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**SERVICE DELIVERY POLICY**

**BACKGROUND**

The Service Delivery Policy establishes a three-tier library hierarchy, setting out facility and service policies for each tier.

OCL service delivery is guided by the Vision Statement:

*Our libraries are a focal point of our communities with strong connections to community services, local business and residents. Our facilities are vibrant, welcoming and accessible meeting places where community members of all ages come together to learn, grow, exchange ideas, and enrich their lives. Our libraries offer multifaceted and relevant collections; innovative technologies; and, through skilled and committed staff members, actively engaged communities, governments and other partners, provide programs and services that “make a difference”. The library system contributes to the cultural, educational, social, and economic vitality of the County.*

and by the Values Statement:

1. *We will provide excellent service in a welcoming environment.*
2. *We will be responsive to community needs.*
3. *We will encourage and support lifelong learning.*
4. *We will value individual needs, experiences, and differences in a non-partisan, non-judgmental manner.*
5. *We will value tradition and pursue innovation.*
6. *We will continuously build and foster a skilled and knowledgeable staff.*
7. *We value intellectual freedom in an atmosphere of tolerance and respect.*

Each year, the Library Board approves strategic goals and objectives through the Business Plan process. Where possible and practical, library objectives that further the strategic directions set out in the County of Oxford Strategic Plan, and Service Improvement Opportunities coming out of the Services That Work review of County operations, are prioritized. Current and ongoing Service Improvement Opportunities include:

- Libraries as Community Hubs – develop collaborations with community partners to further County strategic initiatives by expanding use of library facilities.
- Library Resource Review – involves the development and implementation of an effective staffing model to address evolving library services and to support succession planning for key vulnerable positions.

**PURPOSE**

This policy clarifies the service delivery roles of the three tiers of branches: Small; Medium; and

Large. It guides service delivery, resource allocations, and staffing deployment. It commits the library to a culture of continuous learning and employee engagement.

## **PROCEDURES**

### **Section A Clarification of Service Delivery Roles**

#### 1. Tier 1 Small Branches

Small branches serve the following communities: Brownsville, Burgessville, Embro, Harrington, Innerkip, Mount Elgin, Otterville, and Princeton. They:

- a) Create a client-centred atmosphere for the public of Oxford County;
- b) Support the unique nature and needs of the small village communities of Oxford;
- c) Provide library service, community space, a venue for events and displays;
- d) Provide a browsing collection of recreational reading and non-print materials for children, teens, adults, large print readers and patrons in retirement homes;
- e) Provide information resources to support individuals, families, schools, community groups and the business community;
- f) Provide a local service point for selected area municipal and county services and resources;
- g) Contribute event announcements to community newspapers /school newsletters as required;
- h) Provide readers' advisory service through trained staff and/or electronic services;
- i) House published local history materials unique to their community;
- j) Provide access to the system's website collections and resources through public access computers, high speed Internet, access to wireless service, and trained staff;
- k) Provide access to printers, scanners and photocopiers and provide basic instruction to patrons;
- l) Conduct the TD Summer Reading program and limited co-sponsored programs through community partnerships;
- m) Paid programs may be provided.

#### 2. Tier 2 Medium Branches

Medium Branches serve the following communities: Norwich, Plattsville, Thamesford and Tavistock. Medium size Branches build on the service provided by the small Branches and also:

- a) Provide a wider range and larger number of print and non-print materials to meet the general reading needs of all age ranges and the larger population in their communities.
- b) Provide a range of library and co-sponsored programs for all ages to meet community needs;
- c) Provide bookable community meeting rooms and rental space.

### 3. Tier 3 Large Branches: Ingersoll and Tillsonburg

As the Tier 3 Large libraries in the Oxford County Library system, Ingersoll and Tillsonburg serve the library needs of the Towns of Ingersoll and Tillsonburg and surrounding areas.

Because its facility size falls short of accepted guidelines, the Tillsonburg Library does not have the staffing or work space necessary to serve as a full resource library for the system. The Ingersoll Library has the space and the technical staffing complement required to serve as Resource Library for the system:

#### a) Collections

- i) by providing the largest and most comprehensive collection of print and non- print materials for all age ranges specifically including non-fiction, fiction, paperback and magazine collections, large print, and audiovisual collections to serve the town populations and branch patrons;
- ii) by housing special collections relevant to the County as a whole including genealogy and local history collections and non-English language collections;
- iii) by administering Interlibrary Loans service **(Ingersoll only)**.

#### b) Programs (includes both Ingersoll and Tillsonburg)

- i) by providing ongoing library programming for children, teens, and adults including co-sponsored programs with community agencies;
- ii) by providing a wide range of paid programs to meet community need and interest;
- iii) by sharing and suggesting programming ideas with the Branch Services Librarian and Branch Supervisors;
- iv) by providing training to Branch Supervisors on conducting the TD Summer Reading Program and advising the Branch Services Librarian about service and activities to support the program.

#### c) Outreach (includes both Ingersoll and Tillsonburg)

- i) by conducting ongoing outreach with Ingersoll and Tillsonburg community groups, committees, advisory groups and schools;
- ii) by conducting class visits with local schools and hosting visits to the library;
- iii) by serving as a role model for the system by seeking out ways to market and promote the library in the community;
- iv) by providing library materials to homebound patrons.

#### d) Technology

- i) by providing a dedicated public access computer area supported by trained staff;
- ii) by providing system-wide library technical services including interlibrary loan, request service and cataloguing of designated materials **(Ingersoll**

**only);**

- iii) by maintaining Oxford County Library's website content regarding the in-house genealogy database **(Ingersoll only)**;
- iv) by offering one-on-one and group technology coaching to the public;
- v) by featuring new technologies as learning tools in hands-on, interactive "explore stations".

e) Serving Ingersoll and Tillsonburg Branch Patrons

- i) by providing specialized services such as self-checkout and in-branch lending tablets to meet patrons' needs;
- ii) by providing additional public library services as the larger public space allows, including coffee area, special marketing and display units, magazine/newspaper reading area, local history area, display space for artists, youth zone, children's play area, and quiet study area or rooms.

4. Role of Headquarters in Service Delivery

Oxford County Library Headquarters staff provide service to all Branches in these areas:

a) Collections

- i) by selecting print, audiovisual, and other materials for the system;
- ii) by cataloguing and processing collection materials;
- iii) by assessing all patron Requests for Purchase;
- iv) by annually creating and administering Automatic Release Plans with vendors;
- v) by monitoring demand on titles and acquiring additional copies of bestsellers through a rental program;
- vi) by managing the selection and distribution of the Quick Pick express collection;
- vii) by housing and maintaining a resource book collection of titles of enduring value;
- viii) by monitoring branch collections and directing the exchange of materials to maintain a balanced collection responsive to local needs and usage trends;
- ix) by regularly culling materials to assess for withdrawal;
- x) by selecting, housing, and distributing book club sets and discussion guides;
- xi) by assessing donated items for inclusion in the collection;
- xii) by repairing or replacing damaged, worn materials as warranted;
- xiii) by supervising Library Van Delivery service between branches.

b) Programs

- i) by coordinating paid programming / entertainers through the Branch Services Librarian;
- ii) by providing resources to Branches to support the TD Summer Reading Program;
- iii) by overseeing outreach staff in the delivery of selected programs at Branch locations as demand and resources permit;

- iv) by overseeing the licensing agreements for films and ordering newly released films for Branch film events;
  - v) by advising Branch Supervisors on program development and approving new programming initiatives.
- c) Community Outreach
- i) by liaising with community groups and other library professionals to develop new programming initiatives for Branches
  - ii) by positioning the Library to be an integral part of community development initiatives;
  - iii) by representing the system on committees, organizations, and in the community;
  - iv) by planning and coordinating fund development projects as required.
- d) Technology
- i) by marketing library resources and events through social media, e-mail blasts and other social networking tools;
  - ii) by maintaining website content and working with County IS Team;
  - iii) by troubleshooting patron queries regarding use of e-resources;
  - iv) maintaining a resource library of technology tools, including iPads, tablets, coding and robotics equipment, for deployment for use in Branch programs;
  - v) by creating online video tutorials and instructional tools on the access and use of OCL e-resources.
- e) Training
- i) by assessing individual staff training needs;
  - ii) by identifying workshops, webinars, and other training opportunities for staff;
  - iii) by organizing Staff Development Days;
  - iv) by creating detailed instructional materials on the use of various features of the Integrated Library Software;
  - v) by training and coaching new staff hires and providing ongoing training as required.
- f) Other
- i) by liaising with landlords/ local municipalities on facilities issues;
  - ii) by pursuing facilities improvement projects;
  - iii) by applying for suitable grants and bursaries for special projects;
  - iv) by providing supplies / equipment and display materials to Branches.

##### 5. Role of the Virtual Branch in Service Delivery

The Library's Virtual branch – the Oxford County Library website – enables users to access

library services from anywhere and at anytime. Through the Virtual Branch users can:

- i) access Branch and Library Headquarters information;
- ii) access the Library's policies, procedures and forms;
- iii) access the Library's catalogue and readers' advisory tools, and place holds on library materials;
- iv) use electronic databases;
- v) download digital audiobooks, e-books, movies, television and music files;
- vi) request items for purchase;
- vii) access electronic newsletters for reading suggestions, library information through the blog, Facebook page, Twitter feed, and YouTube channel;
- viii) access the Library's subscription services for lifelong learning, e.g. language learning, sign language, online music and art lessons, general interest courses;
- ix) access community information through link to the County of Oxford website and Information Oxford.

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## **Section B    Oxford County Library Collections**

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Print and non-print collections are provided to meet the library's vision of service. All collections of the Oxford County Library system are governed by the Oxford County Library Collection Development Policy. This Policy serves to provide direction to those responsible for the selection, maintenance and deselection of library materials and to inform the public of the policy guiding selection and deselection. It further outlines a process for the public to submit requests for purchase of library materials and a process for members of the public to express concerns over individual items in the collections.

The Oxford County Library's three-tiered service delivery model defines the scope and focus of the collections in each tier, but Oxford County Library also recognizes and values the unique nature of each branch community and attempts to respond to community preferences for collections based on demonstrated usage and / or requests. A balanced collection must be maintained to ensure that no one viewpoint of special interest group will have an undue influence over the collection profile. The Library encourages and supports lifelong learning through the provision of a variety of collections in print, audio, and electronic formats.

### 1) Electronic Collections

A large selection of electronic databases is available on the Oxford County Library website for all patrons to access free of charge. Databases are selected to meet the reference and information needs of Oxford County Library patrons.

Downloadable media including e-books, e-audiobooks, e-comics and graphic books, digital music, movies, television, are available to serve the informational and recreational needs of Oxford County Library patrons.

### 2) Reference Collections

Reference resources are made available in electronic format. Online resources will be chosen over print, for its availability 24/7 and in response to usage patterns. Large and Medium Branches will maintain a modest collection of print reference as warranted.

### 3) Local History and Archival Collections

The Ingersoll Branch houses and maintains a collection of county-wide local history materials to meet the needs of patrons interested in the local history and genealogical resources of Oxford County. Ingersoll Technicians provide ready reference service by phone and e-mail. Digitization of historically significant documents is undertaken in-branch using a book scanner, and made available on the genealogy page of the Library website.

The Tillsonburg Branch maintains a Local History collection, including both circulating and in-branch use only published titles pertaining to the history of the Town and environs.

Medium and Small Branches may maintain small local history collections of published works pertaining to their local communities. Unpublished, original works will be considered for copying/scanning and subsequent donation to the County Archives or other suitable repository.

### 4) Hold System

The Hold system is used to make all loanable materials available to all patrons on an equal basis, and the Hold system will treat all pick-up locations equally. Patrons using Small Branches will rely on the Hold system for access to many of the high-demand items and subject-specific non-fiction.

### 5) Express Collection

To ensure that all branches provide easy access to popular bestsellers, an Express Collection (Quick Picks) is provided at all branches. These are non-holdable, non-renewable, available for a shorter loan period, and carry higher overdue charges.

### 6) Collection Size

The size of the collection in each branch will be governed by available space and the need to balance all branch functions. Collections will be adjusted as required to allow for the effective operation of all library functions and to accommodate the introduction of new services and technologies, and collaborative spaces.

The square footage of branches in the Small and Medium tiers varies, and the following numbers guide collection sizes for each tier:

Small Branches: 4,000 to 7,000 items

Medium Branches: 8,000 to 15,000 items

Large Branch Ingersoll:	Minimum 30,000 items
Large Branch Tillsonburg:	Minimum 20,000 items

Priority will be given to the Large Branches and Medium Branches in the distribution of new materials. At least one third of the total print collection in each branch will be juvenile materials. Librarian staff will assess the content, size and usage statistics of each branch collection at least once per year. Gaps in collection content will be addressed through the annual budget process. In all branches, access to best sellers will be supplemented through the Library's book rental plan and the Quick Pick express collection. The Library participates in the INFO interlibrary loan program administered by SOLS, by which materials from other systems are borrowed for use by Oxford County Library patrons, and Oxford County Library materials are loaned to other library systems.

Oxford County Library collections "float" between branches, that is, a returned item that had been placed on hold remains at the pick-up branch rather than being sent back to its former "home" location. With floating collections, branches with high volume circulation can become overcrowded. Collection balance is maintained through the use of a collection status spreadsheet. Headquarters librarians use the spreadsheet to design exchanges and read-outs, and branch staff use the spreadsheet to direct ongoing inter-branch exchanges to maintain collection balance. Branch staff will regularly assess collections for worn and dated materials that are no longer relevant to patrons or which require repair. Last copies of books deemed to be of enduring value may be housed in the Oxford County Library Headquarters collection and loaned to patrons as requested.

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## **Section C    Oxford County Library Facilities**

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Oxford County Library is under the management and control of the Oxford County Library Board. The Board sets policy for the operation of the library system and in all other matters adheres to the policies of the County of Oxford. The Board is committed to providing the citizens of Oxford County with excellent service in vibrant, welcoming facilities. The Board operates 14 branch libraries in villages and towns throughout Oxford County. The number and location of service points will be determined by the Board in compliance with the *Public Libraries Act*. Branch Libraries are housed in both free standing and multi-purpose buildings. The Board works in collaboration through agreements and partnerships with the County of Oxford, local municipalities, agencies and other boards to operate Branch Libraries that meet the public library needs of the community and function with maximum efficiency. Opportunities for developing the Branch as a Community Hub should be pursued to maximize the relevance and use of the space. Library administrative staff and County Facilities staff manage library facilities directly and through lease agreements and specific service agreements.

### **a. Facility Sizes**

The Board supports the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum facility sizes but also recognizes that opportunities to improve and enhance Branch Libraries may not always meet these Guidelines and each



opportunity will be evaluated on an individual basis.

Small Branches: Minimum 2,500 square feet of usable library space

Medium Branches: Minimum 5,000 square feet of usable library space

Large Branches: Minimum 10,000 square feet of usable library space

The Board supports the ongoing need to upgrade facilities to meet community need and current legislative requirements through its Strategic Planning process and annual Business Plans.

#### b. Signage

All Library Branches of Oxford County Library will have free standing signage with the County logo or Library brand and the name of the Branch and the hours of opening adhering to a signage design standard where possible. Signs will be strategically placed at the front of each Branch to identify each Branch and maximize exposure to car and pedestrian traffic. Branch Libraries that do not have sufficient space will have signage affixed to the buildings housing them. Library Branches housed in multi-purpose facilities will also display signage within the building that identifies the location of library space. All branches will have book return depositories.

Signage will be used to identify collections within each Branch. Where space and floor plans permit, non-fiction collections will be displayed using book store models and corresponding signage. Rules of Conduct for patrons and basic circulation policies will be posted in each branch near service desks.

#### c. Accessibility

The Library will minimize barriers to access for users with physical limitations and disabilities. Large and Medium Branches will be barrier free. Accessibility issues of Small Branches will be the responsibility of the local municipality. Library administration will support local municipalities in their attempts to address accessibility issues through grant applications and other opportunities as they occur.

#### d. Small Branches

Small Branches of Oxford County Library are located in both free standing and multipurpose locations. In multipurpose locations, common spaces are shared, and library administration makes agreements with other agencies/boards to use rooms for library programming.

Small Branches operate in single room configurations. Small Branches are organized to provide a service desk, an adult area and a children's area. Public use computers are located away from the main traffic flow when possible. Every Branch should have a minimum of three public access computer workstations or tablets/devices, with high-speed access to the Internet and good quality printing, faxing, and scanning capabilities. Wireless Internet will be provided in all Branches. Space is provided for bulletin boards and/or display stands to provide community information to the public.

#### e. Medium Branches

Medium Branches are preferably located in multipurpose facilities and will have a separate program room for programming and special activities held during library hours. Administrative staff make provision for community use of the program rooms as set out in the Library and Room Rental Policy. Library administration also makes agreements with other agencies/boards with whom the library shares facilities to use and/or rent their rooms for large library programs. Coffee area and lounge seating will be provided as space permits.

Medium branches will have discernable areas designated for adults, young adults, and children. Areas for children will be designed and decorated to be welcoming to children of all ages.

Child-sized furniture will be provided in the children's areas.

f. Large Library – Ingersoll

The Ingersoll Library serves the library needs of the Town of Ingersoll and catchment area and functions as the resource library for the Oxford County Library System. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, study area, and a play area for children. A separate program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations and space for collaborative learning. Trained staff provide one-on-one assistance as scheduled. A local history area contains local history collections from across the county, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Trained staff assist patrons with questions and searches. Retail-style book display areas, a beverage machine and lounge, and a large newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art. A large circulation area including a self-checkout station is the central focal point for patrons using the Ingersoll Library.

g. Large Library – Tillsonburg

The Tillsonburg Library serves the library needs of the Town of Tillsonburg and catchment area. The Large Library has separate adult, children's and youth areas containing collections, comfortable reading areas, and a play area for children. Two quiet study rooms for small group collaborative study and learning are available, with one being available for pre-bookings and the other on a first-come-first-served basis. A program room is used for adult, youth, and children's programs and community use. A public computer area contains public access computer work stations. Trained staff provide one-on-one assistance as scheduled. A Self-check kiosk is available adjacent to the service desk. A local history area contains local history collections pertaining to the Tillsonburg area, microform viewing and printing equipment, a dedicated workstation for genealogical research, and study space. Retail-style book display areas, a beverage machine, and a newspaper and magazine area adjacent to the adult collections provide comfortable access to popular materials. Art gallery wall space is available to showcase local art.

h. Hours of Service

The Library Board sets branch library hours of opening based on the needs and maximum convenience of residents of local communities and available resources. Hours of service will be posted on the Library's website and on indoor and outdoor signage for the convenience of patrons. The Board supports the Ontario Public Library Guidelines (OPLG) 6<sup>th</sup> edition which states that all library branches should not be open less than 12 hours per week. Branches will open a minimum of 2 hours for each shift. All Small and Medium branches will be closed Sunday and Monday. Medium branches will be open 25 or 35 hours per week. The Large branches, Ingersoll and Tillsonburg, will be open 60 hours per week. Basic services on Sunday afternoons will be offered during half of the year between Thanksgiving and Mother's Day in Large branches, and the hours schedule will be adjusted to accommodate those additional Sunday hours within the 60 hour week. The Large branches will be available for consultation and emergency backup for Small and Medium branches.

A review of Branch hours may be conducted at any time if circumstances arise which affect service delivery.

Branch staff will advise patrons that the library will be closing 10 minutes prior to closing.

All branches will have book chutes to receive returned materials outside of open hours.

i. Holidays

All Branches of the Oxford County Library System are closed on the following days: New Year's Day; Family Day; Good Friday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day. Branches are not open after 2 p.m. on December 24 and December 31 and may remain closed when those days fall on a Saturday.

j. Emergency Closures

The Board authorizes Branch Supervisors or their substitutes to close a branch in the event of an emergency. All emergency closures are reported to the Branch Services Librarian or CEO. During winter months, patrons will be advised to contact the branch before a visit in case of severe weather or hazardous driving conditions.

In the event of an emergency, staff resources may be reallocated to give priority to ensuring that Medium and Large branches remain open all scheduled shifts.

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**Section D Computer Service**

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All Branches of Oxford County Library offer computer services to patrons. The Library maintains a website which contains the web catalogue, on-line databases and current information about library programs and services. Public access computers are available in all branches and on-line public access computers (OPACs) offering the library's web catalogue are available as stand-alone workstations in several branches.

The number of PACs will be assessed based on demand and available space. Workstations

may be replaced with laptops or tablets for public in-library use. Small tier one branches should have a minimum of three public access computers. The Medium tier two branches should have a minimum of five public access computers. The tier three Large branches provide dedicated computer resource areas and Chromebooks for in-branch use.

Children's areas in tier two and tier three branches provide Early Literacy Stations to introduce preschool children to computers and literacy-based programs.

High-speed Internet access, wireless Internet service in all branches, quality printing, scanning, and faxing equipment enable patrons to locate and retrieve information in a seamless and timely fashion. Staff provide one-on-one and group technology training and coaching in the Large branches and may offer similar programs on occasion in Medium and Small branches as the need warrants and resources permit.

Staff in all three tiers will be trained to provide basic assistance with technology and will refer complex technological issues to the Large branches or will recommend other resources, including free technology courses available through the Library e-subscription services.

Free use of public computers is available during regular library hours to anyone who has an active Oxford County Library card and signs the Library's Computer Use Agreement form. Access to the Library's web catalogue and most resources on the website is available remotely to patrons using their library card and PIN.

Patrons are charged per page for printing. There are a limited number of free exceptions for job seekers.

The Oxford County Library Board approves policy governing the use of computers and internet resources. (Computer Use and Public Internet Access Policy) Ongoing review of technology trends by staff and IS Support Services from the County of Oxford and the Library's Integrated Library System Consortium enable the Library to provide proactive, innovative and responsive computer and technology service to patrons.

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## **Section E    Readers' Advisory Service Policy**

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Readers' Advisory is a one-on-one process of matching readers with materials that meet their reading, listening, or viewing interests. It involves collection knowledge, readers' services skills and good conversation. As a fundamental library service, Readers' Advisory fosters an environment where reading is a valued activity, and advocates for the importance and joy of reading in the community.

- 1) All Branches of the Oxford County Library offer one-on-one Readers' Advisory Service by trained staff during open hours and 24/7 on the web catalogue and social media.
- 2) Readers' Advisory Service is available to all patrons served by the library. It is not necessary to have an Oxford County Library card to obtain Readers' Advisory assistance.
- 3) Oxford County Library provides RA web tools and engages with users virtually to build

interactions and a reading community.

- 4) Branch staff are trained to have the skills and abilities to provide Readers' Advisory Service to patrons of all age ranges. Staff utilize all elements of the web catalogue in order to meet the user's content and format preferences.
- 5) In-house materials such as booklists, read-alikes, signage and displays are prepared at Headquarters and the Large Branches and shared among branches as needed.

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## **Section F      Reference and Information Service Policy**

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Reference and Information Service in the public library facilitates access to information. Reference Service is a process by which trained library staff endeavour to satisfy the information needs of individual library users by accurately identifying the information they require and then either guiding them to the most appropriate information sources or providing the information itself.

- 1) All branches of the Oxford County Library offer one-on-one Reference and Information Service during regular library hours.
- 2) Reference and Information Service is available to all persons served by the library. It is not necessary to have an Oxford County Library card to obtain Reference and Information assistance from staff.
- 3) The Library website provides links to authoritative sources and organizes those links intuitively for ease of use.
- 4) Branch staff are trained in the provision of Reference and Information Service and use all available resources to assist patrons. In-depth or complex questions are referred to the Ingersoll or Tillsonburg branches. Branch Pages refer all reference questions to the Branch Supervisor or designate.
- 5) Reference and Information Service is offered to the public during open hours in a variety of situations. The Library accepts questions from the public in person, by telephone, by mail, by e-mail, and through the website and social media.
- 6) Staff seeks out, evaluates, and purchases information resources in print and electronic format to meet the information needs of its communities.

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## **Section G      Outreach and Collaboration**

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The Library engages the community through programs that support lifelong learning, social and community development, creativity and innovation. The Library proactively collaborates with County departments and community partners to identify individuals and groups not adequately served in order to develop a variety of programs that meet the literacy needs of target audiences. The Library will design and implement outreach services and library programs for targeted groups (seniors, new Canadians, job seekers) that offer information, special skills, or entertainment.

All outreach and programming efforts will be aligned with the Library's overall goals and objectives.

The Library will proactively consider service delivery initiatives that forward the “Libraries as Community Hubs” Service Improvement Opportunity and that complement existing community services. These could include multi-uses of library facilities, branches as outreach locations for County services, and mobile service delivery.

#### 1) Service Partnerships

Partnerships with community groups, agencies, governments, and businesses are mutually beneficial agreements that assist the library and participating organizations in the delivery of service to a targeted audience. The Board recognizes that Outreach is a critical part of library work and that other agencies in the community share aspects of the library’s vision of public service. Staff are directed to explore opportunities to enhance and adapt service through partnering with community groups and public or private sector agencies to meet the service goals of the library. Partnerships may include the sharing of library space and materials to provide programming and other events for the public in Branches and other shared facilities. It also includes becoming part of outreach programs and initiatives of government and the private sector where there are mutually beneficial results anticipated.

Staff will develop contacts between the Library and other service providers. The CEO will negotiate shared service agreements as opportunities arise and will be responsible for implementing, monitoring and updating agreements. These services will be mutually beneficial to both the Library and its partner(s).

#### 2) Outreach/Mobile service locations

The Library will consider strategic alternate service delivery models that can reach hard-to-serve target audiences to provide services that address identified needs. This could include pop-up library locations, lending kiosks, outreach presence at schools and public meeting places.

#### 3) Volunteers

The Oxford County Library Board acknowledges the knowledge and experience of adults and youth in Oxford County and provides opportunities for them to volunteer with the Library. The sharing of talents, skills and experiences will enhance programs and build community connections. It is only through community engagement that a broad range of Library programs and shared space opportunities can be offered in tier one Branch communities.

#### 4) Long Term Care Homes and Assisted Living Facilities

Oxford County Library is committed to serving people with diverse needs and strives to maintain strong connections with all residents of the County. To this end, Oxford County Library provides services to borrowers who reside in long term care facilities and assisted living facilities and to borrowers in their own homes who are unable to visit a Branch. Library staff provide customized selection services for individuals registered for this service. Staff assisted by volunteers deliver materials to the individuals in the homes.

In addition to the provision of Large Print material and audiobooks, staff will provide e-book or e-

audiobook download service onto the registered user's device.

The Library offers a limited number of CNIB Daisy Readers on loan to any registered user requiring this technology.

#### 5) Advisory Committees – Friends of the Library

The Oxford County Library System depends on its branches having the support of the community served by the Branch and requires excellent communication with each community. One means of supporting communication may be the establishment of a Friends of the Library group. [See *Advisory Committees/Friends of the Library Board Governance Policy*.]

Among the Roles of a Friends Group is to hold special events; assist staff through the provision of volunteer help; advise the Board on ways to improve library service to the community. In these ways, a Friends Group can be a powerful advocate and ally in the development and implementation of quality programs and service that are responsive to individual Branch communities.

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## **Section H    Oxford County Library Programming**

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*Definition: Programming refers to recreational, educational or cultural group events or activities provided by the library. Programs may be aimed at children, young adults, adults, seniors, or a combination of age groups. They can take place in the library, and/or in the community, and/or online. They can be on-going, in a series, or one-time events. Programs are used to provide information, increase awareness and promote use of the library's services. (Source: Ontario Public Library Guidelines, 6<sup>th</sup> Edition.)*

Library programs promote community participation and life-long involvement in cultural, educational, and recreational activities. Programming builds traditional literacies and new literacies. Determining programs forms part of the annual Business Plan and Budget process.

#### 1) Small Branches

Small Branches provide basic programming to families outside of the regular operating hours of the Branch, based on demonstrated community need and subject to the availability of resources. Library programming will not duplicate similar programming offered by other county and community agencies. Wherever practical, library facilities will be offered as locations for programming run and staffed by other county and community agencies, e.g. Early Years.

Opportunities for facilitating outreach programming with outside agencies will be pursued to respond to community need. These co-sponsored programs will have little or no financial cost to the Library.

A limited number of paid programs for children/families will be offered throughout the year based on budget allocation and are planned collaboratively between branch staff and the

Branch Services Librarian. Special adult programs will be offered based on demonstrated community need. Financial support from the public or other forms of community engagement such as sponsorships may be required in order to offer adult programs.

Small Branches offer the TD Summer Reading Program and plan programs to support the theme and content of this province-wide literacy initiative.

All programming must be approved by the CEO or designate.

## 2) Medium Branches

Medium Branches offer program rooms allowing programs to occur during library open hours. Medium Branches build on the level of programming offered in Small Branches by offering programs for all age ranges in the community. They offer a broader range and greater number of children's programs and try new initiatives to meet the programming needs of the larger populations they serve. Programs are offered regularly throughout the year, and staff partner with community agencies to provide programming.

All programming must be approved by the CEO or designate.

## 3) Large Branches – Ingersoll and Tillsonburg

As the Large Libraries in the Oxford County Library System, Ingersoll and Tillsonburg have both system and town Branch responsibility for programming. Specialized program staff plan and conduct a wide range of library and co-sponsored programs for children and youth on a year-round basis. Program staff provide guidance and leadership to Small and Medium Branches in planning the TD Summer Reading Program. Ongoing adult programming based on community need and interest is offered regularly. Sponsorship and community engagement are encouraged.

All programming must be approved by the branch Librarian.

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## **Section I      Performance Standards**

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Performance standards provide the Board with specific criteria against which to measure library service. They paint a clear picture of the library and supplement traditional statistical measures. Standards are the minimal expectations of service that provide focus and direction. Application of some standards will vary with local circumstances as the library communities in Oxford vary in size and population.

### 1) Service and Collections

- a) Every library is part of the delivery system which moves materials from one location to another. Library users receive requested available items within 3 – 5 working days.
- b) The library reorders popular books when the number of holds placed by the public reaches 6.



- c) Each branch will have an up to date collection with a minimum of 40% of the collection published within the last 5 years.
- d) At least 10% of the total collection in each branch will be in non-print formats.
- e) Each branch will provide large print books and the library will purchase one copy of all new popular fiction in the large print format.
- f) Each branch will have two thirds adult material and one third juvenile and youth materials.
- g) 60% - 70% of branch collections will be fiction books.
- h) Each branch should generate a minimum of 8,000 circulations per year.
- i) Visits to the library are indicated by tier. Small Tier 1 branches should have a minimum attendance of 3,500 visitors per year. The Medium Tier 2 branches should have a minimum attendance of 10,000 visitors per year. Ingersoll and Tillsonburg, the large Tier 3 branches, should have a minimum attendance of 50,000 visitors per year.
- j) In the catchment area for each branch, 20% - 25% of the population should be registered borrowers.

## 2) Staff Development

In-house development opportunities are offered 4 - 5 times per year through staff days. Outside training is offered through courses and web based training.

## **Section J Succession Planning and Staff Development**

Section J: Succession Planning and Staff Development sets out priorities that lead the library's organizational strategies for building and maintaining an effective staff team and service excellence.

Staff recruitment and selection, performance management, and training and professional development are guided by two foundational documents: the County of Oxford's Competency Framework and the Oxford County Library Values Statement.

Values provide the base for identifying competencies. When emphasized and reinforced, values become part of the organization's culture. Enduring values should reflect the library's vision, goals, strategic directions and give structure to its plans moving forward. Values-based organizations are well equipped to anticipate and adapt, to embrace opportunities and to manage change.

### 1) Core Competencies of the Individual Contributor:

Strategic Thinking

- plans and adjusts work based on a thorough understanding of requirements and priorities and seeks clarification and direction, as appropriate.

#### Fostering Innovation

- contributes to a culture of innovation and continuous improvement.

#### Service Excellence and Teamwork

- is dedicated to meeting the expectations and requirements of internal and external customers.

#### Accountability and Integrity

- models and builds a culture of respect for people and public service principles.

### 2) Core Competencies of the Professional:

#### Strategic Thinking

- knowledgeable in current and possible future policies, practices, trends, technology, and information affecting the department and organization.

#### Fostering Innovation

- demonstrates the ability to achieve creative, efficient solutions for clients.

#### Service Excellence and Teamwork

- uses client feedback to make changes in work processes and procedures and personally commits to resolving any customer issues.
- participates in teambuilding and working towards achieving team objectives.

#### Accountability and Integrity

- values and encourages teamwork through daily actions and by soliciting feedback from all levels of the organization.

Professional level staff have an obligation to support individual contributors under their supervision in achieving core competencies.

### 3) Key priorities:

#### a) Resiliency (Change Management)

Staff must understand that change is necessary and vital.

Staff at all levels must be engaged in the development of organizational objectives. The impacts of change are understood through communication and engagement. To gain staff buy-in of new initiatives and changing practices, a clear vision and purpose for the proposed change should be tied to the overall goals and values of the organization.

#### b) Collaboration

Opportunities to work in more than one branch should be offered to interested branch staff. Exposure to additional branch communities, and different branch tiers, will increase staff understanding and perspective on system-wide issues.

Opportunities to work on functional project teams should be provided, based on staff skill and interest.

c) Communication

Regular group meetings should occur to provide branch staff, particularly those who work in small branches, an opportunity to network with other staff, to discuss common issues, brainstorm solutions, receive updates on system developments, and bring the branch perspective to service planning.

d) Leadership Development

Emerging leaders should be provided with leadership opportunities where appropriate to promote bench strength and prevent the loss of high potential employees. Individual development plans and mentorship opportunities should be pursued.