

Oceanside Public Library

Strategic Plan 2005 – 2010



Prepared by the
Strategic Plan Committee
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Table of Contents

Introduction.....	3
Mission and Values	6
Goal Summary.....	7
Action Plans	
Library Resources.....	12
Public Access/Infrastructure	15
Technology	18
Marketing.....	22
Customer Service	25
Partnerships.....	27
Library Benchmark Comparisons	30
Community Scan	36
Library Organizational Chart.....	44
Bibliography.....	45
Acknowledgements	46

Introduction

Planning Background

In 1997 the Library prepared a strategic plan that guided its operation from 1998-2004. In 2004, the Library Board of Trustees and Library Director recognized the need to develop a new plan which would build on these past accomplishments and provide a vision and direction for the next five years.

The new planning team asked key questions – Where is the library now? Where do we need to be? How do we get there? Extensive input had been gathered for the Library's previous plan; this was updated by reviewing and incorporating more recent community-based planning outcomes such as *Vision 2020*, the *2004 Community Conference Needs Assessment*, City Council goals, and other city departmental plans.

The planning was a dynamic process based on a commitment to improve. It was strongly influenced by trends in library usage and emerging technology, as well as by constraints in staff and resources. The goal was to develop a roadmap for the next five years, which would focus staff effort and budget resources on a shared vision of the future.

The Library Strategic Plan 2005-2010 will guide the development of departmental goals and objectives, and library managers will incorporate the plan into performance objectives for library staff. Throughout the process, participants recognized that the plan must be reviewed and modified each year to keep pace with developments in library technology. Many of the elements included in this plan were not even envisioned five years ago; as the pace of change accelerates, it becomes even more difficult to predict what new developments will impact the library in the years ahead.

Process

A core group of library staff representing all levels of the organization and all library facilities was assembled as the Strategic Planning Team. This group began meeting on November 3, 2004, and over the next 10 months met a total of 20 times in two-hour sessions. During this time, the Strategic Planning Team engaged in the following planning activities:

- Literature Review – Identified resources to assist the planning effort and provide background material (see attached bibliography)
- Best Practices – Researched new trends and took a field trip to Chula Vista Public Library to closely examine the "Marketplace Model" for service delivery
- Staff Survey – Conducted a staff survey to assess self-perception on library strengths and weaknesses as well as staff opinions on customer service
- SWOT Analysis – Participated in a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and also conducted a similar analysis with the Library Board of Trustees

- Benchmark Data – Obtained data on a variety of measures to compare Oceanside Public Library with other libraries in San Diego County and other libraries in California with similar size and characteristics
- Community Scan – Analyzed key demographic and statistical information to create a detailed description of the community
- Focus Groups – Led staff focus groups to create action plans in six planning areas

National Library Trends

A number of significant national library trends influenced the plan. The following observations emerged from a variety of sources, including OCLC's *Library Landscape* report, and helped guide the formation of the plan:

- The library has an important new role as a community center, not just a warehouse for books.
- Libraries will see their value diminish unless they do a better job of focusing on the user's view.
- Libraries function in an increasingly interconnected environment, both electronically and personally. Networking at all levels, locally, statewide and nationally, is critically important for success in any undertaking.
- Library users are increasingly self-sufficient. This affects how they get information and how they use the library.
- Libraries are undergoing a massive shift from print to electronic information; the tremendous pace of technological change affects all aspects of library service.
- The definition of a library "collection" is changing as the library expands beyond the library walls. More people are choosing to obtain information, services, and resources at locations outside the library (home, school, work).

Key Elements of the Plan

A number of key elements emerged during the planning process and form a common thread throughout the plan. Among the themes were:

- The library needs to learn lessons from the business marketplace, especially in marketing materials and services, and focus more on meeting the needs and expectations of the customer (library user).
- The library needs to plan for new technology and keep pace with developments that can make library operations more efficient.
- The library needs to examine all current processes and procedures to streamline operations wherever possible and to challenge practices that are not customer-focused.

- The library needs to move forward on facility development, both in remodeling and new construction, or it will fall even further behind in meeting the needs of a growing population.
- The library needs to create opportunities for continued staff and community involvement in the implementation of the strategic plan, soliciting input and suggestions and providing feedback on actions taken.
- The library needs to create an organizational culture that encourages flexibility and creative thinking, so staff are empowered and able to respond to the challenges of a changing environment.

The following plan presents Goals, Strategies and Actions under six broad functional categories. The plan is designed to be specific and measurable, with an implementation timeframe and responsibility identified for greater accountability. It is a working document and will be reviewed formally on an annual basis by the Library Board of Trustees and revised as necessary. Many people contributed to development of the plan, and the library sincerely appreciates their input and assistance. A list of acknowledgements is included.

Library Mission Statement

Oceanside Public Library's mission is to serve the informational, educational, cultural, and recreational needs of our diverse community by facilitating literacy, lifelong learning, cultural enrichment, information equity and civic involvement in a welcoming, customer-focused environment.

Values

Oceanside Public Library is committed to:

Integrity and Responsibility

Quality in Public Service

Outstanding Leadership

Teamwork and Community Partnership

Valuing and Empowering Employees

Embracing Diversity

Innovation in Service Delivery

Intellectual Freedom

Goal Summary



Goal Summary

Goal 1: Library Resources

Provide a dynamic, current collection of resources designed to meet the needs of the community both now and in the future.

Strategies:

- Increase remote access to information databases and library materials.
- Regularly review and revise processing procedures for efficiency and customer orientation.
- Improve communication among divisions concerning selection and acquisition processes.
- Ensure a high level of staff competency through staff training and professional development.
- Perform a collection inventory.
- Increase circulation by providing more current materials that respond to popular demand.
- Create more effective processes for collection development and maintenance.

Goal 2: Public Access / Infrastructure

Provide the necessary infrastructure and public access to meet the library needs of a growing population.

Strategies:

- Reconfigure the Civic Center and Mission Branch Libraries to create a “Library Marketplace” based on a bookstore model.
- Purchase a replacement for the large bookmobile.
- Plan and initiate construction of a new library facility.
- Expand library service hours for customer convenience and increased usage.
- Improve attractiveness and create a welcoming appearance in all facilities.

Goal 3: Technology

Implement technology strategies that increase efficiency, service and responsiveness to the community.

Strategies:

- Reduce staff time spent on routine patron notification and acquisition processes.
- Plan and implement self-service checkout of materials and registration of borrowers.
- Make public computer services more efficient with self-service capabilities.
- Improve methods of receiving and responding to reference and information requests from the public using web-based and electronic strategies.
- Implement the California Libraries Catalog (CLC) for resource sharing among California libraries.
- Develop videoconferencing capability for staff and public to use for remote training, meetings and distance learning.
- Create a Wi-Fi (wireless) network in library facilities for flexible computer services and maximum customer benefit.
- Develop a cash management system for library fines and fees for improved accounting and security.
- Create a structure to prioritize and pursue system wide technology projects in a team approach.

Goal 4: Marketing

Create and promote a public image of the library as a vital, dynamic, customer-friendly and essential source of information, life-long learning, cultural enrichment and civic involvement.

Strategies:

- Promote library programs and services internally and externally, especially to the non-library user.
- Create "branding" of the library for immediate recognition by the public.
- Utilize new technologically advanced methods to get the library message to target audiences.
- Maintain the marketing momentum generated in the Strategic Plan process.
- Create a marketing campaign to use in conjunction with the implementation of the "Library Marketplace" model.

Goal 5: Customer Focus

Create a customer-focused environment in all aspects of library service delivery.

Strategies:

- Conduct surveys and needs assessments of selected populations to plan service priorities.
- Design and implement a performance reward system to reward employees for good customer service and build staff morale.
- Redesign reference desk operations for improved customer service and personal assistance.
- Focus staff development and training on customer service and new service enhancements.

Goal 6: Partnerships

Strengthen existing partnerships and develop new collaborations with schools, agencies, businesses, community organizations, and individuals to maximize service to the community.

Strategies:

- Identify new partners and key community contacts.
- Work with ethnic and cultural groups to showcase community diversity.
- Promote and develop services for seniors, the disabled and homebound.
- Develop additional community support for Literacy.
- Maintain and expand business collaborations to support small business and economic development in Oceanside.
- Expand collaborations with schools and educational organizations.
- Develop Library Foundation and community benefactors.

Action Plans



Library Resources

Goal 1:

Provide a dynamic, current collection of resources designed to meet the needs of the community both now and in the future.

Strategy:

Increase availability of information databases and library materials by providing remote access to library resources (from home, school and work).

	Action	Lead Responsibility	Support	Year
1	Provide patron authentication for remote access to databases.	Support Services Manager	I.T.	Jul 2006
2	Provide magazine articles online for children and students.	Children's Services Manager	Support Services Manager	Aug 2005
3	Provide downloadable audio books.	Electronic Services Librarian	Support Services Manager, I.T.	Aug 2005
4	Develop an eBook collection to supplement the print book collection.	Adult Services Manager	Adult Collection Librarian	Jul 2006- Jul 2007
5	Review, maintain and develop additional electronic resources, as new technologies and formats emerge.	Electronic Services Librarian	Division Managers	Jul 2006- ongoing

Strategy:

Regularly review and revise processing procedures for efficiency and customer orientation.

	Action	Lead Responsibility	Support	Year
1	Make recommendations to simplify the way call numbers are assigned and library materials are labeled and processed.	Support Services	Cataloging and Technical Processing	Aug 2005
2	Implement changes in cataloging and technical processing procedures as identified by the re-evaluation process.	Support Services	Cataloging and Technical Processing	Oct 2005
3	Implement new processing and security cases for videos and DVDs for greater self-service.	Support Services	Cataloging and Technical Processing; volunteers	Jan 2006

Strategy:

Improve communication among divisions concerning selection and acquisition processes.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>	
1	Create feedback mechanism for follow-up on patron and staff requests for new items.	Adult Collection Librarian; Children's Services Manager	Professional staff responsible for ordering	Jan 2006
2	Develop web-based method to receive and respond to patron requests.	Support Services Manager	I.T.	Jul 2006
3	Use division staff meetings and cross-training among divisions to broaden staff knowledge.	Division Managers	Supervisors	Ongoing

Strategy:

Ensure a high level of staff competency through staff training and professional development.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>	
1	Ensure that training checklists are effectively used for all new staff training.	Division Managers Library Director	Administration	Oct 2005
2	Provide an annual staff development day for library-wide training for all staff.	Library Director	Division Managers; Personnel	Dec 2006
3	Encourage attendance at training workshops, conferences and web-based training.	Division Managers Library Director	All Staff	Oct 2005-ongoing

Strategy:

Perform collection inventory.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>	
1	Develop a plan to inventory the entire collection.	Support Services	Division Managers	Dec 2005
2	Research the possibility of purchasing a hand-held inventory device.	Technology Focus Group	Support Services	Apr 2006
3	Formulate a duplicate barcode project to position the library for self-checkout machines.	Technology Focus Group	Support Services	Jul 2006- Jul 2007
4	Perform archival assessment of the Heritage Room; weed collection and reorganize as necessary.	Adult Collection Librarian; Cataloger	Historical Society; volunteers	Jul 2006- Jul 2008

Strategy:

Increase circulation by providing more current materials that respond to popular demand.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>	
1	Create systematic method to ensure that professional journals and other media are regularly reviewed for timely acquisition of popular materials.	Adult Collection Librarian; Children's Services Manager	Electronic Services Librarian	Jan 2006-ongoing
2	Analyze circulation trends and recommend reallocation of materials budget.	Collection Development Circulation Committee	Management Council	Sept 2005, Annual
3	Focus collection development on increasing popular materials, providing more best-sellers and "in demand" items, and reduce other collection areas.	Adult Services Manager; Adult Collection Librarian; Children's Services Manager	Collection Development Circulation Committee	Oct 2005-ongoing

Strategy:

Create more effective process for collection development and maintenance.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>	
1	Assign collection areas to librarians for both ordering and collection maintenance needs utilizing both CCL and MBL staff.	Collection Development Circulation Committee	All Professional staff	Oct 2005
2	Review current reference desk staffing to create time for ordering and weeding.	Reference Desk Schedulers	Division Supervisors	Jan 2006-Jul 2006
3	Organize a systematic, on-going weeding plan.	Collection Development Circulation Committee	All division staff	Jan 2006-Jul 2006
4	Ensure quarterly rotations and collection maintenance for Adelante and the Bookmobile.	Branch/Extension Services Manager	Collection Development Circulation Committee	Jan 2005-ongoing
5	Create a collection development circulation committee to implement strategic plan recommendations.	Library Director	Division Managers	Oct 2005

Public Access / Infrastructure

Goal 2:

Provide the necessary infrastructure and public access to meet the library needs of a growing population.

Strategy:

Reconfigure the Civic Center and Mission Branch Libraries to create a “Library Marketplace” based on a bookstore model.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Develop comprehensive plan for redesign alternatives <ul style="list-style-type: none"> • Assemble design team • Prepare RFP and select consultant • Research shelving/display options • Develop cost estimate • Obtain Library Board and City Council approval for project 	Civic Center design team; Library Director	Public Works	Oct 2005-Jun 2006
2	Develop a building configuration at the Civic Center Library and Mission Branch Library that will enable self-service options for check-out and reserve pick-up to be implemented.	Civic Center design team; Library Director	Public Works	Oct 2005-Jun 2006
3	Establish a library task force to examine various public computer areas in the Civic Center Library and make recommendations for change and/or consolidation of services. Determine resources needed to implement changes (equipment, wiring, furniture).	Technology Task Force; Library Director	I.T. Department	Oct 2005-Jun 2006
4	Redesign and increase space to house and market the collection.	Civic Center design team; Library Director	Public Works	Jul 2006
5	Create an appropriate browsable area for extra-oversize books (XQ).	Civic Center design team; Library Director	Public Works	Oct 2007
6	Evaluate periodicals collection and discard as necessary to maximize use of space.	Adult Services Manager	Electronic Services Librarian; Adult Collection Librarian	Jul 2006-Jan 2007

Strategy:

Purchase a replacement for the large bookmobile.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Develop design specifications and select vendor.	Library Director	Fleet Management	Jan 2006
2	Prepare contract and budget resolution for City Council approval.	Library Director	Finance; Fleet Management	Jan 2006
3	Inaugurate replacement vehicle.	Library Director; Mission Branch Manager	Bookmobile Staff; Library Administration	Jan 2007

Strategy:

Plan and initiate construction of a new library facility.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Hire a library consultant to update the library's 1990 facilities plan, obtain community input and make recommendations on facility development.	Library Director; Library Board of Trustees; City Council	\$150,000 CIP budget approved in 2005/2006	Apr 2006
2	Develop application for Library Bond Act of 2006 funds for construction of future branch library.	Library Director	City Manager's Office; Public Works; Library Consultant	Jul 2006
3	Prepare funding plan for future branch library construction and operation.	City Manager's Office; City Council; Library Director	City Manager's Office; Public Works; Library Consultant	Oct 2006

Strategy:

Expand library service hours for customer convenience and increased usage.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1 Determine resources necessary to open Mission Branch Library on Sunday <ul style="list-style-type: none"> Present proposal for increased hours to Library Board and City Council 	Library Director	Division Managers	Apr 2006
2 Determine opportunities and impacts of opening library one hour earlier (from 9-10) every day.	Library Director	Division Managers	Apr 2007
3 Restore Saturday service hours for Bookmobile	Library Director	Division Managers	Apr 2007

Strategy:

Improve attractiveness and create a welcoming appearance in all facilities.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1 Repaint Mission Branch Library.	Public Works	Branch Manager	Aug 2005
2 Improve lighting at Civic Center and Mission Branch Library <ul style="list-style-type: none"> Assess lighting deficiencies Determine options for improving lighting Install new fixtures 	Public Works	Adult Services Manager; Branch Manager	October 2005
3 Recarpet Civic Center Library <ul style="list-style-type: none"> Identify recarpeting team Research companies that move/lift shelving Plan and publicize recarpeting project to minimize impact on the public Install carpeting 	Public Works; Adult Services Manager	Library Administration	June 2006

Technology

Goal 3:

Implement technology strategies that increase efficiency, service and responsiveness to the community.

Strategy:

Reduce staff time spent on routine patron notification and acquisition processes.

	Action	Lead Responsibility	Support	Year
1	Implement automated telephone notification for overdues and reserves.	Support Services Manager	I.T.; Sirsi	Apr 2006
2	Implement E-mail delivery of overdue notices.	Support Services Manager	I.T.; Sirsi	Apr 2007
3	Evaluate the Sirsi acquisitions module for financial control.	Support Services Manager	I.T.; Sirsi; Finance	Apr 2008
4	Investigate implementation of the Sirsi Serials module for magazine control to replace Periodicals Manager.	Support Services Manager	I.T.; Sirsi; Finance	Apr 2007

Strategy:

Plan and implement self-service checkout of materials and registration of borrowers.

	Action	Lead Responsibility	Support	Year
1	Create implementation plan for self-checkout to include materials processing and vendor selection.	Support Services Manager	Circulation Supervisor; Head Cataloger	Jul 2005+
2	Identify funding and purchase self-checkout machines.	Library Director	Support Services; I.T.	Oct 2007-2008
3	Make necessary changes to check-out counters.	Library Director	Public Works; Support Services	Oct 2007-2008
4	Train staff and public in new check-out process.	Library Technology Manager	Circulation Supervisor	Oct 2007-2008
5	Implement patron self-registration for library cards.	Support Services Manager	I.T.; Sirsi	Apr 2008
6	Study the potential costs and benefits of RFID technology for future upgrades.	Library Technology Manager	Support Services	Oct 2009

Strategy:

Make public computer services more efficient with self-service capabilities.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Purchase and install software and hardware for public computer reservation system.	Support Services Manager	Library Technology Team; I.T.	Jan 2006
2	Implement public computer printer management and payment.	Support Services Manager	Library Technology Team; I.T.	Apr 2007
3	Address the need to upgrade and provide a backup microform reader/printer system.	Adult Services Manager	Electronic Resources Librarian; I.T.	Jul 2007

Strategy:

Improve methods of receiving and responding to reference and information requests from the public using web-based and electronic strategies.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Develop new reference protocols.	Adult Services Manager	Electronic Resources Librarian; Adult Services Staff; Support Services Manager	Jan 2006
2	Assign reference staff to provide responses and incorporate 24/7 component.	Adult Services Manager	Adult Services Staff	Apr 2006

Strategy:

Implement the California Libraries Catalog (CLC) for resource sharing among California libraries.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Upgrade library records to conform to CLC standards.	Support Services Manager	Sirsi; Circulation Supervisor	Jan 2006
2	Train staff in catalog access.	Electronic Services Librarian		Apr 2006
3	Publicize the new catalog.	Adult Services Manager	Library Administration	Apr 2006-2007
4	Create new inter-library loan policies and procedures to reflect new state catalog accessibility pending state library direction.	Adult Services Manager; Support Services Manager	Adult Services; Support Services	Jul 2006

Strategy:

Develop videoconferencing capability for staff and public to use for remote training, meetings and distance learning.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Identify funding sources and write grant application.	Adult Services Manager	Library Technology Team	Jul 2008
2	Purchase and install equipment.	I.T.	Support Services Manager; Technical Manager	Oct 2008
3	Train staff and public.	Electronic Resources Librarian; Computer Center Supervisor	Adult Services Supervisor; Computer staff	Jan 2009
4	Publicize service.	Electronic Resources Librarian; Computer Center Supervisor	Adult Services Manager	Apr 2009

Strategy:

Create a Wi-Fi (wireless) network in library facilities for flexible computer services and maximum customer benefit.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Obtain cost estimates and create technical plan for wi-fi.	Support Services Manager	I.T.	Oct 2007
2	Identify funding options.	Library Director	Budget Manager	Jan 2008
3	Establish wi-fi network in the following priority: Civic Center Library Mission Branch Library Community Computer Center	Library Technology Manager	I.T.	Jul 2008- Apr 2010

Strategy:

Develop a cash management system for library fines and fees for improved accounting and security.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Research cash register software for all public service locations.	Library Administration	Finance	Oct 2005
2	Purchase cash register software for all public service locations.	Library Administration	Finance	Jul 2006
3	Train staff, develop reporting methods, and implement system.	Library Administration	Support Services	Oct 2006

Strategy:

Create a structure to prioritize and pursue system wide technology projects in a team approach.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Include a staff and public training and publicity component for all technology projects.	Technology Team	Managers	Jul 2005
2	Create a position of Library Technology Manager to oversee library technology projects and coordinate with I.T. Division.	Library Director	Personnel	Jul 2006
3	Establish library technology team with regular monthly Communication for coordination and implementation.	Support Services Manager; Adult Services Manager	Representatives from all Library divisions	Oct 2005

Marketing

Goal 4:

Create and promote a public image of the library as a vital, dynamic, customer-friendly and essential source of information, life-long learning, cultural enrichment and civic involvement.

Strategy:

Promote library programs and services internally and externally, especially to the non-library user.

	Action	Lead Responsibility	Support	Year
1	Develop a new library brochure.	Managers	Library Administration; Graphic Artist	Apr 2006
2	Develop targeted PR campaign for the Spanish-speaking population.	Cultural Services Librarian	Library Administration; Graphic Artist; Bilingual staff	Jul 2006
3	Provide information about the library as part of the City employee orientation.	Library Administration	Managers	Oct 2006
4	Create information packets and distribution methods to reach new residents and businesses in Oceanside.	Library Administration	Marketing Committee	Jan 2007

Strategy:

Create "branding" of the library for immediate recognition by the public

	Action	Lead Responsibility	Support	Year
1	Purchase and distribute promotional items at community fairs and outreach events to advertise the library logo and services.	Managers; Marketing Team	Library Administration	Jan 2006
2	Obtain banners and tabletop covers with the library logo to display at community fairs and events.	Managers; Marketing Team	Library Administration	Jan 2006
3	Feature library logo on all library publications.	Library Administration	Marketing Team	Oct 2005
4	Create mascot for the library to be used in advertising, programming, and displays.	Marketing Team	Library Administration	Oct 2006

Strategy:

Utilize new technologically advanced methods to get the library message to target audiences

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Maintain dynamic, interactive website content that showcases the collection, catalog and programming.	Adult Services Manager; Support Services Manager	Managers	Oct 2005
2	Investigate a library "Blog" for current library news and information.	Children's Services Manager	Reference Staff	Oct 2006
3	Evaluate opportunities for direct mailings via email and other electronic methods (e.g. e-newsletters, USPS.com, etc.).	Marketing Team	I.T. Department; Library Administration	Jan 2009
4	Include a marketing component in any new service or public technology project.	Managers	Library Administration	2005 - ongoing

Strategy:

Maintain the marketing momentum generated in the Strategic Plan process

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Establish PR and marketing team to meet twice a year.	Marketing Team	Library Administration	Oct 2005 ongoing
2	Review marketing strategies and work plans annually.	Marketing Team		Jan 2006
3	Provide staff training on marketing and public relations topics through workshops, conferences and other training opportunities.	Library Administration	Managers	Oct 2006
4	Investigate potential sponsorships, funding and networking opportunities for coordinated PR projects (such as Summer Reading and literacy promotions).	Managers	Marketing Team	Jan 2006 - ongoing

Strategy:

Create a marketing campaign to use in conjunction with the implementation of the "Library Marketplace" model.

	Action	Lead Responsibility	Support	Year
1	Develop slogan to fit the new image.	Marketing Team	Library Administration	Oct 2007
2	Position greeter to assist with self-checkout and self-registration.	Managers	All Staff	Jan 2008
3	Develop bookmarks, signs, handouts and other items to assist and orient the public.	Marketing Team	Library Administration	Jan 2008

Customer Service

Goal 5:

Create a customer-focused environment in all aspects of library service delivery.

Strategy:

Conduct surveys and needs assessments of selected populations to plan service priorities.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1 Select at least one service population per year for survey (e.g. Disabled, Spanish speaking, Seniors, Teens, etc.).	Management Council	Public Services Staff	Jan 2006
2 Use results to develop collection and service enhancements.	Collection Development Team	Public Services Staff	Jan 2007
3 Reinstate or continue existing key advisory groups (Latino, African-American, Business, Disabled, Teen) and assign responsibility for personal contacts and meetings.	Library Director; Cultural Services Librarian; Adult Services Manager; Children's Services Manager; Branch Services Manager	Public Services Staff; Selected Reference Staff	Jul 2006
4 Identify new advisory groups needed for community input.	Management Council	Public Services Staff	Jul 2007

Strategy:

Design and implement a performance reward system to reward employees for good customer service and build staff morale.

<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1 Research "best practices" for employee recognition from other libraries.	Management Council	Personnel; Innovations Group	Apr 2006
2 Implement an "immediate recognition" feedback process for peer recognition.	Division Managers; Library Administration	Personnel	Jul 2006
3 Select appropriate rewards and process for earning them.	Management Council	Personnel	Oct 2006
4 Incorporate part-time staff into service recognition program (certificates, pins, etc.).	Division Managers; Library Administration	Personnel	Jan 2006

Strategy:

Redesign reference desk operations for improved customer service and personal assistance.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Research "best practices" from other libraries.	Adult Services Manager; Children's Services Manager; Branch Services Manager	All Reference Staff	Jul 2006
2	Investigate use of portable phones and other devices for assistance in stacks.	Support Services Manager	Division Managers; I.T. Department	Oct 2006
3	Explore consolidation of telephone reference and general information.	Management Council	Public Service Staff; I.T. Department	Jan 2007
4	Identify possible changes to reference desk set up for new reference service model.	Adult Services Manager; Children's Services Manager; Branch Services Manager	All Reference Staff	Apr 2008

Strategy:

Focus staff development and training on customer service and new service enhancements.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Select staff for library conference attendance and bring back information to share with staff.	Management Council	All Staff	Oct 2005
2	Review feedback-service satisfaction process and make adjustments as necessary.	Management Council	All Staff	Oct 2006

Partnerships

Goal 6:

Strengthen existing partnerships and develop new collaborations with schools, agencies, businesses, community organizations, and individuals to maximize service to the community.

Strategy:

Identify new partners and key community contacts.

	Action	Lead Responsibility	Support	Year
1	Create partnership team for communication and coordination of partnership activities.	Library Director; Branch Children's/Spanish Librarian	Division Managers	Jan 2006
2	Update the list of community contacts and advisory groups.	Partnership Team	Library Administration	Jul 2006
3	Create programming contacts for authors, performers, and community program resources.	Partnership Team	Professional Staff Responsible for Programs	Oct 2006
4	Share lists with all library divisions and update annually	Partnership Team	Library Administration	Jan 2007

Strategy:

Work with ethnic and cultural groups to showcase community diversity.

	Action	Lead Responsibility	Support	Year
1	Plan at least two cultural events per year from Oceanside's African-American, Filipino, Latino, Samoan, and Asian communities.	Adult Services Manager; Children's Services Manager; Branch Services Manager	Reference Staff; Cultural Services Librarian	Jan 2006- ongoing
2	Recruit community contributions for library displays related to cultural programming.	Cultural Services Librarian; Branch Services Manager	Partnership Team	Oct 2005- ongoing
3	Seek grant opportunities and collaborations to enhance and support cultural programming.	Adult Services Manager; Children's Services Manager; Branch Services Manager	Professional Staff Responsible for Programs	Jan 2007

Strategy:

Promote and develop services for seniors, the disabled and homebound.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Update the "Homebound Services" brochure and distribute it to senior centers and agencies.	Homebound Services Librarian	Library Administration	Oct 2005-Apr 2006
2	Update the "Services for the Disabled" brochure and distribute to agencies serving the disabled.	Adult Services Manager	Electronic Services Librarian	Jan 2006
3	Train staff on Assistive Technology and update software every 3 years.	Adult Services Manager	Computer Centers' Supervisor; Electronic Services Librarian; Library Technology Manager	Apr 2005

Strategy:

Develop additional community support for Literacy.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Work with community partners and other city departments to develop new off-site tutoring locations, which will accommodate an expanding literacy program.	Literacy Coordinator	Children's Services Manager	Jul 2006-Jul 2007
2	Expand public relations and agency contacts to promote literacy to non-library users and reach out to underserved populations.	Literacy Coordinator	Literacy Volunteers	Jan 2006-ongoing

Strategy:

Maintain and expand business collaborations to support small business and economic development in Oceanside.

	<i>Action</i>	<i>Lead Responsibility</i>	<i>Support</i>	<i>Year</i>
1	Continue communication with Mainstreet, Chamber of Commerce, SCORE and SBDC, and attend meetings of these organizations at least once a year.	Adult Services Manager	Adult Reference Staff	Oct 2005-ongoing

Continued...

	Action	Lead Responsibility	Support	Year
2	Explore possibility of having SCORE establish a location within the library for small business advice and consultation.	Adult Services Manager	Adult Reference Staff	Apr 2008
3	Produce 2 business oriented workshops each year, using suggestions of topics from the business community.	Adult Services Manager	Adult Reference Staff; Computer Centers' Supervisor	Oct 2006-ongoing
4	Prepare handout on the library's business resources and services to include in new business packets distributed by Economic Development.	Adult Services Manager	Adult Reference Staff	Jul 2007

Strategy:

Expand collaborations with schools and educational organizations.

	Action	Lead Responsibility	Support	Year
1	Review and enhance borrowing privileges for teachers to maximize use of resources.	Children's Services Manager	Support Services manager	Jul 2006
2	Create an online method for teachers to submit "Assignment Alerts".	Children's Services Manager	I.T. Department; Teen Services Librarian	Jul 2006
3	Assign staff to regularly attend School Media meetings and develop personal contacts at all Oceanside schools.	Children's Services Manager; Teen Services Librarian	Children's Services Staff	Oct 2005-ongoing
4	Develop contacts with school parent-teacher organizations and home-school parent groups.	Children's Services Manager	Children's Services Staff; Teen Services Librarian	Oct 2005

Strategy:

Develop Library Foundation and community benefactors.

	Action	Lead Responsibility	Support	Year
1	Work with the Foundation to attract benefactors and donors to build a library endowment.	Library Foundation Board; Library Director	Library Administration	Oct 2005-ongoing

Library Benchmark Comparisons



Data from California Library Statistics, 2005
Fiscal Year 2003-2004

Community

GEOGRAPHIC SIZE – SQUARE MILES	
Thousand Oaks Public Library	56
Ontario City Library	50
Chula Vista Public Library	50
Oceanside Public Library	44
Carlsbad City Library	40
Escondido Public Library	37
Oxnard City Library	25
Mission Viejo City Library	18

POPULATION	
Chula Vista Public Library	209,100
Oxnard City Library	186,100
Oceanside Public Library	173,300
Ontario City Library	167,900
Escondido Public Library	140,500
Thousand Oaks Public Library	126,100
Mission Viejo City Library	97,700
Carlsbad City Library	93,000

BORROWERS	
Ontario City Library	138,700
Chula Vista Public Library	133,600
Escondido Public Library	114,700
Mission Viejo City Library	112,100
Thousand Oaks Public Library	104,800
Oceanside Public Library	91,500
Carlsbad City Library	87,300
Oxnard City Library	68,800

Access

SERVICE HOURS - MAIN LIBRARY	
Carlsbad City Library	68
Chula Vista Public Library	64
Ontario City Library	63
Thousand Oaks Public Library	63
Mission Viejo City Library	60
Escondido Public Library	57
Oxnard City Library	57
Oceanside Public Library	53

SQUARE FOOTAGE PER CAPITA	
Carlsbad City Library	0.97
Chula Vista Public Library	0.52
Thousand Oaks Public Library	0.51
Mission Viejo City Library	0.42
Escondido Public Library	0.41
Oxnard City Library	0.41
Oceanside Public Library	0.28
Ontario City Library	0.21

ANNUAL VISITS	
Chula Vista Public Library	1,071,000
Carlsbad City Library	846,000
Escondido Public Library	730,000
Thousand Oaks Public Library	614,000
Oceanside Public Library	597,000
Ontario City Library	554,000
Oxnard City Library	536,000
Mission Viejo City Library	308,000

Operations

OPERATING BUDGET TOTAL	
Carlsbad City Library	\$8,005,000
Thousand Oaks Public Library	\$6,622,000
Chula Vista Public Library	\$5,752,000
Oceanside Public Library	\$3,942,000
Escondido Public Library	\$3,651,000
Oxnard City Library	\$3,244,000
Ontario City Library	\$2,551,000
Mission Viejo City Library	\$2,190,000

OPERATING BUDGET PER CAPITA	
Carlsbad City Library	\$86.07
Thousand Oaks Public Library	\$52.51
Chula Vista Public Library	\$27.51
Escondido Public Library	\$25.98
Oceanside Public Library	\$22.75
Mission Viejo City Library	\$22.41
Oxnard City Library	\$17.43
Ontario City Library	\$15.20

STAFF (F.T.E.)	
Carlsbad City Library	90
Thousand Oaks Public Library	67
Chula Vista Public Library	59
Escondido Public Library	39
Oceanside Public Library	38
Ontario City Library	37
Mission Viejo City Library	25
Oxnard City Library	22

Resources

CIRCULATION	
Oxnard City Library	1,542,700
Thousand Oaks Public Library	1,365,500
Carlsbad City Library	1,353,300
Chula Vista Public Library	1,308,700
Escondido Public Library	870,300
Mission Viejo City Library	725,800
Ontario City Library	625,300
Oceanside Public Library	545,100

COLLECTION BUDGET	
Carlsbad City Library	\$877,500
Thousand Oaks Public Library	\$867,900
Chula Vista Public Library	\$591,600
Oceanside Public Library	\$470,300
Escondido Public Library	\$441,500
Oxnard City Library	\$394,900
Ontario City Library	\$301,300
Mission Viejo City Library	\$283,200

COLLECTION SIZE	
Chula Vista Public Library	516,800
Thousand Oaks Public Library	392,200
Oxnard City Library	362,800
Escondido Public Library	353,700
Carlsbad City Library	328,500
Oceanside Public Library	318,000
Ontario City Library	225,500
Mission Viejo City Library	146,700

Services

PROGRAMS	
Carlsbad City Library	1,340
Oxnard City Library	913
Oceanside Public Library	860
Chula Vista Public Library	764
Escondido Public Library	657
Ontario City Library	497
Mission Viejo City Library	293
Thousand Oaks Public Library	239

REFERENCE TRANSACTIONS	
Chula Vista Public Library	265,700
Escondido Public Library	254,300
Carlsbad City Library	165,500
Thousand Oaks Public Library	142,000
Mission Viejo City Library	109,600
Oceanside Public Library	108,200
Oxnard City Library	89,700
Ontario City Library	83,800

PUBLIC-USE INTERNET COMPUTERS	
Oceanside Public Library	100
Chula Vista Public Library	98
Escondido Public Library	55
Carlsbad City Library	53
Oxnard City Library	45
Thousand Oaks Public Library	38
Ontario City Library	27
Mission Viejo City Library	26

Community Scan



Community Scan

1. How many people live in the City of Oceanside? (in 2004)	<u>173,307</u>
	94,048 Vista
	92,995 Carlsbad
How many people live in neighboring areas that may use Library services? (2004)	70,000 Pendleton
	<u>430,350 Total</u>

Source: San Diego Association of Governments (SANDAG) website

How is the City of Oceanside's population projected to be different in...

(2010)	5 years?	<u>188,974</u>
(2015)	10?	<u>195,613</u>
(2020)	15?	<u>201,526</u>
(2025)	20?	<u>204,099</u>

Source: SANDAG website; SANDAG's Regional Planning Office for 2015, 2025 data.

2. Of the people living in the City, what percent are:

	5 years ago (2000)	now (2004)	in 5 years (2010)
Less than 5 years old	<u>8%</u>	<u>9%</u>	<u>7%</u>
5 - 14	<u>16%</u>	<u>15%</u>	<u>14%</u>
15 - 17	<u>4%</u>	<u>4%</u>	<u>4%</u>
18 - 24	<u>10%</u>	<u>10%</u>	<u>11%</u>
24 - 64	<u>49%</u>	<u>49%</u>	<u>50%</u>
65 and older	<u>14%</u>	<u>13%</u>	<u>14%</u>

Source: Census 2000 and SANDAG websites

3. How many single-parent households are there?

15 years ago (1990):	<u>4,168</u>	5 years ago (2000)	<u>5,185</u>	now (2004)	<u>6,068</u>
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Source: SANDAG and Census 2000 (Summary Files 1 and 3) websites

4. What languages are spoken in the homes of the people in the City?

English, Spanish, Tagalog, Samoan, other Pacific Island languages, German, Japanese, French, Chinese, Italian, Korean, Polish, other Slavic languages, Arabic, Portuguese, Hungarian and more.

Source: Census 2000 website

5. *What ethnic groups are represented in the City? (in 2004)*
 White--87,678; Hispanic--56,224; Asian--10,380; Black--10,017; Hawaiian & Pacific Islander including Samoan--2,026; American Indian--742; Other--311.
-

Source: SANDAG (July 2004) website

6. a) *Who are the City's 30 largest non-military employers (in 2004) and how many people do they employ?*

Oceanside Unified School District	2,100
Tri-City Medical Center	1,854
City of Oceanside	1,028
Wal-Mart	600 or more
Biogen IDEC, Inc.	600
MiraCosta College	589
North County Transit District	582
Home Depot	350 or more
Hydranautics	283
ESC, Inc.	279
North County Times	240
Minneapolis Postal Data Center	223
Albertson's	200 or more
Ralphs	200 or more
J.R. Filanc Construction Company, Inc	194
Genica Corporation	172
Becton Dickinson Medical Systems	154
Waste Management	150 or more
Onesource Distributors	142
Allied Swiss Screw Prdts Inc	136
Chachies Foods, Inc.	135
Transworld Media	134
Sumitomo Metal Mining U.S.A. Inc	133
Macord Construction Corp	132
H K Plastics Engineering Inc	130
Deutsch Engineered Interconnect Solutions	125
Vons	120 or more
Mervyn's	100 or more
Target	100 or more

Source: San Diego Daily Transcript website; N County Times 1/30/05; OUSD 2/7/05;
 Calif. Labor Market Information Data Feb 05, ReferenceUSA, Oceanside Personnel Dept

6. b) *What are the major non-military industries in the City (in 2004)? What do they do? How many people do they employ? How is this likely to be different in 5 years?*

Educational, health and social services Employs: 11,592 or 17%

Growth projected nationally through 2012, in SD County through 2008

Manufacturing Employs: 9,303 or 13.7%

Slight decline nationally to 2012, slight job loss in SD County to 2008

Retail trade Employs: 8,354 or 12.3%

Growth nationally to 2012 and in SD County to 2008

NOTE: Most businesses in Oceanside are small employers with either fewer than 100 or fewer than 10 employees. They are concentrated in personal, business, health and other services. Other industries include repair services, automotive, retail sales, credit, insurance, real estate, building construction, wholesale trade, and manufacturing.

ReferenceUSA database, Census 2000, Bureau of Labor Statistics, CA Employment

Source: Development Dept

6. c) *What is the military's role in the City?*

Base/Facility	<u>Marine Corps Base Camp Joseph H. Pendleton</u>
Military personnel	<u>55,000 to 66,000: 33-40,000 active-duty; 22-26,000 reserve</u>
Civilian employees	<u>3,900 to 4,100</u>
Combined	<u>59,000 to 70,000</u>

Source: websites: Global Security; City Economic Development; Camp Pendleton

7. *What percentage of the City is unemployed?* 3.4 to 4.4%

Source: Census 2000 website; Venturi Staffing Partners (October 2004) website

8. *What is the median family income in the City?*

Adjusted for inflation (1999 \$)	<u>\$50,406</u>
Not adjusted for inflation (current 2004 \$)	<u>\$56,285</u>

Source: SANDAG (January 2004) website

9. *What percent of the families with children under 18 in the City have incomes that are below the poverty line?* 8.2%

Source: Census 2000 website

10. *Does the City's population change widely during different seasons?*

1,451 housing units are "for seasonal, recreational, or occasional use", or 2.4% of housing

Source: Census 2000 website

<i>11. What sources of information are available to people in the City? (in 2004)</i>	<i>How many? (at least)</i>
Local newspapers available in the City	<u>15</u>
Local radio stations received in the City	<u>14</u>
Local broadcast & cable TV stations received in the City	<u>15</u>
Bookstores	<u>12</u>
Video Stores	<u>21</u>
Music stores	<u>4</u>
Local community access cable received in the City	<u>3</u>
Internet service providers (ISPs) with dial-up (760 area code) or other access available in the City	<u>500</u>
Other sources (community organizations, etc.) with offices or presence in the City	<u>600</u>

Source(s): SD Union-Tribune, Switchboard, KOCT, Daniels CableVision, and "The List" (ISPs) websites, *FinderBinder*, ReferenceUSA database

Which of the above sources provide information in languages other than English? 11 Spanish;
2 Tagalog; regional publications for Chinese, Asian/Pacific Islander, Russian, Korean,
and Vietnamese communities also available.

Source: *FinderBinder*

15. *What percent of the people in the City age 25 and older have at least a high school diploma or GED?* 81 %

Source: SANDAG and Census 2000 websites

NOTE: In SD County in 1990, 81.9% of the population age 25 and older had a high school diploma or GED

What percent of residents age 25 and older have at least 2 years of college? 31 %
at least 4 years of college? 23 %

Source: SANDAG, Census 2000, Counting California, Univ. of Calif. Websites

16. *How many social service providers are located in the City? (in 2004)*

Nursing Homes (extended care)	<u>11</u>
Day-care centers	<u>43</u>
Shelters/halfway houses/drug treatment centers	<u>26</u>
Youth and recreational centers	<u>12</u>
Other (list)	<u>18</u>

American Red Cross 24/7 Emergency Relief; CCCS of San Diego County; Educational Enrichment Services; Interfaith Community Services; Legal Aid Society of San Diego; Lutheran Society of San Diego; MAAC Project; Meals on Wheels of Greater San Diego; Partnerships with Industry; WIC; ARC of San Diego; North Coastal Service Center; Mission San Luis Rey Parrish; SD County Jobs for Progress; California Rural Legal Assistance, Inc.; Canine Companions for Independence; Mira Costa College: Adult Learning Programs

Source: Directions ; 2004-2005 Directory of Agency Services, United Way of SD Co. website

17. *Estimate the number and types of organizations in the City (service groups, clubs, etc.) in 2004*

	<u>135 special interest, business, fraternal</u>
	<u>29 service, religious, cultural</u>
	<u>335 churches in 42 categories / denominations</u>

Source: San Diego Source Book (Winter 2004);Oceanside Chamber of Commerce

18. *How many households in the City **do not** own computers?* 16-19%

Source: San Diego Regional Technology Alliance (2003)

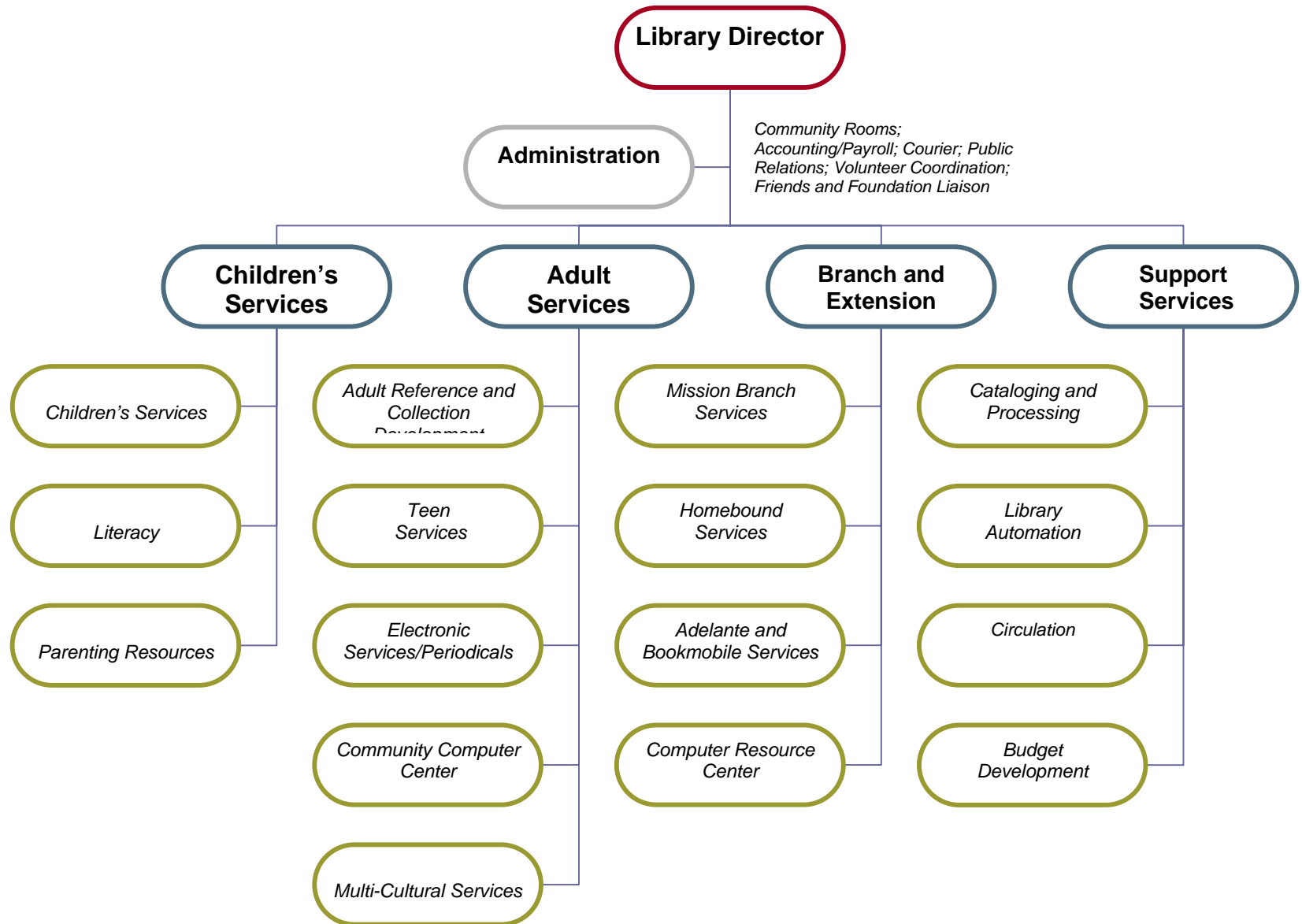
19. *How much of the City's population over 16 years old is illiterate?* 24%

Source: San Diego Council on Literacy, 2000
NOTE: SD County rate was 22% in 2000

20. *How many homeless people are in the City? (in 2004)* 1,098

Source: Regional Task Force on the Homeless, Report on Oceanside

Library Functional Organization



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