



Santa Clara
CITY LIBRARY

Strategic Plan 2025-2028



The Future Starts Here!

sclibrary.org

Dear Community:

The Santa Clara City Library 2025-2028 Strategic Plan is designed to meet the needs of our diverse community and residents of all ages. Although specific to the next three years of service, it is an evergreen document – the Organizational Priorities will remain the same – as a staff we will work to update the initiatives and activities periodically based upon the feedback we receive from you and our assessment of community needs.

This plan is the result of two years of work, more than 1500 responses from library users, non-users, and residents, more than two dozen focus groups and more than 50 stakeholder interviews. Three key Organizational Priorities emerged from this array of community input:

- **Increase Community Connection** through stronger partnerships, fundraising and public awareness.
- **Improve Capacity** through organizational structure and resilience, supportive infrastructure through policy review and modernization, and volunteer and staff development to maintain quality customer service for all library users.
- **Build a Stronger Today for a Better Tomorrow** – a focus on the future through operational efficiencies that improve access and enhance customer service. We will strengthen measurement and evaluation to gather data to better inform and build programs and services, maintain our existing buildings, plan for library service and facilities as our population grows, and use technology to improve and expand service.

A special thank you to the Board of Library Trustees, our staff and volunteers, and especially our community members who participated in this strong work. I hope you will see your ideas, suggestions, input and priorities reflected in our Strategic Plan for 2025-2028. Please continue to share your thoughts to help us improve your Library.

Thank you for dreaming with us about what the Santa Clara City Library could and should be for our community.

In service and with great appreciation,

Patty Wong
City Librarian



A New Mission:

Enhance lives and strengthen our diverse communities by providing the best in information, cultural and technical enrichment, a wide range of programs and services, and opportunities to achieve dreams.



A Clear Vision: Discover what's possible.

Core Resources, Services & Programs

With purpose and benefit to the community, the Library provides information resources, collections, services, and programs to support the diverse interests and needs of users of all ages.

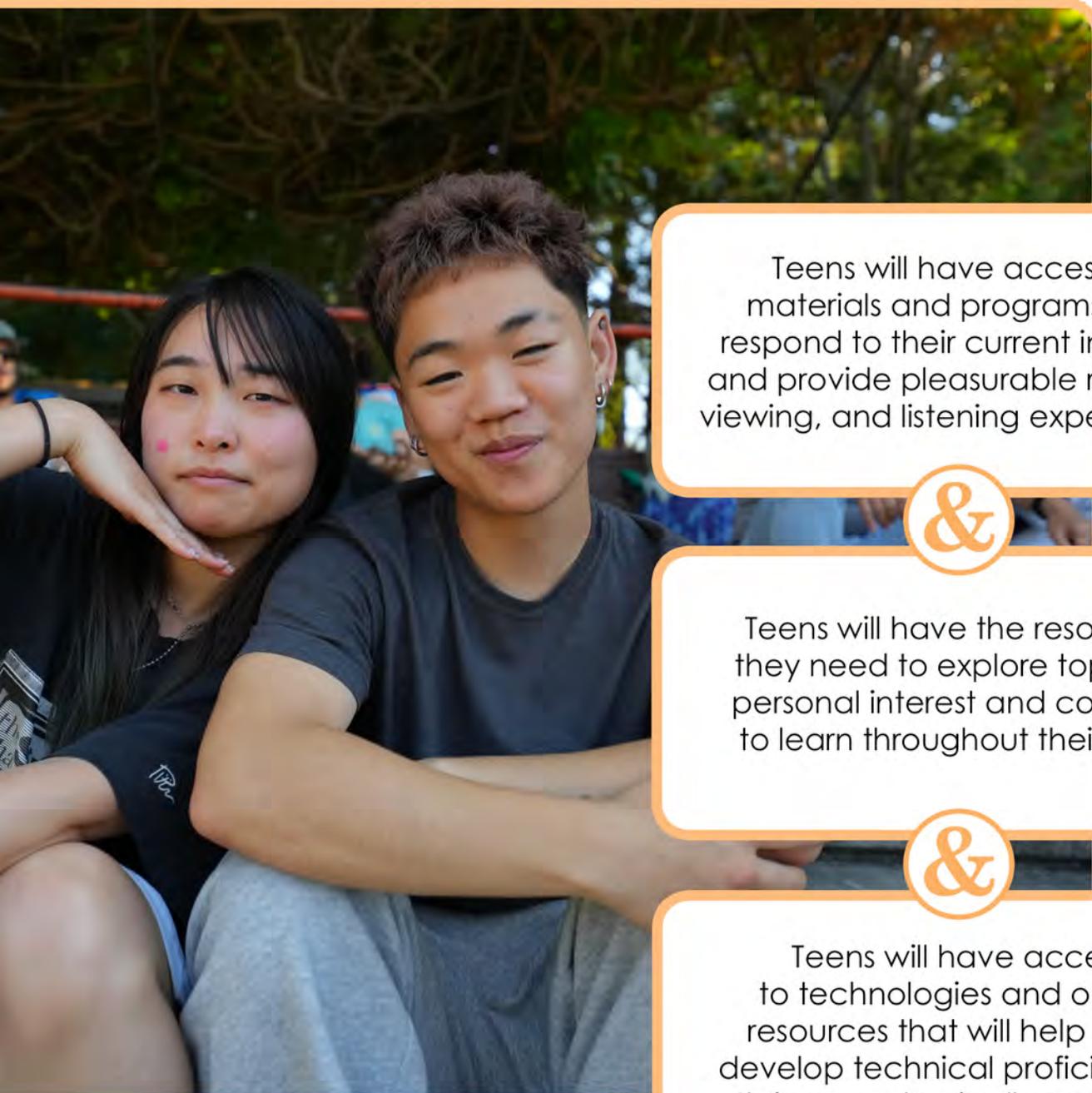
Children



Children will have access to materials, services, and programs designed to ensure that they will enter school ready to learn and thrive academically.



Children will have access to materials, services, and programs that engage their imagination, curiosity and explore topics of personal interest.



Teens will have access to materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.



Teens will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.



Teens will have access to technologies and online resources that will help them develop technical proficiencies, thrive academically, succeed in college and career goals, and connect to the global community.

Teens

Adults

Adults will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

&

Adults will have convenient, timely access to a variety of new and popular materials.

Adults can access services and resources to help them accomplish life goals, develop career and professional skills, and connect to their community.





Everyone will have access to welcoming physical places to meet and interact with others or work independently on personal projects.



Everyone will have access to technology and technical support in multiple languages.



Everyone can access materials, resources and programs to satisfy their curiosity, support sustainability efforts, engage their imaginations, and explore topics of personal interest.



All Ages



Increase Community Connection



PRIORITY GROUP **1**

Increase Community Connection

PRIORITY GROUP **1**

External Partnerships

A Actively seek and strengthen partnerships with organizations and institutions to expand service to library users.



Fundraising

B Partner with the Santa Clara Board of Library Trustees and the Santa Clara City Library Foundation and Friends to support and enhance library services.



Marketing and Public Relations

C Promote library services through a variety of print, electronic, and media opportunities.



External Partnerships

Actively seek and strengthen partnerships with organizations and institutions to expand service to library users.

Initiative 1A.1

Incorporate local technology companies, businesses, local community groups, and non-profit organizations.

Initiative 1A.2

Develop partnerships to connect community to local resources beyond Library's scope.

Initiative 1A.3

Develop shared resources for better public service, including collaborative program spaces.

Initiative 1A.4

Expand student access to Library services through field trips, class visits, and library cards for all students.

Initiative 1A.5

Expand internship and volunteer pathways.

Initiative 1A.6

Develop outreach to better understand the needs of non-users.

Strengthen multicultural outreach and services.

Extend services to help new immigrants integrate to community.

PRIORITY GROUP **1**

Fundraising

Partner with the Board of Library Trustees and the Library Foundation & Friends to support and enhance library services.

Initiative 1B.1

Coordinate with Santa Clara City Library Foundation and Friends to grow fundraising opportunities.



Initiative 1B.2

Develop attractive and up-to-date fundraising materials that encourage giving aligned with the Library's priorities.



Initiative 1B.3

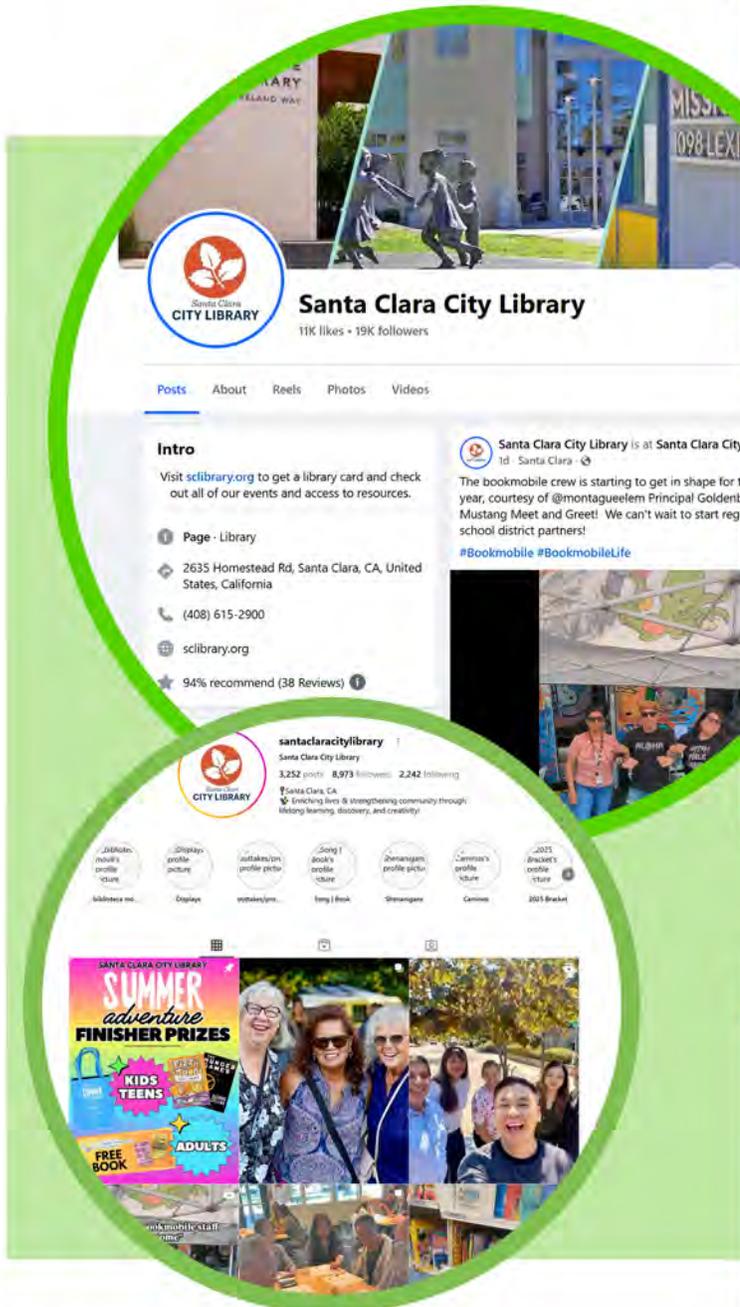
Celebrate the Foundation & Friends 25th Anniversary.



PRIORITY GROUP **1**

Marketing and Public Relations

Promote library services through a variety of print, electronic, and media opportunities.



Initiative 1C.1

Develop an outreach and marketing plan, to include support for a communications coordinator.



Initiative 1C.2

Activate translation functionality on website.

Strengthen multilingual communications and outreach.



Initiative 1C.3

Develop and implement an Annual Report to share Library impact in the community.

PRIORITY GROUP **1**



Improve Capacity



PRIORITY GROUP **2**

Improve Capacity

PRIORITY GROUP **2**



Organizational Structure

Establish and maintain an organizational structure that supports its service priorities

A



Policies

Review and update policies where needed to reflect the Library's values and promote effective and efficient service delivery.

B



Volunteer and Staff Development

Expand recruitment, training, and deployment of volunteers and staff that provide and support quality customer service for all library users.

C

Organizational Structure

Policies

Establish and maintain an organizational structure that supports its service priorities.

Initiative 2A.1

Conduct an organizational review, to include updating job descriptions and ensuring most effective delivery of service and the staff complement to deliver that service.

Review and update policies where needed to reflect the Library's values and promote effective and efficient service delivery.

Initiative 2B.1

Complete review and update of current policies to enhance service and community access.



Initiative 2B.2

Complete regular review and update of policies at least every five years.



PRIORITY GROUP **2**

Volunteer and Staff Development

Expand recruitment, training, and deployment of volunteers and staff that provide and support quality customer service for all library users.

Initiative 2C.1

Support collaboration and staff talents and skills to develop stronger library services.



Initiative 2C.2

Grow collaboration with the Youth Advisory Commission and local high schools.



Initiative 2C.3

Support staff professional development with in-person and virtual opportunities to attend trainings and conferences.



Initiative 2C.4

Plan regular volunteer & staff recognition and appreciation efforts.

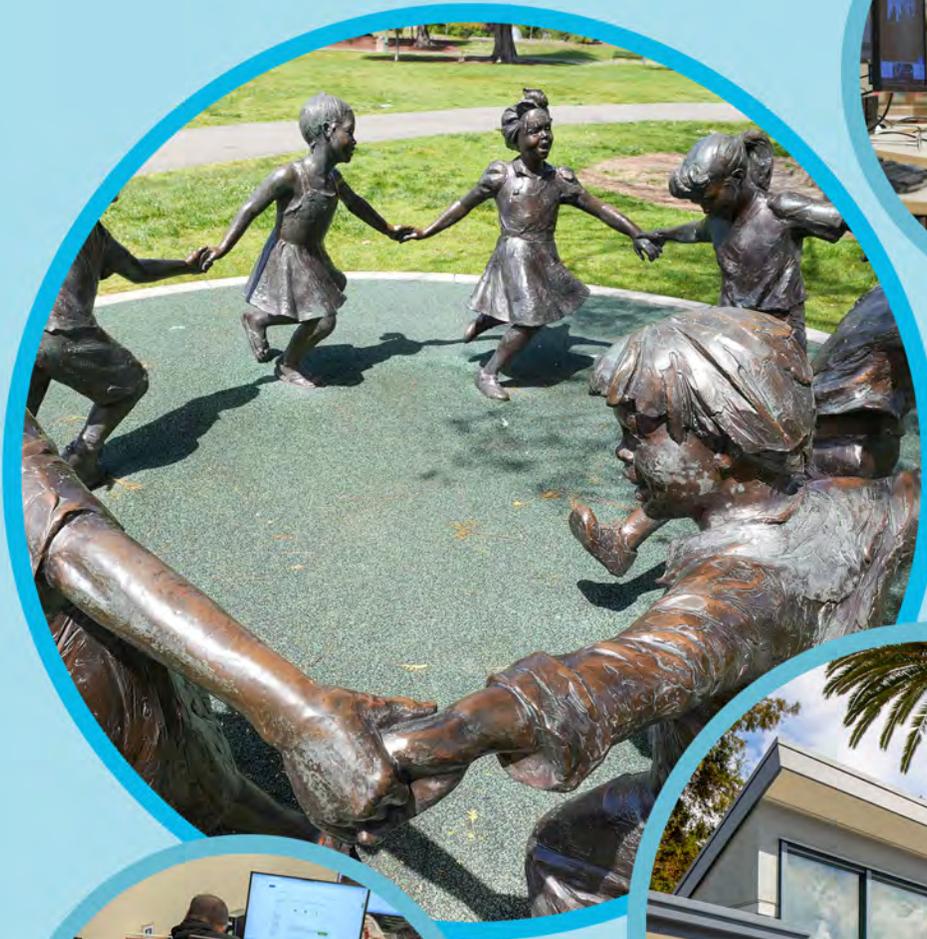


PRIORITY GROUP **2**





Build a Stronger Today for a Better Tomorrow



PRIORITY GROUP **3**

Build a Stronger Today for a Better Tomorrow

PRIORITY GROUP **3**

Operational Efficiencies

Enhance customer service and maximize efficient service delivery through stronger use of technology and process improvements.

A



Library Facilities

Provide and maintain safe and attractive facilities and plans for the future.

C

Measurement and Evaluation

Incorporate measurement and evaluation into the Library's operational practices.

B



Technology

Deploy technology that enables library users to easily access information, collections and services, and enables staff to effectively and efficiently perform their assigned tasks.

D



Operational Efficiencies

Enhance customer service and maximize efficient service delivery through stronger use of technology and process improvements.

Initiative 3A.1

Strengthen service as a community hub and navigation center, to help visitors connect with social, educational, cultural and governmental resources beyond the Library.

Provide information resources for high-demand needs, such as immigration services, food distribution resources, and economic and social resources for the vulnerable and unhoused.



Initiative 3A.2

Establish target for returned materials to shelf within 2 days.



Initiative 3A.3

Establish procedures to ensure that new materials are processed and made available to the public in a timely manner.



Initiative 3A.4

Evaluate catalog efficiency.

Strengthen promotion of collection and resources for public awareness and access.



PRIORITY GROUP **3**

Measurement and Evaluation

Incorporate measurement and evaluation into the Library's operational practices.



Initiative 3B.1

Acquire data collection software and implement public dashboard.



Initiative 3B.2

Strengthen data collection of community feedback including non-users.

Initiative 3B.3

Provide training for designated staff to ensure that library use data is collected in a consistent manner throughout the library.



Initiative 3B.4

Develop methodology to regularly update the Board of Library Trustees on progress on all objectives included in the strategic plan.

PRIORITY GROUP **3**

Library Facilities

Provide and maintain safe and attractive facilities and plans for the future.

Initiative 3C.1

Adopt a Facilities Master Plan that plans for maintenance and care of Library facilities and support of future services that reflect the growth in the community.

Initiative 3C.2

Increase capacity to provide after-hours Community Meeting Room access to the public.
Renovate public library spaces to provide more private study rooms, community gathering spaces and the Central Park Library cafe with access to the park.

Initiative 3C.3

Develop and implement a process to provide regular updates on the projects recommended in the Facilities Master Plan.

Initiative 3C.4

Explore alternative models to provide library service to underserved areas, such as kiosks and self-service models.

Initiative 3C.5

Coordinate with City Management to incorporate Library update to General Plan.

Initiative 3C.6

Implement Strategic Energy Management efforts for sustainable practices to save energy use, reduce costs and regularly maintain facility operations.

PRIORITY GROUP **3**

Technology

Deploy technology that enables library users to easily access information, collections and services, and enables staff to effectively and efficiently perform their assigned tasks.

Initiative 3D.1

Establish and maintain Technology Plan to manage updates to technological services, equipment, makerspace and resources.



Initiative 3D.2

Explore funding strategies to provide current technologies and training support for the public.



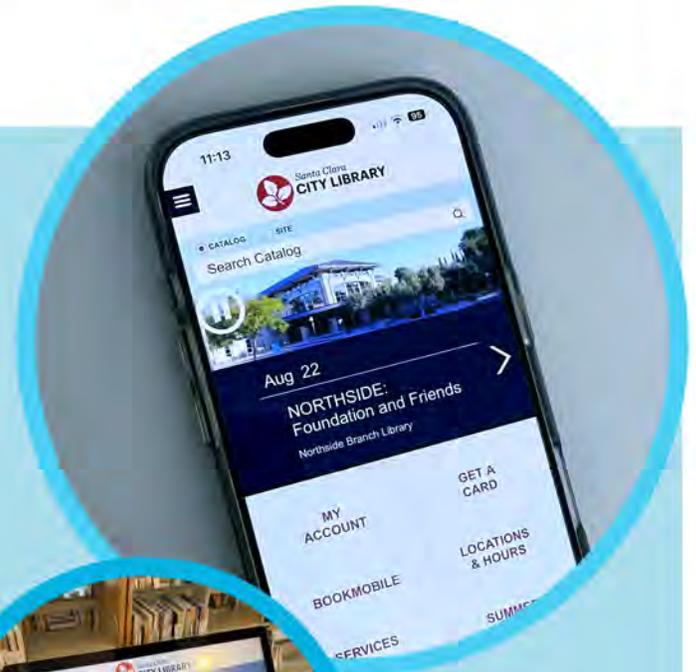
Initiative 3D.3

Develop and implement a plan to enhance the usefulness of the Library's website and expand access to information and resources in languages spoken by community residents.



Initiative 3D.4

Develop and support mobile app to improve community access.



PRIORITY GROUP **3**





Acknowledgements:

Santa Clara City Library Staff

Patty Wong, City Librarian
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Lee Hagan, Library Division Manager,
Support Services
Central Park Library Staff
Mission Branch Library Staff
Northside Branch Library Staff

Board of Library Trustees

Jonathon Evans, Chair
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Steve Ricossa, Trustee
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Daniel Huynh, Trustee

Santa Clara City Library Foundation and Friends

JoAnn Davis, Executive Director

Santa Clara City Mayor and Council

Lisa M. Gillmor, Mayor
Albert Gonzalez, Councilmember, District 1
Raj Chahal, Councilmember, District 2
Karen Hardy, Councilmember, District 3
Kevin Park, Councilmember, District 4
Suds Jain, Councilmember, District 5
Kelly G. Cox, Vice Mayor, District 6

Special Thanks

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June Garcia, Library Consultant

*And a special thanks to the residents of Santa Clara,
and to all who use the Library!*



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