

**Monterey Bay Area Cooperative
Library System
(MOBAC)**

Strategic Plan 2005-2007

Adopted March 3, 2005

Monterey Bay Area Cooperative Library System Strategic Plan 2005-2007

Introduction

Monterey Bay Area Cooperative Library System (MOBAC) is a multi-type library consortium with members from public, academic and special libraries. (Appendix A) The consortium serves communities and institutions within Monterey, San Benito, Santa Cruz Counties and parts of Santa Clara County. In May 2004, MOBAC members convened a strategic planning session to lay a foundation for MOBAC services, staffing, cooperation and other essential elements to define MOBAC's mission and purpose into the future. The goals and objectives established in the Strategic Plan 2005-2007 are a direct result of the vision of MOBAC articulated in the May and subsequent meetings. The corresponding sample activities will deliver meaningful, tangible service improvements that can be shared among members and passed on to individual communities. This plan serves as the roadmap for MOBAC the next three years.

MOBAC faces special challenges in identifying relevant library services that can be shared or modeled across the membership. This is in direct relationship to the economic, cultural, social, and technological diversity experienced from the relatively poorer neighborhoods to affluent communities found in the geographic region. A quick sampling of demographics gives a snapshot of the challenges facing the MOBAC members in identifying common and meaningful library services:

- Salinas and Watsonville have wide areas of poverty while Carmel and Santa Cruz enjoy high family incomes.
- Elder residents in Monterey are generally perceived to dislike computers while students at the University of California thrive in the electronic world.
- Area community colleges are experiencing a lower average student age as people head back to school for second careers and job retraining. For example, the average age of the student population at Cabrillo College has dropped from 30 to 27.
- Support for library buildings is inconsistent among the communities and institutions. Note the newly opened library at Monterey Peninsula College that appears to undercut support for a new library building in the city of Monterey.
- French is the largest foreign language spoken in Pacific Grove, not Spanish as found in most other MOBAC communities.

Despite these differences in demographics, all MOBAC members are unified in one core value: the library in each community – whether public, academic, or

special – is essential in that community for creating a literate population that has a place to gain information, gather with like-minded people, explore ideas and participate in public discourse.

In discussing all of these and many other elements of library service in the individual communities, MOBAC libraries continue to rely on the consortium for a strong collaborative relationship. This relationship is exemplified in a variety of MOBAC activities throughout the years. Note the success of the Future Technologies Workshops and trainings offered by the Technology Committee, the Hands-On Workshops sponsored by the Reference Committee, the unique collaboration attained through support and development of the interlibrary loan tracking system and the resource sharing this joint system allows.

To help provide services to the unique communities described above and to continue a strong tradition of collaboration, the goals, objectives and sample activities on the following pages will be instrumental in reviewing MOBAC services, operations and staffing. The Strategic Plan 2005-2007 will allow MOBAC to leverage scarce resources so that library users in each community will have the greatest opportunity for success whether in their home, work, or academic life.

Goals, Objectives, and Sample Activities

Goal I

Residents will benefit from libraries with a shared affinity and identity that makes library services ubiquitous throughout the MOBAC communities.

Objective 1.1 MOBAC members will identify core library services that meet individual user needs.

1.1.1 Members will commission a comprehensive study identifying information needs of local residents that will further establish MOBAC priorities within the Strategic Plan period. FY 2004/2005.

1.1.2 MOBAC and its members will provide support and input to those members engaged in budget challenges or other threats to local library services. FY 2004/2005 and beyond.

1.1.3 MOBAC and its members will embark on a targeted and specific public relations campaign to present a consistent message highlighting library services available to community members and addressing the information needs identified in 1.1.1. FY 2005/2006 and 2006/2007.

1.1.4 MOBAC and its members will present a coordinated effort on advocacy and library services as relates to the overall membership or to enhance local library support. Ongoing.

Objective 1.2 MOBAC members will provide relevant library services that enhance and add value to services provided by individual members.

1.2.1 MOBAC and its members will implement proven and established interlibrary loan products and services to provide reliable access to resources and collections to all community members. FY 2006/2007.

1.2.2 MOBAC and its members will support development of best practices, training opportunities and information sharing in the areas of technology, reference, interlibrary loan and children's services so members may benefit from collaboration within the membership. Ongoing.

Goal II

Member libraries will benefit from a wide array of coordinated and collaborative library services that are cost-effective and efficient.

Objective 2.1 MOBAC members will coordinate services whenever possible to provide specific and measurable improvements in library services throughout the consortium.

2.1.1 MOBAC and its members will implement requested improvements to the MOBAC intranet, providing members with easy access to MOBAC resources. Improvements to begin FY 2004/2005 and be completed by early FY 2005/2006.

2.1.2 Assess and make recommendations for member participation and collaboration over wide geographic distances such as Web, telephone, or other alternatives to enhance face-to-face meetings. Recommendations to be made FY 2004/2005, to be implemented FY 2005/2006.

2.1.3 MOBAC will provide members with coordinated training highlighting best practices in information science to bring consistent and innovative services across the membership. Ongoing.

Objective 2.2 MOBAC members will review and revise business practices to ensure services remain relevant and affordable.

2.2.1 MOBAC and its members will revise the fee structure to establish MOBAC system solvency, fiscal responsibility and a reasonable operating reserve within a three-year period. Recommendations to be made FY 2004/2005, implementation to take affect FY 2005/2006.

2.2.2 MOBAC Administrative Council will review annual reporting requirements and will establish clear and equitable processes for budget allocations to MOBAC committees and projects. FY 2005/2006.

2.2.3 MOBAC Administrative Council will establish reporting practices and guidelines to be used by all committees and staff in communicating within the system. FY 2005/2006.

2.2.4 MOBAC and its members will conduct a comprehensive review of CLSA funded mandates, including second level reference, communication and delivery, and administrative functions so that funding allocations match service levels across the system. FY 2005/2006 and FY 2006/2007.

2.2.5 MOBAC Administrative Council will conduct an annual review of the goals, objectives, and activities articulated in the Strategic Plan in preparation for its annual budget review and program planning. Annually.

Implementation and Conclusion

All MOBAC staff and committees will be focused on these goals, objectives and activities as a means of aligning all efforts to specific outcomes. As the plan is implemented, MOBAC and its administrative staff will develop project plans, implementation guidelines, budgets and outcome measures for each activity. The MOBAC Administrative Council, as governing body of the organization, will provide ongoing evaluation of and receive regular updates as implementation progresses.

By adopting a structured and focused strategic plan, MOBAC will retain a leadership role in projects and services that benefit all member communities and continue to inspire collaboration and coordination. This plan renews the MOBAC dedication to working together so that all members may overcome the challenges and opportunities brought about by budget savings, fiscal innovations and shared services.

Appendix A – MOBAC members

Aiso Library – Defense Language Institute Foreign Language Center
Cabrillo College Library
California State University Monterey Bay Library
Gavilan College Library
Harrison Memorial Library
Hartnell College Library
Monterey Bay Aquarium Library
Monterey County Free Libraries
Monterey Institute of International Studies Library
Monterey Peninsula College Library
Monterey Public Library
Naval Postgraduate School, Dudley Knox Library
Pacific Grove Library
Salinas Public Library
San Benito County Free Library
San Juan Bautista – Carl Martin Luck Memorial Library
Santa Cruz City-County Library System
University of California Santa Cruz University Library
Watsonville Public Library