

# Strategic Roadmap — FY 2014-17



Customer at Lemon Grove Branch Grand Opening on June 1, 2013

## Introduction

The Roadmap establishes a ‘game plan’ to take the library to the ‘next level’ of public service excellence. The game plan is built on a foundation that the library is a cornerstone for civic engagement and civil discourse in an increasing bifurcating community. Fundamental to that engagement is a proactive role as community convener, educator, bridge builder and catalyst for a collective vision of success in the global marketplace of ideas and economics.

## Summary of Focus Areas

In order to sustain, nurture, and expand services over the next 3 years, SDCL’s leadership has set the following strategic course:

**In that focus our target is 12 million circulation annually and 8.0 turnover per item.**

- Target goal for Fiscal Years 2014-16 = 12 million **circulation** annually and 8.0 turnover per item. **(5-4-1)**
- Increase SDCL’s **circulation** of digital books (i.e. eBooks, eAudioBooks) by 20% annually with a target of 300,000 items eCirculated by FY 2015-16. **(5-4-1)**
- Host 25,000 programs for children, adults and teens
- Target goal for branch visits by 2016-17 = 5.5 million

## The Tools to Move Us Toward These Goals

- Sdcl.org
- Quarterly – (“Knowledge Worker” training)
- Sharing the Knowledge
- Four conference presentations a year
- Bibliographic Technical Services use of Collection HQ software
- Bibliographic Technical Services use of monthly branch visits
- Monthly circulation/tracking and narrative with specific circulation (5%) goals articulated
- Core “critical hours” programming in all agencies
- Discovery Zones

### SDCL’s 5-4-1

## 5: (DNA)

Libraries build community by fostering a public

- 1) **sanctuary** that nurtures and expands,
- 2) **safer**,
- 3) **healthier**,
- 4) **prosperous**, and
- 5) **educated** communities.

## 4:

*Library Journal* has established four outcomes for measuring library success:

- 1) **circulation**,
- 2) program **attendance**,
- 3) public **internet use**, and
- 4) branch **visits**.

## 1:

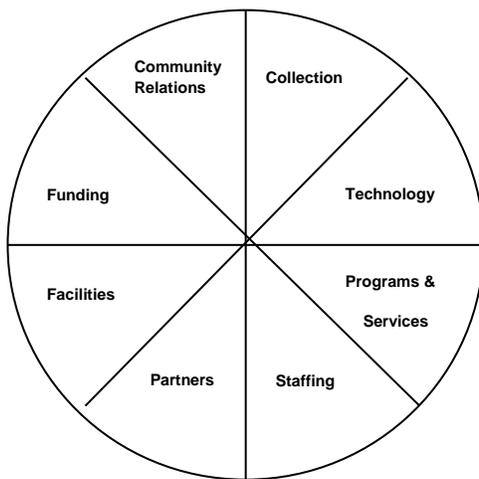
SDCL has one central mission/purpose to:

**inform, educate, inspire, and entertain.**

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**The 8 Foundational Spokes of Public Library Service Delivery**



## 1. Collection

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| <b>1.1 Lead the profession by advocating for libraries to have:</b> <ul style="list-style-type: none"> <li>• 'Right of first sale' access to library eBooks by vendors with the option for libraries to purchase all available electronic resources at equitable pricing standards.</li> <li>• One agnostic technology standard for eReading capable devices</li> <li>• Ability to provide a single, comprehensive discovery environment for its customers (ReadersFirst.org)</li> </ul> |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead; Collaborators:</b>  | Collection Development (Lead); IT Services, Program Services, Community Relations, Branch Manager Cipparrone (SDCL Representative to ReadersFirst.org coalition)   |
| <b>Goal:</b>   | Actively participate in library profession advocacy efforts to motivate vendors to develop pricing models, content availability, and technology formats for eContent that increases access for libraries and their customers.  |
| <b>Current:</b>  | Publishers, content aggregators, and technology companies have created financial and technological restrictions in how libraries may access and purchase eContent (e.g. ebooks, eReaders). This creates barriers for library customers in what materials area available to them and how they interact with this content. |
| <b>Deliverables:</b> <ul style="list-style-type: none"> <li>➔ Register and participate in national ReadersFirst.org (coalition of public libraries) initiative</li> <li>➔ Write SDCL position statement regarding libraries access to digital materials.</li> <li>➔ Participate in professional efforts (e.g. collaborations, committees) to engage in dialog with publishers and vendors who sell or distribute eContent or eContent devices.</li> </ul>                                |  |
| <b>1.2 Collection Development will create collection development plan with focus on popular collections for the next two-three years. In that focus our target is 12 million circulation annually and 8.0 turnover per item.</b>   |  |
| <b>Target Date:</b>  | July 2016  |
| <b>Project Lead; Collaborators:</b>  | Collection Development (Lead); Branch Librarian III representation   |
| <b>Goal:</b>   | Create a collection development plan with focus on popular collections for the next 2-3 years.   |
| <b>Current:</b>  | Popular materials help drive increases in circulation, and branch visits by new and existing customers. With the normalization of SDCL funding stream, the Library is now positioned to gradually restore funds for purchasing materials and assess current weeding and acquisition priorities.                          |
| <b>Deliverables:</b> <ul style="list-style-type: none"> <li>➔ Assess current weeding and acquisition priorities</li> <li>➔ Write and implement materials selection plan with focus on popular collections for the next 2-3 years. (Summary document not to exceed 3 pages.)</li> </ul>   |  |
| <b>1.3 Incremental increased funding for library materials with annual benchmarks: <span style="color: #a52a2a;">Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</span></b>  |  |
| <b>Target Date:</b>  | July 2019  |
| <b>Project Lead; Collaborators:</b>  | Collection Development (Lead); Departmental Budget Manager;  |
| <b>Goal:</b>   | Phased restoration of library materials purchasing funds over next 5 years to 14% of the library budget.   |
| <b>Current:</b>  | In order to sustain SDCL services during the years of the economic downturn, funding for purchase of library materials was decreased.  |

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| <b>Deliverables:</b>  |   |
| <ul style="list-style-type: none"> <li>➔ FY 2014/15 Funding plan for purchase of \$4.0 million in library materials</li> <li>➔ FY 2015/16 Funding plan .....\$4.5m</li> <li>➔ FY 2016/17 Funding plan.....\$5.0m</li> <li>➔ FY 2017/18 Funding plan.....\$5.5m</li> <li>➔ FY 2018/19 Funding plan.....\$5.8m</li> </ul>   |   |
| <b>1.4 E-circulation – 177,000 &gt; 250,000 annual increase by 10% a year to target of 300,000 by FY 2016-17. Develop plan to purchase, market and expand e-circulation significantly; short term (1 year) and medium term.</b>   |   |
| <b>Target Date:</b>   | July 2016   |
| <b>Project Manager:</b>   | Collection Development (Lead); Circulation Services; Branch Manager representation; Assistant Branch Manager Circulation; Program Services; Community Relations   |
| <b>Goal:</b>  | Develop a plan for increasing SDCL’s eCirculation by 10% annually.  |
| <b>Current:</b>   | eCirculation at SDCL continues to grow month-over-month—a consistent growth and opportunity for overall circulation.  |
| <b>Deliverables:</b>  |   |
| <ul style="list-style-type: none"> <li>➔ Write and implement a plan for increasing SDCL’s eCirculation by 10% annually.</li> </ul>  |   |
| <b>1.5 Community-created Content: Revisit SDCL Collection Development and Materials Selection Policy O.41 with regards to potential opportunities for SDCL to support and emphasize “connect – collect – create” content created by the public. Example: roomtoread.org This includes community-created eContent (See also 2.4) and self-published print content: Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</b> |   |
| <b>Target Date:</b>   | December 2015   |
| <b>Project Lead; Collaborators:</b>   | Collection Development (Lead); IT Services; Circulation Services; Community Relations; Regional Librarian/Principal representation; Program Services  |
| <b>Goal:</b>  | Increase access through SDCL website and WebOPAC to include self-published e-materials with new website’s core functionality (including upgrade to Sierra).   |
| <b>Current:</b>   | Content creation increasingly by-passes traditional publishers for self-publishing via the Internet. Libraries are learning institutions and repositories for their communities’ memory and foster community and knowledge development. |
| <b>Deliverables:</b>  |   |
| <ul style="list-style-type: none"> <li>➔ Revisit SDCL Collection Development &amp; Materials Selection Policy O.41 with regards to potential opportunities for SDCL to support and emphasize content created by the public in either digital (eBook) or print format.</li> <li>➔ Write and present recommendations for SDCL Executive Team's consideration.</li> </ul>  |   |



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| <b>1.6 Library-created Content: Revisit SDCL Collection Development and Materials Selection Policy O.41 with regards to potential opportunities for SDCL to support and emphasize “connect – collect – create” content created by SDCL. (See also 2.5) This includes SDCL-created eContent and self-published print content. Examples: “Desconcido”; SDCL’s Peoples Post; Human Library; teen publishing project – Madeline LAPL.: <b>Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future</b></b>   |  |
| <b>Target Date:</b>  | December 2014  |
| <b>Project Lead; Collaborators:</b>  | Program Services (Lead); Collection Development; IT Services; Community Relations; Branch Manager or Assistant Branch Manager representation   |
| <b>Goal:</b>   | Initiate projects and programs that tell the Library’s, communities’, and customer’s stories in order to create and foster community and civic engagement.   |
| <b>Current:</b>  | Content creation increasingly by-passes traditional publishers for self-publishing via the Internet. Libraries as learning institutions and repositories for their communities’ memory have unique opportunities to collect and share the community’s memory with their customers. |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Revisit SDCL Collection Development &amp; Materials Selection Policy O.41 with regards to potential opportunities for SDCL to support and emphasize content created by the public in either digital (eBook) or print format.</li> <li>➔ Write and present recommendations for SDCL Executive Team's consideration.</li> <li>➔ Virtualize Legends and living library ‘Human Library’ project</li> <li>➔ Extend the People’s Post program.</li> <li>➔ Create and implement a self-publishing project with teens, in order to engage their interest and use in libraries.</li> </ul> |  |

## 2. Technology

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| <b>2.1 Create and write a technology plan to double SDCL access to broadband and personal computation devices in the next 5 years. Clear benchmarks and strategies.</b>  |   |
| <b>Target Date:</b>  | July 2017   |
| <b>Project Lead;<br/>Collaborators:</b>  | IT Services (Lead); Facilities Services; Regional Principal representation; Librarian III or Assistant Branch Manager (LT III or IV) representation; Program Services   |
| <b>Goal:</b>   | Double the number of public use computers/laptops/devices in SDCL branches in 5 years. (3 years = 650; 5 years = 800)   |
| <b>Current:</b>  | Public use computers, laptops, devices are a critical mechanism for libraries to bridge the digital divide. 800 public use devices is a library industry standard for top lending library systems.  |
| <b>Deliverables:</b><br>→ Write a technology plan with clear benchmarks and strategies for the number of public use computers/laptops/devices in SDCL branches in 5 years.   |   |
| <b>2.2 Map plan with IT Services/CTO/HP to fully integrate mobile strategy to include use statistics: downloads (circ), use per user, foot traffic #. (See also 2.1.)</b>  |   |
| <b>Target Date:</b>  | July 2017   |
| <b>Project Lead;<br/>Collaborators:</b>  | IT Services (Lead); Regional Principal representation; Departmental Budget Manager; Community Relations (SDCL Online)   |
| <b>Goal:</b>   | Develop methods to accurately capture SDCL's virtual users' traffic online.   |
| <b>Current:</b>  | Standard performance metrics for libraries are the following: branch visits, circulation, program attendance, internet use. The Virtual Branch is visited by many online users, including mobile devices. Better ways to capture and translate online usage will assist SDCL in its strategic planning. |
| <b>Deliverables:</b><br>→ Research, evaluate and implement tools to accurately capture online and mobile usage statistics.   |   |
| <b>2.3 Tangentially, expand computation hardware to include loans of eReaders with agnostic bias preferred. iPads, Nooks and Kindles, Chromebooks doubled every year to five years target; 100 additional eReaders/tablets in three years.</b> |   |
| <b>Target Date:</b>  | July 2017   |
| <b>Project Lead;<br/>Collaborators:</b>  | IT Services (Lead); Program Services; Collection Development; Regional Principal Librarian representation; Branch Librarian III or Assistant Branch Manager (LT III or IV); Facilities Services   |
| <b>Goal:</b>   | Increase SDCL's use of eReaders/mobile devices by: 1). doubling the number of SDCL's eReaders annually until reach target; 2). pilot loaning of eReaders to customers. Target = 100 eReaders by 2017. Preferably devices are platform independent.  |
| <b>Current:</b>  | Use of eReaders and mobile devices to read materials is changing the face of how customers read and what it means to read.  |
| <b>Deliverables:</b><br>→ 100 eReaders to loan to public by 2016/17.   |   |

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| <b>2.4 Community-created Content: Use robust state-of-the-art technology (e.g. BiblioBoard) to create a mobile technologies collection plan that supports the library’s collection with special emphasis to “connect – collect – create” e-content by our residents (i.e. content created by the public) This will include mobile, and online resources and connectivity: [See also 1.5, 1.6.] Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</b>                                   |   |
| <b>Target Date:</b>  | July 2015   |
| <b>Project Lead; Collaborators:</b>  | Collection Development (Lead); IT Services; Circulation Services; Community Relations; Regional Librarian/Principal representation; Program Services  |
| <b>Goal:</b>   | Increase access through SDCL website and WebOPAC to include self-published e-materials with new website’s core functionality (including upgrade to Sierra).   |
| <b>Current:</b>  | Content creation increasingly by-passes traditional publishers for self-publishing via the Internet. Libraries are learning institutions and repositories for their communities’ memory and foster community and knowledge development.   |
| <b>Deliverables:</b>   |   |
| ➔ Develop, implement, and acquire software to facilitate integration of community-created e-materials on SDCL website and WebOPAC.   |   |
| <b>2.5 Library-created Content: Use robust state-of-the-art technology to create a mobile technologies collection plan that supports the library’s collection with special emphasis to “connect – collect” Library-created e-content. This will include mobile, and online resources and connectivity. Examples: “Desconcido”; SDCL’s Peoples Post; Human Library; teen publishing project – Madeline LAPL. [See also 1.5, 1.6.] Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</b> |   |
| <b>Target Date:</b>  | July 2015   |
| <b>Project Lead; Collaborators:</b>  | Program Services (Lead); Collection Development; Community Relations; Branch Manager or Assistant Branch Manager representation   |
| <b>Goal:</b>   | Initiate projects and programs that tell the Library’s, communities’, and customer’s stories in order to create and foster community and civic engagement.  |
| <b>Current:</b>  | Content creation increasingly by-passes traditional publishers for self-publishing via the Internet. Libraries as learning institutions and repositories for their communities’ memory have unique opportunities to collect and share the community’s memory with their customers.  |
| <b>Deliverables:</b>   |   |
| ➔ Virtualize Legends and living library ‘Human Library’ project  |   |
| ➔ Extend the People’s Post program.  |   |
| ➔ Create and implement a self-publishing project with teens, in order to engage their interest and use in libraries.   |   |
| <b>2.6 Technology Center - pilot (digital literacy labs; portable, fixed; Richard &amp; Joan Wayman Technology Center) According to 2011 United States Census, 25% of homes do not have a computer access. In summary, about 4 out of every 10 African Americans and 40% of all Latinos do not have broadband access in their homes.</b>   |   |
| <b>Target Date:</b>  | February 2015   |
| <b>Project Lead; Collaborators:</b>  | IT Services (Lead); Regional Principal representation; LEARN; Branch Librarian III or Assistant Branch Manager (LT III or IV); Program Services; Collection Development; Facilities   |
| <b>Goal:</b>   | Create digital literacy lab(s) at branches in order to offer classes and programs to customers; fully train branch staff in order to provide and support these classes and programs   |
| <b>Current:</b>  | Many library customers lack adequate computer skills to be able to independently complete online job applications, public assistance applications, or homework assignments. However, use of public Internet computer resources for instructional purposes is limited due to the high-level daily demand of these computer resources. As such, opportunities for computer instruction are limited at branches. |

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| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Create &amp; install Richard &amp; Joan Wayman Technology Center at RM by February 2015.</li> <li>➔ One digital literacy lab added to SDCL facility per year to 2017.</li> </ul>   |
| <b>2.7 Access to Digital Materials: Assess the access to digital materials for children below the poverty line and create action plan to address. (Digitalbookworld.com–when_growth_in_childrens_e-books_hits_the_poverty_line)</b> |   |
| <b>Target Date:</b>   | July 2015   |
| <b>Project Lead; Collaborators:</b>   | Program Services (Lead); Collection Development; IT Services; Community Relations; Branch Manager or Assistant Branch Manager representation; Circulation Services  |
| <b>Goal:</b>  | Create an action plan for SDCL to fund 50 kindles/Nooks/tablets by 2017 to address access to digital materials for children below the poverty line. (Target DA's asset forfeiture fund.)  |
| <b>Current:</b>   | Bridging of the digital divide begins with children. As literacy and learning institutions, libraries are positioned to reduce the divide. SDCL has launched new programs targeting children in communities of need and this continues these efforts.   |
| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Expand at-risk youth eBook clubs at SV and LA by launching new at-risk girls eBook clubs at these branches by June 2015.</li> <li>➔ Assess access to digital materials by children below the poverty line in San Diego service area</li> <li>➔ Create an action plan to address this need – short, medium and longer term</li> </ul> |
| <b>2.8 Plan, fund, and install up to 4 Automated Materials Handlers (AMH) in the next 3 years.</b>  |   |
| <b>Target Date:</b>   | June 2015   |
| <b>Project Lead; Collaborators:</b>   | IT Services (Lead); Facilities Services; Regional Principal librarian (for respective targeted branches); Branch Manager and Assistant Branch Managers (for respective targeted branches); Circulation Services   |
| <b>Goal:</b>  | Implement 4 AMH machines for SDCL locations in the next 3 years.  |
| <b>Current:</b>   | Automated Materials Handlers (AMH) are a part of SDCL's plan for continued increased efficiencies and work flow models at high volume SDCL sites.   |
| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Plan, procure, implement 4 AMH sorters at the following branches: EN, PW, AL, 4S</li> </ul>  |
| <b>2.9 Re-design SDCL website – start web design for small screen limited bandwidth to scale up - relative to size of device (i.e. Canton PL)</b>   |   |
| <b>Target Date:</b>   | July 2015   |
| <b>Project Lead; Collaborators:</b>   | Community Relations (Lead); Program Services; Branch Librarian or Branch Library Technician representation; Collection Development; IT Services   |
| <b>Goal:</b>  | Redesign the SDCL web site so that it is scalable and requires less bandwidth for customers using the site from their mobile devices.   |
| <b>Current:</b>   | Mobile devices are heavily used by customers accessing the SDCL web site. SDCL's current web site is not scalable for mobile device users, making it less convenient to use.  |
| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Redesign the SDCL web site so that it is scalable and requires less bandwidth by mobile device users. Plan implemented by 2014-15.</li> </ul>  |

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| <b>2.10 Plan, fund, install additional 24/7 Library to Go Kiosks. [See also 7.5] Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</b>   |   |
| <b>Target Date:</b>  | June 2017   |
| <b>Project Lead; Collaborators:</b>  | IT Services (Lead); Budget & Financial Services; Circulation Services; Branch Manager or Assistant Branch Manager representation; Facilities Services; Regional Principal representation  |
| <b>Goal:</b>   | Implement additional 24/7 Library to Go kiosks.   |
| <b>Current:</b>  | Successfully installed 1 kiosk at COC in 12/2013. 24/7 Library to Go enables SDCL to extend library services to areas where it currently doesn't and with a 24/7 availability.  |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ Plan, procure, install two 24/7 Library to Go units: <ul style="list-style-type: none"> <li>○ COC (District 4): completed December 2013</li> <li>○ Bonsall (District 5): completed by July 2014.</li> </ul> </li> <li>➔ Assess and evaluate effectiveness and efficiency of units with report to SDCL Admin by January 1, 2015.</li> <li>➔ Contingent upon positive assessment, plan to add 3 new units by 2017. <ul style="list-style-type: none"> <li>○ Escondido/unincorporated County (District 3): completed by July 2015</li> <li>○ TBD (District 1): June 2016</li> <li>○ TBD (District 2): June 2017</li> </ul> </li> </ul> |   |
| <b>2.11 Explore and plan 3-year implementation of smart and credit card payment at SDCL.</b>   |   |
| <b>Target Date:</b>  | June 2017   |
| <b>Project Lead; Collaborators:</b>  | IT Services (Lead); Budget & Financial Services; Circulation Services; Branch Manager or Assistant Branch Manager representation; Regional Principal representation   |
| <b>Goal:</b>   | Increase customers' ability to use non-currency to pay (or pre-pay) for fines and fees by: 1). Implement system for customers to be able to use their credit cards when conducting in-branch, in-person transactions; 2). Implement system for customers to be able to pre-pay/add value to "smart" library cards.    |
| <b>Current:</b>  | Customers may pay their fines and fees by credit card if they logon to the SDCL web site (both at-home and in-branch). However, customers are not able to conduct these transactions with a live person at the branch. And, SDCL does not have a mechanism for customers to pre-pay value onto "smart" library cards. |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ Research, plan, and implement in-branch, in-person credit card payment system in SDCL branches, 2016-17.</li> <li>➔ Research, plan, implement "smart" library card system in SDCL branches, concurrent with 2016/17 revenues.</li> </ul>  |   |

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| <b>2.12 Increase library accessibility through usability upgrade of Innovative <i>Millennium</i> software to Innovative <i>Sierra</i> platform: Departmental AUDACIOUS GOAL—Connect Collect Create to 24/7 library of the future.</b> |  |
| <b>Target Date:</b>   | June 2016  |
| <b>Project Lead;<br/>Collaborators:</b>   | Deputy Director Ohr (Lead); Acting IT Manager Ibarra (Lead); Circulation Services; Bibliographic & Technical Services; Business & Financial Services; Community Relations (SDCL Online)  |
| <b>Goal:</b>  | Increase access to library resources by improving the effectivity and efficiency of current library ILS (Integrated Library System). Sierra is Innovative's web-based ILS software product, which includes efficiencies and flexibilities available with this upgraded platform, particularly with the staff modules of the system.  |
| <b>Current:</b>   | SDCL migrated to the Innovative Millennium client-based ILS software in 2004 and has implemented several Innovative upgrades since that time. SDCL'S HP-hosted Millennium server has database (Oracle) and operating system (Solaris) software versions that are no longer supported by these respective software vendors.   |
| <b>Deliverables:</b>  |  |
|   | <ul style="list-style-type: none"> <li>➔ Prepare library database set for migration from current Millennium/HP server to upgraded Millennium/HP server and subsequent transfer to Innovative-hosted server in Dublin CA.</li> <li>➔ Migrate library ILS from current Millennium server with unsupported database (Oracle) and server software (Solaris) to upgraded Millennium/HP server and subsequent migration to Innovative-hosted server with Sierra platform.</li> </ul> |

### 3. Programs & Services

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| <b>3.1 Uniform protocol for measurement, reporting and schedule for 4 service metrics (web access, circulation, programs and door count.). Circulation (virtual/print), programs attendance (include outdoor programs in door count!), web access – we need quarterly and monthly snapshots.</b> |   |
| <b>Target Date:</b>  | June 2015   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Community Relations; IT Services; Regional Librarian representation; Departmental Budget Manager; Circulation Services; Collection Development   |
| <b>Goal:</b>   | Create and implement a uniform protocol for how, when, what is captured for professional standards by SDCL.   |
| <b>Current:</b>  | In order to ensure that SDCL is consistently and completely capturing its 4 industry measures (circulation, program attendance, visits, Internet use), creation of a uniform protocol for reporting and capturing these metrics is needed. This will also enable SDCL to set strategic targets and goals, as well as, identify gap areas and opportunities in services and programs.  |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Assess data points and statistics that qualify for industry metrics.</li> <li>➔ Identify gap areas and opportunities in SDCL programs and services based upon SDCL's statistics.</li> <li>➔ Develop and implement a plan for how, what, when is reported to staff, customers, and (as needed or required) industry/organizations.</li> </ul> |
| <b>3.2 Develop systems approach to signature programs and calendar: include all 33 branches and 2 bookmobiles and Literacy program (i.e., Occasions to Celebrate)</b>  |   |
| <b>Target Date:</b>  | July 2015   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Community Relations; Regional Librarian representation; Branch Manager or Assistant Branch Manager Representation; Facilities; Budget & Financial Services   |
| <b>Goal:</b>   | Develop and implement a plan for signature programs and master "calendar" of library activities that utilizes a systems approach and incorporates all SDCL locations, including LEARN, and bookmobiles.   |
| <b>Current:</b>  | Development of signature programs at branches has been organic. As the signature program has matured, SDCL is in a position to review and develop a more systematic approach and strategic assessment and implementation.   |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Assess SDCL's signature program and library events offered.</li> <li>➔ Develop and implement a plan that sets a strategic and system-wide approach to Signature Events and their scheduling in the context of the overall SDCL "calendar" of activities.</li> </ul>  |
| <b>3.3 Create a program plan to include branch standards (i.e., signature, program/day, storytime hours daily, bilingual / bicultural.)</b>  |   |
| <b>Target Date:</b>  | July 2014   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Community Relations; Regional Librarian representation; Branch Manager representation  |
| <b>Goal:</b>   | Create and implement a program plan to include branch benchmarks for programming (e.g. Signature Series, # programs/day, storytime hours daily, etc.)   |
| <b>Current:</b>  | Branch programming has developed organically. With the evolution of best practices and program successes, SDCL is positioned to establish overall branch benchmarks for programming levels.   |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Assess branch and programming statistics to identify baseline benchmarks.</li> <li>➔ Create and pilot branch benchmarks in selected locations in order to evaluate, obtain input, and adjust as needed.</li> <li>➔ Develop and implement SDCL program plan that includes branch programming benchmarks.</li> </ul>                           |

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| <b>3.4 Plan, recruit, and set agenda timeline for a quarterly program services – focus/advisory group.</b>  |  |
| <b>Target Date:</b>   | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>   | Program Services (Lead); Regional Librarian representation; branch staff/managers representation; Community Relations; Collection Development; IT Services; Circulation Services; Facilities Services; LEARN   |
| <b>Goal:</b>  | Establish quarterly Program Services focus/advisory group meetings.  |
| <b>Current:</b>   | Branch programming has developed organically. Establishment of quarterly focus/advisory group meetings provides a means to strategically and systematically shape and focus SDCL's programming in a holistic manner.   |
| <b>Deliverables:</b>  |  |
| <ul style="list-style-type: none"> <li>➔ Plan, recruit, and set agenda timeline for quarterly program services focus/advisory group.</li> <li>➔ Establish schedule for these meetings.</li> </ul>   |  |
| <b>3.5 Assess, plan and articulate strategy for programs and services, civic engagement agenda.</b>   |  |
| <b>Target Date:</b>   | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>   | Program Services (Lead); Regional Librarian representation; Branch Manager; representation; Community Relations; Collection Development; Facilities; IT Services; LEARN  |
| <b>Goal:</b>  | Implement a strategy for programs and services that incorporates a civic engagement component. (Vision, bridge, catalyst, convener, educator.)   |
| <b>Current:</b>   | Branch programming has developed organically. With the evolution of best practices and program successes, SDCL is positioned to establish overall branch benchmarks for programming levels.  |
| <b>Deliverables:</b>  |  |
| <ul style="list-style-type: none"> <li>➔ Assess SDCL's civic engagement focused programs and library events offered.</li> <li>➔ Develop a strategy for programs and services that have a civic engagement component.</li> <li>➔ Incorporate this strategy into SDCL's plan for Programs and Services.</li> </ul>  |  |
| <b>3.6 Staff Innovation Fund Project – Connection between staff &amp; customers: Examples: After school academies; enrichment classes; “gap” for university bound; piano classes, dance (Ballet Folklórico); student plan; teaching peers, after-school tutoring</b>  |  |
| <b>Target Date:</b>   | July 2016  |
| <b>Project Lead;<br/>Collaborators:</b>   | Program Services (Lead); Regional Librarian representation; Branch Manager; representation; Community Relations; Collection Development; Facilities; LEARN representation  |
| <b>Goal:</b>  | Implement a strategy for programs and services that has a strong children and teens learning (afterschool) component.  |
| <b>Current:</b>   | Development of programs at branches has been organic. SDCL is in a position to review and develop a more systematic approach and strategic assessment and implementation. SDCL has successfully launched programs focusing on increasing literacy and education of school-aged children (e.g. Vista Academy, Multiplication League, 1 <sup>st</sup> Grade at the Library). |
| <b>Deliverables:</b>  |  |
| <ul style="list-style-type: none"> <li>➔ Assess SDCL's school-aged literacy and education focused programs and library events offered.</li> <li>➔ Develop a strategy for programs and services that have a strong children's and teens literacy component.</li> <li>➔ Incorporate this strategy into SDCL's plan for Programs and Services.</li> <li>➔ Implementation: <ul style="list-style-type: none"> <li>○ 2 libraries: year 1</li> <li>○ 4 libraries: year 2</li> </ul> </li> </ul> |  |

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| <b>3.7 Create a programs and services plan. Leverage SDCL – Entrepreneurial and intellectual capital to build framework for new programs and service models. Examples: imagine (create) renew, teen chess tournament, Battle of the Bands, Teen Film Making, Writers fair, Arts – gallery – fair, Ethnic showcase (African?), Occasions to Celebrate.</b>  |   |
| <b>Target Date:</b>  | July 2015   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Regional Librarian representation; Branch Manager; representation; Community Relations; Collection Development; Facilities; IT Services  |
| <b>Goal:</b>   | Implement a strategy for programs and services plan that strengthens existing innovative programs and that continues to cultivate an entrepreneurial, innovative approach to creating new programming.  |
| <b>Current:</b>  | Development of programs at branches has been organic. SDCL is in a position to more strategically shape and target its approach to programming.   |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ Develop 2 – 3 year plan to expand SDCL entrepreneurial initiatives. <ul style="list-style-type: none"> <li>○ (Summary document not to exceed 3 pages.)</li> </ul> </li> <li>➔ Assess SDCL's programming, best practices, and events offered..</li> <li>➔ Develop a strategy programs and services that strengthens existing innovative programs and that continues to cultivate an entrepreneurial, innovative approach to creating new programming.</li> <li>➔ Incorporate this strategy into SDCL's plan for Programs and Services.</li> </ul>  |   |
| <b>3.8 1). Establish Digital literacy, new Americans program. Train the Trainers; focus in stages. 2). Create &amp; Install Branch Technology Centers (digital literacy labs; portable, fixed; Richard &amp; Joan Wayman Technology Center) According to 2011 United States Census, 25% of homes do not have a computer access. In summary, about 4 out of every 10 African Americans and 40% of all Latinos do not have broadband access in their homes. [See also 2.6.]</b>  |   |
| <b>Target Date:</b>  | See deadlines below.  |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Co-lead); IT Services (Co-lead); Regional Principal representation; LEARN; Branch Librarian or Assistant Branch Manager representation; Community Relations; Collection Development; Facilities; Brenna Ring [2014 Eureka Project has tie-in]   |
| <b>Goal:</b>   | 1). Establish SDCL programs that focus on digital literacy and New Americans. Include a Train the Trainer component in these programs.<br>2). Create digital literacy lab(s) at branches in order to offer classes and programs to customers; fully train branch staff in order to provide and support these classes and programs   |
| <b>Current:</b>  | Many library customers lack adequate computer skills to be able to independently complete online job applications, public assistance applications, or homework assignments. However, use of public Internet computer resources for instructional purposes is limited due to the high-level daily demand of these computer resources. As such, opportunities for computer instruction are limited at branches. |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ 1). Assess SDCL's programming, best practices, and events offered in these areas. <ul style="list-style-type: none"> <li>○ Develop a plan that focuses on digital literacy and New Americans. Include a Train the Trainer component in these programs by July 2015.</li> <li>○ Implement digital literacy program – New Americans program. <ul style="list-style-type: none"> <li>▪ Spanish language – year 1: July 2015</li> <li>▪ Farsi language – year 2: July 2016</li> <li>▪ Arabic language – year 3: July 2017</li> </ul> </li> </ul> </li> <li>➔ 2). One digital literacy lab added to SDCL facility per year to 2017. <ul style="list-style-type: none"> <li>○ Create &amp; install Richard &amp; Joan Wayman Technology Center at RM by February 2015.</li> </ul> </li> </ul> |   |

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| <b>3.9 SAFE Cities Project – system-wide initiative to program critical hours of engagement focused on safe, educated, healthy prosperous communities. Projects can be either active or passive: [Examples: teacher in every library (active); Drop Everything And Read (active); Instant Recess (HHSA collaboration) (active); citizens’ post poster board (passive); write a card for servicemen/woman project (passive); teens teaching kids (paid) (active)]</b> |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Regional Librarian representation; branch representation; Community Relations; HHSA partner   |
| <b>Goal:</b>   | Implement a strategy for programs and services that support safe, educated, healthy, prosperous, educated communities. The SAFE cities project aligns directly with SDCL’s mission, vision, and goals.                                   |
| <b>Current:</b>  | SDCL does not currently participate in the SAFE cities project.  |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Year 1: 2 branch libraries participate by July 2015</li> <li>➔ Year 2: 2 additional branch libraries participate by July 2016</li> </ul>  |  |
| <b>3.10 Services to Underserved Populations:</b>   |  |
| 1). LBGTA Youth and Families [examples: Cyndi Lauper Foundation; PRIDE; Human Library; University of Tennessee Library Anchor Models for Bridging Diversity Achievements (LAMBDA) project]   |  |
| 2). Youth, Families, Individuals, Veterans Experiencing Homelessness [example: EN Social Worker in the Library project]  |  |
| <b>Target Date:</b>  | June 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Regional Librarian representation; branch representation; Community Relations; Collection Development   |
| <b>Goal:</b>   | 1). Establish, coordinate, expand systems plan focus on Gay, Lesbian, Transgender, Questioning, Ally youth and families.<br>2). Establish, coordinate, expand systems plan focus on youth, families, veterans experiencing homelessness. |
| <b>Current:</b>  | Development of programs at branches has been organic. SDCL is in a position to more strategically shape and target its approach to programming.  |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Assess SDCL’s programming, best practices, and events offered in these areas.</li> <li>➔ Develop a plan that focuses on Gay, Lesbian, Transgender, Questioning, Ally youth and families.</li> <li>➔ Develop a plan that focuses on youth, families, individuals, veterans experiencing homelessness.</li> <li>➔ Incorporate these strategies into SDCL’s plan for Programs and Services.</li> </ul>                         |  |
| <b>3.11 Develop a plan that formalizes SDCL’s use of SER workers (senior employment re-entry program)</b>  |  |
| <b>Target Date:</b>  | July 2017  |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Regional Librarian representation; branch representation; Community Relations; Collection Development; LEARN  |
| <b>Goal:</b>   | Formalize SDCL’s participation in the SER program through use of SER workers at branches.  |
| <b>Current:</b>  | SDCL facilities have utilized SER workers for several years. SDCL is in a position to more strategically shape and target its participation and utilization of workers.  |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Assess SDCL’s programming, best practices, and events offered in these areas.</li> <li>➔ Develop a plan that formalizes SDCL’s use of SER workers.</li> <li>➔ Incorporate this strategy into SDCL’s plan for Programs and Services.</li> </ul>  |  |

| <b>3.12 SDCL Legends Program – recognition of local elders who have quietly made a difference in their communities</b>                                   |   |
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| <b>Target Date:</b>  | July 2015   |
| <b>Project Lead;<br/>Collaborators:</b>  | Director Aponte; Deputy Director Moore; Program Services; Community Relations   |
| <b>Goal:</b>   | Recognize and celebrate local elders who have quietly made a difference in their communities in order to share their stories, experiences, and knowledge with the residents of San Diego county.  |
| <b>Current:</b>  | In the 2 years since SDCL and HHS/Aging and Independent Services launched this program, 11 original art works have been created and exhibited at SDCL branches throughout the County Diego. This has included opening night events at each branch displaying these works where the legends depicted attend and talk with event attendees.   |
| <b>Deliverables:</b>   |   |
|  | <ul style="list-style-type: none"> <li>➔ Select and interview 5 new Legends.</li> <li>➔ Fund, schedule, and exhibit Legends artworks at SDCL branches.</li> </ul>   |
| <b>3.13 SDCL Service expansion-add library hours and services:<br/>Departmental AUDACIOUS GOAL-Connect Collect Create to 24/7 library of the future.</b> |   |
| <b>Target Date:</b>  | July 2016   |
| <b>Project Lead;<br/>Collaborators:</b>  | Library Director Aponte; Deputy Director Ohr; Deputy Director Moore; Senior Departmental Human Resources Officer Smith  |
| <b>Goal:</b>   | Expand 4S Library service schedule to 7 day operations. Add (2) .5 FTE positions to 4S library staff July 2015.<br><br>Expand and add service hours at the Borrego Springs library, Alpine and Imperial Beach libraries, July 2016 and July 2017.   |
| <b>Current:</b>  | Borrego library is open 5 days/wk. and 42 total hours open: will expand to six day services and 53 total hours open.<br><br>Alpine library is open 5 days/wk. and a total of 44.5 hours open: will expand to six day services and total 53 hours open.<br><br>Imperial Beach Library 6 days/wk. and a total 53 hours open: will expand 55 hours a week and add one night a week open. |
| <b>Deliverables:</b>   |   |
|  | <ul style="list-style-type: none"> <li>➔ Add total 12 FTE positions at estimated cost of \$840,000 (fully benefitted) as follows: <ul style="list-style-type: none"> <li>○ Borrego (4.5 FTE)</li> <li>○ Alpine (3.5 FTE)</li> <li>○ Imperial Beach (.5 FTE)</li> <li>○ 24/7 Library to go (2.5 FTE)</li> <li>○ 4S library (1 FTE) [open 7 days/week]</li> </ul> </li> </ul>           |

## 4. Staffing

| 4.1 Leadership Development: Create structure to evaluate and propel talent – release potential   |   |
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| <b>Target Date:</b>  | July 2016   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services [Staff Training Fund] (Lead); SDCL HR; Principal Librarian representation; Branch Manager and Assistant Branch Manager representation                                      |
| <b>Goal:</b>   | Create a structure instrument and calendar for SDCL to evaluate, cultivate, and develop talent within its staff.  |
| <b>Current:</b>  | As 2012 Library of the Year, SDCL in an innovative, adaptable, creative organization. Staff are key to ensuring SDCL's continued successes.   |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ Assess and identify key opportunity areas and channels for identifying, cultivating, and developing talent.</li> <li>➔ Develop and implement a staffing plan that incorporates a structure for evaluating, cultivating, and developing talent.</li> </ul>   |   |
| 4.2 Standards: Establish, promote and explain professional and para-professional expectations in the 'library of the future' work plan. (See also: 3.3 programs standards.)  |   |
| <b>Project Lead;<br/>Collaborators:</b>  | Deputy Director Ohr (Lead); Program Services; Branch Librarian representation   |
| <b>Goal:</b>   | Create a program plan to include branch benchmarks for programming (e.g. Signature Series, # programs/day, storytime hours daily, etc.)   |
| <b>Current:</b>  | Branch programming has developed organically. With the evolution of best practices and program successes, SDCL is positioned to establish overall branch benchmarks for programming levels. |
| <b>Deliverables:</b>   |   |
| <ul style="list-style-type: none"> <li>➔ Professional and para-profession benchmarks to include daily: <ul style="list-style-type: none"> <li>▪ Kids story/daily</li> <li>▪ Branch: 1/bilingual/week</li> <li>▪ Circulation (programs per staff/person)</li> <li>▪ Reference/kids: 20-25 hours</li> <li>▪ Circulation: 25 hours – 30 hours circ; 5 – 10 hours programs</li> </ul> </li> <li>➔ Assess branch and programming statistics to identify baseline benchmarks.</li> <li>➔ Create and pilot branch benchmarks in selected locations in order to evaluate, obtain input, and adjust as needed.</li> <li>➔ Develop and implement SDCL program plan that includes branch programming benchmarks.</li> </ul> |   |

| <b>4.3 Org Chart: Assess, revisit and articulate a revised organization map to optimize staff and improve alignment with goals, mission and the citizens.</b> |  |
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| <b>Target Date:</b>   | July 2015  |
| <b>Project Lead:</b>  | Library Director   |
| <b>Goal:</b>  | Create a flexible, collaborative management and organizational structure that best positions SDCL to accomplish its next-level goals.  |
| <b>Current:</b>   | As a learning organization, SDCL must be adaptable, flexible, and nimble in order to anticipate and respond to changing community needs. As such, its management and organizational structure evolves in order to strategically focus its staffing resources and skills where they are most needed.  |
| <b>Deliverables:</b>  | <p>➔ Ongoing:</p> <ul style="list-style-type: none"> <li>• In view of assessment, re-write organizational chart. (4 Regionals, Assistant Director, Community Relations, Technology, strategic vision, circulation – regional libraries, literacy, branch services?)</li> <li>• Continue to flatten organizational chart, move away from hierarchy towards teams</li> <li>• Assess SDCL’s strategic goals and staff skills and talents.</li> <li>• Develop and implement a staffing and organizational structure that best addresses SDCL’s needs and strategic goals.</li> </ul> |
| <b>4.4 Create formalized intern program with LIS students (specific goals and staffing)</b>   |  |
| <b>Target Date:</b>   | July 2015  |
| <b>Project Lead; Collaborators:</b>   | Deputy Director Moore (Lead); Director Aponte; Departmental HR Officer   |
| <b>Goal:</b>  | Create a formalized internship program for LIS students with specific goals and projects, and participation targets.   |
| <b>Current:</b>   | As 2012 Library of the Year, SDCL in an innovative, adaptable, creative organization. Staff are key to ensuring SDCL’s continued successes.  |
| <b>Deliverables:</b>  | <p>➔ Create a plan for a formalized internship program for LIS students with specific goals and projects.</p>  |

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| <b>4.5 Staff Development:</b><br>1). SDCL New Staff Orientation<br>2). SDCL New Supervisor Training  |  |
| <b>Target Date:</b>  | September 2014   |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Circulation Services; Regional Principal Librarian representation; Deputy Directors   |
| <b>Goal:</b>   | 1). Orientation of new SDCL employees: Mission – Vision – Philosophy - Process and Protocol<br>2). Prepare SDCL staff new to supervising for their new role and responsibilities.  |
| <b>Current:</b>  | 1). SDCL new staff orientation went on hiatus in 2009 as a result of hiring freeze. Orientations have been conducted individually as needed.<br>2). SDCL has not previously offered training for new supervisors. County-offered training for new supervisors has limited openings for enrollment and high-demand. |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Create, develop, launch SDCL New Staff Orientation program.</li> <li>➔ Create, develop, launch SDCL New Supervisor program.</li> </ul>  |  |
| <b>4.6 Quantify, assess and evaluate Human Resources plan of work.</b>   |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Director Aponte (Lead); Senior Personnel Officer Smith   |
| <b>Goal:</b>   | To increase awareness and involvement in the SDCL library plan of service.   |
| <b>Current:</b>  | Increase effectiveness and efficiency of internal and external communications.   |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Assess and evaluate Human Resource plan of work for optimized efficiency and effectiveness as measured by internal and external customer satisfaction, productivity, and inclusivity.</li> <li>➔ Following assessment, develop plan to optimize performance and efficiency in library staff recruitment (turnaround time to hire), hiring, retention, education promotion, and general Human Resource knowledge worker training.</li> </ul> |  |
| <b>4.7 Leverage partnerships for training funding opportunities (e.g. Serra; common core training) [See also 5.4.]</b>   |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Program Services (Lead); Community Relations; Regional Principal representation  |
| <b>Goal:</b>   | Expand SDCL's training opportunities by leveraging its partnerships and collaborations.  |
| <b>Current:</b>  | SDCL sustained a budget of \$30,000/year for staff development (i.e. classes, conferences, workshops) during the economic downturn.  |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Develop a strategy for leveraging training opportunities through collaborations with SDCL community/profession partners.</li> <li>➔ Incorporate this strategy into SDCL's work plan for staff development and training.</li> </ul>  |  |

## 5. Partners

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| <b>5.1. Assessment: Review professional literature field for best practices; partner MOU/contracts assessment</b>  |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead; Collaborators:</b>  | Deputy Director Moore (Lead); Community Relations; Principal Librarian representation; Branch Manager representation; LEARN; Program Services  |
| <b>Goal:</b>   | Create recommendations for the Executive Team's consideration regarding how SDCL establishes relationships and shared projects with community partners   |
| <b>Current:</b>  | SDCL has many strong community partners. Creating a structure for how SDCL establishes relationships and shared projects with its partners will enable SDCL to be more strategic and focused towards accomplishing its organizational goals.   |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Review professional and non-profit literature for best practices.</li> <li>➔ Develop recommendations and options for an SDCL partner relationship structure.</li> <li>➔ Write and submit a report with recommendations for Executive Team's consideration.</li> </ul>   |
| <b>5.2. Write Partners Plan: Create action list to include partners program services, central to shared mission, purpose, in the context of building stronger communities.</b>   |  |
| <b>Target Date:</b>  | July 2016  |
| <b>Project Lead; Collaborators:</b>  | Deputy Director Moore (Lead); Community Relations; Program Services; Regional Principal Librarian representation; Branch Manager representation; LEARN   |
| <b>Goal:</b>   | Inventory of current partners, gaps and plan to bridge services and programs as mapped to community goals, mission and work plan towards building stronger communities   |
| <b>Current:</b>  | SDCL has many strong community partners—relationships that have developed and flourished from the ground up. As a library leader, SDCL is positioned to strategically seek and cultivate new and existing partner relationships based upon shared vision and goals.  |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Assess opportunities for strengthening partnerships with existing partners with shared mission and vision; assess opportunities for development relationships with new partners with shared mission and vision.</li> <li>➔ Develop a strategy for fostering these partnerships.</li> <li>➔ Implement a plan for achieving goals towards these relationships.</li> </ul> |
| <b>5.3. Implement Plan: Partners plan goal is to add services and access to library resources. Goal – envision longer hours, increased circulation, with partners plan fully implemented. “Hand the key to the library to the citizens...”</b> |  |
| <b>Target Date:</b>  | July 2017  |
| <b>Project Lead; Collaborators:</b>  | Program Services (Lead); Community Relations; Program Services; Principal Librarian representation;  |
| <b>Goal:</b>   | Create a partners plan that enables SDCL to leverage resources in order to increase service hours, circulation, programs, and services.  |
| <b>Current:</b>  | SDCL continues to seek ways to leverage its talent, resources, and partnerships in order to be available to the community when, how, and where the library and its services are needed.  |
| <b>Deliverables:</b>   | <ul style="list-style-type: none"> <li>➔ Macro to micro</li> <li>➔ Write and implement an SDCL partners plan that leverages use of partners in order to increase library service hours, programming, circulation, and services</li> </ul>  |

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| <b>5.4 Leverage partnerships for training funding opportunities (e.g. Serra; common core training) [See also 4.7]</b>   |   |
| <b>Target Date:</b>   | July 2015   |
| <b>Project Lead; Collaborators:</b>   | Program Services (Lead); Community Relations; Regional Principal representation   |
| <b>Goal:</b>  | Expand SDCL's training opportunities by leveraging its partnerships and collaborations.   |
| <b>Current:</b>   | SDCL sustained a budget of \$30,000/year for staff development (i.e. classes, conferences, workshops) during the economic downturn.   |
| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Develop a strategy for leveraging training opportunities through collaborations with SDCL community/profession partners.</li> <li>➔ Incorporate this strategy into SDCL's work plan for staff development and training.</li> </ul> |
| <b>5.5. Goals - Deliverables: Craft one page Volunteer Plan – Target 10% increase in volunteer participation, each of the next 3 years at the branch level.</b> |   |
| <b>Target Date:</b>   | July 2017   |
| <b>Project Lead; Collaborators:</b>   | Program Services (Lead); Community Relations; LEARN; Regional Librarian representation; Branch Manager and Assistant Branch Manager representation; Circulation Services  |
| <b>Goal:</b>  | Increase volunteer and/or service learner participation in branches by, in aggregate, 10% each year for the next 3 years.   |
| <b>Current:</b>   | SDCL has a robust volunteer program. As a leading national library, SDCL continues to seek ways to leverage partners and resources towards increasing services, hours, and programs.  |
| <b>Deliverables:</b>  |   |
|   | <ul style="list-style-type: none"> <li>➔ Create an implement a plan for increasing volunteer participation in branches by 10% annually.</li> </ul>  |

## 6. Facilities

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| <b>6.1 Articulate SDCL’s “Placemaking Philosophy to Staff, Community, Stakeholders by developing a ‘place-making’ philosophy statement in conjunction with a staff/public/Friends’ focus group and integrating integrate that statement into library’s tactical plan of work, including staff orientations/training, and programming. Examples of SDCL’s “place-making philosophy in practice &amp; design: Poet’s Patio; from porch to patio programming; Project for Public Spaces</b>  |  |
| <b>Target Date:</b>   | September 2015   |
| <b>Project Lead;<br/>Collaborators:</b>   | Facilities Services (Lead); Deputy Director Moore; Regional Principal Librarian representation; focus group comprised of (staff, public, Friends); Collection Development; Program Services; Community Relations; IT Services  |
| <b>Goal:</b>  | Create a place making philosophy statement that is integrated into SDCL’s tactical plan of work.   |
| <b>Current:</b>   | SDCL’s marketplace model is a national standard. As this program has developed organically and matured within branches, SDCL is now positioned to create an overall philosophy that is used as a part of SDCL strategic goals. |
| <b>Deliverables:</b>  |  |
| <ul style="list-style-type: none"> <li>➔ Develop a place making philosophy and ‘library of the future’ basic principles statement with the advisement of a focus group comprised of staff, public, and FOL for the Executive Team’s consideration.</li> </ul>   |  |
| <b>6.2 Inventory and assess strengths/weaknesses of all SDCL facilities and bookmobiles in view of 10 year facility expansion plan; draft capital plan in conjunction with Department of General Services (DGS) with principal focus on adding to facility footprint and efficiency, expanding ability to execute mission and purpose in alignment with staff, elected and citizens (i.e. Lakeside – at branch levels 15K, and complex e.g., RICC and Lincoln Acres.) [10+10: years built vs. years building; 10 years past – 10 years forward: compare]</b>  |  |
| <b>Target Date:</b>   | July 2016  |
| <b>Project Lead;<br/>Collaborators:</b>   | Facilities Services (Lead); Regional Principal Librarian representation (Isicson); Collection Development; Program Services; Community Relations; IT Services; Departmental Budget Manager; DGS partner                        |
| <b>Goal:</b>  | Review and assess SDCL’s facility inventory; draft a 10 year facility expansion plan.  |
| <b>Current:</b>   | SDCL is now positioned to look forward to its next goals and accomplishments in the physical embodiment of its services (expand services for the next decade, i.e. buildings, bookmobiles, and facilities)                     |
| <b>Deliverables:</b>  |  |
| <ul style="list-style-type: none"> <li>➔ Alpine, Imperial Beach first priority – discuss, prioritize Lakeside, Santee, Fletcher Hills porch (Gordy porch) \$25K – FY 2014/15, 4S Ranch, La Mesa.</li> <li>➔ Review SDCL’s facility inventory and draft an assessment of its strengths and weaknesses of all SDCL facilities and bookmobiles in view of a 10 year facility expansion plan.</li> <li>➔ Draft an SDCL Capital Plan with the principal focus of adding to facility capacity footprint and efficiency that will expand the library’s ability to execute mission and purpose in alignment with staff, elected and citizens for the next 10 year capital cycle.</li> </ul> |  |

## 7. Funding

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| <b>7.1 Library will restore materials budget to 10% of current operation plan, to increase capacity and greater access (target 2015/16). Library will bring budget back from lows and re-commit 14% of budget to materials in 5 years.</b>  |   |
| <b>Target Date:</b>   | June 2014   |
| <b>Project Lead;<br/>Collaborators:</b>   | Departmental Budget Manager (Lead); Collection Development; Circulation Services; Program Services; Principal Librarian representation  |
| <b>Goal:</b>  | Phased increases in SDCL's materials budget with a goal to re-commit 14% of SDCL's budget to materials in 5 years.  |
| <b>Current:</b>   | SDCL reduced its materials budget in order to sustain library services during the economic downturn. As the economy improves, SDCL is positioned to gradually restore materials spending. |
| <b>Deliverables:</b>  |   |
| <ul style="list-style-type: none"> <li>➔ Phase IV: FY 2014-15 = \$4.6 million in materials</li> <li>➔ Phase V: FY 2015/16 = \$5 million in materials</li> <li>➔ Phase VI: FY 2016/17 = \$5.8 million in materials</li> </ul>  |   |
| <b>7.2 Review training budget and training schedule outlining clear strategy to expand training opportunities by 10% annually</b>   |   |
| <b>Target Date:</b>   | July 2015   |
| <b>Project Lead;<br/>Collaborators:</b>   | Program Services (Co-Lead); Departmental Budget Manager (Co-Lead); Regional Principal representation  |
| <b>Goal:</b>  | Expand SDCL's training budget by 10% annually.  |
| <b>Current:</b>   | SDCL sustained a budget of \$30,000/year for staff development (i.e. classes, conferences, workshops) during the economic downturn.   |
| <b>Deliverables:</b>  |   |
| <ul style="list-style-type: none"> <li>➔ Review and assess SDCL's training budget.</li> <li>➔ Develop and implement a plan for SDCL's expansion of training by 10 percent annually in correlation to quantifiable outcomes               <ul style="list-style-type: none"> <li>• \$35,000 = 2015</li> <li>• \$38,500 = 2016</li> <li>• \$42,350 = 2017</li> <li>• \$46,585 = 2018</li> </ul> </li> </ul> |   |

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| <b>7.3 Expand digital access and computation in San Diego County by adding Chromebooks/tablets/eReaders to achieve in aggregate 650 PC's in three years.</b>   |  |
| <b>Target Date:</b>  | July 2014 (plan)   |
| <b>Project Lead;<br/>Collaborators:</b>  | Departmental Budget Manager (Lead); IT Services  |
| <b>Goal:</b>   | Expand customers' access to digital resources to 650 public use computers within 3 years—within constraint of level funding.   |
| <b>Current:</b>  | Public use computers, laptops, devices are a critical mechanism for libraries to bridge the digital divide. 800 public use devices is a library industry rule of thumb for top performing library systems. 650 devices add 44% more capacity with regards to personal computing in the County Library. |
| <b>Deliverables:</b>   |  |
| ➔ Plan for funding to support increase of SDCL's public use computers/laptops to 650 within 3 years—within constraint of level funding.  |  |
| <b>7.4 Plan, fund, and install up to 4 Automated Materials Handlers (AMH) in the next 3 years.</b>   |  |
| <b>Target Date:</b>  | June 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | IT Services (Lead); Facilities Services; Regional Principal librarian (for respective targeted branches); Branch Manager and Assistant Branch Managers (for respective targeted branches); Circulation Services  |
| <b>Goal:</b>   | Implement 4 AMH machines for SDCL locations in the next 3 years.   |
| <b>Current:</b>  | Automated Materials Handlers (AMH) are a part of SDCL's plan for continued increased efficiencies and work flow models at high volume SDCL sites.  |
| <b>Deliverables:</b>   |  |
| ➔ Plan, procure, implement 4 AMH sorters at the following branches: EN, PW, AL, 4S   |  |
| <b>7.5 Plan, fund, install additional 24/7 Library to Go Kiosks Departmental AUDACIOUS GOAL—<br/>Connect Collect Create to 24/7 library of the future.</b>   |  |
| <b>Target Date:</b>  | June 2017  |
| <b>Project Lead;<br/>Collaborators:</b>  | IT Services (Lead); Budget & Financial Services; Circulation Services; Branch Manager or Assistant Branch Manager representation; Facilities Services; Regional Principal representation   |
| <b>Goal:</b>   | Implement additional 24/7 Library to Go kiosks.  |
| <b>Current:</b>  | Successfully installed 1 kiosk at COC in 12/2013. 24/7 Library to Go enables SDCL to extend library services to areas where it currently doesn't and with a 24/7 availability.   |
| <b>Deliverables:</b>   |  |
| ➔ Plan, procure, install two 24/7 Library to Go units: <ul style="list-style-type: none"> <li>○ COC (District 4): completed December 2013</li> <li>○ Bonsall (District 5): completed by July 2014.</li> </ul>  |  |
| ➔ Assess and evaluate effectiveness and efficiency of units with report to SDCL Admin by January 1, 2015.  |  |
| ➔ Contingent upon positive assessment, plan to add 3 new units by 2017. <ul style="list-style-type: none"> <li>○ Escondido/unincorporated County (District 3): completed by July 2015</li> <li>○ TBD (District 1): June 2016</li> <li>○ TBD (District 2): June 2017</li> </ul> |  |



## 8. Community Relations

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| <b>8.1 Evaluate current awards, both internal and external - expand and eliminate as effective, adding library capacity and increasing access.</b>   |  |
| <b>Target Date:</b>  | December 2014  |
| <b>Project Lead;<br/>Collaborators:</b>  | Deputy Director Moore (Lead), Community Relations; Program Services; SDCL HR Services; Regional Principal representation   |
| <b>Goal:</b>   | Assess SDCL award programs for currency in collaboration with SDCL Human Resources division, expand/revise/eliminate as effective with a target of 16 awards each year.                                |
| <b>Current:</b>  | SDCL staff recognition has both staff and management mechanisms for nominating staff.  |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Assess SDCL's current internal and external awards and make recommendations to SDCL Administration. <ul style="list-style-type: none"> <li>• (Summary document not to exceed 3 pages.)</li> </ul> </li> </ul>       |  |
| <b>8.2 Revisit SDCL brand and expand to include Mission, Purpose in that visual brand; in other words, what's next after card, job, health, prosperity, travel, dreams sanctuary.</b>  |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Deputy Director Moore (Lead); Community Relations; Program Services; Circulation Services; Regional Principal representation; Librarian I or II representation   |
| <b>Goal:</b>   | Revisit the SDCL brand and expand to include the Library's Mission and Purpose.  |
| <b>Current:</b>  | SDCL has an award winning brand. Refreshing and re-visiting the brand periodically ensures continued vibrancy and engagement by staff, public officials, customers, profession, and community members. |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Assess and evaluate the SDCL brand in order to refresh the variety of internal and external vehicles.</li> <li>➔ Create and implement an SDCL Marketing Plan that includes the SDCL Mission and Purpose.</li> </ul> |  |
| <b>8.3 Quantify, assess and evaluate Community Relations communications plan both internally and externally.</b>   |  |
| <b>Target Date:</b>  | July 2015  |
| <b>Project Lead;<br/>Collaborators:</b>  | Deputy Director Moore (Lead); Community Relations; Regional Principal representation   |
| <b>Goal:</b>   | To increase awareness and involvement in the SDCL library plan of service.   |
| <b>Current:</b>  | Increase effectiveness and efficiency of internal and external communications.   |
| <b>Deliverables:</b>   |  |
| <ul style="list-style-type: none"> <li>➔ Annually assess, recommend, write and implement Community Relations 3 year strategic plan. <ul style="list-style-type: none"> <li>• (Summary document not to exceed 3 pages.)</li> </ul> </li> </ul>                |  |