BERKELEY PUBLIC LIBRARY: FY2016-18 STRATEGIC PLAN

In January 2014, the Library commenced a year-long, community-driven information gathering and strategic planning process by engaging and conversing with Library staff, patrons, key neighborhood stakeholders and the general community to identify and prioritize services, resources and ambitions over the next three years.

KEY STRATEGIC DIRECTIONS

Three key strategic directions emerged from the data collected:

COMMUNITY – COLLABORATION – CONVERSATIONS

VISION and GOALS

As the Library enacts its three-year strategic plan, it will be guided by the vision and goals of:

Building COMMUNITY through COLLABORATION and CONVERSATIONS

- **Making a difference** in people's lives and neighborhoods **by building effective partnerships**;
- **Providing opportunities** and experiences for growth and enlightenment **through quality programs, services and technology**;
- **Celebrating** the Library's **positive impacts** in people's lives and neighborhoods; and,
- **Being entrepreneurial** in addressing community needs **through transparency, responsiveness, innovation and organizational efficiencies.**

INITIATIVES and STRATEGIES

To realize these goals over the next several years, the Library will embrace a spirit of flexibility as we examine our current organizational structure and enact changes that will permit us to focus our services in response to community desires and adroitly adapt how we provide those services while still maintaining our core responsibilities. Key initiatives and strategies have been identified to inform the Library's direction to realize its vision and meet its goals over the next three years.

- Bolster **LITERACY** in all its forms to bridge the achievement gap:
  - Strategy 1: Develop dynamic services, programs and collections that meet individuals' and community needs and interests
  - Strategy 2: Develop strategies and services to support curriculum, educational preparedness and literacies for all generations

- Foster a culture of flexibility by optimizing **OPERATIONAL EFFICIENCIES**:
  - Strategy 1: Be progressive, responsible, responsive and welcoming
  - Strategy 2: Be a central hub for congregation, shared experiences and innovation

- Raise awareness of Library through **MARKETING**:
  - Strategy 1: Promote the Library's value to our community
  - Strategy 2: Promote Library programs, services and collections to raise the Library's profile

- Leverage resources through **PARTNERSHIPS** for greatest impact:
  - Strategy 1: Construct partnerships to offer inspired services, programs and collections of interest to all generations of users
  - Strategy 2: Construct partnerships to connect people to services and information

- Utilize **TECHNOLOGY** to strengthen digital presence and bridge digital divide:
  - Strategy 1: Connect people and services creatively through free access to information and resources
  - Strategy 2: Connect people to services and information through technology as a social equalizer

FY 2016 – 2018 Berkeley Public Library Strategic Plan Framework

INITIATIVES

Bolster **LITERACY** in all its forms to bridge the achievement gap	Foster a culture of flexibility by optimizing **OPERATIONAL EFFICIENCIES**	Raise awareness of the Library through **MARKETING**	Leverage resources through **PARTNERSHIPS** for greatest impact	Utilize **TECHNOLOGY** to strengthen digital presence and bridge digital divide

STRATEGIES

	Bolster LITERACY	Foster flexibility	Raise awareness MARKETING	Leverage PARTNERSHIPS	Utilize TECHNOLOGY
STRATEGIES	1. Align Berkeley Public Library with the City of Berkeley 20/20 Vision for Berkeley's Children and Youth	3. Be a progressive, responsive, responsible and welcoming organization	5. Promote the Library's value to our community	7. Construct partnerships to offer inspired services, programs and collections of interest to all generations of users	9.Connect people and services creatively through free access to information and resources
	2. Develop strategies and services to support curriculum, educational preparedness and literacies for all generations	4. Be a central hub for congregation, shared experiences and innovation	6. Promote Library programs, services and collections to raise the Library's profile	8. Construct partnerships to connect people to services and information	10. Connect people to services and information through technology as a social equalizer

ACTIVITIES

	Bolster LITERACY	Foster flexibility	Raise awareness MARKETING	Leverage PARTNERSHIPS	Utilize TECHNOLOGY
FY 2016	**1a. 20/20 Vision Focus on Student Support:** Review and Recommend Databases geared towards Teen College and Career resources. Provide Tutor.com with training and marketing into local schools by September 2015.	**3a. Be progressive Action Item:** Evaluate systems, processes and service models in all division operations, implementing improvements to streamline workflow, increase capacity and improve services to best be responsive to community needs and recommend Changes to BOLT by July 1, 2015	**5a. Promote Community Value:** Develop outcome measures and evaluation tools to assess programs, events, collections and services effectiveness, usage and ROI; and promote Library's positive impact on community and individuals' lives. Include Monthly Report to BOLT on all Library Activities from all divisions by July 1, 2015	**7a. Construct Partnerships Action Item:** Establish an annual outreach schedule for participation at City-wide events and host activities that increase neighborhood awareness and civic engagement, such as National Night Out, Bay Festival and pop-up libraries Programming Team will develop a list of Berkeley Events and coordinate Outreach by September 1, 2015	**10a. Connect Technology:** Develop Library Technology Team with IT and Adult Reference to provide internal and external training by September 1, 2015
	2a. Support Curriculum for All Generations Action Item: Review and revise the Library's Collection Development Policy and practices, inclusive of developing a plan that curates collections that respond to, anticipate and reflect community needs, interests and trends and recommend to BOLT by October 1, 2015	**3b. Be Progressive Action Item:** Facilitate communication at all organizational levels via new or revised, improved consistent in-person and online models to better link staff and community. Implement new Intranet for Staff by July 1, 2015	**6a. Promote Library Programs Action Plan:** Develop a comprehensive marketing plan, inclusive of a new logo and component to enhance virtual marketing through increased use of social media tools Action Item: Create Marketing Team by September 1, 2015	**8a. Construct Partnerships Action Item:** Re-establish Berkeley History Room Hours by September 1, 2015	**9a. Connect Technology:** Increase Bandwidth System-wide with help from CENIC Consortium by October 1, 2015.
	1b. 20/20 Vision College and Career Readiness Action Item: Liaison with High School to provide regular training on	**3c. Be Progressive Action Item:** Develop and train staff on customer service standards in order to exceed expectations of service,	**6b. Promote Library Programs Action Plan:** Brand and market programs for greater visibility and to better	**8b. Construct Partnerships Action Item:** Participate in Berkeley History networking opportunities to enhance programming and	**10b. Connect Technology:** Conduct a technology needs assessment, identify strategic technology improvements and draft a three-

Databases for students and teachers by October 2015	both internally and externally. Staff will be required to attend four trainings per year (webinar, in-person, or conference) by January 1, 2016	connect to community interests Action Item: Schedule Out Programming for year starting September 1, 2015	collections by September 1, 2015 Action Item: Work with Berkeley History Partners to present system-wide programming with a local history team throughout May, 2016	year Technology Strategic Plan for the Library, inclusive of a training program for staff to learn new devices, software and applications by October 2015
1c. 20/20 Vision Student Engagement: Action Item: Each Library branch will have one formal Teen Advisory Group to guide Programs, Services, and Collection Development by October 2015	**3d. Be progressive Action Item:** Implement recommendations in Safety Audit report, inclusive of establishing an Emergency Communication Plan to ensure timely dissemination of emergency information to all staff. Recommend changes to BOLT by July 1, 2015	**5b. Promote Community Value:** Develop outcome measures and evaluation tools to assess programs, events, collections and services effectiveness, usage and ROI; and promote Library's positive impact on community and individuals' lives. Create Quarterly Assessment Tool to review goals for all programs, services, and collections by January 1, 2016	**7b. Construct Partnerships Action Item:** Provide an online networking communications tool to Berkeley community organizations within the Berkeley Information Network (BIN) to enhance and create partnerships, collaboration, community, and publicity. Action Item: Send a representative to Homeless Task Force Meetings. Survey Homeless Taskforce to determine biggest needs in community. Action Item: Create a Berkeley Information Network Fair to invite community meetings on the City of Berkeley's most critical issues. Provide quarterly meetings and invite groups starting in October 2015.	**9b. Connect Technology:** Establish monthly Computer Classes at all branches by January 31, 2016
1d. 20/20 Vision Focus on Kindergarten Readiness Action Item: Develop a trained volunteer program to enhance early literacy skills at Berkeley Pre-Schools and Daycares by January 1, 2016 Action Item: Create and produce a monthly Early Literacy newsletter including literacy tips & ideas for parents, as well as info on programs and materials by January 1, 2016	**3e. Be Progressive Action Item:** Develop an annual system-wide programming plan that is responsive to community interests, highlights BPL's resources and materials and reflects the City's cultural diversity Action item: Implement by September 1, 2015	**6c. Promote Library Programs Action Item:** Promote the Library's free meeting spaces, virtual services and programs digitally and through social media. Meet with local schools and non-profits to advertise space by January 1, 2016	**7c. Construct Partnerships Action Item:** Develop Tool Library Programs with regular classes by community groups on tools and promotion of tool selection by September 1, 2015	**9c. Connect Technology:** Revamp access to digital content and devices by circulating laptops or other mobile devices by January 2016.
1e. 20/20 Vision Focus on Kindergarten Readiness Action Item: Pilot a Book machine Project at a select Berkeley Pre-school to provide proof of concept to enhance programs by January 1,	**3f. Be Progressive Action Item:** Develop and train staff on customer service standards in order to exceed expectations of service, both internally and externally. Collection Development Team will develop training schedule on new	**6d. Promote Library Programs Action:** Develop and launch an Early Literacy web-page for parents and caregivers by February 1, 2016	**7d. Construct Partnerships Action Item:** Develop Chromebook Pilot Project with Berkeley High School with a focus on lending laptops to underserved students by October 1, 2015	**9d. Connect Technology:** Conduct Technology assessment for equipment, tools, bandwidth, and staff to determine needs by January 2016

2016	collections and databases by January 1, 2016				
	1f. 20/20 Vision Focus on Reading Proficiency by the Third Grade Action Item: Work with School Media Specialists and local school administrators to develop curated lists tailored to curriculum needs. Provide lists by January 1, 2016	**3g. Be Progressive Action Item**: Develop and implement a staff development plan, inclusive of an All Staff Day event and training plan to provide employees with the tools to enhance their effectiveness Action Item: Develop plan by October 2015		**7e. Construct Partnerships Action Item:** Encourage staff participation and membership in business and civic associations, city-wide committees and regional organizations Action Item: Review local organizations, categorize, and offer to staff by January 1, 2016	
	2b. Support Curriculum for All Generations Action Item: Develop and Focus the Library's digital and streaming collections, especially high-demand content by January 1, 2016	**3h. Be Progressive Action Item:** Upon implementation of new BPL intranet create a Human Resources Corner on site. Staff will have access to most in-demand HR items and FAQs on key questions by December 31, 2015		**8c. Construct Partnerships Action Item:** Create History Room Development Plan in order to properly Preserve, Curate, and Digitize Berkeley History Room Items by January 2016	
				8d. Construct Partnerships Action Item: Review Language services and collections provided by the library and ensure consistent services. Outreach to local organizations that provide language services to mono-lingual non-English speakers by January 2016	
FY 2017	**2c. Support Curriculum for All Generations Action Item:** Expand the Books by Mail program to reach more home bound patrons through a promotional campaign and by working with local senior services agencies by June 1, 2016	**3i. Be Progressive Action Item:** Identify City of Berkeley core required trainings and ensure BPL staff is enrolled in these trainings to meet City standards by January 31, 2016	**6e. Promote Library Programs Action Item:** Develop a publicity campaign to promote the Library's digital resources to increase aware and use Develop marketing programs around e-resources ex. Database of the Week, Library Apps for your Phone, Your Library in More Places by July 1, 2016	**7f. Construct Partnerships:** Explore partnership opportunities with local agencies and community organizations for potential self-service kiosk sites in underserved and in high traffic areas of the City to enable 24/7 access to materials by July 2017	
	2d. Support Curriculum for All Generations Action item: Expand shelf-ready processing to	**4a. Central Hub Action Item:** Identify and prioritize strategic capital improvements, including	**6f. Promote Library Programs Action Item:** Develop and offer an annual signature event that is		

other areas of the collections and expand the Lucky Day program to an online platform by June 1, 2016	infrastructure and Central Library repairs and improvements for possible action; complete construction of new Central Library teen room. Develop Annual Review with recommendations by Facilities March 2016	branded and identifiable as the Library's and inspires community engagement, such as One City/One Book		
1g. 20/20 Vision Focus on School Readiness Action Item: Develop system-wide Early Childhood Service Plan for Implementation by July 1, 2016 Develop system-wide School Age Service plan by July 1, 2017	**3j. Be Progressive Action Item:** Maintain a balanced biennial budget, inclusive of maintaining budget reserve and illustrate stakeholders' ROI Recommend Annually to BOLT by April 30, 2016			
1h. 20/20 Vision Focus on Student Support Action Item: Develop a series of inter-generational STEM programs in Library in partnership with local organizations by October 2016	**3k. Be Progressive Action Item:** Work with BPL management to host its' 2nd All Staff Development Day for May 2016			
1i. 20/20 Vision Focus on Reading Proficiency by the Third Grade: Enhance Volunteer Program to expand literacy programming to local elementary Schools by January 1, 2018	**3l. Be Progressive Action Item:** Further develop the Library's volunteer program in ways that help the Library grow its services and programs and provide meaningful and fulfilling opportunities to engage the community's citizens. Assess Volunteer Program September 1, 2016		**8e. Construct Partnerships:** Make deposit collections of low-cost books available at WIC, public health, family shelters, and other organizations serving children and families by October 1, 2017	
1j. 20/20 Vision Focus on Kindergarten Readiness Action Item: Expand Volunteer Programming to include story visits to WIC, public health, and other organizations serving children and families by October 1, 2017	**3m. Be Progressive:** Explore ways to increase energy savings and sustainability efforts in facility maintenance and improvement efforts and educate the public on the Library's "green" practices Action item: Circulate materials that assist Berkeley Residents in becoming more energy efficient by October 1, 2016	**5c. Promote Library Value Action Item:** Identify and target outreach to new and emerging populations groups in the City, especially attracting and growing the adult patron base of 18-24 year olds by offering and promoting targeted programs and events Develop Plan by July 1, 2018		
2e. Support Curriculum for All Generations Action Item: Expand BerkeleyReads Partnership	**3n. Central Hub Action Item:** Designate Central Library public spaces for use as technology labs,	**5d. Promote Library Value Action Item**: Develop new Marketing Plan	**7g. Construct Partnerships:** Analyze City demographics to identify underserved areas of the City and	**9e. Connect Technology**: Begin process of new Three Year Technology Plan

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	with the AB 86 North-Alameda County Consortium for Adult Education by June 1, 2017	digital zones and other maker spaces that engage residents in creating content and learning new digital skills. Review Space Needs at Central by July 1, 2017		collaborate with local agencies to share spaces for and promotion of non- and traditional library services by July 2018	
	2f. Support Curriculum for All Generations Action Item: Track the number of patrons who achieved self-identified education and job preparedness goals by January 1, 2018	**3o. Be Progressive:** Explore communication formats for improved and increased public feedback on organizational performance and responsiveness Action Item: Review Counting Opinions interface to make the library more responsive to ongoing issues by December 31, 2017		**8f. Construct Partnerships:** Explore ways to enhance Berkeley History Room by July 1, 2018	
FY2018	**1k. 20/20 Vison Focus on School Readiness Action Item:** Continue to expand services to enhance School Readiness and Grade Level Reading by the Third Grade Reading Level based on success of pilot programs by July 1, 2018	**3p. Be Progressive:** Develop and implement training for all staff on the service needs of children, teens and families by June 1, 2018		**7h. Construct Partnerships:** Begin process of new Strategic Plan by January 1, 2019	
	2g. Support Curriculum for All Generations Action Item: Identify new or emerging electronic devices and digital platforms and formats to include as part of Library services and collections by July 1, 2018				