



Strategic Plan

**2024-
2028**



Acknowledgments

In addition to the hundreds of community members who provided feedback and input, we are grateful to the following individuals who also helped create this plan, and appreciate their effort and passion. We look forward to implementing the plan and sharing its progress with you throughout the next five years.

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FOCUS GROUPS

Cafecito English Practice Groups, High School Students, Middle School Parents, Middle School Students, Native American Community, Patrons with Developmental Differences, and Storytime Parents

COMMUNITY PARTNERS

Gumaro Escarcega, Leslee Gaul, Maria Mingalone, Max Disposti

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Introduction

Thank you for your interest in this Strategic Plan 2024-2028!

To many in the community, the Oceanside Public Library needs no introduction. However, for those who don't know how the Library has grown, let me take this opportunity to share our progress with you. As the Library is ready to embark on its plan for 2024 – 2028, we are poised for greatness. In addition to the support of the City of Oceanside's general fund, the consistent, intentional work of Library staff has resulted in a current total \$1.4 million in grant funding for the year. These grants support a range of initiatives that directly impact the community, including a paid teen intern program; lunches, educational offerings, and enrichment for our youngest residents; a youth engagement project focused on developing leaders in our community; and management of one of only 14 Cultural Districts designated by the State of California.

Alongside these important initiatives, the Library opened its third branch at the John Landes Community Center in 2023, in coordination with other City departments, to deliver the best services to residents. The Library expanded its "mini-libraries" to three locations—two at Oceanside Senior Centers and one at an Oceanside Recreation Center—and is ready to implement more, enabling access to important resources throughout the City. The Library is working diligently to promote a truly shared future with its Cultivating Racial Equity and Inclusion Team actions.

We are in our third year of delivering Library books and materials directly to your homes in Oceanside, and we have expanded our virtual presence yearly. Our READS Learning Center is thriving in a facility that supports its growth. The Center recently added English as a Second Language services in addition to its adult and family literacy work.

The Library has flourished under the direction of the Library Board of Trustees and with the support of its advocacy groups. The Friends of the Oceanside Public Library opened a new retail bookstore, and the Oceanside Public Library Foundation has funded large-scale projects, including furnishing the John Landes Community Center Library.

As we find the community searching for ways to connect, we are the consistent measure of civility and positive growth. Join us by using our services in person throughout the community, volunteering with us, supporting our initiatives, or visiting us at oceansidelibrary.org.

Sincere thanks,



CJ Di Mento
Library Director



Process

This strategic planning process—conducted from March to December 2023—fundamentally focused on community input. The Library prioritized understanding and addressing the needs of Oceanside residents, using their input to determine Library priorities for the next five years.

From April to September 2023, the Library conducted community engagement efforts, employing a variety of methods to gather input and help ensure a broad range of perspectives. These methods included online surveys, comment cards, vision boards, interviews, and focus groups. The outreach targeted diverse groups, including English learners, young people, parents and caregivers, community partners, educators, current Library users, and non-users. Engagement also involved members of other City departments, local businesses, and advisory groups.



The formation and participation of the Community Task Force was crucial for gaining community input. This Task Force comprised a broad range of interests, residents, and representatives from local community organizations. This group convened three times to discuss community feedback and provide recommendations on Strategic Plan elements.

In addition to focusing on community input, the Library also prioritized staff perspectives in this process, to ensure their expertise influenced the strategies in the plan. An Internal Task Force, made up of Library staff from all units, met on four occasions to review findings and prepare plan elements. This group was pivotal in integrating community perspectives into a cohesive, implementable strategic framework.

This process, both reflective of the community's aspirations and grounded in the professional insights of the Library staff, resulted in this Oceanside Public Library Strategic Plan 2024–2028.

Guiding Principles



Access

The Library is committed to providing abundant services through its collections, programs, outreach, technologies, spaces, and partnerships with local organizations.



Reading

The Library is committed to cultivating a love of reading that informs, entertains, and inspires.



Arts

The Library is committed to representing and celebrating community identity, creativity, arts, and culture.



Spaces

The Library is committed to offering welcoming and safe spaces to enjoy throughout the City.



Community

The Library is committed to bringing people together through shared experiences and new ideas to foster civic engagement and a healthy democracy.



Staff

The Library is committed to empowering and supporting its staff and their development to successfully serve residents, enrich quality of life, and reflect the community.



Diversity

The Library is committed to creating a sense of belonging by honoring and affirming the lived experiences and many voices of the community.



Support

The Library is committed to growing its funding, in-kind resources, and support to continue meeting Oceanside's needs now and in the future.



Learning

The Library is committed to providing core literacy services, lifelong learning and mentoring opportunities, and educational enrichment for all ages.



Sustainability

The Library is committed to implementing environmentally conscious practices, and educating others about them, for the well-being of the people it serves.

Vision



The **Oceanside Public Library** is the cultural heart of Oceanside, promoting the joy of reading, fostering cultural arts, nurturing civic engagement, and encouraging openness to new ideas. The Library provides welcoming spaces where people from all backgrounds can come together and thrive in an equitable, sustainable environment.

Mission



ENGAGE



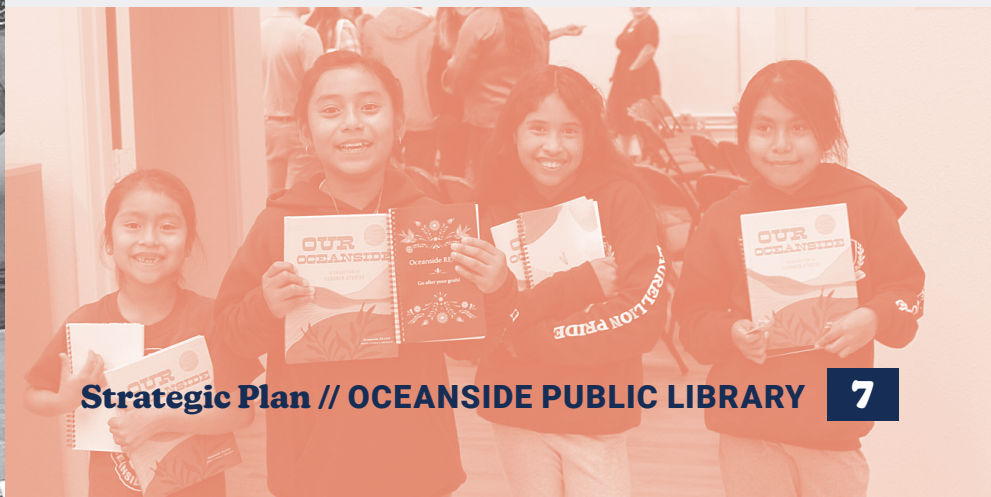
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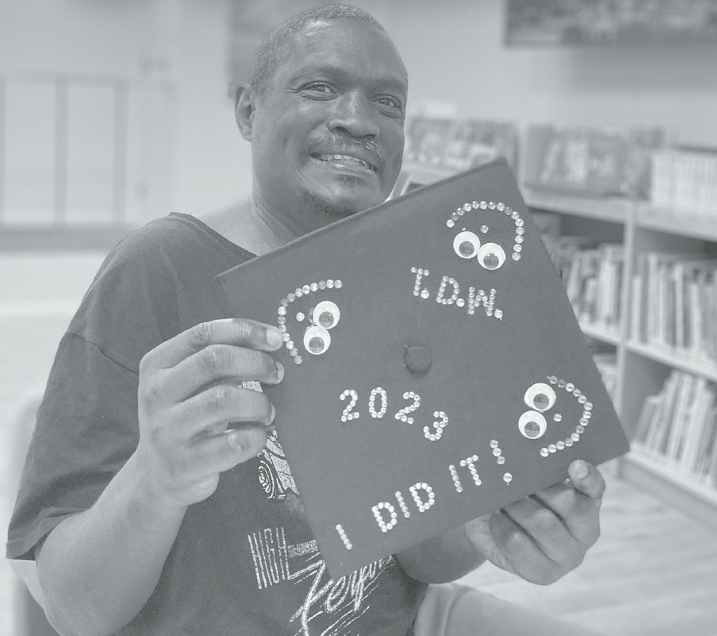
CONNECT



INSPIRE



GOALS



These high-level goals are what we want to accomplish in our community—for our community members—with this Strategic Plan.

ENHANCE COMMUNITY AWARENESS

Advance communication and effective marketing and outreach efforts, ensuring people know the Library is accessible to them.

EXPAND LIBRARY USAGE

Grow the Library's reputation as a reliable institution, increase Library usage, further build upon the community's confidence in our services, diversify program offerings, improve virtual engagement, encourage more visits, and enhance overall accessibility.

FOSTER CULTURAL INCLUSIVITY

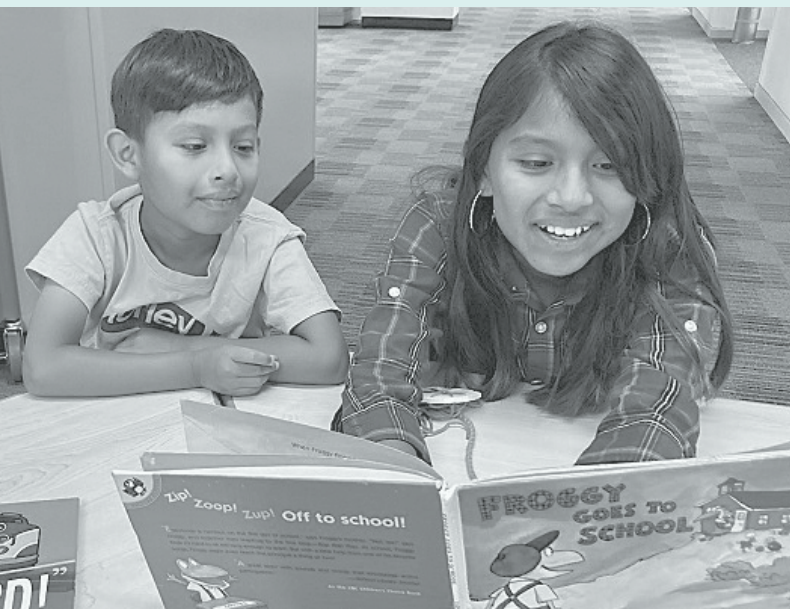
Embrace and promote diverse cultural expressions, such as various forms of art and artistic traditions, to honor the community's culturally rich environment, including Oceanside's historically underserved community members.

PROMOTE SUSTAINABILITY

Integrate sustainable practices that promote the long-term environmental, fiscal, and operational sustainability of the Library. Reduce the Library's carbon footprint and ensure long-term success.

STRENGTHEN COMMUNITY ENGAGEMENT & PARTNERSHIPS

Establish the Library as a central hub in the community, fostering positive connections across various locations, multiple platforms, and diverse audiences. Forge stronger relationships and cooperation with partners to more effectively deliver services throughout Oceanside.



Roles

As part of our Library Study, we identified five Roles of the Library that will help us prioritize actions in this plan and describe the primary focus areas for the Library.



Community Role

Leading with kindness and modeling civility, the Library brings people together and supports community members where they are. The Library offers referrals and resources to help Oceanside reach its full potential. Employment readiness, business support, meeting spaces, and a deep awareness of the community make the Library the go-to resource for community and economic development. In conjunction with community stakeholders, the Library works to develop programs and services throughout Oceanside.



Partnership Role

The Library is a connector and facilitator, leveraging its relationships with other City departments, schools, local nonprofits and resource providers, businesses, arts organizations, and people actively engaged with the community. The Library offers networking opportunities, provides meeting space, and coordinates activities to respond to Oceanside's needs. The Library fosters longstanding and new partnerships to positively affect the community.



Diversity Role

As an advocate for the diverse community it serves, the Library actively promotes equity and inclusion. The Library appreciates the many cultures that make up Oceanside and participates with them in honoring and affirming the lived experiences and many voices of the community. The Library supports people's languages and identities and builds relationships throughout the City. The Library is an arts and culture destination and celebrates Oceanside's rich character.



Service Role

The Library offers equitable access to welcoming spaces that promote learning, discovery, and collaboration for all, including individuals, small and large groups, and families. The facilities are bright, clean, and spacious. The Library provides an ample range of services and activities through its spaces, collections, technologies, programs, and staff. Budgetary resources are structured to fully support staff in their training and programming needs.



Learning Role

The Library cultivates a love of reading and supports formal and informal opportunities aimed to provide materials, experiences, and technology to further lifelong learning. From early childhood to school-age support, college prep and classes for older adults, to adult and family literacy, the Library enhances learning in Oceanside. Collections and opportunities for learning are inclusive and support the diverse needs of the community, encouraging curiosity and engagement for all ages.



STRATEGIES

The recommended actions that will help us attain our goals, mission, and vision.



COMMUNITY ROLE

1. Provide a variety of multilingual and cultural programming.
2. Collaborate with community groups to provide programs that enhance Library offerings.
3. Provide opportunities for the community to meet and learn from one another.
4. Create and promote ways of connecting to community resources.
5. Improve business support and resources.
6. Highlight Library resources, promote programs, and create a welcoming environment.
7. Enhance staff training and resources for community engagement and service delivery.
8. Promote Library resources and programs through various media channels.



DIVERSITY ROLE

1. Ensure equitable and inclusive Library policies and services.
2. Cultivate racial equity and inclusion through community engagement and collaborative projects.
3. Build a workforce that—across the breadth and depth of job classifications—reflects the Library's community.
4. Foster arts and culture through local collaborations and initiatives.
5. Curate and diversify Library collections to reflect the community's multilingual, cultural, and varied interests.



LEARNING ROLE

1. Expand and diversify educational and enrichment programs for all ages.
2. Provide career readiness, job training, and employment opportunities.
3. Optimize Library spaces for greater learning impact.
4. Enhance Library resources and support services for educational development.
5. Enhance staff learning to improve patron assistance and engagement.



PARTNERSHIP ROLE

1. Foster collaborative partnerships and actively participate in community conversations.
2. Partner with other City departments to better address the needs of residents and businesses in Oceanside.
3. Partner with nonprofits to enhance one another's reach and services.
4. Partner with local schools, colleges, and other educational organizations to strengthen learning opportunities.
5. Facilitate collaboration by serving as a gathering space for businesses, organizations, and nonprofits.
6. Develop staff skills for creating, maintaining, and enhancing partnerships.
7. Promote the benefits and opportunities of a Library partnership.



SERVICE ROLE

1. Invest in facilities to better serve the community.
2. Curate Library collections and resources for broader community accessibility and engagement.
3. Empower and support staff to enhance services.
4. Create a framework for communication of Library programs and services.
5. Grow volunteer recognition.
6. Effectively use Library resources to provide programs and services that meet varied community needs and interests.



MEASURES

How we will measure our progress towards our goals and vision.



EXPAND LIBRARY USAGE

HOUSEHOLD REACH: Analyze yearly data on registrations and renewals, as well as number of households actively using Library resources, to monitor the Library's growth and community reach.

SERVICE QUALITY: Continuously gather user feedback to assess and improve service quality, in person and online, ensuring community needs are met.

ATTENDANCE: Count the number of patrons visiting in person and provide a tangible metric of the Library's influence and relevance.

PROGRAMS: Count the number of attendees at programs, outreach events, or other activities, showcasing community interest and involvement.

INCLUSIVE SPACES: Document improvements that facilitate physical or digital access for all, including those with disabilities.

STRENGTHEN COMMUNITY ENGAGEMENT AND PARTNERSHIPS

LOYALTY MEASURE: Evaluate patron satisfaction, support, and willingness to recommend the Library.

COMMUNITY PULSE: Conduct regular surveys to better understand how the Library is viewed as a community resource and gathering place.

REFERRAL STATS: Assess the Library's role as a community nexus by examining services initiated through third-party recommendations.

COLLABORATIVE EVENTS: Track the number of external partnerships and jointly organized events, to help demonstrate cooperative community engagement.

PROMOTE SUSTAINABILITY

ENVIRONMENTAL ACTIONS: Track the launch and success of eco-friendly Library initiatives.

SUSTAINABILITY OF LIBRARY SUPPORT GROUPS: Monitor and enhance the development efforts and financial health of the Library's support groups, ensuring long-term stability.

FINANCIAL FORECAST: Evaluate budgetary adjustments to ensure alignment with other City departments, determine allocations are keeping pace with inflation, and realize operational and budgetary efficiencies.

ECO-FRIENDLY BUILDINGS: Document infrastructure modifications—from energy efficiency to waste reduction—that prioritize sustainability.

FOSTER CULTURAL INCLUSIVITY

INCLUSIVE EVENTS: Measure the number and frequency of programs adhering to diversity, equity, and inclusion (DEI) standards.

DIVERSE LIBRARIES: Audit the acquisition of materials from varied cultural backgrounds, ensuring representation in collections.

CULTURAL FEEDBACK: Solicit community feedback on the Library's cultural initiatives to ensure alignment with community aspirations.

TRAINING: Review staff training sessions focused on cultural sensitivity and inclusiveness, fostering a welcoming environment.

ENHANCE COMMUNITY AWARENESS

DIGITAL PRESENCE: Regularly analyze metrics from the Library's online platforms, to understand and expand digital reach and awareness.

LIBRARY PERCEPTION: Conduct surveys to determine how well the community understands the Library's offerings and services.

PROMOTIONAL EFFICIENCY: Document increased return on investment from promotional campaigns.

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PUBLIC LIBRARY

