FOCUS AREA 1: Access

Programs, collections, resources, and referrals that connect people with learning and enrichment opportunities.

GOAL 1.1: Improve Electronic Collections
Make it easier for people to find and enjoy popular eBooks, audiobooks, and other digital materials

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Lower wait times for popular titles • Evaluate and broaden digital collection to reflect reading trends • Release digital editions concurrently with print release dates	• Implement and maintain a holds ratio of 3:1 for in-demand titles • Add X00 new digital titles aligned with demand per year • Provide 90% of high demand titles in digital format on the release date		

GOAL 1.2: Strengthen Physical Collection
Keep the library's shelves easy to browse and filled with books that reflect what our community cares about.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Improve high-demand collections • Establish collection maintenance procedures • Install clear, consistent signage for all collections and shelving areas • Create discovery tools—book lists, shelf talkers, and thematic guides—to help users explore the collection • Shorten processing time for new acquisitions	• Increase circulation of high-demand collections by 10%. • Write and communicate collection maintenance procedures • Write and distribute discovery tools • Reduce processing time for new materials from X days to X days	• Strengthen staff proficiency in multilingual cataloging • Broaden multilingual collections-particularly Spanish and Chinese- based on demand and preferred formats • Complete systemwide signage installation (100% locations)	• Multilingual collection growth: +10% Spanish, +10% Chinese. • Annual collection condition audits completed at 100% of branches.

GOAL 1.3: Deliver Community-Driven Programs:
Offer engaging, inclusive programs that evolve with the community's needs and interests.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Expand Summer Reading Challenge incentives for teens and adults • Pilot community conversation clubs and invite library users to co-host gatherings • Launch family-oriented Spanish-language programs • Explore the feasibility of a Spanish-language affinity group via WhatsApp • Expand take-home kits and community-curated display opportunities	• Increase teen and adult participation in the Summer Reading Challenge by 15% • Attendance at conversation clubs • Attendance at Spanish-language programs • Number of community-curated displays • Number of new kits added	• Develop ongoing feedback tools to capture community needs and interests	• Program changes made based on feedback

GOAL 1.4: Expand Referrals and Resources Connections:
Help more people find the services, information, and community support they need.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Distribute self-help materials across all branches • Increase visibility and accessibility of on-site Social Services staff at Main Library	• Number of materials distributed • Number of weekly Social Service contacts		• Number of referrals made • Growth in social services usage

GOAL 1.5: Advance Technology Access:
Offer computers, software, and internet access that help people learn, create, and stay connected.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Assess feasibility of new software offerings for creativity, learning, and job readiness • Increase library user access and training	• Complete feasibility study • Increase 3D printer reservations by 20%	• Evaluate opportunities to establish free public Wi-Fi zones with other City departments	

opportunities for the 3D printer			

GOAL 1.6: Grow the "Library of Things":

Expand and promote borrowing of everyday items—from tools to games—that make life easier and learning more fun.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Boost promotion and visibility of current Library of Things inventory • Increase supply of high-demand items • Pursue ongoing funding to expand and sustain the Library of Things collection	• Increase usage of Library of Things by 25% • Availability rate for high-demand items • Number of new items added • Annual funding secured		

FOCUS AREA 2: Experience

A welcoming and visible presence through inclusivity, strong outreach, and trusted partnerships.

GOAL 2.1: Deepen Outreach and Partnerships:
Build stronger connections with local groups and organizations to bring the library's resources and services to more people.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Build intentional, trust-based partnerships with Alameda's non-English-speaking communities • Expand outreach collaborations at Alameda Point and other locations • Create short-form video content to promote programs across social media channels • Grow the preschool outreach program • Establish a cross-department outreach committee to coordinate community engagement • Provide a library card to every student enrolled in Alameda Unified School District • Assess feasibility of adding drop-off and pickup locations at Alameda Point and the West End	• Number of new partnerships • Outreach event attendance • Number of video views/engagement • Number of classrooms reached • Committee meetings held • Number of AUSD students using their library card • Feasibility assessment completed	• Establish consistent and dedicated library services at Alameda Point • Explore mobile library service models • Leverage city partnerships and collaborate with youth organizations and local businesses • Promote bridge library experiences—such as honor-system book exchanges • Pursue advertising and outreach opportunities with local transit agencies	• Weekly usage at Alameda Point • Number of mobile service events • Number of mobile programs created • % increase in new users near advertised areas

GOAL 2.2: Broaden Access Channels:

Share library news and resources in ways that reach everyone—online, in person, and throughout the community.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Reassess social media strategy to determine which platforms best reach key audiences • Research community social media usage and seek access to relevant closed groups • Engage parent networks through school channels to strengthen family outreach • Identify communities who need customized communication and access strategies • Explore targeted partnerships with schools that may face transportation barriers to accessing the library for visits or special programs	• Engagement growth rate % increase • Number of new groups reached • Number of parent network touchpoints • Number of customized strategies implemented • Number of school partnerships	• Create accessible "how-to" guides tailored for neurodivergent library users • Implement a marketing and communications platform	• Guide downloads/usage • Video view and watch-time metrics

GOAL 2.3: Improve Library Spaces:

Make welcoming library spaces where people can explore, learn, and connect.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Reconfigure shelving to increase face-out displays in high-traffic areas • Collaborate with architect to reimagine the Main Library's layout • Conduct a systemwide assessment of furniture and seating needs • Develop brand standards	• Circulation increase in highlighted areas • Completion of architectural plan • Furniture assessment completed • Complete brand standards	• Install gender-inclusive restroom at the Main Library • Implement the Main Library redesign to create more flexible, welcoming spaces • Explore redesigned spaces to exceed accessibility standards and better accommodate library users with mobility aids	• Construction milestone completion • ADA compliance improvements • Complete signage and marking materials standardization

		• Standardize signage and marketing materials based on brand standards	

GOAL 2. 4: Introduce library user-Facing Technology:
Add new digital tools that make it easier for people to use and enjoy library services.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Launch an updated website featuring an integrated, interactive event calendar and easier navigation • Add online tools for meeting room reservations and event registration • Launch a mobile app to streamline catalog browsing, holds, and account management	• Number of page views • Number of online reservations • Number of app downloads	• Pilot large digital display boards for event and service promotion • Adopt touch-screen kiosks • Install barcode scanners compatible with mobile device displays • Install a self-checkout station in the children's section • Add an accessible service station with large-print screens and wheelchair access	• Kiosk usage sessions • % of checkouts via mobile app • Number of items checked out at self-checkout station in the children's section • Number of items checked out at accessible self-checkout station

FOCUS AREA 3: Capacity

The library's ability to develop staff, infrastructure, and systems to achieve library goals.

GOAL 3.1: Invest in Staff Expertise and Collaboration:
Help staff build skills, confidence, and teamwork across departments so everyone can provide great service— one team, one library.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
- Establish structured cross-department and cross-location training and collaboration opportunities - Refine onboarding processes to ensure clarity and consistency - Grow staff knowledge and confidence in all aspects of library service through training and other means on topics such as de-escalation and disability equity - Identify training and tools for serving non-English-speaking library users - Prioritize recruitment of multilingual staff and individuals with lived community service	- Number of collaboration sessions - Number of shadowing hours 80% staff completing training - Increased satisfaction with onboarding % of staff able to work at any service point % of new hires who are bilingual % increase in number of staff who can perform a story time at short notice	- Explore forming a staff-led diversity committee to guide inclusive approach to library service - Implement recurring staff exchange days to strengthen systemwide awareness - Provide training and tools for serving non-English-speaking library users	- Committee formed - Committee recommendations implemented - Number of targeted trainings delivered % of staff who are confident serving non-English-speaking library users

GOAL 3.2: Refine Processes and Service Standards:

Keep improving how we do things so library services are easy, consistent, and high-quality for everyone.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Develop customer service standards and related training • Provide routine refresher trainings related to daily operations to ensure process consistency	• 80% of staff complete applicable refresher training • Error rate reductions	• Implement regular customer service training based on standards • Analyze logistics to optimize service flow at every location	• % of staff attending customer service training • Reduced wait times due to staffing optimization

GOAL 3.3: Foster a Positive, Supportive Workplace Culture:

Celebrate staff contributions, encourage teamwork, and build a workplace where learning and appreciation are part of our culture.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Establish recognition programs to celebrate achievements, including development of best practices • Develop a structured mentorship or buddy program to support staff development • Send staff to regional, state, and national conferences to expand professional learning	• Number of peer kudos submitted • Adoption of recognition programs at all levels of the organization • Increased conference participation and knowledge-sharing sessions • Professional development attendance and satisfaction	• Strengthen interdepartmental partnerships with City departments through collaborative initiatives • Launch structured mentorship or buddy program to support staff development	• Number of City department collaborations • Number of mentor–mentee matches

GOAL 3.4: Invest in Technology and Tools:

Give staff and workspaces the up-to-date tools and technology they need to work effectively.

Y1–Y2 Approaches	Y1–Y2 Measurements	Y3+ Approaches	Y3+ Measurements
• Provide laptops for all staff to enable flexible and efficient work • Conduct ergonomic assessments to ensure healthy and sustainable work environments	• % of staff equipped with laptops • Ergonomic assessment completion rate	• Apply ergonomic assessment results to improve workstations	• Reduction in ergonomic complaints • % of workstations upgraded