



**CORPUS CHRISTI PUBLIC LIBRARIES
CITY OF CORPUS CHRISTI
2011-2014
PLAN OF SERVICE**



**ADOPTED BY THE LIBRARY BOARD
OCTOBER 13, 2011**

∞ 900 thousand visitors per year ∞
480,389 items in the collection ∞ Increase
the availability of electronic resources ∞
Website and *Facebook* pages have been
established ∞ Branches will transition to
fiber optic ∞ Branch libraries will transition
to fiber **INTRODUCTION** optic. ∞
The Library will
promote the development of apps for smart
phones and other portable devices ∞ The
Library will choose the most cost effective
way of managing operations and delivering
services. ∞ A recent analysis showed the
cost per visitor was \$4.15 compared to the
state average of \$5.61 ∞ Greenwood Library
will place an expanded emphasis on family
literacy, early childhood development, and
services to young adults

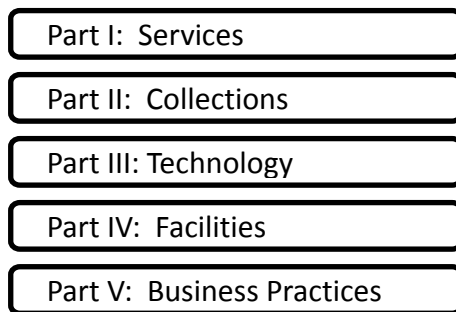
The mission of the Library is to improve literacy, enhance knowledge, and create a sense of community by making useful information easily accessible to the public.

It will accomplish this by providing the following services:

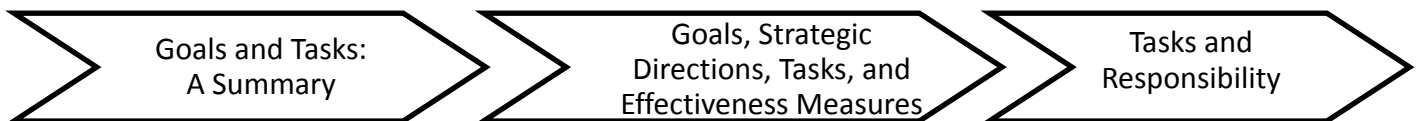
- Reading material in both print and electronic format.
- Research material in both print and electronic format.
- Limited interlibrary service.
- Reference service based on self-directed research using electronic resources with guidance provided by staff.
- Services to children.
- Public access computers with Internet, word processing, spreadsheet and database programs.

The library's 2011-2014 Plan of Service describes the type and level of services to be provided in order to achieve the mission (Part I), the means by which these services are implemented (Parts II through V), and the expected results of these services (effectiveness measures as outlined throughout the five sections) in support of the mission.

The plan is comprised of five parts



These five parts are organized in three sections



We ascribe to the position that reading, and the benefits to be derived from reading, contribute to a more educated and informed population. The benefits, besides enlightenment, include the development of language, communication, and writing skills, principally in English. The structure of a book, be it non-fiction or fiction, follows a certain logical structure. The benefits gained from reading a book in print or electronic form cannot be replaced by pieces of information gleaned sporadically. The exercise of reading books read in their entirety brings pleasure to readers, all the while serving to improve intellectual skills.

During the last twenty years, the library has seen a decline in circulation of about 10%. One might be led to believe that this is strictly because of the Internet and its ubiquity through desktop computers and portable devices. This is true to some extent, but it should also be noted that twenty years ago the materials budget of the library was higher than it is today. In 1987 the voters approved a one million dollar bond issue for books to augment the annual book budget. For a four or five year period, the annual book budget was around five hundred thousand per year compared to more recent budgets which average three hundred fifty thousand over the last five years.

When inflation is factored in, the purchasing power of more recent budgets is greatly diminished. New materials drive circulation. Older materials need to be evaluated for removal from the collection.

Thus, the library seeks to increase the materials budget to provide reading and research materials in both print and electronic format. Audio and e-books are already available through the library's website.

Recognizing the change in information technology and how it is delivered, the library has eliminated the reference department at La Retama Central Library.

Public computers at all libraries and a well-developed website with access to commercial databases are designed to replace the traditional function of a staffed reference department. The library seeks to increase access to commercial databases, which, unlike the open Internet, are authoritative in scope and are what is required in school.

The increase in the availability of electronic resources will over time lessen the need for large library structures. The branch libraries are appropriate in size. There are several options outlined for the future of the Central Library. Because of the level and type of service it receives, it could be redesigned into a smaller space with the conversion of its research role into a public access point with more electronic resources. As redesigned it can be in its present or another location (two other options presented in this plan are downtown and Neyland Library). If it were to remain in its present location it would need major work, including energy efficient mechanical and lighting systems, carpet replacement, elevators replacement (current ones are obsolete and spare parts are difficult to locate, thus elevators can be out of service for extended periods of time), roofing, climate system and other preservation measures to provide proper care of historical collections. Such high cost improvements would require a bond issue, and perhaps this could be considered as a multi-departmental use of the facility. Currently the Police Department occupies about one-fourth of the second floor. Continuing its operation in its current form, however, does not warrant the investment.

The library will seek to expand programs for children, young adults, and adults because programs attract people to the library, enlighten and entertain audiences, and encourage the use of library resources. Children's programs are based on the premise that the process of learning can be fun. This plan calls for annual plans of service targeting these age groups. The flexibility in annual plans of service will create opportunities to experiment with different types of programs, gauge response, and make adjustments as needed.

Overall, the library remains popular and is cost effective. Over the last nine years, the number of visitors has increased 13% percent to over 900,000 visitors per year. During that time a new branch was opened and two older ones remodeled. But resources as noted above need to be expanded in order to sustain and increase usage. The recent reduction in service hours will work against that and could lead to wrong assumptions about the relevance of the library.

It should also be noted that the library operates in a cost-effective manner. A recent analysis showed the cost per visitor was \$4.15 compared to the state average of \$5.61. The cost per visitor by branch ranged from a low of \$2.66 at Harte (52% below state average) to a high of \$5.76 at Central (3% above state average).

∞ Over the past twenty six years, the Library has raised nearly \$5.2 million in private donations and has been awarded over \$1.1 million in competitive grants ∞ Notable contributions are \$1.84 million from Janet and Ed Harte for a branch library and a bequest in excess of \$840,000 from the estate of William T. Neyland ∞ The Neyland donation was used to expand and remodel the Parkdale Branch Library, now named for Anita and W. T. Neyland ∞ Recently, the library has received over \$150,000 from various sources in honor of La Retama Club and for Greenwood Branch Library remodeling project, augmenting the 2008 \$1.5 million bond issue ∞

GOALS AND TASKS:

A SUMMARY

GOAL 1.1: The library will offer the following services throughout the library system:

- a. Reading material in both print and electronic format.**
- b. Research material in both print and electronic format.**
- c. Limited interlibrary loan service.**
- d. Reference services based on self-directed research using electronic resources with guidance provided by staff.**
- e. Children's services.**
- f. Public access computers with Internet, word processing spreadsheet, presentation and database programs.**

Tasks:

Annual plans of service, which describe programs and services for adults, young adults and children are addressed in the *Business Practices* section of the plan.

- 1.1a By November 2011 the library will have a plan in place to offer reduced interlibrary loan service.

GOAL 1.2: Besides the services identified in GOAL 1.1, the Greenwood Branch Library will place an expanded emphasis on family literacy, early childhood development and services to young adults.

Tasks:

- 1.2a By April 2012 (for the upcoming reopening and fiscal year 2012-13), the branch manager will develop an annual plan of service for the targeted population.
- 1.2b By July 2013 the branch manager will develop an annual plan of service for the targeted population.
- 1.2c By July 2014 the branch manager will develop an annual plan of service for the targeted population.

GOAL 1.3: La Retama Central Library will develop and maintain a collection comprising Local History, Texas History, Genealogy and Archives.

Tasks:

Annual plans of service which describe programs and services for adults, young adults and children are addressed in the *Business Practices* section of the plan.

PART II: COLLECTIONS

GOAL 2.1: *The library will continually develop, evaluate and update collections to meet the evolving needs of the community.*

Tasks:

- 2.1a By September 2011 circulation statistics for fiscal year 2011 will be produced and will be used to identify individual library collection priorities.
- 2.1b By October 2011 reports on items that did not circulate in at least ten years will be produced and distributed to all library locations for use in evaluating and determining which items to remove, store, or transfer as part of an overall plan.
- 2.1c By January 2012 the weeding project will commence.
- 2.1d By April 2012 each library's collection priorities and service roles will be established.
- 2.1e By April 2012 the collection committee will define the library system's core collection.
- 2.1f By April 2012 the library will determine whether it is advantageous to seek an outside firm to provide on-going collection evaluation service.
- 2.1g By July 2012 the median age of the collection will be calculated.
- 2.1h By July 2013 the median age of the collection will be calculated.
- 2.1i By July 2013 the weeding project will be completed.

GOAL 2.2: *The library will conduct an inventory of its holdings.*

Tasks:

- 2.2a By May 2012 the library will complete a system-wide inventory.
- 2.2b By July 2012 the library will update its database of holdings to reflect changes in inventory status.

GOAL 2.3: *The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website.*

Tasks:

- 2.3a By April 2012 a collection development profile, which defines the scope of material to be collected, will be created.
- 2.3b By January 2012 an inventory of items to be cataloged or archived will be completed.
- 2.3c By October 2012 a plan of archival items and other material to be digitized and made available online will be completed.
- 2.3d By July 2014 all items will be cataloged or archived.
- 2.3e By October 2014 digitization of items to be made available online will be completed.

GOAL 2.4: *The library will provide information resources to meet the basic reference needs of the general public.*

Tasks:

- 2.4a By July 2012 weeding of seldom used or superseded reference materials will be completed.
- 2.4b By July 2012 transfer of reference materials to branches will be completed.

GOAL 2.5: The library will provide current periodicals of interest to the general public.

Tasks:

- 2.5a By July 2012 staff will evaluate print subscriptions to periodicals for needed growth or reduction.
- 2.5b By July 2012 stored back issues of periodicals will be weeded and, if deemed necessary, alternative formats will be acquired.

GOAL 2.6: The library will provide online access to a variety of electronic resources to meet the evolving needs of the community.

Tasks:

- 2.6a By July 2011 a larger portion of the budget will be allocated to increasing the downloadable e-book and audio content.
- 2.6b By April 2012 pricing information for commercial databases will be obtained.
- 2.6c By July 2012 commercial databases will be selected.

GOAL 2.7: The library will develop a collection development policy which guides purchasing and collection maintenance decisions.

Tasks:

- 2.7a By May 2012 the collection development policy will be completed.

PART III: TECHNOLOGY

Integrated Library System (ILS)

GOAL 3.1: The library will operate an efficient and user-friendly ILS which supports the acquisitions, cataloging, inventory control, online catalog, and circulation functions.

Tasks:

- 3.1a By October 2011 the Koha ILS will be fully operational.

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website.

Tasks:

- 3.2a Website and *Facebook* pages have been established.
- 3.2b By May 2012 a plan for using social networking for delivery of library services will be completed.
- 3.2c By July 2012 the social networking plan will be implemented.
- 3.2d Website will be updated regularly.

GOAL 3.3: The library will operate a high speed telecommunications network to support Internet access and ILS functions.

Tasks:

- 3.3a By September 2011 Neyland, Northwest, Garcia and Harte libraries will transition to fiber optic.
- 3.3b By October 2012 Greenwood Library will transition to fiber optic by the time of reopening.

GOAL 3.4: The library will promote the development of apps or smart phones and other portable devices which facilitate the use of library services.

Tasks:

- 3.4a The library will add apps as they are developed by Koha or by the library and as funding is identified.

GOAL 3.5: The library will add commercial information databases as funding allows.

Tasks:

- 3.5a As with other acquisitions, identifying and selecting databases is continual and hinges on funding.

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications.

Tasks:

- 3.6a By July 2013 Integrated Library System server will be replaced.
- 3.6b By July 2013 Local History server will be replaced.
- 3.6c By November 2014 email server will be replaced.
- 3.6d By December 2014 web server will be replaced.
- 3.6e By December 2014 digital archives server will be replaced.

GOAL 3.7: The library will maintain a network of public access computers with Internet, word processing and spreadsheet programs.

Tasks:

- 3.7a With the exception of Garcia Library, which is already on the City's lease plan, the library will update and upgrade public access computers at other locations as funding allows.

GOAL 3.8: The library will maintain a network of staff computers to improve work efficiency.

Tasks:

- 3.8a Staff computers are on the City's lease plan and will be replaced every three years.

GOAL 3.9: The library will operate a Wi-Fi network for the convenience of patrons with wireless enabled laptop computers.

Tasks:

- 3.9a Network established.
- 3.9b By January 2012 library will develop plan for increasing the number of power outlets in proximity to study tables and will implement when funds are available.
- 3.9c Outlets will be added as funding is available.

PART IV: FACILITIES

GOAL 4.1: The 2008 bond program for the remodeling of the Greenwood Branch Library will be completed.

Tasks:

4.1a By October 2012 the Greenwood project will be completed.

GOAL 4.2: The library will operate clean and well maintained facilities.

Tasks:

4.2a On-going.

GOAL 4.3: The library will seek to change Central Library operations as a cost saving method and as a way of implementing a new service model by restructuring La Retama Central Library operations using one of the three options:

Strategic Direction:

Option 1: Close La Retama Central Library and Expand Neyland Library

This option was adopted by the Library Board. The first step toward the implementation of this option was adopted in the Fiscal Year 2011-12 budget. Staffing was reduced at Central by 25% and operating hours reduced from 70 to 40 hours per week. New service model, with self-directed research primarily using electronic resources, has already begun with closing the reference department last year. The Police Department would utilize the entire Central Library facility. Implementation would require a bond issue.

Option 2: Scale La Retama Central Library and Possibly Expand Neyland

This option involves reducing Central from two floors to one, and either expanding Neyland to house specific Central collections, or reducing Central collections to such a level that the library could operate on one floor without an expansion of Neyland. The Police Department would operate on floors two and three. Implementation would require a bond issue.

Option 3: Relocate Library Downtown and Possibly Expand Neyland

This option involves converting the Central Library into a high technology library downtown as part of a City effort to revitalize the downtown area. Neyland could be expanded to house specific Central collections as part of an option to relocate collections there; otherwise sufficient space would be secured downtown to handle all Central collections. The Police Department would utilize the entire Central Library facility. Implementation would require a bond issue.

Tasks:

4.3a By April 2012 the Library Board will rank options in priority order.

GOAL 4.4: The library will study the feasibility of adding remote check out sites similar to DVD check out sites which are located at retail establishments.

Strategic Direction:

Some Libraries have added BranchAnywhere as a way of providing low overhead access to its collections. The Service could be offered at commercial businesses with high traffic.

Tasks:

4.4a By September 2012 the findings of a feasibility study will be presented.

PART V: BUSINESS PRACTICES

GOAL 5.1: The library's public service divisions will operate from Library Board ratified policies and procedures which are based on sound BUSINESS PRACTICES and which result in excellent customer service.

Tasks:

- 5.1a By September 2011 policies and procedures will be updated.
- 5.1b By November 2011 the Library Board will ratify policies.

GOAL 5.2: The library staff will be knowledgeable and trained.

Tasks:

- 5.2a Training will be on-going.
- 5.2b By January 2012 a training plan will be developed and training will begin.
- 5.2c By January 2012 staff will develop a customer comment card which will request input on service and experience during their library visit.

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service.

Tasks:

- 5.3a By January 2012 (for the remainder of the fiscal year) each team leader with the exception of the Children's Services team leader will be ready to implement an annual plan of service.
- 5.3b By March 2012 the Children's Services team leader will have a plan of service for the Summer Reading Program.
- 5.3c By July 2012 each team leader will have in place and ready to implement an annual plan of service.
- 5.3d By July 2013 each team leader will have in place and ready to implement an annual plan of service.
- 5.3e By July 2014 each team leader will have in place and ready to implement an annual plan of service.

GOAL 5.4: The library will choose the most cost effective way of managing operations and delivering services.

Tasks:

- 5.4a By October 2011 the library will test the benefits of purchasing pre-processed materials and downloadable records. If found to be cost-effective, the library will implement immediately following realignment of funds in budget.
- 5.4b By April 2012 the library will price self check-out systems.

GOAL 5.5: The library will recruit and train volunteers to perform specific tasks.

Tasks:

- 5.5a By January 2012 the library will develop a plan for recruiting and training volunteers; the plan will identify specific tasks to be performed.
- 5.5b By April 2012 the volunteer plan will be implemented.
- 5.5c Volunteer recruitment and identification of tasks to be performed will be on-going.

GOAL 5.6: The library will continually identify grant opportunities and private donations to augment its City budget through its two 501 (c)(3) organizations, the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc.

Tasks:

- 5.6a By October 2011 any additional needs for the Greenwood Branch Library capital improvement project will be identified.
- 5.6b Other than the Friends annual membership drive, future fundraising will be tied to future capital and non-capital needs as identified in this plan.

GOAL 5.7: The library will explore opportunities for partnerships with other community organizations in order to improve services, share costs, and strengthen grant opportunities.

Tasks:

- 5.7a On-going.

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection.

Tasks:

- 5.8a By April 2012 the library will evaluate and update emergency procedures for this collection.
- 5.8b By July 2012 the library will obtain a cost estimate for appraisal and identify potential appraisers.
- 5.8c By October 2012 the library will identify funding sources and begin to secure funds.
- 5.8d By July 2014 the appraisal will be completed.

GOAL 5.9: The library will evaluate its processes for collecting fines for overdue and lost materials and for retrieving outstanding items; the library will also study whether the overdue fine structure is a deterrent to service.

Tasks:

- 5.9a By April 2012 the library will complete an evaluation of delinquent accounts and determine the best course of action for settling accounts; the library will also evaluate its fine structure.

∞ The Library will develop and maintain local history, Texas History, genealogy and archives, which will be accessible online through the catalog and library website

∞ Since its establishment over 100 years ago, the library has collected original documents relating to the history of the city and county

**GOALS, STRATEGIC
DIRECTIONS, TASKS AND
EFFECTIVENESS MEASURES**

∞ It is estimated that the archives collection alone contains 200,000 items, including documents, photographs, lithographs, maps, and ephemera. These extensive collections contain rare and one-of-a-kind items. They need to be appraised for insurance purposes. Appraisal process will be extensive and costly.

PART I: SERVICES

Scope of Services

GOAL 1.1: The library will offer the following services throughout the library system:

- a. Reading material in both print and electronic format.**
- b. Research material in both print and electronic format.**
- c. Limited interlibrary loan service.**
- d. Reference services based on self-directed research using electronic resources with guidance provided by staff.**
- e. Children's services.**
- f. Public access computers with Internet, word processing spreadsheet, presentation and database programs.**

Strategic Direction:

Items *a* and *b* above are addressed in the *Collections* section of the plan. The library will promote the use of the collections, recognizing that reading and research advances education by broadening individual knowledge, improving critical thinking, and developing language, vocabulary, communication, and writing skills.

After forty years of continuous operation, the state is reducing its support of interlibrary loan service in 2011. The Corpus Christi center included a staff of three. The state will provide limited support, excluding staffing. Corpus Christi must determine how to best offer the service with the reduced support from the state.

Since 2009 the full service reference department at La Retama Central Library has been closed. Limited reference service is provided at the circulation desk, subject to the availability of trained staff and the amount of time that can be committed to each individual. The availability of public access computers at the library, high speed Internet access, and access to authoritative databases support independent, self-directed research. The library's online resources are also available to homes with Internet access.

The library will expand programs designed to promote reading and use of the library by adults and young adults. For the past few years the library has offered a community wide reading program, similar to the *One City One Book* program offered nationally. The program has been funded with grants and support from the Friends of Corpus Christi Public Libraries, and has been managed by volunteers from the Friends. The library will continue this program and will seek to expand it to include other reading initiatives, such as promoting classic literature. The library will also encourage the development of book clubs to promote reading and discussion.

Because the library places a high value on services to children, it will offer reading materials for all age levels and will evaluate existing programs with the goal of increasing attendance and reading. Because early intervention is critical to a child's intellectual development, the library will seek to partner with community based organizations to reach and serve more children. The library will seek funding from the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc. to support programming.

Tasks:

Annual plans of service, which describe programs and services for adults, young adults and children are addressed in the *Business Practices* section of the plan.

- 1.1a By November 2011 the library will have a plan in place to offer reduced interlibrary loan service.

Effectiveness measures:

- Number of visitors compared to the previous period, including month, year-to-date, and year.
- Number of annual visitors compared to state.
- Number of children's programs.
- Number of children attending programs.
- Number of children participating in the Summer Reading Program compared to previous year.
- Number of adult and young adult programs, as defined in the annual plan of service.
- Number of adults and young adults attending programs.

- Number of sessions on public access computers compared to the previous period, including month, year-to-date, and year.
- Number of interlibrary loans for Corpus Christi patrons at the end of fiscal year 2011-12 compared to previous fiscal year when state supported.
- Number of interlibrary loans for Corpus Christi patrons at the end of fiscal year 2012-13 compared to previous fiscal year.
- Number of interlibrary loans for Corpus Christi patrons at the end of fiscal year 2013-14 compared to previous fiscal year.

Special Emphasis at the Greenwood Branch Library

GOAL 1.2: Besides the services identified in GOAL 1.1, the Greenwood Branch Library will place an expanded emphasis on family literacy, early childhood development and services to young adults.

Strategic Direction:

Greenwood will re-focus its collections and programs to serve from the very youngest to the young adult and their parents. In the immediate service area there are thirty schools, nine head start centers, and fifteen child care centers. The Corpus Christi Literacy Council is based at Greenwood. Demographic statistics highlight the needs of the service area:

- 32% of the population lives the poverty level.
- 45% of adults 18 and older did not finish high school.
- 53% of grandparent caregivers have sole responsibility for their grandchildren.
- 65% are Spanish language dominant.
- 27% are not English language proficient.

These demographics create challenges in the areas of English language skills, reading proficiency, performance in school, and commitment to learning and the educational process. Clearly, programs to support early education are vital. Through the development of the annual plan of service, the library will identify ways to expand the number of visitors to the library through creative programming and partnerships with the large number of educational institutions in the service area.

Tasks:

- 1.2a By April 2012 (for the upcoming reopening and fiscal year 2012-13), the branch manager will develop an annual plan of service for the targeted population.
- 1.2b By July 2013 the branch manager will develop an annual plan of service for the targeted population.
- 1.2c By July 2014 the branch manager will develop an annual plan of service for the targeted population.

Effectiveness measures:

- Demonstrable increase in number of visitors for fiscal year 2012-13 as compared to fiscal year 2011-12.
- Demonstrable increase in circulation for fiscal year 2012-13 as compared to fiscal year 2011-12.
- Demonstrable increase in number of children's programs for fiscal year 2012-13 as compared to fiscal year 2011-2012.
- Demonstrable increase in the number of children attending programs for fiscal year 2012-13 as compared to fiscal year 2011-12.
- Demonstrable increase in the number of programs for adults and young adults for fiscal year 2012-13 as compared to fiscal year 2011-12.
- Demonstrable increase in the number of adults and young adults attending programs for fiscal year 2012-2013 as compared to fiscal year 2011-12.

Local History, Texas History, Genealogy, and Archives

GOAL 1.3: La Retama Central Library will develop and maintain a collection comprising Local History, Texas History, Genealogy, and Archives.

Strategic Direction:

Since its establishment over 100 years ago, the library has collected original documents relating to the history of the city and county. Today the collection contains about 200,000 unique items. The collection is used by students, writers, and researchers. Details of the collection and work to be performed are addressed in the *Collections* section of the plan. If the collection is to be moved, as discussed in the *Facilities* section of the plan, consideration will be given to expanding this division to include both circulating and non-circulating materials relating to American History. Thus, the full scope of history and heritage from the family (i.e., genealogy), to community to state and to nation are gathered in one special collection, providing students and researchers with a comprehensive collection in one location. The library will develop programs and workshops which support and highlight the collections. The library will seek funding from the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc. to support programming.

Tasks:

Annual plans of service which describe programs and services for adults, young adults and children are addressed in the *Business Practices* section of the plan.

Effectiveness measures:

- By July 2012 the Managing Librarian will have ready to implement an annual plan of service.
- By July 2013 the Managing Librarian will have ready to implement an annual plan of service.
- By July 2014 the Managing Librarian will have ready to implement an annual plan of service.

PART II: COLLECTIONS

Service Roles and Collection Priorities

GOAL 2.1: *The library will continually develop, evaluate and update collections to meet the evolving needs of the community.*

Strategic Direction:

Using the model provided in the Public Library Association's *Strategic Planning for Results*, the collection committee will review library service area demographics and use statistics to develop and adopt service responses. Service responses are "what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs" (PLA, 46).

Service responses relate to all facets of library service. In collection development, they provide a framework for establishing collection priorities. Collection priorities outline subject coverage, formats, purchasing goals and collection maintenance guidelines for a particular library. Each location's collection priorities will be guided by its adopted service responses. Service responses will be determined by analysis of usage statistics. Each fiscal year, usage statistics and user input will be considered when developing the collection priorities for each library.

In addition to establishing collection priorities most appropriate to each library's service responses, the Selection Committee will work to define a core collection. A core collection consists of materials that are standard classic titles that form the foundation upon which a library's collection is built. Guided by the American Library Association's *Developing an Outstanding Core Collection*, the Selection Committee will establish a core collection policy that defines the purpose, scope, selection process, and selection criteria for the library's core collection. Due consideration will be given to the availability of complementary information sources within the community and online. The library will also evaluate the demand for formats which have been supplanted by newer technologies and formats.

The library will maintain a collection of circulating materials most likely to achieve the most use relative to their cost and space consumed. Collection space will be expanded for popular parts of the collection while space for less popular sections will be reduced. The library ascribes to the view that materials with entertainment value such as music and video recordings in CD and DVD formats, in addition to being popular with library patrons, have the civic benefit of drawing citizens into the library system and leading them to the library's more educational material, and will thus be added to the library collection. Several factors will be used to determine the optimal size for collections at each location:

1. *Texas Public Library Standard for Collection size.* Texas public library standards call for a basic collection of at least 1.5 items per capita. Based on 2009 Census figures, to meet this standard the library would need to maintain a total collection of 431,158 items; the collection count as of July 2011 is 480,389. An effort will be made to seek alternative standards for collection size that will factor in public domain titles and other content that is readily available elsewhere.
2. *Texas Public Library Standard for Collection Age.* Texas public library standards for basic collections stipulate that at least 15% of the collection should be less than 5 years old. The median age for our collection is approximately 9 years. An examination of items currently checked out showed that they have a median age of 6 years. More than 69% of those items were published within the last 10 years.

3. *Collection Usage.* Circulation is an indicator of the usefulness of a collection. The state mean (for libraries serving populations greater than 250,000) for circulation per capita is 5.63; Corpus Christi is 4.45. The state mean for circulation per registered borrower is 11.4; Corpus Christi is 6.16. The percentage of the collection that has not been used in a number of years is one indicator of a need to weed what is no longer useful. Currently 6% of the libraries' collection has not circulated in 9 years. Turnover rates – the average number of times each item is checked out – is another indicator of a collection's utility. The state mean for turnover is 3.18. The turnover rate for the library is as follows: system-wide is 2.65; Garcia is 6.02; Neyland is 4.13; Harte is 3.65; Northwest is 2.93; Greenwood is 1.73; Central is 1.42.
4. *Active cardholders.* The percentage of a service population that actively borrows library materials is an indicator of how well a collection is matching the needs of its users; active is defined as users having used their cards in the past year. Currently, 18% of cardholders are considered active. There is no comparative data state-wide.

To support the selection development process the library will consider retaining an outside firm to provide on-going evaluation of collection usage.

Tasks:

- 2.1a By September 2011 circulation statistics for fiscal year 2011 will be produced and will be used to identify individual library collection priorities.
- 2.1b By October 2011 reports on items that did not circulate in at least ten years will be produced and distributed to all library locations for use in evaluating and determining which items to remove, store, or transfer as part of an overall plan.
- 2.1c By January 2012 weeding project will commence.
- 2.1d By April 2012 each library's collection priorities and service roles will be established.
- 2.1e By April 2012 the collection committee will define the library system's core collection.
- 2.1f By April 2012 the library will determine whether it is advantageous to seek an outside firm to provide on-going collection evaluation service.
- 2.1g By July 2012 the median age of the collection will be calculated.
- 2.1h By July 2013 the median age of the collection will be calculated.
- 2.1i By July 2013 the weeding project will be completed.

Effectiveness measures:

- Tasks completed.
- The percentage of the libraries' circulating collections that has not circulated in at least ten years will be reduced by 30% between FY 2012 and FY 2013.
- The median age of the library system collection will be reduced from 9 years in FY 2011 to 8 years in FY 2013.
- The library's turnover rate system-wide and by individual library will exceed or meet the state mean of 3.18 for fiscal years 2013 and 2014.
- Circulation per registered borrower will increase from 6.16 in FY 2011 to 8 in FY 2014.
- Percentage of active cardholders will increase from 18% in FY 2011 to 25% in FY 2014

Inventory

GOAL 2.2: The library will conduct an inventory of its holdings.

Strategic Direction:

As stewards of public property and in order to provide patrons accurate information, the library must maintain an accurate inventory of its collection.

Tasks:

- 2.2a By July 2012 the library will complete a system-wide inventory.
- 2.2b By October 2012 the library will update its database of holdings to reflect changes in
 inventory status.

Effectiveness measure:

Tasks completed.

Local History, Texas History, Genealogy, and Archives

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website.

Strategic Direction:

Ongoing development through purchasing and seeking donations will be conducted for special collections.

Local History collections comprise the following:

1. Corpus Christi and Nueces County History – both published and archival materials
2. Texas History
3. Genealogy

The special collections are generally intended primarily for reference use. Copies of some items will be added to the circulating collection depending on interest, availability, cost, and/or need. The development and management of special collections differ from the guidelines for the general collection.

A number of items in the above categories have not been processed and are, therefore, not accessible online. This includes books, microfilm, and archival material. The library owns an estimated 200,000 archival items of which 55,000 or 28% have been processed. Some of the items have been digitized and are accessible online.

Tasks:

- 2.3a By April 2012 a collection development profile, which defines the scope of material to be collected, will be created.
- 2.3b By January 2012 an inventory of items to be cataloged or archived will be completed.
- 2.3c By October 2012 a plan of archival items and other material to be digitized and made available online will be completed.
- 2.3d By July 2014 all items will be cataloged or archived.
- 2.3e By October 2014 digitization of items to be made available online will be completed.

Effectiveness measure:

Tasks completed.

Reference Collections

GOAL 2.4: The library will provide information resources to meet the basic reference needs of the general public.

Strategic Direction:

As the library's role in providing reference services has shifted, the reference collection will be reassessed. Materials in the collection that are seldom used, have been supplanted by online resources, or that duplicate resources available elsewhere in the community will be weeded from the collection. Basic ready reference resources will be maintained at all library locations. Any remaining print reference resources may be housed at the library facility with the greatest anticipated demand.

Tasks:

- 2.4a By July 2012 weeding of seldom used or superseded reference materials will be completed.
- 2.4b By July 2012 transfer of reference materials to branches will be completed.

Effectiveness measure:

Tasks completed.

Periodicals

GOAL 2.5: The library will provide current periodicals of interest to the general public.

Strategic Direction:

The library will increasingly focus on providing periodical access through online database subscriptions. This provides patrons with remote 24/7 access. However, there are some periodical titles which are either unavailable through available databases or which are ill-suited to online use. Each library will continue to collect a select number of titles for browsing collections. The library currently retains large numbers of bound periodicals in storage. Binding and storing back issues requires initial bindery costs and an ongoing allocation of space for a resource which is seldom used. Whenever possible, the library will endeavor to provide access to this same historical content through digital formats such as CD-ROM, DVD, and online databases.

Tasks:

- 2.5a By July 2012 staff will evaluate print subscriptions to periodicals for needed growth or reduction.
- 2.5b By July 2012 stored back issues of periodicals will be weeded and, if deemed necessary, alternative formats will be acquired.

Effectiveness measure:

Tasks completed.

Electronic Resources

GOAL 2.6: The library will provide online access to a variety of electronic resources to meet the evolving needs of the community.

Strategic Direction:

The collection will include not only reference and information databases, but popular materials such as downloadable audio books and e-books. Priority will be given to databases and formats that can be accessed both on-site and remotely. Due to the nature of online resources, the costs of maintaining access to collections will be ongoing. However, concerns about loss, damage, and storage will be eliminated. Selection of resources will be determined by quality, ease of use, and demonstrated user demand.

Tasks:

- 2.6a By July 2011 a larger portion of the budget will be allocated to increasing the downloadable e-book and audio content.
- 2.6b By April 2012 pricing information for commercial databases will be obtained.
- 2.6c By July 2012 commercial databases will be selected.

Effectiveness measures:

- Tasks completed.
- Electronic resources will be evaluated annually through analysis of usage statistics.

Collection Development Policy

GOAL 2.7: The library will develop a collection development policy which guides purchasing and collection maintenance decisions.

Strategic Direction:

A detailed collection development policy will provide a rationale and methodology for the development and maintenance of the library's collection. The policy will provide guidelines and timetables for the staff to use in selecting, analyzing, measuring, evaluating, and weeding the collection.

Tasks:

- 2.7a By July 2012 the collection development policy will be completed.

Effectiveness measure:

- Tasks completed.

PART III: TECHNOLOGY

Integrated Library System (ILS)

GOAL 3.1: The library will operate an efficient and user-friendly ILS which supports the acquisitions, cataloging, inventory control, online catalog, and circulation functions.

Strategic Direction:

In May, 2011 the City Council authorized the library to enter into contract with Bywater Solutions for migration services and on-going system support for the library's new ILS, Koha, an open source, i.e., free program. The only cost after migration will be the annual maintenance fee, less than that of the library's previous integrated library system. The library shares its ILS with the high schools in the Corpus Christi, Flour Bluff, and Tuloso-Midway school districts; they contribute to the cost of annual maintenance. The project, known as LINCC (Library Information Network of Corpus Christi), was established in 1996.

Tasks:

3.1a By October 2011 the Koha ILS will be fully operational.

Effectiveness measures:

- Tasks completed with minimal disruption to service and staff functions.
- Minimal downtime.
- Rapid response resolution to problems by library staff and Koha support staff.

Library website

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website.

Strategic Direction:

The library has already taken the first steps towards a unique library web presence. It has created significant local content, mainly in the area of local history and digital archives. The library will continue to add content in this area. More needs to be done to make the library's web presence more distinctive. As the Internet standards change to adopt the new HTML5 coding standard, the library web presence will change with them. The library will maintain a *Facebook* page and will explore other social networking programs and opportunities for integrating social networking into library services. The library will continue to offer access to commercial databases, on-site and remote, through its website.

Tasks:

- 3.2a Website and *Facebook* pages have been established.
- 3.2b By May 2012 a plan for using social networking for delivery of library services will be completed.
- 3.2c By July 2012 the social networking plan will be implemented.
- 3.2d Website will be updated regularly.

Effectiveness measures:

- Tasks completed.
- Website usage statistics such as number of hits and number of unique visitors.
- Number of participants using social networking.

Fiber Optic Connectivity

GOAL 3.3: The library will operate a high speed telecommunications network to support Internet access and ILS functions.

Strategic Direction:

The library has already taken the first steps towards having fiber optic at all the libraries. Fiber optic was installed at the Central Library in 2009, and the Internet is running 88% faster than its previous Internet connection. Other libraries are scheduled to migrate to fiber optic. Although fiber optic is the preeminent connection for high speed Internet connectivity at this time, the library will keep abreast of emerging technologies that may replace fiber.

Tasks:

3.3a By September 2011 Neyland, Northwest, Garcia and Harte libraries will transition to fiber optic.

3.3b By October 2012 Greenwood Library will transition to fiber optic by the time of reopening.

Effectiveness measures:

- Tasks completed.
- Minimal downtime.
- Rapid response resolution by library staff and City MIS staff.

Apps for Smart Devices

GOAL 3.4: The library will promote the development of apps for smart phones and other portable devices which facilitate the use of library services.

Strategic Direction:

At this point the new ILS, Koha, does not support apps. Koha has announced that it will develop apps in the future, and the library will offer them when available. The library also has the option to contract with a third party to develop this type of service, but this would incur a cost.

Tasks:

3.4a The library will add apps as they are developed by Koha or by the library and as funding is identified.

Effectiveness measures:

- Timely implementation when available from Koha or after funds are secured by library.
- Effectiveness of apps.

Commercial Databases

GOAL: 3.5: The library will add commercial information databases as funding allows.

Strategic Direction:

In this age of online information, it is necessary for library staff and patrons to access as many appropriate information databases as financially feasible. The library's collection development policy will address the expansion of online databases accessible on-site and remotely. The status of state supported databases is uncertain because of cuts in state funding and Corpus Christi's accreditation. The loss of accreditation by

Corpus Christi, expected in 2012, due to cuts in local funding, may result in the loss of what remains of state support for commercial databases. Thus, the library will have to explore other funding to maintain the databases that the state will continue to offer accredited libraries as well as any additional databases it may add.

Tasks:

- 3.5a As with other acquisitions, identifying and selecting databases is continual and hinges on funding.

Effectiveness measure:

- 3.5a Usage statistics such as number of hits and number of unique visitors.

Servers

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications.

Strategic Direction:

The library will continue to replace servers as needed. Currently, the library’s servers have an end-of-life as follows:

Server	Leased	Replacement Date
Integrated Library System	Yes	7/27/2013
Local History	Yes	7/27/2013
Email	Yes	11/2/2014
Web	No	12/12/2014
Digital archives	No	12/12/2014

The first three categories of servers are on the City’s lease plan and will be replaced as they reach end-of-life. The library will need to seek funding through the City to add the Web and Digital archives servers to the City’s lease plan or identify funding sources to replace them as they reach life expectancy.

Tasks:

- 3.6a By July 2013 Integrated Library System server will be replaced.
- 3.6b By July 2013 Local History server will be replaced.
- 3.6c By November 2014 email server will be replaced.
- 3.6d By December 2014 web server will be replaced.
- 3.6e By December 2014 digital archives server will be replaced.

Effectiveness measure:

- Tasks completed.

Public Access Computers

GOAL 3.7: The library will maintain a network of public access computers with Internet, word processing and spreadsheet programs.

Strategic Direction:

As of October 2011, the library maintains a network of 162 public access computers. Of that number, 23 or 14% are included in the City's lease plan and are replaced every three years. The remaining number, 139 or 85% are not included in the plan. They were purchased using grant funds, principally the state's Loan Star grant and the Bill and Melinda Gates Foundation, neither of which is currently available. About 53% of the 162 computers, as of October 2011, are three years and older; 12% are more than nine years old. Unless funds can be identified for replacement, the number of public access computers will decline. One possible solution is to seek funding through the City to add older computers to the City's lease plan. All public access computers currently support word processing and spreadsheets. The Library will continue to reduce public computer software costs by using free open source office products instead of Microsoft Office.

Tasks:

- 3.7a With the exception of Garcia Library, which is already on the City's lease plan, the library will update and upgrade public access computers at other locations as funding allows.

Effectiveness measure:

- Replacement as needed.

Staff Computers

GOAL 3.8: The library will maintain a network of staff computers to improve work efficiency.

Strategic Direction:

As of October 2011 the library maintains a network of 71 staff computers mainly to support ILS functions. Of that number, 60 or 85% are included in the City's lease plan and are replaced every three years. The remaining number, 11 or 15% are not critical to the operation of the library.

Tasks:

- 3.8a Staff computers are on the City's lease plan and will be replaced every three years.

Effectiveness measure:

- Replacement as needed.

Wi-Fi Network

GOAL 3.9: The library will operate a Wi-Fi network for the convenience of patrons with wireless enabled laptop computers.

Strategic Direction:

The library offers Wi-Fi access at all libraries. There has been a notable increase in the number of patrons who bring laptops to the library. Staff will determine whether there are sufficient power outlets located in proximity to study tables.

Tasks:

- 3.9a Network established.
- 3.9b By January 2012 library will develop plan for increasing the number power outlets in proximity to study tables.
- 3.9c Outlets will be added as funding is available.

Effectiveness measure:

- Minimal downtime.
- Rapid response resolution by library staff and City's MIS staff.

PART IV: FACILITIES

Greenwood Branch Library Capital Improvement Project

GOAL 4.1: The 2008 bond program for the remodeling of the Greenwood Branch Library will be completed.

Strategic Direction:

In 2008 the voters approved \$1.5 million to remodel the Greenwood Branch Library. The City Council awarded a contract in August 2011.

Tasks:

4.1a By October 2012 the Greenwood project will be completed.

Effectiveness measure:

Tasks completed and within budget.

Maintenance

GOAL 4.2: The library will operate clean and well maintained facilities.

Strategic Direction:

The library will keep facilities clean and attractive. The library will respond to maintenance issues through the City's Building Maintenance operation in a timely manner. Outside grounds will be kept clear of debris. The library will respond to landscaping needs through the City's Parks and Recreation operation.

Tasks:

4.2a On going.

Effectiveness measure:

Clean appearance.

La Retama Central Library

GOAL 4.3: The library will seek to change Central Library operations as a cost saving method and as a way of implementing a new service model by restructuring La Retama Central Library operations using one of the three options:

Strategic Direction:

Option 1: Close La Retama Central Library and Expand Neyland Library

This option was adopted by the Library Board. The first step toward the implementation of this option was adopted in the Fiscal Year 2011-12 budget. Staffing was reduced at Central by 25% and operating hours reduced from 70 to 40 hours per week. New service model, with self-directed research primarily using electronic resources, has already begun with closing the reference department last year. The Police Department would utilize the entire Central Library facility. Implementation would require a bond issue.

Option 2: Scale La Retama Central Library and Possibly Expand Neyland

This option involves reducing Central from two floors to one, and either expanding Neyland to house specific Central collections, or reducing Central collections to such a level that the library could operate on one floor without an expansion of Neyland. The Police Department would operate on floors two and three. Implementation would require a bond issue.

Option 3: Relocate Library Downtown and Possibly Expand Neyland

This option involves converting the Central Library into a high technology library downtown as part of a City effort to revitalize the downtown area. Neyland could be expanded to house specific Central collections; otherwise sufficient space would be secured downtown to handle all Central collections. The Police Department would utilize the entire Central Library facility. Implementation would require a bond issue.

Tasks:

4.3a By April 2012 the Library Board will rank options in priority order.

Effectiveness measure:

Consensus reached and progress achieved toward implementation

GOAL 4.4: The library will study the feasibility of adding remote check out sites similar to DVD check out sites which are located at retail establishments. FACILITIES

Strategic Direction:

Some Libraries have added BranchAnywhere as a way of providing low overhead access to its collections. The Service could be offered at commercial businesses with high traffic.

Tasks:

4.4a By September 2012 the findings of a feasibility study will be presented.

Effectiveness measure:

Timeline met.

PART V: BUSINESS PRACTICES

Policies and Procedures

GOAL 5.1: The library's public service divisions will operate from Library Board ratified policies and procedures which are based on sound BUSINESS PRACTICES and which result in excellent customer service.

Strategic Direction:

Updated policies are available on the library's website. An email address will be maintained for the public to comment or make inquiries.

Tasks:

- 5.1a By September 2011 policies and procedures will be updated.
- 5.1b By November 2011 the Library Board will ratify policies.

Effectiveness measures:

- Tasks completed.
- Number and type of complaints relating to policy are minimal.

Staff Training

GOAL 5.2: The library staff will be knowledgeable and trained.

Strategic Direction:

The library will provide staff on-going training on library operations, policies and procedures and on customer service. Critical will be training on the new Integrated Library System and updated policies and procedures. The library will undergo restructuring of staff functions and will specifically merge three paraprofessional classifications into one in order to facilitate cross-training and make staff available to perform a variety of tasks at any library on any given day. Critical will be customer service training for staff unaccustomed to working in a public environment.

Tasks:

- 5.2a Training will be on-going.
- 5.2b By January 2012 a training plan will be developed and training will begin.
- 5.2c By January 2012 staff will develop a customer comment card which will request input on service and experience during their library visit.

Effectiveness measures:

- Tasks completed.
- Number and type of complaints relating to staff performance are minimal.

Team Assignments

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service.

Strategic Direction:

Staff with the title of Managing Librarian will lead teams in the following service areas: Collection Development, Children's Services, Adult/Young Adult Services, Training, Marketing/Public Relations, and Volunteer Services. Assignments will be rotated periodically.

Tasks:

- 5.3a By January 2012 (for the remainder of the fiscal year) each team leader, with the exception of the Children's Services team leader, will be ready to implement an annual plan of service.
- 5.3b By March 2012 the Children's Services team leader will have a plan of service for the Summer Reading Program.
- 5.3c By July 2012 each team leader will have ready to implement an annual plan of service.
- 5.3d By July 2013 each team leader will have ready to implement an annual plan of service.
- 5.3e By July 2014 each team leader will have ready to implement an annual plan of service.

Effectiveness measures:

- Tasks completed.
- Improvements to be noted in other plan measures, e.g., the success of Summer Reading Program.

Business Principles

GOAL 5.4: The library will choose the most cost effective way of managing operations and delivering services.

Strategic Direction:

The library will test the library's book supplier's service of providing pre-processed materials, including spine labels, book jackets, and bibliographic and item records ready to download into the library's catalog. If successful, the service could help reduce staffing costs, and those savings could be used elsewhere, particularly to directly support the overall mission. The library will consider augmenting staff circulation functions by adding self-checkout systems. This could free up staff to provide other services. The current staffing level, which is no more than two staff members at the public service desk and often just one staff member, cannot be reduced because of the number of patrons requiring assistance.

Tasks:

- 5.4a By October 2011 the library will test the benefits of purchasing pre-processed materials and downloadable records. If found to be cost-effective, the library will implement immediately following realignment of funds in budget.
- 5.4b By April 2012 the library will price self check-out systems.

Effectiveness measures:

- Tasks completed.
- Timely transition if pre-processing is found to be cost effective.
- Quick turnaround time for materials to be made available to public.

Volunteers

GOAL 5.5: The library will recruit and train volunteers to perform specific tasks.

Strategic Direction:

Library service is work intensive. Volunteers are needed to perform clearly defined tasks. Volunteers will be recruited to assist staff; they will not be placed in charge of facilities or supervising staff. Unless it is an exceptional circumstance, volunteers will not be accepted for short term assignments. Prospective volunteers must complete a City Volunteer Application Form and go through a background check prior to placement.

Tasks:

- 5.5a By January 2012 the library will develop a plan for recruiting and training volunteers; the plan will identify specific tasks to be performed.
- 5.5b By April 2012 the volunteer plan will be implemented.
- 5.5c Volunteer recruitment and identification of tasks to be performed will be on-going.

Effectiveness measures:

- Tasks completed.
- Number of volunteers and hours of work performed.

Non-City Funding

GOAL 5.6: The library will continually identify grant opportunities and private donations to augment its City budget through its two 501 (c)(3) organizations, the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc.

Strategic Direction:

Over the past twenty six years, the library has raised nearly \$5.2 million in private donations and has been awarded over \$1.1 million in competitive state and federal grants. Notable contributions are \$1.84 million from Janet and Ed Harte for a branch library and a bequest in excess of \$840,000 (with on-going mineral interest earnings) from the estate of William T. Neyland. The Neyland donation was used to expand and remodel the Parkdale Branch Library, now named for Anita and W. T. Neyland. Recently, the library has received over \$150,000 from various sources given in honor of La Retama Club. These donations have been designated for the Greenwood Branch Library remodeling project, augmenting the 2008 voter approved \$1.5 million bond issue. Private fundraising will be more challenging in the future due to the uncertainty in the economy; government library grants have been significantly curtailed and in some cases eliminated. Still, every effort is made to attract private donations and grants. Three factors which affect the ability to secure grants are:

1. Value and need.
2. Reputation of the institution.
3. Level of support from governing authority, i.e., private contributions, particularly sizable ones, are seen by the donor as investments with expected returns (public good and growth realized), and are not intended to supplant governing authority support, but rather to augment it. Thus, it would be outside the norm of private giving to see donations for operations (i.e., staffing) and maintenance (i.e., repair).

Tasks:

- 5.6a By October 2011 any additional needs for the Greenwood Branch Library capital improvement project will be identified.
- 5.6b Other than the Friends annual membership drive, future fundraising will be tied to future capital and non-capital needs as identified in this plan.

Effectiveness measures:

- Tasks completed.
- Grants awarded.

Partnerships

GOAL 5.7: The library will explore opportunities for partnerships with other community organizations in order to improve services, share costs, and strengthen grant opportunities.

Strategic Direction:

The library provides space at the Greenwood Branch Library to the Corpus Christi Literacy Council. In 1996 the library began a partnership with area school districts to share the Integrated Library System; maintenance costs are shared. Over \$500,000 in private contributions and a federal grant award were used to buy the system.

Two libraries are operated jointly with school districts: Janet F. Harte Public Library and the Flour Bluff High School Library and Dr. Clotilde P. Garcia Public Library and the library with the Kaffie Middle School Library. The school districts contribute to operating costs. Other partnership opportunities need to be explored.

Tasks:

- 5.7a On going.

Effectiveness measures:

- Smooth working relationship with other entities.
- All working cooperatively to deliver service to students and general public.

Collection Value and Protection

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection.

Strategic Direction:

These extensive collections contain rare and one-of-a-kind items. They need to be appraised for insurance purposes. It is estimated that the archives collection alone contains 200,000 items, including documents, photographs, lithographs, maps, and ephemera. During the last few years, staff have been inventorying and processing the archives collection and making the information accessible through the library's website. The appraisal process will be extensive and costly because of the scope and size of the collection. The archives collection has its genesis in the 1920s and 1930s, though records are incomplete. La Retama Central Library was not designed to house a valuable collection. For example, separate climate controls for the archives area were not installed; such is needed to retain low temperature and humidity in order to preserve fragile material. Also, a vault or something similar was not built to store valuable materials, particularly in times of emergency. Such precautions are not only needed to protect material but also to create assurance for

donors of potentially valuable material. Ten years ago the library was awarded a grant from the National Endowment for the Humanities to conduct a preservation site survey. The aforementioned environmental controls were cited by the preservation consultant. Also cited was the lack of a comprehensive disaster and security plan. The library would benefit from having a professional archivist on staff. The library has received several grants over the past decade to purchase archival supplies for the proper storage of material.

Tasks:

- 5.8a By April 2012 the library will evaluate and update emergency procedures for this collection.
- 5.8b By July 2012 the library will obtain a cost estimate for appraisal and identify potential appraisers.
- 5.8c By October 2012 the library will identify funding sources and begin to secure funds.
- 5.8d By July 2014 the appraisal will be completed.

Effectiveness measures:

- Tasks completed.

Delinquent and Lost Materials

GOAL 5.9: The library will evaluate its processes for collecting fines for overdue and lost materials and for retrieving outstanding items; the library will also study whether the overdue fine structure is a deterrent to service.

Strategic Direction:

The library's circulation system tracks outstanding material and fines, and will block delinquent patrons from checking out material. The problem is that not all patrons feel obligated to return materials or pay fines for overdue or lost material. Five years ago the library contracted with a collection agency to assist with cash and material recovery. That has not resolved the entire problem. An additional course of action is needed to settle outstanding accounts. The library's fine structure also needs to be studied to determine if it impedes service.

Tasks:

- 5.9a By April 2012 the library will complete an evaluation of delinquent accounts and determine the best course of action for settling accounts; the library will also evaluate its fine structure.

Effectiveness measures:

- Tasks completed.
- Delinquent accounts reduced.

The Library will continually develop, evaluate and update collections to meet the evolving needs of the community ∞ The Library will operate a high speed telecommunications network to support Internet access and ILS functions ∞ The Library will continually identify grant opportunities and private donations to augment its City budget through its two 501 (c)(3) organizations ∞ The Library will maintain a presence on the Internet with a helpful and user-friendly website ∞ The Library will operate a Wi-Fi network for patrons with wireless enabled laptop computers ∞ Branch Managers and a children's librarian will lead teams in areas of public services to ensure quality service∞

TASKS AND RESPONSIBILITY

2011

GOAL 2.6: The library will provide online access to a variety of electronic resources to meet the evolving needs of the community. COLLECTIONS

- 2.6a By July 2011 a larger portion of the budget will be allocated to increasing the downloadable e-book and audio content.
RESPONSIBILITY: D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1a By September 2011 circulation statistics for fiscal year 2011 will be produced and will be used to identify individual library collection priorities.
RESPONSIBILITY: D. Castañón, A. Hatley

GOAL 3.3: The library will operate a high speed telecommunications network to support Internet access and ILS functions. TECHNOLOGY

- 3.3a By September 2011 Neyland, Northwest, Garcia and Harte libraries will transition to fiber optic.
RESPONSIBILITY: A. Hatley, City's MIS Dept.

GOAL 5.1: The library's public service divisions will operate from Library Board ratified policies and procedures which are based on sound BUSINESS PRACTICES and which result in excellent customer service. BUSINESS PRACTICES

- 5.1a By September 2011 policies and procedures will be updated.
RESPONSIBILITY : H. Canales

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1b By October 2011 reports on items that did not circulate in the last ten years will be produced and distributed to all library locations for use in evaluating and determining which items to remove, store, or transfer as part of an overall plan.
RESPONSIBILITY: A. Hatley, D. Castañón

GOAL 3.1: The library will operate an efficient and user-friendly ILS which supports the acquisitions, cataloging, inventory control, online catalog, and circulation functions. TECHNOLOGY

- 3.1a By October 2011 the Koha ILS will be fully operational.
RESPONSIBILITY: A. Hatley

GOAL 5.4: The library will choose the most cost effective way of managing operations and delivering services. BUSINESS PRACTICES

- 5.4a By October 2011 the library will test the benefits of purchasing pre-processed materials and downloadable records. If found to be cost-effective, the library will implement immediately following realignment of funds in budget.
RESPONSIBILITY: A. Hatley

GOAL 5:6: *The library will continually identify grant opportunities and private donations to augment its City budget through its two 501 (c)(3) organizations, the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc. BUSINESS PRACTICES*

5.6a By October 2011 any additional needs for the Greenwood Branch Library capital improvement project will be identified.

RESPONSIBILITY : H. Canales

GOAL 1.1: *The library will offer the following services throughout the library system: SERVICES*

c. Limited interlibrary loan service. (Other services covered elsewhere in plan)

1.1a By November 2011 the library will have a plan in place to offer reduced interlibrary loan service.

RESPONSIBILITY : L. Garcia

GOAL 5.1: *The library's public service divisions will operate from Library Board ratified policies and procedures which are based on sound BUSINESS PRACTICES and which result in excellent customer service.*

BUSINESS PRACTICES

5.1b By November 2011 the Library Board will ratify policies.

RESPONSIBILITY : H. Canales, Library Board

2012

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1c By January 2012 the weeding project will commence.
RESPONSIBILITY: D. Castañón

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website. COLLECTIONS

- 2.3b By January 2012 an inventory of items to be cataloged or archived will be completed.
RESPONSIBILITY: L. Garcia

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website. TECHNOLOGY

- 3.2b By May 2012 a plan for using social networking for delivery of library services will be completed.
RESPONSIBILITY : N. Gonzalez

GOAL 3.9: The library will operate a Wi-Fi network for the convenience of patrons with wireless enabled laptop computers. TECHNOLOGY

- 3.9b By January 2012 library will develop plan for increasing the number of power outlets in proximity to study tables and will implement when funds are available.
RESPONSIBILITY : A. Hatley

GOAL 5.2: The library staff will be knowledgeable and trained. BUSINESS PRACTICES

- 5.2b By January 2012 a training plan will be developed and training will begin.
RESPONSIBILITY: L. Garcia

GOAL 5.2: The library staff will be knowledgeable and trained. BUSINESS PRACTICES

- 5.2c By January 2012 staff will develop a customer comment card which will request input on service and experience during their library visit.
RESPONSIBILITY: L. Garcia

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service. BUSINESS PRACTICES

- 5.3a By January 2012 (for the remainder of the fiscal year) each team leader, with the exception of the Children's Services team leader, will be ready to implement an annual plan of service.
RESPONSIBILITY : H. Canales, D. Castañón, L. Garcia, K. VanKirk, C. Tunches, M. Balis, N. Gonzalez, L. Hilzinger

GOAL 5.5: The library will recruit and train volunteers to perform specific tasks. BUSINESS PRACTICES

- 5.5a By January 2012 the library will develop a plan for recruiting and training volunteers; the plan will identify specific tasks to be performed.
RESPONSIBILITY : L. Garcia

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service. BUSINESS PRACTICES

- 5.3b By March 2012 the Children's Services team leader will have a plan of service for the Summer Reading Program.

RESPONSIBILITY : L. Hilzinger

GOAL 1.2: Besides the services identified in GOAL 1.1, the Greenwood Branch Library will place an expanded emphasis on family literacy, early childhood development and services to young adults. SERVICES

- 1.2a By April 2012 (for the upcoming reopening and fiscal year 2012-13), the branch manager will develop an annual plan of service for the targeted population.

RESPONSIBILITY : D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1d By April 2012 each library's collection priorities and service roles will be established.

RESPONSIBILITY: D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1e By April 2012 the collection committee will define the library system's core collection.

RESPONSIBILITY: D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1f By April 2012 the library will determine whether it is advantageous to seek an outside firm to provide on-going collection evaluation service.

RESPONSIBILITY: D. Castañón

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website. COLLECTIONS

- 2.3a By April 2012 a collection development profile, which defines the scope of material to be collected, will be created.

RESPONSIBILITY: L. Garcia

GOAL 2.6: The library will provide online access to a variety of electronic resources to meet the evolving needs of the community. COLLECTIONS

- 2.6b By April 2012 pricing information for commercial databases will be obtained.

RESPONSIBILITY: D. Castañón

GOAL 4.3: The library will seek to change Central Library operations as a cost saving method and as a way of implementing a new service model by restructuring La Retama Central Library operations, using one of the three options: FACILITIES

- 4.3a By April 2012 the Library Board will rank options in priority order.

RESPONSIBILITY : H. Canales, Library Board

GOAL 5.4: The library will choose the most cost effective way of managing operations and delivering services. BUSINESS PRACTICES

5.4b By April 2012 the library will price self check-out systems.
RESPONSIBILITY : A. Hatley

GOAL 5.5: The library will recruit and train volunteers to perform specific tasks. BUSINESS PRACTICES

5.5b By April 2012 the volunteer plan will be implemented.
RESPONSIBILITY : L. Garcia

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection. BUSINESS PRACTICES

5.8a By April 2012 the library will evaluate and update emergency procedures for this collection.
RESPONSIBILITY : L. Garcia

GOAL 5.9: The library will evaluate its processes for collecting fines for overdue and lost materials and for retrieving outstanding items; the library will also study whether the overdue fine structure is a deterrent to service. BUSINESS PRACTICES

5.9a By April 2012 the library will complete an evaluation of delinquent accounts and determine the best course of action for settling outstanding accounts; the library will also evaluate its fine structure.
RESPONSIBILITY : H. Canales, D. Read, Alex Hatley

GOAL 2.2: The library will conduct an inventory of its holdings. COLLECTIONS

2.2a By May 2012 the library will complete a system-wide inventory.
RESPONSIBILITY: D. Castañón, A. Hatley

GOAL 2.7: The library will develop a collection development policy which guides purchasing and collection maintenance decisions. COLLECTIONS

2.7a By May 2012 the collection development policy will be completed.
RESPONSIBILITY: D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

2.1g By July 2012 the median age of the collection will be calculated.
RESPONSIBILITY: D. Castañón, A. Hatley

GOAL 2.2: The library will conduct an inventory of its holdings. COLLECTIONS

2.2b By July 2012 the library will update its database of holdings to reflect changes in inventory status.
RESPONSIBILITY : A. Hatley

GOAL 2.4: The library will provide information resources to meet the basic reference needs of the general public. COLLECTIONS

2.4a By July 2012 weeding of seldom used or superseded reference materials will be completed.
RESPONSIBILITY: D. Castañón

GOAL 2.4: The library will provide information resources to meet the basic reference needs of the general public. COLLECTIONS

2.4b By July 2012 transfer of reference materials to branches will be completed.

RESPONSIBILITY: D. Castañón

GOAL 2.5: The library will provide current periodicals of interest to the general public. COLLECTIONS

2.5a By July 2012 staff will evaluate print subscriptions to periodicals for needed growth or reduction.

RESPONSIBILITY: D. Castañón

GOAL 2.5: The library will provide current periodicals of interest to the general public. COLLECTIONS

2.5b By July 2012 stored back issues of periodicals will be weeded and, if deemed necessary, alternative formats will be acquired.

RESPONSIBILITY: D. Castañón

GOAL 2.6: The library will provide online access to a variety of electronic resources to meet the evolving needs of the community. COLLECTIONS

2.6c By July 2012 commercial databases will be selected.

RESPONSIBILITY: D. Castañón

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website. TECHNOLOGY

3.2c By July 2012 the social networking plan will be implemented.

RESPONSIBILITY : N. Gonzalez, A. Hatley

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service. BUSINESS PRACTICES

5.3c By July 2012 each team leader will have ready to implement an annual plan of service.

RESPONSIBILITY : H. Canales, D. Castañón, L. Garcia, K. VanKirk, C. Tunches, M. Balis,
N. Gonzalez, L. Hilzinger

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection. BUSINESS PRACTICES

5.8b By July 2012 the library will obtain a cost estimate for appraisal and identify potential appraisers.

RESPONSIBILITY : L. Garcia

GOAL 4.4: The library will study the feasibility of adding remote check out sites similar to DVD check out sites which are located at retail establishments. FACILITIES

4.4a By September 2012 the findings of a feasibility study will be presented.

RESPONSIBILITY : H. Canales

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website. COLLECTIONS

2.3c By October 2012 a plan of archival items and other material to be digitized and made available online will be completed.

RESPONSIBILITY : L. Garcia, A. Hatley

GOAL 3.3: The library will operate a high speed telecommunications network to support Internet access and ILS functions. TECHNOLOGY

3.3b By October 2012 Greenwood Library will transition to fiber optic by the time of reopening.

RESPONSIBILITY: A. Hatley, City's MIS Dept.

GOAL 4.1: The 2008 bond program for the remodeling of the Greenwood Branch Library will be completed.

FACILITIES

4.1a By October 2012 the Greenwood project will be completed.

RESPONSIBILITY: Herb Canales, City's Engineering Dept.

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection. BUSINESS PRACTICES

5.8c By October 2012 the library will identify funding sources and begin to secure funds.

RESPONSIBILITY : L. Garcia, H. Canales

2013

GOAL 1.2: Besides the services identified in GOAL 1.1, the Greenwood Branch Library will place an expanded emphasis on family literacy, early childhood development and services to young adults.

SERVICES

- 1.2b By July 2013 the branch manager will develop an annual plan of service for the targeted population.

RESPONSIBILITY : D. Castañón

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1h By July 2013 the median age of the collection will be calculated.

RESPONSIBILITY: D. Castañón, A. Hatley

GOAL 2.1: The library will continually develop, evaluate and update collections to meet the evolving needs of the community. COLLECTIONS

- 2.1i By July 2013 the weeding project will be completed.

RESPONSIBILITY: D. Castañón

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications. TECHNOLOGY

- 3.6a By July 2013 Integrated Library System server will be replaced.

RESPONSIBILITY: A. Hatley

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications. TECHNOLOGY

- 3.6b By July 2013 Local History server will be replaced.

RESPONSIBILITY: A. Hatley

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service. BUSINESS PRACTICES

- 5.3d By July 2013 each team leader will have ready to implement an annual plan of service.

RESPONSIBILITY : H. Canales, D. Castañón, L. Garcia, K. VanKirk, C. Tunches, M. Balis, N. Gonzalez, L. Hilzinger

2014

GOAL 1.2: Besides the services identified in GOAL 1.1, the Greenwood Branch Library will place an expanded emphasis on family literacy, early childhood development and services to young adults.

SERVICES

- 1.2c By July 2014 the branch manager will develop an annual plan of service for the targeted population.

RESPONSIBILITY : D. Castañón

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website. COLLECTIONS

- 2.3d By July 2014 all items will be cataloged or archived.

RESPONSIBILITY: L. Garcia

GOAL 5.3: Branch Managers and a children's librarian will lead teams in specific areas of public services to ensure quality service. BUSINESS PRACTICES

- 5.3e By July 2014 each team leader will have ready to implement an annual plan of service.

RESPONSIBILITY : H. Canales, D. Castañón, L. Garcia, K. VanKirk, C. Tunches, M. Balis,
N. Gonzalez, L. Hilzinger

GOAL 5.8: The library will seek to have the Local History/Genealogy/Texas History/Archives collection appraised. Hurricane preparation procedures will be reevaluated and updated as needed in order to insure maximum protection. BUSINESS PRACTICES

- 5.8d By July 2014 the appraisal will be completed.

RESPONSIBILITY : L. Garcia

GOAL 2.3: The library will develop and maintain local history, Texas history, genealogy and archives, which will be accessible online through the catalog and library website. COLLECTIONS

- 2.3e By October 2014 digitization of items to be made available online will be completed.

RESPONSIBILITY: L. Garcia

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications. TECHNOLOGY

- 3.6c By November 2014 email server will be replaced.

RESPONSIBILITY: A. Hatley

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications. TECHNOLOGY

- 3.6d By December 2014 web server will be replaced.

RESPONSIBILITY: A. Hatley

GOAL 3.6: The library will maintain and keep current its servers in order to support its technological applications. TECHNOLOGY

- 3.6e By December 2014 digital archives server will be replaced.

RESPONSIBILITY: A. Hatley

On-going

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website.

TECHNOLOGY

3.2a Website and Facebook pages have been established.

RESPONSIBILITY: N. Gonzalez, A. Hatley

GOAL 3.2: The library will maintain a presence on the Internet with a helpful and user-friendly website.

TECHNOLOGY

3.2d Website will be updated regularly.

RESPONSIBILITY: A. Hatley

GOAL 3.4: The library will promote the development of apps for smart phones and other portable devices which facilitate the use of library services. TECHNOLOGY

3.4a The library will add apps as they are developed by Koha or by the library and as funding is identified.

RESPONSIBILITY: A. Hatley

GOAL: 3.5: The library will add commercial information databases as funding allows. TECHNOLOGY

3.5a As with other acquisitions, identifying and selecting databases is continual and hinges on funding.

RESPONSIBILITY: D. Castañón

GOAL 3.7: The library will maintain a network of public access computers with Internet, word processing and spreadsheets programs. TECHNOLOGY

3.7a With the exception of Garcia Library, which is already on the City's lease plan, the library will update and upgrade public access computers at other locations as funding allows.

RESPONSIBILITY: A. Hatley

GOAL 3.8: The library will maintain a network of staff computers to improve work efficiency.

TECHNOLOGY

3.8a Staff computers are on the City's lease plan and will be replaced every three years.

RESPONSIBILITY: A. Hatley

GOAL 3.9: The library will operate a Wi-Fi network for the convenience of patrons with wireless enabled laptop computers. TECHNOLOGY

3.9a Network established.

RESPONSIBILITY: A. Hatley

GOAL 3.9: The library will operate a Wi-Fi network for the convenience of patrons with wireless enabled laptop computers. TECHNOLOGY

3.9c Outlets will be added as funding is available.

RESPONSIBILITY: A. Hatley

GOAL 4.2: The library will operate clean and well maintained facilities. FACILITIES

4.2a On-going.

RESPONSIBILITY: D. Read, D. Castañón, L. Garcia, K. VanKirk, C. Tunches, M. Balis,
N. Gonzalez

GOAL 5.2: The library staff will be knowledgeable and trained. BUSINESS PRACTICES

5.2a Training will be on-going.

RESPONSIBILITY: L. Garcia

GOAL 5.5: The library will recruit and train volunteers to perform specific tasks. BUSINESS PRACTICES

5.5c Volunteer recruitment and identification of tasks to be performed will be on-going.

RESPONSIBILITY: L. Garcia

GOAL 5.6: The library will continually identify grant opportunities and private donations to augment its City budget through its two 501 (c)(3) organizations, the Friends of Corpus Christi Public Libraries and the Corpus Christi Public Library Foundation, Inc. BUSINESS PRACTICES

5.6b Other than the Friends annual membership drive, future fundraising will be tied to future capital and non-capital needs as identified in this plan

RESPONSIBILITY: H. Canales

GOAL 5.7: The library will explore opportunities for partnerships with other community organizations in order to improve services, share costs, and strengthen grant opportunities. BUSINESS PRACTICES

5.7a On-going.

RESPONSIBILITY : H. Canales