



Santa Clara
CITY LIBRARY

STRATEGIC PLAN 2024-2026

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DRAFT

Message from the City Librarian

Patty's message

DRAFT



Santa Clara
CITY LIBRARY

Introduction

Santa Clara City Library (SCCL) is a vital resource for the community. Its dedicated staff, engaged patrons, and vibrant services create a welcoming and inclusive community space. To align its resources with the emerging priorities of the community, the library has undertaken a comprehensive strategic planning process incorporating feedback from community members and stakeholders, as well as the Board of Library Trustees and staff.

Implementing a new strategic plan allows the library to focus on:

- expanding community connections,
- evolving services to meet community hopes and needs, and
- cultivating a strong internal organization that benefits staff and overall service to the community.

The library's strategic planning process began in early 2023. Fast Forward Libraries LLC was engaged to facilitate the planning process in three phases: *Learn, Dream, Do*. The Learn phase was community-focused with the collection of data through a community survey, stakeholder interviews, and focus groups. In the Dream phase, library staff and Trustees reviewed data gathered in the previous phase and workshopped ideas on how to better achieve the library's mission and improve service. In the Do phase, an implementation process was developed to guide library priorities and activities for the next three years, with direct and active input from the community.

Process Timeline

JANUARY TO JUNE 2023

Board and Staff Kick-off Sessions
Board and Staff Survey



JULY TO DECEMBER 2023

Community Survey
Focus Groups and Interviews
Learning Report
Board and Staff Retreats



JANUARY TO APRIL 2024

Plan Development and Review
Present to Board
Transition to Implementation





Vision

Discover what's possible

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.

Strategic Directions

The following strategic directions were selected to help define the library's goals and activities in the coming years. These priorities build upon and support one another to achieve the library's vision and mission in service to the community:

- 1. Communicate & Connect: Raise awareness and engagement**
- 2. Evolve & Adapt: Expand reach to new and underserved community members**
- 3. Respond: Improve services to our diverse community**
- 4. Develop & Deliver: Professional and cultural development of all library staff and volunteers**



Communicate & Connect: *Raise awareness and engagement*

GOAL

Expand community awareness of programs, resources, and social opportunities.

Intended Impact

- Comprehensive and effective outreach and marketing program to create and sustain community relationships
- Community is more aware of library resources
- More partnerships and connections with community groups
- Community voices can be better heard and responded to by the library
- Expand the reach of Bookmobile and Read Santa Clara to increase access of library resources and services



Communicate & Connect: Raise awareness and engagement

Santa Clara City Library serves a population where over 54% speak a language other than English, primarily Spanish and Asian languages. The Library will foster a sense of belonging by increasing engagement with our diverse community.

The library will **tailor services, programs and collections** to better reflect local interest and our changing demographics.

The library better **serves the community as a vital hub of knowledge, equal access, and social engagement**, contributing to the overall well-being and development of the community.

Objectives/Activities

- Increase visibility and awareness through partnerships with local businesses, schools, faith-based communities, the medical field, community non-profits, and technology companies.
- Prioritize communications in different languages and with a variety of print, online and other media to reach a broader base of underserved users.
- Regularly engage community to determine priorities and interests.
- Share success stories of how the library has impacted lives.
- Invest in a comprehensive communications plan and process.

99.6%

“[The library needs] sufficient staff to open the library for more hours; it's a great building and a fine collection, but what's the point if it's never open when I can use it.”

- Community Survey Respondent

Evolve & Adapt: *Expand reach to new and underserved community members*

GOAL

Ensure the library is a center for learning, growing, and connecting to resources, beyond the book, that reflects the diversity of our community and our changing times.

Intended Impact

- Community members feel their cultures and interests are reflected in library services
- The library becomes a reliable and trusted space for access, understanding and opportunity



Evolve & Adapt: *Expand reach to new and underserved community members*

Use technology to **support access and
empower residents**

The library will **better respond to the
community's diverse needs**, whether it be
through offering new services, expanding digital
resources, or implementing community-driven
programs.

The library serves as a public community
center for learning, literacy, and cultural
expression. **Developed in partnership with
local organizations**, the library offers inclusive,
diverse and equitable programs, services and
outreach.

Objectives/Activities

- Promote and develop a wide variety of inclusive services beyond the book
- Adapt collections and spaces to better meet cultural and collaborative uses
- Expand volunteer opportunities
- Consider addition of social work services

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**The library continues to grow and
develop active collections in Chinese,
Spanish, Japanese, Korean,
Vietnamese, Russian, Hindi, Turkish,
French, Arabic, Persian, and German.**

Respond: *Improve services to our diverse community*

GOAL

Ensure responsive and forward focused, community-driven programming and services for our public.

Intended Impact

- The library is a welcoming place that celebrates our community's diverse languages and cultures
- The library provides collections, programs and services in the languages most needed by the local community.



Respond:

Improve services to our diverse community

The library provides diverse materials - including books, music, movies, video games, electronic resources, tools, and seeds - **that match the diverse interests and learning styles of the community.**

Partnerships with community based organizations provide ways for the public to share and celebrate culture and language.

By embracing diversity and responding to community needs, the library becomes a **vibrant and dynamic space** that reflects and celebrates the unique identities and contributions of all individuals within the community.

Objectives/Activities

- Actively seek feedback from community, staff, and Board to better support diverse needs, remove barriers, and create equitable services
- Celebrate and encourage staff creativity in their efforts to plan, promote, and present inclusive and innovative programs and activities
- Provide multi-lingual resources, spaces, and opportunities for community members to meet and learn together
- Community engagement through Board of Library Trustees and Foundation and Friends Leadership

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Focus group and interview participants shared their aspirations for the library to host diverse cultural events, function as a cultural hub in the community, and expand facilities to support population growth and accessibility.

Develop & Deliver: *Professional and cultural development of all library staff and volunteers*

GOAL

Empower and support staff and volunteers to build a positive and effective culture of collaborative service.

Intended Impact

- Increase staff and volunteers' proficiencies in providing library services
- Foster a collaborative culture of organizational wellbeing and workplace satisfaction
- Increase community satisfaction with library services



Develop & Deliver: *Professional and cultural development of all library staff and volunteers*

Build well-trained and motivated staff to **better meet the needs of our diverse community** and provide positive interactions that enhance the overall library experience.

The library invests in our staff through **professional development and continuing education opportunities**. New skills will help to develop innovative and library services

Objectives/Activities

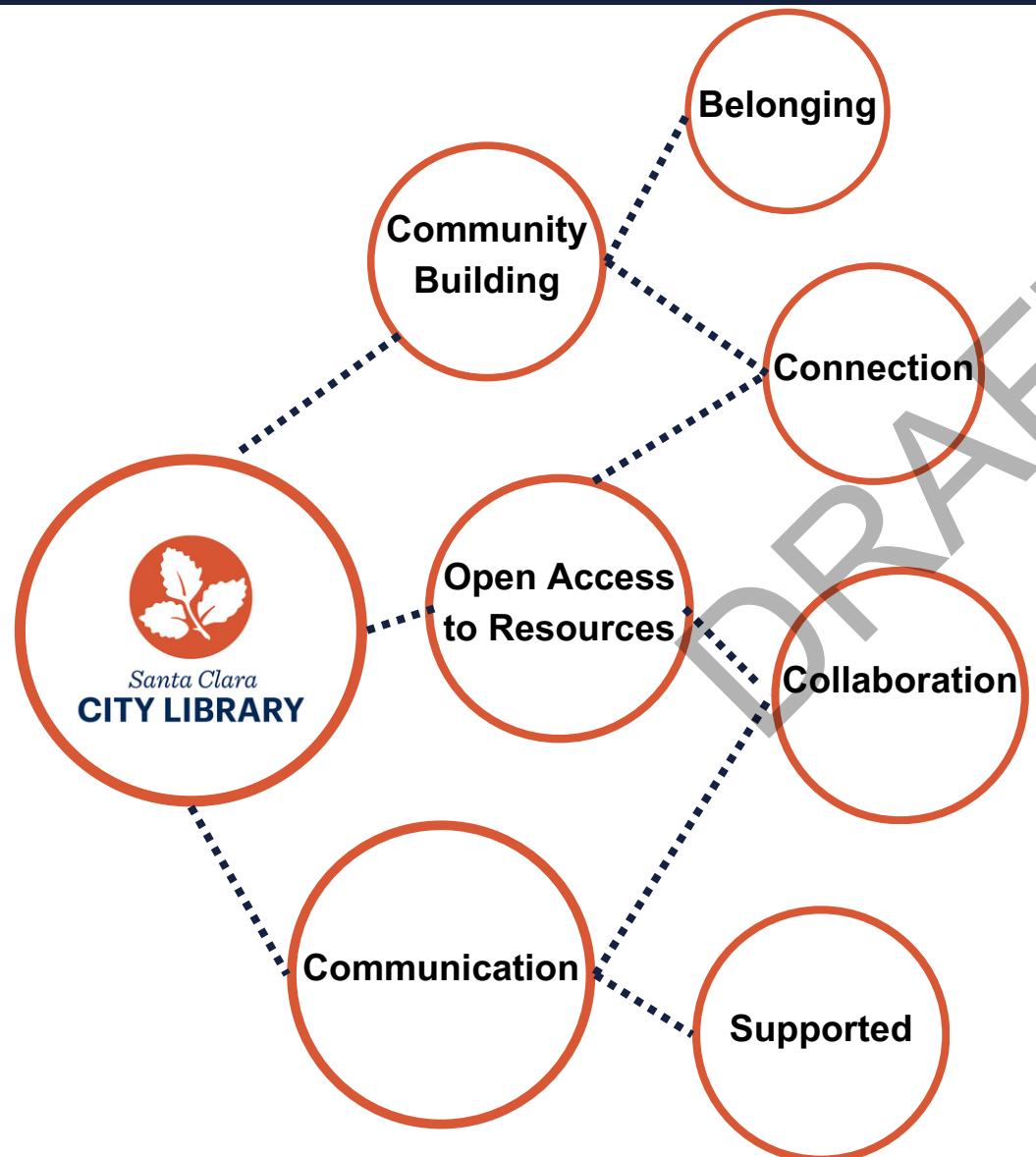
- Offer opportunities for staff team building and encourage connections between departments
- Cross mentoring and cross training throughout the system to ensure sustainable service
- Active recruitment of staff and volunteers with diverse skills to better serve the ongoing needs of the community
- Ongoing analysis of staffing levels to optimize library service
- Provide continuing formal and informal training and learning opportunities
- Collaborate with City HR to create formal staff and volunteers recognition programs

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In the Board & Staff survey, library staff:

- **Asked for more cross-training and overall staffing, and**
- **Provided suggestions for operational & strategic updates**

Ten Year Vision



The library strives to be a change agent in our community. This means strategically investing our resources over the next ten years where we know we can make a difference. We will drive the change we want to see - a more connected, collaborative, supported community where all people feel like they belong. We will actively build the future we want by listening and responding to our community members, providing the resources and information they need, and communicating about all we offer and the ways we can add value. As partners, the library and the community will work together to provide service where everyone is welcome and every door is open to all.

Next Steps

IMPLEMENTATION AND EVALUATION

The next step is for the Santa Clara City Library Board of Trustees to review this plan and recommend that it be adopted by the City Council. Then, library staff members will develop annual activity plans to guide implementation. Implementation is a continual process. The timing of certain activities will be determined by priority and influenced by a variety of factors, such as funding and other resource allocation. Review and adjustment of the activity plan will occur regularly.

A complete evaluation framework will be developed once the activity plans are finalized. Evaluation of the plan will be ongoing once plan implementation is underway. The plan's status and implementation will be reported on a regular basis to the Board, City Council, and the Santa Clara City community.



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