From **THE DIRECTOR**

Our ever-evolving environment, driven by new and emerging technologies and shifts in the demographic make-up of the communities we serve, prompted us to review and update our Strategic Plan. This updated Plan is intended to be used as a dynamic tool in making key decisions. It is designed to position the Library as a responsive and relevant public service organization that is essential to the success of the community.

As we move forward as a library system, our collective vision for the San Antonio Public Library is to:

- be recognized as the premier resource for educational support, self-directed learning, and advancing literacies
- provide invaluable tools for building the community’s prosperity
- anticipate community challenges and respond with creativity and innovation
- serve as a welcoming community gathering place and cornerstone of family, cultural and civic life
- base all service decisions on customer needs and preferences
- create a forward-thinking organization that maximizes the potential of each employee

What can YOU do to make that vision a reality? YOU make the difference. YOU embody our mission, and change lives in our community. It is through your commitment, your hard work, your dedication, your knowledge, your strengths, your teamwork, your ideas, and your imagination that we fulfill our mission. YOU are the San Antonio Public Library.

I thank you for all you do.

Ramiro S. Salazar, Director, San Antonio Public Library

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From **THE CHAIR OF THE BOARD OF TRUSTEES**

As a 13 year veteran on the San Antonio Public Library Board of Trustees, I have been witness to a tremendous number of successes within the system. Four years ago we set out on a path to shape a new vision and mission for ourselves as an organization. Now, our mission continues—to change lives through the transformative power of information, imagination, and ideas. This is an exciting time for the Library as we build on the many successes we have achieved through strategic planning and as we continue that planning process for the next three years and beyond. I am excited to see what staff accomplishes as they focus on supporting educational and learning opportunities, supporting workforce and economic prosperity and fostering community connections. In my roles as treasurer and vice chair, I have come to know and understand the time and commitment that staff members contribute in order to make the Library a success.

Reaching out to the children and youth of our community is key to improving our community. I continue to be a strong advocate for improving the economic prosperity of all by enhancing all areas of literacy including a focus on digital literacy. The work the Library does to provide individuals with technology tools to enhance their digital skills and to pilot technologies that make resources even more available is phenomenal. And the emphasis the Library puts on civic engagement to encourage continual participation and input from all citizens helps to build a community that can change lives.

I just want to say thank you to the staff for all you do and all you will continue to do as the Library changes lives each and every day.

Paul Stahl, Chair, San Antonio Public Library Board of Trustees
CORE COMPONENTS | HOW WE CHANGE LIVES

OUTCOMES

HOW EVERYONE BENEFITS

STRATEGIES

WHERE WE FOCUS

EMPLOYEE CORE VALUES

HOW WE RESPOND

GUIDING PRINCIPLES

WHAT WE BELIEVE

VISION

HOW WE SEE THE FUTURE

MISSION

OUR PURPOSE
MISSION | OUR PURPOSE
The San Antonio Public Library changes lives through the transformative power of information, imagination, and ideas.

VISION | HOW WE SEE THE FUTURE
The San Antonio Public Library...
- is recognized as the premier resource for educational support, self-directed learning, and advancing literacies
- provides invaluable tools for building the community’s prosperity
- anticipates community challenges and responds with creativity and innovation
- is a welcoming community gathering place and cornerstone of family, cultural and civic life
- bases all service decisions on customer needs and preferences
- is a forward-thinking organization that maximizes the potential of each employee

GUIDING PRINCIPLES | WHAT WE BELIEVE

INCLUSIVENESS
Making rich cultural and intellectual resources available to all

COMMUNITY
Providing opportunities for people to meet, exchange ideas, and participate in the life of their community

ACCOUNTABILITY
Serving as a responsible steward of the public’s resources and trust

COLLABORATION
Accomplishing more with partners working together toward a common goal

RESPECT
Honoring diversity, individual perspectives, and the right to privacy and confidentiality

LEARNING
Promoting learning and literacy in all forms

EMPLOYEE CORE VALUES | HOW WE RESPOND

TEAMWORK
We work together to make San Antonio better.

INTEGRITY
We model ethical behavior.

INNOVATION
We are driven by continuous improvement.

PROFESSIONALISM
We are qualified, skilled and committed.
STRATEGIC PRIORITIES

SUPPORT EDUCATIONAL & LEARNING OPPORTUNITIES
- EARLY LITERACY
- K-12
- READING
- SELF-DIRECTED LEARNING

SUPPORT WORKFORCE & ECONOMIC PROSPERITY
- ALL AREAS OF LITERACY
- BASIC WORKPLACE SKILLS
- JOBS & SMALL BUSINESS

FOSTER COMMUNITY CONNECTIONS
- USER-FRIENDLY SPACES
- RESPONSIVE PROGRAMS & SERVICES
- RELEVANT COLLECTIONS
- CIVIC ENGAGEMENT
STRATEGIC AREA OF FOCUS 1
SUPPORT EDUCATIONAL AND LEARNING OPPORTUNITIES

Learning occurs in every stage of life. San Antonio Public Library supports learning by providing early literacy programming, promoting student success in school settings and enhancing self-directed and incidental learning for children, teens and adults outside of formal education boundaries. Cumulatively, these efforts position the Library to play a key role in advancing education achievement and ultimately, bolstering the City’s economic prosperity.

STRATEGIC PRIORITIES:

1. Expand and strengthen support for early literacy
   - Children’s public service staff will provide knowledgeable customer service based on the precepts and practices outlined in the Every Child Ready to Read (ECRR) curriculum emphasizing the importance of talking, singing, reading, writing and playing.
   - Foster early literacy skills and school readiness through training for parents and care providers in multiple formats and venues.
   - Continue to provide, and as appropriate, expand SAPL’s services to teen parents and families, partnering with schools and other social/health services providers.
2. Supporting student learning and well-being (K-12)
   - Strengthen relationships with area schools to foster and support student achievement.
   - Work with City’s Education Policy Administrator to coordinate initiatives and strengthen connections between SAPL and the school districts as well as the Library’s communication with City officials.
   - Participate in city-wide initiatives aimed at student learning and achievement such as P-16+, SA2020, Project Worth and Excel Beyond the Bell.
   - Foster an environment in the Library to support school achievement and the value of out-of-school learning opportunities.
   - Fully realize the potential of the VROOM Van to bring library services to area high schools both during and outside of school hours.
   - Actively bring library services to elementary and middle schools.
   - Enhance and support school-aged and teen STEM initiatives (Science, Technology, Engineering and Math).
   - Provide and promote online homework assistance and other educational resources.

3. Support reading and self-directed learning
   - Take a comprehensive approach to system-wide programming for all ages.
   - Strengthen ongoing programming and activities that foster reading and learning.
   - Promote, provide and enhance existing opportunities for self-directed, independent, interest-based learning.
   - Enhance the Library’s Summer Reading Program for children, teens and adults in order to reinforce reading for pleasure, ameliorate the summer slide and support grade-level reading.
   - Broaden the reach of Learn at SAPL through formalized system-wide initiatives.
   - Collaborate with public, private, and nonprofit partners to promote reading for pleasure, expand self-directed learning opportunities and provide a variety of cultural experiences for all ages.
STRATEGIC AREA OF FOCUS 2
SUPPORT WORKFORCE AND ECONOMIC PROSPERITY

San Antonio Public Library is committed to the growth and economic prosperity of our community. The Library promotes workforce and economic prosperity by providing spaces, resources and training in digital literacy, financial literacy, entrepreneurship opportunity, workforce development, and adult education to empower the citizens of San Antonio to change their lives and improve their communities.

STRATEGIC PRIORITIES:

1. Educate for digital literacy and basic workplace skills
   - Provide equipment and develop curriculum for staff to teach and assist library users.
   - Continue to focus on development of computer competencies for library staff so that staff will be prepared to educate for digital literacy and basic workplace skills.

2. Enhance resources in all areas of literacy (financial, health, English for Speakers of Other Languages, and others)
   - Continue collaboration with community and literacy agencies, English for Speakers of Other Languages, and tutors.
   - Communicate SAPL’s role in adult learning services to citizens and decision makers.
   - Determine resources needed at branches located in neighborhoods identified to have low educational attainment as identified by demographic data.

3. Leverage partnerships to develop and promote jobs and small business services
   - Strengthen existing partnerships by exploring opportunities for active participation with key community workforce and economic development organizations, such as the Chambers of Commerce, Workforce Solutions Alamo and other City Departments.
   - Continue to develop partnerships with community organizations to expand the Library’s capacity for training, resource development, community outreach, programming, and off-site service delivery.
   - Use neighborhood demographic and usage data to drive distribution of service model and components.
   - Develop web presence to guide users to library services and resources, partner websites, and complementary community resources.
STRATEGIC AREA OF FOCUS 3
FOSTER COMMUNITY CONNECTIONS

San Antonio is a multicultural city filled with vibrant, diverse and ever-evolving characteristics that define its unique presence in Texas. Within this multi-faceted and colorful city, San Antonio Public Library serves a wide range of user groups from toddlers attending storytimes to senior adults learning new technology to researchers examining exceptional special collections. As an institution valuing its role as a steward of public trust and responsibility, the Library leverages its resources along with those of other organizations in order to provide exemplary service and information-related products.

STRATEGIC PRIORITIES:

1. Design spaces, services, programs and collections for all, with special emphasis on the needs of each community as identified by using neighborhood demographic and usage data
   - Align public services with the characteristics and needs of the population in the service area of each location to provide superior customer service.
   - Partner with area businesses, community groups, neighborhood associations and other organizations.
   - Continue to develop and enhance family-oriented and intergenerational programs and activities. Expand to non-traditional locations for programs and activities.
   - Continue to develop and enhance opportunities for creative experimentation in new technologies and life skills. Encourage teens to assume leadership roles in program development.
   - Continue to provide staff, resources and space for the needs of adult learners. Rethink, redefine and expand library services for adults, especially the 50+ age group which is one of the most rapidly growing age groups.
   - Continue to provide access to materials and adaptive technology to serve the needs of patrons with disabilities.
   - Provide library services for culturally-diverse populations.
   - Develop programming that incorporates multicultural and diverse perspectives.
   - Provide equal access to information and culture for all patrons.

2. Anticipate and respond to the evolving needs and expectations of present and future community groups
   - Solicit patron and staff feedback to assess customer satisfaction and quality of customer experience.
   - Utilize data analytics to ensure that the right materials are available at the locations to serve the populations that desire them.
   - Investigate and evaluate services delivered off-site.
3. Increase SAPL’s ability to respond to community needs by building partnerships and collaborations with organizations and institutions

- Seek mutually beneficial partnerships based on shared goals and projected outcomes aligned with the Library’s mission.
- Inventory and evaluate current formal and informal partnerships and collaborations.
- Continue to foster civic engagement of the community.
RESOURCES
We will focus on the strategic areas using our resources and developing action plans for each resource area.

TECHNOLOGY
- Develop an IT Blueprint and Roadmap.
- Implement a next generation integrated library system (ILS).
- Refresh public computers with updated technology to enhance patron experience.
- Provide patrons with technology tools they need to enhance digital literacy skills.
- Pilot technologies to make library resources more easily and efficiently available.
- Collaborate with Bexar County (BiblioTech) to deliver integrated access to digital services of both systems.
- Launch upgraded website with mobile responsive design.
- Initiate seamless online library card registration and renewal.

ORGANIZATIONAL HEALTH
- Continue to evaluate staffing needs and implement the recommendations from the staffing study.
- Develop a comprehensive training and professional development program.
- Develop and execute improvements to Staff Communication Plan.
- Develop and implement a formal mentoring program available to all job levels.
- Continue to develop recruitment initiatives which enhance the Library’s efforts to attract the most talented and diverse candidates and become an employer of choice among public libraries.
- Empower staff to promote innovation and excellence.

FACILITIES
- Provide superior customer service by updating facilities to meet the public service needs of the population served at each location.
- Continue work to complete the five-year Building Plan.
- Fully implement the improvements related to the Building Condition Master Plan.
- Identify library projects to be considered for the 2017 bond program and implement funded projects.
- Continue to explore opportunities for co-location of services with other community entities.
- Update the Facilities Study (Appendix A to the Strategic Plan).

PUBLIC AWARENESS
- Develop and implement comprehensive public awareness plans to raise public’s awareness of the resources and services of the Library.
- Develop and implement creative campaigns for key services and initiatives.
- Support community relations efforts by developing key partnerships and strategically pursuing opportunities to promote the Library at community events.
- Support special events through on-site coordination and publicity.
COLLECTIONS

- Continue to develop and build a diverse and relevant physical and digital collection.
- Deliver materials in all formats the Library supports, in a timely, efficient, and effective manner.
- Evaluate the condition of the collection, and move forward on a comprehensive weeding program.
- Increase the overall visibility of the collection system-wide, with an emphasis on promoting it with creative and intelligent displays.
- Accelerate efforts to achieve a complete inventory of the Library’s collections.

AGE BASED SERVICES AND PROGRAMS

- Take a comprehensive approach to providing tailored services and programs for all ages.
- Develop and implement library programs that foster a love of books, reading and learning.
- Contribute to the academic and life success of teens and assist teens in becoming informed community members and savvy consumers and producers of information.
- Provide library programming for adults to foster community connections as well as to advance learning and build economic prosperity.

OUTCOMES

- LIVES ARE CHANGED
- A CITY WHERE INDIVIDUALS REACH THEIR POTENTIAL
San Antonio Public Library
Organizational Structure
SUPPORT EDUCATIONAL AND LEARNING OPPORTUNITIES
Co-Chairs:  Viki Ash, Coordinator of Children’s Services
            Jennifer Velasquez, Coordinator of Teen Services
Kathleen Brown, Librarian II (Children’s) at McCreless
Deborah Carter, Training Officer LEARN at Westfall
Rachel Downen, Librarian (Teen) at Pruitt
Nathaniel Laubner, Librarian III at Pan American
Arlene Richardson, Librarian II (Children’s) at Guerra
Shannon Seglin, Librarian II (Children’s) at Central
            Promoted from Librarian I (Children’s) at Semmes
Kate Simpson, Librarian III (Children’s) at Central
            Promoted from Librarian II (Children’s) at Central
Adam Spana, Librarian II (Adult) at Cody
Lucy Villa, Library Assistant (Teen) at Maverick

SUPPORT WORKFORCE AND ECONOMIC PROSPERITY
Co-Chairs:  Kate Gray, Public Services Administrator
            Dianna Morganti, Coordinator of Services to Adults
            Promoted from Librarian III Reference at Central
Veronica Anderson, Volunteer Services Coordinator
Marco De Leon, Librarian I Teen at Igo
Sherrie Langston Hardin, Librarian III at Westfall
Tina Hudiec, Librarian II Adult at McCreless
Jimmy Jimenez, Librarian III at Bazan
Jeanne Johnson, Training Officer LEARN at Carver
Carlos Loera, Library Assistant at Collins Garden
DeeDee Lu, Librarian I Reference at Central

FOSTER COMMUNITY CONNECTIONS
Co-Chairs:  Cheryl Sheehan, Public Services Administrator
            Kathryn Sturtz, Coordinator of Technical Services
Rachael Barrera, Librarian II (Children’s) at Brook Hollow
Luanne Bloom, Library Assistant at Cody
Cindy Cruz, Librarian I (Teen) at Mission
Christina Hess, Digital Library Services Assistant at Central/Kampmann
            Promoted from Library Assistant at Parman
Gamini Haluwana, Librarian I at Central Reference
Heidi Novotny, Librarian III at Landa
Irene Scharf, Library Assistant (PT) at Igo
Thomas Wood, Circulation Attendant at Interlibrary Loan
Rhonda Woolhouse, Librarian II (Adult) at Tobin
            Promoted from Librarian I (Adult) at Thousand Oaks

RESOURCES
Technology: Ignacio Albarracin, Coordinator of Digital Services
Organizational Health: Roberta Sparks, Special Projects Manager
Facilities: Rich Walker, Project Control Manager
Public Awareness: Caitlin Cowart, Community & Public Relations Manager
Collections: Troy Hoyles, Collection Development Supervisor
Age Based Services and Programs: Candelaria Mendoza, Library Services Administrator

For additional information about our Strategic Plan, visit mysapl.org.