

# UPLAND PUBLIC LIBRARY

## STRATEGIC PLAN

FY 2021-2025

### Prepared For

City of Upland, CA

June 2021



**LIBRARY SYSTEMS & SERVICES, LLC**

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# TABLE OF CONTENTS

<b>INTRODUCTION.....</b>	<b>3</b>
<b>STRATEGIC PLANNING PROCESS.....</b>	<b>3</b>
<b>ENVIRONMENTAL SCAN.....</b>	<b>4</b>
<b>EARLY LITERACY AND SCHOOL AGED PERFORMANCE MEASURE.....</b>	<b>5</b>
<b>CURRENT UPL OPERATIONS.....</b>	<b>6</b>
<b>LIBRARIES OF THE FUTURE.....</b>	<b>6</b>
<b>STRATEGIC GOALS.....</b>	<b>7</b>
<b>ACKNOWLEDGMENTS.....</b>	<b>11</b>
<b>APPENDIX.....</b>	<b>12</b>

# INTRODUCTION



The Upland Public Library (UPL) has been in the Upland community for over one-hundred years, beginning in the Old Carnegie Library in 1913. In 1969, the Library moved only a few steps away to an entirely new building of 24,000 square feet including two stories with striking architecture.

The Upland Public Library strives to provide their community with impactful reads, useful resources, and invigorating programs. Staff at the Library take pride in their eagerness to learn, optimistic attitude, and passion to provide educational, empowering and entertaining materials for all.

The Library provides incredible value to the community, focusing on the right to access information while protecting patron privacy as well as respecting all personal viewpoints. Staff strive to create a welcome, dynamic and well-loved center of Upland's intellectual and cultural life.

## STRATEGIC PLANNING PROCESS

A strategic plan requires a deep analysis of the local community's needs. In order to meet rising expectations, the Library must prepare for the future while remaining agile in response to new challenges. At the start of 2021, UPL leaders and Library Systems & Services (LS&S) set out to answer three key questions:

- 1. What does the community want?**
- 2. Where do we want to go and how do we get there?**
- 3. How can we innovate to best serve the community during these times?**

Answers to these questions framed the project and informed strategic goals.

Comprehensive input from residents throughout Upland and neighboring areas was gathered through public surveys, focus groups and personal interviews. Business, education and nonprofit leaders, key stakeholders, Library staff, patrons and volunteers provided ideas and feedback. Public library best practices and UPL data analysis were combined with stakeholder input to form a complete picture.

This process led to the discovery of current and future needs. Upland residents appreciate the library and its services, but have been cautious of using the Library during the pandemic. Library staff have innovated by providing digital services during this time and are looking forward to a full return to services.

# ENVIRONMENTAL SCAN

## DEMOGRAPHICS



### UPLAND, CALIFORNIA

**26,785** HOUSEHOLDS

**76,382** TOTAL POPULATION

**38** MEDIAN AGE

**34%** SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

**13%** LIVING IN POVERTY

**84%** HAVE BROADBAND INTERNET

Upland is made up of 26,785 households with an estimated total population of 76,382 people. The median age is 38 years.

34 percent of the population speaks a language other than English at home. Spanish is spoken by 24 percent of people who are at least five years old. One quarter of children in the area have a native language other than English. This data is key to determining the services needed for young families. The Library will consider the needs of Spanish speakers when creating partnerships and staff development. Library programs and written communication should be provided in both English and Spanish when possible.

13 percent of people live in poverty. The largest demographic living in poverty are males ages 18-24. The most common ethnic group living in poverty is Hispanic, making up 35 percent of impoverished community members.

90 percent of households have a computer at home. 84 percent of households have a broadband internet subscription.

Source: <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2018/report.php?geotype=place&state=06&-place=81344> <https://datausa.io/profile/geo/upland-ca/#about>

As of January 2020, the unemployment rate for the state of California was 4.2 percent and the rate for the Riverside, San Bernardino, and Ontario statistical area was 4.1 percent.

The unexpected COVID19 pandemic and resulting economic impact pushed the unemployment rate to 9 percent in January of 2021 for the state and 8.6 percent for the Riverside, San Bernardino, and Ontario statistical area. As community members seek employment after the pandemic, the Library will step in and assist as needed.

Source: <https://www.bls.gov/>

# EARLY LITERACY AND SCHOOL AGED PERFORMANCE MEASURES



Upland Unified school district students rank above average in English Language Arts testing. However, within this group English learners and African American students fall below the standard along with socioeconomically disadvantaged children and students with disabilities.

Students in Upland fall below the standard in mathematics. 41 percent of students are prepared for college.

Prior to COVID, the school district set the following priorities:

- Implement a system that aligns programs and services to meet the academic, social, emotional and physical needs of all students
- Improve the innovative use of technology
- Improve consistency, equity and rigor in teaching and learning experiences
- Create a safe and inclusive environment for students with special needs

School district objectives included focusing efforts on:

- Social, emotional and behavioral well-being of students
- Expansion of visual and performing arts
- Increasing access to technology
- Develop new computer science standards
- Develop Family Education Series focused on how to support children in building literacy and numeracy skills at home

This data and these performance measures indicate the need for a focused effort to assist students and families in Upland. The Library should be heavily involved in these discussions, seeking opportunities to raise the educational profile of the community.

Source:

<https://www.caschooldashboard.org/>

[https://tb2cdn.schoolwebmasters.com/acnt\\_13143/site\\_13144/Local-Control-Accountability-Plan-\(LCAP\)-County-Approved-Upland.pdf?usp=sharing](https://tb2cdn.schoolwebmasters.com/acnt_13143/site_13144/Local-Control-Accountability-Plan-(LCAP)-County-Approved-Upland.pdf?usp=sharing)

[https://tb2cdn.schoolwebmasters.com/acnt\\_13143/site\\_13144/Upland-Unified-School-District-Strategic-Plan-February-28,-2019-Upland.pdf](https://tb2cdn.schoolwebmasters.com/acnt_13143/site_13144/Upland-Unified-School-District-Strategic-Plan-February-28,-2019-Upland.pdf)

# CURRENT UPL OPERATIONS

The Library is located in a busy part of Upland, conveniently nestled among stores and services on scenic Euclid Avenue at the foot of Mount Baldy.

The Library is connected to historic downtown Upland, a favorite spot for locals to enjoy independent restaurants, cafes and shops. Families gather at the Library and are delighted by the programs provided and a collection carefully curated to satisfy any curiosity.

Patrons of all ages especially love the summer reading program hosted at the Library.

The City of Upland Library Board of Trustees advises the Library Director, and city administration, who set policy and direction for library services. The Friends of the Upland Public Library is an engaged group of valued volunteers providing strong support and consistent revenue to enhance service offerings at the Library. The Friends operate a book store at the Library which is loved by the community. The store encourages reading, while serving as the primary fundraising activity for the Friends of the Library.

# LIBRARIES OF THE FUTURE

Achievement of the goals in this plan will ensure the Upland Public Library continues to offer excellent 21st century library services:

- Provide access for all
- Act as educational and cultural center
- Inspire and engage the entire community
- Build upon strengths by fostering and creating partnerships
- Lead in technology by providing information and access
- Connect with the community by providing engaging programs
- Reach out to the community to engage with users where they are
- Serve as a community hub where all are welcome

***The City of Upland, the Upland Public Library and Library Board of Trustees are committed to changing lives in the Upland community for the better. This strategic plan will guide the way by focusing on literacy, young children and seniors, all while embracing and celebrating the unique resources of this growing city.***



# STRATEGIC GOALS



## CONNECT

UPL informs and unifies the community.



## ENGAGE

UPL centers programs and collections around a love of reading and literacy.



## ENHANCE

UPL provides an experience that surprises and delights, with a special focus on digital literacy and technology skills.

# STRATEGIC GOALS

## CONNECT | ENGAGE | ENHANCE

### 1. Connect

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#### UPL INFORMS AND UNIFIES THE COMMUNITY.

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Connection will be achieved through implementing strategies such as:

- Teach skills to help all community members navigate the digital world.
- Provide opportunities for families to learn together.
- Embed the Library into the community and share knowledge amongst leaders and citizens.
- Provide a clear and concise website, newsletter and various communication strategies that have consistent messaging, graphic design and result in the reader taking action to engage with what the Library offers.

Measurable objectives will include:

- Offer resources based on community needs beginning with a focus on evaluating digital information by January 2022.
- Develop methods to bring families together to learn, launch first opportunity by May 2022.
- Investigate ways to enhance digital services, including website and social media presence. Present marketing plan by July 2022, launch rebranding efforts in Fall of 2022.



# STRATEGIC GOALS

CONNECT | ENGAGE | ENHANCE

## 2. Engage

### UPL CENTERS PROGRAMS AND COLLECTIONS AROUND A LOVE OF READING AND LITERACY.

The goal to engage will be achieved through implementing strategies such as:

- Prepare more children for kindergarten.
- Streamline offerings to meet community needs.
- Utilize partnerships to further a culture of reading in the community.

Measurable objectives will include:

- Focus each storytime on three out of the five early literacy practices: reading, writing, talking, singing and playing. Utilize resources through nationally recognized program Every Child Ready to Read in order to build literacy-based programs.
- Analyze Spanish offerings and available community resources. Identify opportunities to connect with the Spanish speaking population.
- Develop reading incentives, host three reading challenges each year, beginning in the year 2022.
- Investigate co-marketing with partner organizations (library messaging on partner websites, etc.). Promote reading, electronic resources and Library programs.
- Increase cardholders to 50% of the population by 2025.



# STRATEGIC GOALS

## CONNECT | ENGAGE | ENHANCE

### 3. Enhance

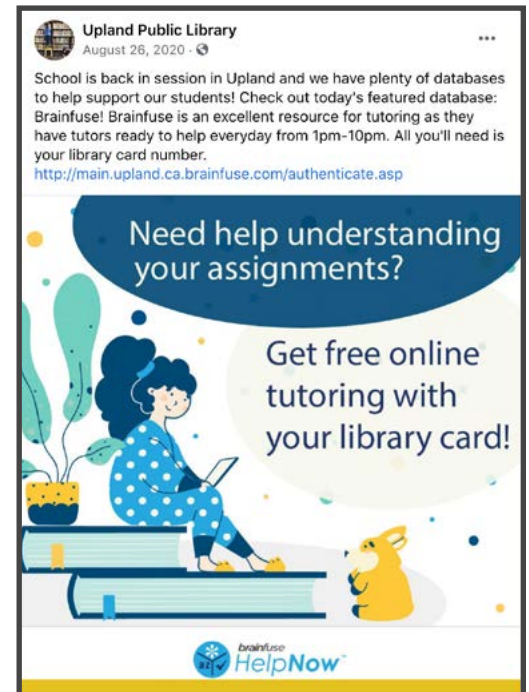
**UPL PROVIDES AN EXPERIENCE THAT SURPRISES AND DELIGHTS WITH A SPECIAL FOCUS ON DIGITAL LITERACY AND TECHNOLOGY SKILLS.**

The goal to enhance will be achieved through implementing strategies such as:

- Align available technology with community needs.
- Enhance staff technology skills in order to provide more technology focused offerings.
- Develop opportunities to involve teens in decision making and program planning.
- Implement more high technology offerings such as Virtual Reality and technology software that allows the community to access products and equipment to enhance their job skills and imagination.

Measurable objectives will include:

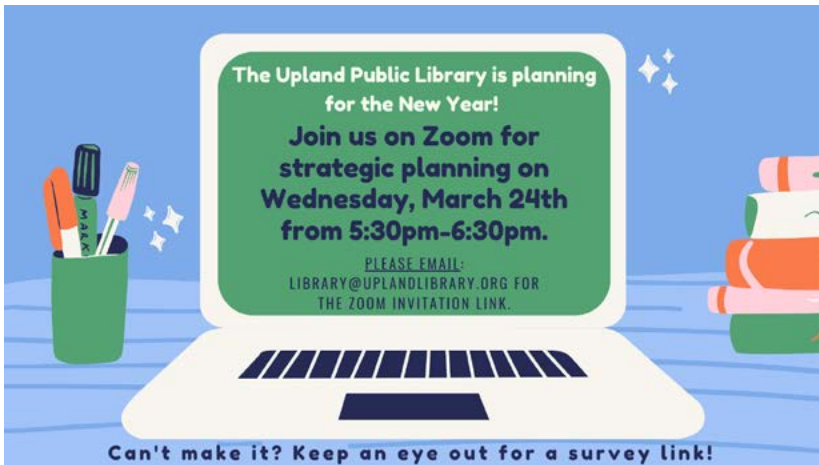
- Determine community IT needs and present summary by January 2022. Continue to monitor needs and available resources. Seek grant funding in order to enhance IT for all users.
- Create training plan for each staff member and assess impact by Fall of 2022.
- Investigate and present plan for enhancing teen services. Launch new programs in 2023. Align with school district goals by focusing on emotional well-being of teens in Upland.
- Focus offerings on workforce development skills, utilizing BrainFuse and partnerships to host a virtual or take-home job fair in January of 2022.



# ACKNOWLEDGMENTS

Thank you to all who offered ideas, suggestions and advice to ensure the Library continues to provide quality service to Upland. Focus group attendees including representatives from the City of Upland Administration, the Library Board of Trustees, the Friends of the Library, as well as engaged citizens, provided valuable feedback; their time and caring for the community is much appreciated.

Upland residents completed 617 surveys, participated in five focus groups and provided additional comments and ideas. Special thanks to Library Director Yuri Hurtado and the dedicated Upland staff for their passion to serve the people of Upland every day.



# APPENDIX

A key to developing a relevant and rich strategic plan is analyzing current use of the Library. An analysis was performed on how the community has used the Library, focusing on 2019 Library use due to the COVID19 pandemic. Staff used past statistics to determine future goals.

## PATRON INFORMATION

36 percent of the Upland community are registered Library users. The pandemic and reduced operating hours/ services have caused a dip in Library use, which libraries across the country have experienced. Enhanced communication and a return to full services will help reintroduce the community to the Library and its offerings.

## LIBRARY VISITS

The Library welcomed 243,000 visitors from January 2019 to December 2019, with heaviest use during the summer due to the Summer Reading Program.



Since the pandemic, Library visits have decreased dramatically but are on the rise since the start of 2021, with the highest attendance since March of 2020 during the month of February 2021, where the Library saw 3,429 visitors.

## PROGRAMS

Library programs are well attended, particularly by children and caregivers. The Library hosted 422 total programs in 2019 with 27,337 attendees.

2019 Programs at Upland Public Library		
Age Group	Number of Programs	Attendance
Children	209	19,197
Young Adult	76	2,744
Adult	137	5,396

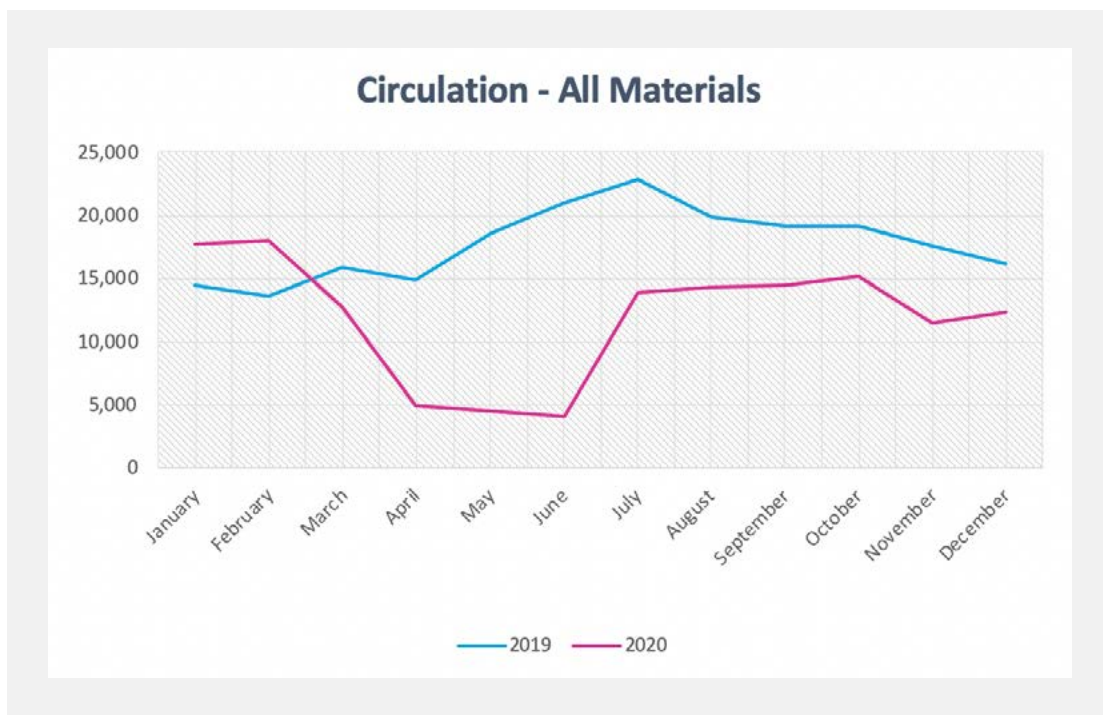
Popular programs include the Bookenders Adult Book Club, crafting programs for adults, and storytimes. Library staff quickly pivoted at the onset of the pandemic to provide storytimes virtually on the Library's Facebook page. Book clubs for youth have not been well attended in the past.

The community responds well to the summer reading programs with large turnout to daily programs.

Staff have built and nurtured many partnerships over the years, from local schools to social services providers. Staff attend back-to-school nights and school assemblies on a regular basis. The Library Director often speaks at community meetings. All of these efforts contribute to the Library's visibility in Upland.

## CIRCULATION

Upland Public Library is following the national trend of decreased physical circulation. The pandemic impacted circulation the most in April, May, and June of 2020 while the Library was closed to the public.



When comparing the ten largest collection categories to the ten top circulating areas (graph below), eBooks lead the way in both.

<b>Category</b>	<b>Current Items</b>	<b>% Collection</b>	<b>Circulation</b>	<b>% Total Circulation</b>
eBook	22,482	23.94%	23,583	22.80%
Nonfiction	12,535	13.35%	3,625	3.50%
Fiction	11,736	12.50%	9,075	8.77%
Children's Nonfiction	10,925	11.63%	5,155	4.98%
Children's Fiction	5,728	6.10%	7,852	7.59%
Children's Picture Book	4,063	4.33%	11,009	10.64%
Mystery	2,878	3.06%	2,352	2.27%
Young Adult Fiction	2,705	2.88%	1,806	1.75%
DVD Fiction	1,990	2.12%	6,882	6.65%
Children's Easy Reader Fiction	1,855	1.98%	7,324	7.08%

To maximize meeting the patrons demands, the eBook collection, the children’s picture books and easy readers, the adult and children’s fiction collections, and DVDs should be well maintained.

With the active Bookenders organization, the Library has a significant demand for literary fiction. Efforts made over the last two years to increase the physical and digital collections of literary authors, and titles reviewed by the Los Angeles Times should continue. At the other end of the spectrum, the collection should also address the needs of the less fortunate in the community. Materials for home schoolers and remote learners have also become more important in the last year.

In regards to the digital collection, Upland offers:

- eBooks through OverDrive
- Streaming video through Kanopy
- Brainfuse suite of services for students, job seekers, and veterans
- Pronunciator for language learning
- Several research-oriented databases to support students

The California State Library provides strong supplemental support in this area as well. In recent months, the Library also added circulating tablets with pre-loaded content aimed at helping children learn to read.

## TECHNOLOGY

The City of Upland has provided necessary technology services at the Upland Public Library for the community and patrons have taken to the offerings in the Library with great enthusiasm. UPL adds new technology as it can and looks to continue providing excellent service to the Upland community going forward.

Upland provides patrons with 18 public computers, as well as 17 Chromebooks for patrons to check out for in-library use. The Chromebooks are 10 years old and at the end of their useful life. The City recently acquired 30 Windows based laptops through the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) which will greatly increase the ability for patrons to get online and search for jobs, find much needed information and provide entertainment as well.

It is important that Public computers, Chromebooks and laptops are kept up to date and retired at expected end of life cycles. Additionally, it is recommended that the patron experience be monitored to ensure patrons get the most from their time at the keyboards/screens of Library devices. Software platforms for Video and audio editing, office software, gaming and informational sites should all be installed and kept updated and links to important sites pertaining to public need should also be audited and refreshed as needed.

The Library should consider the following enhancements to basic services:

- Add functionality that allows patrons to scan to email and USB drives
- Seek ways to accept more forms of payment for services
- Mobile printing
- Content creation tools for making that include video and photo editing software
- Robotics and coding classes or database access

These skill building opportunities establish love for technology and may be the only experience patrons have with emerging 21st century tools. This is an opportunity for the Library to support digital literacy success in the community.

The Library's digital and physical presence are equally important. Users access services and materials both in person and online. A library's website is inarguably a location in its own right. It is recommended that the Library have its own web space completely separate from the more informational municipality web space. Staff should be trained to be able to update the space and create an exciting informative location for patrons to get more involved with planning their time at the Library. It is also important for staff to create and maintain a social media presence to reach new and existing patrons and remind them of all of the great things happening at the Library.

Today's library is more than just books and research and patrons expect to find access to all things digital. A fresh look at the technology shows that there is room to grow and provide patrons with all of the best technology being used in libraries and a strong plan to implement new technology is essential.

## UPLAND RESIDENT MARKET SEGMENTATION

The detailed information regarding resident demographics and consumer preferences is a powerful resource that enables and supports data-driven decision-making for the Upland Public Library.

The patron data analysis below was an important part of the strategic planning process and provides key insights into current Library users and the greater community. The information can also help target new populations, create new programs, advance value to the community, and allocate resources more efficiently.

The list of Library patron addresses (stripped of private reading history and patron names) was uploaded to the Claritas marketing services tool.

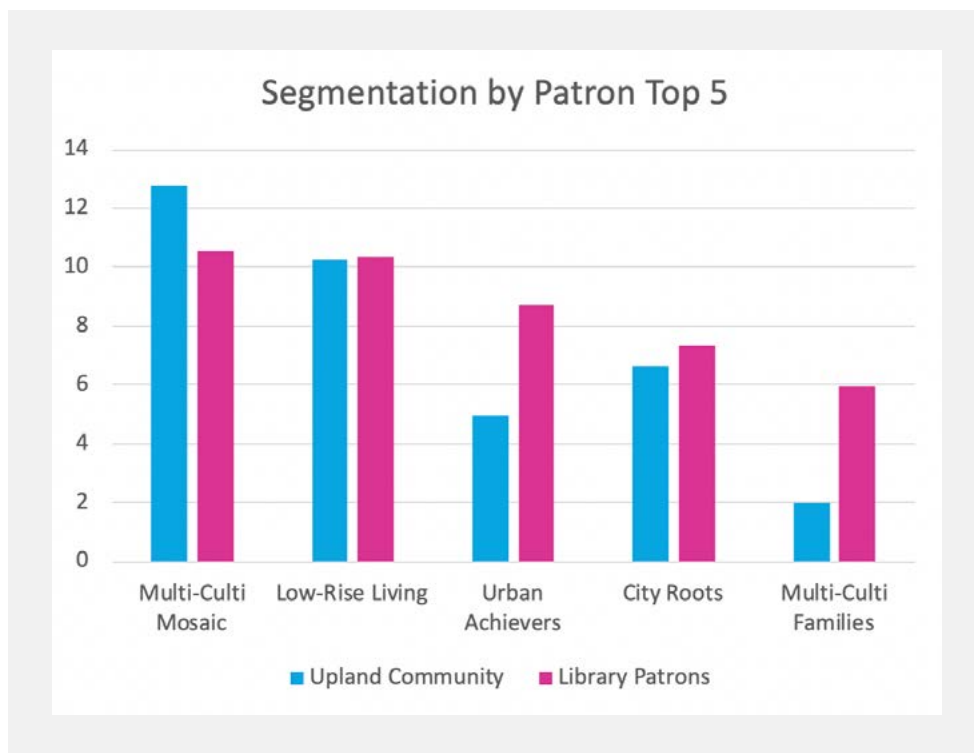
### Patrons by Prizm Market Segment

Claritas identifies groups of community members by Prizm categories. These categories allow staff to anticipate behaviors and understand the community the Library serves.

In order to understand the current and potential users of the Library, patron profiles were examined.

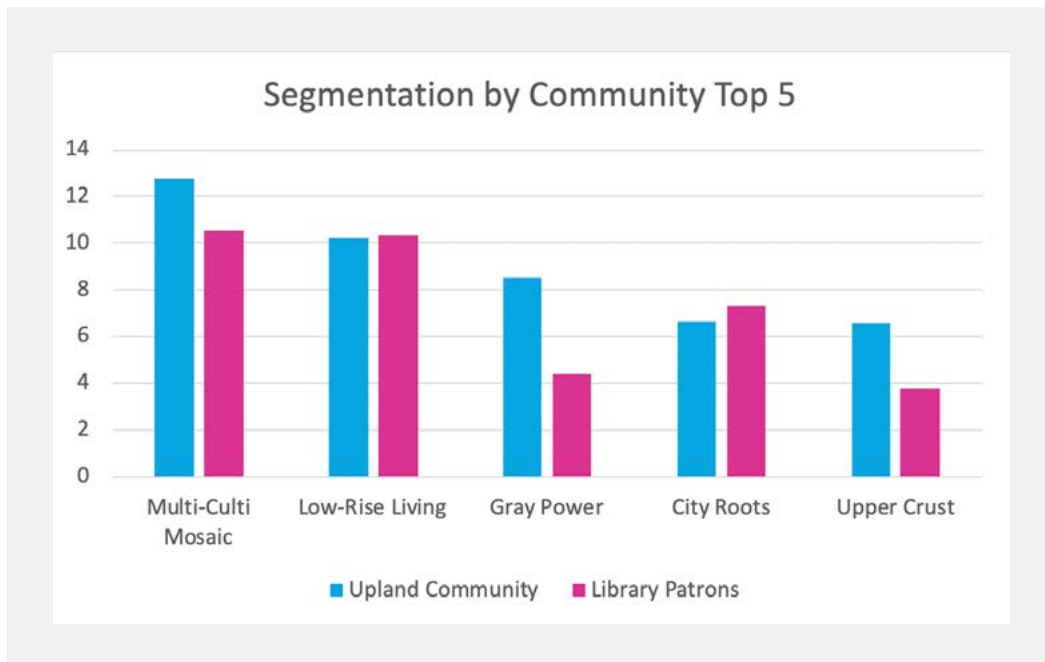
### The top five users of the Library by Prizm segmentation include:

- **Multi-Culti Mosaic**
- **Low-Rise Living**
- **Urban Achievers**
- **City Roots**
- **Multi-Culti Families**



## The top five segments ranked according to the entire community are:

- **Multi-Culti Mosaic**
- **Low-Rise Living**
- **Gray Power**
- **City Roots**
- **Upper Crust**



Library patron makeup differs from the overall demographics of the community in a few ways. The third highest group of Library users are “Urban Achievers” which ranks quite low in the overall community total. “Multi-Culti Families” rank high in the Library users but not in the overall community.

### Areas of Focus

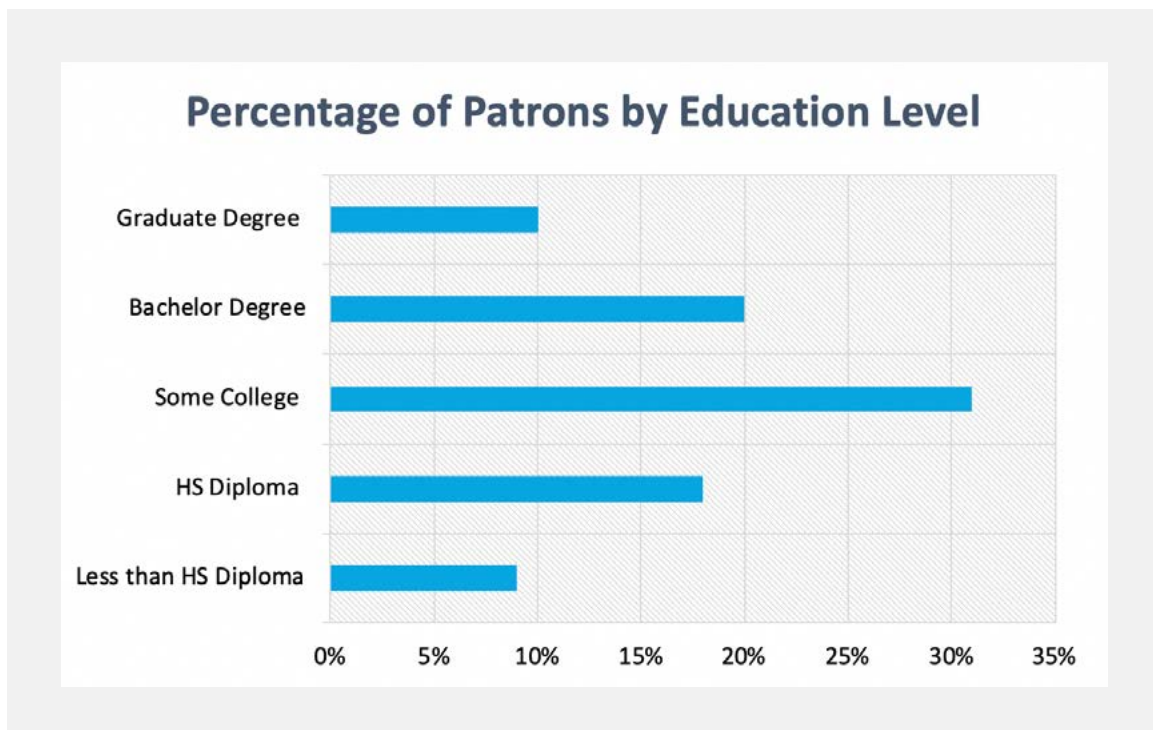
“Gray Power” has a large presence in the community, but is only the eighth highest user of the Library. Gray Power consists of wealthy older couples (ages 65+). While some in this segment hold white-collar jobs, many are already retired and enjoying their comfortable homes and apartments within a short distance of downtown restaurants and activities. These individuals like to travel, and are not heavy technology users. The Library should seek out opportunities to invite this group of users into the Library. Relevant programs would include: lectures from local experts, travel guide discussions, art exhibits.

“Upper Crust” is the fifth highest portion of the community, but ranks eleventh in Library users. The nation's most exclusive address, Upper Crust is a haven for wealthy empty-nesting couples over the age of 65. This segment has a high concentration of residents earning over \$100,000 a year and many possess a postgraduate degree. They have an opulent standard of living - driving expensive cars, frequently eating out at upscale restaurants, and traveling to destinations like Europe. These community members are above average technology users. The Library can reach this demographic by working with the Friends of the Library to host exclusive fundraising events, inviting special authors or presenters to speak to the community. The Library will also reach these users by bringing in new and innovative technology.

“Multi-Culti Mosaic” is the top group for the community and for the Library. An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of Hispanic, Asian, and African-American singles and families. This segment is characterized by many first-generation Americans who have midscale paychecks but are striving to improve their economic status. These users are already in the Library, but would benefit from more services targeted to their demographic. Ensuring their success in school and the workforce should be a top priority for Library administration.

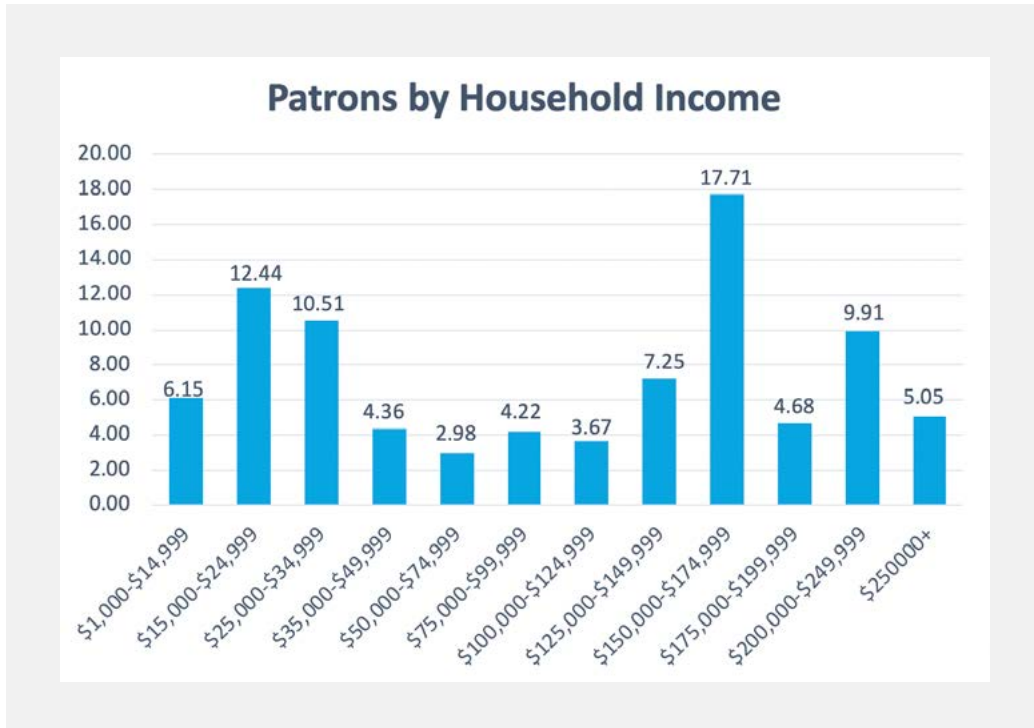
Source: <https://claritas360.claritas.com/mybestsegments/#segDetails>

### Patrons by Education



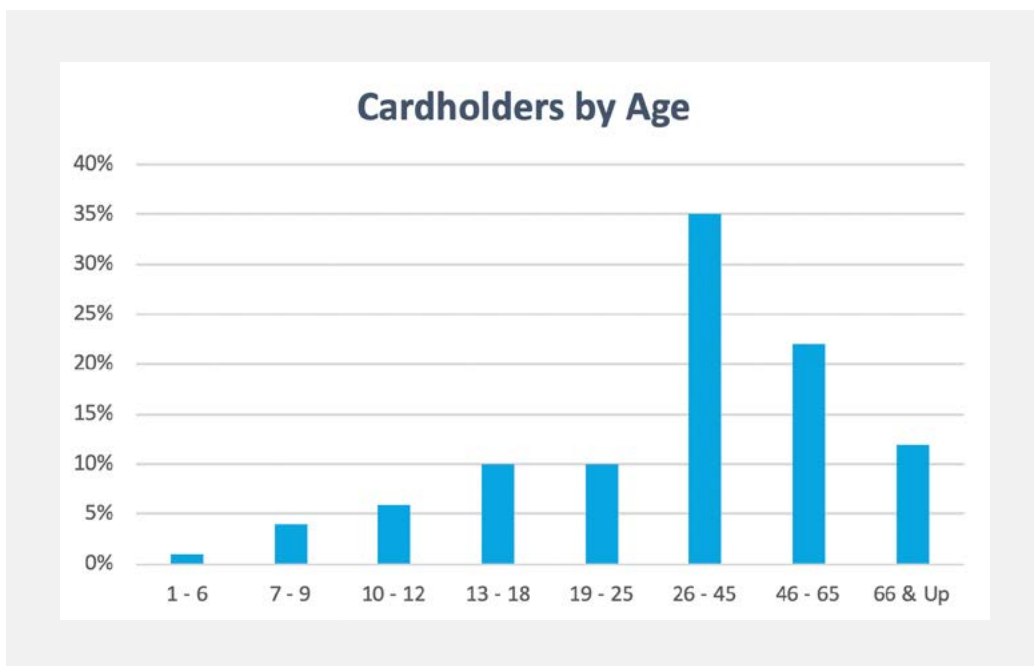
30 percent of Upland patrons are likely to have a graduate or bachelor’s degree, while 31 percent had some college but did not graduate. 18 percent stopped their education with a high school diploma and the remainder have not started, or are currently in school.

## Patrons by Household Income



Of the community members using the Library, the average falls in the \$150,000 to \$174,999 household income range.

## All Patrons by Age



## PUBLIC SURVEY

### Executive Summary

The community survey was posted and open for anyone to participate. The survey consisted of questions for both Library users, and community members who had not used the Library prior to the pandemic.

Of the 617 responses, 529 (86 percent) had used the Library at least once prior to the pandemic. The remaining 86 (14 percent) had not used the Library prior to the pandemic. 44 percent of community members have a very positive impression of the Library.

The survey posed a unique question to users: If you could change one thing about your community, what would it be? The open-ended question prompted some thoughtful responses, as seen by the visual below which highlights the most popular responses.



These responses influenced the strategic objectives by focusing efforts on social services, family activities and bringing the community together.

### Frequency of Library Usage pre-COVID

Many respondents (22 percent) use the Library at least once a week, the majority (44 percent) visit the Library once or twice a month, with the rest visiting 1-5 times per year (34 percent).

28 percent stated they had attended a program at the Library, while 72 percent had not.

### Awareness of Programs and Events

87 percent of respondents were aware of Library programs, 13 percent were not aware. The majority of responses indicated that the Library's online calendar was their primary resource for finding out about Library programs, with the Library's paper fliers and posters following in second and third place.

The preferred method of communication regarding events was through the Library's online calendar or an electronic newsletter. The least preferred method was through a printed newsletter. This indicates even further that the Library must have a strong web presence.

## **Awareness of Online Resources**

Community members were aware of electronic offerings through OverDrive, but the majority were not aware of Brainfuse Job Now and ProCitizen citizenship test preparation. 49 percent had used an electronic resource through the Library in the past year, 51 percent had not.

Many stated they were not aware of these electronic resources (43 percent), many did not know these sources could be used outside of the Library (33 percent) and some do not know how to use the resources (28 percent). 193 people requested the Library add access to ancestry resources online, and 180 people requested online access to music and video streaming.

## **Satisfaction with Collections**

23 percent of respondents were very satisfied with the Library's collection and 54 percent were satisfied. When asked which areas needed to be improved, the highest response was Adult Fiction, with Adult Non-Fiction as the second highest.

## **Importance of Various Library Services**

The top-ranking services were: Book collection, wi-fi access and the Summer Reading Program. The lowest ranking services were: social interaction, Magazine collection, and teen programs in the Library.

## **Satisfaction with Staff**

88 percent of responses indicated that staff are kind and helpful when assisting patrons.

Respondents believe staff to be knowledgeable when assisting customers.

## **Non Users**

### **REASONS FOR NOT USING THE LIBRARY**

Of the respondents who stated they did not use the Library, the following reasons were given: no time for visiting or reading, the Library is too far away, or no need to use Library services. Open-ended responses indicated potential patrons were new to the area, and many didn't realize the Library offered electronic materials.

61 percent of non-users were aware of Library programs and 59 percent were aware of electronic materials through OverDrive.

## **Demographic Profile of All Responses**

- Of those with children, the majority of responses indicated their children were between the ages of 12-15.
- 31 percent of respondents were over the age of 65.
- 98 percent of respondents have internet access at home.