Escondido Public Library

Strategic Plan 2018–2022

Innovative Library Services for a Growing Community

July 2018

Contents

One City, One Library 3

Mission, Vision, & Values 4

Strategic Planning Process 5

Connect 7

Inspire 11

Grow 14

Measuring Progress 16

Implementation and Acknowledgments. 17

Appendix I:
Forecast of Library
Maintenance and Growth 18

Appendix II:
Public Survey 25

Appendix III:
EPL Patron Consumer
Segmentation Analysis. 46

One City, One Library

Escondido Public Library (EPL) has been at the heart of the community since 1894. Over the years, EPL evolved to support knowledge creation and dissemination while keeping books and literacy support at its core.

EPL is lively, bustling with activity and poised to be an even stronger resource. This first-ever strategic plan, grounded in significant public, staff, leadership and administration input, articulates a clear set of principles and priorities and capitalizes on EPL's key role in the community. The strategic plan is a living document, simple and flexible enough to change with the environment.

As a downtown Library, EPL is uniquely positioned to bring the Escondido community together for lifelong learning and civic engagement. As EPL grows and serves changing patron needs, understanding where the Library wants to go and how to get there is important.

In January 2018, Library Systems & Services (LS&S) began operating EPL. Escondido residents care deeply about their Library and want to ensure EPL continues to operate with a focus on quality patron service. LS&S shares that commitment and all staff are working with the Board of Trustees, Friends of the Library, Escondido Library Foundation, Pioneer Room Friends, Friends of Literacy and all patrons to make EPL the best it can be.

By the end of the 2018–2022 planning period, EPL will:

- Connect: Increase community engagement
- Inspire: Innovate to support 21st century access and service delivery
- Grow: Be a welcoming place where reading, learning and imagination thrive

Mission, Vision and Values

Mission

The EPL provides you with equal access to information and educational experiences that inspire learning and foster participation in a thoughtful, diverse society.

Vision

The destination to expand your world to unlimited possibilities.

Values

Excellence
We are dedicated to providing the highest quality professional resources and services in everything we do.

Inspiration
We encourage innovation, curiosity and exploration of ideas to inspire progress and enrich quality of life.

Collaboration
We are committed to building partnerships that strengthen the community.

Education
We believe that access to literacy, education and cultural enrichment are essential for everyone to be successful.

Community
We encourage community connections by creating a welcoming environment to share knowledge and experiences.

Access
We believe in protecting the right to free and equal access to information and ideas.

Diversity
We welcome everyone.

Strategic Planning Process

The EPL strategic plan was developed with careful consideration of the community and the needs of citizens. The plan is shaped with the understanding that change is inevitable and Library services will adapt as necessary. At the same time, EPL will maintain core values, work to achieve the mission and remain focused on service.

In early 2018 EPL embarked on a highly collaborative strategic planning process. Library and City staff prepared and submitted a host of background information and an analysis of programs, services and operations. An environmental scan focused on technology and a deeper understanding of EPL patrons was developed through focus groups and surveys.

A great deal of effort was made to ask the community what it needs and wants from EPL. This feedback and detailed data, shared in Appendix II: Public Survey, inform the plan's goals and objectives.

- Focus groups—eight sessions at several locations
- Online surveys in English and Spanish—1,041 participants
- Telephone survey targeted to non-users—203 participants

Strategic focus areas set direction for EPL while supporting flexible implementation that allows the Library to anticipate and respond to the community's changing educational, socio-cultural and technological needs. Example tactics illustrate the types of activities that will be employed.

The next step will be the production of an implementation schedule (see page 17 Implementation & Acknowledgements).

Strategic Planning Process

Many individuals and groups shared ideas, insights and passions. Input was gathered from:

- Library Board of Trustees
- Escondido Library Foundation
- Friends of EPL
- Pioneer Room Friends
- Friends of Literacy
- Community Partners
- School Representatives
- Library Director
- Library Staff
- City of Escondido Staff
- Citizens

In May 2018 an online survey (including user and non-user versions) conducted by Opinion Research Specialists, LLC went live and community members across Escondido were encouraged to share thoughts and feedback. The survey was emailed to 16,000 EPL eNewsletter subscribers, all local media, community partners and was promoted on City and EPL websites, as well as EPL Facebook and Twitter. Targeted Facebook advertising increased the survey's reach to non-Library users. A telephone survey specifically targeted to non-Library users was conducted by Opinion Research Specialists the week of May 14, 2018. Surveys were available in both English and Spanish.

Quotes throughout this document came from focus group meetings and public surveys.

Connect

During the next five years, EPL will focus on three areas, with objectives to achieve specific results.

I. Connect

Changes in how people access and use information are combining with changes in the skills and critical thinking necessary in today's society. These changes require new approaches to Library services. Libraries must evolve to keep pace with change, while remaining safe and comfortable for community and connection. Now more than ever, EPL is Escondido's hub and a jumping off point to the wider world.

To meet changing needs and make the most of its location in the heart of Escondido, EPL will focus on closer community connections. From fresh, inviting surroundings to programs that make life more interesting to books, electronic materials and technology that expand horizons, EPL will support a strong Escondido.

> *"I wanted to comment that the Library has changed nicely in the past few months."*

> *"I believe the Library should be a major source of intellectual and political stimulation.*
> *The Library should invite authors to give talks-- the kind of books and talks that inform people about the world around them and how our lives are affected by the local, state, national and global political economy."*

Connect

Objectives

EPL will foster a love of reading through continued focus on early literacy and will help support students through literacy and enrichment programs that link to school curricula.

1. Support early literacy by providing quality storytimes, training and materials to children, parents and caregivers
2. Support student success by providing quality literacy and Science, Technology, Engineering, Arts and Math (STEAM) programs
3. Support an informed citizenry by teaching how to find, evaluate, and use information
4. Support middle grades students by providing healthy learning and social opportunities
5. Support teens by providing engaging life skills programs

Connect by bringing people and groups together.

EPL will support and celebrate Escondido's heritage and diversity by promoting the Pioneer Room and encouraging citizens to gain knowledge about community issues.

1. Support connections by providing programs for people with shared interests
2. Support strong neighborhoods by providing programs out in the community
3. Support civil discourse by providing programs where views and opinions can be shared

> *"Be more accessible to the community. Word of mouth is better and less expensive for letting others know about what is happening in the Library, especially when it is public."*

Connect

Connect through marketing.[1]

EPL will increase its profile through advertising, social media, word of mouth and enhanced partnerships.

1. Raise public awareness through an enhanced marketing plan including:
   - Library Ambassadors
   - Website
   - Library calendar
   - Social media
   - eNewsletter
   - *Read Local, Shop Local!* program

> *"Create a community ambassador program—reward people who are at the Library often and encourage them to spread Library news."*

Connect through outreach.

EPL will be externally-facing, reaching out to provide services outside Library walls and meeting children, students, adults and seniors where they are.

1. Support education through partnerships with local schools
   - Public schools
   - Charter schools
   - Homeschool community
   - Parent teacher groups
2. Support the arts through partnership with California Center for the Arts
3. Support community events through continued partnership with Escondido Arts Partnership and City of Escondido
   - Street fairs
   - Farmers markets

> *"Bring books to local senior apartments/housing/programs to allow them to check them out remotely. Seniors don't necessarily have technology and would benefit from a Library service that comes to them."*

[1] *Marketing activities will be informed by Consumer Segmentation Analysis (see Appendix III).*

Connect

Connect through in-Library programming.[2]

EPL will offer opportunities to engage with and learn about literature, film, music, technology and other life-enriching topics.

1. Support life enrichment with expanded programs
   - Author visits and signings
   - Cultural events including musical performances
   - Film nights
   - Book clubs
   - Tutorials for downloading to personal devices

> *"Connect with local community colleges and universities."*

> *"I would like to see programs to train and help homeless to improve their situation."*

Connect through economic development.

EPL will provide space and resources for entrepreneurs and businesses to meet at the Library and partner for programs. Helping patrons search for employment will continue to be a focus.

1. Support engagement by inviting business community to provide and attend programs
   - Chamber of Commerce events
   - Rotary events
2. Support workforce readiness and development by offering quality programs
   - Financial literacy
   - Job search and resume writing help
   - Educational and career training opportunities
   - Online career coaching including tutorials and practice tests

These objectives can be accomplished under the current funding structure.

[2] For more details on patron satisfaction with programming see Appendix II, page 39.

II. Inspire

As citizens move from printed pages to digital screens and are confronted with too much information rather than too little, Escondido relies more heavily on EPL. Staff are content curators and trusted advisors in an ever-expanding ocean of information—in current and emerging formats.

EPL will be a learning center with spaces for business appointments, community gatherings and quiet study. Maker space will provide use of traditional and cutting-edge equipment. Technology access will range from desktop workstations to digital studios where patrons can gain hands-on experience. EPL's collection will strike a balance between printed books, electronic resources and emerging formats.

> *"I feel that the cleanliness of the downstairs furniture near the entrance could be improved upon."*

Objectives

Inspire browsing and participation through welcoming and vibrant spaces.

1. Create program space by weeding and removing some shelving on first floor*
2. Improve sightlines by installing shorter shelving*
3. Replace carpet and install air purification system*
4. Encourage longer visits by providing food cart with snacks for purchase*
5. Improve experience by providing better wayfinding/signage*

Inspire

Inspire quiet study through inviting space.[3]

1. Support quiet tutoring and group and individual study by reconfiguring first floor

Inspire productivity through efficient space for meetings and business.

1. Support local business by enhancing Business Center with technology, books and electronic resources
2. Support remote workers, small business and entrepreneurs by providing quiet meeting space
3. Install additional power outlets*

Inspire curiosity through an excellent collection.[4]

EPL will maintain a wide-ranging collection of books, publications and electronic resources that meet the needs and interests of Escondido citizens and support lifelong learning.

1. Increase investment in eBooks and eAudiobooks
2. Support workforce development by providing career growth materials
3. Support remote access by expanding virtual Library via improved website
4. Support non-traditional students by providing accredited online high school diploma
5. Support optimal collection by analyzing collection performance and weeding as appropriate

[3] For more detail about public meeting space see Appendix II, page 35.

[4] For more detail about online resources see Appendix II, page 35 and for feedback related to EPL's collection see Appendix II, page 37.

> *"I would like to see rooms dedicated to study, or for study groups who need a place to work but want to be able to talk."*

Inspire

Inspire learning through support to homeschool, charter school and public school communities.

EPL will offer programs that give social opportunities to students, and provide materials to support curricula.

1. Support student development by offering programs that provide social opportunities
2. Support homeschool curricula by providing books, publications and materials

Inspire new skills through basic and emerging technology.

EPL will offer fun and informative workshops, computer training and hands-on access to emerging technologies, including currently available podcasting, video editing, virtual reality and 3D printing equipment.

1. Support staff competency through training and tools to better assist patrons
   - Training offered by LS&S IT staff in trending technology
   - Staff attendance at technology conferences
   - Develop technology partnerships with local colleges, high schools and businesses
2. Support technology learning by offering open lab time during which patrons can gain hands-on experience with equipment
3. Support access by providing the ability to print from personal mobile devices*

** These activities would require additional funding.*

> *"Although my family only uses the Library to check out books, it is extremely important to us that the Library serves our neediest populations-literacy, technology and job training should be all priorities for our community."*

> *"I would love to see homeschooling highlighted and catered to with more books and resources.*

III. Grow

The new economy is accelerating and EPL will support citizens as they continue to be lifelong learners able to use new information.
A commitment to open and free access is central. This empowers patrons to explore their interests, support their love of reading, engage with new ideas and achieve their learning goals.

As a catalyst for an increasingly literate and informed Escondido, EPL will serve as a key partner in literacy and other community issues and serve as a model for digital technology and access. EPL will connect patrons to share ideas and develop solutions to community challenges.

> *"I have always felt welcomed at the Library. The selections/ tools and the many amenities it has to offer are great not to mention the awesome people working there. But due to the homeless people in front of the Library, I don't feel safe going with my son when it's dark."*

Objectives

Grow services for patrons of all educational and socioeconomic levels.

EPL will offer services to people from all walks of life, providing safe and comfortable experiences for all.

1. Support a comfortable Library experience for all by addressing homeless patron concerns.
    - Treat all patrons the same—do not privilege one group over another
    - Enforce simple and direct policies (clearly posted) designed to make the Library safe and comfortable for all
    - Collaborate with City staff to help address issues related to homelessness

Grow

Grow services to non-users.

EPL will offer services to help citizens acclimate to Escondido, including services for immigrants, English language tutoring and Spanish language books and materials.

1. Support civic connection by continuing to provide access to government services
2. Support smooth transitions by providing programs to help immigrants acclimate
3. Support communication by continuing English language tutoring
4. Support access by continued focus on materials in Spanish and other languages

Grow services to low-income patrons.

EPL will work to remove media borrowing fees and provide outreach programs.

1. Remove fees to check out DVDs and books on CD*
2. Provide early literacy programs at Women, Infant and Children (WIC) offices

Grow services beyond EPL's neighborhood.

EPL will work to provide Library services outside of downtown.

1. Support patrons with limited mobility and transportation by providing materials pickup at East Valley Community Center*

Grow support to build a new Library.

EPL will support City of Escondido efforts through increased outreach and enhanced marketing.

1. Support public demand for new Library by providing increased outreach services

** These activities would require City and Library Board of Trustees approval and additional funding.*

> *"Be a space where low income and non-English speakers can gain skills, become educated and find entertainment through reading."*

> *"I use audio books regularly via SD County Library in San Marcos for free. However, I would use Escondido for audio books if there was no charge."*

> *"I am a senior citizen. If I could check out books online then pick them up and drop them off at the East Valley Community Center it would be perfect."*

Measuring Progress

Progress and impact for each objective will be measured using:

- Patron satisfaction with Library services as measured by annual satisfaction survey;
- Patron satisfaction with Library programs as measured by program-specific surveys. Survey resources and tools are available through the Public Library Association's Project Outcome;
- Ongoing tracking and analysis of customer comment cards;
- Traditional library metrics including number of annual visits, program offerings and attendance, circulation, and computer use as reported in the the California State Library's annual Public Library Statistics Report.

"Be a community hub for education, entertainment and cultural activities."

"Display signs and posters around town for people who don't usually go to the part of town that the Library resides in."

Implementation and Acknowledgments

Implementation

EPL's strategic plan is only useful if implemented. The plan is a flexible, living document able to change with needs and circumstances. Measuring outcomes and tracking progress are important elements of success.

EPL leaders including administrators, staff, Trustees, volunteers and patrons will all be involved in implementation, along with City of Escondido officials. Continued collaboration, with the goal of serving Escondido citizens at the forefront, will result in a strong future.

Plan implementation will include a schedule with specific action steps and timelines. It is anticipated that this document will be completed within six months.

The strategic plan will be reviewed with the Library Board of Trustees and City staff annually.

Acknowledgments

Thank you to the nearly 1,300 citizens who gave their time and energy to provide input in person, online, in writing or over the telephone. Special thanks to the Library Board of Trustees, Friends of EPL, Escondido Library Foundation, Pioneer Room Friends and Friends of Literacy. Thanks also to the 53 community leaders and patrons who attended one or more of eight input sessions.

Thank you to EPL staff for their dedication to patron service every day and for the additional effort and unwavering support throughout the strategic planning process. People are the heart of Library service and EPL is fortunate to have an excellent staff.

Escondido Public Library
Strategic Plan 2018–2022

Appendix I: Forecast of Library Maintenance and Growth

Key takeaways from strategic planning research process

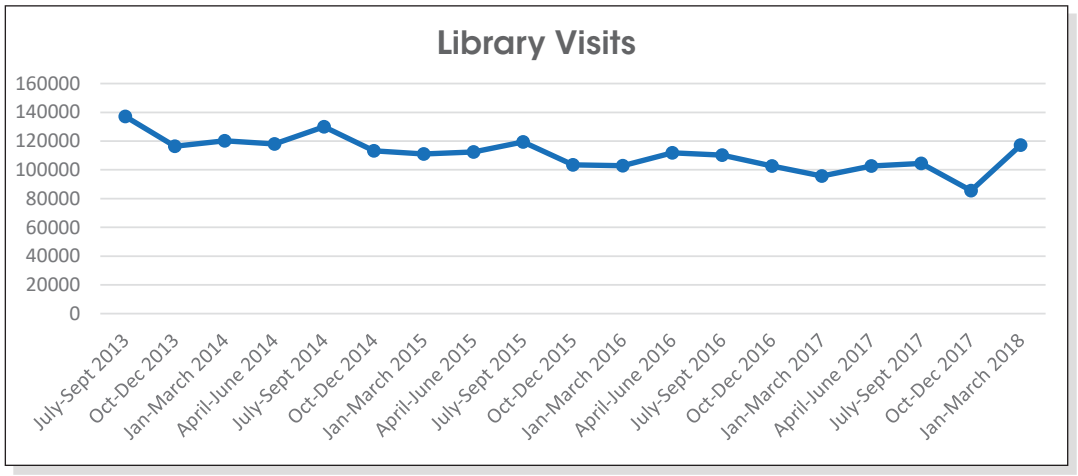
www.escondidolibrary.org

Forecast of Library Maintenance and Growth

The data herein informs the strategic plan and helps illuminate EPL's path to the future.

Library Visits

Library visits were steady at about 110,000–119,000 during most of Fiscal Years 2014–2017 and fell to a low of 85,536 during the second quarter of Fiscal Year 2018. Visits climbed sharply during the third quarter of Fiscal Year 2018; that growth is on track to continue.



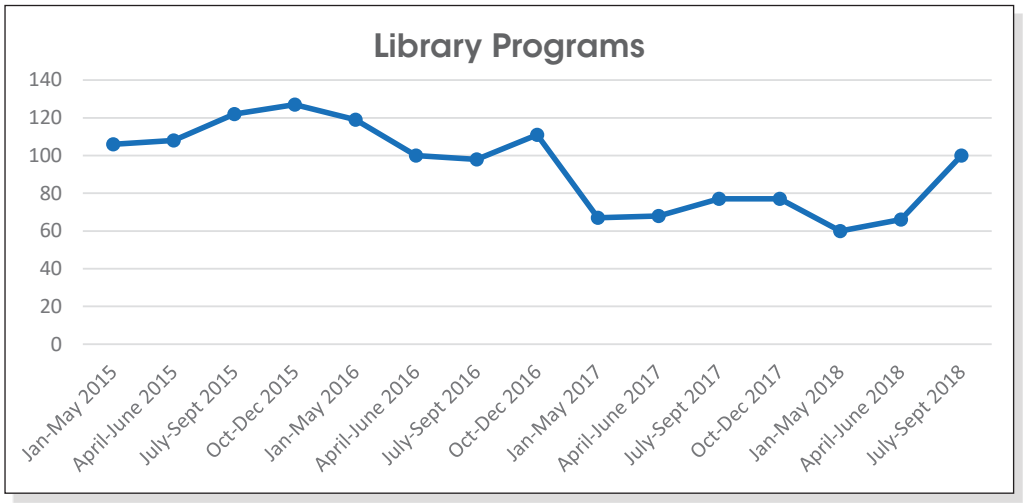
[1] Escondido Ca Population. (2018–06–03). Retrieved 2018–06–09, from http://worldpopulationreview.com/us-cities/escondido-ca/

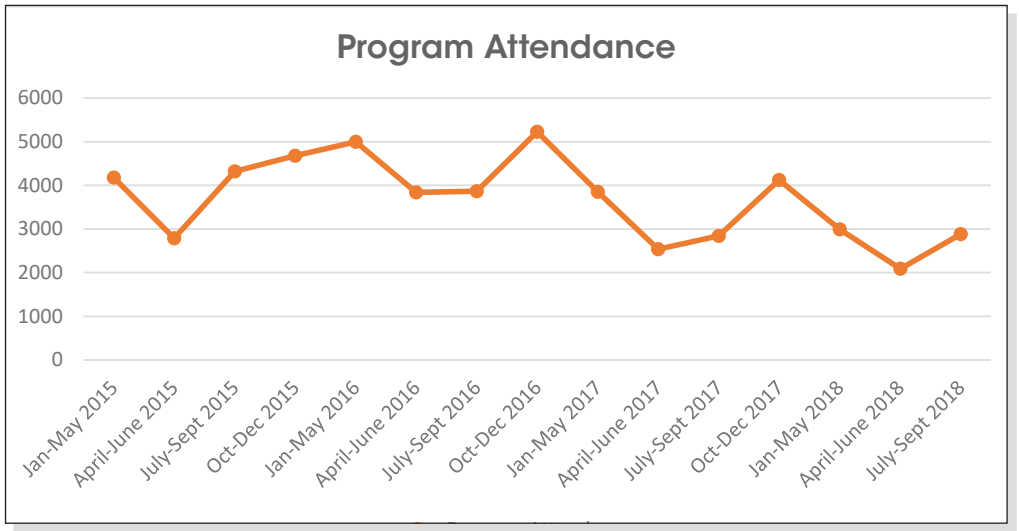
Library Programs

The number of programs offered by EPL has varied significantly during the past three fiscal years. After holding steady at about 120 per quarter during the last half of Fiscal Year 2015, programs declined to about 100 per quarter during Fiscal Year 2016, then dropped to 67 during the first quarter of Fiscal Year 2017. Program offerings are back on the rise, with 100 during the third quarter of Fiscal Year 2018.

EPL engages with about 15,000 citizens each year through Library programs. As expected, attendance trends track closely to the number of programs offered. Library programs and attendance are expected to grow during the next five years and programs are a key part of the strategic plan's goal area: Connect and objective Connect through in-Library programming.

The Patron Segmentation Analysis (see Appendix III) offers insight into likely program needs of EPL patrons. For example, the Steadfast Conventionalist, Striving Forward and Humble Beginnings groups are likely to have storytime age children and speak Spanish.



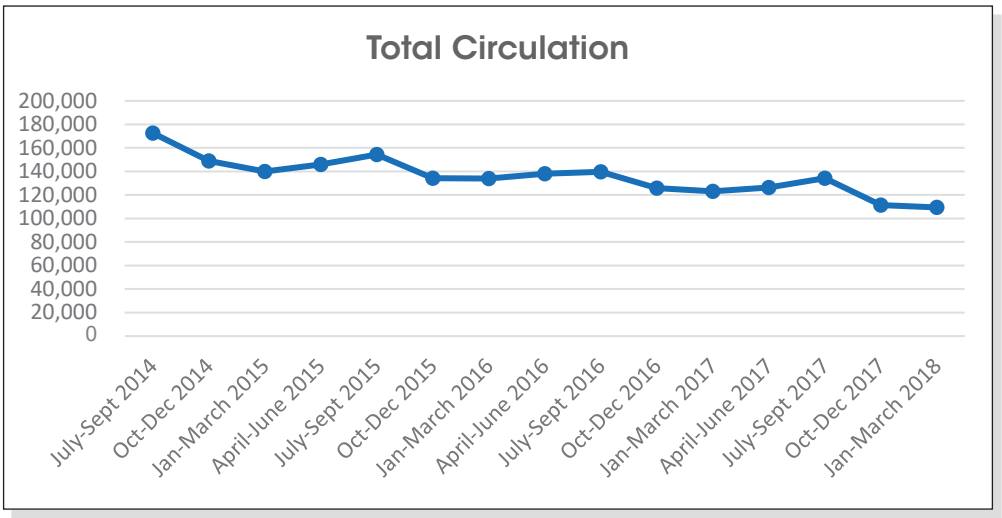


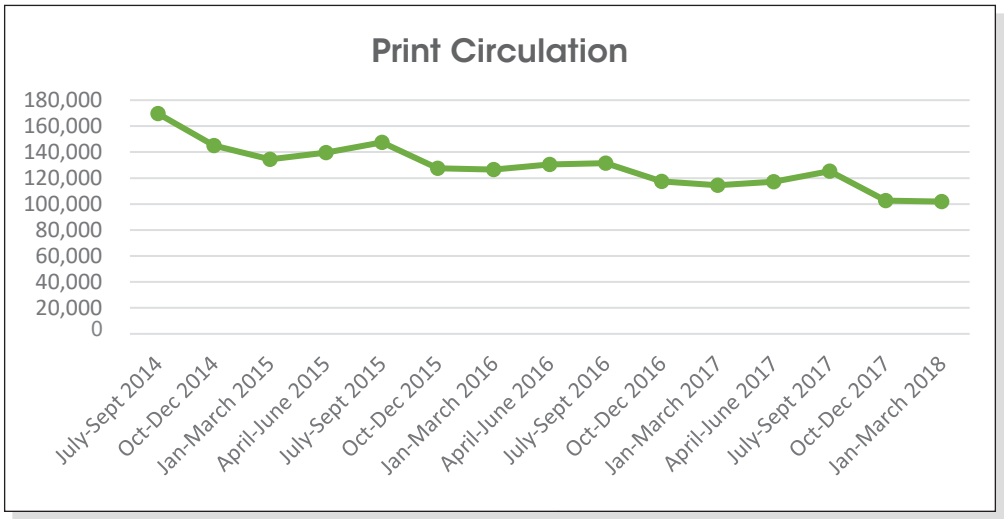
Library Circulation

Total EPL circulation has been flat and slightly down during the past four fiscal years. This mirrors public libraries nationally.[5]

While print circulation makes up the vast majority of total EPL circulation, patrons indicated strongly through the strategic planning webpage and public survey comments that they value electronic resources, particularly eAudiobooks and would like to see increased investment. As shown below, print circulation is flat to slightly down while eBook and eAudiobook circulation is increasing, despite a recent dip.

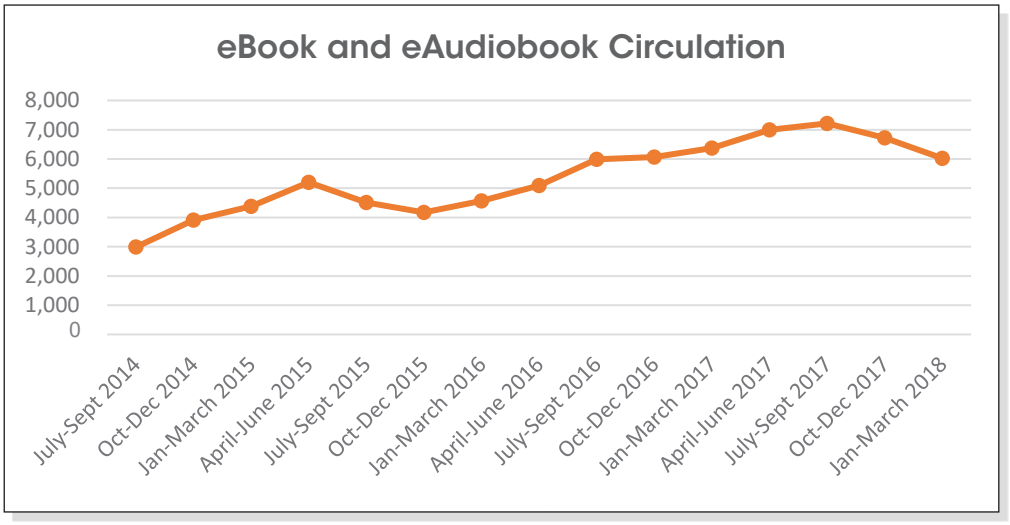
While circulation is a valuable Library measurement, it is important to consider all kinds of patron engagement—program attendance, technology use, "virtual Library" website visits and downloads. As the objectives in the Connect focus area are pursued and met, EPL circulation will maintain and grow.

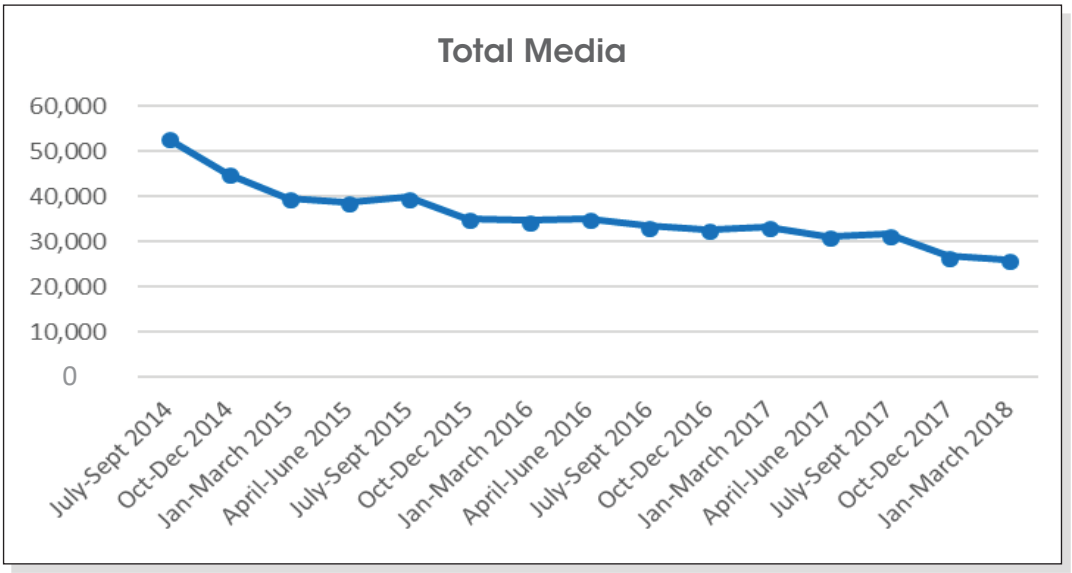




[5] Reid, Ian. "The 2017 Public Library Data Service Report: Characteristics and Trends." Edited by Carl Thompson, *Public Libraries Online. The Wired Library, The User Experience Comments*, 4 Dec 2017, publiclibrariesonline.org/2017/12/the-2017–public-Library-data-service-report-characteristics-and-trends/.

Library Circulation

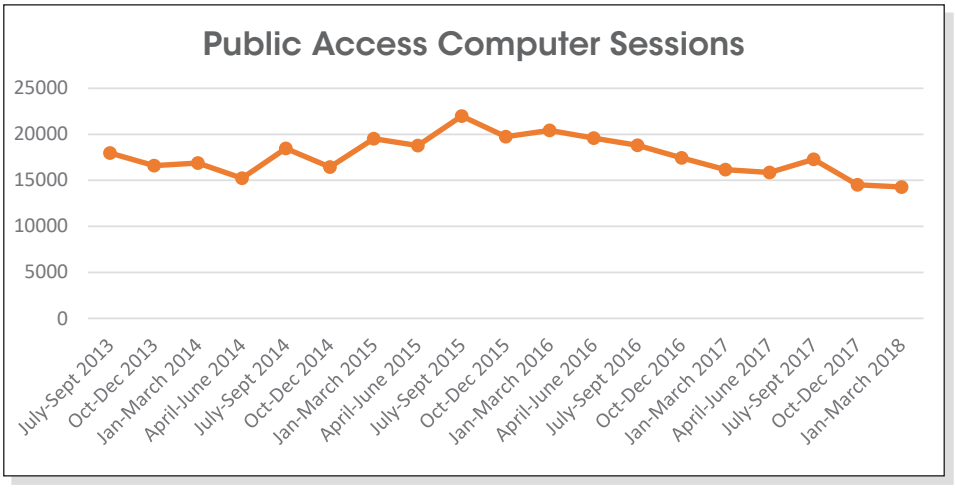


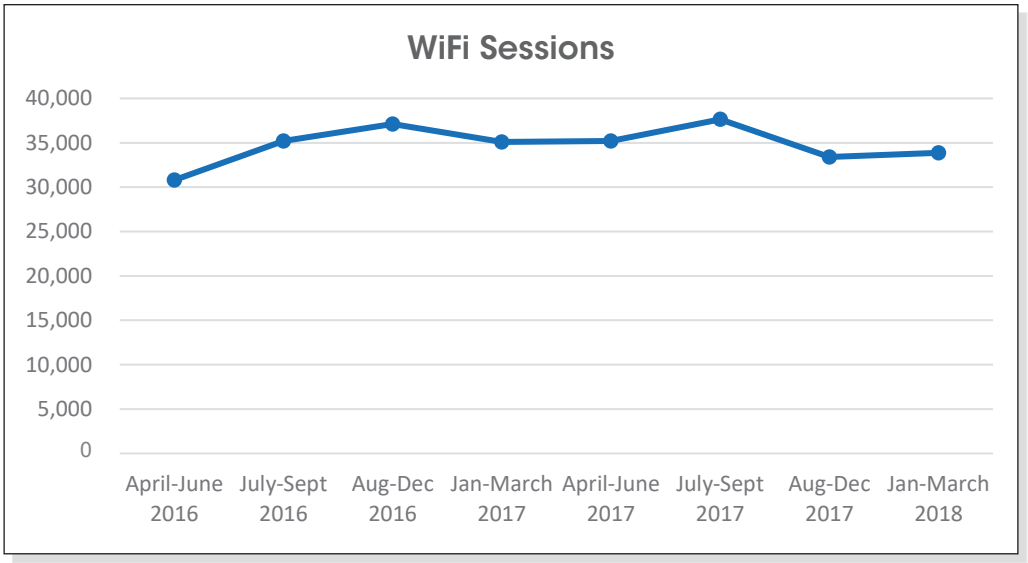


Computer Use

Public access computer sessions at EPL are declining slightly, mirroring national public library trends as increasing numbers of patrons bring their own devices to the Library. WiFi sessions, tracked by the Library since April 2016, are steady with a slight increase in the third quarter of Fiscal Year 2018.

This indicates opportunity to market the Library's free WiFi access to patrons and non-patrons in the technology-adept Steadfast Conventionalist, Striving Forward and Humble Beginnings consumer segmentation groups. (See Appendix III, Patron Segmentation Analysis.)





Facility

While EPL visits, program attendance and computer use will grow through outreach and in-Library efforts during the strategic planning period, growth is constrained by the current facility. Space for innovative programs, community gatherings and meetings is severely limited. A fresh and inviting facility in the short term will support increased visits and program attendance. In the mid-term, a new Library building is indicated.

Based on Escondido's 2016 population of 150,160 and current growth rates, Escondido's population will grow 5.2% from 157,987 in 2018 to 166,236 in 2020. This supports the construction of a new Library.

Escondido Public Library
Strategic Plan 2018–2022

Appendix II: Public Survey

May/June 2018

www.escondidolibrary.org

Executive Summary

Introduction

This survey was commissioned by EPL to assess the opinions and perceptions of EPL users and non-users to assist the Library in its long-range planning efforts.

Survey Design and Methodology

The survey was designed, administered and analyzed by Opinion Research Specialists, LLC of Springfield, Missouri with input from EPL. Survey results of EPL users are based on 940 completed online surveys, while survey results of non-users are based on telephone interviews with 203 randomly selected households in Escondido and 101 online surveys (a total of 304 non-user surveys). Surveys were conducted during the months of May and June of 2018.

Interpretation of Data

Overall survey results for EPL users, based on 940 completed questionnaires, have a +/- 3.3% margin of error at the 95% confidence interval. For example, if a response listed in the report is 56%, one can be 95% confident that the "true" percentage, that which would have been attained if all EPL users had participated in the survey, is between 52.7% and 59.3%.

Overall survey results for EPL non-users, based on 304 completed questionnaires, have a +/- 5.7% margin of error at the 95% confidence interval.

Some percentages in the report may not add to exactly 100% due to rounding.

The survey was conducted within a +/- 3.5% margin of error.

Executive Summary

EPL Users

Frequency of EPL Usage in the Past 12 Months

- A plurality of respondents (36%) had visited or used EPL once or twice a month, 20% used it at least once a week and 34% were infrequent users. 10% of respondents to the online survey indicated they had not visited or used EPL at all in the past 12 months.

Frequency of EPL Usage Compared to Five Years Ago

- Approximately 45% of Library users used EPL more now than they did five years ago, 19% used it less often and 37% said their usage was about the same.

Reasons for Using EPL Less Often Compared to Five Years Ago

- Less free time and changes in work and/or school situations were the top two reasons for using EPL less often compared to five years ago.

Importance of Various EPL Services

- By far the most important service provided by EPL was the ability to borrow books and DVDs which was rated as "very important" by 85% of respondents.

Strategic Priorities of EPL

- Support for various EPL strategic priorities ranged from 88% for "encouraging lifelong learning" to 53% for "helping people get jobs or grow a business."

Satisfaction with EPL Collections

- 82% of Library users were either "very satisfied" (38%) or "somewhat satisfied" (44%) with EPL collections.

Satisfaction with EPL Research Help and Assistance

- Nearly 50% of EPL users were "very satisfied" with the research help and assistance offered by the Library and 28% were "somewhat satisfied." Only 4% were dissatisfied to some degree.

Executive Summary

EPL Users

Improving EPL's Collections

- More than 30% of respondents said they would borrow more materials from EPL if the Library had a better selection of nonfiction and fiction books, DVDs, eBooks and eAudiobooks. Only 26% of respondents said the current selection of Library materials was sufficient to meet their needs and interests.

Satisfaction with the Overall Number/ Quality of EPL Programs/Classes

- About 60% of respondents were either "very satisfied" or "satisfied" with the overall number and quality of EPL programs and classes offered to children and to adults. 47% of respondents felt this way about programs and classes offered to teens.

Finding Out About EPL Services, Programs and Events

- Signs and posters in the Library, the Library's website and the Library's eNewsletter were the most common ways of receiving information about EPL services, programs and events. Each of these information sources was mentioned by at least 40% of respondents.

Likelihood of Using Future EPL Services or Expanded Services

- More than 80% of respondents indicated they would be either "very" or "somewhat" likely to make use of online classes taken from home if that service was offered by EPL and more than 70% felt this way about opportunities through the Library to make physical things (e.g., woodworking, quilting, electronics, etc.).

EPL Non-Users

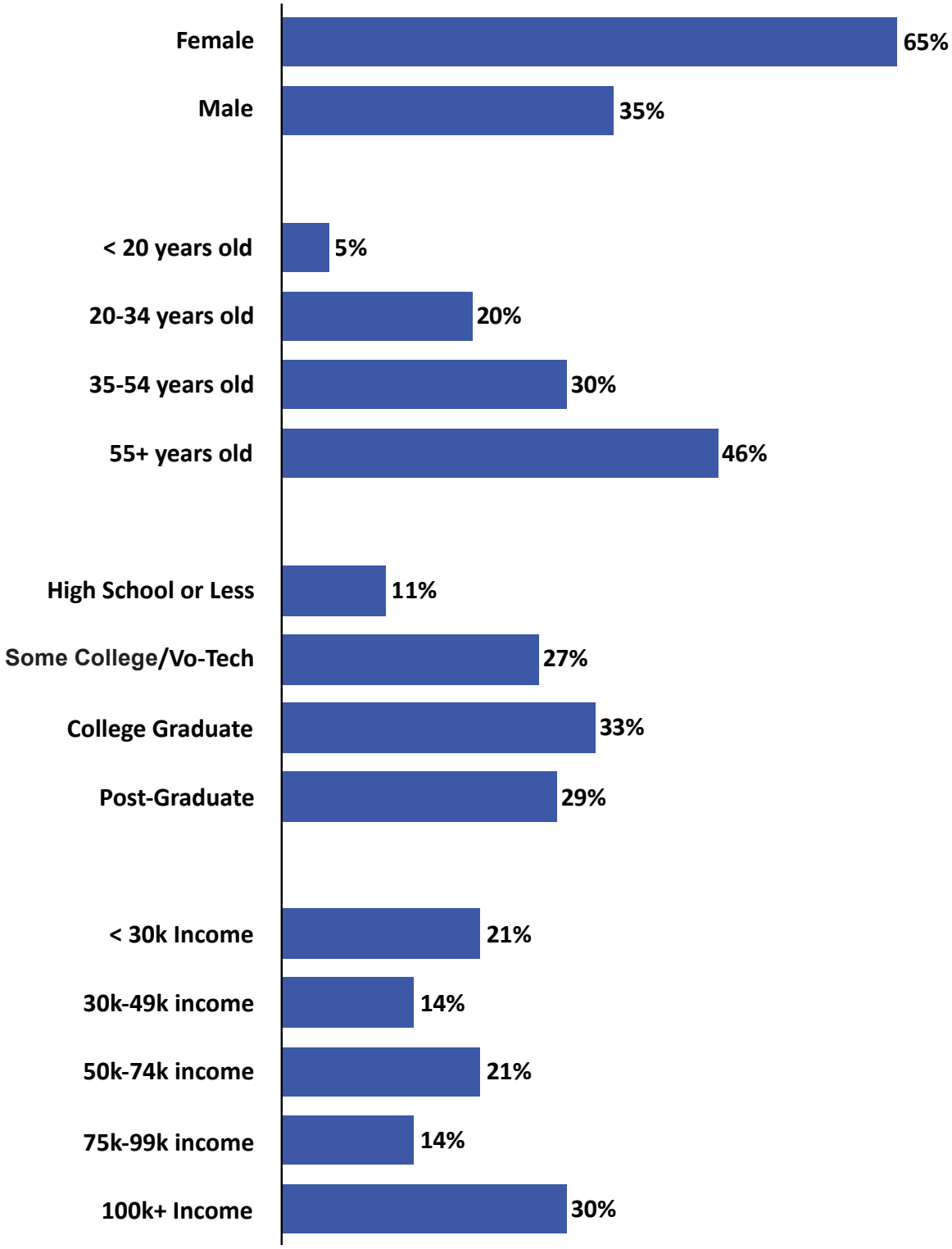
Overall Impression of EPL

- 65% of Library non-users had a favorable overall impression of EPL, while 11% held an unfavorable impression and 24% were undecided.

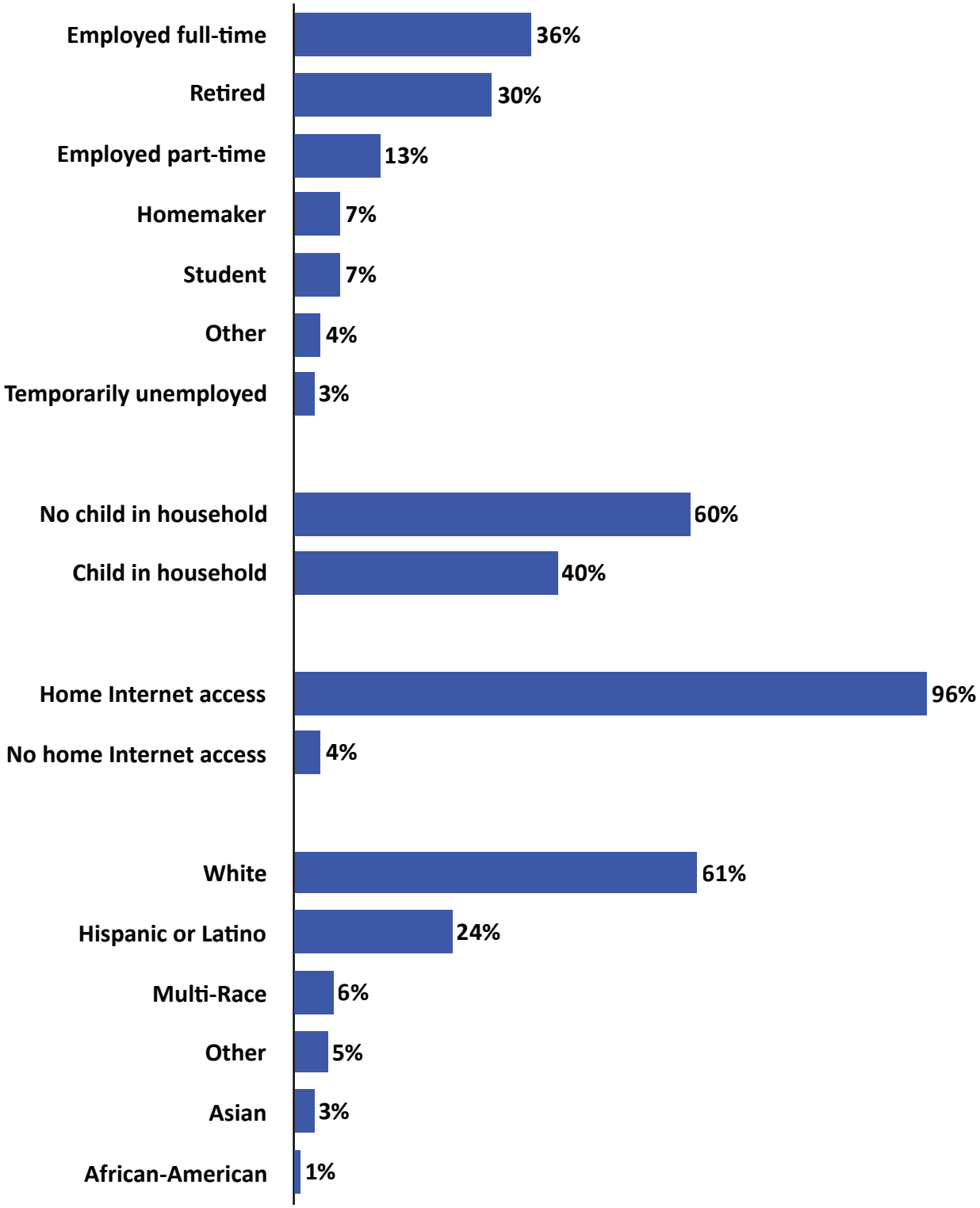
Reasons for Not Using EPL

- The main reasons for not using or visiting EPL in the past 12 months were respondent information needs were now being met via the internet on their phone, computer or tablet and respondents preferred to obtain their books, movies and music from places other than the Library. Each reason was mentioned by at least 67% of respondents.

Demographic Profile of Library Users



Demographic Profile of Library Users (I)



Demographic Profile of Library Users (II)

The table below identifies the number and percentage of children at various educational stages for households with children and for all households surveyed.

	Grade Level of Child							
	Preschool		Elementary School		Middle School		High School	
Number of Children	HH with Children	All HH	HH with Children	All HH	HH with Children	All HH	HH with Children	All HH
0	64%	86%	47%	80%	71%	89%	59%	84%
1	28%	11%	34%	13%	25%	9%	31%	12%
2	7%	3%	14%	5%	4%	2%	9%	4%
3	1%	<1%	5%	2%	0%	0%	1%	<1%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Among Library users with children in the household, 18% said they homeschooled their children. Among all Library users surveyed, 7% said they homeschooled their children.

Survey Respondents (Library Users)	Homeschool	Do Not Homeschool
Have Children in the Household	18%	82%
All Households Surveyed	7%	93%

Demographic Profile of Library Users (III)

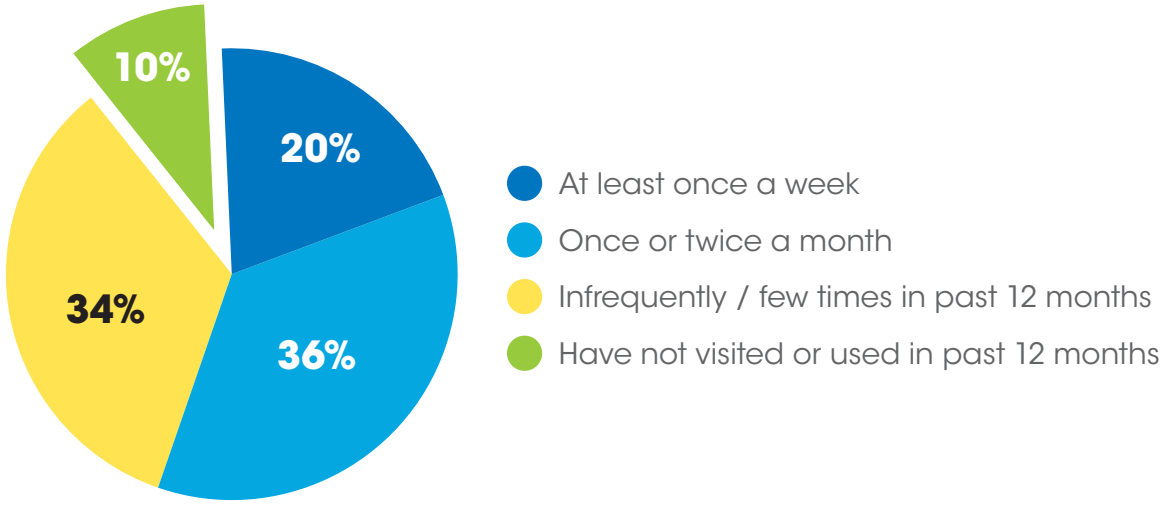
Survey Respondent **ZIP Codes**					
ZIP	**%**	**ZIP**	**%**	**ZIP**	**%**
91910	0.1%	92057	0.1%	92120	0.1%
92009	0.3%	92060	0.1%	92126	0.3%
92010	0.1%	92061	0.1%	92127	0.4%
92015	0.1%	92064	0.3%	92128	0.6%
92025	24.5%	92065	0.1%	92129	0.5%
92026	23.3%	92068	0.1%	92391	0.1%
92027	26.8%	92069	2.1%	92591	0.1%
92028	0.6%	92078	2.2%	92592	0.1%
92029	12.4%	92081	0.1%	92630	0.1%
92030	0.1%	92082	0.9%	92844	0.1%
92033	0.1%	92083	0.6%	92879	0.1%
92046	0.1%	92084	0.9%	92883	0.1%
92047	0.1%	92102	0.1%	92926	0.1%
92056	0.1%	92111	0.1%	94705	0.1%

Survey Results

Frequency of EPL Usage

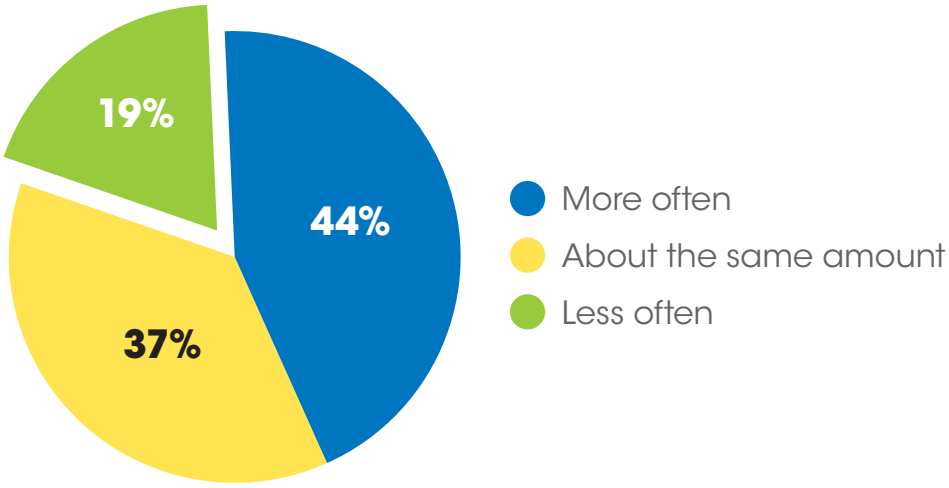
Respondents to EPL online survey were asked how often they had used EPL (either in person or online) in the past 12 months. 20% of respondents were frequent users (i.e., had used the Library at least once a week), 36% used EPL once or twice a month and 34% were infrequent users.

10% of respondents had not visited or used EPL in the past 12 months. This group of "non-users" were directed to a different set of survey questions and their responses are documented later in the report.



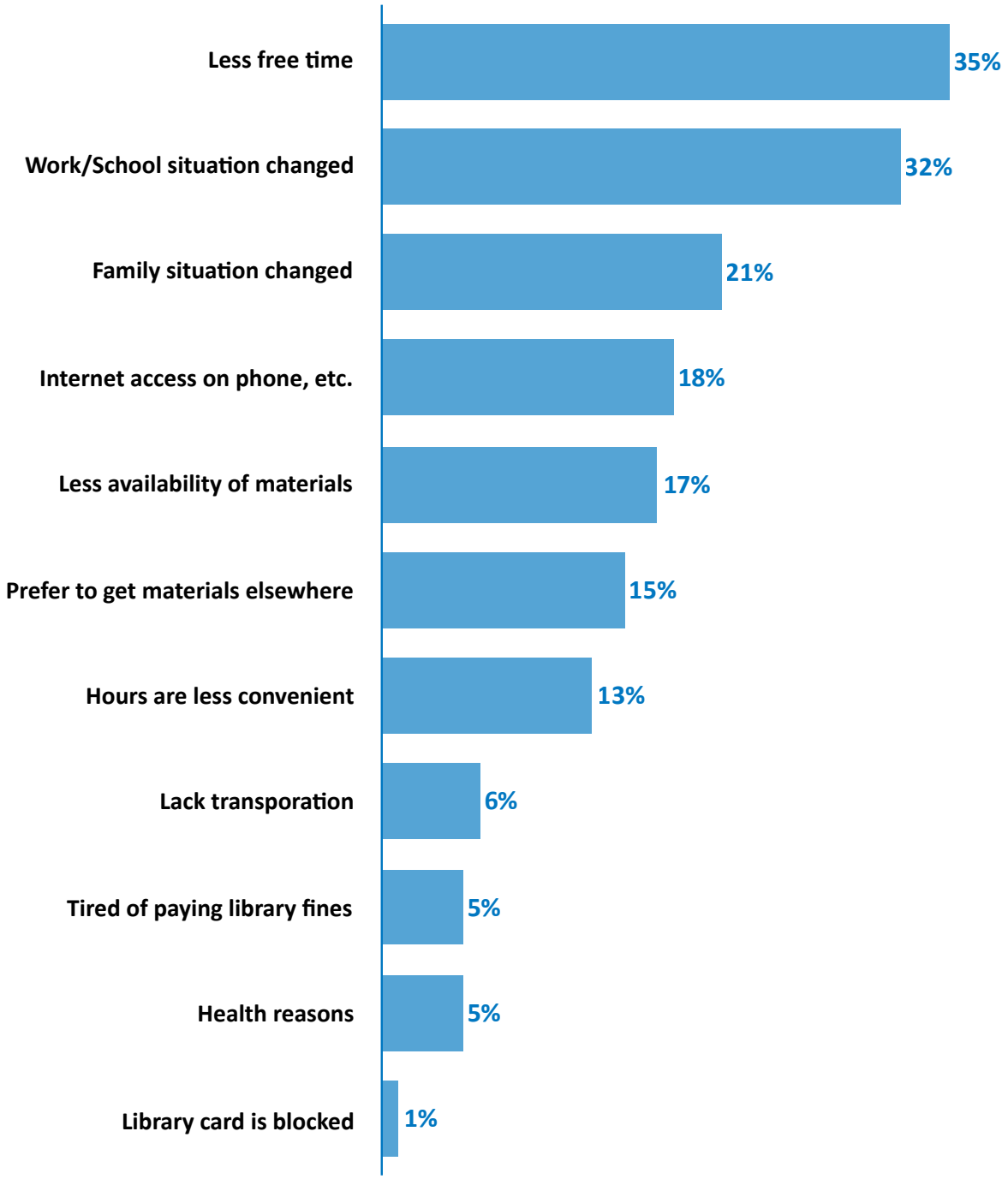
Frequency of EPL Usage Compared to Five Years Ago

Nearly 45% of Library users said they used EPL more often now than they did five years ago, 37% said their Library usage was about the same and 19% said they used EPL less often. This latter group was then asked to identify from a list of potential reasons why they used EPL less often compared to five years ago (see chart on next page).



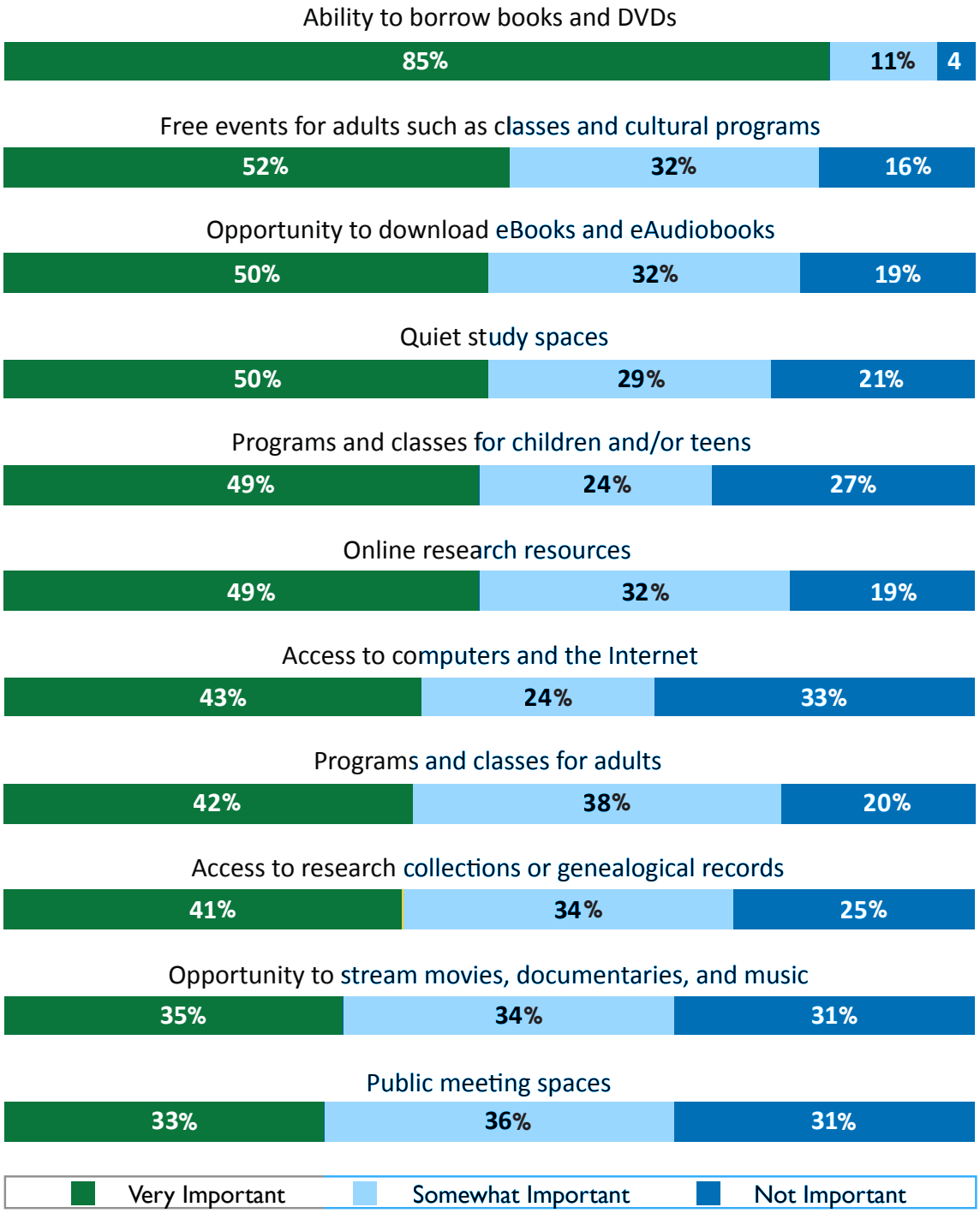
Reasons for Using EPL Less Often Compared to Five Years Ago

Less free time and changes in work and/or school situations were the top two reasons for using EPL less often compared to five years ago—mentioned by more than 30% of respondents. This question was only asked of those who indicated that their EPL usage had declined over the past five years (see previous page).



Importance of Various EPL Services

By far the most important EPL service provided to Library users was the ability to borrow books/DVDs—cited by 85% of Library users as a "very" important service. EPL services considered least important were access to computers/internet, public meeting spaces and streaming.



Strategic Priorities of EPL

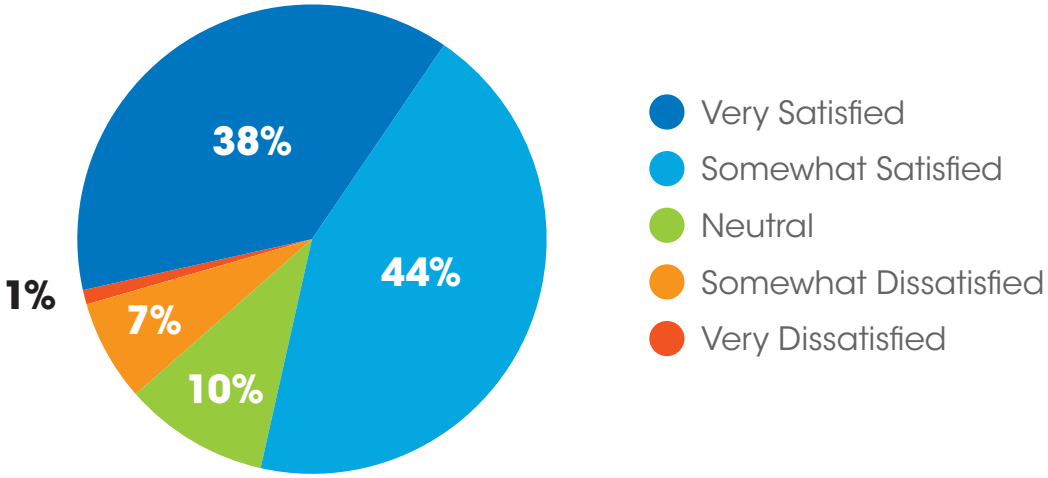
The table below indicates the percentage of Library users that "strongly supported" the following strategic priorities for EPL.

Strategic Priorities of the Escondido Public Library	% Strongly Support
Encourage life-long learning, personal betterment, learning how to do things, increasing knowledge, etc.	88%
Increase quality of life by providing pleasurable options for leisure time (reading, watching movies, attending programs, & visiting with others)	82%
Be a cultural center for the community by providing historical, artistic, and literary programs	75%
Provide access to and training for computers, software, and other technology	68%
Ensure children are ready for kindergarten & able to succeed in school	65%
Provide space and a welcoming environment for people to meet with others	58%
Be a community gathering place to increase understanding and solve problems	55%
Help people get jobs or start or grow a business	53%

Survey Results

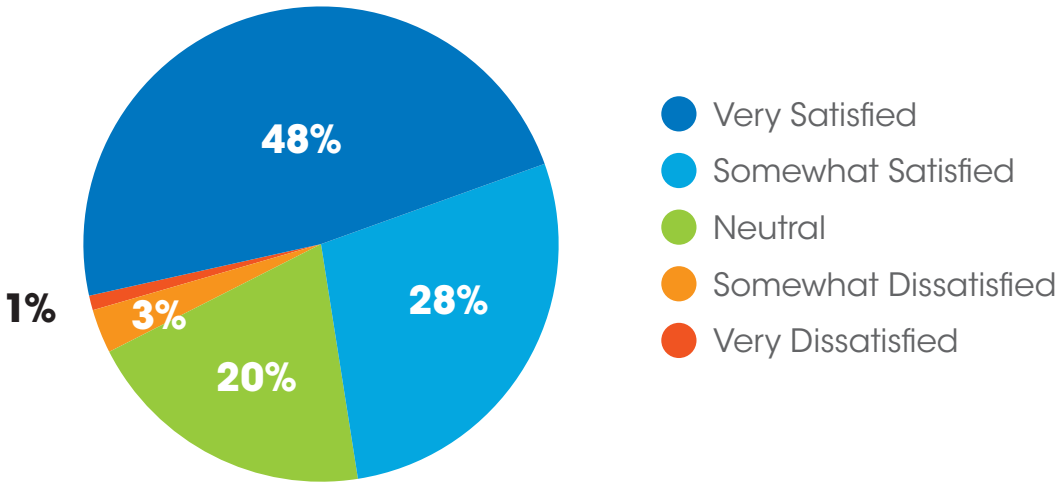
Satisfaction with EPL Collections

While 38% of Library users were "very satisfied" with the collections offered by EPL, 44% said they were "somewhat satisfied" with EPL collections. 8% of respondents were dissatisfied to some extent with the collections.



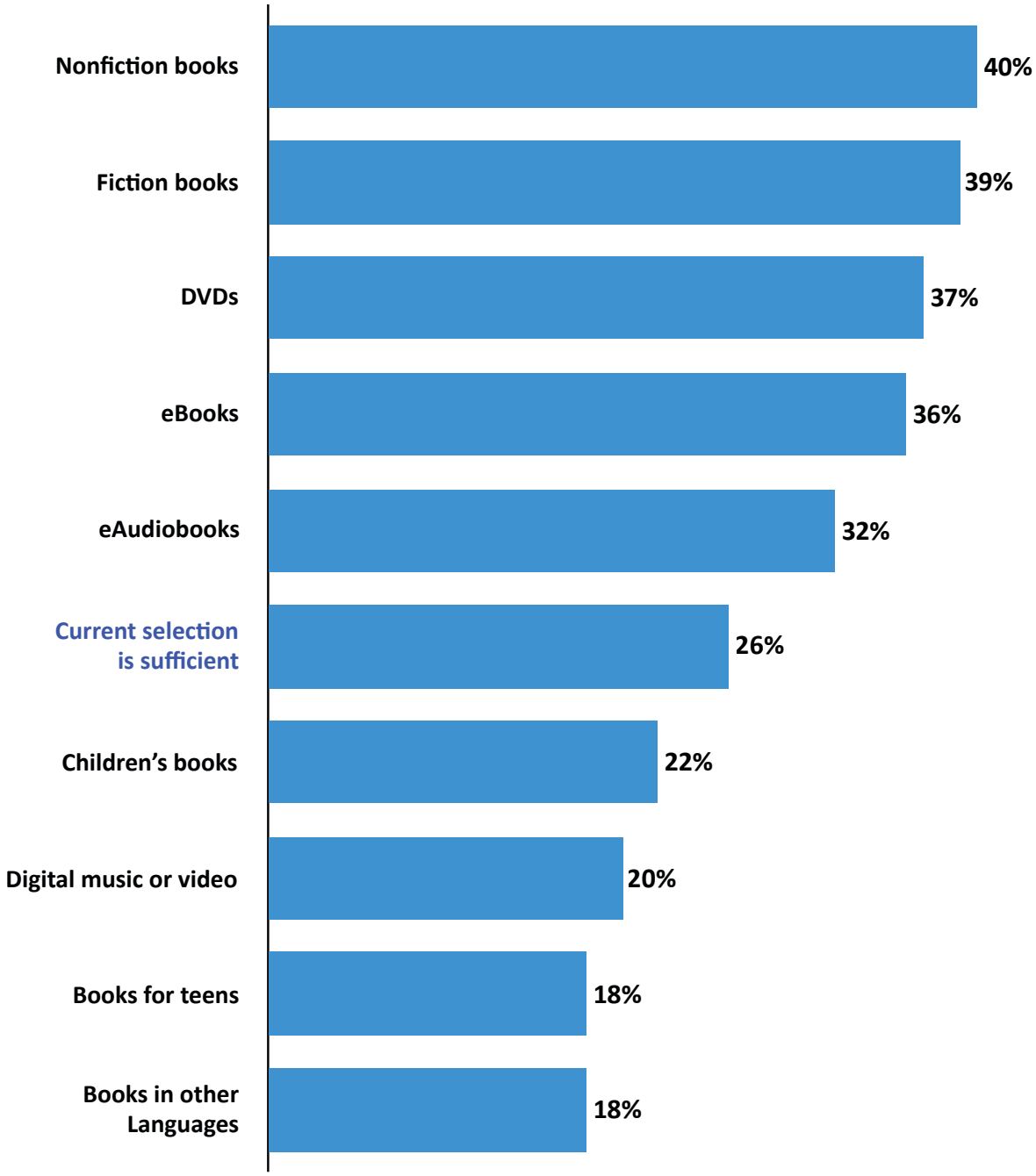
Satisfaction with EPL Research Help and Assistance

While 48% of EPL users were "very satisfied" with the research help and assistance offered by the Library, 28% were "somewhat satisfied." Only 4% of respondents were dissatisfied to some extent.



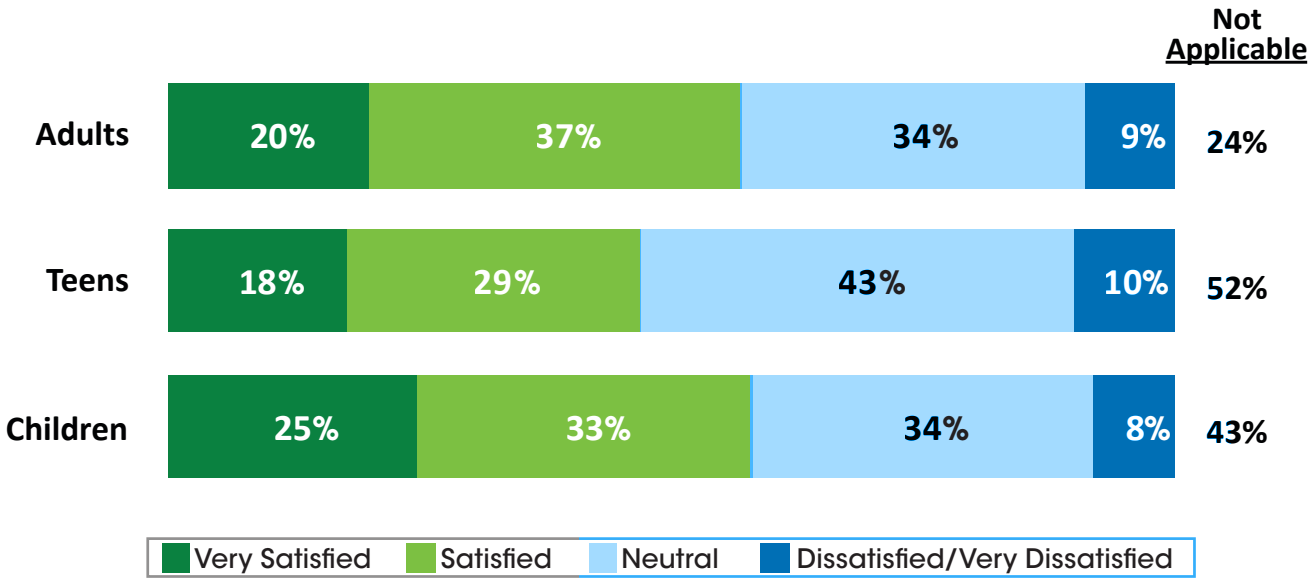
Improving EPL's Collections

Respondents were asked to identify from the list of collections below which they would borrow more of if EPL had a selection that better met their needs and interests. Library materials of greatest interest were nonfiction and fiction books, DVDs, eBooks and eAudiobooks. Only 26% of respondents said the current selection of Library materials was sufficient to meet their needs and interests.



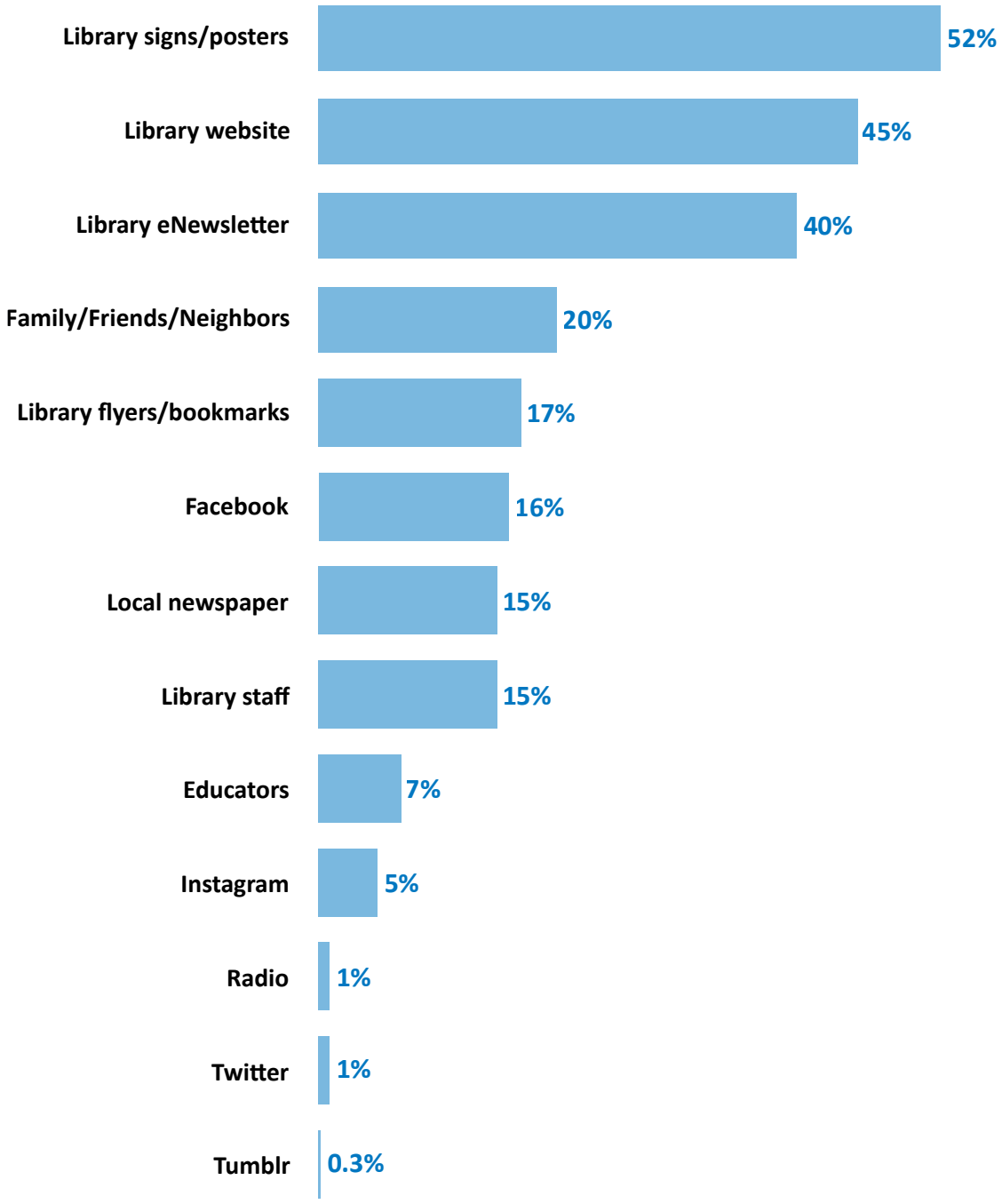
Satisfaction with the Overall Number and Quality of EPL Programs/Classes

While a majority of respondents were either "very satisfied" or "satisfied" with the overall number and quality of EPL programs and classes offered to children (58%) and to adults (57%), fewer respondents felt this way about programs and classes offered to teens (47%). Respondent dissatisfaction with any of the programs or classes offered by EPL was relatively low (10% or less).



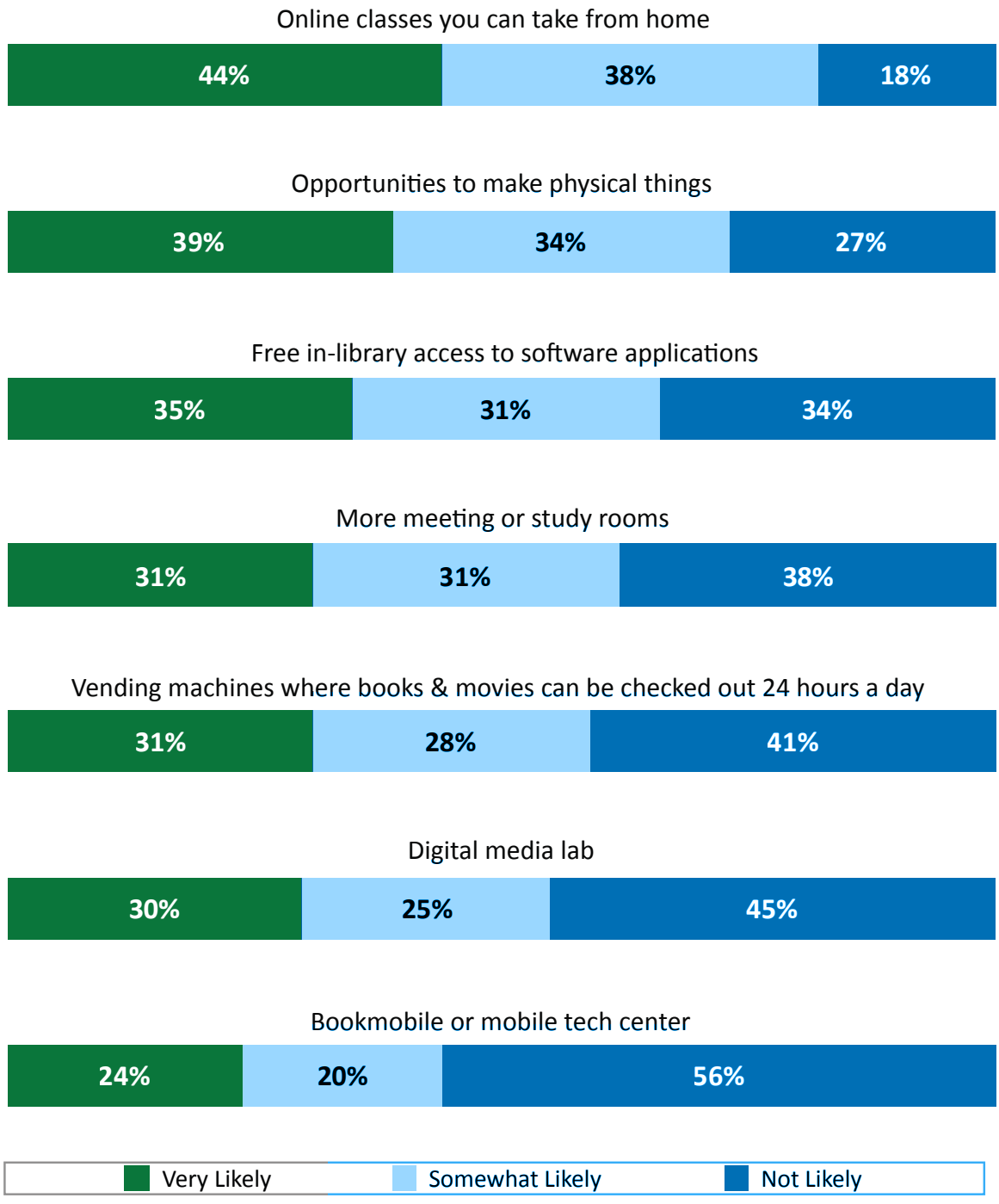
Finding Out About EPL Services, Programs and Events

Respondents were asked to identify from a list of information sources how they found out about Library services, programs and events at EPL. The most frequently mentioned sources were signs and posters in the Library (52%), the Library's website (45%) and the Library's eNewsletter (40%).

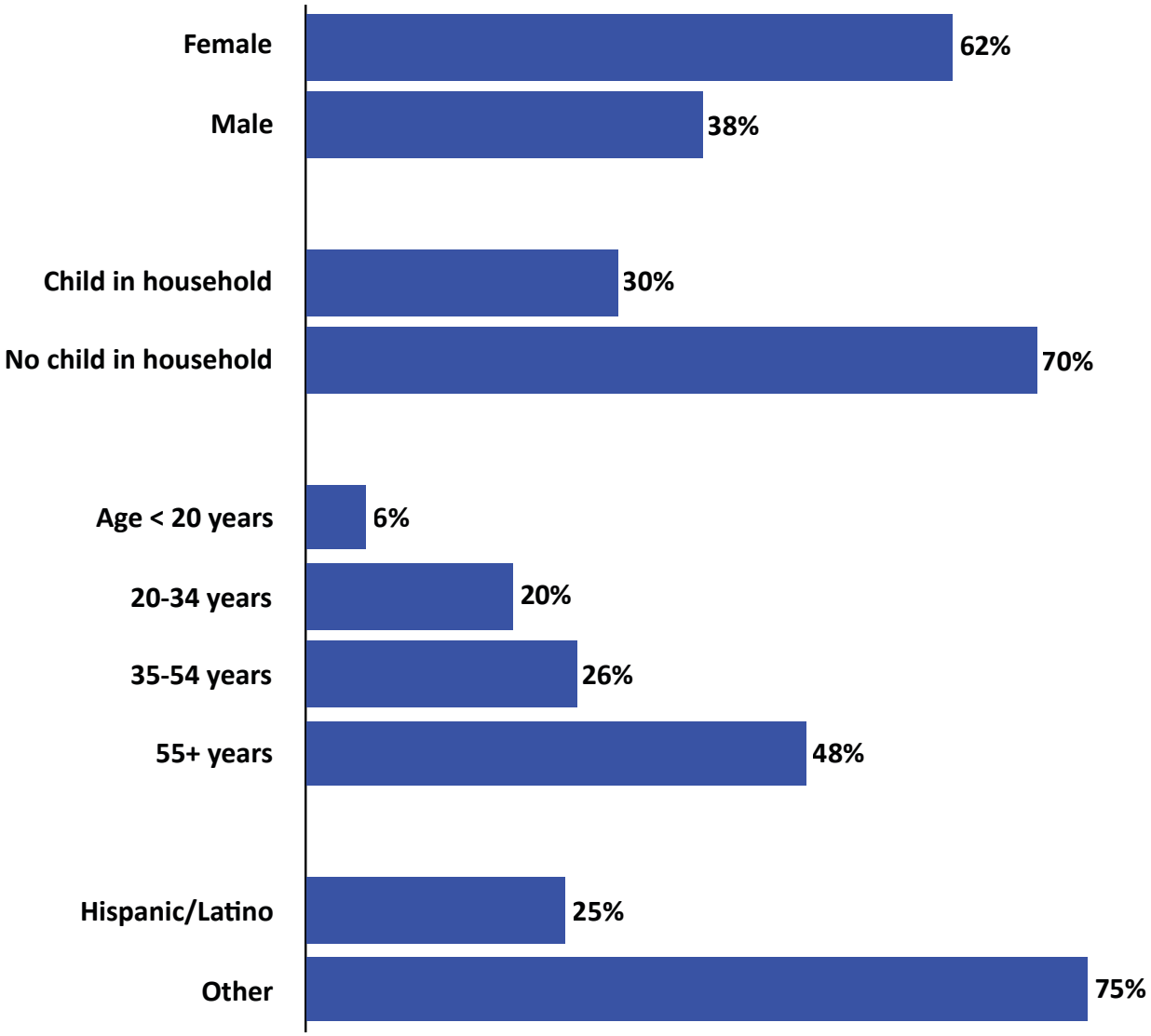


Likelihood of Using Future EPL Services or Expanded Services

Respondents were asked to examine a list of potential future EPL and/or expanded services and indicate how likely they or a household member would be to use those services. Online classes taken from home was the service most likely to be utilized, while a bookmobile or mobile tech center was the least likely.



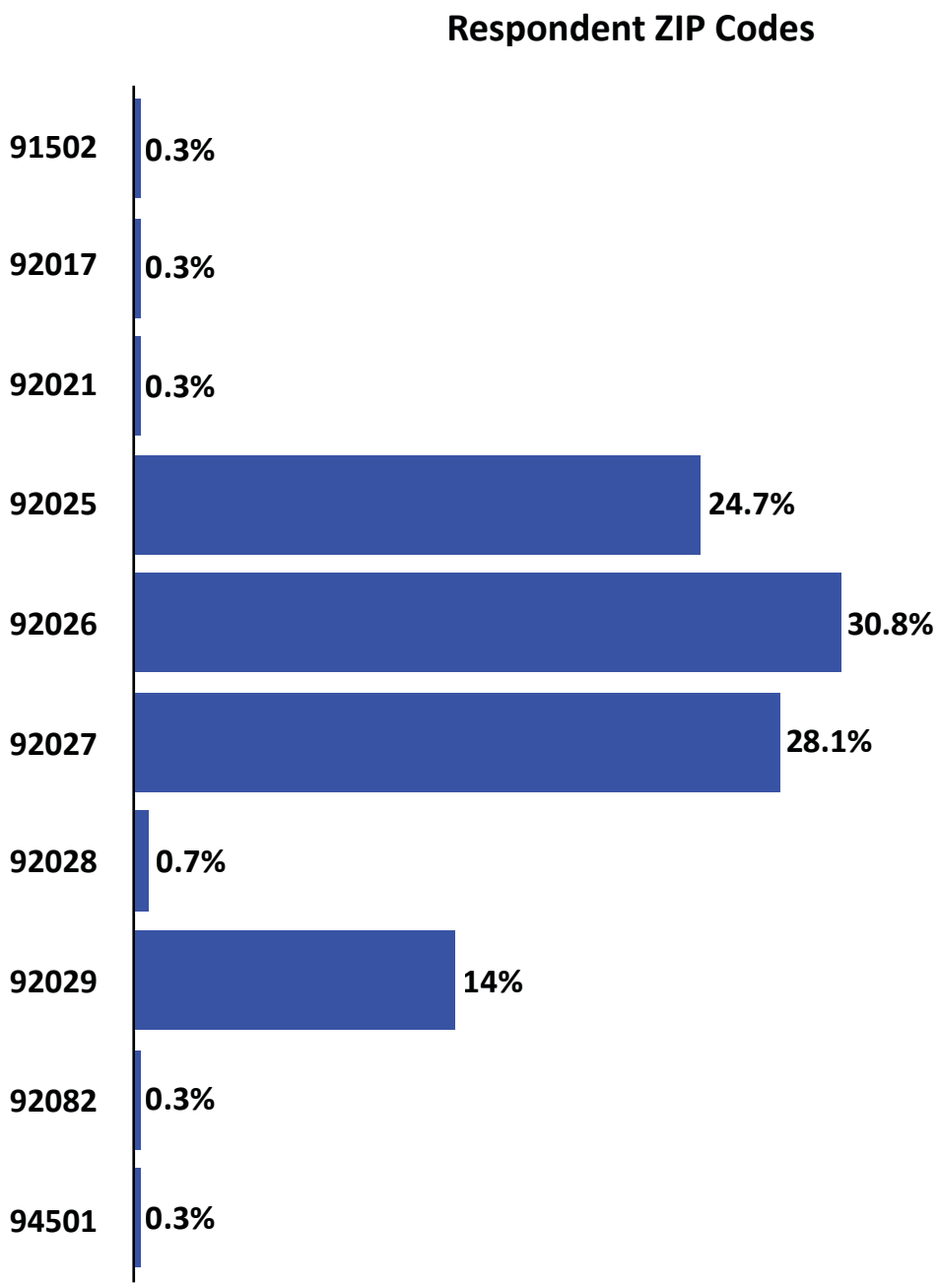
Demographic Profile of Library Non-Users



Among library nonusers with children in the household, 5% said they homeschooled their children. Among all library nonusers surveyed, 1% said they homeschooled.

Survey Respondents (Library Nonusers)	Homeschool	Do Not Homeschool
Have Children in the Household	5%	95%
All Households Surveyed	1%	99%

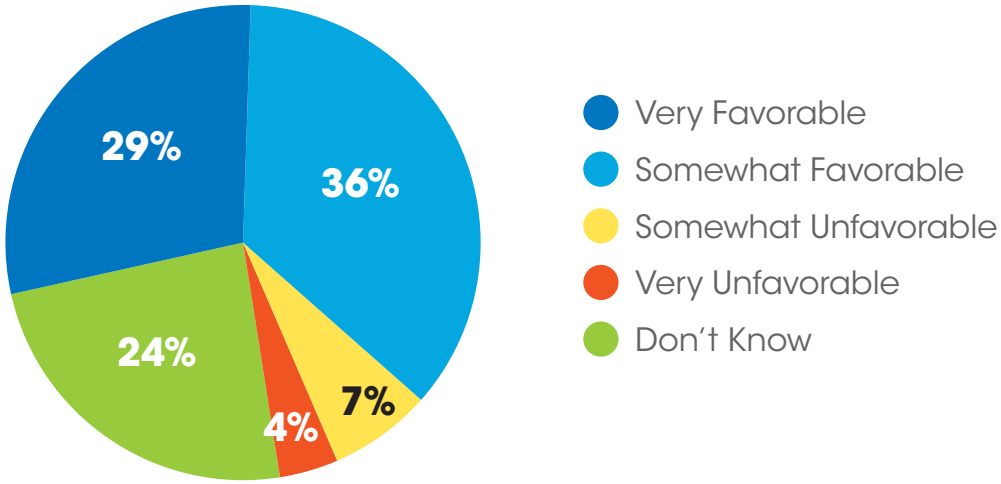
Demographic Profile of Library Non-Users



Survey Results

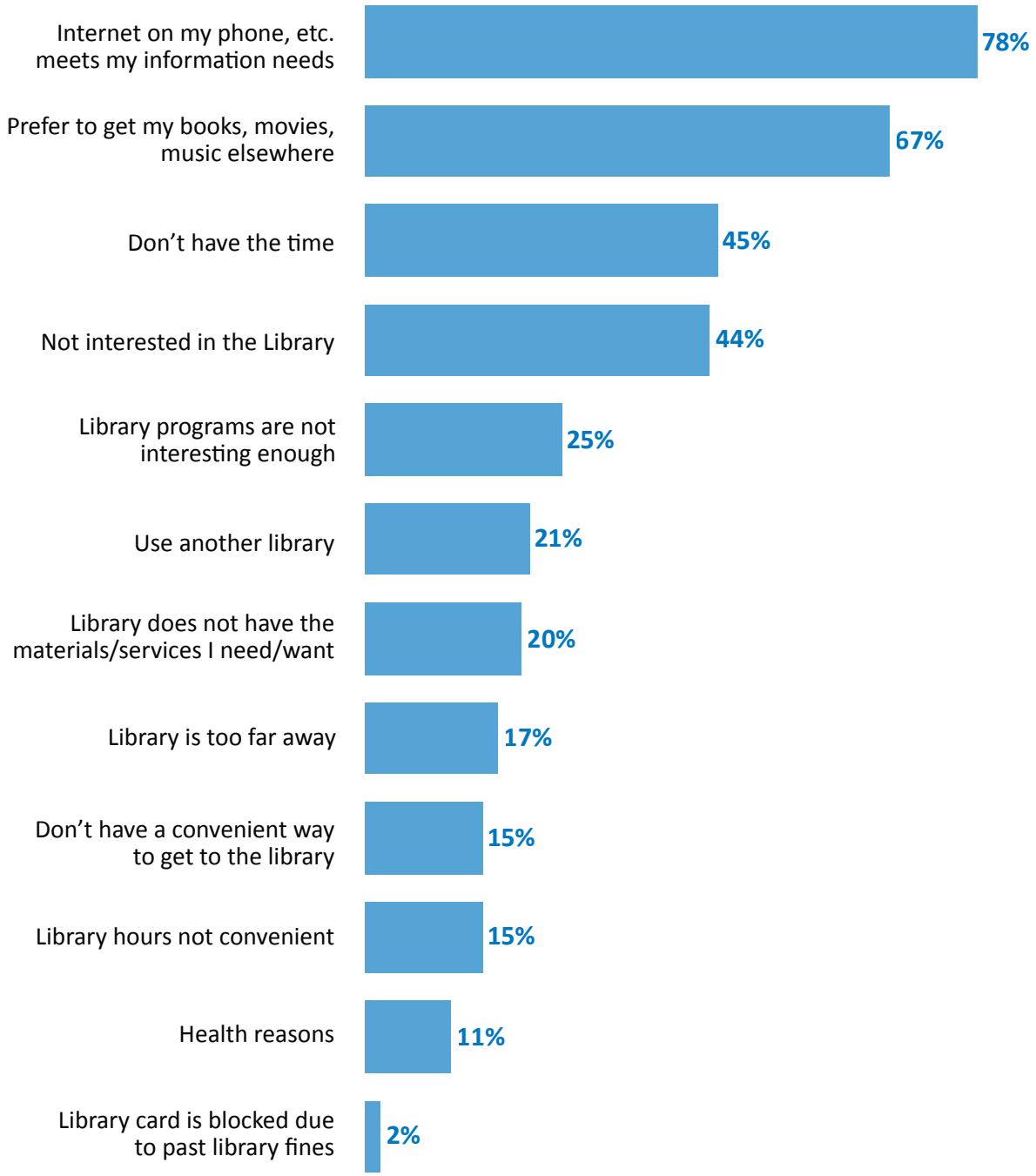
Overall Impression of EPL

About 65% of Library non-users had a "very favorable" or "somewhat favorable" overall impression of EPL. Approximately 25% of respondents did not have an opinion and 11% of non-users held an unfavorable impression of the Library.



Reasons for Not Using EPL

The two primary reasons for not using/visiting EPL over the past 12 months were respondent information needs were being met via the internet on their phone, computer, or tablet and respondents preferred to obtain their books, movies and music elsewhere. Each reason was mentioned by at least 67% of respondents.



Escondido Public Library
Strategic Plan 2018–2022

Appendix III: EPL Patron Consumer Segmentation Analysis

May/June 2018

EPL Patron Consumer Segmentation Analysis

Insight into EPL patron needs and interests was gained through applying the Gale Analytics on Demand® process to data pulled from EPL's Integrated Library System (ILS) software. Analytics on Demand integrates user data with demographics to allow public libraries to make data-driven decisions. Meaningful results from analyzing and predicting patron needs and interests by household will assist EPL in allocating budget for resources, services and collection development.

Analytics on Demand classifies patrons into groups using U.S. Census and Experian's Mosaic® lifestyle segmentation system. The result is a deep understanding of demographics, lifestyle and behaviors that can be used to create effective programs, outreach, marketing and engagement efforts.

Key Takeaways from Patron Segmentation Analysis

PROXIMITY TO LIBRARY KEY TAKEAWAYS		
GROUP*	**PROXIMITY TO LIBRARY**	**DETAILS**
Steadfast Conventionalists, Striving Forward, Humble Beginnings and Striving Single Scene	.25–3 miles	The vast majority of these groups live on the east side of Route 15. Though some live southeast from the heart of Escondido, most live northeast. Other mosaic groups are more spread out across the city. Could be the "scene" for younger people and families.
Silver Sophisticates	1–4 miles	Although the Silver Sophisticates are spread out across the city, they're heavily populated in the southwest part of Escondido. Could be income driven as this group tends to be upscale.
Lower Income Households (< $50k)	< 500 ft.–4 miles	While households with income levels in all groups are pretty wide-spread, the lower income households are heavily populated in the northwest, northeast and just south of the heart of Escondido (~1½ miles away). There are very few lower income households that are in the southeast and southwest part of the city.

**Categories defined on pages 49–56.*

EPL Patron Consumer Segmentation Analysis

INCOME DRIVEN KEY TAKEAWAYS		
ESTIMATED HOUSEHOLD INCOME	**% OF TOTAL PATRONS**	**% OF TOTAL ESCONDIDO RESIDENTS**
$1,000–$14,999	9.17%	7.85%
$15,000–24,999	8.39%	7.83%
$25,000–34,999	9.35%	8.50%
$35,000–$49,999	12.86%	11.33%
$50,000–$74,999	17.14%	14.88%
$75,000–$99,999	13.03%	10.68%
$100,000–$124,999	8.67%	7.39%
$125,000–$149,999	5.25%	4.52%
$150,000–$174,999	4.19%	3.69%
$175,000–$199,999	1.26%	1.16%
$200,000–$249,999	2.01%	1.99%
$250,000+	2.41%	2.40%
Unknown	6.25%	17.78%
40% of households are low income		

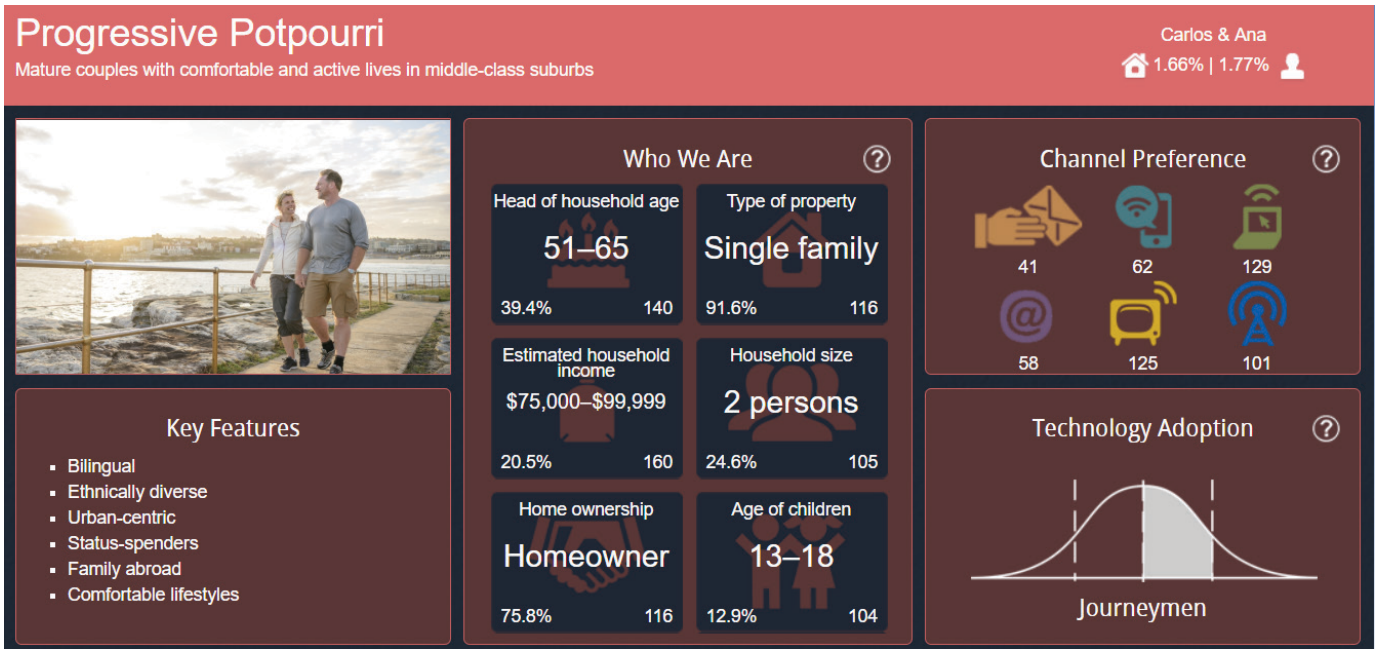
LENGTH OF RESIDENCE KEY TAKEAWAYS	
GROUP	**DETAILS**
New residents (0–4 years)	50% of patrons are new residents
Lower Income Households (<$50k)	50% of lower income households are new residents

OTHER KEY TAKEAWAYS	
GROUP	**DETAILS**
Families with Children	56% of patrons have children or are likely to have children

44% of EPL patrons are represented in seven Mosaic segmentation groups.

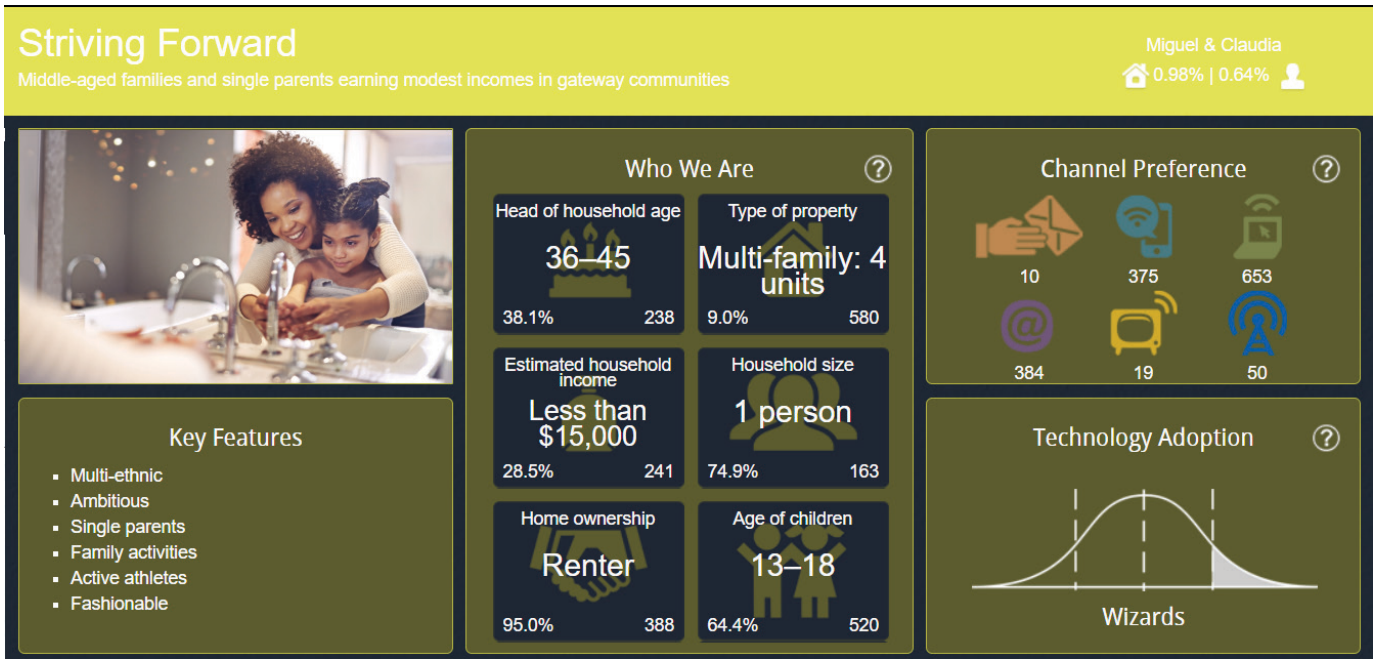
10.4% are Steadfast Conventionalist and share the following characteristics:

- Head of household age likely to be 51–65
- Head of household ethnicity–Hispanic
- Do not speak English
- Likely to have children ages 13–18, 10–12, 4–6
- Likely to have less than a HS diploma
- Commute by public transportation
- Visited job search websites in last 30 days
- Uses Tumblr for social media
- Receptive to many marketing channels
- Online display
- Online video
- E-mail
- Mobile display
- Mobile video
- Likely not registered to vote
- Interested in food



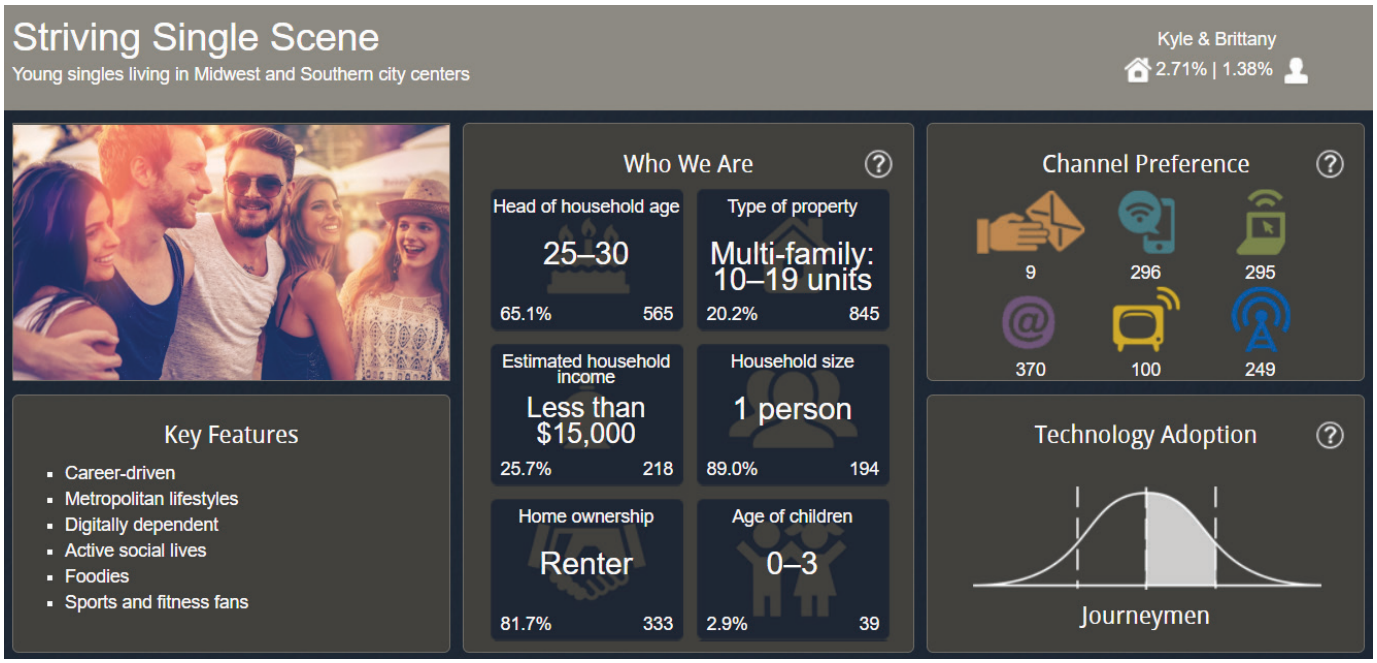
8.7% are Progressive Potpourri and share the following characteristics:

- Head of household likely to be 51–65 years old
- Head of household ethnicity
  - Hispanic
  - Asian
- Not likely to have children in the household
- Likely presence of aged parent in household
- Likely to commute to work by public transportation
- Likely to read eBooks on tablet
- Likely to have visited job search websites in last 30 days
- Low social media usage, likely to use Tumblr
- Preferred marketing channel–online display or online streaming TV
- Health conscious - primarily gets health information from websites



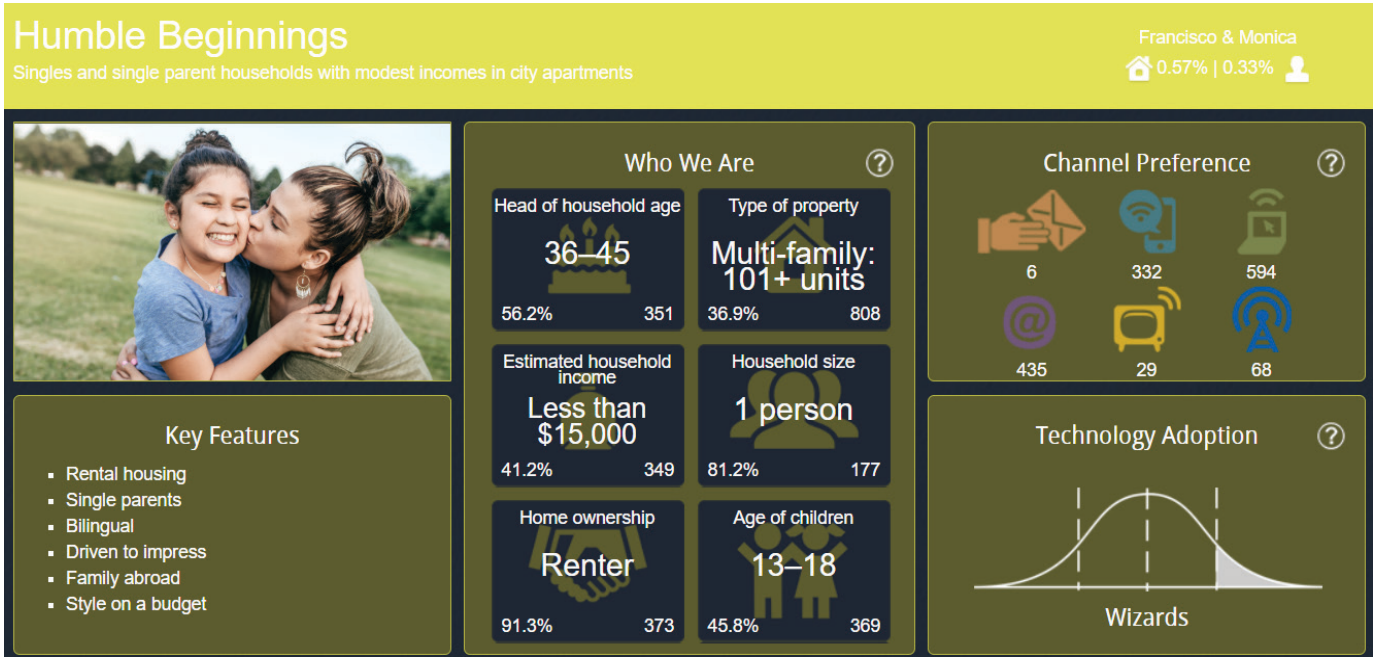
7.56% are Striving Forward and share the following characteristics:

- Head of household ethnicity–Hispanic
- Children of all ages
- Less than a high school diploma
- Low Income
- New residents
- Likely to use public transportation or carpool to commute to work
- Enjoy gaming
- Email receptive
- Also receptive to marketing through online video, online display, mobile display, mobile video
- Not registered to vote
- Likely to set up own business one day
- Likely to be vegetarian
- Health conscious–get health info from websites



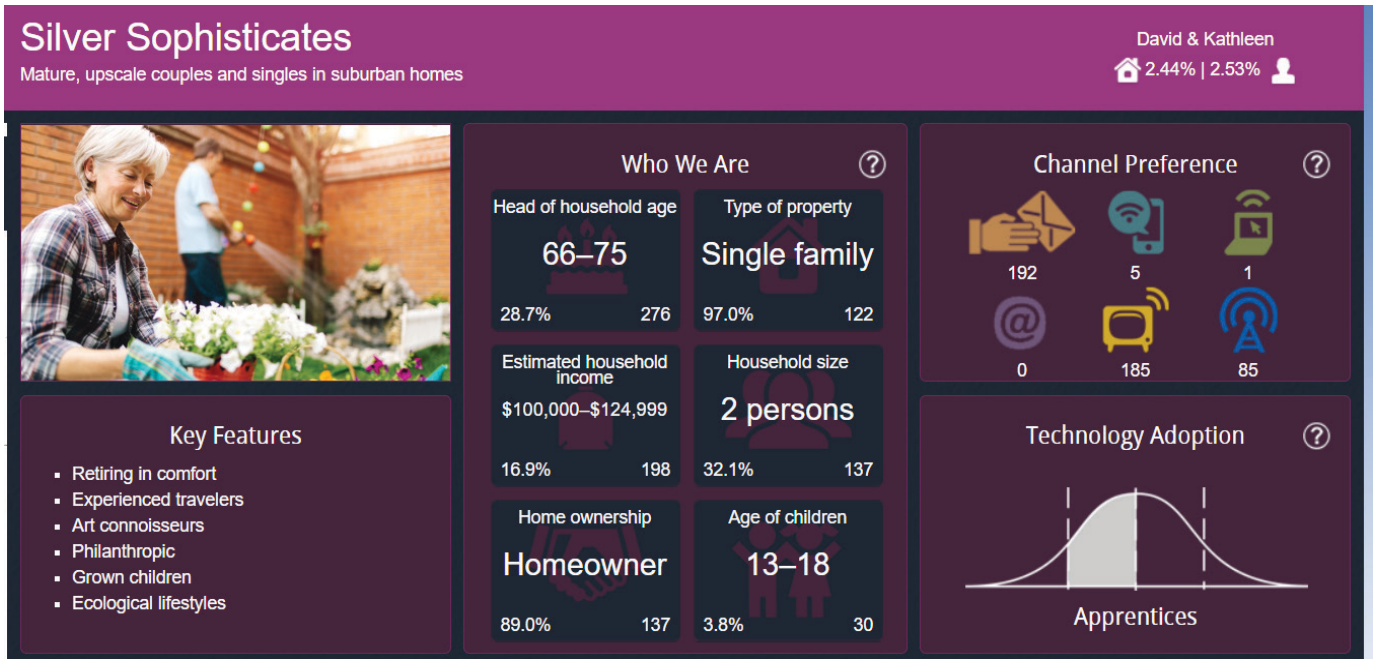
5.04% are Striving Single Scene and share the following characteristics:

- Head of household ethnicity—Asian
- Head of household age—25–30 years old
- New residents
- First-time homebuyer
- Low income
- Commute to work by bicycle or walking
- Enjoy dance performances and concerts
- Enjoy music
- Gaming
- Like to read eBooks on computer, smartphone, Nook and tablet
- Education courses
- Sports
- Automotive–visited Kelly Blue Book in the last 30 days
- Visited job search website in last 30 days
- Streaming TV–Hulu, Netflix
- Uses social media heavily–YouTube, Tumblr, Twitter, Linked In
- Receptive to many marketing channels
- Online video
- E-mail
- Mobile display
- Online display
- Mobile video
- Internet radio
- Online streaming TV
- Likely not registered to vote
- Likely to set up own business some day
- Interested in food
- Health conscious
- Rely on magazines to keep informed



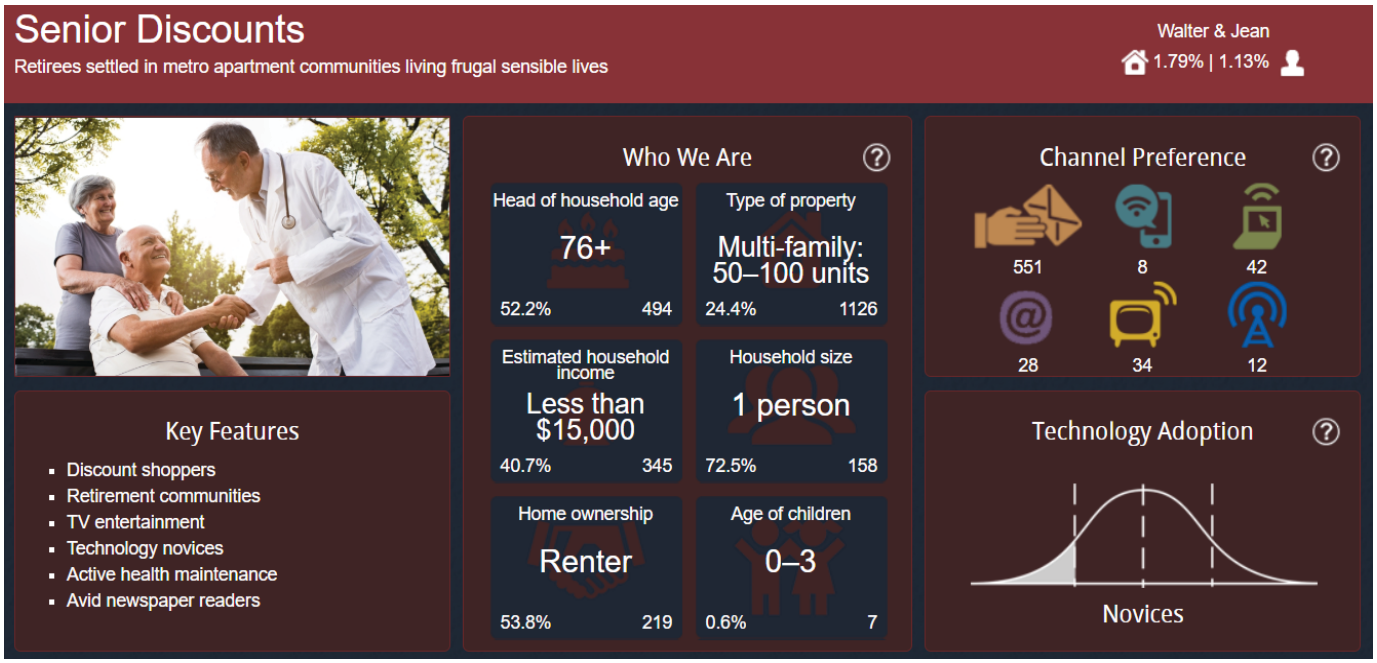
5.12% are Humble Beginnings and share the following characteristics:

- Head of household likely to be 36–50 years old
- Head of household ethnicity–Hispanic
- Do not speak English
- Likely to have children ages 13–18, 10–12, 4–6
- New residents
- Less than a HS Diploma
- Low income
- Commute to work using public transportation or carpool
- Like to collect items
- Collect comic books or trading cards
- Likely to read eBooks on smartphone
- Visited job search websites in last 30 days
- Likely to watch streaming TV–Netflix
- Low social media usage, likely to use Tumblr
- Receptive to many marketing channels
- Online video
- Online display
- E-mail
- Mobile video
- Mobile display
- Likely not registered to vote
- Likely to set up own business one day
- Interested in food
- Health conscious



3.44% are Silver Sophisticates and share the following characteristics:

- Head of household age very likely to be 66+
- Head of household ethnicity likely to be Asian
- Unlikely presence of children
- Highly likely to have a graduate degree or bachelor's degree
- Generally higher income
- Enjoys cultural programming (dance, theater, concert)
- Listens to eAudiobooks and reads eBooks on Kindle
- Participates in education courses
- Other hobbies: painting/drawing/sculpting and needlework/quilting
- Enjoys foreign travel for vacation
- Not too social media heavy, but uses LinkedIn
- Direct mail receptive
- Highly likely to contribute to charities like the Library
- Arts/Culture/Humanities
- Education charities



3.41% are Senior Discounts and share the following characteristics:

- Head of household age–66+
- Less than a HS diploma
- Low income
- Read physical books
- Direct mail receptive
- Rely on magazines to stay informed
- Registered Democrat
- Health conscious

EPL Patron Consumer Segmentation Analysis

	Steadfast Conventionalists (10%)	Progressive Potpourri (9%)	Striving Forward (8%)	Striving Single Scene (5%)	Humble Beginnings (5%)	Silver Sophisticates (NP)	Senior Discounts (NP)
Hispanic	X	X	X		X		
Do Not Speak English	X				X		
Storytime Age	X		X		X		
Elementary			X				
Tweens	X		X		X		
Teens	X		X		X		
Public Transportation	X	X	X		X		
New Resident			X	X	X		
Not Registered to Vote	X		X	X	X		
Less Than a HS Diploma	X		X		X		X