



GLENDORA PUBLIC LIBRARY
Strategic Plan 2013-2018

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Prepared by

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Glendora Public Library

Mission Statement

The Glendora Public Library enriches the community by connecting people to the world of ideas, information and imagination to support their work, education, personal growth and enjoyment. The library stimulates civic involvement and is a symbol of the community's well being

ACKNOWLEDGEMENTS

The consultant would like to acknowledge the participation of all of the people who contributed to the development of this plan – community members, City representatives, and Library staff. Without their excellent work in service to the residents of Glendora, this new Strategic Plan would not exist. Their dedication, energy, and insights helped to make the planning process both productive and enjoyable, and their commitment to service has turned the community's vision into a positive plan of action. Thank you.

*Joan Frye Williams
Library Consultant & Futurist*

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THE PLANNING PROCESS

This strategic planning process was facilitated by Joan Frye Williams, Library Consultant & Futurist, during the period from January-June 2013. The work consisted of three phases: Assessment, Visioning, and Realignment.

Assessment

The first planning phase involved onsite inspection and comparison of the Glendora Public Library's current state to best and emerging library practices. The consultant identified opportunities for streamlining, modernizing, and building necessary capacity for the future. She also identified important trends that will affect the Library's ability to provide service in the future.

Visioning

The second planning phase centered on interactive workshops for community leaders and Library staff. These were structured explorations of how the Library can be reimagined for the future. Activities included:

- Comparing the Library to other successful service providers and destinations;
- Identifying City (not just Library) issues that cut across disparate constituencies in a way that builds community; and
- Stimulating innovation and creativity to look beyond what the Library has been to what it can become.

This design work formed the basis of a new service vision for Glendora's Library.

Realignment

The final planning phase called out the actions required to move the Library from its current state towards the new service vision, including changes to existing services and new initiatives.

This work has yielded a flexible, community-driven strategic plan that enables Glendora to:

- Offer Library services that match residents' priorities;
- Clarify and communicate the Library's role and value;
- Expend resources efficiently and cost effectively for maximum impact;
- Partner effectively with other organizations to serve shared audiences;

- Make sound decisions, update workplans, and seize strategic opportunities as conditions change; and
- Move into the future with confidence.

GLENDORA PUBLIC LIBRARY TODAY

The Glendora Public Library has done a good job of keeping pace with current best practices and is well positioned to continue to contribute to the high quality of life in Glendora. Its performance consistently ranks above the median as compared to other California libraries serving similar sized populations. Staff embraces a culture of continuous improvement and maintains high standards of professionalism and customer service. As a result, the Library is highly valued and well used by the community. Correlating cardholder and circulation data with Glendora census tracts shows that the Library attracts Glendorans in roughly equal measure from all parts of the city.

Facilities

Library facilities are in good condition and appropriately sized for Glendora's population. Space allocation is good, and systems, furnishings, and finishes are well maintained. Facilities can be enhanced by improving interior and exterior signage and making after-hours use of the Bidwell Forum and Plaza areas.

Collections

Library collections are current, well selected, well used, and appropriately sized for Glendora's population. Collections can be enhanced by increasing downloadable e-books and audio books from the current level of 6% of total holdings to comprise 10-15% of the Library's collections.

Hours

Hours are adequate, with the recent restoration of morning hours on Thursday and Friday a definite improvement. Hours can be enhanced by opening the Bidwell Forum for limited after-hours use when the main downstairs Library space is closed. For example, participants in the community workshop proposed opening the Forum for evening use by students, for single or group study and as a gathering space.

Technology

Technology for Library operations is current and functioning well, Wi-Fi reception is excellent, and the Library has done a good job of keeping pace with innovations in equipment and software. However, Glendora falls well short of the minimum recommendation for public access computers, providing fewer than half the recommended number of workstations. Technology can be brought up to standard without adding more desktop computers. The Library could enhance training and homework help services, particularly in the Bidwell Forum, by adding at least 20 laptops or handheld computers for in-house use.

Customer Service

Customer service is very good. Staff is expert, welcoming, friendly, and productive. Service can be enhanced by consolidating to a single service point, moving staff from behind the desk to deliver assistance at the point of need, having support staff triage incoming requests so professional librarians can focus on professional-level tasks, and flexing staffing levels and assignments to match predictable changes in Library users and demand at different hours of the day.

Detailed highlights of the Service Assessment are provided in Appendix A.

LIBRARY SERVICE IN A CHANGING LANDSCAPE

21ST Century libraries cannot maintain quality by resting on their laurels or by ignoring the changing context in which they offer their services. While it is impossible to predict the exact future, it is important to develop a strategy that aligns well with the trends in technology, publishing, and consumer expectations that are most likely to exert a strong influence on the Glendora Public Library in the years to come.

CHANGES IN TECHNOLOGY

Consumer-Driven Innovation

In the past, new technology found its way into libraries from the top down. New information retrieval and management systems were developed by the military, the telecommunications industry, and major universities. These projects were eventually commercialized, adapted for the library environment, and made more affordable. Libraries watched and waited as this

process unfolded, embracing the new technologies only after years of preliminary development, refinement, and exposure.

Nowadays, libraries are far more impacted by consumer technology, which “trickles up.” Home users get iPads and Kindles for Christmas, and expect the Library to be ready to connect to them before the New Year begins. The development cycle is, for competitive reasons, largely invisible; product unveilings are followed immediately by rapid roll-out. This will require that the Library stay abreast of a constantly changing consumer market, adapt library techniques to popular mainstream interfaces, train all staff in end-user products and strategies, and plan for a shorter equipment obsolescence and replacement schedule.

Ambient Information

There has been no slowdown in the social, political, economic and cultural changes caused by the spread of networked digital information and communications technologies. Broadband Internet reaches more households every day, making it possible to download or stream masses of content directly to consumers on demand. People are inundated with information from an ever increasing variety of sources. Wireless connectivity and handheld devices have made it possible for people to access information anytime, anywhere.

The Library is no longer a finite collection of scarce materials; now the challenge is to draw from and contribute to the stream of content that surrounds us all. In this environment, libraries are adopting the goal of helping residents carry library services with them wherever they go. Tools such as library applications for the iPhone enable customers to have a truly portable, seamless library experience.

As instant access to both services and content becomes more pervasive, questions of security and privacy of data also begin to arise. Due diligence will be needed on the Library’s part to make sure providers of electronic content operate in compliance with laws and best practices related to data encryption, authentication, rights, access, and disposal of data.

The shift to ambient information also frees up the Library to allocate space more efficiently. Rather than define space primarily by collection and subject, the Library can now allocate space by activity (for example: solo vs. group spaces, stationary vs. kinetic spaces, express use vs. sustained use spaces).

Diversification of Indexing and Retrieval Tools

Increases in computing power have made it possible to categorize and retrieve large quantities of published information in very short order. The traditional library catalog arranged by author, title, subject heading, and call number has already been augmented by tools that allow look-up by keyword, search entire texts for words and phrases, correct for users' misspellings, and suggest related materials based on patterns of inquiry.

The next generation of information retrieval is expanding into non-textual indexing – making it possible to find information by its visual, audible, kinetic, or mathematical properties. Look-up options now include searchable lab notebooks and scientific notations, image comparisons, map/GPS coordinates, and other non-word research opportunities. Though the Library will continue to celebrate the written word, helping customers find and apply knowledge in all formats will be increasingly important.

Handheld Devices and Portable Apps

A quick look around in any social setting will effectively reveal the rapidly growing acceptance of and reliance upon mobile technology. The laptop, introduced more than 20 years ago, is no longer considered the most convenient and “mobile” option for computing. Residents are now utilizing cell phones, smartphones, tablets, and a growing variety of other handheld devices to provide instant online access to whatever they need, whenever they need it, wherever they are.

Within the mobile market, the dominant handheld device is the smartphone. The smartphone appeals to a growing group of the population because it means carrying only one device from which one can phone, text, access the Internet, read e-books, listen to music, watch videos, and more. By 2020, the mobile smartphone is expected to be the only Internet connection for a majority of people around the world. The smartphone with apps is also much more likely than the personal computer to be the key to bridging the digital divide.

Libraries are acknowledging this shift, rethinking their primary points of access, and beginning to move resources into app development. Customer-driven interface designs attract and engage users, and improve both usability and opportunities for participation.

Creative Commons

Solo study has given way to active collaboration and group projects. Learning activities are now being redesigned to engage all the senses, not just silent listening and reading. And creativity is often a highly social activity. Residents are increasingly looking to libraries to provide space for active learning, highly interactive computing, and both formal and informal work areas and meeting places.

Shared learning experiences are now recognized as an excellent way to build community. The Library is no longer the grocery store – shelves stocked with “ingredients” that people take elsewhere to use. It is becoming the kitchen – a place where people stay to make things. Shared recording studios, workshop areas that encourage tinkering and creating, and conversation-friendly seating are all becoming part of the modern library landscape.

CHANGES IN PUBLISHING

Diversification of Reading

Publishing is not just about printed books anymore. Some argue that the proliferation of e-books and self-published web content signals an end to the world of print, and by extension, an end to the need for libraries. There is no question that traditional printed books represent a decreasing percentage of the publishing market, but there is no evidence that print will become obsolete any time soon. Readers, young and old, are not abandoning print; rather, they are diversifying – reading more than ever, in multiple formats. The primary divide in the consumption of published content is not between print consumers vs. electronic consumers, but between readers vs. non-readers.

At the same time we are seeing a rise in trans-media storytelling – using different media types and technologies to tell a single story. This goes beyond the movie-with-a-book-and-videogame-tie-in; it is a way to give messages more credibility by reinforcing them across many different platforms and information sources. Video, apps, HTML, embedded software, print, live presentations – when strategically orchestrated, there is much more power to harness in telling a story these days. Progressive libraries are rebranding around readers, reading, and stories rather than limiting themselves to printed books, and championing reading of all types for all ages. They are also diversifying collections of library materials to keep pace with the diversification of publishing formats. By 2025 we can expect that at least 30% of public library collections will be presented in e-formats.

The Impact of E-Books at the Glendora Public Library

Thirty percent of Glendora's population was born within the past 25 years, and have never known a world without technology. For them, the Library is the convergence of the physical and digital experience, providing the context and framework to help them understand and navigate the vast quantity (and inconsistent quality) of information available online. But for these Glendorans, as well as for their older neighbors, the printed book is still very much in use. The printed book has been – and will continue to be – a cornerstone of learning for residents of all ages.

The Glendora Public Library, like other progressive public libraries, has begun to diversify into e-books, currently offering more than 8,000 titles, or 6% of its total collection, for download. A reasonable target for the next five years would be 10-15% of its collection in digital format by 2018.

As books leave the currently crowded shelves, the space that opens up will permit better access to the remaining materials. Shelf heights will come down, aisles will widen, and increased face-out display of materials will promote better browse-ability. Both the Library and the community will have more opportunity to curate materials in new ways that reflect local interests and to share them in ways that generate new ideas. As a result, despite the smaller number of printed materials in the collection, the floor area needed to house them will not necessarily decrease in direct proportion.

In this environment, it will be more important than ever for the Library to be flexible and adaptable in order to accommodate change over time. The period of technological transformation is far from over, and no one can yet predict when – if ever – information devices and formats will stabilize and standardize. Library buildings and systems will need to provide the flexibility to add, subtract, and rearrange walls, shelves, seating, and technology over the course of decades.

Access, Not Ownership

With the movement to e-formats there has also been a significant shift in how published material is being priced and distributed. Many e-publishers are following the lead of mainstream software companies; rather than selling a product outright, they are licensing the right to access that product.

Digital Rights Management (DRM) refers to access technologies that can be used by hardware manufacturers, publishers and copyright holders to retain control of – and sometimes impose limitations on – the use of digital content and devices. Much of the digital content available on the Internet is not protected by copyright. However, having witnessed the widespread piracy that accompanied the introduction of music download technology, the e-book industry (including distributors) is actively pursuing ways to control the loaning and sharing of digital content more closely.

The publishing industry has not yet settled on a consistent library pricing model for e-content, and increasing competition means that they may not do so any time soon. In general, access costs for e-books are comparable to the cost of purchasing print materials.

Just In Time Inventory

Modern libraries are benefiting from the experience of commercial manufacturing and distribution industries and are adapting new techniques for managing their large inventories. It is worth remembering that the ideal location for a library book is not on the shelf, waiting to be discovered, but out in the community, in the hands of a reader. Progressive libraries are seeking ways to increase “find-ability,” reduce wait times for desired materials, and analyze circulation data to predict demand and improve purchasing decisions.

Investing in e-books is also contributing to improved efficiency and reduced costs for inventory control, as there are no delivery delays, no packing and shipping costs, and no overdues associated with electronic materials.

Increasing Value of Locally Created Digital Content and Intellectual Capital

New technology has made it easy for individuals to create and to participate in the management of information that is of interest to them. People are no longer limited to consuming information that has been prepared or assembled by experts, including libraries. Now it is possible for anyone to develop and curate a personalized collection of information – creating, compiling, remixing, broadcasting, commenting, sharing and recommending. From a consumer perspective, this adds value to the information in terms of both convenience and applicability to one’s own specific locale or situation.

Modern libraries are coaching customers in self-directed information management, facilitating the process without mediating it. They are making it easier for entrepreneurs to participate in the creative economy. They are promoting critical thinking, responsible information use, and

high standards for content accuracy and completeness. And they are helping to build local intellectual capital by facilitating the voluntary sharing of residents' personalized collections of information. This helps to ensure that the character of the community is documented, preserved, and shared.

CHANGES IN CONSUMER EXPECTATIONS

Before the Internet, cable TV, and video games, when information – both serious and recreational – was scarce and expensive, libraries did not have to compete for customers. They were the only game in town, and were in a position to set their own service priorities and dictate terms of use. Today's consumer has many choices, and evaluates the Library in light of other mainstream services.

Hospitality

Customers expect the Library to welcome them and treat them as valued guests. This experience begins even before entering the building, and continues in a desire for ample "people space," creature comforts, and attentive staff. They expect everyone who works at the Library to be trained to be a customer service first responder, offering service throughout the Library at the point of need, and not just at fixed service desks.

Convenience

Busy consumers choose their day-to-day service providers based largely on perceived convenience. When forced to choose between quality and convenience, they still opt for convenience. If they just need orange juice, they don't usually make the trip to the store they know to have the finest quality groceries in the region; they stop at the store where they don't have to make a left turn. The challenge for modern libraries is to offer services that are both high in quality and extremely convenient. Full-service web sites, cashless transactions, and options for after-hours service are now part of the mainstream.

Timeliness

Nowadays everyone seems to be in a hurry, and residents want all service providers, including the Library, to respect the value of their time. While there will always be a need for oases of peace and calm in this high-speed world, consumers want to make their own decisions about when they want to slow down the pace and when there's a need for speed. Many people, especially busy young parents, now expect a full range of services to be instantly available 24/7

online, whether they are at home, at work, or on the run. Working families and students in particular expect facilities to be open nights and weekends. And consumers everywhere have become accustomed to very short wait times for most transactions. Libraries ignore these expectations at their peril. “Slow but free” is not a viable service philosophy.

Self-Directed Success

Increasingly, today’s consumers want to be in the driver’s seat, and opportunities for independent exploration and technology-supported self-directed service are a growth area for the service economy. For customers to achieve success without extensive staff intervention, ease of use has to be a top priority. User-initiated processes must be simple on the surface, with more depth/complexity available if desired.

In this environment, all staff functions as facilitators. They are easy to spot and summon to the point of need, display a positive customer service attitude, demonstrate excellent knowledge of what the Library and the City have to offer, where it can be found, and how to use it, and are ready to provide on-the-spot coaching and technology problem-solving.

This is not to say that self-directed, automated transactions are the preferred means of interaction in all situations. Consumers do not want to be abandoned. They look for a human face to accompany the technology as needed, but they want that human to be available as a coach and facilitator rather than a gatekeeper. They respond positively to service providers who can be welcoming and supportive but not controlling.

SERVICE VISION

The heart of this planning process was the incorporation of a variety of community perspectives in a new vision for the Library’s future. Adults, teens, representatives of educational groups, nonprofit organizations, the business community, the faith community, local government, and the community at large shared their insights about the future of Glendora and its Public Library. They envisioned:

Service

Library service will honor Glendora's small town feel, providing a personal touch while attracting and engaging Glendorans of all ages. The Library will be a vibrant destination and community gathering place that encourages active learning, civic participation, and a strong sense of Glendora as a place.

The Library's primary product will be the customer experience. To this end, the service will be simple and intuitive to use, and residents will have options to personalize Library services to reflect their own needs, interests, and contributions. Services will be available at convenient hours, and will be continually refreshed to stay relevant to the needs of new generations of users.

All of this will take place in attractive and comfortable spaces, suitable for groups as well as individual use. Service will extend beyond the Library's main downstairs area, with after-hours offerings in the Bidwell Forum and the adjacent Plaza.

Technology

The Library will provide modern equipment, content, tools, and coaching to ensure that all Glendorans can take advantage of the convenience and opportunities afforded by our networked world.

The Library will keep pace with residents' demand for materials in the full range of published formats by augmenting its print collections with a wide selection of downloadable e-books and other new media.

The Library will also make use of technology tools to streamline its own processes for cost-effective operations.

Partnerships

The Library will leverage its own strengths to greater advantage by partnering with other agencies, public and private, non-profit and for-profit. It will pursue partnerships to address residents' needs in areas such as education, wellness, and economic development, as well as to improve its own performance in areas such as grant development and technology. As a result of these efforts, Glendora residents will benefit from more seamless service, provided with minimal duplication of effort.

Value

The Library will continually seek innovative ways of doing business in order to provide modern services that are prudently managed, fiscally sustainable, and conveniently available citywide. The Library will routinely pursue new ideas, information, and techniques and evaluate them for use on behalf of Glendora residents.

Detailed highlights of the Community and Staff visioning process are provided in Appendix B.

GLENDORA PUBLIC LIBRARY STRATEGIC INITIATIVES, 2013-2018

Glendora residents have provided clear direction as to desired Library service outcomes. Specific initiatives that address those outcomes are enumerated here. However, this Strategic Plan has been developed in a time of significant change. The economy is in transition, technology is advancing at a dizzying pace, and the City will soon seek a replacement for the Library Director, who retires this year. Therefore the Strategic Plan does not attempt to create a detailed workplan that anticipates all of the opportunities that might present themselves over the next five years.

From now until 2018, these initiatives will serve as the framework upon which the Library Director, working with the Board of Trustees and the City Manager, will base each year's detailed service objectives and proposed implementation workplan. The workplan for 2013-14 is attached to this document as Appendix D.

Service

- Improve interior and exterior signage for better wayfinding and consistency in presentation.
- Provide more centralized service by reconfiguring basic-level information and circulation functions and main floor layout; work with IT and Public Works as needed.
- Create a more modern, refreshed and inviting facility.
- Establish new 'Jobs and Careers' area that will also add more flexible workspace for library users.
- Seek input from middle and high school students to create and shape new and ongoing programs and services targeted for their grade level.
- Improve interior and exterior lighting of Library.
- Re-evaluate the use of Bidwell Forum for more evenings/weekend use for rental, study and community interaction.

Technology

- Meet minimum State Library recommendation of .75 computers per 1,000 population for public computer access for in-library use.

- Target 50-60% self-check-out as percentage of all circulation.
- Reduce expenditures on hard-copy CDs and DVDs and invest in streaming or other new media services.
- Expand downloadable e-books and audio books to 10-15% of total collection.
- Add online payment option; explore donation kiosk with Friends Foundation.
- Create online reservation option and procedures for meeting and study rooms; work with IT as needed.
- Adapt existing Library web site to take advantage of content management system (CMS) upgrade and redesign.
- Develop staff expertise in website authoring and CMS use.
- Expand use of social media into interactive discussion and public curation of e-content.
- Connect to the CENIC broadband backbone, once approved by the State Legislature and Governor, for improved Internet service for library users and savings for the City.
- Expand Computer Center volunteer program to support greater computer availability and provide a broader range of technological assistance.
- Create volunteer corps of Electronic Ambassadors to generate, maintain, and develop the Library's social media presence.
- Proactively monitor technology trends and developments to address the 'trickle up' phenomenon of consumer electronics.

Partnerships

- Expand use of Plaza and Bidwell Forum to provide more opportunities for community interaction.
- Strengthen partnerships with all K-12 schools that serve Glendora students.
- Seek grants as seed money for new e-book platforms and exploring emerging technologies-years one-five.

- Work with local higher-education institutions and young-professionals organizations to identify ways to support college students and young men/women.
- Explore partnership opportunities with other local history collections; collectively pursue available grants for preservation assessment and/or digitization of significant Glendora materials.
- Working with other City departments, explore the feasibility of the Library becoming a “door to e-government.” The Library would offer service during evening and weekend hours for expanded access by Glendorans to city and other government services. This could also help to reduce workloads in other departments. An off-site option for citizen access in another area of the city could also be explored.

Value

- Update service model to respond to the changes in audience and demand at different hours throughout the day in the Library for improved customer service.
- Modernize and streamline procedures for selecting and processing materials for Library collections. Increase pre-selected or automatically delivered materials.
- Increase volunteer hours to 12,000 annually to respond to anticipated growth in Library services and programs.
- Continue to support via GPL Friends Foundation: the development of internal fundraising; volunteer systems and structures; staff; and technology; ensuring the growth and enhancement of Library services and programs.
- Pursue and evaluate grant opportunities within and beyond the library sector.

APPENDIX A

GLENDORA PUBLIC LIBRARY
SERVICE ASSESSMENT HIGHLIGHTS

In December 2012, February 2013, and March 2013, library consultant and futurist Joan Frye Williams visited the Glendora Public Library to meet with staff and observe library operations. Information from these site visits was combined with interviews, library statistical data, and reports to develop an understanding of current library services. The library's current state was then compared to overall statewide and national norms as well as to fresh and emerging library practices.

The chart below details highlights of the consultant's assessment, with recommendations for streamlining, modernizing, and building necessary capacity for the future. The Library's progress since March on implementing the recommendations has also been noted.

Facilities	
Observations	Recommendations
<ul style="list-style-type: none"> • Building is well integrated with downtown village and other city services. • Parking and public transit are limited. • Current square footage of main downstairs space = 24,500 sf, or .49 sf/capita. This meets State Library minimum recommendation of .4 sf/capita, but does not allow room for more modern amenities such as merchandized collections. • Including upstairs space of 6,800 sf brings total up to .6 sf/capita, within the recommended modern target of .6 -.7 sf/capita. • Space allocation is generally very good, with shelving at the perimeter, centralized seating in main public area, and distinct but easily accessible children's spaces. 	<ul style="list-style-type: none"> • Open evenings and weekends, when there is less demand for parking for other city offices. • Construction of a branch is not justified in terms of population or usage patterns. Glendorans from all parts of the city use the current site. • Convert upstairs public space to be usable during library open hours, not just for special programs.

<p>Facilities, continued</p> <ul style="list-style-type: none"> • All public work areas are sit-down, with no convenient location for sorting or comparing documents. Customers either monopolize multi-seat tables or spread their work out on tops of staff counters, floor, etc. • In some areas, high traffic browsing spaces interfere with low traffic study spaces, e.g. Travel materials are adjacent to Literacy, Tests, and Reference. • Systems, furnishings, and finishes are clean and well maintained but somewhat dated. • Lighting is good in seating areas, inadequate in stack areas farthest from windows. • Exterior lighting and signage on the south approach and entrance to the building are inadequate. • Interior overhead signs are generally legible but are not consistent in format or current in content. • Point-of-use signs are generally undersized, flimsy, and inconsistently formatted. 	<ul style="list-style-type: none"> • Provide some stand-up, counter height workspace for the public. <i>(Phase 1 completed)</i> • Provide more separation for Literacy services. <i>(Completed)</i> • Weed and/or convert Reference materials to circulating status. <i>(Completed)</i> • Periodically freshen up furnishings in selected areas of the library to reflect modern trends in public spaces, e.g. café style seating in Teen area. <i>(In progress)</i> • Improve lighting or lower shelf heights in stack areas that do not receive daylighting. • Add signs at the parking lot and entry overhang; improve lighting under the overhang. • Improve independent wayfinding by upgrading to more unified, readable, easy-to-update interior signage.
Collections	
Observations	Recommendations
<ul style="list-style-type: none"> • Total items owned in all formats = 138,172, or 2.7 items/capita. This meets modern minimum target of 2.0 items/capita. • Collections are now being routinely refreshed, in line with established best practices. • Demand for print books and magazines continues to be strong for all age groups. 	<ul style="list-style-type: none"> • Continue to replace items that are no longer actively circulating. • Continue to collect current print titles while expanding e-book collections.

Collections, continued	
<ul style="list-style-type: none"> • Demand for hard copy non-book materials, such as DVDs and music CDs, is steadily decreasing. • Demand for downloadable e-books and audio books – currently 6% of the total collection – is steadily increasing. 	<ul style="list-style-type: none"> • Reduce expenditures on hard-copy music and video in favor of electronic formats. • Expand holdings in these formats to 10-15% of the collection. <i>(In progress)</i>
Hours	
Observations	Recommendations
<ul style="list-style-type: none"> • At the time of initial assessment, downstairs area of library was open 45 hours/week, 16 of those hours evenings and weekend. • Starting June 3, open 51 hours/week, 16 of those hours evenings and weekend. 	<ul style="list-style-type: none"> • Open the Bidwell Forum and use Plaza space for after-hours service when downstairs is closed.
Technology	
Observations	Recommendations
<ul style="list-style-type: none"> • Wi-Fi is available throughout the library and reception is good. • Smart book drops with automated materials handling streamline returns. • 14 public access computers = .28/1000 population. This is well short of the State Library minimum recommendation of .75-1/1000, and below all but one of the 26 other California libraries serving similar sized populations. • Library web site is a comprehensive source of information about the library, plus access to electronic content, including reference databases and downloadable e-books and audio books. • E-cards allow new online library users to access electronic content immediately without having to visit the library to register. 	<ul style="list-style-type: none"> • Add laptops or other handhelds for in-library use and after-hours use of upstairs space. • Save staff time and improve convenience by adding more online (web, smart phone) options for doing business with the library – paying fines, reserving study rooms, etc.

<p>Technology, continued</p> <ul style="list-style-type: none"> • Self-check stations are well located. • 3 self-checkout stations = .71 per 100,000 items circulated. Recommended minimum standard is 1 station per 100,000 circ. • 10% of circulation is currently handled by self-check. • The library has begun to exploit social media to publicize library services and events. 	<ul style="list-style-type: none"> • Add a self-check station to the Children's area. <i>(In progress)</i> • Target 50-60% self-check by making high touch, facilitated self-check the primary form of checkout. • Expand use of social media beyond publication and promotion to create a forum for ongoing community conversation and participation, and to provide tools for social curation of local e-content.
Customer Service	
Observations	Recommendations
<ul style="list-style-type: none"> • Staff are expert, welcoming, and friendly when approached. • Large, L-shaped desk requires staffing on both sides, ostensibly for two different functions – Circulation and Reference. In practice, customers approach whichever staff member is closer. • Professional librarians work on desk, handling requests at all levels of complexity. • Customers and demand vary throughout the day, while the service and staffing mix stays fairly consistent. 	<ul style="list-style-type: none"> • Don't wait to be approached – deliver assistance at point of need via roving/zone staffing. • Reduce desk size and consolidate to a single point of service. • Free professionals to focus on other professional-level tasks such as program planning by having them work on call, with support staff doing triage and handling basic directional and account-related requests. • Flex staffing, activities, and policies more dynamically to match changes in audience and demand at different hours.

APPENDIX B

GLENDORA PUBLIC LIBRARY

COMMUNITY AND STAFF VISIONING WORKSHOPS HIGHLIGHTS

On March 13-14, library consultant and futurist Joan Frye Williams conducted two design workshops to discuss the future of Glendora and its Public Library. The first workshop was for Glendora community leaders, the second for Library staff. The two groups were asked to address the same set of questions. The chart below reflects a comparison of their answers on some of the key planning issues, aligned to highlight similarities and differences.

Community Leaders	Library Staff
Challenges facing Glendora	
<p>Demographic challenges:</p> <ul style="list-style-type: none"> • Aging population • Population growth • Cultural diversity <p>Economic challenges:</p> <ul style="list-style-type: none"> • Slow economy • Limited public funding, budget cuts • Affordable housing • Business climate <p>Environmental challenges:</p> <ul style="list-style-type: none"> • Aging infrastructure – streets, parks, lighting, water, public buildings, etc. • Open space – built out • Traffic • Transit – especially for seniors and youth • Parking 	<p>Demographic challenges:</p> <ul style="list-style-type: none"> • Aging population • Growing community • Increasing racial diversity <p>Economic challenges:</p> <ul style="list-style-type: none"> • Limited tax base, budget cuts • Affordable housing – homelessness • Attracting and keeping small business • Growing gap between privileged and low income families <p>Environmental challenges:</p> <ul style="list-style-type: none"> • Aging infrastructure – costly to replace • Limited space – built out • Noise and traffic • Active use of the Gold Line • Loss of small town feel – development, density, overcrowding • Loss of historic buildings • Stagnation: the point where the sentimental becomes the decrepit/dilapidated

<p>Social challenges:</p> <ul style="list-style-type: none"> • Changing technology • Public and property safety • Connecting North-South 	<p>Social challenges:</p> <ul style="list-style-type: none"> • Moving forward technologically while maintaining a human touch • Drug and property crimes • Unity between North and South Glendora • Communicating and instilling our values to newcomers and businesses • Mobilizing the older generation to be willing to change and younger people to take on more responsibility • Apathy <p>Leadership challenges:</p> <ul style="list-style-type: none"> • Same people running the City for many years • Lack of diversity in leadership • Status quo attitude limits innovation
<p>Changes that would indicate progress is being made</p>	
<p>Economic changes:</p> <ul style="list-style-type: none"> • Concrete plans for intelligent growth • New investment in the community – development, commercial construction • Less turnover in Village shops • Increasing revenues, end to cutbacks • Glendora gets serious about living within our means <p>Social changes:</p> <ul style="list-style-type: none"> • More evening activity – people of all ages out having fun around town • More kid-friendly gatherings in different areas of the City • More teen and family involvement in civic groups 	<p>Economic changes:</p> <ul style="list-style-type: none"> • Old strip malls or retail areas replaced by viable new companies • Improving economic conditions • City budget increase – no cuts • City budget changes so Library isn't on the bottom of the ladder • Grass roots taxation/assessment movements • Creative ways to improve funding (not taxes) <p>Social changes:</p> <ul style="list-style-type: none"> • More things to do in Glendora • Frequent, enjoyable events for all age groups • Younger adults in higher ranking positions

<p>Social changes, continued</p> <ul style="list-style-type: none"> • New business-education partnerships • Increasing enrollment in Glendora schools • More business-related internships and volunteer opportunities • Active use of Gold Line • Younger Glendorans desire to live, play, and work here <p>Changes in how the City does business:</p> <ul style="list-style-type: none"> • More public forums • Diversity in City government • Increased use of technology • More innovation, creativity 	<ul style="list-style-type: none"> • Increased community partnerships to relieve duplication of services • More focused, determined study and achievement by young adults • More interaction, respectful fusion of past and future generations <p>Environmental changes:</p> <ul style="list-style-type: none"> • More affordable housing • Homeless people now in parking lot have homes • More community gardens • Farmers' market <p>Changes in how the City does business:</p> <ul style="list-style-type: none"> • More communication, via different media • More inclusive leadership – working families represented • Diverse City Council • Active adoption of new technology – up to date web site • Services and programs equally dispersed throughout the City • Feeling like we are serving all needs of the community • Engagement, accountability, transparency for those impacted by services
<p>Top priorities for Glendora</p>	
<ul style="list-style-type: none"> • Attracting and engaging younger residents • Maintaining the small town feel and values as we grow • Attracting new businesses • Expanding housing choices 	<ul style="list-style-type: none"> • Providing an attractive environment for younger people – more things to do • Maintaining the sense of community, small town feel • Supporting local businesses • Creating affordable housing

<p>Top priorities, continued</p> <ul style="list-style-type: none"> • Unifying an increasingly diverse population • Repairing and replacing aging infrastructure 	<ul style="list-style-type: none"> • Honoring and including all members of the diverse community • Bringing seniors and young families together • Revitalizing downtown • Being more green, bike/pedestrian friendly • Supporting schools, education • Increasing revenues • Revitalizing the volunteer corps • Making the Library a focal point for the community • Embracing “new”
<p align="center">Ways the Library might emulate other successful local events and organizations</p>	
<ul style="list-style-type: none"> • Simple and intuitive to use • Convenient and affordable for young families • Open 7 days • New and fresh every time • Plenty of variety • Well-advertised • Historic without being stodgy • Fun vibe • Safe and friendly for all ages 	<ul style="list-style-type: none"> • Intuitive, simple, easy to use • Convenient • Family oriented • Attracts younger people • Open late • Always something new and different • Unique – one of a kind • Highly visible • Nostalgic • Fun • Invites people to stay and enjoy • Can customize, personalize • Outdoor activities
<p align="center">What would make you even prouder of your Library?</p>	
<p>Technology:</p> <ul style="list-style-type: none"> • Every title downloadable • Video games for loan • Online recommendations – “Other Glendorans enjoyed...” • QR code on each item so smart phones can scan for brief info about contents 	<p>Technology:</p> <ul style="list-style-type: none"> • Significant, modern web presence

<p>Technology, continued</p> <ul style="list-style-type: none"> • Library apps • Checkout via smart phone • Book discussions via Skype • Social media communications • Automatic text notifications about new products, services, and events • HubSpot-style marketing <p>Enhanced Plaza:</p> <ul style="list-style-type: none"> • More events on the Plaza • More seating, shade on the Plaza • Coffee on the Plaza • Wi-Fi on the Plaza <p>New or expanded services:</p> <ul style="list-style-type: none"> • Longer, more consistent hours • Music, arts, and science programs • Learning commons, homework lab • Co-working space <p>Collaborations:</p> <ul style="list-style-type: none"> • Stronger Library presence in schools via the Internet • Partnerships with other agencies and local businesses • Team player with other City departments <p>Ambiance:</p> <ul style="list-style-type: none"> • Inviting atmosphere for all segments of the community • Beautiful architecture and decor 	<p>Enhanced Plaza:</p> <ul style="list-style-type: none"> • Make greater use of the plaza • Outdoor seating • Coffee shop on the Plaza <p>New or expanded services:</p> <ul style="list-style-type: none"> • Later, more consistent hours • More programs – cooking, music, crafts • More curated events for an enjoyable, cohesive experience • Tutoring, information literacy coaching <p>Collaborations:</p> <ul style="list-style-type: none"> • Partner with community service on addressing needs of college-age kids <p>Ambiance:</p> <ul style="list-style-type: none"> • Even more welcoming and user friendly • Easy to navigate • More attractive building, grounds • Better looking interior with better flow • More comfortable chairs, lighting, areas for groups • Updated carpet, tile, fixtures • Attractive displays • More storage space
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<p>Don't be afraid to innovate, continued</p> <ul style="list-style-type: none"> • Think big – yet set realistic objectives • It does not need to be perfect – implement now and achieve results today • Learn from Disney – make the Library experience “magic” • Find new ways to generate revenue – endowments, non-governmental funding • Keep up the good work! <p>Be the place where people come together:</p> <ul style="list-style-type: none"> • Make the Library a community gathering place • Maintain the sense of welcome and friendliness • Promote “hands-on” events that let us participate in our Library • People still need to interact face-to-face • Customer service is key <p>Stay in touch:</p> <ul style="list-style-type: none"> • Be pro-active – let us hear from you often via various media • Advertise the resources that are already available • Report on the Library's impact – not just what you did, but what difference it made • Continue to gather information to keep the Library vibrant – events like tonight <p>Target younger residents:</p> <ul style="list-style-type: none"> • Get information and insights from pre-teens as well as teens 	<ul style="list-style-type: none"> • Create a Library Board that is more inclusive of the community – set an example for Council and other boards • Help us expect our jobs to be different • Reexamine and redistribute our tasks to work more efficiently – no one's role is presumed <ul style="list-style-type: none"> • Don't forget what made us great to begin with!
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<p>Target younger residents, continued</p> <ul style="list-style-type: none">• Focus resources on young families• Integrate mobile technology• Bring back the Teen Advisory Board	<p>Simplify:</p> <ul style="list-style-type: none">• Focus on making the Library more simple and clear, easier to use• Look at everything from the perspective of a first-time visitor – the ease of use factor could easily be doubled• Be selective <p>Involve the entire staff:</p> <ul style="list-style-type: none">• Consult with line staff – we know what works and what doesn't• Use everyone when coming up with ideas• Recognize the Foundation as a major part of the Library• Keep the process going, including visioning and collecting staff feedback <p>Be pragmatic:</p> <ul style="list-style-type: none">• Focus on the practical• Include concrete how-to suggestions, not just ideas with no plan for how to implement them• Remember that it takes money and staff changes to add or enhance programs• Put plans to action <p>Stay positive:</p> <ul style="list-style-type: none">• Don't over-analyze• Exhibit a little more spunk• Even if it feels impossible, we should strive for it• Don't let workload/financial limitations keep us from achieving our full potential• Be patient
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APPENDIX C

LIST OF COMMUNITY VISIONING WORKSHOP PARTICIPANTS

John Aguirre	City of Glendora	Recreation Superintendent: Community Services Dept.
Juliette Albers	Project Glendora Yellow Ribbon	Co-founder
Mike Albers	E.R.A. Yes	Realtor
Michael Andonian	Glendora High School	Sophomore (10 th grade)
Elise Andonian	University of La Verne	Freshman
Sue Bauer	Glendora Woman's Club	President
Mike Beckman	Glendora Education Foundation	President
Jane Bock	Charter Oak Unified School District	Trustee
Gary Boyer	Southland Properties/Rotary	Owner/President Elect
Nichole Brang	Brang Team Real Estate	Realtor
La Shawn Butler	City of Glendora	Director-Community Services Dept.
Robert Castro	City of Glendora	Chief of Police
Brianna Chew	Glendora High School	Junior (11 th grade)
Joe Cina	Glendora Chamber of Commerce	Director
Mike Conway	Glendora Historical Society	President
Stacy Dover	GUSD PTA Council/ERA Advantage	Member/Realtor
Debbie Dozal	City of Glendora	Human Services Superintendent
Cory Ellenson	U.S. Dept. Treasury	Tax Attorney
John Fields	Ca. Rifle&Pistol Assn/Kiwanis	Executive Director/President Elect
Ida Fracasse	EYE-DAS Foundation	Board member
Nancy Fry	Partners of La Fetra Center	Chair & Committee Member
Christina Garcia	Citrus Community College	Director of Development
Patricia Gomer	Board of Library Trustees	President
Roger Gutierrez	Glendora Public Library Friends Foundation	President
Kevin Haras	New York Life Insurance	Financial Advising Associate/ Glendora Resident
Mike Hendricks	Charter Oak Unified School District	Superintendent
Patrick Hollanders	Board of Library Trustees	Trustee
Lauren Hollingsworth	Glendora High School	Junior (11 th grade)
Chris Jeffers	City of Glendora	City Manager
Carolyn Kitchel	Foothill Christian School	Vice Principal
Jerry Kitchel	Foothill Christian School	Development Director
Jade Knight	GK Constructs, Inc.	Principal
Jeff Kugel	City of Glendora	Director-Planning Dept.
Jim Lancaster	Citrus Community College	Dean, Career, Technical, & Continuing Education
Dave Landers	Boy Scouts & Azusa Pacific University	Pack Leader/Assistant Professor, Teacher Education
Michelle Lee	Charter Oak USD	Principal Willow Elementary School

Robin Merkley	Glendora Community Coordinating Council	Committee Chair
Anna Merkley	Glendora High School	Sophomore(10 th grade)
Laurie Merryman	Community Volunteer	Glendora Resident
Nick Petralia	Outdoor Media Specialists	Owner
Patricia Rasmussen	Citrus Community College	Trustee
Steve Slakey	District Board of Trustees	Past Chairman
Sylvia Slakey	EYE-DAS Foundation	Member
Sandra Smith	EYE-DAS Foundation	Committee member
Allison Smith	Partners of La Fetra Center	Senior(12 th grade)
Rebecca Summers	St. Lucy's High School	Principal Whitcomb High School
Zack Swire	Glendora Unified School District	President
Robert Voors	Swire Marketing	Superintendent
Virginia Wiedmann	Glendora Unified School District	Preschool Teacher
Allie Woodington	City of Glendora KIDS Program	Sophomore(10 th grade)
Carol Ann Young	Glendora High School	Membership Chair
Daniel Zweerink	Partners of La Fetra Center	Sophomore(10 th grade)
	Glendora High School	

APPENDIX D
GLENDORA PUBLIC LIBRARY
SERVICE: OBJECTIVES FOR FISCAL YEAR 2013/14

Centralized Service (2-year initiative)						
Objective	Lead Library Staff/Work with	Complete by	Done	On Target	Revised	Comments
Create phased plan for centralizing service with the reconfiguration of information and circulation main-floor layout as initial steps	Managers /IT, Public Works	June 30, 2014				
Submit anticipated costs (facility changes, technology, etc.) for plan to Library Board and City Manager	Admin/IT, PW	June 30, 2014				
Modern and Refreshed Facility						
Add Café-style seating in the main lobby and Teen Scene areas	Admin, Managers	July 30, 2013				
Plan and schedule CIP for new flooring installation	Carlos Baffigo/Public Works	May 30, 2014				
Establish new “jobs and career” area, adding more flexible workspace for library users	Janet Stone, Carlos Baffigo	December 30, 2013				
Frame and hang historical Glendora photographs donated by former PFF Bank and Trust	Lisa Moskowitz, Daisy Fregoso	December 30, 2013				

Seek Input from Middle And High School Students						
Establish Teen Advisory Board (grades 5-7) and Young Adult Council (grades 8-12) to create and shape new and ongoing programs and services targeted for their grade level	Cindy Romero	August 30, 2013				
Improve Interior and Exterior Signage (2-year initiative)						
Meet with consultant; create plan and costs; propose timeline	Admin, managers	June 30, 2014				

TECHNOLOGY: OBJECTIVES FOR FISCAL YEAR 2013/14

Meet minimum State Library recommendations for public computer access (3-year initiative)						
Objective	Lead Library Staff/Work with	Complete by	Done	On Target	Revised	Comments
Begin discussion to create a strategy/timeline to meet minimum State Library recommendation for public computer access for in-library use	Carlos Baffigo, Janet Stone/IT	September 30, 2013				
Submit projected costs to Library Board and City Manager	Admin, Carlos Baffigo/IT	January 31, 2014				
Target 50-60 % of circulation as self-check outs (5-year initiative)						
Add self-check station to Children's area	Carlos Baffigo/IT	November 30, 2013				
Increase self-check usage by 10% for 20% of total circulation transactions	Managers	June 30, 2014				
Expand Downloadable Resources to 10-15% of collection (5-year initiative)						
Investigate feasibility of streaming or other new media services	Janet Stone, Carlos Baffigo/IT	June 30, 2014				
Expand downloadable e-books and audio books from 6% to 7% of total collection	Janet Stone, Cindy Romero	June 30, 2014				
Submit projected costs to reach 15% e-target to Library Board and City Manager	Janet Stone	April 30, 2014				
e-Payments (e-Government)						
Establish timeline for online payments	Carlos Baffigo/IT, Finance	February 28, 2014				

Online Reservations (e-Government)						
Explore online reservation options and procedures for meeting and study rooms	Carlos Baffigo/ IT	June 30, 2014				
Expanded Use of Website Content Management System (3-year initiative)						
Train Development Office staff on use of website Content Management System (CMS); turn over maintenance and development of appropriate pages	Janet Stone	June 30, 2014				
Adapt 20% of existing library website to take advantage of Content Management System upgrade and redesign	Janet Stone	June 30, 2014				

PARTNERSHIP: OBJECTIVES FOR FISCAL YEAR 2013/14

Expand Use of Plaza and Bidwell Forum (5-year initiative)						
Objective	Lead Library Staff/Work with	Complete by	Done	On Target	Revised	Comments
Co-host Gumby-Fest 2014 in the Forum and on the Plaza	Admin/community partners	June 14, 2014				
Continue to develop plans for a coffee/food service at the library: outline plans for partnership opportunities and submit to Library Board and City Manager	Admin	December 30, 2013				
Expand and Evaluate Summer Reading Club						
Provide new summer reading club programs at a minimum of 2 off-site locations to encourage students at local summer day care camps to continue reading through the summer. Evaluate the success of the program with site supervisors at the conclusion of summer and report findings to Library Director	Cindy Romero/Day care camp site supervisor(s)	October 30, 2013				
Evaluate effectiveness of summer reading club by comparing before-and after-break reading scores of Library Summer Reading Club participants and non-participants; report findings to Library Director	Cindy Romero/Minimum of 1 elementary school, 1 class	October 30, 2013				

Strengthen partnerships with preschools and all K-12 schools that serve Glendora students (2-year initiative)						
Implement new online resources to support schools' transitions to the Common Core State Standards	Cindy Romero	January 14, 2014				
Identify additional resources needed and costs to Library Director	Cindy Romero	June 30, 2014				
Present Library Strategic Plan to community						
Share results of the Strategic Planning process with the community by attending meetings and other appropriate outreach venues	Admin, Managers	June 30, 2014				
Increase Bidwell Forum/EOC Storage						
Re-purpose vacated IT office space to meet Bidwell Forum/EOC storage needs	Carlos Baffigo/IT, PD	June 30, 2014				

VALUE: OBJECTIVES FOR FISCAL YEAR 2013/14

Update Library Service Model (3-year initiative)						
Objective	Lead Library Staff/Work with	Complete by	Done	On Target	Revised	Comments
Update 'frontline' service model to improve customer experience: identify key service zones throughout library	Admin, Managers	June 30, 2014				
Modernize and Streamline Procedures for Selecting and Processing Library Material						
Evaluate processing alternatives for new material offered by established vendors, assessing trade-offs between reduced workload in Technical Services and increased material purchase costs or time to get new materials to customers; make recommendation(s) to Library Director	Carlos Baffigo	March 31, 2014				
Streamline the development of adult collections by increasing the percentage of Adult Services funds spent on preselected or automatically delivered materials, from 73% up to 78%	Janet Stone	June 30, 2014				
Increase Number of Volunteer-Run Programs						
Support local arts by establishing an "Authors and Artists" series based on the current volunteer-run program model	Sherry Heinrich	June 30, 2014				

Survey Current Library Volunteers						
Survey current volunteers to solicit feedback on their volunteer experience in the Library to identify areas for improvement, as well as successes	Sherry Heinrich	March 31, 2014				
Friends Foundation To Continue To Support the Library						
Keep the <i>Night on the Plaza</i> fundraiser vibrant by incorporating technologies, new layouts, and effective logistics; report outcomes to Library and Foundation Boards	Sherry Heinrich	October 30, 2013				

