



SAN DIEGO COUNTY LIBRARY 2007-2012 STRATEGIC PLAN

Intro

Over the course of the last two years, San Diego County Library staff have held workshops, staff retreats and community meetings to refine the library's mission and to develop a comprehensive strategy plan that fulfills that mission. Based on input from staff and the community at large, the Executive Team has developed an extensive five year work plan that captures all the goals and objectives from those forums. The Executive Team is now refining this plan by adding relevant performance measures, targets and timelines to the goals and objectives contained therein. This document is a synthesized version of that comprehensive work plan and contains key strategic goals, objectives and performance measures. The next steps will be to implement this plan and monitor the department's progress towards successfully completing the objectives that meet the goals contained in this plan.

Purpose

The San Diego County Library (SDCL) has been tasked with creating a performance management system that outlines the department's vision, mission, strategic goals and the operational objectives it needs to accomplish in order to carry out the mission of providing excellence in public service. This approach is intended as a management tool to assist the department in managing, monitoring and threading its strategy plan. This system aligns with and supports the County's General Management System, Strategic Plan, Required Disciplines and Operational Plan.

Mission

Provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and lifelong learning.

Guiding Principles

- Responsiveness – Being proactive in identifying the needs and responding to the changing look of our communities
- Accessibility – Eliminate barriers so that all community members may have full access to library resources
- Communication – Connect with our diverse community in creative and proactive ways to let them know how the library can enrich and improve their lives
- Inclusiveness – Respect and celebrate the diversity of the communities we serve
- Teamwork and Collaboration – Partner with community, government, businesses, and cultural groups to strengthen and enrich our communities

Focus Areas

- Collections
- Programs and Services
- Partnerships & Collaboration
- Community Relations
- Facilities
- Information Technology
- Staffing
- Funding

Strategic Goals/Operational Objectives

COLLECTIONS

Goal: Create a community of readers and learners by maintaining easily accessible collections that educate, entertain, challenge, empower, and respond to the needs and interests of a dynamic community.

Objectives:

1. Revise the materials collection and selection policy and plan so that it aligns with the new vision, mission and philosophy
2. Evaluate & recommend county materials budget for collections
3. Evaluate, recommend and implement San Diego Circuit concept with SDCL partners
4. Evaluate plan to expand a Native American special materials collection
5. Build a Women's Resource Center – Susan G. Komen and related programs
6. Increase circulation of library materials in FY 2005-2006
7. Review & recommend a materials budget to support school curriculum – school/class sets
8. Implement a patron material request form for community to give input to selection process

Key Performance Measures:

TBD

PROGRAMS AND SERVICES

Goal: Formalize and monitor a process to expand, innovate and manage programs and services consistent with its mission, guiding principles and all available resources, targeting value-added public services and responsiveness to the community's diverse economic, social, educational and cultural life.

Objectives:

1. **Facilitate creation of a safe, happy and healthy kids initiative with community agencies**
 - Address and prevent the harmful effect on youth of exposure to violence and neglect
 - Review and plan expansion of homework help centers: provide tutoring service
 - Investigate, assess and recommend plan to develop a “Homework on Wheels” mobile unit to reach children unable to utilize in-branch homework help services
 - Review and plan expansion of ongoing after school programs at six branch libraries
 - Develop & Implement a Teen Services Plan
2. **Support families with children as they transition from welfare to work and seek self-sufficiency**
 - Establish a North County Literacy Center
3. **Create enriching experiences to engage youth and their families in activities that will help them reach their full potential as adults.**
 - Increase 2006 youth Summer Reading enrollment
 - Conduct “Born to Read” mom and baby story times and provide supporting materials in collection
 - Provide puppetry road shows
 - Enhance/expand/export toddler times
 - Increase delivery of Spanish/English bilingual story times
 - Develop and publicize a web page of resources for home schooled kids (see also IT)
 - Review adult program plan specific to community interests (computer classes/training)
 - Review and expand “Noche de Familia” program
4. **Safeguarding Our Environment and Quality of Life**
 - Establish a recycling program with county agencies and independent community partners
 - Implement facilities review for building green facilities
 - Raise awareness of environmental science in lives of children and families through programs and promotional materials
 - Create environmentally focused bibliographies for youth, teens, adults
5. **Promote Health and Wellness**
 - Assess current programs and services
 - Increase number of adult programs
 - Establish business reference center @ County Library
 - Support emergency preparedness and the County’s Business Continuity Planning program
 - Create SDCL Native American oral history video: “¿De donde Eres?”

6. **Maintain efficiency through continuous efforts to improve and innovate.**
 - Develop real-time access to statistics
 - Establish self-service reserve pick up system at branches
 - Complete SDCL organization chart and work assignments (phase I)
 - Research Books by Mail Program & NetFlix model
 - Review and recommend a kid safe, web guided access policy & procedures
 - Develop outreach programs with community partners in each community promoting use of library (library card campaign plus), pediatric intervention program, mobile library visits to nurseries, visiting new moms at hospitals, schools/Headstart, health care centers, housing, tribal health centers

Key Performance Measures:

TBD

PARTNERSHIPS & COLLABORATION

Goal: Develop partnerships with the broadest possible spectrum of community organizations. In doing so, we will build strong communities, support economic development and enhance educational, informational and cultural development.

Objectives:

1. Create Partnership Plan and protocol
2. Every library has a relationship with schools/education providers
3. Develop plan for quarterly SDCL and school visits and cooperation to increase outreach to local schools
4. Conduct annual school visits every fall and develop spring/summer reading clubs
5. Investigate, recommend and purchase for school license to remotely access San Diego County Library databases
6. Development of e-mail database of educators to keep them informed of new library resources available to support curriculum
7. Inform/cooperate with county departments and agencies on library services available to them as county employees and to the community. Report at CAO Quarterly Reviews
8. Plan information services for internal County departments
9. Meet with Library Friends of San Diego County (LFSDC) monthly and quarterly to strategize and strengthen partnerships. Include Lunch with the Director
10. Create master list of SDCL partners and resources
11. Build Native American partnerships - collections, training, partner libraries
12. Email blasts: publicize Native American "Living Archives" oral history project
13. Partner with Friends of the Library (FOL) to conduct a strategy planning workshop

Key Performance Measures:

TBD

COMMUNITY RELATIONS

Goal: Increase awareness in all demographic groups of the myriad of learning opportunities, facilities, technologies, services, programs, and resources available through the Library and to our community of library users.

Objectives:

1. Develop a Marketing & PR plan RFP for SDCL “Libraries of the Future”
2. Create, define and outline mission and workplan for Community Relations Office
3. Upgrade and expand web page capability and marketing materials for non-English speaker
4. Create and implement standardized SDCL annual report – virtual and hardcopy
5. Maintain 4.75% departmental customer satisfaction rating in County’s Customer Satisfaction Survey program
6. Build contacts and resource list for individual non-English language support/translation in Community Relations Office to be used system-wide (thread with ROV’s certified translators)
7. Create SDCL Development Office and Staff plan for fund raising purposes
8. Develop speakers bureau contact list of SDCL staff by specialization

Key Performance Measures:

TBD

FACILITIES

Goal: Manage facilities in a way that expands capacity, builds community, facilitates access, and fairly responds to demographic growth and diversity.

Objectives:

1. Develop & implement a facilities plan
2. Continue and define timeline for implementation of results of FY 2004-05 Ergonomic Evaluations of all work sites
3. Review, assess and recommend action for acoustical issues at three branch libraries (Cardiff, RSD and Solana Beach)
4. Develop lighting efficiency analysis at 12 target branch libraries
5. Partner with developer on construction of 4S Ranch Branch Library

6. Partner with City of La Mesa and Department of General Services to create interim library
7. Create 4 'Libraries of the Future' models in Year 1 (self-check and technology focus)
8. Build SDCL Literacy centers In Vista
9. Build self-sort book returns in all new and remodeled buildings
10. Conduct security audit of all SDCL facilities
11. Assess, plan and recommend action with regard potential 3rd bookmobile service for County or E-Bus
12. Community Room – keyed for after hours
13. Reconfigure El Cajon branch to utilize a “marketplace” model to provide greater self-service in a customer-friendly, bookstore-like environment

Key Performance Measures:

TBD

INFORMATION TECHNOLOGY

Goal: Improve efficiency and public access by improving internal and external processes that expand use and utility of the myriad of library resources available on-line and in the library.

Objectives:

1. Develop a Technology Plan that takes advantage of state-of-the-art innovations to optimize service delivery
2. Initiate e-government on-line bill payment
3. Envisionware - implementation of PC reservation software
4. Wireless capability/hotspots – outline implementation, timeline
5. Develop/implement self-check machine service
6. Redesign, upgrade and expand SDCL On-line Web page
7. Assess, select and implement software for centralized-floating collection
8. Build current monthly circulation report into annual circulation report for internal and external use
9. Build electronic market plan
10. Build IT backbone for 2nd literacy center at Vista
11. Participate in County wide Wireless Initiative Committee, the County-wide IT Point of Contact Work Group and the Architectural subgroup
12. Plan, evaluate and implement a technology audit to expand capacity and enhance access to available County Library technology assets
13. Establish standing SDCL Technology Team to meet quarterly and assess and recommend future technology initiatives: i.e., blog linkages and portable wireless laptop labs in branches and bookmobiles

14. Electronic suggestion box to allow customers to submit requests for library materials
15. Develop Teen's tech plan for Teen Centers
16. B&T automated processing Z39.5 (Establish model at Ramona)
17. Establish a portable computer lab @ Ramona
18. Review, recommend and implement a cashiering & print control system
19. Evaluate, recommend and implement a Smart Card system
20. Evaluate, recommend and implement a Web-X training program
21. Plan for community technology centers in libraries
22. Establish meta search (single search strategy for all library services) for paid database searching & catalogs
23. Build ADA PCs into all libraries in 5 years

Key Performance Measures

TBD

STAFFING

Goal: Manage workforce development to allow staff to grow professionally, maximize staffing efficiency and effectiveness, and identify diverse and creative ways to use volunteers.

Objectives:

1. Complete branch restructure for all three regions
2. Formalize, document and expand staff 'Grow Your Own' initiative
3. Expand Survival Spanish training
4. Assess, plan and implement "SDCL University" – The Learning Organization - a self-help initiative for library staff to improve library and customer services
5. Develop Recruitment Plan
6. Communicate and thread Strategy Plan
7. Revise and expand Employee Recognition Program
8. Facilitate reduction of workplace injuries and workers' compensation costs
9. Update emergency manuals and disaster planning procedures
10. Conduct 3 'All Hands' workshops
11. Write and integrate Diversity Plan into Strategic Plan
12. Online training (external)
13. Provide open communication to all staff by sharing Executive Team meeting minutes and Principal Librarian meeting agendas and minutes
14. Establish Branch Operations Manager and Branch Librarian meetings
15. Develop Volunteer Plan

Key Performance Measures:

TBD

FUNDING

Goal: Implement prudent, innovative financial management and fundraising strategies, enabling the County Library system to sustain and enhance the quality collections, programs, services, facilities, staffing, and technology for which the library is recognized across the nation.

Objectives:

1. Increase by 5% the percentage of resources spent on direct services
2. Build 2 – 5 year funding plan (build Finance Office retreat target into this)
3. Offer training to SDCL staff by Budget and Financial Services (BFS) Department
4. Convert BFS forms on-line

Key Performance Measures:

1. Monitor expenditures and reimbursement in SDCL and make adjustments to the budget, expenditures, and revenues to allow maximum expenditures of funding while maintaining a management reserve of 5%, meeting Quality First goals, and responding to Board of Supervisors direction.
2. Develop and distribute monthly program reporting and narrative to allow program managers to monitor expenditures and develop plans to stay within their budget.
3. Budget and Financial Services will provide a minimum of three trainings to SDCL staff on requisitions/petty cash/budget development/budget monitoring in the current year.
4. Ensure that 14% of the SDCL base budget (not including designated County General Funds) is used for purchase of library Materials
5. Allocate 10% of the SDCL base budget for Information Technology support for the library.
6. Fund replacement of current barcode and security strip technology with a Radio Frequency Identification Device system.
 - Phase 1 – analysis of improved efficiencies, approval of procurement, definition of system requirements, and procurement of the RFID system – by June 2007
 - Phase 2 – installation of RFID equipment in branches, conversion of library materials, training staff – by June 2008
 - Phase 3 – evaluation of then current business procedures, development of a business improvement plan, development of a funding plan for additional automation of SDCL branch/interchange/cataloging processes – by January 2009
 - Phase 4 – implementation of additional automation based on the RFID system - TBD
7. Fund development and implementation of a Marketing Plan for SDCL
8. Fund development and implementation of a Technology Plan for SDCL
9. Support and fund the Human Resources staffing plan for SDCL
10. Support and fund the Facilities Audit for all SDCL facilities