Library Department
Tactical Plan

Mission
To inspire lifelong learning through connections to knowledge and each other

Vision
The place for opportunity, discovery, and inspiration

Goal 1 Foster a safe and engaging environment

Objectives	Initiatives	Performance Indicators
Provide a high quality workforce	o Create a professional development training program o Strengthen internal & external communication o Develop a customer service recognition & incentive program	Percent patron satisfaction (Target 90%)

Maintain and improve facilities	o Update, maintain, and implement:
	  ◊ The 21st Century Library Plan
	  ◊ The Technology Refresh Plan
	  ◊ The Deferred Maintenance Plan
	
	o Determine how to prioritize items with in each location and across the library system
	
	o Assess and review security needs at all locations
		Percent of public access computers with an age of 5 years or less (Target: 100%)
		
		Percent increase of completed work orders (Target: 2%)

Sustain a relevant & attractive collection	o Standardize weeding policy system-wide using Collection HQ reports for guidance o Develop a plan for expanding the floating collection o Develop collections based on community needs o Merchandise/present the collections in visually appealing manner	Percent increase in circulation and usage (Target: 2%)

SD

Goal 2 Broaden access to library resources

Objectives	Initiatives	Performance Indicators
Provide opportunities for the public to explore technology	o Manage website content for ease of use o Improve connectivity and accessibility to the Internet o Pro-actively identify relevant & emerging technologies	Percent increase in Wireless Access Points (WAPs) (Target 50%) Percent increase in technology program participation (Target 10%)
Develop an equitable approach to library services	o Review processes and procedures to ensure a positive user experience o Employ best practices for serving patrons of all abilities	Percent participation increase in literacy and educational programs (Target 5%)

Goal 3 Be a model for innovative programs and services

Objectives	Initiatives	Performance Indicators
Assess community needs	o Develop comprehensive community profiles for each library location o Develop focus groups	Number of community members involved in providing feedback (Target: ≥ 150)
Explore alternate service models	o Develop RFID Project Plan o Conduct staffing study o Explore ways to provide support in multiple languages o Coordinate programming system-wide	Percent of branches with Radio-Frequency Identification (RFID) (Target: 50%)
Create an atmosphere for participation	o Develop programs that create lasting impressions o Create procedures to address patron suggestions o Encourage staff creativity, teamwork, and leadership at every level	Percent overall satisfaction on program evaluations (Target: ≥ 75%)

Goal 4 Establish a strong library presence within San Diego

Objectives	Initiatives	Performance Indicators
Increase public outreach	o Explore new opportunities to promote programming o Incorporate community interactions in employee performance plans o Focus on targeted outreach	Percent of professionals conducting 4 hrs of outreach per month (Target: 90%)
Cultivate strategic partnerships	o Strengthen existing partnerships o Identify (opportunities for new) community partnerships o Initiate mutually beneficial partnerships	Percent of existing partnerships reviewed through developed criteria (Target: 50%)
Strengthen social media presence	o Develop social media strategy o Educate identified staff o Remain current in social media trends	Percent of identified staff received social media training (Target: 100%)

SD