



LIBRARY STRATEGIC PLAN 2010 - 2013



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Message from the Library Director

Libraries are transformational places. When you come into your library you should feel welcome, comfortable, engaged and empowered. The Library should be a reflection of the community that we serve - the City of Huntington Beach.

The Huntington Beach Public Library wants to make sure that we continue to be a destination and a core community institution as we move forward into the 21st Century. To help us identify what the community wants and needs, we launched this strategic planning effort in the Fall of 2009. With the help of a Community Planning Committee, we talked about the world, the City and how the Library can make a difference to help us ensure that the library and the community move forward together.

The following document outlines the new direction for the Huntington Beach Public Library for the next 3 – 5 years. This plan, based on the Public Library Association *Planning for Results* model, will be an ongoing process, allowing us to engage the community in conversations about what the library does and what the community needs. We will review our plan and our direction regularly, as we move forward.

I would like to thank all the library staff and the members of the public that helped us craft this plan and have helped us chart our direction for the next few years,

Stephanie Beverage
Director of Library Services

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HUNTINGTON BEACH PUBLIC LIBRARY

STRATEGIC PLAN

EXECUTIVE SUMMARY

IN THE FALL OF 2009, THE HUNTINGTON BEACH PUBLIC LIBRARY LAUNCHED A STRATEGIC PLANNING PROCESS, USING THE PUBLIC LIBRARY ASSOCIATION PLANNING FOR RESULTS MODEL. A GROUP OF COMMUNITY LEADERS AND STAKEHOLDERS WERE ASKED TO PARTICIPATE IN TWO EVENING MEETINGS. DURING THESE TWO MEETINGS, THE MEMBERS OF THIS COMMUNITY PLANNING GROUP TALKED ABOUT THE CITY OF HUNTINGTON BEACH, THE VISION AND DIRECTION OF THE CITY AND HOW THE LIBRARY COULD MAKE A DIFFERENCE TO THE COMMUNITY.

OUT OF THESE TWO MEETINGS, THE COMMUNITY PLANNING GROUP IDENTIFIED PRIORITIES FOR THE LIBRARY FOR THE NEXT 3 – 5 YEARS. THESE FINAL SERVICE RESPONSE PRIORITIES WERE THEN SHARED WITH THE LIBRARY BOARD AND THE LIBRARY STAFF. GOALS AND OBJECTIVES BASED ON THESE PRIORITIES WERE IDENTIFIED AND REVIEWED FOR FINAL APPROVAL BY THE LIBRARY BOARD OF TRUSTEES IN THE SUMMER OF 2010. THE FOLLOWING IS THE FINAL STRATEGIC PLAN WITH GOALS AND OBJECTIVES FOR THE HUNTINGTON BEACH PUBLIC LIBRARY FOR 2010-2013.

LIBRARY MISSION

**THE HUNTINGTON BEACH PUBLIC LIBRARY AND CULTURAL CENTER
WELCOMES, EMPOWERS AND ENRICHES OUR COMMUNITY BY PROVIDING
INNOVATIVE AND TRADITIONAL LIBRARY SERVICES THAT INSPIRE AND
ENCOURAGE TRANSFORMATION AND GROWTH**

LIBRARY VALUES

**THE HUNTINGTON BEACH PUBLIC LIBRARY AS AN ORGANIZATION IS
DEDICATED TO THESE CORE VALUES:**

- **QUALITY CUSTOMER SERVICE**
- **HONESTY AND INTEGRITY**
- **COMMUNICATION**
- **OPEN ACCESS AND INTELLECTUAL FREEDOM**
- **KNOWLEDGE**

SERVICE RESPONSE PRIORITIES

SUCCESS IN SCHOOL – HOMEWORK SUPPORT

ACCESS TO THE ONLINE WORLD – PUBLIC INTERNET ACCESS

CREATING YOUNG READERS – EARLY CHILDHOOD LITERACY

GOALS AND OBJECTIVES

SUCCESS IN SCHOOL – HOMEWORK SUPPORT

GOAL #1

ALL ELEMENTARY SCHOOL AGE CHILDREN IN HUNTINGTON BEACH WILL HAVE ACCESS TO LIBRARY PROGRAMS AND ACTIVITIES THAT SUPPORT THEIR SUCCESS IN SCHOOL

OBJECTIVES:

THE LIBRARY WILL ASSESS THE HOMEWORK SUPPORT PROGRAM AT OAKVIEW LIBRARY AS A POTENTIAL MODEL FOR HOMEWORK SUPPORT PROGRAMS THROUGHOUT THE LIBRARY SYSTEM BY THE END OF 2010.

THE LIBRARY WILL ASSESS THE CENTRAL LIBRARY HOMEWORK CLUB PROGRAM AS A POTENTIAL MODEL FOR HOMEWORK SUPPORT THROUGHOUT THE LIBRARY SYSTEM BY THE END OF 2010.

THE LIBRARY WILL PROVIDE ACCESS TO AT LEAST ONE ONLINE HOMEWORK SUPPORT PROGRAM IN FY 2010/11.

ACCESS TO THE ONLINE WORLD – PUBLIC INTERNET ACCESS

GOAL #1

ALL HUNTINGTON BEACH RESIDENTS WILL HAVE ACCESS TO A HIGH SPEED INTERNET CONNECTION AT THE LIBRARY

OBJECTIVES:

THE LIBRARY WILL APPLY FOR E RATE FUNDING IN EARLY 2011 TO HELP DEFRAY THE COSTS OF PROVIDING INTERNET ACCESS TO LIBRARY CARDHOLDERS.

THE LIBRARY WILL COMPLETE A TECHNOLOGY PLAN AND SUBMIT IT TO THE STATE LIBRARY OF CALIFORNIA FOR APPROVAL BY THE SUMMER OF 2010.

THE LIBRARY WILL WORK WITH THE STATE LIBRARY AND THE GATES FOUNDATION ON THE IMPLEMENTATION OF A BROADBAND GRANT TO IMPROVE THE CONNECTION SPEED AT 2 BRANCH LOCATIONS BY THE END OF 2010.

CREATING YOUNG READERS – EARLY CHILDHOOD LITERACY

GOAL #1

PRESCHOOL AGE CHILDREN IN HUNTINGTON BEACH WILL HAVE ACCESS TO PROGRAMS AND ACTIVITIES THAT FOSTER A LOVE OF READING

OBJECTIVES:

THE LIBRARY WILL PILOT A “LAPSIT” INFANT STORY PROGRAM BY THE FALL OF 2010.

THE LIBRARY WILL REVIEW THE EVERY CHILD READY TO READ PROGRAM DEVELOPED BY THE PUBLIC LIBRARY ASSOCIATION AND DRAFT A PLAN FOR IMPLEMENTING THE PROGRAM’S PRINCIPLES INTO STORY TIMES BY THE END OF 2010.

GOAL #2

PRESCHOOL AGE CHILDREN IN HUNTINGTON BEACH WILL HAVE ACCESS TO THE KIND OF LIBRARY ENVIRONMENTS THAT ENCOURAGE READING AND LEARNING

OBJECTIVES:

THE LIBRARY WILL REVIEW THE FAMILY PLACE GRANTS OFFERED THROUGH THE STATE LIBRARY OF CALIFORNIA AND APPLY FOR A GRANT FOR THE OAKVIEW BRANCH LIBRARY BY SUMMER OF 2010.

ORGANIZATIONAL COMPETENCIES

ORGANIZATIONAL COMPETENCIES ARE THE INSTITUTIONAL CAPACITIES OR EFFICIENCIES THAT ARE NECESSARY TO ENABLE THE LIBRARY TO ACHIEVE THE GOALS AND OBJECTIVES IN ITS STRATEGIC PLAN.

SO UNLIKE GOALS, ORGANIZATIONAL COMPETENCIES ADDRESS THE LIBRARY'S INFRASTRUCTURE AND OPERATIONS. GOALS FOCUS ON THE DELIVERY OF EFFECTIVE SERVICES TO THE PUBLIC. ORGANIZATIONAL COMPETENCIES DESCRIBE THE CONDITIONS THAT THE LIBRARY WILL HAVE TO ACHIEVE OR ENHANCE IN ORDER TO DELIVER THOSE EFFECTIVE SERVICES.

EXTERNAL PARTNERSHIPS – THE LIBRARY HAS MANY EXTERNAL PARTNERS IN THE COMMUNITY. WE WILL BE WORKING ON CLARIFYING THE PROCESS FOR PARTNERSHIPS AND DEVELOPING A COMPREHENSIVE LIST OF THOSE ORGANIZATIONS THAT WE WORK WITH OR MAY WORK WITHIN THE COMMUNITY.

FINANCE – THE LIBRARY IS A CITY DEPARTMENT. THE LIBRARY'S STRATEGIC PLAN WAS DEVELOPED TO COMPLEMENT THE CITY'S STRATEGIC PLAN. THE LIBRARY BUDGET IS ALLOCATED ACCORDING TO THESE PRIORITIES.

FUNDRAISING – THE LIBRARY ALREADY HAS A SOLID CORE GROUP OF NON-PROFIT SUPPORT GROUPS THAT SUPPORT OUR SERVICES. THE LIBRARY WILL BE EXPLORING ADDITIONAL FUNDRAISING OPPORTUNITIES TO ENHANCE REVENUE POTENTIAL.

GOVERNANCE – THE LIBRARY IS STRONGLY SUPPORTED BY THE CITY COUNCIL AND THE COUNCIL APPOINTED LIBRARY BOARD.

MARKETING AND PUBLIC RELATIONS – THE LIBRARY HAS A MARKETING IDENTITY AND HAS MANY TOOLS FOR PROVIDING INFORMATION ABOUT SERVICES AND PROGRAMS IN THE COMMUNITY.

MEASUREMENT AND EVALUATION – THE LIBRARY ALREADY HAS NUMEROUS MECHANISMS FOR MEASURING PERFORMANCE AND EVALUATING THE EFFECTIVENESS OF OUR SERVICES AND PROGRAMS. WE WILL CONTINUE TO REPORT ON ACTIVITY AND PERFORMANCE TO THE CITY AND THE COMMUNITY.

OPERATIONAL EFFICIENCIES – A REGULAR REVIEW OF PROCESSES IS ALREADY UNDER WAY AND THE LIBRARY WILL CONTINUE TO EVALUATE WORK FLOW AND SERVICES FOR INCREASED EFFICIENCIES.

ORGANIZATIONAL STRUCTURE – THE LIBRARY ORGANIZATIONAL STRUCTURE IS UNDER REVIEW AND WORK ON CORE COMPETENCIES WILL BEGIN THIS YEAR.

POLICIES – THE LIBRARY HAS A POLICY MANUAL IN PLACE AND A CLEAR PROCESS FOR POLICY DEVELOPMENT AND APPROVAL. THE NECESSARY POLICIES TO SUPPORT THE SERVICE RESPONSES, GOALS AND OBJECTIVES ARE ALREADY IN PLACE.

TRAINING AND STAFF DEVELOPMENT – THE LIBRARY HAS CREATED A STAFF DEVELOPMENT TEAM, TO WORK ON AND EXPAND THE TRAINING OPPORTUNITIES FOR ALL STAFF IN THE ORGANIZATION TO SUPPORT THE DIRECTION SET BY THE STRATEGIC PLAN.

CHANGE MANAGEMENT – THE LIBRARY HAS BEEN UNDERGOING SERIOUS CHANGES OVER THE PAST TWO YEARS. WE ARE DEVELOPING TRAINING AND SUPPORT MECHANISMS TO HELP STAFF HANDLE CHANGES BOTH WITHIN THE LIBRARY PROFESSION AND IN THE ORGANIZATION ITSELF.

APPENDICES

**METHODOLOGY
COMMUNITY PLANNING GROUP
SUPPORTING DOCUMENTATION
THE HUNTINGTON BEACH PUBLIC LIBRARY POWERPOINT**

Huntington Beach Public Library

Strategic Plan

2010 – 2013

Dates of Planning Process

Fall 2009 – Fall 2010

Why Strategic Planning?

There are many reasons to start a strategic planning process. In the case of the Huntington Beach Public Library, with the number of major recent transitions and the arrival of a new Library Director, the timing was right to assess the library's current status and to look at future challenges and opportunities.

The Planning Process:

The Huntington Beach Public Library began a strategic planning process in 2009, after the City of Huntington Beach updated the City plan with new goals and objectives. The Library Board and the Library Management Team discussed using the same process in developing a plan for the library, and reviewed the literature for planning in the library field.

After consideration, the Library Director recommended using the Public Library Association Planning for Results Strategic Planning Model. The PLA Planning for Results model added the important component of community involvement in the process, something that the Library had not done in the past. Integrating the community into this work would enrich the process and provide staff with important feedback for determining the direction of services.

Once the planning process was approved by the Library Board of Trustees, the Library staff pulled together members of the community, representing various stakeholder groups, into a community planning committee. Members of the Committee (a Roster of the Community Planning group is included in the appendices) came together in two meetings to talk about the City of Huntington Beach, its strengths and weaknesses, where the City was headed, what was needed to move the City in the right direction.

Once the committee defined a vision for Huntington Beach, they were then asked to consider how the Library could help attain that vision. The Public Library Association Service Responses (Service Responses are included in the appendix of this plan) were shared with the committee and they were asked to select the 3 that they felt would be most important and best serve the needs of the community. The committee made an initial selection at the end of their first meeting.

The results from the first meeting were shared with the Library Board and Library staff, and feedback on the meeting was gathered and summarized for the Community Planning Committee. The feedback was shared at the second meeting.

At the end of their second meeting, the committee selected 3 essential service responses for the Library. The three priorities were 1) Succeed in School – Homework Support, 2) Access to the Online World – Public Internet Access and 3) Creating Young Readers – Early Childhood Literacy.

These priorities reflect the importance of family and education in the City of Huntington Beach and reflect the increasing importance of Information Literacy and Transliteracy skills. Library staff provided feedback to the planning committee before they made their final selections, so the final priorities reflected the input of both the community and staff.

Once the priorities were identified, Library staff proceeded to work on the Library's core values statement and discussions were conducted on goals for the next 3 years. Once the goals were identified, then 6 month objectives were developed to help direct the activities of the library moving forward.

There are many challenges facing libraries and local government today. Libraries are essential anchor institutions in the community, helping to develop assets and support economic and educational development. Without a plan, without considering the direction of the City and the changes in the world and the library profession, the Library will not be able to effectively meet the evolving needs of the community. Our strategic planning process, and its synthesis of staff and community input, will help us navigate the changes that come over the next few years.

Community Planning Group

Gloria Alvarez-Kramer	HBDRA, Executive Committee member
LuAnne Brunson, Administrative Analyst, Sr.	City of Huntington Beach, Community Services
Dan Bryan, Principal	Ocean View High School
Shirley Detloff	Resident, former Mayor
Chris Epting	Author, Journalist
Stew Gitlin	Volunteer, Huntington Beach Public Library
Kate Hoffman, Sr. Supervisor, Cultural Affairs	City of Huntington Beach, Community Services
Joyce Horowitz, Principal	Oak View Elementary School
Elaine Keely, Ed.D.	Orange County Dept. of Education
Mary Kosearas	Resident, Editor - Demand Media
Kim Kramer	HBDRA, Executive Committee member
Sidney Kuperberg	Library Board of Trustees, Huntington Beach
Don Lewis	Library Board of Trustees, Huntington Beach
Bettie Muellenberg	Huntington Beach Playhouse
Dolores McGuire	Friends of the Library, Huntington Beach
Elaine Parker	Friends of the Children's Library, Huntington Beach
Joan Rambo, President	Orange County, California Genealogy Society
Danielle Walker, Library Services Clerk	Huntington Beach Public Library, City of HB
Michele Yerke, Social Worker	City of Huntington Beach, Community Services

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Service Responses for Public Libraries, from the Public Library Association, 2008

1. Be an Informed Citizen – Local, National and World Affairs

Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state and national levels, and to fully participate in community decision making.

2. Build Successful Enterprises – Business and Nonprofit support

Business owners and nonprofit organization directors and their managers will have the resources they need to develop and maintain strong, viable organizations.

3. Celebrate Diversity – Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

4. Connect to the Online World – Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

5. Create Young Readers – Early Literacy

Children from birth to age 5 will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

6. Discover your Roots – Genealogy and Local History

Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

7. Express Creativity – Create and Share Content

Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

8. Get Facts Fast – Ready Reference

Residents will have someone to answer their questions on a wide array of topics of personal interest.

9. Know your Community – Community Resources and Services

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

- 10. Learn to Read and Write – Adult, Teen, and Family Literacy**
Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.
- 11. Make Career Choices – Job and Career Development**
Adults and Teens will the skills and resources they need to identify career opportunities that suit their individual strengths and interests.
- 12. Make informed decisions – Health, Wealth and other Life Choices**
Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.
- 13. Satisfy Curiosity – Lifelong Learning**
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
- 14. Stimulate imagination – Reading, Viewing, and Listening for Pleasure**
Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.
- 15. Succeed in School – Homework Help**
Students will have the resources they need to succeed in school.
- 16. Understand How to Find, Evaluate and Use Information – Information Fluency**
Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.
- 17. Visit a comfortable place – Physical and Virtual Spaces**
Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.
- 18. Welcome to the United States – Services for new immigrants**
New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics they need to participate successfully in American Life.

Library Strategic Plan

Summary from Community Planning Meeting 12/2/09

Facilitator: Stephanie Beverage, Library Director

Results:

Final Library Service Response selections of the Community Planning Group, in priority order –

1. Succeed in School – Homework Help
2. Connect to the Online World – Public Internet Access
3. Create Young Readers – Early Literacy

Summary

Group gathered again to review the results of the October 14, 2009 meeting –

One member of the group admitted that after thinking about their initial choices and what they learned during the last meeting, that they might want to change their votes.

A brief discussion on what they did and what they learned started the meeting. Most Committee members seemed to have a good sense of what had been asked of them. They also seemed comfortable with their initial choices and ready to hear to the feedback from staff.

The discussion moved to the review of the staff feedback on the responses. Library staff and Committee members reviewed all six responses and discussed the various strengths, opportunities and challenges for each one. This is where some surprises came up.

Library Staff shared information about what libraries do with regard to each of the service responses. There was some surprise about some of the challenges the Library staff raised, especially under Be An Informed Citizen.

Library staff tried to emphasize that by identifying challenges we weren't making a judgment nor were we saying that we had to do everything listed under each service response, but that these were issues that the staff identified and thought should be considered.

The discussion on Be An Informed Citizen was quite interesting – Committee members thought that it would simply mean putting up a section on government and making meeting rooms available; that it wouldn't involve the staff directly in facilitation or compromise library neutrality. Some Committee members also raised a valid point about where to find the next generation of leaders and how to develop those leaders. Library Staff and Committee members then talked about whether or not this was a role for the library above and beyond what is already done.

I also mentioned that this could be asked of each service response: "Is this a priority for the Library? Is the Library the best organization in the community to do some of these things?"

More discussion ensued as we moved through the rest of the selections. The Committee members were also surprised about the Get Facts Fast choice – especially about the reduction in certain statistics as the nature of what libraries do changes.

After the discussion, we turned to finalizing their choices. Library staff and Committee members talked about different ways of narrowing down the list – did they want to narrow their choices and how to do that fairly.

Elaine Keeley suggested a statistically rigorous model to help narrow down the choices. Committee members discussed and agreed that they should stay focused on their original selections, but narrow those choices down to two or three final service responses. With the budget situation and the constraints on resources, everyone agreed that maybe a top three was really all that was needed.

Dolores McGuire made the suggestion that the group look at the staff votes and see if there was overlap in selections - if there was, then why not select the overlap as top priorities? There was also some discussion about respecting the staff input, as the professionals, and factoring that into their decision.

Committee members agreed to focus on the three services responses that they and the staff had selected. Library staff then asked the Committee to vote for priority order. The order was Succeed in School, Connect to the Online World and then Create Young Readers. Everyone was pleased and agreed on this order.

This information will be passed onto the Library Board and the staff as a recommendation. We will then begin the work of crafting goals and objectives based on these three priorities and look ahead for the next three to five years.

This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.

The Huntington Beach Public Library

Where we are now

How we got here...

- Founded in 1909



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.

1951 – Main Street



1975 – New Central



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.

1994 – Expansion



What does HB Public Library do?



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.



Children's Services

- Story Times – Laptime, Pajama, Family, Craft, Sandcastle story times. As many as 3 story times per day
- Summer Reading – over 5,200 kids in 2009
- Grandparent Read-Aloud
- Reference questions
- Collection – 137,919 items
- Computers

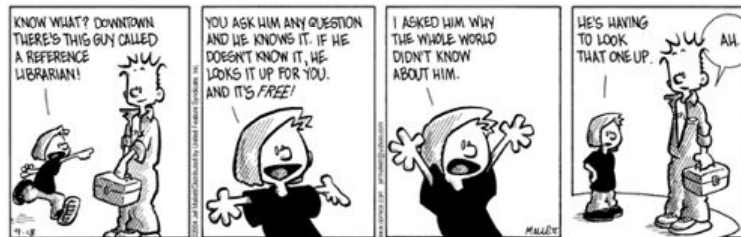
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Adult Services

- Computers
- Teen Services
- Reading programs
- Adult and Teen programming
- Literacy Services
- Genealogy
- Collection – 272,655 items
- Business functions – book purchasing, database and systems administration functions

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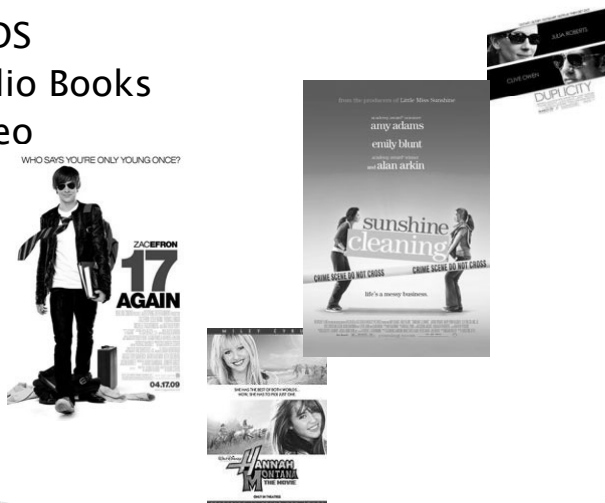
Branch locations



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.

Media Services

- DVDs
- Audio Books
- Video



Meeting Rooms

- 7 meeting rooms
- 319 seat Theater
- Art Gallery
- Café
- Wedding and Special Event packages



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.

New services

- Self Service Checkout and Holds



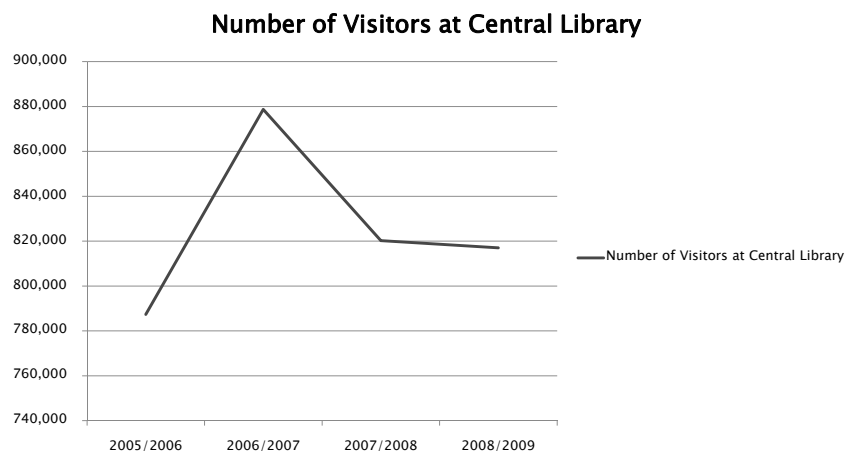
Digital Media

- Overdrive – Downloadable Audio Books
- Databases
- Social Media

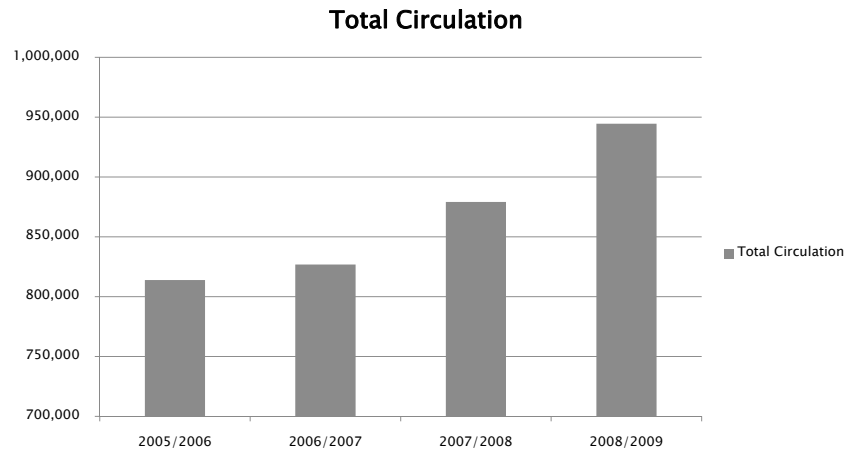


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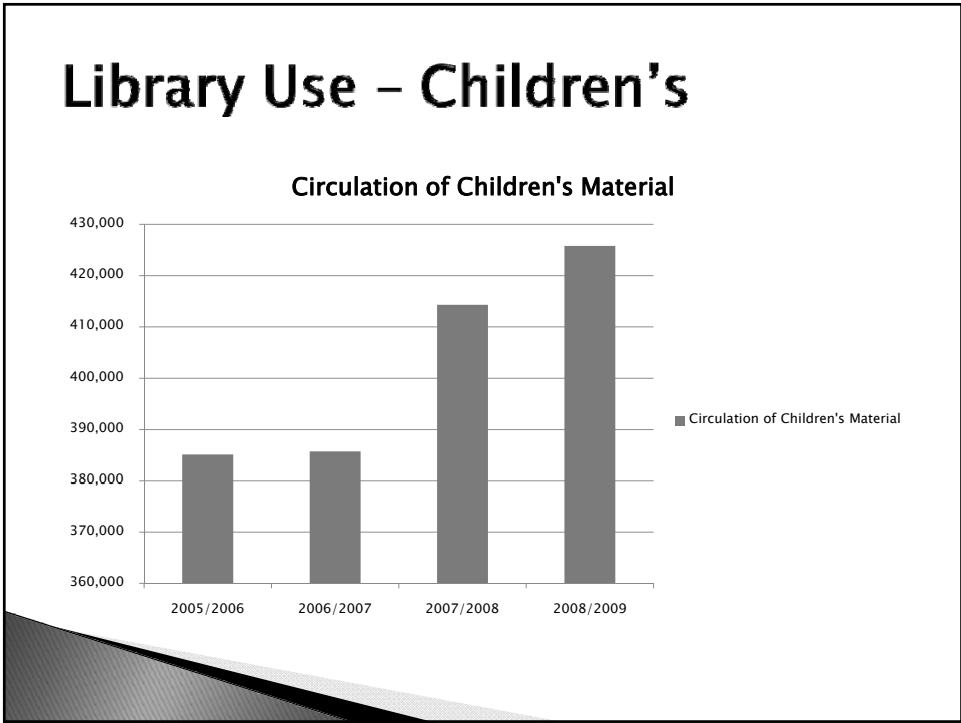
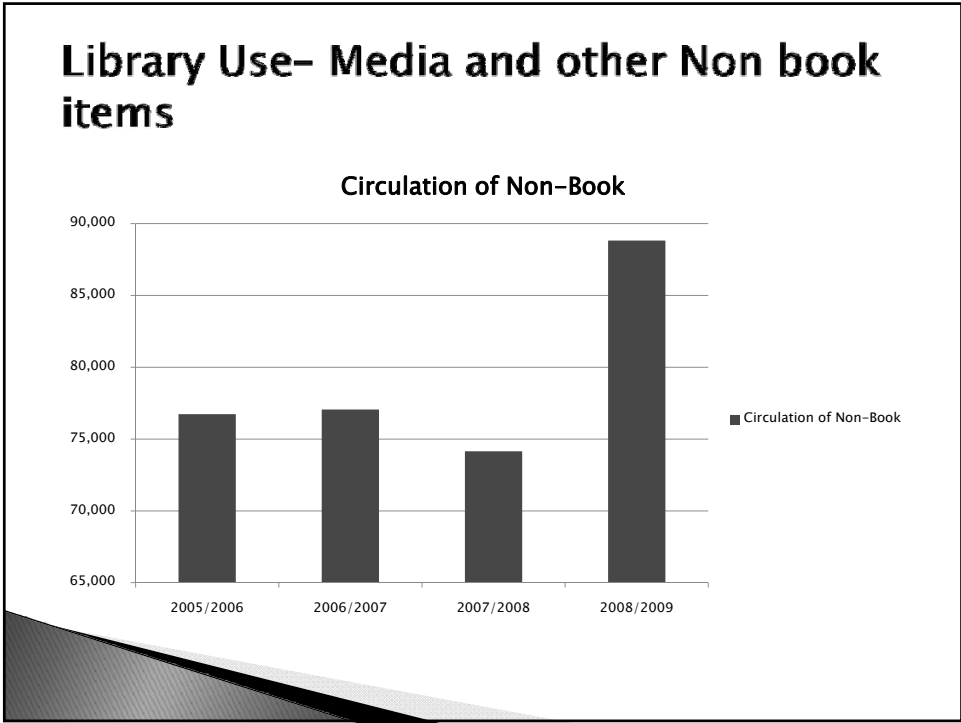
Library Use – # of Visits



Library Use – Total Circulation



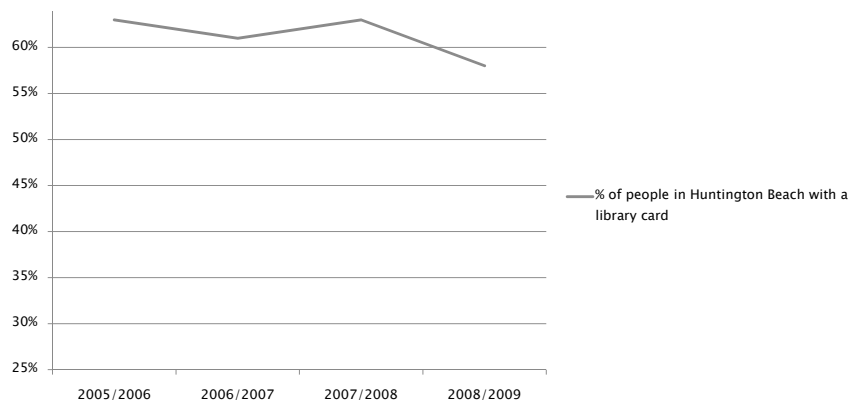
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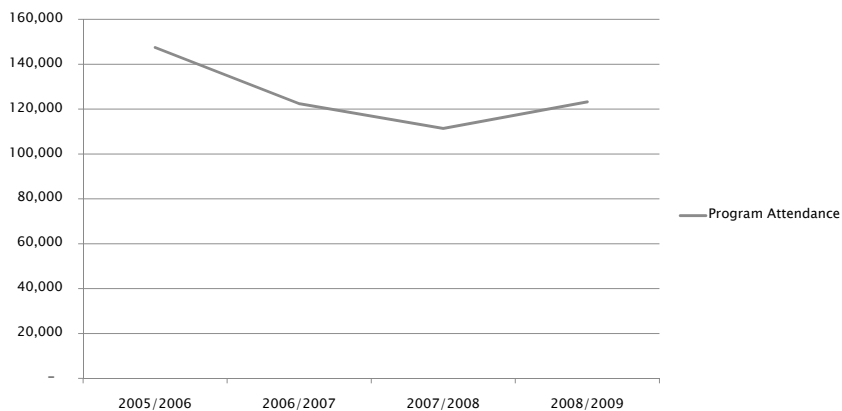
Library Use – Cardholders

% of people in Huntington Beach with a library card



Library Use – Programs

Program Attendance



This PowerPoint Presentation, shown to the Library Strategic Plan Community Committee on October 14, 2009, provided them with a snapshot of the then current Huntington Beach Public Library system.



Did you know?...

- ▶ <http://www.youtube.com/watch?v=6ILQrUrEWe8>

- In fact, all people today—youth and adults—spend the majority of their lives learning outside the walls of formal classrooms: in out-of-school programs, workplaces, internships, and other informal learning experiences such as those offered by libraries and museums.
- From *Museums, Libraries and 21st Century Skills*, a project from the Institute of Museum and Library Services

But we're still about books too!



- Libraries are things on which one can always depend (or they should be anyway). Libraries are there for you whether you are rich or poor, privileged or underprivileged, old or young, law-abiding or not law-abiding, educated or uneducated, beautiful or ugly.