



DATE: February 27, 2013
TO: Honorable Mayor and City Councilmembers
FROM: Library Department
SUBJECT: **APPROVAL OF THE LIBRARY STRATEGIC PLAN 2013-2015**

SYNOPSIS

Staff and the Library Board of Trustees recommends approval of the Library Strategic Plan for 2013-2015.

BACKGROUND

The Library Department has prepared a Strategic Plan to provide vision and direction for Library services for the next three years. The Library's previous Strategic Plan helped guide its operations from 2005 to 2010. Plan goals and objectives were nearly completed in early 2011 with the renovation of the Civic Center Library. Work on this new Strategic Plan began in mid-2012. Four key groups were identified whose input is vital to the success of the plan: the Community Planning Committee, Library staff, the Library management team and the Oceanside Public Library Board of Trustees.

The **Community Planning Committee** was formed based on staff and Library Board recommendations. It was a true cross-section of the broadly diverse local community. Three planning meetings were held to let them outline a vision for Oceanside, gather input, and get direction on key goals.

The entire **Library staff** studied the goals' strengths and weaknesses to identify the Library's ability to contribute to the realization of the vision developed by the Community Planning Committee. A smaller subcommittee of staff started this phase by identifying and adapting these goals, and proceeded to develop objectives after receiving their colleagues' input.

The **Library management team** completed a comprehensive evaluation of the Library's organizational competencies to determine its ability to meet the plan goals and objectives, and has further refined the entire plan as it evolved.

The **Oceanside Public Library Board of Trustees** has given regular input throughout the process, and will continue to provide input as the Library prioritizes the implementation of its goals and objectives, based on funding and staffing.

ANALYSIS

The Library Strategic Plan 2013-2015 presents goals and objectives under six broad categories. The Library Strategic Plan 2013-2015 will guide the development of annual departmental goals and programming activities, and managers will incorporate the plan into performance objectives for library staff. It is a working document and will be reviewed formally on an annual basis by the Library Board of Trustees, and revised as necessary.

FISCAL IMPACT

Many of the plan's strategies can be accomplished with existing resources. However, some elements of the plan will require additional funding to implement. These items will be brought forward to the City Council through the annual budget process for consideration and approval as necessary.

COMMISSION OR COMMITTEE REPORT

The Library Board of Trustees unanimously adopted the Library Strategic Plan 2013-2015 on January 28, 2013.

CITY ATTORNEY'S ANALYSIS

City Attorney's analysis does not apply.

RECOMMENDATION

Staff and the Library Board of Trustees recommends approval of the Library Strategic Plan for 2013-2015.

PREPARED BY:



Sherri Cosby
Library Director

SUBMITTED BY:



Peter Weiss
City Manager

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager



Attachment: Library Strategic Plan 2013-2015

DRAFT

OCEANSIDE PUBLIC LIBRARY



2013-2015

Strategic Plan

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INTRODUCTION

Purpose of this Strategic Plan

Embarking on the development of a new strategic plan for the Oceanside Public Library provided the opportunity to review and update the Library's current guiding statements, principles, goals, and objectives as they relate to community need and our diverse population. It also allowed time to stop and look at where the Library ought to be three years from now, and to project its future beyond that.

Many organizations today are looking for ways to be relevant – libraries included. Redefining the Library's vision helps to ensure that it has a place at the heart of the Oceanside community moving forward.

Planning Process and Inputs

The Library's previous strategic plan helped guide its operations from 2005 to 2010. Plan goals and objectives were nearly completed in early 2011 with the renovation of the Civic Center Library. Work on this new strategic plan began in mid-2012. Library staff and the Library Board of Trustees agreed that more input from the community needed to be elicited during the planning process.

The Library Board approved the use of *Strategic Planning for Results* by Sandra Nelson to guide everyone's efforts and contributions. From this comprehensive text, based on many libraries' experiences, four key groups were identified whose input is vital to the success of the plan: the Community Planning Committee, Library staff, the Library management team, and the Oceanside Public Library Board of Trustees.

The **Community Planning Committee** was formed based on staff and Library Board recommendations. It was a true cross-section of the broadly diverse local community. Three planning meetings were held with this group to let them outline a vision for Oceanside, gather their input, and get direction from them on key goals.

The entire **Library staff** studied the strengths and weaknesses of each possible goal, to identify the Library's ability to contribute to the realization of the vision developed by the Community Planning Committee. A smaller subcommittee of staff started this phase by identifying and adapting goals from the text, and proceeded to develop objectives after receiving their colleagues' input.

The **Library management team** completed a comprehensive evaluation of the Library's organizational competencies, to determine its ability to meet the plan goals and objectives, and has further refined the entire plan as it evolved.

The **Oceanside Public Library Board of Trustees** has given regular input throughout the process, and will continue to provide input as the Library prioritizes the implementation of its goals and objectives based on funding and staffing.

Implementation

The Library's next step is to transform this strategic plan from dream to reality, through the implementation process. The **Library management team, Library Board of Trustees** and **Library staff** will work together to ensure that the goals in this plan are met.

The goals and objectives laid out in the strategic plan will also be the framework for the Library's departmental goals each year. All programming and activities will be developed with the plan's goals and objectives in mind. When appropriate, the departmental goals will include defined ways to measure success, either with benchmarked data or outcome-based measurements.

The Library understands that its ability to accomplish some of these goals and objectives will require organizational shifting of staff and funds, while others will only be accomplished if additional funding becomes available. The **Library management team** will be looking to the **Library Board of Trustees** to advise on setting the priorities for this process. With proper resources in place, **Library staff** will work with the managers on accomplishing the objectives, along with volunteers and community partners.

GUIDING STATEMENTS

Our Vision

The Oceanside Public Library will be the cultural heart of Oceanside, empowering the community by promoting literacy, information access, civic engagement, cultural inclusiveness, and openness to new ideas.

Our Mission

To engage, inform, connect, and inspire

GUIDING PRINCIPLES

Promote literacy and love of reading

The Library strongly supports developing literacy skills, and opportunities to read and to share delight in reading, for all ages, in concert with parents, educators and lifelong learners.

Support intellectual freedom

The Library defends the rights of individuals to access information, free from censorship, and defends free speech as protected by the Constitution of the United States.

Welcome the community

The Library welcomes all visitors, physical and virtual, individuals and groups, ready to meet their needs and offer a friendly space to share ideas.

Information access for all

The Library delivers information and makes communication resources freely available, through any technology and formats that may meet Oceanside's diverse needs.

Celebrate diversity

The Library celebrates Oceanside's diverse culture and heritage with programs and services for all to enjoy with a sense of unity and belonging.

Build strong partnerships

The Library values its community partnerships and reaches out to agencies, groups, individuals, businesses and institutions in order to positively impact the community.

Foster healthy democracy

The Library believes in helping the community be informed, providing knowledge to support and promote democracy, and offering neutral space for civic engagement.

Adapt and innovate

The Library as an organization learns, changes, and stays relevant for all, to provide the best services possible to the Oceanside community.

SUMMARY OF GOALS AND OBJECTIVES

Goal 1

Cultivate a more literate Oceanside

- A. Improve literacy skills for young learners*
- B. Build community around book-centered programming*
- C. Strengthen literacy support for youth and adults*
- D. Help families and educators develop students' literacy*

Goal 2

Empower Oceanside to access information

- A. Address Oceanside's information needs through improved technology*
- B. Improve the Library's ability to interact in real time with the public to deliver information about Library and City resources*

Goal 3

Be Oceanside's safe and welcoming destination

- A. *Increase the physical Library presence throughout the City*
- B. *Create a welcoming Library environment*

Goal 4

Celebrate a diverse Oceanside community and awaken a sense of cultural belonging

- A. *Represent culture more broadly*
- B. *Encourage unity by connecting diverse cultural groups*
- C. *Increase awareness about Oceanside's heritage*

Goal 5

Deliver high-demand materials to spark Oceanside's imagination and foster exploration of new ideas

- A. *Improve access to downloadable materials*
- B. *Make it easier for all users to find materials*
- C. *Explore new hardware and software collection formats*

Goal 6

Promote civic participation in Oceanside

- A. *Emphasize the Library's role as community center and gathering place*
- B. *Stimulate interest in improving the community on a person-to-person level*

GOAL 1

Cultivate a more literate Oceanside

- A. Improve literacy skills in young children
 - 1. Expand technology for young learners
 - 2. Increase early literacy learning techniques in all children's programs

- B. Build community around book-centered programming
 - 1. Expand programs with outside agencies that foster reading and writing
 - 2. Facilitate book clubs for all ages
 - 3. Facilitate community-wide reads

- C. Strengthen literacy support for youth and adults
 - 1. Investigate literacy partnerships for youth
 - 2. Increase collaboration between Library and schools
 - 3. Implement a Homework Helper program
 - 4. Initiate effort to expand the process and scope of adult literacy services
 - 5. Implement an English as a Second Language (ESL) literacy program
 - 6. Expand ESL materials and related programming

- D. Help families and educators develop students' literacy
 - 1. Create programming geared toward homeschooling families
 - 2. Educate parents, school leadership and teachers on resources available

GOAL 2

Empower Oceanside to access information

- A. Address Oceanside's information needs through improved technology
 - 1. Improve wi-fi connectivity at all Library locations
 - 2. Acquire new technological tools to remain current and meet users' demands
 - 3. Increase technology-centered classes

- B. Improve the Library's ability to interact in real time with the public to deliver information about Library and City resources
 - 1. Establish an ongoing review cycle for Integrated Library System software
 - 2. Produce a plan for incorporating new electronic delivery services
 - 3. Develop a social media plan

GOAL 3

Be Oceanside's safe and welcoming destination

- A. Increase the physical Library presence throughout the City
 - 1. Evaluate the most effective sites for expansion of the Library's physical presence, incorporating data from non-users and other relevant input
 - 2. Analyze whether a new library, additional Bookmobile service points, re-tasking of Adelante service, or some form of self service best meets needs at each site
 - 3. Initiate or implement additional service sites as resources permit

- B. Create a welcoming Library environment
 - 1. Support a family-friendly space throughout each library
 - 2. Evaluate optimal hours so that Library facilities are open when and where guests want to visit
 - 3. Improve the outdoor environment through lighting and signage
 - 4. Review security staffing goals for Civic Center Library

GOAL 4

Celebrate a diverse Oceanside community and awaken a sense of cultural belonging

A. Represent culture more broadly

1. Increase the number of cultural programs offered in the Library and at off site locations
2. Build partnerships with culturally diverse organizations

B. Encourage unity by connecting diverse cultural groups

1. Support staff participation in outreach opportunities
2. Develop programs that connect cultures with each other

C. Increase awareness about Oceanside's heritage

1. Develop the Civic Center Library Heritage Room collection to be historically and culturally relevant to the community
2. Share collections pertaining to Oceanside heritage through programs, electronic access and other means
3. Increase accessibility to the Heritage Room

GOAL 5

Deliver high-demand materials to spark Oceanside's imagination and foster exploration of new ideas

A. Improve access to downloadable materials

1. Develop an e-book collection for all ages, in proportion with demand, relative to other formats
2. Investigate restoring a downloadable audio book platform

B. Make it easier for all users to find materials

1. Establish an ongoing plan for Library inventory
2. Make item information more user-friendly and streamlined, including investigation of Dewey Decimal alternatives
3. Expand the marketplace model to include collection highlighting and improved signage

C. Explore new hardware and software collection formats

1. Investigate avenues for purchase
2. Establish policies and procedures

GOAL 6

Promote civic participation in Oceanside

- A. Emphasize the Library's role as community center and gathering place
 - 1. Investigate opportunities for the Library to serve as local information resource for public agencies
 - 2. Expand programming and obtain materials that encourage dialogue and promote informed decisions about current issues
 - 3. Encourage group participation in community decision-making and goal-setting
 - 4. Foster cooperation and collaboration between City departments, community groups, enterprises and agencies

- B. Stimulate interest in improving the community on a person-to-person level
 - 1. Develop a "living library" using volunteers to share their specific, unique knowledge with the community
 - 2. Fulfill the community's need for information about available community services and service opportunities
 - 3. Sponsor and attend events that feature community resources
 - 4. Work on civic engagement programs and events that emphasize involvement and volunteerism

ORGANIZATIONAL COMPETENCIES

The following organizational competencies have been identified as areas that the Library needs to develop or improve in order to fulfill its commitment to its strategic goals and objectives.

A. External Partnerships

The Library will actively seek and maintain relationships with agencies, organizations, and institutions that will enable it to enhance service to its customers.

	Action	Lead Responsibility	Support	Year
1	Identify current partnerships and the obligations that the Library has as part of those partnerships	Outreach Coordinator	Principal Librarians	2014
2	Establish criteria to be used to assess current and potential partnerships	Outreach Coordinator	Principal Librarians	2014
3	Initiate a review and approval process for the establishment of new partnerships	Outreach Coordinator	Principal Librarians	2014

B. Finance

The Library will demonstrate its ability to allocate, track, and report funding expenditures based on its strategic plan's goals and objectives.

	Action	Lead Responsibility	Support	Year
1	Initiate priority-based funding/spending	Library Director	Library Division Manager	2013
2	Identify and create a report that incorporates all funding sources	Library Director	Library Division Manager	2014
3	Launch uniform Cognos (financial report system) training for all managers	Library Director	Library Division Manager	2014

C. Fundraising

The Library will coordinate efforts with the Friends of the Oceanside Public Library and the Oceanside Public Library Foundation to maximize fundraising opportunities.

	Action	Lead Responsibility	Support	Year
1	Develop a fundraising plan	Library Director	Management team	2013
2	Establish clear fundraising responsibilities and share with Friends, Foundation, management team and staff	Library Director	Management team	2013
3	Ensure that all fundraising efforts meet the priorities of the strategic plan	Library Director	Management team	2013
4	Establish guidelines for prompt and appropriate acknowledgement and recognition of contributions	Library Director	Management team	2013

D. Governance

The Library will work with its Board of Trustees to ensure that Board policies and work plans are current.

	Action	Lead Responsibility	Support	Year
1	Review and update the Library Board of Trustees' by-laws and work plan	Library Director	Outreach Coordinator	2014

E. Marketing and Public Relations

The Library will effectively promote and market its services and programs to the community.

	Action	Lead Responsibility	Support	Year
1	Identify the best marketing tools for the Library	Outreach Coordinator	Marketing team	2013
2	Translate Library service information and policies into languages spoken by Oceanside residents	Outreach Coordinator	Marketing team	2013
3	Establish criteria to evaluate the effectiveness of marketing activities	Outreach Coordinator	Marketing team	2013

F. Measurement and Evaluation

The Library will collect, evaluate and report regularly data that will enable the Library to enhance services to the community.

	Action	Lead Responsibility	Support	Year
1	Develop a comprehensive list of data elements collected by staff and how the elements are used	Technology Analyst	Management team	2013
2	Define each data element and develop uniform instructions on how and when to gather the data	Technology Analyst	Management team	2013
3	Identify the data needed to report the progress of the objectives identified in the strategic plan	Technology Analyst	Management team	2013
4	Review and update the way staff report Library objectives to the Board, other staff and the community	Technology Analyst	Management team	2013

G. Operational Efficiencies

The Library will conduct studies to ensure that all aspects of the organization are as efficient as possible.

	Action	Lead Responsibility	Support	Year
1	Review all Circulation processes	Senior Library Assistant – Circulation	Circulation staff	2013
2	Review all Collection Management processes	Technology Analyst	Collection Management staff	2013
3	Review all processes for services to children, tweens, teens, and adults	Principal Librarians	Library Division Manager	2013
4	Review all Literacy processes	Library Division Manager	Literacy Coordinator	2013

H. Organizational Structure

The Library will have an organizational structure that supports its strategic plan's goals and objectives.

	Action	Lead Responsibility	Support	Year
1	Identify job descriptions and job assignments that need updating	Library Division Manager	Management team	2013
2	Establish a team/committee structure	Library Division Manager	Management team	2014
3	Design a way to effectively communicate between and within work groups	Library Division Manager	Outreach Coordinator	2014

I. Policies

The Library will develop and maintain policies, procedures, and guidelines that support its mission and values.

	Action	Lead Responsibility	Support	Year
1	Initiate a review of all Library policies, procedures, and guidelines to ensure they are supporting the strategic plan	Library Director	Management team	2013
2	Design a format that ensures staff and the public can easily locate policies, procedures, and guidelines	Library Director	Management team	2014
3	Establish ongoing policy reviews for staff	Library Director	Management team	2014
4	Outline dates for regular policy reviews for the Library Board	Library Director	Management team	2013

J. Training and Staff Development

The Library will provide internal and external training that will enable all staff to provide excellent customer service to the community.

	Action	Lead Responsibility	Support	Year
1	Create an internal new employee orientation	Principal Librarian – Adult Services	Outreach Coordinator	2013
2	Identify training needed to accomplish the goals and objectives of the strategic plan	Management team	Library Division Manager	2013
3	Establish funding for continuing education and professional activities	Management team	Library Division Manager	2014
4	Identify the continuing education needs of the department	Management team	Library Division Manager	2014

K. Volunteers

The Library will develop policies, procedures, and guidelines that support its volunteers

	Action	Lead Responsibility	Support	Year
1	Create a volunteer manual	Outreach Coordinator	Volunteer Coordinator	2013
2	Standardize training	Outreach Coordinator	Volunteer Coordinator & Principal Librarians	2013
3	Market volunteer opportunities	Outreach Coordinator	Volunteer Coordinator	2013

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Alma Sisco-Smith, Vice President
Marie English, Secretary
Charlene Williamson

Library Management Team
Sherri Cosby, Library Director
Monica Chapa Domercq
Franklin Escobedo
Grace Francisco
Jorge Garcia
Samuel Liston
Kristine Morales
Brad Penner

Oceanside Public Library Staff
Subcommittee
CJ Di Mento
Lisa Ferneau-Haynes
Adeline Piñon
Emily Thayer
Marie Town
Jessica Ziebol

Facilitator
Alma Sisco-Smith

Community Planning Committee
Jim Britts
Jan Boysen
Eileen Butler-Cox
Worlie Cox
Max Disposti
Viessa Ferrell
Vallie Gilley
Kristi Hawthorne
Edith Jones
George McNeil
Arlette Mendez
Richard Mohrlock
Diane Nygaard
Tom Reeser
Marie Russell
Jerry Salyer
Lola Sherman
Greg Snaer
Geraldine Solorio
Andrea Spolidoro
Charlene West