DRAFT Strategic Plan – Santa Clara City Library

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.

Vision

Discover what's possible

Core Resources, Services and 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/Youth

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

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.

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.

For All Ages

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.

Organizational Priorities

The Santa Clara City Library will prioritize:

Priority Group #1 – Increasing Community Connection

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

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

C) Marketing and public relations
Promote library services through a variety of print, electronic, and media opportunities.

Priority Group #2 – Improving Capacity

A) Organizational structure
Establish and maintain an organizational structure that supports the Library's service priorities.

B) Policies
Operate within a policy framework that reflects the Library's values and promotes effective and efficient service delivery.

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

Priority Group #3 – Building a Stronger Today for a Better Tomorrow

A) Operational efficiencies

Utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

B) Measurement and evaluation

Incorporate measurement and evaluation into operational practices.

C) Library Facilities

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

D) 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.

Initiatives

Priority Group #1 – Increasing Community Connection

A) External partnerships

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

Initiative 1A.1: Develop a comprehensive plan to identify, evaluate, prioritize, support and manage external partnerships, including with local small businesses, to be reviewed and updated every two years.

Initiative 1A.2: Establish the policies, procedures and agreements needed to implement External Partnerships and ensure that staff have the training needed to support those policies and procedures.

Initiative 1A.3: Grow and develop partnership with Parks and Recreation department to include staff engagement, collaborative programming, and shared resources.

Initiative 1A.4: Strengthen the relationships with Santa Clara Unified School District and other K-12 schools to provide a library card and resources for all students and their families.

Initiative 1A.5: Strengthen relationships with local higher education institutions, including Santa Clara University and Mission College, to provide more robust collaborative programs and services.

Initiative 1A.6: Identify and develop partnerships to strengthen and expand connection to non-users, new immigrant communities, and the hardest to reach.

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

Initiative 1B.1: Review and revise as necessary fundraising activities to support priorities in the Library Strategic Plan.

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.

C) 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: Develop and implement a comprehensive and robust communication strategy to ensure that residents who speak languages other than English are aware of and can effectively use library services.

Initiative 1C.3: Develop and implement an Annual Report to share Library impact in the community.

Priority Group #2 – Improving Capacity
A) Organizational structure
Establish and maintain an organizational structure that supports the Library's 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.

B) Policies
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.

Initiative 2B.2: Complete regular review and update of policies at least every five years.

C) 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: Plan annual provision of volunteer & staff development and wellness opportunities that appeal to the strengths of the team to develop stronger library services.

Initiative 2C.2: Identify, expand, and streamline process to increase and encourage more volunteer opportunities for teens and adults in Santa Clara to support library services.

Initiative 2C.3: Provide training opportunities for professional growth of staff and to support currency with professional standards and resources.

Initiative 2C.4: Plan regular volunteer & staff recognition and appreciation efforts.

Priority Group #3 – Building a Stronger Today for a Better Tomorrow
A) Operational efficiencies
Utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 3A.1: Identify improvements and efficiencies to strengthen services, processes and procedures.

Initiative 3A.2: Establish procedures to ensure that all materials are re-shelved in a timely manner to increase access.

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: Develop and implement a plan to maximize and improve efficient access to the collection.

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

Initiative 3B.1: Identify and create process to develop regular data analysis.

Initiative 3B.2: Develop metrics to measure impact and outreach, to include a biennial customer satisfaction survey.

Initiative 3B.3: Provide training for designated staff to ensure that library use data is collected in a consistent manner in all library departments.

Initiative 3B.4: Develop methodology to regularly update the Board of Library Trustees on progress on all objectives included in the Library Strategic Plan.

C) 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: Prioritize recommendations in the Facilities Master Plan and General Obligation Bond funding from Measure I, and coordinate as part of City budgeting process means to secure and implement funding.

Initiative 3C.3: Develop and implement a process to provide regular updates on the projects recommended in the Facilities Master Plan.

Initiative 3C.4: Evaluate Bookmobile schedule and services; implement identified improvements to support services in areas underserved by library facilities.

Initiative 3C.5: Coordinate with City Management to incorporate Library update to General Plan.

Initiative 3C.6: Integrate cost-saving and sustainable processes into facilities operations.

D) 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: Develop and maintain strategies for technology funding and budgeting.

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 and texting to support community access.