

**2022-
2027**

SJPL

STRATEGIC PLAN

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Mission

San Jose Public Library is dedicated to enriching our diverse population through the free and equitable access to resources. The library promotes lifelong learning, curiosity, and creativity by connecting the community with technology and information. We create opportunities for people of all cultures, ages, and genders with an open mind.

Vision

We aspire to empower all members of our diverse community through open access to information. We strive to cultivate safe, informationally abundant environments for all. By 2027, we seek to...

- Advance knowledge and support lifelong learning.
- Connect individuals in our community with needed resources.
- Transform our spaces to promote tolerance and inclusivity.
- Strengthen community connections.



Executive Summary

San Jose Public Library System serves the third largest city in California, San Jose. We strive to provide services and materials to all 983,489 citizens (U.S. Census, 2021). Located at the heart of Silicon Valley, the city is home to a variety of languages, cultures, and backgrounds and is among the ten most diverse cities in the United States (Keszra, 2018).

The world is currently facing unprecedented challenges from pandemics to climate change, challenges to intellectual freedom to struggles with cultural diversity. Our community feels these challenges on a few different fronts. Our members have family, friends, and colleagues situated across the globe dealing with all of these issues and more. We endeavor to face these hardships by strengthening community ties and celebrating our diversity. Furthermore, fully reflecting our communities diversity in our collections is crucial to providing a range of ideas our patrons can connect with.

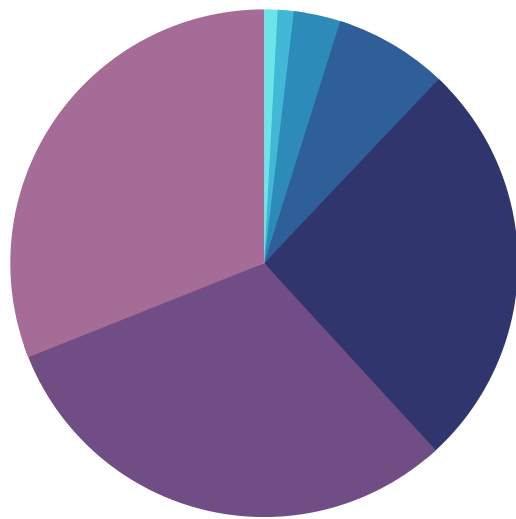
Being a tech hub further emphasizes the need to keep abreast of the larger trends. While this can provide many enriching opportunities, this prosperity isn't felt by all. This can be seen as a large section of our community designs the technologies used across the globe, while others are struggling to keep a roof over their heads (Wolfe 2022). This means it is imperative that we continue to focus on programming of all literacy types and increase our available technology to support this spectrum of citizenry needs.

Changes in climate, social expectations, and a need to connect means our physical spaces need to be multipurpose, accessible and inviting. Lastly none of these improvements will help our community unless they know it is here, therefore increased outreach and awareness is also a top priority. By focusing on creating programs, spaces, and partnerships that will connect our diverse community we will help our patrons grow through these unexpected times.

Main Goals

- Collaborate with the local cultural centers to connect and meet the needs of the community.
- Expand foreign language collections & increase up-to-date materials to meet the informational needs of this diverse community.
- Increase Dynamic learning & entertainment experiences through tools, platforms, & collaboration.
- Expand services that focus on literacy, digital literacy & information literacy.
- Increase awareness in the community about the libraries role.
- Redesign library interiors to create an accessible inviting space that promotes creativity & accommodates patrons of all backgrounds.

Environmental Scan & SWOT Overview



*Pacific Islander:0.5% American Indian:0.6%
African American:2.9% Two or More Races:7.9%
Latino:31% Asian:37.2% White:37.5%*
Figure 1: San Jose City Race and Hispanic Origins*

In performing an environmental scan of San Jose Public Library (SJPL), our team employed the PESTLE framework, including an additional category, COVID-19, acknowledging that the effects of the pandemic and the closures resulting from it, have significantly affected SJPL. Because funding is dependent on political decisions, maintaining and strengthening relationships with community members is essential. Recently, the San Jose City Council, recognizing the essential services that SJPL provides, approved an operating budget for 2022-23 that will allow services to be expanded and hours to be increased (Hicks, 2022).

In regard to economic aspects, SJPL's operating budget is estimated at \$43,369,515,

coming from a \$1.3 billion general fund (City of San Jose, 2022). While the organization is situated in Silicon Valley and benefits from the prosperity of Big Tech, as world economies grapple with rising inflation, SJPL must stay aware of trends and remain relevant to the city and community it serves by increasing dynamic learning and entertainment experiences through tools, platforms, and collaboration and by redesigning library interiors to accommodate changing needs of patrons. Although SJPL's location provides technological assets, the organization should remain alert regarding innovative technologies, maintenance of existing tech and cybersecurity threats.

In terms of social factors, we've considered some of the significant stakeholders who rely on SJPL: unhoused residents, young learners and newcomers who have immigrated to the United States. Collaborating with the local cultural centers, expanding services that focus on literacy, improving collections to reflect diversity, and increasing the number of translated materials available are actions that will benefit and support these stakeholders, as well the rest of the community.

Although environmental factors, legal concerns and COVID-19 may involve dissimilar events—from wildfires and potential flooding, to public safety and pandemic measures—SJPL management of those circumstances will require ongoing updates of contingency plans, disaster measures, staff training and assessments and updates to SJPL's web presence.



Goal ONE

CELEBRATE DIVERSITY

Collaborate with the local cultural centers to connect & meet the needs of the community.

Objective 1: Partner with local cultural community centers.

- Reach out to the African American Community Service Agency, Mexican Heritage Plaza, Vietnamese-American Cultural Center (VACC), as well as Chinese & Indian community centers for cultural holidays, programs, guest speakers, artists, & performances.
- Provide monthly bilingual storytimes or craft programs at local community centers to promote library services & resources.

Objective 2: Translate marketing materials into the most common native languages of our community.

- Marketing materials will have translations in dedicated SJPL social media accounts in Chinese, Spanish, & Vietnamese for community engagement.
- Any flyers, announcements, pamphlets, etc. provided in libraries will be translated into Chinese, Spanish, & Vietnamese.

Performance Measures

- 35% of staff will be certified bilingual by 2017.
- 90% positive survey feedback from community members attending the programs
- Each branch will participate in 5 or more community outreach events for festivals & holidays annually.
- Increase in-person programs attendance to near pre-COVID-19 number by 25% each year until 2027.

Expand foreign language collections & increase up-to-date materials to meet the informational needs of this diverse community.

Objective 1: Manage the current foreign language collections.

- Generate circulation reports for any items not circulated for 3 or more years.
- Generate item reports for any items with a publication date older than 10 years.
- Weed items in poor physical condition (broken spine, torn pages, marked-up pages, etc.).
- Review, weed, & reorder materials as necessary.

Objective 2: Seek new global sources for foreign language materials.

- Explore local, national & international bookstores, publishers, & vendors focusing on Chinese, Spanish, & Vietnamese materials.
- Provide opportunities for bilingual staff to travel to China, Taiwan, Mexico, Vietnam, & other countries to attend book fairs & conventions, & connect with publishers.
 - Research distribution sources & inquire about the following information before contract negotiation: business ethics, inventory, support (metadata & processing) & pricing.

Performance Measures

- Foreign collections will have publication years from 2012 & beyond, except for items with awards, classics, high-circulation, & out-of-print materials.
- By 2027, foreign language collections will have the following increase:
 - Chinese, Spanish, & Vietnamese:
 - 40% increase in physical materials, including books, DVDs, CDs, audiobooks, & periodicals.
 - 50% increase in total for e-books, audiobooks, & other eMaterials.
 - Other languages will increase by 25% in physical materials & electronic resources.
- 25% increase in circulation for physical & digital collections in total for all languages.

COLLECTIONS IMPROVEMENT

**Goal
TWO**



Increase Dynamic learning & entertainment experiences through tools, platforms, & collaboration.

Objective 1: Extend user involvement in tech-based programs.

- Create groups & events that branch off the Coding 5K Challenge & other technology programs that will encourage further participation from patrons.
- Gather input from patrons to understand what type of programming should be implemented.

Objective 2: Increase access to technology that can be checked out.

- Reach out to local tech companies for technology donations.
- Review branches patronage in order to understand the best placement for 2 new games collections & play spaces.
- Expand existing games collections at Teen HQ and the Tully branch.

Objective 3: Appraise library technology.

- Complete a review of library self-checkout machines, computers, software & Makerspace equipment.
- Review, weed, and reorder materials as necessary.

Performance Measures

- Double games collections by 2024.
- 50% increase in attendance at tech-related events by 2025.
- All public-facing technology will be in working condition with up-to-date software that is within the past 5 years by 2026.

Goal THREE

INNOVATIVE TECHNOLOGIES





Goal FOUR

LITERACY SERVICES

Expand services that focus on literacy, digital literacy & information literacy.

Objective 1: Increase literacy through educating caregivers and partnering with local schools.

- Provide monthly intergenerational programs for families of young children, offering resources & information about early literacy.
- Re-institute the bookmobile.
- Contact schools in our area biweekly with the bookmobile to bolster the relationship between schools & the library.

Objective 2: Increase information & digital literacy by partnering with correctional institutions.

- Partner with correctional institutions & agencies to increase literacy resources to incarcerate (prisons, jails, state mental health facilities, & juvenile detention centers).
- Use ALA information about offering Library Services to the Justice Involved.
- Begin a Mail-in Reference Services Program for incarcerated individuals.
- Reach out to local universities with librarianship programs to volunteer their services for these programs.

Objective 3: Create programs for digital immigrants.

- Assess current programming to determine specific deficiencies.
- Put up instructions for any technology in various languages & large print.
- Design signage to help with directions & provide help.
- Create programs/classes/workshops for digital immigrants.

Performance Measures

- 10-15% annual increase in early childhood literacy by looking at caregiver surveys & evaluations on children's reading.
- 30% increase of Bookmobile collections usage by 2026.
- Partner with half of all local correctional institutions by 2027, hitting 100% by 2032.
- 20-30% increase in programs geared towards digital immigrants in all branches by 2027.



Goal FIVE

LIBRARY AWARENESS

Increase awareness in the community about the libraries role.

Objective 1: Reach out to local schools, community centers, universities to create cooperative events.

- Create field trips with K-12 schools to connect young users with community libraries.
- Staff booths at local gatherings held by community organizations to raise awareness while engaging individuals one on one.

Objective 2: Streamline & update Social media presence.

- Create visually appealing & easily digestible posts that invite the user to engage further by utilizing calls to action.
- Focus on the targeting audiences that use each social media service the most.
- Design user centered experiences that connect with individuals needs.

Objective 3: Assess & update library website.

- Analyze current website usage through analytics & user surveys.
- Expand individual branch pages to hold useful information that showcases their unique collections & events.
- Streamline page layout to reflect current UI standards & expectations to facilitate ease of use.
- Focus on usability & good use of information architecture to provide intuitive navigation.

Performance Measures

- Double click through rate on all social media by 2024.
- 100% of K-12 public school students will have library cards by 2025.
- 75% of San Jose residents will have library cards by 2027.
- Areas with low active library card users will increase from "0 - 2,000" to "4,001 - 6,000." by 2027.
- Double digital collection use by 2027.



Goal SIX

INVITING SPACES

Redesigning library interiors to create an accessible inviting space that promotes creativity & accommodates patrons of all backgrounds.

Objective 1: Create spaces that promote studying, creativity, & peace.

- Create multiple dynamic seating arrangements with modular seating so patrons can create private spaces for studying, joining together in groups, or relaxing in different areas.
- Design signage for Makerspaces so it can be clearly found when entering the library.
- Provide instructions on “ask me” signs so patrons can enjoy the facilities with ease.
- All branches will provide ample natural light.

Objective 2: Design open & accessible spaces for all people, creating a no judgment zone.

- Libraries will include ample outlets inside & outside the library making it easier for homeless patrons to charge technology.
- Add more seating, laptop rentals, WiFi hotspots, study spaces, etc in low resource libraries.
- Conduct satisfaction surveys on the branches' available amenities, seating, & studying areas, Makerspace usage, etc.
- Add accessible seating arrangements,
- Ensure materials & technology are accessible.
- Include sensory rooms in all branches.

Performance Measures

- Materials & technology will be fully accessible by 2024.
- 90% of branches will include outside WiFi hotspots, laptop rentals, & outside outlets by 2025.
- 50% of the branches will add accessible seating arrangements by 2026.
- 50% of the branches will create inviting spaces by 2027.
- All branches will include sensory rooms by 2027.
- 5 -10% yearly increase in positive feedback of satisfaction in surveys.
- 5-10% yearly increase in positive feedback of accessibility satisfaction in surveys.

Timeline

Yearly Increases

- 5 -10% yearly increase in positive feedback of satisfaction in surveys
- 5-10% yearly increase in positive feedback of accessibility satisfaction in surveys
- Each branch will participate in 5+ outreach events for festivals & holidays
- Increase in-person programs attendance to near pre-COVID-19 number by 25% each year, from 124,000 to near 472,600+

2023

- Projected in-person program attendance, 155,000

2024

- Double click through rate on all social media
- Double games collections
- Materials & technology are fully accessible
- Projected in-person program attendance, 193,750

2025

- 100% of K-12 public school students have library cards
- 10-15% annual increase in early childhood literacy
- 50% increase in attendance at tech events
- 90% of branches have outside WiFi hotspots, laptop rentals, & outside outlets
- Projected in-person program attendance, 242,188

2026

- 30% increase of Bookmobile collections usage
- 50% of the branches have accessible seating arrangements
- 90% positive survey feedback from community members attending cultural programs
- All public-facing technology will be working & up-to-date
- Projected in-person program attendance, 302,735

2027

- 40% increase in physical materials for Chinese, Spanish & Vietnamese collections
- 50% increase in electronic resources for Chinese, Spanish & Vietnamese collections
- 35% increase in physical materials & electronic resources of other significant languages
- 35% of staff will be certified bilingual
- 25% increase in circulation for physical & digital collections in total for all non-English languages
- 75% of San Jose residents will have library cards
- Areas with low active library card users will increase from "0 - 2,000" to "4,001 - 6,000"
- Double digital collection use
- Partner with half of all local correctional institutions by 2027, hitting 100% by 2032
- 20-30% increase in programs geared towards digital immigrants
- 50% of the branches will create inviting spaces
- All branches will include sensory rooms
- Projected in-person program attendance, 378,419

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