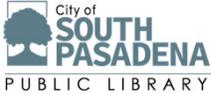
- Public bathroom
- Vote
- Donate/purchase books
- Print/Electronics
- Volunteer
- Get out of heat



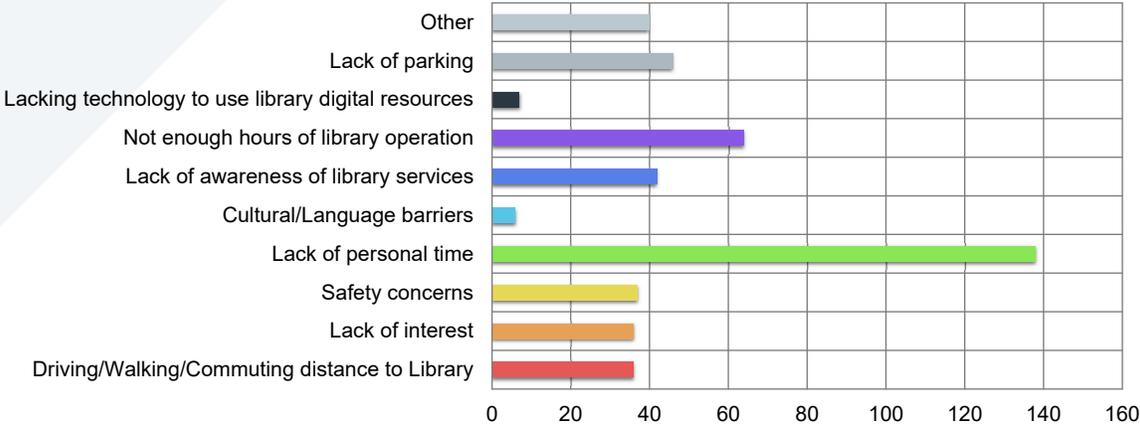
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27

### Social Pinpoint Summary



#### What are the barriers to using library services for your household?



Barrier	Count (Approximate)
Other	40
Lack of parking	45
Lacking technology to use library digital resources	10
Not enough hours of library operation	65
Lack of awareness of library services	42
Cultural/Language barriers	10
Lack of personal time	140
Safety concerns	38
Lack of interest	38
Driving/Walking/Commuting distance to Library	38



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### Other barriers to library services.

- ▲ Welcoming environment – facility could use facelift
- ▲ Covid-19
- ▲ Concerns on sanitation of patrons (homeless cited)
- ▲ Lack of books or availability of books



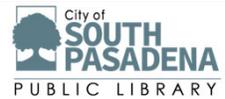
**"It would be nice if hours were extended on Sundays."**

**"The homeless camps on the library grounds are concerning and getting worse."**

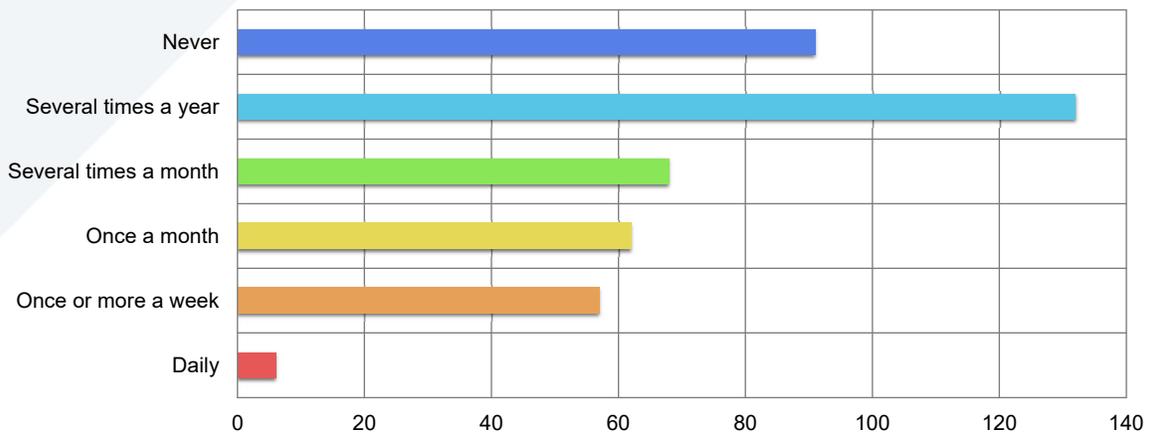
**"With young children, I only wish the library was open earlier some days. Also, I wish there was one day a week it was open later to go after work or after my kids go to sleep."**

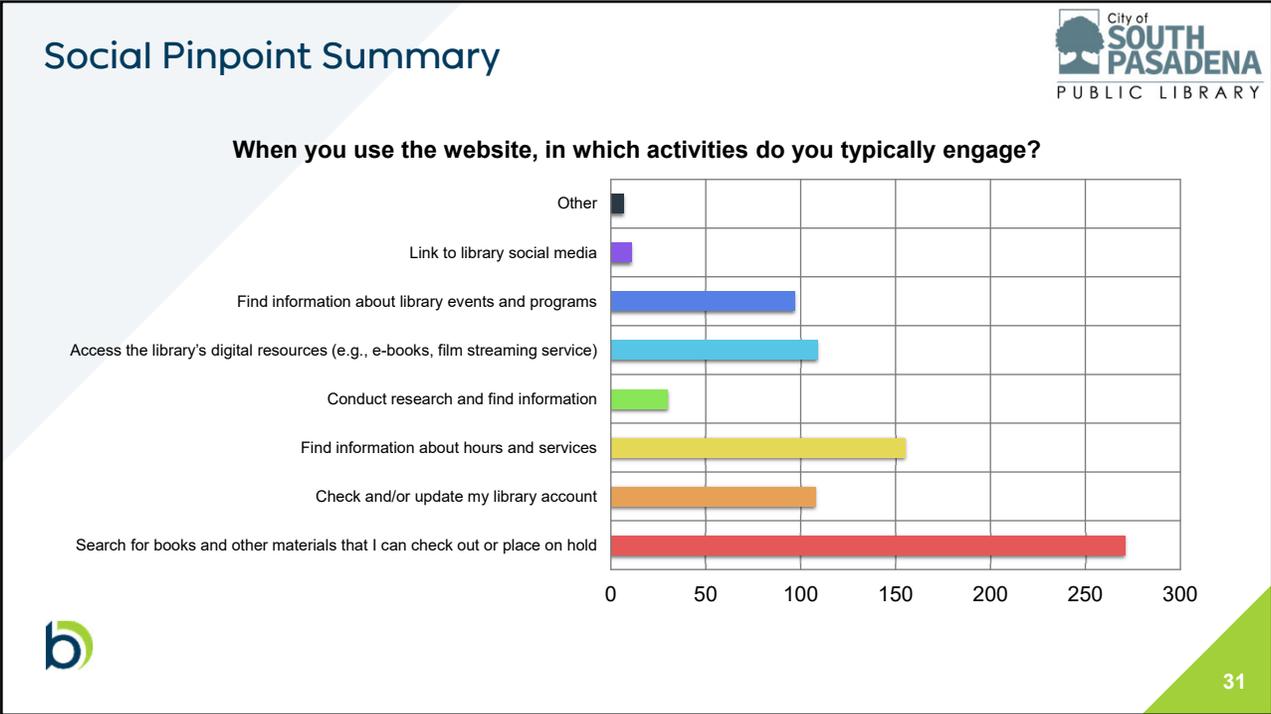


### Social Pinpoint Summary



How often do you use our website (<https://www.southpasadenaca.gov/library>)?





31

### Other reasons to engage the website.

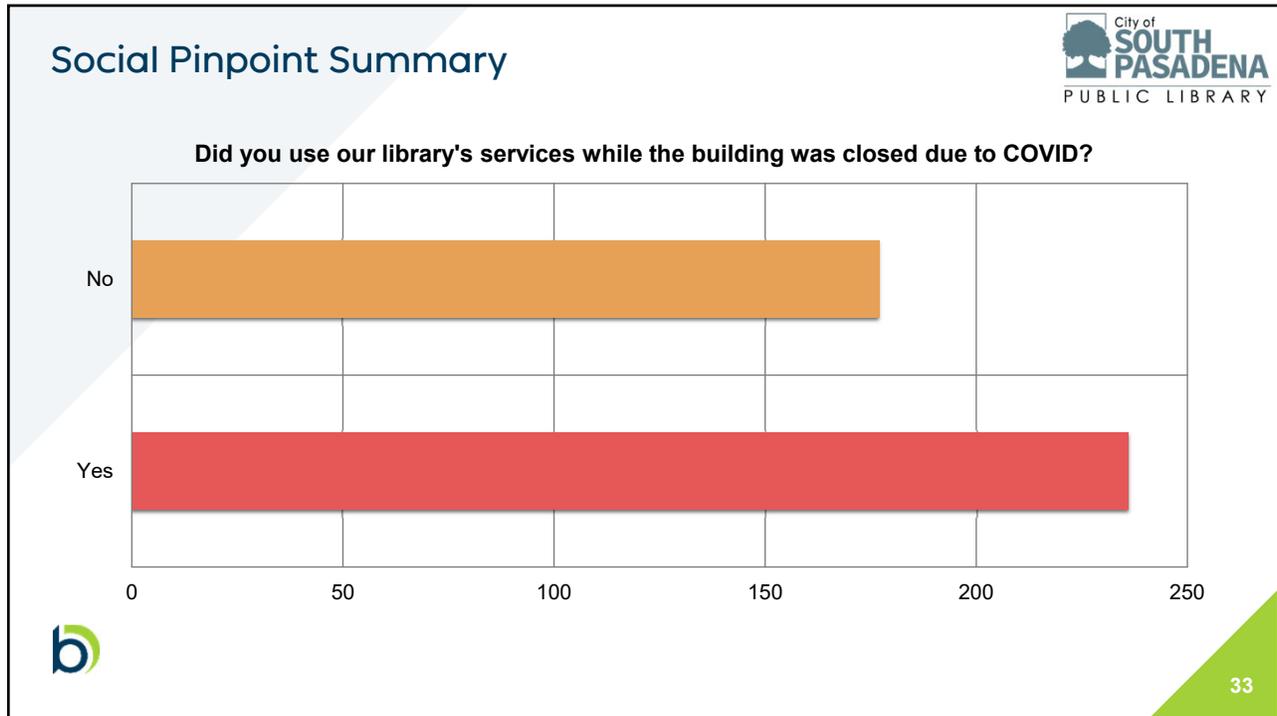


- ▲ City information
- ▲ Library board meeting notes
- ▲ Sign up to volunteer

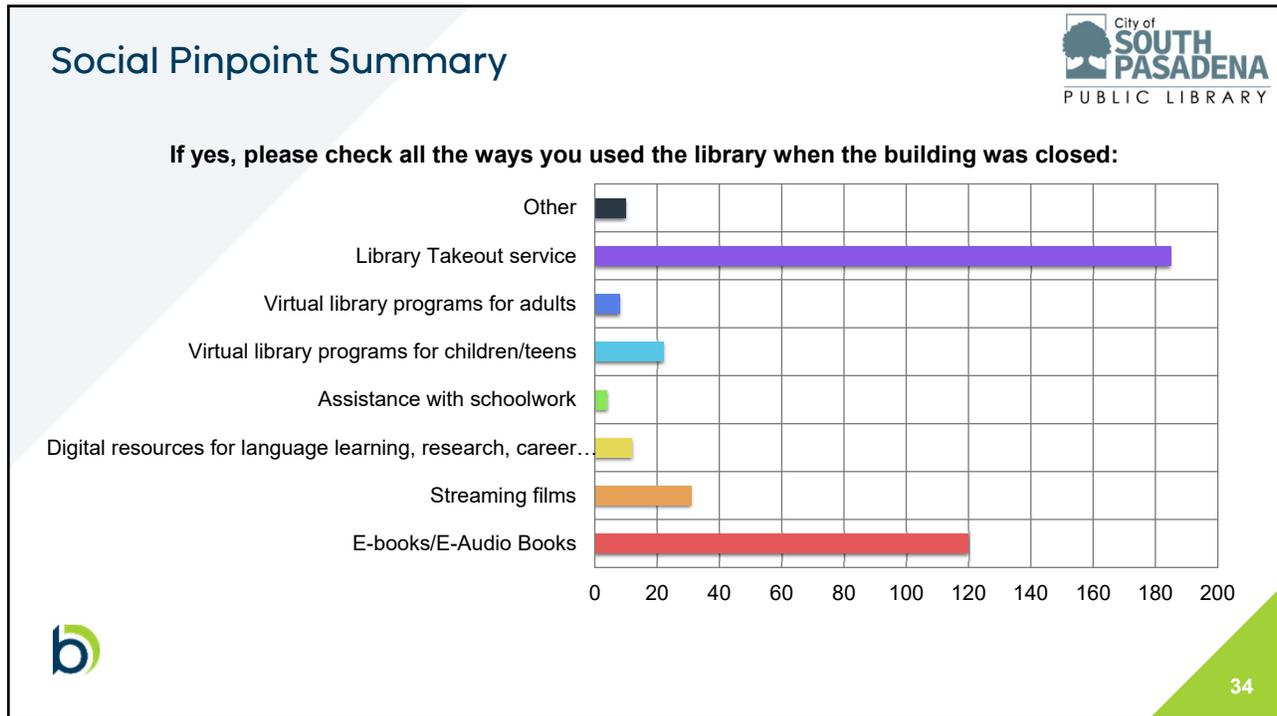


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### Describe the other ways you used the library while the building was closed.

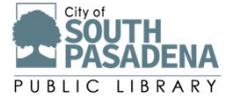
- ▲ Storytime outdoors
- ▲ Take home kids activities
- ▲ Search for contact related to my research
- ▲ Created zoom lessons for preschool classes



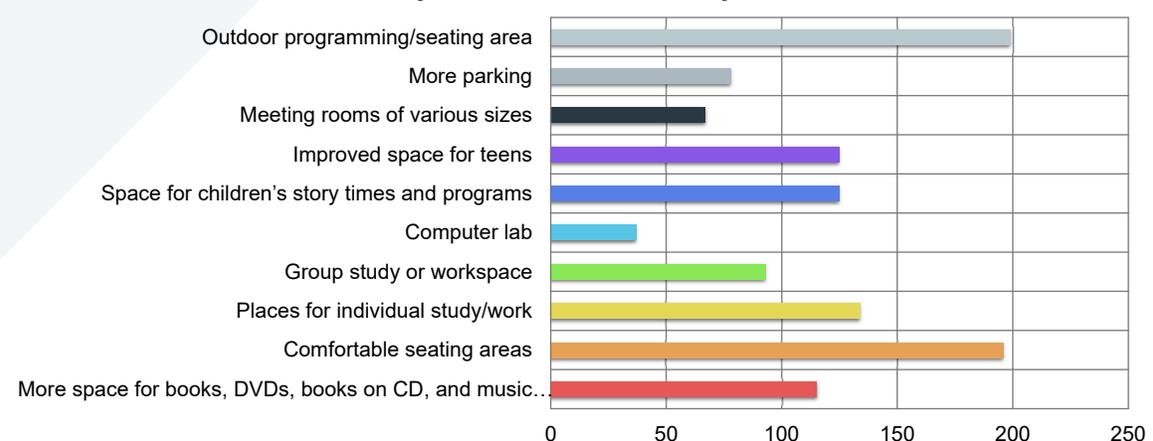
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### Social Pinpoint Summary



#### What would you like to see in our library in the future?



Future Library Need	Count (Approximate)
Outdoor programming/seating area	200
More parking	80
Meeting rooms of various sizes	70
Improved space for teens	130
Space for children's story times and programs	130
Computer lab	40
Group study or workspace	90
Places for individual study/work	140
Comfortable seating areas	195
More space for books, DVDs, books on CD, and music...	115



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Other services, amenities, or technologies you would like to see in our library in the future?

- ▲ More hours
- ▲ Improved and updated facility with better layout
- ▲ Outdoor spaces
- ▲ More events
- ▲ More eBooks
- ▲ Video game check out
- ▲ Keep up with tech

“Perhaps .. Movie nights”

“A better library layout to fit in more books and DVDs. Everything is so crammed in right now.”

“Continue expanding your community services to include things like tool/equipment loan, etc.”

“Transform buildings in Library Park to South Pasadena Central, a conglomerate of community services including the library.”



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Other services, amenities, or technologies you would like to see in our library in the future?

- ▲ 3D printing and easier printing
- ▲ More DVDs
- ▲ More STEM Programs
- ▲ Keep it safe to visit
- ▲ Meeting rooms
- ▲ Library of things
- ▲ Creator/Maker Spaces

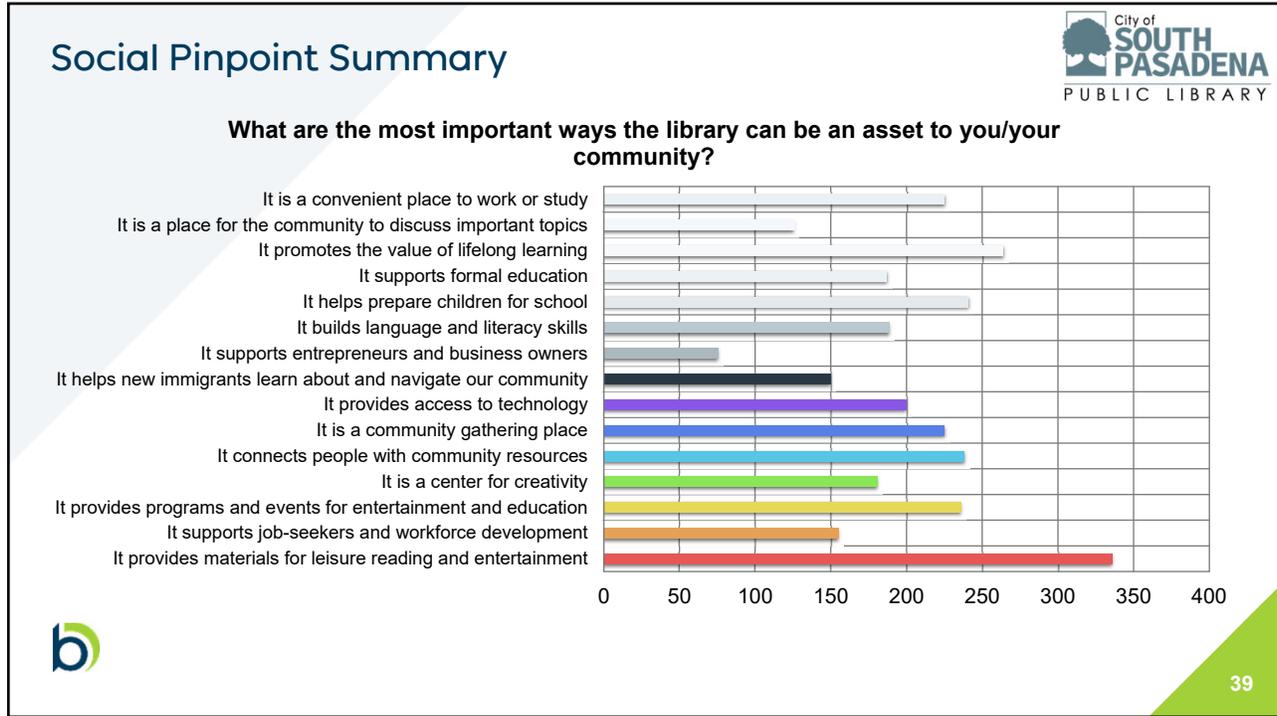
“Family bathrooms, library of things (tools, toys, etc), more outdoor events.”

“The Petaluma library has a great but small outdoor path/exhibit with little successive signs that are pages from a children's book with some activities and also native plants and explanations.”

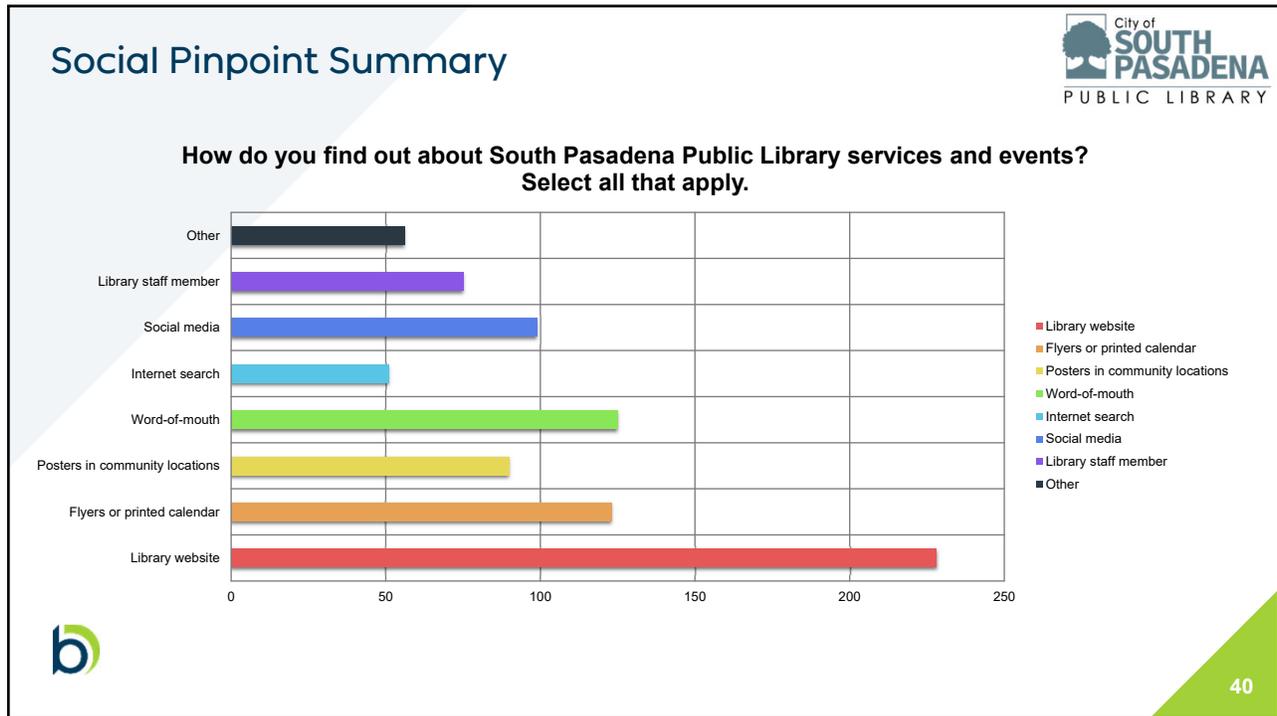


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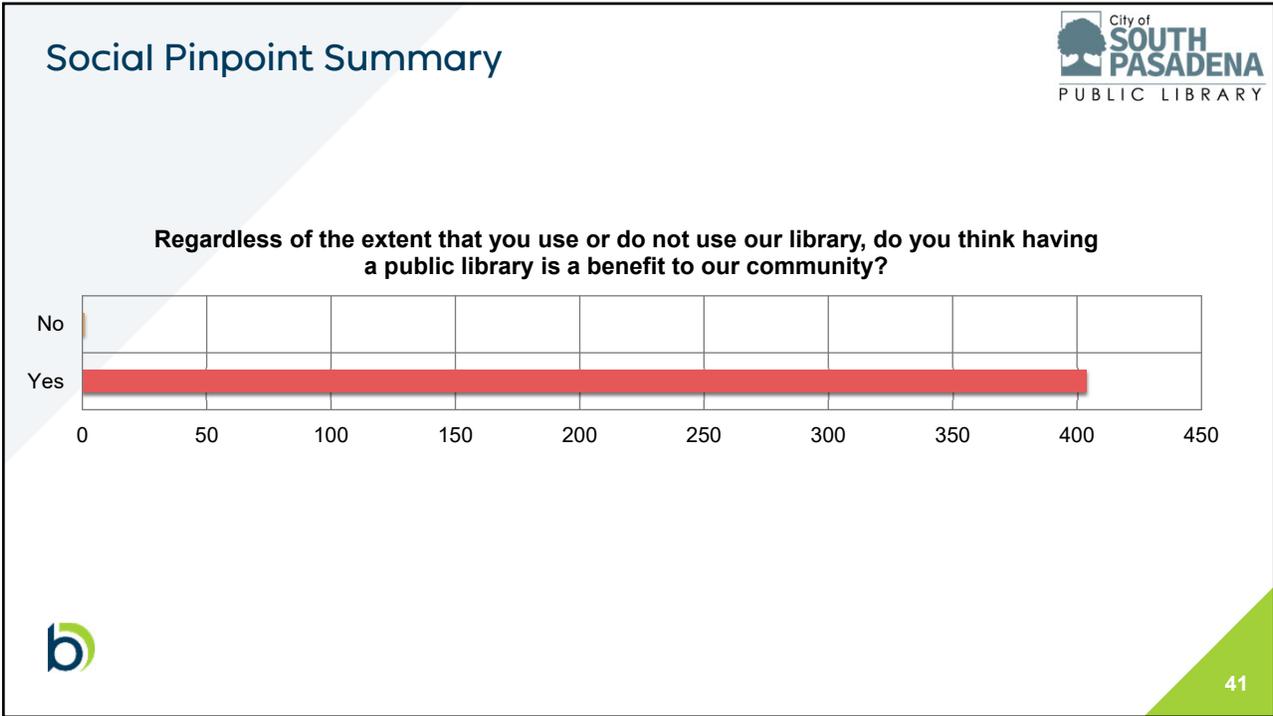
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40



41



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## What do you like about the library?

- ▲ Friendly staff + +
- ▲ “Sense of Place”
- ▲ Location, Location, Location
- ▲ Diversity of collections
- ▲ Easy to walk to library
- ▲ Kids programs



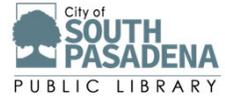
“Love the selection and variety of books for a relatively small community. The librarians are very helpful.”

“I love that it’s located within a mini park and surrounded by trees.”

“For a small city, our library is special.”



## Social Pinpoint Summary



Q19. Please tell us what you would like to see improved at the library.



Please tell us what you would like to see improved at the library.

- ▲ Updated facility with better space + +
- ▲ More hours + +
- ▲ Safety + +
- ▲ Parking
- ▲ Teen area
- ▲ Larger children's area

“Parking is sometimes an issue. Increase in homeless folks around the library is an issue. Would like more programming: speakers, authors, etc.”

“It needs a facelift - I would also like the outdoor space to be improved and safer since there are often people sleeping on benches with all of their belongings.”



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Please tell us what you would like to see improved at the library.

- ▲ Better bathrooms
- ▲ More eBooks + +
- ▲ Comfortable seats and spaces +
- ▲ More areas for interacting
- ▲ Updated website
- ▲ Improved indoor and outdoor lighting
- ▲ More outdoor activities/spaces + +
- ▲ Retain great employees

“I think there could be more dynamic programs like Collaborative programs with student groups at the high school. And maybe with Huntington hospital.”



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## Please tell us what you would like to see improved at the library.

- ▲ More newer books
- ▲ Video game check out
- ▲ Less homeless + +
- ▲ More children's books (including Spanish)

”

**“It is difficult to check the books on the bottom shelves for people over 70. A rolling seat with brakes would be very helpful. More up to date teaching aids.”**

**“The library seems old and dated. It is in desperate need of a remodeling, even if it's just fresh paint, better lighting, new shelving, carpeting etc.”**



47

47

## What services do you seek at other libraries?

- ▲ Streaming movies
- ▲ Larger collections
- ▲ Technology: Fax, scan, print (is free); check out mobile hotspots
- ▲ Technology
- ▲ New books
- ▲ Books not available at SPPL
- ▲ Events

”

**“Artistic/recreational activities such as concerts, gallery exhibitions, author talks.”**

**“I use LAPL for audio books (borrowed thru Libby or Hoopla) because they have such a big selection.”**

**“Photocopying, newspaper archive searches, genealogy research, historic city research, used bookstore.”**



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## What services do you seek at other libraries?

- ▲ Cleanliness and safety
- ▲ Passport services
- ▲ DVDs
- ▲ Recycling programs
- ▲ Group study rooms

“Because our library is small, I sometimes need to go the LA or Pasadena/Glendale systems to find what I need.”

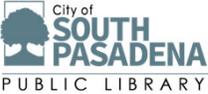
“Size and quantity/variety of book selection, we're small and cozy - nothing wrong with that. Maybe we can do a partner event with Pasadena library or something?”




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## Discovery Session Themes: Community Strengths



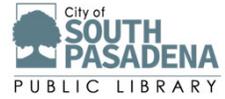
- Diverse language
- Equity
- Women-owned businesses
- Small coffee shops
- Sustainability
- Accessibility
- Small businesses
- Safety
- Hollywood History
- Educated community
- Economic diversity
- Good education
- Good transportation
- History exhibition
- Walkable
- Sense of small town
- Library activities
- Performing arts
- Movie filming
- Youth oriented
- Involved community
- Sense of giving back-
- Parks
- Welcoming people
- Farmers market



50

50

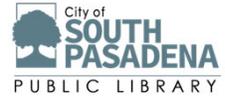
## Discovery Session Themes: Community Challenges



- High cost of living
- Homelessness
- Construction of highway 710
- Lack of disaster preparedness
- Not Sharing information
- Not enough tax base
- High rent
- Landlord vs renter issues
- Parking spaces
- Poor interdepartmental communication
- Under-funded services



## Discovery Session Themes: Library Challenges



- Kids space
- Parking space
- School books
- Awareness
- Funds
- Bathrooms
- Furniture
- Job hunting services
- Children programs
- Meeting hall
- Employee training
- Renovation
- Limited Library programs
- Benefits for a part-time employee
- Crisis preparation
- Interdepartmental support
- Program for adults
- Digital material
- Diverse collection
- Wi-Fi
- Technological upgrade
- Support for unhoused population
- Limited payment options
- Passport services
- Computers



## Discovery Session Themes: 1:1 Stakeholder Input

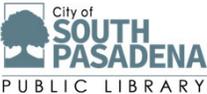


- Outdoor Music events
- Safe community / walkable
- More Language programs for seniors
- Kids programs while parents are participating in library programs
- Give support to kids that are behind
- Community activity
- Need more tax-base to support community services
- More audible books
- Interior design like Starbucks for the library (people come and do work)
- Parent programs
- More bathrooms for the library
- Coffee shop near the library
- Room with outdoor design in the library for coffee or social events
- Job assistant application
- Benefits for part-time staff




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## Discovery: Written Input

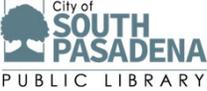


- More chairs/sofa
- Security Cameras
- More shade
- Additional Bathrooms
- Wine tasting books
- French translated CDs/books
- Travel Magazines
- Open mic night
- Services unhoused people
- Under-funded services
- Summer reading challenges
- Film night/festival
- Study group rooms
- Advertising board for small businesses, and library books,




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**Tier 1 Themes – Most Frequent Input**



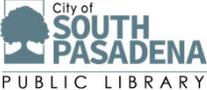
- Address Facility Needs
- Prioritize Safety
- Expand Programs, Events and Hours



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**Tier 2 Themes – Frequent Input**



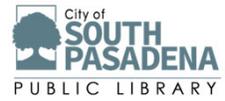
- Increase Technology
- Grow Collection
- Covid-19 Impacts



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### Tier 3 Themes – Additional Input



Great Location



Barriers Exist to Accessing Library Services



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**ATTACHMENT 3**  
Summary of Strategic Plan Survey Comments

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**South Pasadena Public Library  
Strategic Plan Survey - August 2022  
Summary of Open-ended Comments**

**TOPICS MOST COMMONLY MENTIONED (BY QUESTION)**

**IF YOU NEVER USE THE LIBRARY, WHY NOT?**

61 Responses

COVID – 7 mentions  
HOMELESS – 6 mentions  
INADEQUATE FACILITY – 3 mentions

**PLEASE PROVIDE THE REASONS YOU VISIT THE LIBRARY.**

76 responses

COLLECTIONS – 17 mentions  
WORK/STUDY – 12 mentions

**PLEASE SPECIFY WHAT YOU USUALLY DO WHEN YOU VISIT SOUTH PASADENA PUBLIC LIBRARY.**

28 Responses

FRIENDS BOOKSTORE – 9 mentions  
RESTROOMS – 3 mentions

**PLEASE SPECIFY THE BARRIERS TO USING LIBRARY SERVICES.**

51 Responses

HOMELESS/SAFETY – 13 mentions  
COVID - 7  
INADEQUATE FACILITY – 4 mentions

**ARE THERE ANY OTHER SERVICES, AMENITIES, OR TECHNOLOGIES YOU WOULD LIKE TO SEE IN OUR LIBRARY IN THE FUTURE?**

128 Responses

LIBRARY OF THINGS – 19 mentions  
PROGRAMS – 17 mentions  
FACILITY IMPROVEMENTS – 16 mentions  
TECHNOLOGY – 11 mentions  
MORE BOOKS – 8 mentions  
HOMELESS (DO SOMETHING ABOUT) – 5 mentions  
OUTDOOR PROGRAMS/SPACES – 5 mentions  
MORE EBOOKS – 5 mentions

**PLEASE TELL US WHAT YOU LIKE ABOUT THE LIBRARY.**

249 Responses

STAFF – 111 mentions  
COLLECTIONS – 75 mentions  
ENVIRONMENT – 49 (relaxing/quiet/peaceful/welcoming)

**PLEASE TELL US WHAT YOU WOULD LIKE TO SEE IMPROVED AT THE LIBRARY.**

181 Responses

FACILITY/FURNISHINGS – 70 mentions  
COLLECTIONS – 41 mentions  
HOMELESS – 26 mentions  
PROGRAMS – 11  
OUTDOOR SPACES – 10 mentions  
HOURS – 9 mentions

**WHAT SERVICES DO YOU SEEK AT OTHER LIBRARIES?**

164 Responses

BOOKS/PHYSICAL COLLECTIONS - 72  
EBOOKS/EAUDIOBOOKS – 24 mentions  
PROGRAMS – 15 mentions  
BETTER FACILITY (SPACE/LIGHT/FURNISHINGS) - 13  
MEETING ROOMS – 7 mentions

**ADDITIONAL COMMENTS.**

100 Responses

APPRECIATION/GRATITUDE – 54 mentions

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