The 21st Century Crowell Public Library serves the educational, cultural, and recreational interests of people of all ages.

Crowell Public Library
1890 Huntington Drive
San Marino, CA 91108
www.crowellpubliclibrary.org

June 2016
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Executive Summary

In 2016, just eight years after the grand opening of the Crowell Public Library, the library remains at the cusp of continuous transformation. From collection development and technology expansion to new offerings and programs, staff have pursued relevant and meaningful opportunities to enable the library and residents/patrons to flourish.

This Strategic Plan is launched with the intent to guide the library’s successful operations through Fiscal Year 2020-21. The Library Board of Trustees and staff developed the plan to help measure performance, build on the library’s past accomplishments, and provide a vision for the future. The plan was also completed with the thoughtful needs of San Marino residents in mind.

The planning process for this project was dynamic and comprehensive based on a commitment to excel. Patrons offered a variety of ideas for improving the quality of the library. Their input helped devise a plan that is aggressive and responsive to the community’s recommendations. Objectives submitted were influenced by demographics, library statistics, usage trends, strengths and weaknesses analysis, surveys, best practices, and benchmark data. Ideas were also based on resources, and the library’s ability to create opportunities wherever and however possible with minimal impact to the City’s fiscal resources.

The 2016-2021 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 seeks to respond to a variety of interests, acquire current technologies, and employ highly skilled and engaged staff.

The Five Goals of the 2016-2021 Strategic Plan are summarized as follows:

**GOAL ONE:** PROVIDE COLLECTION, PROGRAMS, AND SERVICES CONSISTENT WITH THE NEEDS/EXPECTATIONS OF THE COMMUNITY.

**GOAL TWO:** DEVELOP AND DELIVER OUTSTANDING SERVICES.

**GOAL THREE:** IMPLEMENT EFFICIENT OPERATIONS AND SECURE FINANCIAL SUPPORT.

**GOAL FOUR:** RAISE LIBRARY AWARENESS AND VISIBILITY.

**GOAL FIVE:** ANALYZE WAYS TO CONTINUALLY IMPROVE, EXCEL AND MAINTAIN TOP RANKING.

The goals and objectives established under this plan will be reviewed annually and modified as necessary to keep pace with new developments and the changing needs of the community. Staff will consult the Strategic Plan when developing the budget so that funds can be effectively utilized to realize the plan’s objectives. The public is encouraged to respond to the Strategic Plan throughout the five-year period. 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 provided by the community throughout the 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 development for people of all ages.

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

Lucy Garcia,
Assistant City Manager
VISION

To be an indispensable community resource for learning, empowering, inspiring, and helping patrons achieve their goals.

MISSION

The 21st Century Crowell Public Library serves the educational, cultural, and recreational interests of people of all ages.

VALUES

• **Responsiveness.** We work hard to meet the needs of the community.

• **Diversity.** We appreciate and respect differences.

• **Excellence.** We strive to provide users with tools for success; personal service; and up-to-date materials.

• **Innovation.** We embrace creativity and technology to increase our capacity.

• **Service.** We offer quality, caring support and leadership to our community.

• **Learning.** We believe learning never ceases.

• **Integrity/Professionalism.** We are committed to applying the highest standards to our service delivery.

• **Community support.** We appreciate and recognize the good will of library supporters and volunteers.
**GOAL ONE: Provide collection, programs and services consistent with the needs/expectations of the community.**

**THE COLLECTION**
- Enhance collections/materials through coordinated collection development, which is diverse and relevant and available in different formats.
- Evaluate annually the collection plan; report to Trustees; and reallocate materials budget with collection findings.
- Market the collection through intelligent displays.
- Provide materials that respond to popular demand for Adults and Children, including purchasing best sellers, soliciting patron requests, and marketing library loan services.
- Provide materials that respond to school needs by collaborating with school representatives and parent teacher organizations; acquiring school curriculum textbooks; borrowing and sharing materials with schools; creating pathfinders and reference research guides; and offering library field trips and tours.
- Evaluate how to respond/deliver materials to the homebound.
- Purchase and replace youth and children materials contingent on circulation trends.
- Acquire and market Chinese materials, including allocating a specific level of funding for non-English materials, seeking donations, and consulting with other libraries and community members on acquisition strategies/priorities.
- Adapt to format changes, including securing databases that are current and responsive; acquiring new formats per the collection development plan (i.e., downloadable books and music).

**PROGRAMMING**
- Maintain high quality programming by building on the success of existing programs; develop new programming; provide a balanced selection of programming including workshops on literature and the arts, computers, health, recreation and science.
- Contact Cal Tech and similar institutions for science talks.
- Develop programs where kids can build things.
- Podcast community programs to enable greater participation.
- Respond to program suggestions; survey participants; evaluate/consider afterschool homework assistance, senior and youth programming, genealogy, great courses/great books, and college info.

**CPL FACTS**
- San Marino residents enjoy a high level of library services, including reference assistance, print and non-print collection for all ages, programming, and community gathering spaces.
- There are over 225,000 guests that visit the library per year and over 250,000 materials are circulated per year.
- The library is well-funded ($1.6 million), well-used (open 7 days, 62 hours per week), and well-regarded (over $125,000 in donations annually, not including the 2/3 contribution for the construction of the new library).
TECHNOLOGY
• Evaluate and acquire new technology, as available.
• Enhance computer access, including refreshing public computers with updated technology; providing instruction for improved digital literacy; accommodating wireless printing on a cost recovery basis; and establishing a virtual library.
• Acquire new equipment for improved customer service, including a Radio Frequency Identification System; online registration for programming; an electronic library card application process; and improved account management and communication tools.

GOAL TWO: Develop and deliver outstanding services.
STAFF
• Ensure a high level of staff competency through communications; training; networking; professional development; staff evaluation; recruitment initiatives to attract talented employees; and recognition for innovation and excellence.
• Allow for customer evaluations/surveys of library service.

FACILITY
• Invest in facility updates.
• Assess library spaces (including parking) and plan for changes as needed.
• Identify facility projects and pursue via the budget process.
• Provide maintenance as needed.
• Evaluate signage needs.

SUSTAINABILITY
• Seek efficient operations, including working within established staff and facility budgets.
• Reduce expenditures responsibly whenever possible.
• Explore new revenue opportunities, including passports, proctoring, rentals, grants, sponsorships, and cybergifts.
• Review and update library fines and fees, so that they are fair and reasonable.
• Collaborate with support groups to establish an annual fundraising goal and develop creative joint campaigns.
• Adopt policies which foster sustainability, such as the Library Wish List Program.

GOAL THREE: Implement efficient operations and secure financial support.

CPL FACTS
• The quality, effectiveness, and efficiency of the library are possible via the library’s cooperative relationship with the community and other libraries. The Crowell Public Library ranks in the top 6% (Library Journal, 2015) among libraries of its budget size across the nation, relative to various library service areas on a per capita basis.
• Over the years, the Crowell Public Library has managed reductions in funding and increases in operating costs through resourceful leadership (City Council and Library Board of Trustees) and meaningful contributions from Library supporters (Library Foundation, Friends of the Library, individual donors and volunteers).
Crowell Public Library
2016-2021 Strategic Priorities

• Maintain a healthy level of volunteers to support various library functions; seek volunteers through SMUSD, churches or civic internship programs; develop a professional librarian internship program through local colleges; market volunteer opportunities; train and mentor volunteers; and recognize volunteers.

• Research and pursue grant opportunities.

• Build community partnerships to foster library stewardship.

GOAL FOUR: Raise Library awareness and visibility.

ENGAGEMENT AND MARKETING
• Become a more visible presence in the community through enhanced marketing of library services.
• Become an information and resource center to the community through availability of a community calendar, bulletin board, website, new neighbor welcome packet, community information.
• Attend community affairs and partner with community groups and schools to promote the library.
• Provide community gathering space and establish the library as a favorite destination through fun, enriching, relevant and compassionate opportunities.

GOAL FIVE: Analyze ways to continually improve, excel and maintain top ranking.

EXCELLENCE
• Stay abreast of changes in the community and within libraries.
• Take a comprehensive approach to providing programs and services for all ages.
• Develop programs and services that foster reading and learning.
• Stay connected to the library profession and apply the highest standards.
• Assess and allocate resources to be a top rated library; commit to trying new things.
• Cultivate an environment that encourages participation/ responsiveness; fosters community connections; advances learning; and builds opportunities.

• The Crowell Public Library is designed specifically to address the needs of the San Marino community. Its success relies on outreach and community feedback and participation.

• Education is highly regarded in San Marino. The Library provides an opportunity to foster learning in the community.

• By providing information and resources necessary for open, free, and unrestricted resources, the public library preserves individual freedoms and rights. “American public libraries flourish out of a commitment to the principle that knowledge and access to information empower the individual (American Library Association).”
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 is 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 Library Planning

There have been a number of library goals and objectives established over the recent years. They are revisited here to remind us of the community’s past priorities. They also serve as continuous themes and/or good indicators of what the community potentially values and/or what the library should continue to prioritize in the upcoming years.

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 library facility were made to address the growing needs of the community. Assuming the development of the new library, the following was specified:

- Maintain a high quality library that provides a high quality service in a high quality setting to San Marino residents.
- Establish the library as the lead source for reading, study, research, and continued educational development for residents.
• 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:

• Programs to encourage use of the facility as a study and research center.
• Tutoring for students and adults.
• ESL classes.
• Classes through the Recreation Department.
• 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:

• Maintaining high quality service in a high quality setting.
• Become the lead source for reading, study, research, and continuing educational development.
• Support volunteer efforts needed to raise funds for library activities.
• Foster closer relationships with the schools.
• Adapt to changing technology, while providing traditional library service.
• Facilitate library usage and accessibility.
• Pursue financial resources to provide new services.

Goal Setting:

In 2006, a City Goal Setting meeting resulted in the following library outcomes:

• The new library must be the standard for other new civic structures.
• The new library must have intelligent irrigation and landscaping.
• The library should support the local schools with a collection developed to respond to the curriculum.
• The library should provide a safe environment, provide community safety information, assist with emergency response and be available.
• The library can assist with the enforcement of rules, regulations, and codes by helping to inform the citizenry.
• The library must be a prime resource for communication.
• The library must be a gathering place.
• The library needs a public relations professional.
• The library should pursue email newsletter.
• The library must be fiscally sound by increasing fees, becoming more efficient, exploring revenue opportunities, working with support groups.
- The library should be an important partner to the Recreation Department in areas such as facility marketing, program development, and cooperative planning.
- The library should keep pace 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.

- Serve as a community information resource center.
- Provide new services and programs for adults.
- Introduce new cultural and information programs for all ages.
- Provide programs and access to materials, which encourage use by young children and parents.
- Support students of all ages with access to materials and technology.
- Develop partnering opportunities.
- Continue to teach and support technological literacy.
- Continue to provide popular materials in all media.
- Continue to develop international language collection.

**Library 2010-2015 Strategic Plan:**

Where are we now? Where do we want to go from here? How do we get there? These questions were previously addressed via the Library’s 2010-2015 Strategic Plan. As a result of the plan, the Trustees and the City Council developed goals and objectives to enable the library to move forward and achieve a higher level of community excellence.

I. Services

A. Collection
   - Completion of Collection Development Plan
   - Acquire Best Sellers
   - Acquire more young adult materials
   - Develop Non-English Materials Collection
   - Weed non-circulating material
   - Review databases/ Acquire new databases
   - Acquire downloadable books
   - Expand audio/visual collection
   - Complete HOLD Program Policy
   - Complete Inter Library Loan Program Policy
   - Revise Checkout Policy
   - Establish patron suggestion box for material suggestions
   - Market library materials
   - Acquire materials to complement schools/curriculum

B. Programming
   - Provide for Bilingual programming
   - Sponsor Author events
   - Provide Lectures/ Workshops
- Enable Cultural activities
- Install Art Gallery
- Survey success of Programs
- Market programs

C. Technology
- Secure High Speed Internet (CENIC)
- Complete a Computer Replacement Plan (Public and Staff)
- Launch Email notifications
- Develop new Library Website
- Conduct technology classes
- Install a Integrated Library System

II. High Quality Services

A. Staff Competency
- Train
- Mentor
- Evaluate
- Recognize

B. Patron Suggestions
- Install patron suggestion boxes
- Conduct random surveys of program experiences

C. Facility
- Secure regular maintenance
- Install a furnishings and equipment replacement plan
- Replace library equipment (Media/Barth Room)

III. Sustainability

A. Efficient Operations

B. New Revenue opportunities
- Install Passport Services
- Facilitate Proctoring
- Coordinate Facility Rentals

C. Fines and Fees (Review and Update)

D. Volunteers (Train, Mentor, and Recognize)

E. Fundraise
- Secure Friends Annual Giving
  - Materials
IV. Community Engagement

A. Visibility
   - Utilize Website, Newsletter, Newspaper, Community Calendar, Bulletin Board, Electronic Newsletter
   - Participate in civic groups/organizations
   - Celebrate 100th Anniversary
   - Participate in school functions

B. Community Gathering

C. Stewardship and leadership

V. Relevance

A. Trends

B. Professional library standards

C. High-ranking library status

D. Community connections

Planning Today

A core group of library staff and Trustees representing all levels of the organization was assembled as the Planning Team. The Team began meeting early in 2015 and over the next year. During this time, the Team engaged in the following activities:

- Reviewed past goals and objectives and accomplishments.
- Conducted community and staff surveys.
- Conducted Focus Group meetings.
- Researched Community: Demographics.
- Reviewed Library Trends and Developments: Best Practices.
- Benchmarked/ Compared San Marino to other libraries.
- Examined the library’s Strengths, Weaknesses, Opportunities and Threats (SWOT).
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 June 27th, 2016 Trustee meeting.

The City Council received and filed this plan on July 13, 2016 during a regular meeting of the Council. Feedback from the Council, through support from Council liaisons, is incorporated into this plan.

**Planning Assumptions**

The Planning 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.
- Library users will continue to expect convenient, equitable access to a wide variety of materials, formats, and delivery options.
- Technology will continue to evolve rapidly, and the library will want to keep pace with technology to maintain its relevancy among users.
- To meet the growing needs for programming, materials and services, the library will continue to rely on funding support, partnerships, and sponsorships.
- Economic uncertainties, including growing expenses and limited revenue opportunities, will affect library service delivery.
- Mandatory increases in California minimum wage will have tremendous fiscal impact on the library.
- There will be limited economic subsidies available from the Federal Government or the State.
- 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 the 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 launched 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 toward the development of more substantial school libraries.

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 individuals and families who believed in the merit of reading. So writes Carol Nunn, in her history of the 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.
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.

In 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.
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 60 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 Meet the Authors Program, which encourages the love of reading to the community. 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 and patrons. Support by the Friends is approximately $50,000- $60,000 annually.

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 the 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.

The Foundation now focuses on other capital projects such as technology and equipment for the enhancement of the Crowell Public Library. Through the establishment of an endowment program and special events such as the annual Delicious Destinations, the Foundation seeks to continue vital contributions to the library.

Other: 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 other libraries/communities. In recent years, California eliminated public library funding. Consequently, libraries throughout California struggled to stay afloat. In San Marino, less than three percent of the library’s operations were offset by funds from the state. The majority of funds fiscally supporting the library have actually been 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 30 hours a week of volunteer assistance.

A total of 37,484 cards allowing access to the facilities and collection of the Crowell Public Library have been issued since 2006. Of these cards, 30% are resident cards and 70% are non-resident. Approximately 5,429 of the library cards are issued to children borrowers.

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 17.44 (FTE) staff was required in 2014-15 to operate the Crowell Public Library. In 2016-17, due to the high demand for passport services, the staffing needs will increase to an estimated 18.28; however, this impact is offset by the revenues achieve from the Passport program. The library is open seven days a week at 62 hours per week. Yearly attendance at the library is approximately 220,196 per year or 4,235 patrons per week. Circulation parallels the high attendance levels at a rate of 4,895 materials per week or 254,565 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. In 2010, the City’s median age was 46.1, compared to the County’s 37.2. Between 2000 and 2010, the total population of the City increased by 214, reaching 13,147 in 2010. During this ten-year period, the city’s population growth rate was 1.65%--about half of the Los Angeles County rate of 3.15%. The overall population growth in San Marino over the next several years is not expected to be substantial (estimated at 13,566 in 2016 by the California Department of Finance), due primarily to limited housing development/growth and the high cost of housing.

Between 2000 and 2010, according to the US Census Bureau, the age distribution of San Marino’s population changed slightly, as the share of the school-age population (5 to 17 years old) increased by 115 or 4% and older people (18 to 64 years old) also increased by 10 or .01%. Interestingly, persons aged 4 and under experienced a decrease of 120 or 19%. During the same ten-year period, persons 65 years or older increased by 209 persons or 10%--making this group the fastest growing presence in the community.

San Marino is a diverse community. The diverse population requires services that reflect their needs and interests. Approximately 41% of the community is White (Non-Hispanic); 54% is Asian (Non-Hispanic); .4% is Black (Non-Hispanic); 3% is two or more races (Non-Hispanic); and 6.5% is Hispanic. The Asian community within the City has experienced the greatest growth, increasing from 48% in 2000 to 54% in 2010. By comparison, Los Angeles County’s share of the Asian community was 13.7% for 2010.

Between 2000 and 2010, the share of Hispanic population in the city increased from 4% to 6.5%, which remains significantly below the Los Angeles County share of Hispanics (47% in 2010).

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. In 2010, the number of foreign-born residents in San Marino according to the US Census Bureau was 4,953 or 38% of the population.

The major languages spoken in San Marino households include English, Mandarin, and Spanish.

In 2014-15, the K-12 public school enrollment was about 3,143 students. Compared to 2010-11 school year, the District’s enrollment decreased by approximately 55 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 educational attainment for the community was 94% in 2010 with a high school
diploma or higher. Also, the majority of residents (70%) have a college degree compared to the 22% national average.

The 2010 median family income in San Marino was $119,300. By comparison, Los Angeles County was $55,870. Approximately 32% of San Marino households had incomes in excess of $200,000. Unlike surrounding communities, San Marino does not have an economically diverse population. The small percentage of lower income households below the poverty level was approximately 7.8% in 2010. This group tends to be represented by seniors who qualify as low-income because they are on a fixed income and not because they are employed in low paying jobs.

Per the US Census Bureau, the total number of housing units in San Marino was 4,477 with 97% occupied (2010). The homeownership rate was 88%, with an average household size 3.28. As of June 2016, the median list price in San Marino was $2.3 million, an increase of 1.2% over the past year alone with another .5% increase estimated in the forthcoming year.

Between 2000 and 2010, the total number of households in the City increased by 40 or 0.009 percent, which is lower than its population growth rate of 1.65 percent. During this ten-year period, the City’s household growth rate was much lower than the County rate of 5 percent.

In 2010, the City’s average household size was 3.02, about the same as the County average of 2.98. For 2016, the California Department of Finance estimates the average San Marino household size will be 3.09 and the County will be 3.04. Both City and County are experiencing about a .02% increase over the last six years. Over 63% of all San Marino households in 2010 had 3 people or fewer. About 12% of the households were single-person households—about half the County share of 24%. About 13.5% of all households in the City in 2010 had 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 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 eight years after opening the new facility, the library continues to be a popular connection point for the community.

The Crowell Public Library is well equipped 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 library is also open 62 hours per week including weekends, which makes 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 11 computers. 9 catalog stations; one microfilm computer; and a Dakim computer for brain training.
- 37 staff computers.
- Number of reader seats: 200.
- Internet Connection. In October 2015, as a result of a California grant, the library connected to CalREN’s 1 Gb/s backbone operated by CENIC.
- 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.

2014-15 Crowell Public Library: Year at a Glance

Use of the Crowell Public Library grew in 2014-15, both in number of visits and items checked out. Overall, the demand for services increased in adult and youth programming. Library visits increased 31% over the FY 2005-06 library (from 168,636 to 220,196). Circulation also increased 48% (from 172,298 to 254,565). The biggest increase was in computer use (221%) from 28,525 in 2005-06 to 91,663 in the current year. Staff offers a high level of customer service and library expertise to meet a variety of interests and needs.
San Marino residents visit other libraries. As many as 7,000 residents have library cards from non-San Marino libraries.

**Other 2014-15 Service Highlights**

**More Teaching and Training Programs**

- Partnership with the San Gabriel Valley Medical Center to offer a monthly program series, The Doctor Is In.
- Recurring programs include Brain Aerobics and English for Beginners
- Partnership development with USC Emeriti College programming.
- More programming to satisfy community needs.
- Partnership has been established with the LA Opera; three programs a quarter are offered focusing on current LA Opera productions.
- The art gallery hosts a new local artist approximately every 8 weeks.
- Friends: Meet the Author
- Musical Concerts
- Guest speakers

More Resources
- Electronic databases, including career finder and language learning.
- Passport Program

Improved Children’s Programs
- Story Time (Large Attendance), including the addition of Chinese Bilingual Story Time
- Summer Reading Program
- Teen Programs and Anime Club
- Crowell Public Library Foundation’s BookMark Contest

Improved Customer Service
- Open 62 hrs/week, 7 days, 3,224 hours annually
- Email notification of overdue materials, including pre-overdue notices
- Installation of youth monitors.
- Six Accredited ALA Librarians
- Improved staffing patterns; better coverage on weekends and evenings.

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

Volunteer Support
- Volunteer Training Program
- 1,510 hours of volunteer support

Fundraising
- Friends Activities
- Membership Drive, Book Sales, Book Shoppe
- Foundation Activities
• Donation Campaign, Delicious Destinations

The Collection

- San Marino’s volumes held is about 20% less than the communities of Commerce and Mill Valley, which have comparable population figures; however, Commerce has four libraries and a $2.4 million dollar budget resulting in more staff and space for more material acquisition.
- The total number of library records in the catalog is 102,923. Of this amount, 81% are print materials; 32% are Children’s materials; 4% are Young Adult Materials; 64% are Adult Materials.
- Adult Books. The largest category in Adult Books is Nonfiction (20,885), 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 (14,156). Regular fiction (6,636) comprise the majority of the collection, followed by mysteries (4,437), science fiction (839), and inspirational fiction (284).
- Adult large print is provided for people with vision limitations. This collection (1,706) includes fiction and nonfiction materials.
- Children Nonfiction books (11,588) are heavily used for school assignments and individual interest.
- Children Fiction books (11,889) are sought for reading skills building and pleasure reading. They are divided into three reading levels, including early readers, beginning chapter books, and regular.
- Picture books (8,419) include board books, read alongs (books and CD 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 5,122 audio materials and 3,132 video materials. A total of 129 print subscriptions are available.
- The library provides 17 databases, including newspapers, biographies, magazines, reference, language assistance, career information.
Annual Budget

Expenditures

The library’s total operating budget in FY 2014-15 was $1,435,129. The expenditures reflect a 12% increase over the last five years since FY 2009-10. The majority of the 2014-15 budget was absorbed by personnel costs (64%), with the remaining costs directed at operations (36%) including minor capital items. Approximately 11% or $158,000 of the total budget was spent on acquiring library materials or books; however, at least one third of these costs were offset by community donations for the acquisitions. While the library’s overall operating expenses have increased over prior years, the operating growth has been greatly due to mandatory minimum wage adjustments (two cycles within the last five years) and higher demand for specialized services (i.e., passports), which costs have been offset by the revenues resulting from the service. Except for passport issues, staffing levels have remained relatively the same over the last five years; however, with one less full time librarian (four as opposed to five) since 2013. In 2005-06, the Department’s FTE was 17.75; in 2009-10, the FTE’s dropped to 16.10; and in 2014-15, the FTE’s increased to 17.44.

<table>
<thead>
<tr>
<th>Expenditures FY 2009-10</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$869,586</td>
</tr>
<tr>
<td>Books</td>
<td>$68,061</td>
</tr>
<tr>
<td>Magazines</td>
<td>$8,700</td>
</tr>
<tr>
<td>Online Resources</td>
<td>$33,600</td>
</tr>
<tr>
<td>Other (CDs/ DVDs/ etc)</td>
<td>$11,600</td>
</tr>
<tr>
<td>Other Operating</td>
<td>$284,974</td>
</tr>
<tr>
<td>Total</td>
<td>$1,276,521</td>
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</table>

<table>
<thead>
<tr>
<th>Expenditures FY 2014-15</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$920,825</td>
</tr>
<tr>
<td>Books</td>
<td>$113,101</td>
</tr>
<tr>
<td>Magazines</td>
<td>$8,698</td>
</tr>
<tr>
<td>Online Resources</td>
<td>$32,456</td>
</tr>
<tr>
<td>Other (CDs/ DVDs/ etc)</td>
<td>3,911</td>
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<tr>
<td>Other Operating</td>
<td>$356,138</td>
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<tr>
<td>Total</td>
<td>$1,435,129</td>
</tr>
</tbody>
</table>

Future Expenditure Considerations

The City/Library’s budget structure does not include a schedule for the replacement of facility issues and equipment. There are small exceptions, including the library server and future major equipment acquisition. Two years ago, the City launched an equipment replacement fund whereby the Department would pay back the cost of the
equipment over the equipment’s useful life. Inevitably, some items will eventually reach the end of their lives; consequently, the Library’s budget will need to accommodate for their replacement. Consider, for example, carpeting, furnishings, fixtures (restroom equipment, lighting, shelving systems), computers, and hvac.

Other future considerations fiscally impacting the Library include minimum wage adjustments through 2022. Since 2008, the minimum wage mandates increased from $8 an hour to $15 an hour by 2022—an 88% increase. The Library is predominantly supported by part time staff; as a result, the 88% adjustment (after realignment of part-time rates and possibly some full time rates) poses significant financial burden to the Library’s budget. Roughly, assuming the same number of staff in FY 2022-2023 as in FY 2016-17 with the same number of staff hours, the expenditure estimate for part time staffing could result in $200,000 over the 2014-15 budget actuals.

Revenues

The Library’s total revenue in FY 2014-15 was $202,247. The net impact to the General Fund, after revenues, was $1,232,882. The Friends continue to support the Library’s programs ($50,050 in FY 2014-15) with substantial financial contributions, including funding the children’s materials and programs. Other donations ($31,955 in FY 2014-15) have also been received from the community including the San Marino Rotary, San Marino Women’s Club, and the Chinese Club. The library meeting rooms are well utilized by community groups and organizations, resulting in continuous use of the library as a gathering/community center. Since FY 2009-10, rentals have decreased (from 219 to 88) in comparison to FY 2014-15. The net revenue decrease from this rental use about $5,000. While there has been a decrease in paid rental activity over the last five years, the Library’s own use of the rooms represents approximately 82% of the total use. Hence, some paid rental activity can get redirected or turned away if the space is already in use for scheduled Library/City programming. By contrast, other library revenues have substantially increased, including the Passport Service Program, which in 2009-10 received in $13,329 in revenues and in 2014-15 boasted $70,506. As of May 2016, passport revenue was in excess of $120,000 for the 2015-16 Fiscal Year.

<table>
<thead>
<tr>
<th>Revenues FY 2009-10</th>
<th></th>
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<tbody>
<tr>
<td>Donations</td>
<td>$54,462</td>
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<tr>
<td>Room Rentals</td>
<td>$15,957</td>
</tr>
<tr>
<td>Passports</td>
<td>$13,329</td>
</tr>
<tr>
<td>State Funding</td>
<td>$32,761</td>
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<tr>
<td>Library Fees and Fines</td>
<td>$41,464</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$157,973</strong></td>
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</table>

Does not include $1,000,000 received from Foundation for Capital Campaign.

<table>
<thead>
<tr>
<th>Revenues FY 2014-15</th>
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<tbody>
<tr>
<td>Donations</td>
<td>$82,005</td>
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<tr>
<td>Room Rentals</td>
<td>$10,140</td>
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<tr>
<td>Passports</td>
<td>$70,506</td>
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<tr>
<td>State Funding</td>
<td>$0</td>
</tr>
<tr>
<td>Library Fees and Fines</td>
<td>$39,596</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$202,247</strong></td>
</tr>
</tbody>
</table>
Future Revenue Considerations
The vast majority of the Library’s revenue is expected to continue via local government and/or the City’s General Fund. This local share has been increasing over the last several years, particularly as you consider the impact of uncontrollable issues (i.e., pension obligations and minimum wage). The Library’s reliance on local government sources is typical of libraries throughout the country, whereby local resources represent about 85% of the individual library budgets. Incidentally, this is up from 78% in 1995, according to the Institute of Museum of Library Services. The share of other sources (grants and donations) tends to average nationally at about 12%. By comparison, San Marino’s donation offset is about 6% (FY 2014-15).

Benchmarking
The Crowell Public Library is surrounded by other public libraries, including Alhambra, South Pasadena, Pasadena, Arcadia, Monrovia, and Sierra Madre. A comparison of 2012-13 performance markers to these local libraries show the Crowell Public Library expenditures on a per capita basis to be at $98. In addition, it shows the Crowell Public Library providing the highest service, based on service hours of 3,224 per year and circulation per capita at 19.74. The Crowell Public Library strategically schedules staff throughout key hours of the day to maximize resources. Furthermore, volunteer staff (equivalent to .75 FTE) 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 (17) is much greater than the national average for public libraries (4.8 in 2013, IMLS Public Library Survey). In addition, San Marino’s circulation on a per capita basis (19.74) is higher than the national average (7.8 in 2013, IMLS Public Library Survey). San Marino also ranks high in circulation of children’s materials (58% of total circulation).

Crowell Public Library/ Comparable Cities (Source: CA Library Statistics)
2012-13 Data Recorded

<table>
<thead>
<tr>
<th>City</th>
<th>Budget</th>
<th>Population</th>
<th>No of Libs</th>
<th>Hours Per Week</th>
<th>FTE</th>
<th>Visits Per Capita</th>
<th>Circ Per Capita</th>
<th>Prg Attend Per Capita</th>
<th>Comp Use Per Capita</th>
<th>Materials</th>
<th>Expend Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Marino</td>
<td>$1,297,724</td>
<td>13246</td>
<td>1</td>
<td>62</td>
<td>16.2</td>
<td>17.16</td>
<td>19.74</td>
<td>0.653</td>
<td>3.38</td>
<td>83089</td>
<td>$152,789</td>
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<tr>
<td>Commerce</td>
<td>$2,737,902</td>
<td>12935</td>
<td>4</td>
<td>48 x 4</td>
<td>39.7</td>
<td>24.68</td>
<td>17.4</td>
<td>2.195</td>
<td>4.53</td>
<td>98738</td>
<td>$239,109</td>
</tr>
<tr>
<td>El Segundo</td>
<td>$2,263,100</td>
<td>16804</td>
<td>1</td>
<td>62</td>
<td>21</td>
<td>15.19</td>
<td>12.71</td>
<td>0.0368</td>
<td>1.19</td>
<td>149883</td>
<td>$164,600</td>
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<tr>
<td>Mill Valley</td>
<td>$2,055,765</td>
<td>14147</td>
<td>1</td>
<td>61</td>
<td>19.3</td>
<td>17.35</td>
<td>22.73</td>
<td>2.12</td>
<td>1.03</td>
<td>101818</td>
<td>$168,166</td>
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<tr>
<td>Rancho Mirage</td>
<td>$2,812,644</td>
<td>17639</td>
<td>1</td>
<td>56</td>
<td>21.5</td>
<td>18.83</td>
<td>33.82</td>
<td>1.8</td>
<td>2.04</td>
<td>76062</td>
<td>$207,605</td>
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<tr>
<td>Santa Fe Springs</td>
<td>$1,303,902</td>
<td>16816</td>
<td>2</td>
<td>49 x 2</td>
<td>12.3</td>
<td>11.68</td>
<td>6.16</td>
<td>1.824</td>
<td>1.69</td>
<td>60638</td>
<td>$113,602</td>
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<tr>
<td>Sierra Madre</td>
<td>$966,842</td>
<td>11023</td>
<td>1</td>
<td>47</td>
<td>9.2</td>
<td>7.52</td>
<td>7.88</td>
<td>0.581</td>
<td>0.93</td>
<td>55572</td>
<td>$101,696</td>
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</table>
National Public Library Use Statistics
Source: IMLS Public Libraries Survey
2013 Data

<table>
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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Visitations Per Capita</td>
<td>4.8</td>
<td>-3.2%</td>
<td>-10.6%</td>
<td>+6.7%</td>
</tr>
<tr>
<td>Total Circulation Per Capita</td>
<td>7.8</td>
<td>-2.7%</td>
<td>-4.3%</td>
<td>+13.6%</td>
</tr>
<tr>
<td>Children’s Circulation Per Capita</td>
<td>2.7</td>
<td>-2.8%</td>
<td>-4%</td>
<td>+10.9%</td>
</tr>
<tr>
<td>Total Program Attendance Per 1000 People</td>
<td>316.8</td>
<td>+3.5%</td>
<td>+9.0%</td>
<td>-</td>
</tr>
<tr>
<td>Children’s Program Attendance per 1000 People</td>
<td>221.1</td>
<td>+3.7%</td>
<td>+6.7%</td>
<td>+17.5%</td>
</tr>
<tr>
<td>Young Adult Program Attendance per 1000 People</td>
<td>20.1</td>
<td>+7.0%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Public Access Computer Uses</td>
<td>1.1</td>
<td>-2.6%</td>
<td>-10.6%</td>
<td>-</td>
</tr>
</tbody>
</table>

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 have emerged from a variety of sources, including the California Library Association and the American Library Association, which help guide the formation of this plan.

Children and Teen Services

Early literacy materials, sources, and programs that introduce words and concepts must continue to be a strong emphasis of public libraries. Homework assistance and materials that enable the student’s progress and spark imagination must also be fundamental components of local library offerings. Through these as well as the introduction of young adult spaces, libraries can more successfully engage the nation’s youth.

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. According to the American Library Association, last year there was an upswing toward diversity in Children’s literature. Libraries are encouraged to make cross-cultural connections within programming and materials for children in particular to better meet the needs of individual communities.

Digital Literacy

With the rapid growth of technology, digital literacy continues to become an important library service. More families are increasing access to digital media; however, many lack the ability to use it effectively. Many libraries have begun incorporating more digital media in children programing to foster digital literacy at an early age.
The Teen Challenge
A major trend in 2014 was an emphasis on outcomes-based planning and evaluation. Teen services must emphasize activities that are purposeful and that make use of the unique strengths of libraries and provides targeted activities based on the particular needs of teens in the library’s community. Community assessment and outreach are required components.

Perhaps the biggest trend was the focus on a connected learning approach to planning and delivering activities for and with teens. “Connected learning is an educational method designed to make learning relevant by focusing on the interests of the learner and connecting those interests with educational opportunities through coaches or mentors.” The connected learning approach recognizes that in order for youth to be prepared for jobs today, they need to continue their learning beyond the formal classroom.

Space planning has also been a trending practice among libraries to help teens adapt to different learning activities and accommodate peer-to-peer learning. Makerspaces, Youth Labs, and Youth Study Rooms and Reading Rooms are examples of how libraries are transforming their spaces.

There are a variety of other models, which will likely continue in the future. Teens have a variety of needs and while librarians cannot and should not be experts in all things, libraries can consider moving librarians away from their desks so that they can connect more with the teens throughout their place(s) at the library. Other considerations include artists-in-residence programs, hiring social workers, and making use of local experts as coaches.

Public Programs
Libraries are community anchors; as such, opportunities for lifelong learning, research, and socialization are important. Libraries should be evaluated or pursued, perhaps, as neighborhood or cultural destinations, where people feel welcomed, safe, and neutral. Today’s libraries are offering compelling arts programs, critical thinking discussions, and quality storytime. In addition, job skill development, digital literacy, and support services continue to be key offerings.

Equitable Access
Public libraries play a vital role in promoting equitable access to information and other resources including spaces. One in six Americans continue to struggle with English literacy. By helping individuals attain and enhance their literacy, libraries enable patrons to flourish. The most effective way to ensure success relative to access is to continuously reflect on the population and recruit employees/volunteers who can accommodate such diversity.
Libraries are serving as technology access points for communities.

- There is a commitment to creating learning experiences that educate and inspire.
- Libraries are serving as technology access points for communities.

**American Library Association: 2015 State of America's Libraries**
- Perception Change... No longer just places for books...
- Libraries are anchors, centers for academic life and research and cherished spaces.
- Libraries are transforming communities, schools and campuses.
- The lack of diverse books for young readers continues to fuel concern.
- Attempts to remove books by authors of color and books with themes about issues concerning communities of color are disproportionately challenged and banned.
- Digital literacy continues to grow as an important library service... They lack the knowledge to use it effectively in a way that enables learning.
- Makerspaces are trending and provide evidence that libraries are continuing to evolve beyond the traditional focus on collections
- Policies related to personal privacy, library funding, workforce development, and copyright law are a few of the issues of interest to the library community.

**Pew Internet Libraries**
- 2015 Libraries at a Crossroads
- Libraries are about what we do for and with people, including helping people learn how to use new technologies.
- Libraries are in a constant evolution in tandem with advances in technology.
- Challenges remain, such as the scant capacity faced by many small/rural libraries and a persistent digital divide that continues to strongly impact low income Americans.
- 95 percent of libraries offer summer reading programs to forestall the “summer slide”
- 90 percent of libraries offer basic digital literacy training, and a significant majority support training related to new technology devices (62 percent), safe online practices (57 percent) and social media use (56 percent).
- 76 percent of libraries assist patrons in using online government programs and services;
- The vast majority of libraries provide programs that support people in applying for jobs (73 percent), access and using online job opportunity resources (68 percent) and using online business information resources (48 percent)
- A majority of libraries host social connection events for adults (61 percent) and teens (60 percent) such as book discussion groups or gaming programs;
- 45 percent of libraries provide early-learning technologies for pre-K children; and
- More than one-third of all libraries provide literacy, GED prep, STEAM and afterschool programs.

**Federal Report 2012**
- 20.7 increase in visits in last 10 years
- Library revenue up 7.2% in last 10 years
- Programming attendance up 54% in last 10 years
- 28% increase in circulation in last 10 years
- Public computer usage has declined in recent years as a result of an increase in personal devices and smartphones
- Having e-books increased library visits and circulation.
- In addition to books, libraries have audio and video in both physical and digital formats.
- There is a commitment to creating learning experiences that educate and inspire.
- Libraries are serving as technology access points for communities.

**Library Leadership Training (2016)**
- Prepare libraries for 21st Century,
  - Advocacy, Risk Taking, Innovation, Relevancy
- Expand networking opportunities.
- Target curricula.
- Root programs in the local community.

**2014 Harris Interactive Pole**
- Women are more likely than men to visit the library.
- College grads and individuals with income greater than $100,000 represent the majority of library users.
- Thirty-one percent of adults rank the library at the top of their list of tax-supported services.

**Bill Gates Foundation**
- What are you doing to accelerate technology?
- Hosting technology petting zoos?
- Offering digital media lab?
- Offering one on one tech help and tutoring?
- Providing a makerspace?
- Placing automated library vending machines?
- Providing mobile tech labs?
- Offering mobile apps?
- Programs bringing people together to talk tech?
- Offering a text librarian?
- Using social media to connect?
Community and Staff Input

Throughout the strategic planning process, staff gathered feedback from the community and other stakeholders 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. Several focus meetings were also conducted with the Library Foundation and the Friends of the Library 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 indicated a high degree of satisfaction with the library. The following responses guide many of the conclusions made for improving the library.

2015 Stakeholder Surveys/ Questionnaires/ Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Survey Background
The purpose of the 2015 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 Crowell Public Library.
Survey Methodology
The survey was posted for a period of two months in the Fall of 2015 at the Crowell Public Library and electronically on the library and city website. A total of 41 patrons and residents responded, representing about 1% of the library visitors within a week period. Of the 41 surveys submitted, 39 were complete surveys, meaning that all questions within the survey were readily addressed by the respondent. The majority of responses submitted were from persons between the ages of 25 and 64 (60%) followed by adults aged 65 and older (24%). At least 42% 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, 3% of the respondents report seldom or never using the Crowell Public Library. Reasons for not using the library include finding information online and accessing electronic books and other materials via the Internet. A good majority of the respondents (57%) report visiting the library weekly or monthly (23%). When visiting the library, about 40% of their time is spent checking out materials, followed by Visiting the Friends Shoppe (13%) and Reading/ Browsing (13%). In terms of what’s important to them, patrons seem to prioritize Borrowing Materials (70% Very Important), followed by Internet access (58% Very Important), and accessing the Library when open (52% Very Important) and accessing Online Services (51% Very Important). At least 73% of the respondents indicated that the library is Very Important to them and their family.

In terms of how the Library rates, 40% find the collection Excellent while 45% rate the collection as Fair. The Customer Service rating is high or Excellent at 75%. Respectively, the library rates Excellent at about 62%. The area with the poorest remarks are the Library Policies.

The collection items most important to patrons appear to be books (82%), followed by DVD’s and Music (32%) and Audio Books (24%). Least important are non-English materials.

In terms of programing, respondents greatly value Art/Music events (46%), Health Wellness Information (40%) and Current Events/History/Continued Education (36%). Similarly, the youth programs that are most important to respondents (57%) are the Art/Music events. Least favorable was testing assistance (3%), although in reality test proctoring statistics are actually going up over the last several years.

Respondents were asked to give feedback regarding new services. Essentially, the highest preferences (in order) are for business center services, children’s education programs, online afterschool services, one-on-one technology assistance, and self checkout.

The library website (40%), signage (24%), and the newspapers (11%) appear to be the preferred modes of communicating the library’s offerings to the patrons.

Open Comments
- Expand DVD collection
- Keep doing what you do
- Strive for a fuller collection of non-fiction books in different languages
- Faster Internet speed
- Extended hours
- More books for young readers
- Modern checkout
- Consistency with passport services
- Hire more full time staff
- Better lighting in life long learning
- More community engagement
- Wonderful place with excellent services
- More life skills workshops
- Updated website
- Larger collection of e-books
- More study rooms
- Library is doing well
- Café
- Allow 5 free printouts
- More non-fiction audiobooks
- More organization of materials
- Increase passport hours

**Questionnaires**
Staff met with employees and support groups to gather additional information/input regarding the library's offerings. The following summarizes other stakeholder feedback.

- Technology
  - Encourage more people to read and learn
  - Ensure sufficient staffing and compensation
  - Stay open
  - Stay a book library
- Separate the children’s space from the rest of the library
- Relevant materials, programs and technology among the most “very important”
- Technology equipment among the most important for support groups to fund

**Strengths, Weaknesses, Opportunities and Threats (SWOT)**
Stakeholders were also asked to respond to the Library’s strengths, weaknesses, opportunities, and threats. The following is a summary of the key outcomes identified. In February 2016, staff outlined these findings with the Library Board of Trustees. Pursuant to the SWOT summary and the survey and questionnaire results, discussion ensued on how to best identify the Library’s Strategic Plan goals and objectives.

**Strengths**
- Collection Development
- Collection Size
- Personal Service/Responsive
- Good Hours
- Diverse Programming
- Chinese Collection
- Bookstore
- Volunteers
- Strong Support Groups
- Strong Leadership
- Passports
Community Gathering Space
- Strong Children’s Services
- Strong Internet
- Interlibrary Loans
- Computer Availability

- Comfortable/ Attractive Facility
- Strong Senior Programs
- Highly qualified, skilled, experienced staff
- Central location
- Community Relations

Weaknesses
- Parking
- Telephone
- Building Design
- Performing Area
- Equipment
- Entrance Area
- Part Time Limitations
- Program Space
- Storage
- Shelves
- Self-Serve

- Cultural
- Bar Code Scanner/ Printing Area
- Lack of Refreshments
- Outside Shade
- Study Rooms
- Relationship with Schools
- Signage (Exterior)
- Janitorial
- Qualifying for Grants

Opportunities
- Partnerships
- Redo Computer Lab
- Automate/Digitize
- Acquisitions
- Digital Book Shoppe

- Grants
- Digital Assistants
- Teen Programming
- Technology

Threats
- Misconceptions of Library
- Funding
- Building Repairs/ Maint
- Residency Issues
- Turnover
- Rising costs of contract services, materials and supplies

- Fast Changing Technology
- Reading Habits
- Diversity of Needs
- Personnel Costs
- Privatization of Libraries
- Serving the Homeless
- Private Tutors

2013 Citywide Strategic Planning
In 2013, the City of San Marino distributed a Citywide survey to assess the overall services and satisfaction of City services. Within the survey, respondents were asked to respond to Library Services. Approximately 850 residents or 6% of the population responded. The Library Board of Trustees reviewed this data/results to further support proposed Strategic Plan goals and objectives.

Statistics
- Are you satisfied with the materials available?
  - 62.5% Meets Expectations; 19.1% Exceeds Expectations
- Are you satisfied with adult programs?
  - 72.4% Meets Expectations; 13.1% Exceeds Expectations
- Are you satisfied with youth programs?
  - 73.45 Meets Expectations; 14.5% Exceeds Expectations
- Are you satisfied with assistance received?
  - 67.5% Meets Expectations; 21.1% Exceeds Expectations
- Are the hours of the library meeting your needs?
  - 72.3% Meets Expectations; 10.6% Exceeds

**Open Comments**
- More collections materials, including hard copy and electronic.
- Librarians very helpful.
- More concerts or recitals at library.
- Bookstore excellent.
- Coffee stand.
- Not good that library is used by outside residents.
- Object to paying for dvd’s.
- We love our library!
- A great place for kids.
- Love e-books.
- Difficult to find a seat in adult section.
- Too many unsupervised children.
- More enrichment needed for afterschool kids.
- Open before 9 am.
- Antiquated technology.
- Nice staff.
- Children’s section needs more books.
- More online needed.
- Noisy and hard to read because it’s too busy.
- Security lighting needed for night.
- Don’t use library anymore… Too many kids in the afternoon.
- Library will be null and void in the future.
- Too small, fails to offer a wide selection of books.
- More popular titles.
- Open earlier on Sundays.
- Appreciate the staff took my book suggestions into consideration.
- WiFi should be improved.
- The staff at the entry doors not welcoming.
- Borrowing books s/b free.
- Complete series collections.
- More classes by UCLA.
- Buy more books– less programs.
- Youth programs on weekends.
- Reduce number of checkouts.
- Not enough meeting rooms.
- Seldom use library, but clean.
- Like the passport service.
- Charge for computer access.
- Look into online rentals.
- Child librarians s/b friendlier.
Youth programming needs energy.
Parking is less than before.
No knowledge of library services.
Close it and use our money for other things.
More teen programming.
More new books, using award winning lists
Host more City events to engage community members.

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. Department planning, 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
• Develop programming, service, and collection surveys.
• Develop customer satisfaction surveys.

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

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

Improve Library Efficiency and Effectiveness
• Monitor the number of items circulated.
• Monitor the use of website and account management.
• Monitor equipment and facility failures.

Increase Awareness
• Measure the number of community partnerships.
• Measure attendance at community group meetings.
• Measure marketing announcements.
For additional information on this plan contact:
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www.crowellpubliclibrary.org
References


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