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Appendices
The following documents supporting the Strategic Plan are on the accompanying CD.

   Community Needs Assessment Executive Summary (Rev. 12/2010)
   Community Profile
   Facilities Study
   Library Profile
   Marketing Plan
   Online Surveys of Internal Stakeholders
   Peer Benchmarking
   SAPL Organizational Chart
   SWOT Analysis
   Tapestry Market Segmentation Report Executive Summary
   Trends, Best Practices, and Issues
   Work Group Templates

Cover photo by John Fisch.
Additional Photography by John Fisch and Michael King Randolph
From THE CHAIR OF THE BOARD OF TRUSTEES

As a former educator and librarian, it has been a great honor for me to be a part of something as significant and defining for the future of our city as the Public Library’s Strategic Plan. It’s an exciting time for the Library and the Library Board of Trustees, shaping a roadmap for the Library for the next five years and beyond. This roadmap is founded on our new vision and core values statements, and our new mission statement: *The San Antonio Public Library changes lives through the transformative power of information, imagination, and ideas.*

I am confident the strategic plan addresses the needs of San Antonio. In addition to all the primary and secondary research conducted to assess the needs and expectations, the plan aligns well with the goals set forth by the Mayor in the SA 2020 report. At the same time, it positions the Library to be agile on a national and global scale, able to respond quickly to the changing needs and expectations of an ever-evolving world. The Strategic Plan will be treated as a living document that will regularly be referenced by Library leadership to guide decision making.

The Library is positioning itself as a vital force in SA, and we anticipate a strong return on our investment in the development of this plan. We believe this plan will contribute to these future trends in our community:

- The illiteracy rate diminishing steadily year after year;
- A greater percentage of our children graduating high school and pursuing a college degree;
- More people taking advantage of the Library’s wonderful educational programs, and utilizing the resources and services, at one of our many library locations throughout Bexar County;
- Greater accessibility to and interaction with the Library through the adoption of advanced technology; and
- A better equipped workforce to attract more companies, and jobs, to San Antonio.

I would like to thank everyone who dedicated so much of their time and talents to the creation of the plan, including Director Ramiro Salazar and the Library staff, the Strategic Plan Leadership Advisory Committee, the Library Board of Trustees, the consulting team of KGBTexas and The Ivy Group, the Friends of the Library, the Library Foundation, and most of all, the citizens of San Antonio who cared enough to participate in the development of the plan. It is my sincere hope that you like what you see. Please let us know.

Sincerely,

Jean Brady, Chair
Board of Trustees
San Antonio Public Library
I am pleased to present to you the 2011–2016 Strategic Plan for the San Antonio Public Library. This is an aspirational yet realistic plan that will serve as a blueprint to guide the Library in its quest to transform lives and improve the quality of life for our neighbors throughout San Antonio and Bexar County.

The Strategic Plan will be used as a dynamic tool for the Library Board of Trustees and Library Administration to utilize in making public policy and strategic decisions. In light of our ever-evolving environment driven by new and emerging technologies and shifts in the demographic make-up of the communities we serve, this plan is designed to continue to position the Library as a relevant public service organization. The plan will also help create and support an agile organization that is responsive to the growing needs and expectations of our customers.

To this end, the Library took a comprehensive approach to the development of the Strategic Plan, including: assessments of community needs and library facilities; in-depth market segmentation analysis; a review of industry trends and best practices; and feedback from key Library stakeholder groups. Another important aspect of the planning process was the emphasis put on inclusiveness to ensure buy-in from the community and key stakeholders.

The Library recognizes the importance of being aligned with the Mayor’s SA 2020 plan, which addresses the need for greater educational and literacy attainment as primary long-range goals for the City, and the Strategic Plan reflects that alignment in many of the recommendations and service strategies it sets forth. As well, the plan’s findings and action plans reaffirm the Library’s commitment to public service and to providing quality services the public needs and deserves from its public library.

I would like to thank the Library’s senior management for their hard work and deliberate approach to this project, the Library Board of Trustees and Leadership Advisory Committee for their guidance, the Library Foundation and Friends of the Library for their participation in the entire process, and the Library Staff Work Groups for all their time and effort in the development of the plan. This was certainly a collaborative effort and the resulting Strategic Plan is something in which we can all take great pride.

Sincerely,

Ramiro S. Salazar, Library Director
San Antonio Public Library
MISSION

THE SAN ANTONIO PUBLIC LIBRARY changes lives through the transformative power of information, imagination, and ideas.

Our mission statement reflects the commitment we are making to the community.
Our vision articulates what success will look like in the future.

THE SAN ANTONIO PUBLIC LIBRARY...
- is recognized as a premier resource for educational support, self-directed learning, and literacy
- 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 a 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

To fulfill our mission and realize our vision, the following ideals shall direct us in our service to the community and interaction with one another:

VALUES

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
EXECUTIVE SUMMARY

The San Antonio Public Library Strategic Plan provides a cohesive vision and direction for the Library for the next five years and beyond. The Strategic Plan outlines the Library’s plans for customer-focused service delivery, 21st-century facilities and enhanced technologies to better serve the San Antonio and Bexar County community and position the Library as a relevant and high-achieving public service organization.

The Strategic Plan seeks to expand and strengthen the Library’s role in supporting educational and learning opportunities; supporting workforce and economic development; fostering stronger community connections; and increasing public awareness of the Library’s vast resources and services. The Strategic Plan also includes internal strategies to create a culture of greater accountability and trust and improve working relationships between the Library Board of Trustees and the Library’s key support groups.

With this Strategic Plan, the Library sets forth a new Mission Statement:

*The San Antonio Public Library changes lives through the transformative power of information, imagination, and ideas.*

In this time of great change and reinvention for libraries across the country, the Strategic Plan seeks not to predict, but to prepare and position the Library to adapt to changing market conditions and meet the needs of its customers in the Information Age. The San Antonio Public Library, which serves both San Antonio and Bexar County, enjoys widespread use and embraces the opportunity to significantly change lives.

The City faces an extraordinary educational challenge; according to the organization LITERACY San Antonio, 25 percent of the population is illiterate. The size of the challenge is matched only by the ambitiousness of Mayor Julián Castro’s plan to “orchestrate one of the greatest turnarounds in education in the United States” by the year 2020. As the City’s educational arm, the Library is poised to serve as an indispensable partner to the City for the implementation of SA 2020, and the San Antonio Public Library Strategic Plan has been developed to align with the broader goals of the community.

The San Antonio Public Library Strategic Plan consultant team worked closely with Library senior management, staff, the Library Board, community support groups and advisors in the development of this Strategic Plan. The team drew from a variety of qualitative and quantitative research, including community surveys, stakeholder interviews, analysis of peer-city libraries and public input. A comprehensive market segmentation analysis was conducted to better understand the Library’s current and future users and their preferences. A branch-by-branch facilities assessment was conducted to assist the Library in balancing management of its current assets with the need for expanded services in growing areas of the County.

“Brainpower is the new currency of success in the 21st century. And libraries are often cities’ best assets in building up the brainpower of the community.”

-MAYOR JULIÁN CASTRO
From this process emerged six strategic areas of focus. Specific strategic initiatives and recommendations within each of these areas are detailed in the full plan that follows. Below are some of the highlighted initiatives:

ONE: Support Educational and Learning Opportunities

- Expand and strengthen the Library’s role in supporting early literacy education to promote school readiness by developing standards for programming that serves children, parents and care providers in light of the Every Child Ready to Read (ECRR) principles.
- Contribute to educational achievement by supporting student learning through stronger relationships with area schools and examining connections between SAPL programming and the Texas Essential Knowledge and Skills (TEKS).
- Support self-directed learning by enhancing resources and adapting to emerging technologies.

TWO: Support Workforce and Economic Development

- Develop and promote a flexible, customizable Jobs and Small Business Center (JSBC) model to complement existing branch assets.
- Adopt new technologies to increase access to resources that address 21st-century literacies (technology, finances, health, English as a Second Language, and adult literacy).
- Educate for online readiness, emphasizing basic skills for job searches, applications, resumes, document management, and email by creating a task force to focus on the development of computer competencies for library users and staff and determining the computer equipment/software needed at all library locations.

THREE: Foster Community Connections

- Customize service delivery to the unique needs of individual communities as identified in the market segmentation analysis by piloting new service models such as family-focused branches, storefront express branches, and Spanish-focused branches to expand services to under-penetrated neighborhoods.
- Anticipate and respond to the evolving needs and expectations of key market segments by focusing on points of intersection with library users and utilizing emerging technologies to better serve them.
- Leverage SAPL’s deep reach in the community to build partnerships and collaborations by designating a staff position for outreach, partnership and collaboration management.
- Assess the co-location of Las Palmas Branch Library and Community Family Resources Learning Center to determine the feasibility of a similar partnership at other branches.
FOUR: Increase Public Awareness

- Heighten public awareness of the Library’s vast resources and services by developing a comprehensive communications campaign that includes rebranding the Library, redesigning the website, incorporating mobile technologies and leveraging social and interactive media outlets.
- Build organizational capacity to develop and sustain increased in-house marketing activities by enhancing staff training and making resources readily available to staff.

FIVE: Improve Organizational Health

- Create a culture of greater accountability and trust by establishing an Organizational Health Unit to determine staffing needs, establish guidelines for work groups, evaluate performance standards and develop succession plans.
- Promote staff commitment to the Library’s mission and shared values with effective communication throughout the organization.
- Instill in the Library workforce a mindset that embraces proactive problem solving, creativity and innovation.
- Develop comprehensive training and professional development programs to increase employee job satisfaction, performance and retention by standardizing all basic training requirements and capitalizing on the City of San Antonio’s training opportunities.

SIX: Delineate Roles of Board of Trustees and Library Support Groups

- Ensure accountability of support groups to the Board of Trustees in order to ensure maximum focus on Library goals by formalizing working relations using a memorandum of understanding which delineates roles and responsibilities and articulates agreed-upon shared values.
- Improve working relationships to support implementation of the Strategic Plan by continuing joint work sessions to achieve acceptance of and support for the Library’s new mission, vision, core values, and strategic priorities.
- Enhance communication to facilitate information-sharing and joint action by contributing to each other’s publications, attending each other’s meetings and participating in each other’s advocacy and fund raising events.
Unlike any other department within the City of San Antonio, the San Antonio Public Library is governed by a City Council-appointed Board of Trustees, which is responsible for providing strategic oversight for the Library system, including the management, care, control and maintenance of all system properties. This Strategic Plan seeks to catalyze cultural change by equipping the Board and Library senior management with guidance on how they can create a work environment that motivates and empowers staff to be creative and innovative.

The plan also seeks to ensure accountability of key Library support groups to the Library Board of Trustees to achieve a unified focus on Library goals. To maximize their potential, the Library Board and its key support groups must develop a clear delineation of roles, responsibilities, and relationships, and a better understanding of how best to coordinate advocacy and deliver appropriate resources to the Library.

Building on a wide range of research and community input, the plan reflects the best practices and national trends in the delivery of public library service. The Strategic Plan’s flexibility allows the Library to evolve in an era of rapid technological change and tightening public budgets. It is understood that the recommendations in the Strategic Plan must be balanced with the fiscal realities of the City’s budget environment.

The goals in this plan are ambitious but attainable. The Strategic Plan seeks to set a versatile blueprint of the Library’s goals and initiatives to allow for the deployment of existing resources to address strategic priorities and support sound and defensible business decisions. Implementation of the Strategic Plan is the responsibility of the Library staff and Library Board of Trustees and is subject to budget capacity, changing market conditions and continued insight into the needs and preferences of current and future Library users and the greater San Antonio community as a whole.
THE STRATEGIC PLANNING PROCESS

GOALS
The San Antonio Public Library (SAPL) conducted a comprehensive, research-based, community-driven, and issue-focused planning initiative with the goals of enabling the Library to:

• Build on the 2009 Facilities Assessment study and the Community Needs Assessment conducted in 2010;
• Align the Library’s priorities with widely recognized community goals of the City of San Antonio regarding educational advancement, literacy, job growth, and economic development;
• Identify and undertake strategic initiatives which have a high probability of success, and can be accomplished expeditiously and at minimal cost;
• Anticipate and address potential barriers to the success of individual initiatives;
• Address gaps in library service delivery;
• Make the most effective use of staff time, experience, and expertise;
• Monitor, review, and evaluate progress toward goals;
• Leverage the process into a program of continuous improvement;
• Garner staff and community backing for the process, the Strategic Plan, and the Library;
• Strive to be a relevant and responsive public service organization; and
• Embrace creativity and innovation.
### METHODOLOGY

#### Phase I
**INITIAL PLANNING AND RESEARCH**
- Review of existing data and research (SA 2020 report, community needs assessment, public opinion survey)
- Market segmentation analysis
- Internal and key stakeholder surveys
- Evaluation of library facilities
- Trends analysis
- Benchmarking study

#### Phase II
**LIBRARY BOARD OF TRUSTEES LEADERSHIP**
- SWOT analysis
- Crafting of new Mission, Vision, and Core Values statements

#### Phase III
**STRATEGIC PLAN DEVELOPMENT**
- Identification of Areas of Strategic Focus
- Formation of Work Groups
- Development of strategies, initiatives, and action plans
- Writing of Strategic Plan draft
- Feedback and direction from Leadership Advisory Committee and Library Board

#### Phase IV
**COMMUNITY FEEDBACK AND PLAN FINALIZATION**
- Public vetting process of plan draft (citizens, City, County, and community leaders)
- Feedback from both internal and external stakeholders incorporated in plan
- Final plan approved, published, and disseminated
The Library’s strategic planning process spanned four distinct phases:

1. Initial planning and a synthesis of primary and secondary research to identify key areas of strategic focus that ground the project in best practices in library service delivery, priority needs of Bexar County residents, and the most efficient use of resources—funding, staff, facilities, and technology

2. Review of the research by the Library Board of Trustees, followed by a facilitated SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and visioning exercises

3. Series of meetings, deliberations, and coordinated decision-making of:
   - The Leadership Advisory Committee (LAC), composed of individuals in civic, business, and community leadership positions throughout San Antonio and Bexar County
   - The Library Task Force, composed of senior management
   - Five Work Groups composed of Library employees at all levels and chaired by members of the senior management team, each assigned an area of strategic focus
   - Internal City partners

4. Community feedback prior to final publication of the plan

INITIAL PLANNING AND RESEARCH

The research process included reviews of:

- SA 2020 (2011)
- City of San Antonio Planning and Development Services Department’s Statistics and Map Book, Revised February 2010
- Community Needs Assessment Report and stakeholder interviews conducted by ETC Institute (2010)
- San Antonio Library Facilities Assessment study conducted by Debra J. Dockery, Architect, P.C. (2009)
- San Antonio Public Library public opinion surveys conducted by Baselice & Associates (2008)
- Community and Neighborhood Plans under the City’s Department of Planning and Community Development
The consulting team conducted the following research:

- Amassing and studying SAPL’s usage data
- Esri Tapestry Segmentation analysis co-related to the data by City Council District and County precinct

  **Note:**
  *Esri is the world’s leading provider of geographic information systems (GIS) software and data. Its Tapestry market segmentation system organizes every U.S. neighborhood into one of 65 segments, based on its socioeconomic and demographic composition. Data sources include the US Census Bureau, Acxiom’s InfoBase of consumers, Mediamark Research Inc.’s consumer survey, proprietary information, and other sources that capture the subtlety and vibrancy of the U.S. marketplace.*

- Online surveys of staff, senior management, Library Board of Trustees, Foundation Board, and Friends of the Library
- On-site evaluation of every library facility in the system
- An analysis of trends affecting the future delivery of public library services with an emphasis on buildings, customer service, collections, technology, and demographic shifts

In addition, the consultants conducted a benchmarking study to assess how well SAPL measures up against peer and aspirational libraries both in Texas and across the nation. Peer libraries were identified by the consulting team for their resemblance to SAPL, particularly with respect to census data and statistics, type and size of population served, number of outlets, budget, circulation, etc. The Library Task Force designated the additional libraries—chosen for their reputation, innovative practices, and successful track record—as organizations SAPL might aspire to emulate. Inputs (e.g. per capita funding, etc.), outputs (e.g. circulation, reference, door counts, etc.) and ratios (e.g. cost per circulation) for all libraries were compared using data from the Institute of Museum and Library Services (IMLS), Public Library Data Service (PLDS), Hennen American Public Library Ratings, and the *Library Journal* Index, all widely recognized by public library administrators as the preeminent sources of library data and analysis.

To ensure widespread involvement and community backing for the strategic planning process and initiatives, the consultants, in coordination with the Library’s public relations team, developed a comprehensive marketing communications plan which:

- Identified target audiences and key stakeholder groups, recommending communications vehicles and community “champions” to help advocate for the plan within their respective spheres of influence;
- Introduced a message platform for all communications and an e-blast platform for messaging;
- Developed a brand identity for the Strategic Plan to generate interest and facilitate understanding of the goals of this project, as well as align the strategic planning process with other regional planning initiatives, such as SA 2020; and
- Outlined communications, government and media relations, and community outreach strategies.
ENGAGING THE LIBRARY BOARD OF TRUSTEES

To cultivate a high level of Trustee participation, the consulting team made an initial presentation to the Library Board to introduce the strategic planning process and explain the relative roles of the Board of Trustees, Leadership Advisory Committee, Library Task Force, Work Groups, key Library support groups, and consultants.

The Board discussed the Library’s current vision and mission statements and participated in a facilitated visioning exercise to learn what Trustees perceive as important and differentiating about the Library. They participated in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and explored whether the mission statement continues to reflect the core values of the institution. This session yielded valuable insights and specific vocabulary which the consulting team used to craft new mission, vision, and values statements.

MULTI-DIMENSIONAL DECISION MAKING

The Library Task Force, comprised of SAPL senior management, was designated to oversee the planning process. At its first meeting, the consultants led the Task Force through a SWOT analysis and review of the research. Jointly, the consultants and Task Force identified six “areas of strategic focus” that emerged from research findings and complemented civic priorities:

1. Support Educational and Learning Opportunities
   Enhance library services in support of education and self-directed learning, including 21st-century learning strategies and early childhood literacy; opportunities for learning outside of institutional structures; acquisition of information as both recreation and necessity; creative use of technology to foster emerging literacies and skills; life-long learning; exploration and expression of shared meaning through cultural literacy.

2. Support Workforce and Economic Development
   Optimize library services that contribute to a well-educated workforce and vibrant economy, including literacy education, community resource-building, access to job training and information, skilled workforce development resources, and services for job seekers, small business owners, and entrepreneurs.

3. Foster Community Connections
   Tailor services, facilities and collections to fit distinct library user groups in the many communities the Library serves and respond to user needs in a swiftly changing information environment through the exploration and implementation of innovative service delivery models, program development, partnerships, customer service, facilities renovation, and sustainable Library infrastructures, policies and procedures.
4. Increase Public Awareness

Devise a plan and strategies to better inform library users and potential users about the Library’s programs and services, including branding, messaging, advocacy, internal and external signage, merchandising, cross-marketing, web-based and print community engagement, and media and public relations.

5. Improve Organizational Health

Cultivate an environment that inspires innovation, provide responsive management and decision making, and implement best practices, including expanded staff training and effective internal communications, to increase operational efficiencies, encourage creative risk-taking, and reward breakthrough programs and service.

6. Delineate Roles of Board of Trustees and Library Support Groups

Arrive at a consensus on the responsibilities and relationships of the Library Board, Friends, and Foundation, with particular focus on collaboration and coordination of efforts within their respective roles.

A Leadership Advisory Committee (LAC), composed of Community leaders and chaired by Tom Frost, was created as a bridge between the Library and business and government influentials. The LAC met with the consultants and members of the senior management team to learn about the strategic planning process and areas of strategic focus, share their perspectives on trends taking place in the City and County, offer insight into how the Library might respond most effectively to those trends, and suggest how the Library might forge new partnerships to accomplish its goals.

Each of the first five areas of strategic focus was assigned to a Work Group—composed of SAPL employees at all levels of the organization and chaired by members of the senior management team—for specific strategies and action plans to be developed. In the course of their deliberations across numerous meetings, Work Groups were also encouraged to explore issues surrounding:

- Public demand for access to more technology;
- Library holdings (such as books, digital media, etc.), especially for specific populations such as adult new readers, non-English speakers, and online users;
- Effective outreach and strategic alliances;
- Staffing and facilities;
- Operational efficiencies;
- Training; and
- Performance measurements.
Work Group sessions were organized according to a series of agendas and assignments, with each group using a template developed by the consulting team to structure discussions and planning. The templates provided overviews of all relevant research, additional background information, secure access to the document depository, and a bibliography of suggested readings. In person and by phone, the consulting team led the Work Groups through their decisions.

The sixth area of strategic focus was addressed by representatives from the Library Board of Trustees, Foundation Board, Friends of the Library, the Library Director and Library Foundation President/CEO. Facilitated by a member of the consulting team, this group met twice to identify ways that the three entities might delineate their roles and increase their level of collaboration in order to better support the Library, particularly in the areas of advocacy and securing necessary resources.

The groups prepared and presented their recommendations to the Task Force. Following their review, the consultants incorporated the recommendations into a draft of the SAPL Strategic Plan and submitted it to the Task Force and Chair of the Library Board for approval to disseminate for wider comment.

The Library Board approved the revised mission, vision, and values statements and preliminary plan strategies.

COMMUNITY FEEDBACK AND PLAN FINALIZATION

The consulting team provided opportunities for community review and feedback by:

- Presenting highlights to the Leadership Advisory Committee (LAC);
- Posting the draft of the Strategic Plan on the SAPL website and intranet;
- Making use of social media to inform key stakeholders;
- Conducting public forums to gather feedback from citizens;
- Publicizing various elements of the plan through the media; and
- Conducting one-on-one meetings with City and community leaders.

In addition to comments provided by members of the Library Board, Task Force, and staff, the consulting team integrated feedback from the LAC, key community leaders, and the public into a revised version of the Strategic Plan and submitted it to the Library Board for approval and acceptance.
KEY RESEARCH FINDINGS

KEEPING PACE WITH RAPID POPULATION GROWTH

The San Antonio Public Library will be challenged to provide services to a rapidly expanding population.

According to the U.S. Census Bureau, between 2000 and 2008, the population of San Antonio increased 18.05% from 1,144,646 to 1,320,100. This percentage increase was the greatest among the 10 largest cities in the United States.

During this same period, the population of Bexar County grew from 1,392,931 to 1,628,542, reflecting a 16.91% increase.

By 2020 the population of San Antonio is projected to be 1,552,538, and Bexar County is expected to be home to 1,857,745 residents.
Reaching out to underserved communities will require a strategic approach to achieve sustainable solutions. The rapid pace of growth, compounded by the varying needs of population groups, calls for innovative service delivery models; versatile, responsive management; and planning for additional service outlets.

According to the 2005-2009 American Community Survey, approximately 30% of San Antonio’s population is between the ages of 25 and 44 years old. Customizing and marketing programs and services to individuals who are looking for jobs, raising young families, and making important consumer and healthcare decisions will be important in order to best serve this important demographic group.

With 15% of the population between the ages of 10 and 19, analysis also reveals that the Library can anticipate serving a growing number of teens. The County’s high school drop-out and teen pregnancy rates confirm internal research that identifies teens as both at-risk and underserved.

SAPL has an opportunity to partner with other City entities focused on these market segments in order to offer collaborative programs and services. Building such strategic alliances with like-minded entities will enable the Library to leverage and maximize resources.

**UNDERSTANDING MARKET SEGMENTATION AND ITS VALUE**

Market segmentation is the classification of all possible customers into groups based on common characteristics such as age, gender, income, geography or other attributes relating to purchase or consumption behavior. Utilizing a methodology that integrates mapping technology and demographic/lifestyle data with library use patterns, the Esri Tapestry market segmentation study categorizes the composition of San Antonio and Bexar County and indicates where and how the Library can identify and attract more users; develop and target specific programs, collections, and resources to meet the defined interests, needs, and preferences of users; and improve customer service.

The study identifies a total of 55 distinct market segments, a high number that indicates a complex, highly diverse overall population in terms of demographics, socio-economics, lifestyle profile and consumption preferences. However, the top five market segments (see chart on the following page) account for just over half of the citywide population, making it relatively easy for the Library to develop a focused plan of service based on the similar profiles of these identified groups.
## Top 5 Market Segmentation Characteristics

<table>
<thead>
<tr>
<th></th>
<th>Southwestern Families</th>
<th>Milk &amp; Cookies</th>
<th>Up and Coming Families</th>
<th>Industrious Urban Fringe</th>
<th>Young &amp; Restless</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>332,728</td>
<td>104,994</td>
<td>94,694</td>
<td>80,706</td>
<td>64,544</td>
</tr>
<tr>
<td><strong>Household Type</strong></td>
<td>Family Mix</td>
<td>Married Couples w/Kids</td>
<td>Married Couples w/Kids</td>
<td>Family Mix</td>
<td>Singles; Shared</td>
</tr>
<tr>
<td><strong>Lifestyle</strong></td>
<td>Family-Oriented</td>
<td>Family-Oriented</td>
<td>Family-Oriented</td>
<td>Family-Oriented</td>
<td>College/Pre-Family</td>
</tr>
<tr>
<td><strong>Median Age</strong></td>
<td>28.8</td>
<td>33.7</td>
<td>31.9</td>
<td>29.0</td>
<td>28.6</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td>Lower Middle</td>
<td>Middle</td>
<td>Upper Middle</td>
<td>Middle</td>
<td>Middle</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td>Skilled/Services</td>
<td>Professional/Mgmt Skilled</td>
<td>Professional/Mgmt</td>
<td>Skilled/Services</td>
<td>Professional/Mgmt</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>No HS Diploma</td>
<td>Some College</td>
<td>Some College; Bach Degree</td>
<td>No HS Diploma</td>
<td>Bach/Grad</td>
</tr>
<tr>
<td><strong>Residential</strong></td>
<td>Single Family</td>
<td>Single Family</td>
<td>Single Family</td>
<td>Single Family</td>
<td>Multi-unit Rentals</td>
</tr>
<tr>
<td><strong>Race/Ethnicity</strong></td>
<td>White; American Indian; Hispanic</td>
<td>White</td>
<td>White</td>
<td>White; Hispanic</td>
<td>White; Black</td>
</tr>
<tr>
<td><strong>Activity</strong></td>
<td>Buy Children’s products; play soccer, football, softall</td>
<td>Buy children’s toys/games; frequent fast-food/drive-in restaurants</td>
<td>Own a dog; eat at Chick-fil-A</td>
<td>Order products from Avon; fly kites, play soccer</td>
<td>Play tennis; lift weights; attend sporting events</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td>Have new car loan</td>
<td>Have mortgage insurance</td>
<td>Have new car loan</td>
<td>Used credit union</td>
<td>Have renter’s insurance</td>
</tr>
<tr>
<td><strong>Media</strong></td>
<td>Listen to Hispanic radio</td>
<td>Watch educational channels, Cartoon Network</td>
<td>Watch cable TV</td>
<td>Listen to Hispanic radio</td>
<td>Watch sports on TV</td>
</tr>
<tr>
<td><strong>Vehicle</strong></td>
<td>Own/Lease Nissan</td>
<td>Own/Lease Nissan</td>
<td>Drive 20,000+ miles annually</td>
<td>Own/Lease SUV</td>
<td>Own/Lease Honda</td>
</tr>
</tbody>
</table>

*ESRI Tapestry Segmentation
Service Area: Bexar County*
As demonstrated through four of these segments, youth- and family-orientation is the common denominator. In fact, the “family-oriented” group is the largest of the five lifestages (the general phases of life through which the segments pass) identified in the study, comprising 65% of the total population.

While the Library is committed to providing programs and services for everyone, this study indicates that priority attention should be given to meeting the needs and concerns of the dominant young family market.

These findings are important because they equip the Library with a roadmap for customizing its messages, developing targeted programs and services, and enhancing facilities in order to meet the specific needs and preferences of the diverse communities it serves.

Please refer to the appendix CD for more detailed information about the Tapestry Market Segmentation Report.
ADDRESSING CULTURE AND LANGUAGE DIVERSITY

At the time SAPL’s previous Strategic Plan was created, 58% of the population was Hispanic; today, that percentage has increased to 61%, with 57% of Bexar County households speaking a second language in addition to English. While SAPL leadership is keenly aware of the rich cultural context in which the Library provides service, it appreciates the unique subtleties involved in offering programs and services which are valued by and resonate with residents of the Hispanic community.

The Esri Tapestry Segmentation study demonstrates that the Spanish language collection is underperforming, and SAPL’s internal stakeholders concur that collection development should be a priority. Because many factors contribute to underutilization, the Library’s strategies must be tailored to address language and cultural diversity.

In an effort to be more inclusive, the Library must increase outreach to culturally diverse communities, aggressively market library services in Spanish and other languages where needed, refine the collection, broaden access to ESL instruction, and employ bilingual staff at as many service points as deemed necessary.

DEVELOPING NEW LITERACIES

The very nature of information is changing and, along with it, our sense of what it means to be fully literate. The notion of contemporary literacy transcends reading and represents the essential skills involved in effectively accessing, processing, and communicating information. Students are able to create, design, access, and present information in so many new and exciting ways that educators are often challenged to keep pace. The Library is uniquely positioned to support the educational process by providing participatory out-of-school learning opportunities that expose students to new literacies. Information literacy, digital literacy, and media literacy are emerging skills essential to the academic and life success of today’s youth.

Universally, internal as well as external SAPL stakeholders cite illiteracy and low levels of educational attainment as serious impediments to long-term economic progress in the County. The 2010 Community Needs Assessment study reinforces the importance of improving literacy; respondents rank SAPL third (behind public and private schools, and colleges and universities) as an agency working toward this goal. The 2009 Public Opinion Survey study also indicates that the public supports funding for the Library to address educational challenges. The role the Library plays in helping to reduce illiteracy is one of the most compelling reasons for promoting use and support. To this end, SAPL must communicate the value of its services more effectively while formulating better strat-
egies for engaging individuals with limited reading skills, especially as those persons are most likely to be unfamiliar with what the public library can offer them.

While SAPL recognizes that it can do more to provide direct literacy instruction, it does provide facilities for tutoring, computers for Internet access, test preparation, word processing, reference services for guiding learning, extensive information resources, and highly skilled librarians who can assist individuals navigate the information maze. By forging stronger partnerships with area schools, including higher education institutions and literacy service providers, SAPL will be poised to become the information resource of choice to San Antonians developing 21st-century literacies.

**Providing Technology**

The widening digital divide is a concern that SAPL and other public libraries serving economically disadvantaged populations share. Libraries across the country are reporting that more people are coming to public libraries to access computers, and that they are using them to find a job, apply to college, apply for government benefits, or research health problems and treatments. SAPL recognizes the critical need for greater access to the Internet and is committed to expanding its role in providing free broadband.

However, the Library will continue to be challenged to prioritize and fund growing customer demand for technology. The Community Needs Assessment study reveals that while only 18% of households participating in the survey do not have a home computer, only 55% of the respondents access the Internet through a broadband connection. Furthermore, a report on Electronics and Internet Market Potential from Esri has only 40% of Bexar County residents with access to the Internet through a broadband connection. The Community Needs Assessment found that expanded access to technology, including computers and broadband access to the Internet, would motivate non-users to visit the Library and current users to visit more often.

In responding to the online survey, staff indicated that it is very important to provide library users with access to technology, yet report that there is room for improvement in the job the Library is doing. An overwhelming 94% of respondents expressed the need for more computers for the public. The benchmarking study confirms this sentiment. When compared to peer libraries across the state and nation, the Library has only 352 public terminals versus to the peer average of 660.

The Library should plan how technology can generate internal efficiencies and satisfy the needs and expectations of library users who have varying levels of competency with technology. The compelling need for improved technology can also strengthen its case for funding, especially as SAPL’s free broadband access to the Internet and a variety of technologies boosts online job searching, small business development, and academic achievement of students whose families are economically disadvantaged.

**Heightening Public Awareness**

Public libraries are focusing greater attention on branding and marketing to connect with underserved audiences. Consistently, research studies show that the public has a limited awareness of the many services available at its public library. In response, a growing number of libraries have refreshed their brand identity, often complete with a new logo, updated tagline and graphic design package; crafted targeted messages for unique population segments; and diversified their marketing efforts to include traditional print and broadcast combined with social media outlets to appeal to younger audiences.

Both the 2008 San Antonio Library public opinion surveys and stakeholder interviews reveal that SAPL should step up its marketing efforts. In fact, 79% of interview participants shared that they would be more likely to use the Library if they had more information about its services. Even current users would access more Library services if additional information was provided, as evidenced by the fact that 36% of those
users cite in-library marketing communications (signage, posters, flyers, bookmarks, etc.) as their major source of library information.

City and County leaders identify limited public awareness of the vast resources and services the Library has to offer as an area in need of improvement. The results of the internal online surveys substantiate this perception with only 68% of staff believing that library users are well-informed about SAPL programs and services.

ENSURING RESPONSIVE COLLECTION DEVELOPMENT

Research, particularly the benchmarking study data pertaining to collections and circulation, suggests that SAPL’s collection is not working as hard for the Library as it could be. Staff responses to the online survey indicate the need to better balance books and media, branch by branch, and to implement policy that customizes collections for users with unique needs and preferences.

Among 13 peer libraries, SAPL ranks 10th in circulation. SAPL’s circulation per capita is 4.12 as compared to the peer average of 7.01. The Library’s circulation turnover rate (a measurement that indicates how often each item in the collection is checked out) is 3.13 while the average for peer libraries is 4.08.

The Library ranks 9th among 13 peers in total collection expenditures, and 10th with respect to volumes per capita. On average, peer libraries spend $3.56 per capita on collections while SAPL spends $2.38.

Esri Tapestry Segmentation reveals that library users in individual market cluster groups have distinctly different preferences regarding the types of materials they want to find on their library shelves. These differences include adult vs. children’s materials, print vs. non-print formats, or fiction vs. nonfiction subjects. In order to generate higher levels of use, SAPL must seek ways to expand or increase up-to-date materials that appeal to each market cluster.

By juxtaposing Esri Tapestry Segmentation against checkouts, the research confirms that SAPL has a limited market penetration in certain geographic areas—lower percentages than those generally found in studies conducted for other libraries. Because the Tapestry Segmentation study pinpoints the location of demographic clusters, each branch is in a position to customize collections and services to its immediate neighborhoods.

PLANNING FOR FACILITIES

Communities nationwide are calling for readily accessible and user-friendly facilities which inspire pride in their neighborhoods. As public funds are squeezed, libraries are finding it increasingly difficult to maintain existing buildings, keeping them open, while securing the funds for new construction to address underserved areas.

Research reveals that SAPL struggles to balance the need to maintain its current facilities with the public’s desire for additional service locations in those parts of the community that are growing. Maintenance issues are a clear concern for many: only 44% of Library staff believes that SAPL’s support for facilities maintenance and capital projects is good or excellent, and 83% of respondents to the 2010 Community Needs Assessment voiced their support for improving existing library buildings. And yet that same study revealed that 87% of respondents support developing new libraries in neighborhoods that do not have one currently. The Library agrees that both desires are important and recognizes that its challenge is one of prioritizing resource allocation.

In planning for new facilities or reinvesting in existing facilities, the Library Board and staff should undertake a systematic approach based on analysis of relevant data such as size of service population, community profiles, and proximity to other library locations. Some of the data has been identified through the research for the Strategic Plan. Additionally, the impact of the rapid growth in demand for digital resources such as
ebooks and audio books should be considered as a variable related to the need for future library spaces.

This plan also includes an assessment of existing library facilities which identifies needed upgrades to address deferred maintenance, and supports opportunities to repurpose, renovate, expand and reconfigure spaces in existing facilities to make them more user-friendly and more responsive to the surrounding communities they serve. It is notable to point out that the plan will serve as a “tool kit” to assist SAPL’s leadership in making decisions on the types of upgrades and improvements to be made to each facility. In an effort to create a library system that is agile and adaptive, the plan offers for consideration alternate service delivery models, such as store fronts, kiosks, and shared spaces with other entities, as more sustainable strategies to effectively respond to the growth of the Library’s service area and the unique needs of the communities SAPL serves.

As the Library considers appropriate ways to participate in the 2012 City of San Antonio Bond Program, the Library Board and staff will have to make difficult decisions regarding service delivery strategies to address underserved areas. The challenge will be to establish the appropriate balance between funding necessary upgrades in existing facilities and constructing new facilities. An additional challenge, and perhaps the biggest challenge the Library will face, is responding to requests by constituents and advocates for new libraries in their communities, which may not be in alignment with the priorities the Library has established. It is clear that as public funds become tighter, consideration should be given to all possible funding sources, not only bond programs but also state and federal grants, and support from the private sector. A unified approach between Library Management, the Library Board, the Library Foundation and the Friends of the Library to address the capital needs of the Library system is crucial to achieve the resources needed to maintain library facilities that offer safe, functional and attractive places for the community.

STRENGTHENING GOVERNANCE AND COORDINATION: BOARD OF TRUSTEES

Created and authorized by the City Charter, the San Antonio Public Library Board of Trustees serves as the governing body and the Library’s most consistent advocate. (Please see appendix for organizational chart.) As the preeminent authority over fiduciary, staffing, and program matters, resource development, and advocacy, the Board bears the responsibility for establishing policy, approving the Library’s strategic direction, and overseeing progress toward goals. Although Board members are appointed by elected officials, their challenge is to put political agendas aside as they speak on behalf of the best interests of the Library. The Board surveys indicate clearly that most members recognize they must become more powerful advocates and allies. At a time of fiscal constraint, it is especially important that this advocacy focus on the Library’s acquiring its fair share of available public monies and on more assertively managing the activities of the Library Foundation and Friends of the Library as these groups build alliances and solicit philanthropic support for designated projects and needs.

GENERATING SUPPORT: LIBRARY FOUNDATION AND FRIENDS OF THE LIBRARY

Public libraries have never been more dependent on their Foundations and bona-fide support groups. The pressure is on these groups to raise larger amounts of money for their libraries by advocating for a fair share of public funds and by using their personal and professional contacts for the benefit of their libraries.

Nevertheless, while the online surveys of Trustees, Foundation Board members, Friends, and senior managers reveal a shared passion and commitment to the Library’s future success, there are marked differences in perceptions of roles and responsibilities and in recognition of the Board’s authority. These groups do not consistently act in concert and are not always
well-informed about each other’s goals and activities. Interpersonal contact is limited, and their relative roles and responsibilities as advocates and fundraisers have not been well defined. This research reveals that the Foundation, in particular, must have a better understanding of SAPL’s most pressing needs as defined by the Library Board and staff and make funding those needs top priorities.

Survey participants believe that none of the groups are maximizing its potential. The Strategic Plan presents an opportunity for Trustees, Friends, and Foundation members to come together to help the Library achieve its new mission and renewed vision with joint activities and more programs that promote interaction, foster trust, and increase respect for the contribution each makes to the Library.

ENSURING ORGANIZATIONAL HEALTH

To sustain its current progress and successfully launch new strategic initiatives, SAPL must provide employees with a healthy work environment which promotes job satisfaction and productivity. Information received from Trustees, staff, and senior managers points the way for improvements in several aspects of SAPL operations which would distinguish it as a healthy organization and employer of choice.

Opportunities to optimize “organizational health” include:

• Improving internal communications;
• Creating an environment in which the contributions of employees are valued and recognized;
• Embracing risk taking and creativity;
• Empowering employees;
• Offering employees more training and professional development opportunities;
• Focusing on strategy and implementation;
• Deemphasizing process, hierarchy, and labored decision-making;
• Valuing and rewarding versatility, experimentation, and innovation; and
• Focusing on accountability at all levels.

SECURING RESOURCES

While SAPL has made significant progress in obtaining increased funding, the research, particularly the benchmarking report, reveals that the Library lags behind its peers in terms of public support. The 2009 Public Library Data Service (PLDS) ranks SAPL 10th among 13 peer libraries in terms of local revenue support, and 11th among peers for per capita revenues.

Funding inadequacies affect every aspect of SAPL operations. Many of the weaknesses identified by the Board and staff through the online surveys, such as poorly maintained facilities, collections which are too small for the size of the population, and inadequate numbers of computers, cannot be addressed without increased financial support. To make a case for additional resources the Library must rely on the use of appropriate metrics as well as performance measures and outcomes.

SAPL’s new Strategic Plan provides a blueprint for future resource allocation, assisting the Library in examining its service priorities to ensure that financial resources are deployed wisely and efficiently. To this end, the Library will strive to maximize the use of existing resources, work with the Library Foundation to secure private support where appropriate, and identify the need for additional funds through the City’s budget process.

ADVANCING ECONOMIC DEVELOPMENT

The one-on-one interviews with community leaders, coupled with the SA 2020 report and the online surveys conducted with SAPL’s internal stakeholder groups, reveal that economic development is one of the most serious challenges facing the City and a focal point of future planning.

According to the 2005-2009 American Community Survey, San Antonio’s per capita and median household income are lower than both the national average and in other parts of Texas. Too many residents are employed in low-paying, low-skill jobs. In order to
entice corporations to select San Antonio as a place to do business, San Antonio must have a literate and skilled labor force.

Traditionally, elected officials do not make the connection between public library service and economic growth, and the research conducted for SAPL confirms that this is the case in Bexar County. Encouraged by national studies which confirm the positive impact public libraries have on the economy, libraries throughout the nation are exploring ways they can contribute to community building and economic development. They are learning how to quantify and articulate these contributions in ways that convince elected officials to increase their share of public funding.

SAPL has the opportunity to use its support for economic development to its advantage. The Library already has in place multiple services which assist job seekers and entrepreneurs. The numerous programs and services the Library offers to support reading and literacy contribute to the long-term economic health of the region. The challenge will be to look at redeploying existing resources, or if necessary, seek additional resources to expand and strengthen these services so they are available to the individuals who need them the most.

Community redevelopment can also be spurred by library construction and renovation. The Pew Research Center study demonstrates that an investment in a library facility has a direct relationship to the appraised value of properties in the area; this increased value translates into higher tax revenues. The proximity of a library makes a neighborhood a more desirable place to live and a more attractive location for other organizations and businesses.

**ENHANCING CUSTOMER SERVICE**

From their responses to the online survey, it is clear that SAPL's staff believe that the Library provides quality customer service and that the customer always comes first. However, no matter how determined or passionate the staff is about the work they do, there are impediments to satisfying customer expectations. The benchmarking study indicates that SAPL lags behind both peer and aspirational libraries in critical areas such as funding per capita, the number of books per capita, and the number of public computer terminals per capita. A separate analysis of Library facilities reveals that SAPL also lags behind peers and aspirational libraries in square footage for service provision. Operating with these deficiencies cannot help but have a direct negative impact on customer service.

If the wait time for computers is too long, if facilities are over-crowded, unappealing or not readily accessible, if there are not enough books on the shelves, customers will be disappointed. If non-English language speakers come to the Library and are challenged to communicate or connect with staff, they will leave and probably not return. The Library’s new Strategic Plan sets ambitious service goals. Undertaking the work to realize these goals will increase customer satisfaction significantly, as well as elevate SAPL to a level of excellence that its peers will find worthy of emulation.
Kindergarten readiness is the first educational goal in SA 2020, and early literacy skills are a cornerstone of school readiness. As state budget cuts reduce public school resources, SAPL can anticipate increased demand for its pre-school, school-age, and teen programs. Enhanced service begins with closer collaborations between the Library and area schools to promote student success. Summer reading, homework help, and other valuable SAPL programs and resources can contribute to that success.

The City’s 25% illiteracy rate and Bexar County’s 37% high school dropout rate are of crisis proportions: the Library must prioritize services to English language learners, teens, and children. Using market segmentation data, the Library can target neighborhoods most in need and provide relevant print and online resources to support self-directed learning.

Cumulatively, these programs present enormous opportunities for the Library to play a key role in advancing educational achievement, and, ultimately, the region’s economic vitality.

**STRATEGIC PRIORITIES:**

1. **Expand and strengthen the Library’s role in supporting early literacy education to promote school readiness.**
   - Expand and enhance the Library’s Little Read Wagon early literacy program.
   - Evaluate current early literacy programs in light of the Every Child Ready to Read (ECRR) principles and develop strategies and standards for programming that serves children, parents and care providers.
   - Share the ECRR training materials with all children’s librarians and staff who provide specialized service to children, their parents and care providers.
   - Provide early literacy information to parents and care providers.
   - Develop celebratory events for children and families to foster early literacy development and support parents as a child’s first teacher.
   - Expand SAPL’s services to teen parents and families, partnering with publicly-funded health care agencies.
   - Integrate SAPL Foundation’s Born to Read with the Library’s continuum of early literacy programs.

**KEY:** ★ identifies a “fast-track” initiative
2. **Contribute to educational achievement by supporting student learning, and ultimately local workforce development.**
   - Strengthen relationships with area schools to foster and support student achievement.
   - Determine types and levels of communication between SAPL and area schools at administrative, campus and classroom levels.
   - Assign responsibility and timetables for multi-level contacts with school administrators, principals, teachers, and school librarians.
   - Work with school districts to examine connections between SAPL programming and the Texas Essential Knowledge and Skills (TEKS) and to determine where the Library’s programs can reinforce student mastery of TEKS standards.
   - Promote the documented relationship between library services and student performance.
     - Institutionalize SAPL’s commitment to teens by establishing at every library location a designated and specially trained staff member to focus on teen outreach and services.
     - Adjust staffing in targeted and/or underperforming branches so that children’s and teen staff have time allocated to regular interactions with schools.

3. **Support self-directed learning by enhancing resources and adapting to emerging technologies.**
   - Establish a designated position to oversee the Library’s self-directed adult learning services.
   - Utilize mobile website and apps to improve information access and delivery.
     - Enhance the print and online collections to offer a wide range of learning opportunities for all ages.
     - Develop a comprehensive approach to system-wide programming for all ages.
     - Collaborate with public, private, and nonprofit partners to expand learning opportunities and cultural experiences.
These and other studies have established a clear link between libraries and economic development.

*Making Cities Stronger: Public Library Contributions to Local Economic Development* (2007) makes the case that libraries provide key economic development services and are strategically positioned to support a municipality’s economic development mission.

*The Study on the Economic Impact of Public Libraries on South Carolina* (2005) demonstrates the monetary value of services provided.

Local studies, such as the *Westside Development Corporation Market Analysis* (2008), demonstrate the many economic and community development roles libraries play.

By providing learning opportunities in computers, health, finances, and adult and early literacy, SAPL supports the City in building economic vitality and job seeker and small business achievement. The Library’s Jobs and Small Business Center (JSBC), for example, serves as a single point of contact for resources and guidance. Using Esri Tapestry Market Segmentation, the Library can target neighborhoods that are most in need of these services.

**STRATEGIC PRIORITIES:**

1. **Adopt new technologies to increase access.**
   - Assess and expand staff technology training.
   - Explore emerging technologies as a prologue to developing a plan for improving access, productivity, customer service, staff mobility, and flexible spaces for patrons using mobile devices.
   - Increase public computer access to respond to local demand.
   - Improve IT infrastructure, software and hardware to support upgrades to the Library’s website, catalog, and other technology resources.
   - Automate telephone reference and enhance online reference services to improve customer service and efficiencies.
2. **Develop and promote a flexible, customizable Jobs and Small Business Center (JSBC) model to complement existing branch assets.**
   - Use Esri market segmentation data to allocate resources by branch.
   - Identify potential partners and develop a plan for JSBC locations, staffing, training, resource development, community outreach, and programming.
   - Strengthen existing partnerships (San Antonio Department of Community Initiatives, SCORE) and explore opportunities with the Chambers of Commerce, other city departments and economic development organizations.
   - Develop a marketing strategy to promote JSBC services and resources, including web presence on partner websites.
   - Train librarians and library assistants in business and career and literary resources and use the Employee Performance Development Plan (EPDP) to evaluate performance.

3. **Increase access to resources that address 21st-century literacies (technology, finances, health, English as a Second Language, and adult literacy).**
   - Include in the designated adult services coordinator position responsibilities for oversight of adult services and associated collaborative efforts.
   - Establish a staff liaison or task force to collaborate with community and literacy agencies, English as a Second Language providers, and tutors and track collaborative efforts.
   - Determine staffing needs to manage collaborative projects with literacy providers.
   - Communicate SAPL’s role in adult literacy services with citizens and decision makers.
   - Cultivate partnerships with schools, colleges, literacy agencies, and other relevant organizations to coordinate adult literacy tutoring and ESL classes.
   - Pursue a Literacy & New American Center at the Central Library to coordinate system-wide efforts to support 21st-century literacies and provide collections, technology, computer access, tutoring space, possible partnership space, and trained staff.

4. **Educate for online readiness, emphasizing basic skills for job searches, applications, resumes, document management, and email.**
   - Create a task force to focus on development of computer competencies for library users and staff.
   - Determine computer equipment/software needed at branches with high adult illiteracy rates.
   - Develop or acquire online readiness tutorials that focus on basic computer skills.
   - Provide equipment and training for staff to guide and assist library users.
   - Increase technology and computer class offerings to the public (tailored to needs of each branch’s service population).
   - Designate a Library Instruction Liaison at each branch to schedule, promote, and conduct additional classes.
   - Invest in circulating laptops, a mobile training lab, and additional public access and staff terminals to bridge the widening technology gap.
The City’s explosive growth calls for enhanced access to facilities, collections, programming, and technology and magnifies the importance of customizing Library offerings to populations whose primary language is Spanish. To meet demand in an environment of fiscal constraint, the Library will “be where customers are” by responding nimbly to population shifts; repurposing space and resources; strategically locating new construction and expansions; customizing collections and programs; sourcing new service outlets; and building strategic alliances with like-minded organizations so that it may leverage and maximize resources. The Library will also rely on technology to provide as-needed mobile access as well as opportunities for cultural resource sharing, digital content-creation, and archiving.

STRATEGIC PRIORITIES:

1. Customize spaces, services, and collections to meet community needs as defined by on-going market analysis.

   a. Children and Families are the largest population segment the Library serves.
      » Explore space sharing with organizations that also serve families.
      • Reorient branches as family-focused spaces for information, imagination, play, and fun.
      • Hire, assign, or train staff who are equipped to effectively deliver children’s services.
      • Pilot storefront/express branches with customized collections and programs.

   b. Teens require dedicated space and distinctive library services.
      » Explore space sharing with organizations that also serve teens.
      • Create flexible teen venues for creative play, content creation, “tinkering and testing” new technologies, social media, and life skills building.
      • Hire, assign or train staff who are equipped to effectively delivery teen services.

   c. Customize programs and services for Spanish-speakers.
      » Acquire additional Spanish-language and bilingual floating collections for Spanish-focused branches.
      • Recruit and appropriately deploy Spanish-speaking staff.
      • Create Spanish-language version of the SAPL website.
      • Develop programming targeting Spanish speakers.
      • Cultivate partnerships for adult literacy and ESL instruction, space sharing, and off-site programming and services.
      • Establish consistent bilingual signage system-wide.
      • Incorporate culturally appropriate elements in each facility.
      • Conduct staff training for better service to Spanish-speaking patrons.
2. Anticipate and respond to the evolving needs and expectations of key market segments.

   a. Focus on points of intersection with library users.
      
      i. In-house
         » Train all branch managers and appropriate staff on branch-specific market segmentation data and its relevance to acquisitions, marketing, and collections management.
         » Train all staff in the unique service needs of distinct population groups.
         » Solicit patron and staff feedback to assess customer satisfaction.
         » Improve Suggest a Purchase and develop methods to determine the needs and expectations of infrequent library users and nonusers.
         • Enhance and support collections and services for distinct population groups.
         • Implement a program or system to ensure that the right materials are available at the proper locations to serve the populations that desire them
         • Complete a system-wide inventory and culling process, establishing guidelines and a timeline for ongoing inventory control.

      ii. Off-site
         » Investigate best practices for off-site, vehicular and kiosk service delivery.
         » Plan menu of recurring services that can be replicated across population groups, regardless of the setting.
         • Acquire a children’s mobile unit for “lobby stops” at stores, schools, child care centers, family child care homes, and parks.
         • Pilot digital “lab in a box” for adult online readiness instruction.
         • Deliver library service in venues throughout the community.
         • Seek relevant locations to deliver library services to distinct population groups.

   b. Utilize technology to better serve library users.
      
      » Create a task force to evaluate technology trends and emerging formats and make appropriate recommendations.
      • Examine usage patterns to determine downloadable needs and appropriate balance of traditional and emerging formats.
      • Enhance web-based public catalog.
      • Create online forums for user-contributed content.
      • Acquire discovery product (e.g., Encore) to enhance searching, retrieval, and patron engagement with the collection.
      • Enable text message virtual reference.
      • Establish a plan for digitizing information unique to the character of San Antonio.

3. Leverage SAPL’s deep reach in the community to build partnerships and collaborations.

   » Designate a staff position for outreach, partnership and collaboration management.
   » Assess current formal and informal partnerships and collaborations.
   • Assess the co-location of Las Palmas Branch Library and Community Family Resources Learning Center to determine the feasibility of a similar partnership at other branches.
   • Seek partnerships and establish strategic alliances with other entities that help advance the Library’s mission (e.g., cafécollege, Children’s and Witte Museums, etc.)
   • Encourage joint advocacy on the basis of shared goals and projected outcomes.
An ambitious public awareness program will motivate the community to take full advantage of the range of resources and services available at the Library. Engaging the entire organization will build enthusiasm, skill, knowledge, and buy-in. Reshaping SAPL to become even more customer-centric and “marketing-savvy” will also raise the Library’s profile as a valued resource to businesses, educational institutions and their students, non-profits, the media, community leaders, and the community at large. Ultimately, restructuring organizational capacity around marketing and branding is integral to successful implementation of all aspects of the Strategic Plan.

STRATEGIC PRIORITIES:

1. Create “buzz” with a word-of-mouth campaign that generates awareness, stimulates interest, and elevates the Library’s profile and accomplishments.
   • Establish an internal marketing task force to serve as ambassadors for the Library.
   • Promote the new SAPL mission, vision and values statements among staff.
   • Promote the new SAPL mission statement in both internal and external marketing communications.
   • Leverage the staff intranet by highlighting “what’s new,” services and resources and their benefits to the community.
   • Coordinate with other City departments, offices, and centers to distribute promotional information.

2. Develop a comprehensive communications plan that outlines both traditional and interactive advertising, public relations, media and promotional initiatives.
   • Develop a marketing plan that includes a brand promise, messaging, a new logo, graphics standards, signage system—all equally usable in English and Spanish.
   • Provide branding, marketing, and customer service training for staff.
   • Centralize graphic design and decentralize production with an online repository of marketing materials and templates.
   • Use Esri Tapestry Segmentation data to profile each branch’s service area to customize communications.
3. **Leverage new technology to maximize the use of emerging digital and social media communication platforms.**
   - Establish a social media strategy.
   - Track usage and assess quality.
     - Redesign a navigable, visually appealing website that supports mobile access, social media, and other interactivity.
     - Redesign the staff intranet to streamline internal communications and marketing.
     - Incorporate English- and Spanish-language mobile services for both Internet and intranet.

4. **Build organizational capacity to develop and sustain increased in-house marketing activities.**
   - Make resources readily available to staff for branding, marketing, cross-marketing, and customer service.
   - Include marketing training and information in current staff and new employee orientation, job descriptions and performance appraisals.
   - Establish additional staff positions and/or contract externally for marketing support.
   - Request COSA Customer Service/311 Department include marketing as dimension of Library "secret shopper" visits.
   - Dedicate appropriate financial resources for public awareness strategies.
The health of the Library organization is critical to the success of the overall Strategic Plan. Dedicated, engaged staff, committed to SAPL’s vision and values and their role in fulfilling the mission, are key to successful implementation of strategic initiatives.

**STRATEGIC PRIORITIES:**

1. **Create a culture of greater accountability and trust.**
   - Establish an Organizational Health Unit to define both the need and guidelines for work groups, evaluate performance standards, establish performance standards for management, and develop succession plans.
   - Revise the Employee Performance and Development Plan (EPDP) and process to include job-specific expectations, performance standards and measures, performance rater training and accountability, and management feedback.
   - Develop baseline and progress measures for organizational health (EPDP completion follow-up surveys, etc.).

2. **Manage staffing, retention, and succession.**
   - Review job titles, job descriptions, roles, responsibilities, and organizational structure.
   - Assess staffing needs for all facilities and job classifications.
   - Train employees for possible vacancies in key positions.
   - Promote employee retention and loyalty to the Library by acknowledging significant events in staff members’ lives.

3. **Promote staff commitment to the Library’s mission and shared values with effective communication throughout the organization.**
   - Develop and execute a comprehensive staff communication plan.
   - Increase opportunities for interactions between senior management and front line staff.
   - Redesign and maintain the staff website to allow for better and more effective communication.
   - Update, revise and distribute Library directives.
   - Provide managers with expectations and tools for more consistent communication with their teams.
   - Conduct periodic surveys to assess effectiveness of internal communication.
4. **Encourage initiative and innovation; recognize excellence; and empower staff.**

   - Establish appropriate position to guide staff members in implementing innovative ideas.
   - Develop appropriate metric and performance measures and outcomes to assess the organization’s overall effectiveness.
   - Develop a risk/reward rubric (financial, human resources, facilities, etc.) as a tool to guide individuals through the innovation process.
   - Train supervisory staff in assessing risk in decision-making.
   - Promote the active participation of staff at all levels in identifying trends and new and better ways of serving library users.
   - Provide an “innovation lab” that enables small-scale trials and reduced-risk explorations.
   - Establish guidelines and a timetable for regular review of trial, test, or pilot projects, leading to conclusive decisions about continuance or cancellation of such projects.
   - Establish a formal process for assessing innovation and communicating lessons of both successful and failed innovations.
   - Reinforce message that SAPL values innovation by recognizing efforts and celebrating success.

5. **Develop comprehensive training and professional development programs to increase employee job satisfaction, performance and retention.**

   - Standardize all basic training requirements—for example, Millennium, cash handling, etc.
   - Capitalize on the City of San Antonio’s Leadership and Management training opportunities.
   - Create an online clearinghouse of approved professional development activities and basic, advanced and exemplary levels of professional development.
   - Identify and make available training resources for lease or purchase.
   - Develop and implement an annual training plan.
   - Explore job shadowing and/or formal mentor program across job levels to enhance training and skills and cultivate teamwork.
   - Develop a staff recognition program that will reward employees who demonstrate exemplary levels of professional development.
   - Cross-train to enhance employee skills and address staffing shortfalls.
Successful plan implementation will depend to a great degree on the united strength and energetic advocacy of the governing Board of Trustees and its two key support groups—the Friends of the San Antonio Public Library and the San Antonio Public Library Foundation.

Benchmarking indicates SAPL lags behind peer libraries in funding, collection size, number of computers, and expenditures per capita. In a tough fiscal environment, SAPL's Board and support groups must advocate as one voice for sustained and adequate resources. In addition to public support, the Leadership Advisory Committee urges a more aggressive program to cultivate philanthropic support for key initiatives of the plan.

The three key stakeholder groups care passionately about the Library’s future but tend to work independently without a common understanding of priorities and only a superficial understanding of their relative roles and responsibilities.

To achieve their full potential, the Library’s key stakeholder groups must develop mutual respect, clear delineation of roles, responsibilities, and relationships, and a better understanding of how best to coordinate advocacy and deliver appropriate resources to the Library.

**STRATEGIC PRIORITIES:**

1. **Ensure accountability of support groups to the Board of Trustees in order to ensure maximum focus on Library goals.**
   - Formalize working relationships using a memorandum of understanding which delineates roles and responsibilities and articulates agreed-upon shared values.
   - Collaborate with support groups to create strategic initiatives for the groups which establish specific advocacy and financial goals for each.
   - Identify ways in which the three stakeholder groups can collaborate in training leaders and members in fundraising, advocacy, best practices for non-profit organizations, etc.
   - Annually assess effectiveness of the joint efforts of the three stakeholder groups and measure the collective progress towards established goals.

2. **Improve working relationships to support implementation of the Strategic Plan.**
   - Continue regular joint work sessions to achieve acceptance of and support for the Library’s new vision, mission, core values and strategic priorities.
   - Sustain collaborative efforts by conducting regularly scheduled meetings to assess progress.

3. **Enhance communications to facilitate information-sharing and joint action.**
   - Contribute to each other’s publications; attend each other’s meetings; and participate in each other’s advocacy and fundraising events.
   - Collaborate to craft customized marketing and advocacy messages tailored to target audiences.
This Strategic Plan outlines what is to come in the next chapter of the San Antonio Public Library. While all strategic priorities are important, increased accountability should be held apart from and above all other recommendations as a central objective that guides the San Antonio Public Library into the future.

Accountability on the part of every key stakeholder—administration, staff, Library Board, Library Foundation and the Friends—ensures successful implementation of the plan. Fostering a sense of ownership and pride and relying on thoughtful policies and procedures, the plan calls on all individuals in the SAPL community—from Board members steering policy to staffers serving customers—to do their part.

While the Board of Trustees bears the ultimate decision-making responsibility, the Foundation is accountable for securing private support that, in addition to public monies, will be necessary to achieving plan objectives. To ensure the requisite balance of private and public monies, both Board and Foundation members must speak in unison about the Library’s mission and its vision for the future. Likewise, Friends of the Library will muster the critical grass roots support for strategic changes.

As Library leaders, senior management must create an environment that supports change. They must work as a collaborative team, provide forward-thinking leadership, communicate progress, and applaud innovation. Front line management’s responsibility will be to apply consumer insights from Esri Tapestry Segmentation data at the branch level and support new approaches to service delivery.

“The next chapter” has been written—it’s time to roll up our sleeves and make the vision a reality.
The best plans are dynamic, flexible tools for continuous improvement. To build on the momentum generated by San Antonio Public Library’s Strategic Plan, the Library will inaugurate an ongoing program of oversight, resource development, assessment, and adjustment. With the Library’s mission as primary rationale, its vision as the ideal, and its core values as guides to decision making, the Library is setting in motion a process that ensures accountability, versatility, and rational decision-making.

The process begins with the Strategic Plan’s areas of strategic focus. The recommended initiatives will be integrated into the Library’s business plan and shaped by the budget process. Library staff and partners will have the responsibility of overseeing implementation and consulting with groups directly involved in or affected by decisions. In the course of implementation, new issues, challenges, and ideas will emerge.

Through a process of deliberation and information gathering, new areas of strategic focus will emerge. In the course of annual business planning, staff will consider these new areas while assessing progress overall on the plan to date and reviewing output and outcome measures from the previous year’s initiatives. (Staff may also identify issues that call for a fresh look or additional study and decision making.)

Subsequently, the cyclical process continues: a task force creates an action plan which is included in the annual business plan and budget review; considers whether to redeploy existing resources or source new funds; oversees implementation; provides progress reports; measures progress with outcome and output measures; and possibly identifies new areas that require action during the year to come. In this way, the plan is constantly reviewed, evaluated, and updated.
ACKNOWLEDGMENTS

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Mike Molak, Plains Capital / San Antonio Public Library Foundation  
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Tom Stephenson, San Antonio Express-News  
Keith Swinney, Baptist Health System
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<td>Nick Hollis</td>
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## FRIENDS OF THE SAN ANTONIO PUBLIC LIBRARY - EXECUTIVE BOARD

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## LIBRARY TASK FORCE

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<th>Ramiro S. Salazar, Library Director</th>
<th>Martha Knott, Technical Services Coordinator</th>
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<td>Kathy Donellan, Assistant Director</td>
<td>Leo Luna, Department Fiscal Administrator</td>
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<td>Kate Gray, Interim Assistant Director</td>
<td>Jessica Ramos, Sr. Management Analyst</td>
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<td>Teresa Jensen, Library Services Administrator</td>
<td>Cheryl Sheehan, Interim Branch Services Coordinator</td>
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<td>Viki Ash, Children’s Services Coordinator</td>
<td>Roberta Sparks, Special Projects Manager</td>
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<td>Joel Bangilan, Branch Services Coordinator</td>
<td>Kendra Trachta, Assistant Library Director</td>
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<td>Raymond Fraga, Department Systems Manager</td>
<td>Jennifer Velásquez, Teen Services Coordinator</td>
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<td>Beth Graham, Public Relations Manager</td>
<td>Rich Walker, Project Control Manager</td>
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## LIBRARY PROJECT MANAGERS

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<th>Sonia Arredondo</th>
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<td>Doug Stratton</td>
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WORK GROUPS

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Co-Chairs:  Viki Ash, Children’s Services Coordinator
            Martha Knott, Technical Services Coordinator
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Leo Luna, Department Fiscal Administrator, Central
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Julia Selwyn, Librarian II, Central
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Theresa Garza Ybarra, Library Assistant, Westfall

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Heidi Novotny, Librarian II, Cody
Trina Smith, Librarian II, Memorial
Dan Stanford, Librarian III, San Pedro
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          Jamie Flowers, Librarian III, Semmes
          Cathy Gaitan, Senior Office Assistant, Central
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          Mary Perez, Library Assistant, Collins Garden
          Patricia Perez, Library Circulation Attendant, Las Palmas
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          Jose Valdez, Custodial Services Supervisor, Central
          Laura Villanueva, Senior Administrative Assistant, Central
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          Roberta Sparks, Special Projects Manager
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