

# Toward the Library of the Future

## The Marketplace Model in the El Cajon Branch



# A New Path



# SDCL Guiding Principles

## The 5-4-1

- **The Five: public sanctuary, safer, healthier, prosperous and educated communities**
- **The Four: circulation, program attendance, public internet use and branch visits**
- **The One: To inform, educate, inspire and entertain**

# Facilities Division Guiding Principles

- ▶ Expand Capacity
- ▶ Build Community
- ▶ Facilitate Access
- ▶ Respond to Growth and Diversity

# Designing for a New Model

- ▶ An Organic Approach
  - Reflect community needs
  - Flow of People
  - Unique building features
- ▶ Initiate Critical Conversations with Stakeholders
- ▶ Commit to a plan
- ▶ Key Elements
  - Adjacency diagram
  - Flexible floor plans
  - branding

# Community-Centered Design Plan

City of El Cajon

2009

Population

94,869

Age Distribution

- Birth-19 years 30.3%
- Adult 55.2%
- Older Adult 14.5%

Persons in Poverty

18%

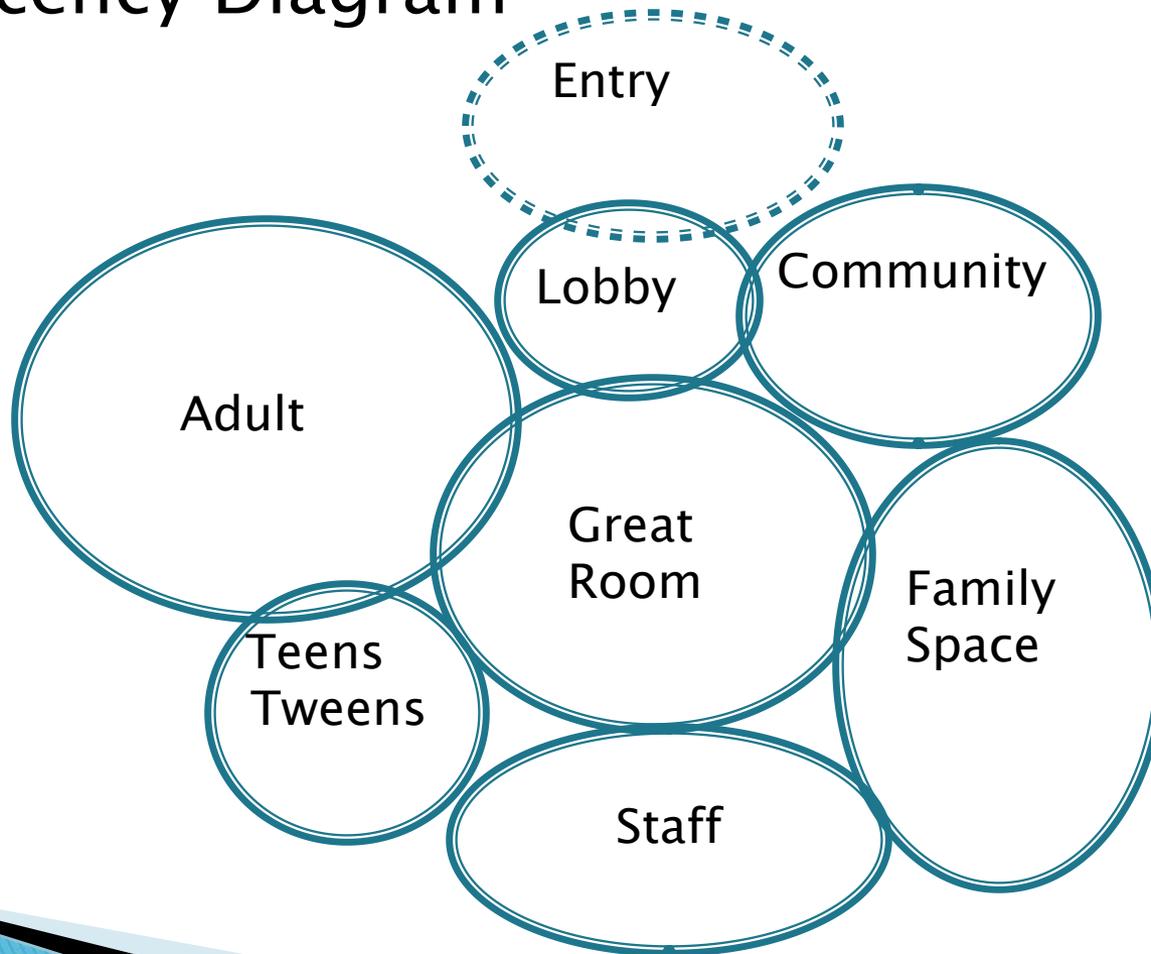
Foreign-Born

22%

- Middle Eastern Newcomers 15,000+

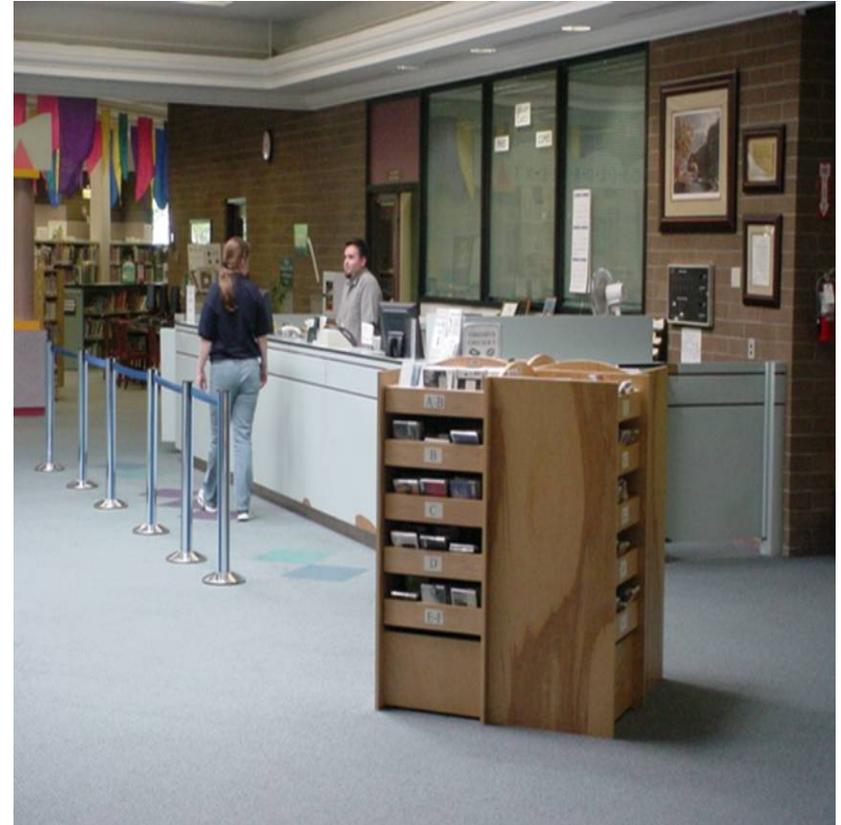
# El Cajon Branch

## Adjacency Diagram



# El Cajon 1991–2008

## 3 Service Points



# El Cajon 2009

## 2 Service Points



# El Cajon 2011 1 Service Point

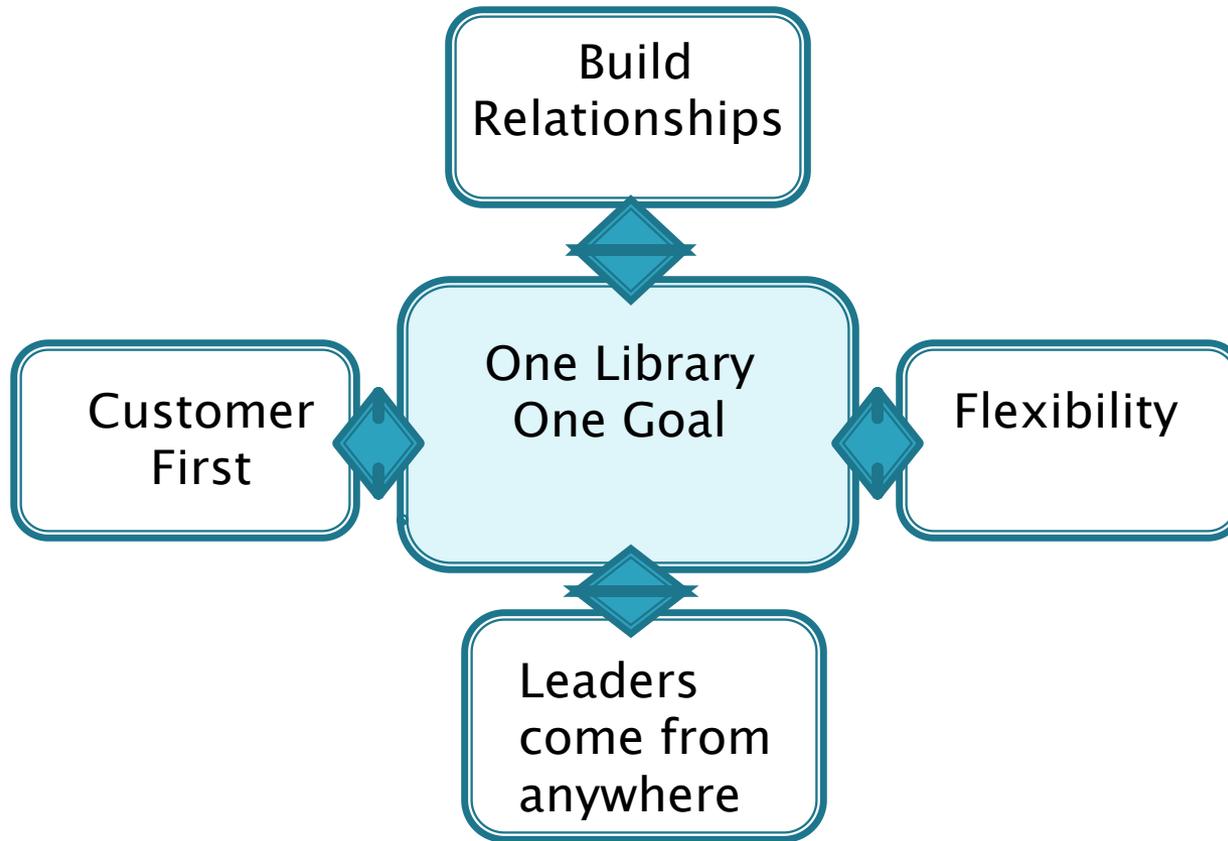


# Self Service Features

- ▶ Self Check and RFID technology
- ▶ Reserved Materials with self serve pick-up
- ▶ Popular Collections
- ▶ Computer Center

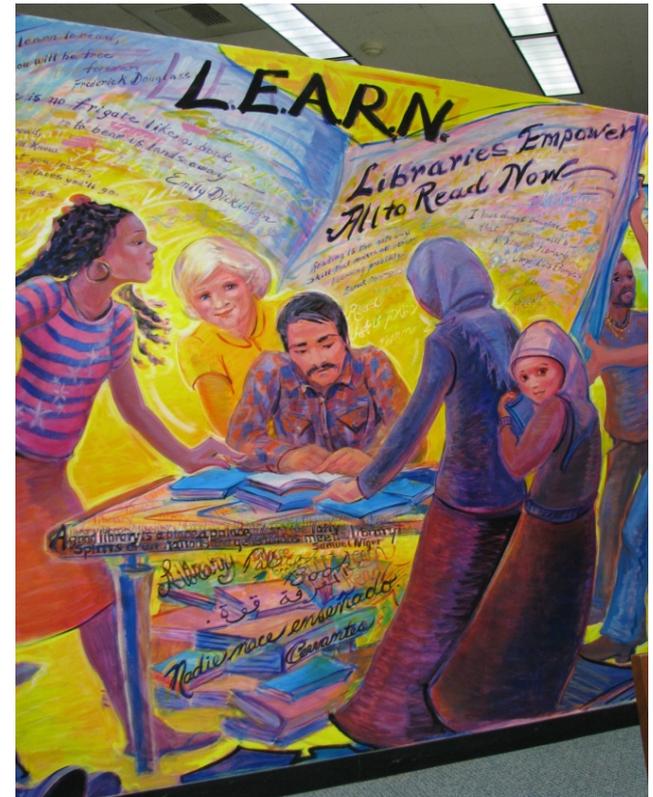


# New Work Model for Staff



# New Tools, New Behaviors

- ▶ New roles
  - Staff share basic duties
  - Service Point; Greeter; Rover; Way-Finder
- ▶ New attitudes
  - Proactive approach to customers
  - Team-centered
  - Be Positive
- ▶ Training for new skills
  - Cross-training
  - New technology
  - Out in Front



# Leadership by Example

- Critical conversations
- Model behaviors
- Listen and respond
- Positive Coaching
- Leaders are everywhere
- Promote “Bright Spots”
- Be Bold
- “Take the Arrows”
- Recognition/rewards
- Focus on the Big Picture

# Tangible Benefits

- ▶ **Customer-centric** library showcasing modern technology and community interests
- ▶ Develop **homegrown leaders**
- ▶ **Increased efficiency** in services, staffing and collection use
- ▶ Free interaction with customers to **build relationships** and community awareness

# Measuring Success

- ▶ Circulation soared by 31%
- ▶ Turnover Rate
  - 2008 3.29
  - 2010 5.97
- ▶ Increased Visitors by 34%



# Other Results

- ▶ 9 staff promoted to leadership positions
- ▶ Services maintained with 11% staff vacancy rate
- ▶ Greater staff confidence
- ▶ Increased service diversity



# For More Information

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