

DRAFT

— DRAFT —

OXNARD PUBLIC LIBRARY  
STRATEGIC PLAN OF SERVICE  
2010 – 2015

**Oxnard Public Library  
Strategic Plan of Service 2010 – 2015**

**Table of Contents**

- I. Letter from the Director
- II. Mission
- III. Oxnard Community
- IV. Library History
- V. Library Services, Resources, and Events
- VI. Challenges
- VII. Strategic Issues
- VIII. Acknowledgements
- IX. Appendix

# Oxnard Public Library

## Strategic Plan of Service 2010 – 2015

### I. Letter from the Director

### II. Mission

The mission of the Oxnard Public Library is to enrich the lives of our diverse community by providing free and equal access to the resources, services, and programs that encourage lifelong learning and lead to future success.

Oxnard Public Library staff members endeavor to:

**Offer open access to all library resources;**  
**Provide quality customer service; and**  
**Lead the way to lifelong learning.**

### III. Oxnard Community

The City of Oxnard, located on the beautiful California coastline midway between Los Angeles and Santa Barbara, is one of the fastest growing cities in Southern California. The City features uncrowded beaches, major commercial and industrial centers, and prime agricultural land with agriculture being a vital and dynamic component.

As with many California communities, Oxnard's population of 197,067 is diverse. The California Department of Finance estimates the following breakdown as of January 2009: Hispanic 70%, Caucasian 14%, Asian 8%, African-American 4%, Hawaiian/Pacific Islander 3%, and American Indian 1%.

### IV. Library History

In 1907, the Oxnard Public Library opened its doors on what is now the corner of C and Fourth Streets in a building funded by the Andrew Carnegie Foundation. In 1909, the library opened deposit stations, which later became branches, in the areas of Port Hueneme, Moorpark, Saticoy, Camarillo, Somis, and Santa Susana. The Ventura County Board of Supervisors dissolved this arrangement in 1915 with the establishment of the Ventura County Library System which provided service to the aforementioned cities. The City of Oxnard leaders at that time decided to maintain the Oxnard Public Library as a city library, separate from the County Library System.

Several building expansions occurred over the years. Bookmobile service was introduced in 1956 and served as the library's first extension. The Main Library moved to its second location on the corner of C and Second Streets in 1963 and to its current 72,000 square-foot location at 251 South A Street in 1992. The new building provided space for additional books and audio-visual materials, meeting rooms, an amphitheater, and study rooms. During the year 2000, the library added public computers, a computer lab, and an automatic book return system.

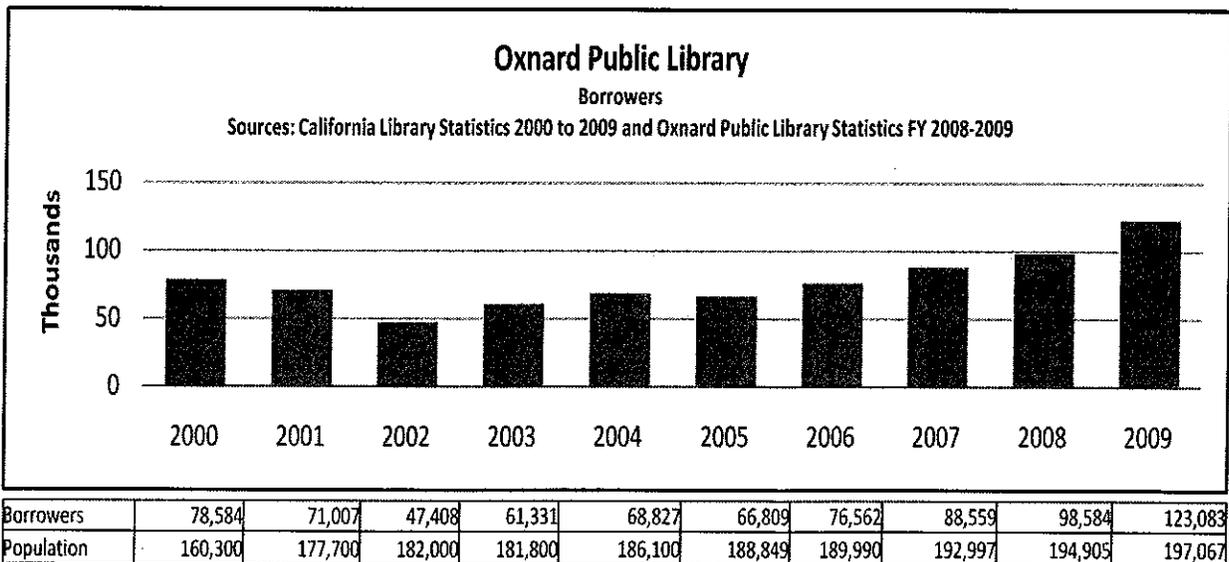
The South Oxnard Center Branch Library opened in 1989, replacing the bookmobile. In 2007, the branch was replaced by a state-of-the-art 23,000 square-foot building. The new South Oxnard Branch Library provides expanded services including a homework center, study rooms, Children’s, Teen, and Spanish-language sections, public computers, a computer lab, and a self check-in and check-out system.

The Colonia Branch Library opened in 1978. This 560 square-foot neighborhood branch provides public computers, story times, class visits, and special programs for all ages.

## V. Library Services, Resources, and Events

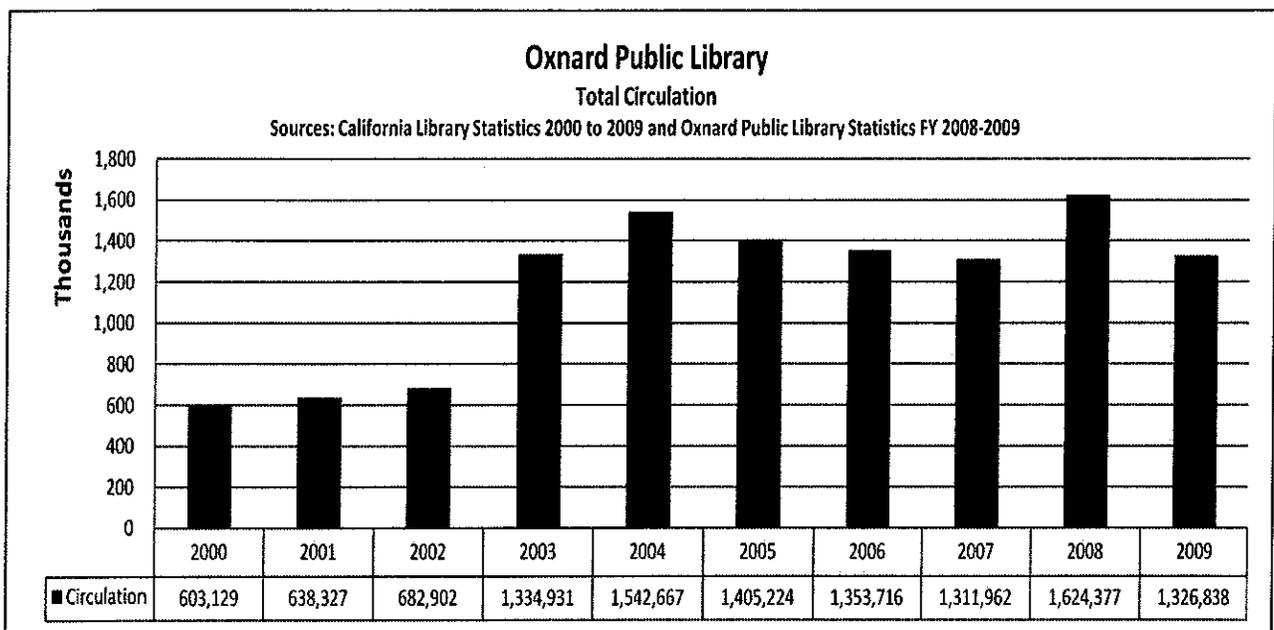
### *Oxnard Public Library Services:*

- Information assistance
- Adult literacy program
- Computer classes
- Wireless access
- U.S. Passport Acceptance Office
- Photo service for U.S. passports
- Online tutoring
- Homework assistance
- School visits
- Library tours
- Children’s story times in English and Spanish



***Oxnard Public Library Resources:***

- Almost 500,000 books, magazines, videos, DVDs, music, computer software, and audio books in English, Spanish and Asian languages
- Downloadable audio books
- Online databases
- Local history collection
- Historical photographic collection
- 91 public computers
- Computer labs
- Meeting and study rooms
- Special needs books and equipment
- Early childhood learning/play area and parenting information



***Oxnard Public Library Events:***

- Programs for lifelong learning
- Teen and children’s summer reading programs
- Year-round teen and children’s events
- Community general interest programs
- Exhibits and displays
- Guest authors

## **VI. Challenges**

Changes in technology and the economy present constant challenges for providing library services. To address these challenges, the library has set short- and long-term goals and will focus resources in the following areas:

1. Meet the evolving library needs of the residents by providing library services and programs.
2. Continue enhancing services and programs through effective cost management strategies utilizing best practices for successful public libraries. Seek additional funding sources for maintaining a viable library for the Oxnard community.
3. Employ library cost-effective best practices for implementing emergent technologies.
4. Promote the library's services and programs to all residents.
5. Promote the library as a teaching and learning organization that reflects the community's needs.
6. Evaluate the need for additional or expanded library facilities.

## **VII. Strategic Issues**

### **Issue 1: Community**

Keep the focus on the community.

(PICTURE OF LIBRARY BOARD)

The five members on the Library Board of Trustees act as library advocates on local and state issues.

(PICTURE OF OXNARD FRIENDS and BOOKIES)

The Oxnard Friends of the Library Foundation provides additional funding for the library's special events, programs, scholarships, and projects.

(PICTURE OF TEEN COUNCIL)

The Teen Councils are active in planning and supporting teen programs.

Goal 1: Obtain and assess continuous feedback from the community about library services and programs.

- Conduct ongoing formal and informal discussion sessions with residents, Library Board of Trustees, Oxnard Friends of the Library, volunteers, and library staff.
- Provide an easy to use forum for submitting feedback regarding library services and programs.
- Offer programs based on input from library users, community groups, and organizations.

Goal 2: Enhance the library's role as a community center by expanding programs and services for Oxnard residents.

- Support lifelong learning.
- Utilize homework centers in all libraries and support new technologies that foster educational pursuits.
- Evaluate alternative delivery methods for providing library services throughout the community.
- Evaluate and implement programs that contribute to the growth of the library as an essential service.

Goal 3: Provide services, resources, and programs that complement the Spanish-speaking community.

- Expand the Spanish-speaking capabilities of library staff.

Goal 4: Increase and maintain reciprocal contacts with community organizations.

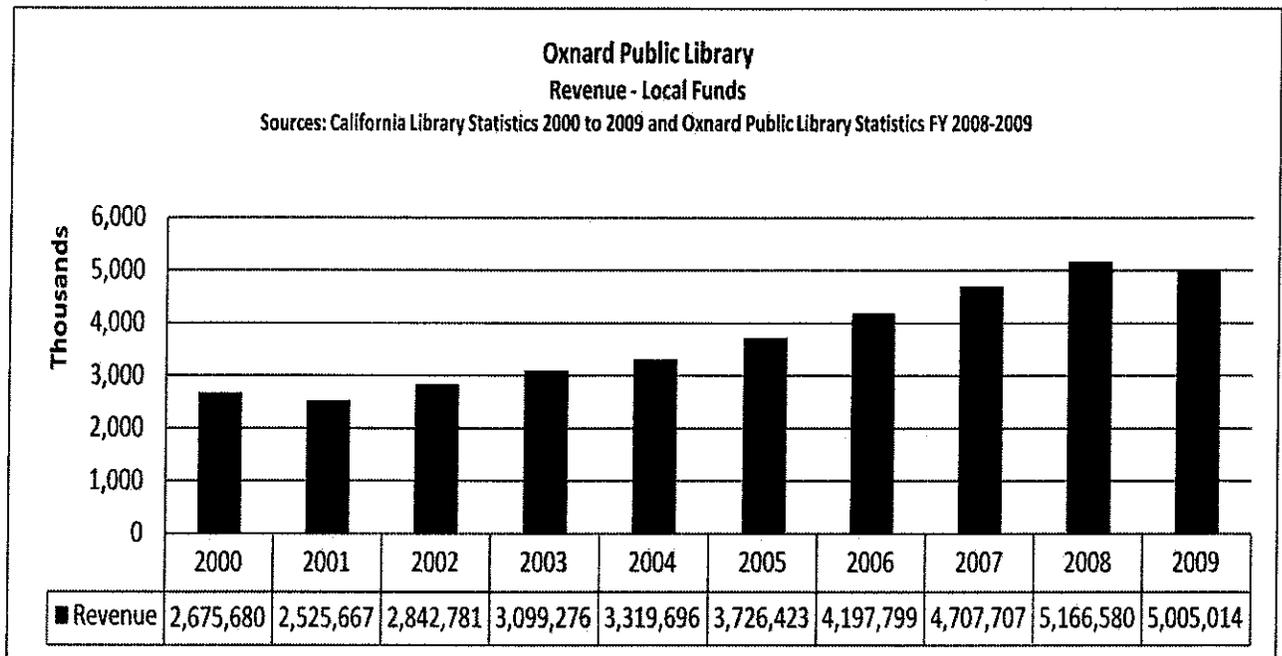
- Designate staff liaisons to communicate library issues to the community.
- Focus outreach activities to groups and organizations.
- Establish working relationships with local service clubs.

Goal 5: Strengthen existing partnerships with educational institutions and libraries.

- Build new partnerships with local college and university libraries.
- Strengthen relationships and share resources with local public libraries and schools.

## Issue 2: Finance

Continue providing essential library services and explore additional revenue sources.



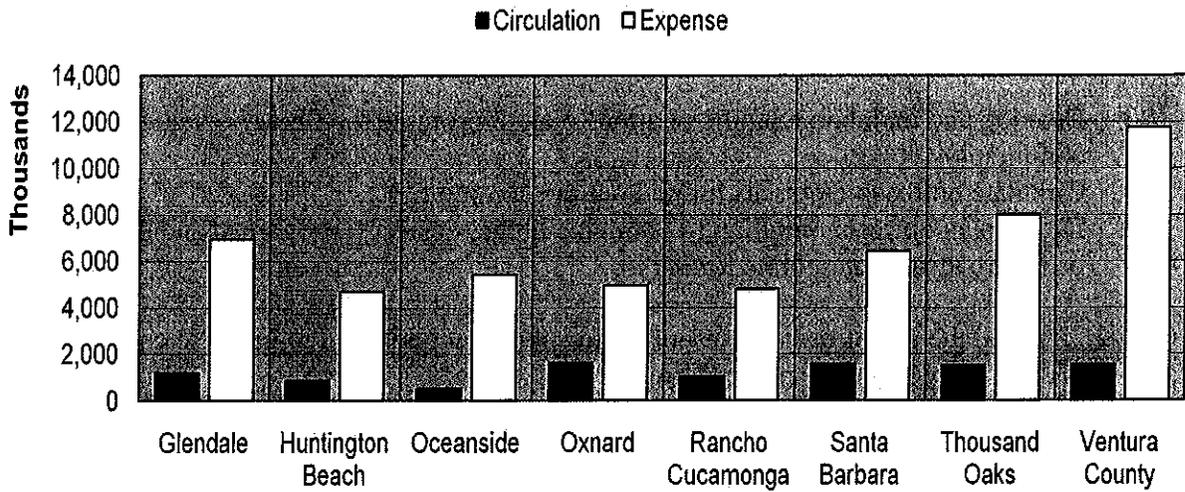
Goal 1: Look for new revenue streams and technologies for minimizing operational costs.

- Explore debt processing.
- Evaluate contemporary payment alternatives.
- Develop economic and service partnerships with area businesses and community organizations.
- Continually evaluate internal procedures that ensure efficient operations.

Goal 2: Pursue external funding opportunities for library programs and services.

- Expand funding sources including private and government grants.
- Initiate new funding sources for library operations.

**Circulation and Operating Expense**  
**Source: California Library Statistics 2009 for FY 2007-2008**



<b>Population</b>	207,157	201,993	178,806	194,905	174,308	226,549	128,650	441,679
<b>Circulation</b>	1,185,385	879,225	516,222	1,624,377	1,024,670	1,569,800	1,503,902	1,552,693
<b>Expense</b>	6,941,019	4,691,246	5,445,964	4,951,470	4,818,510	6,433,590	8,000,484	11,760,953
<b>Outlets</b>	8	5	6	3	3	9	2	15

**Issue 3: Technology**

Use current and emergent technology to support library services and electronic information resources.

Goal 1: Use technology to provide library services and support library operations.

- Maintain a vibrant and easy to navigate website.
- Continually evaluate the library’s communication and computer equipment needs to effectively provide library services to the community.
- Continuously evaluate new technologies to support and enhance library services.

Goal 2: Maintain a tactical three-year plan for library technologies that support current and future library services.

- Document the technology plan and library needs assessment for government e-rate funding and special projects.

## **Issue 4: Outreach**

Continually promote the library's positive contribution to the community.

Goal 1: Increase awareness of the library's collections, services, programs, and electronic resources through a public relations/outreach program.

- Develop and maintain a public relations plan to promote the library's value to the community.
- Circulate outreach materials throughout the community.
- Develop an outreach program to publicize library services, programs, and events using print, broadcast, and online formats.

Goal 2: Expand the use of existing resources for library support and to increase community awareness of library services and programs.

- Library Board of Trustees
- Friends of the Library Foundation
- Community events
- Online access

## **Issue 5: Change**

The library will proactively respond to the service demands that reflect the community's needs.

Goal 1: Advocate and foster electronic literacy.

- Utilize training and seminars to introduce new technologies.
- Adapt to new service demands as needs dictate.

Goal 2: Advocate and support basic literacy in the community.

- Expand the adult literacy program to learners and tutors through partnerships with local educational, business, and community organizations.
- Focus on tutoring and learning collaborative activities.
- Introduce literacy learners to library and community resources.

Goal 3: Continually evaluate library operations.

- Benchmark library operations and adopt best practices that will improve library services and programs.
- Utilize technology in the development of management tools.

## **Issue 6: Facilities**

Explore the need for new and expanded library facilities.

Goal 1: Determine the need for improvements at existing library facilities.

- Remodel and enlarge the Colonia Branch Library.
- Develop an improvement and maintenance plan for all library facilities.

Goal 2: Determine the need for additional library branches.

- Perform a city-wide feasibility study.
- Develop a library facility plan.
- Examine alternative models for delivering library services.

## VIII. ACKNOWLEDGEMENTS

This Strategic Plan of Service would not have been possible without the support and dedication of many people. Our heartfelt thanks and appreciation go to the following:

Oxnard City Council

Dr. Thomas E. Holden, Mayor  
Andrés Herrera, Mayor Pro Tem  
Dean Maulhardt, Councilmember  
Dr. Irene G. Pinkard, Council Woman  
Bryan A. MacDonald, Councilman

City Manager Edmund F. Sotelo

Assistant City Manager Karen Burnham

Oxnard Public Library Board of Trustees

Oxnard Friends of the Library Foundation

Oxnard Public Library Strategic Plan Committee

Barbara J. Murray, Library Director  
Manny Ancheta, Technology Services Supervisor  
Yvonne Harper, Circulation Services Supervisor  
Christine Kelley, Library Aide III  
Sofia Kimsey, Library Services Supervisor  
Robin Middleton, Branch Services Supervisor  
Cheryl Sims, Library Aide III  
Joanne Wack, Library Aide II  
Judy Weston, Librarian I  
Pamela Wood, Librarian II  
Kevin Young, Consultant

Oxnard Public Library Staff

Special thanks to Susan Shrope, Library Aide III, and Stacey Grose, Administrative Assistant

*A very special thank you to Kevin Young who donated his time, expertise, wisdom, and sense of humor through the lengthy process.*

# **IX. Appendix**

- **Time Lines and Resources**

**Strategic Issue 1: Community**  
Keep a community focus

**Time Line**

GOALS	2010	2011	2012	2013	2014	2015
Continuous feedback	X	X	X	X	X	X
Enhance the library's role as a community center		X	X			
Provide services, resources, and programs for the Spanish speaking community	X	X	X	X	X	X
Increase and maintain contacts with community organizations	X	X	X	X	X	X
Strengthen existing partnerships with educational institutions and libraries	X	X	X	X	X	X

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Continuous feedback	Existing		
Enhance the library's role as a community center	New Employee	\$60,000	
Provide services, resources, and programs for the Spanish speaking community	Existing	\$10,000	Friends/Operating
Increase and maintain contacts with community organizations	Existing		
Strengthen existing partnerships with educational institutions and libraries	Existing		

**Strategic Issue 2: Finance**

Continue providing essential library services and explore additional revenue sources.

**Time Line**

GOALS	2010	2011	2012	2013	2014	2015
Look for new revenue streams and technologies	X	X	X	X	X	X
Pursue external funding opportunities	X	X	X	X	X	X

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Look for new revenue streams and technologies	Existing, City Attorney	\$10,000 - \$30,000	Cost Recovery
Pursue external funding opportunities	Existing	\$20,000	

**Strategic Issue 3: Technology**  
**Use current and emergent technology to support library services**  
**and electronic information resources.**

**Time Line**

Goals	2010	2011	2012	2013	2014	2015
Use technology to provide library services	X	X	X	X	X	X
Maintain a tactical three year plan for library technologies	X	X	X	X	X	X

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Use technology to provide library services	Existing, Information Services	\$50,000	Operating
Maintain a three year library technology plan	Existing		E-rate

**Strategic Issue 4: Outreach**  
**Continually promote the library's positive contribution to the community.**

**Time Line**

GOALS	2010	2011	2012	2013	2014	2015
Increase awareness of the library through a public relations/outreach program		X				
Expand library support and community outreach	X	X	X	X	X	X

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Increase awareness of the library through a public relations/outreach program	Existing, PIO	\$10,000	
Expand library support and community outreach	Existing		

**Strategic Issue 5: Change**

The library will proactively respond to the service demands that reflect the community's needs.

**Time Line**

GOALS	2010	2011	2012	2013	2014	2015
Advocate and foster electronic literacy	X	X	X	X	X	X
Advocate and foster basic literacy in the community	X	X	X	X	X	X
Continuously evaluate library operations	X	X	X	X	X	X

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Advocate and foster electronic literacy	Existing	\$30,000	
Advocate and foster basic literacy in the community	Existing	\$60,000	Passport revenue
Continuously evaluate library operations	Existing		

**Strategic Issue 6: Facilities**

Explore the need for new and expanded library facilities

**Time Line**

GOALS	2010	2011	2012	2013	2014	2015
Determine the need for improvements at existing library facilities		X	X			
Determine need for the creation of additional library branches.		X				

**Resources**

GOALS	STAFFING	BUDGET	SOURCE
Determine the need for improvements at existing library facilities	Existing, Consultant	\$20,000	Grants and New Funding Source
Determine need for new libraries	Existing, Consultant	\$20,000	Grants and New Funding Source