



City of South Pasadena Public Library

STRATEGIC PLAN

2023-2027

SOUTH PASADENA
PUBLIC LIBRARY
1100 OXLEY

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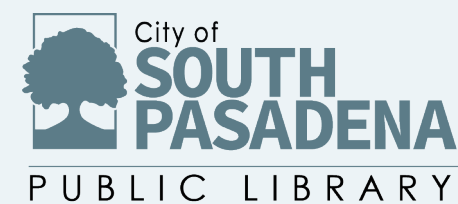
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MESSAGE FROM THE DIRECTOR

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

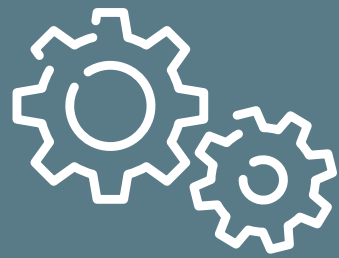
COMMUNITY ANCHOR

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
OPERATIONAL GOALS	⚙️ Increase, retain and develop staff.					
	• 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.		•	•	•	•
OPERATIONAL GOALS	⚙️ Grow collaboration and communication with other City departments.					
	• 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	 Explore the library’s evolving role in serving customers needing social services support resources.			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	<ul style="list-style-type: none"> Continue to collaborate with other City departments and regional entities to increase social service support resources for library customers. 			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
OPERATIONAL GOALS	 Continue efforts to incorporate Equity, Diversity, and Inclusion principles.			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	<ul style="list-style-type: none"> Review policies and procedures through an EDI lens. 			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	<ul style="list-style-type: none"> Continue EDI training and awareness activities for library staff. Develop and present programs that present a diverse range of experiences. 			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
FACILITY GOALS	 Address short-term and long-term critical and safety-related facility improvements			●														
	<ul style="list-style-type: none"> 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. 			●														
	<ul style="list-style-type: none"> Collaborate with Public Works to develop priorities and a plan for completing funded projects. Implement plan for completing funded projects. 				●	●	●	●	●	●	●	●	●	●	●	●	●	●



Fiscal Year is July 1–June 30

IMPLEMENTATION TIMELINE

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


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> 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.</p> <ul style="list-style-type: none"> Continue to hold team meetings to map out a comprehensive plan of programs and services. Regularly conduct patron satisfaction surveys or implement an ongoing survey to identify emerging community needs that may be met through library services. Based on survey results and event debriefings, look for opportunities to reimagine programming. 			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	<p> Expand and diversify collections and resources for the community.</p> <ul style="list-style-type: none"> Library staff give a minimum of four presentations annually about library programs and services to community groups, organizations, and entities. Identify and pursue grant and alternative funding opportunities to support expanded and diversified library services and collections. Implement a Library of Things program. Conduct a diversity audit of the library’s collection, to identify gaps and areas for improvement. 				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

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

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

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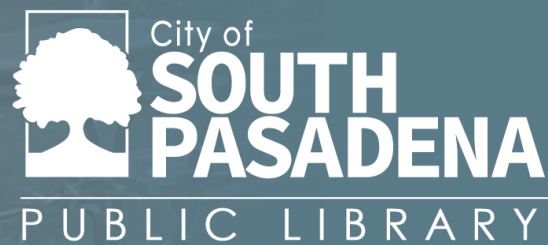
Laurie Wheeler

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