

# THE NEXT CHAPTER

## 21st-century Strategies for The San Antonio Public Library

### PURPOSE OF THE STRATEGIC PLAN

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.

**MISSION** | *Our mission statement reflects the commitment we are making to the community.*

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

**VISION** | *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

**VALUES** | *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:*

#### 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



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.

From this process emerged six areas of strategic focus. Work Groups, composed of SAPL employees and key stakeholders, were tasked with developing strategies and action plans for the areas of focus. The specific strategic initiatives and recommendations are detailed in the full plan that can be found online at [mysapl.org](http://mysapl.org). The following are some of the highlighted initiatives:

## AREAS OF STRATEGIC FOCUS

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### ONE: Support Educational and Learning Opportunities

- Expand and strengthen the Library's role in supporting early literacy education to promote school readiness
- Contribute to educational achievement by supporting student learning
- 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 and email

### THREE: Foster Community Connections

- Customize service delivery to the unique needs of individual communities as identified in the market segmentation analysis
- Anticipate and respond to the evolving needs and expectations of key market segments
- Leverage SAPL's deep reach in the community to build 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

### FOUR: Increase Public Awareness

- Heighten public awareness of the Library's vast resources and services
- Build organizational capacity to develop and sustain increased in-house marketing activities

### FIVE: Improve Organizational Health

- Create a culture of greater accountability and trust
- 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

### 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
- Improve working relationships to support implementation of the Strategic Plan
- Enhance communication to facilitate information-sharing and joint action

The goals in this plan are ambitious but attainable. Building on a wide range of research and community input, the plan reflects the best practices and national trends in public library service delivery. The Strategic Plan's flexibility allows the Library to evolve in an era of rapid technological change and tightening public budgets, to meet the needs and preferences of current and future Library users and the greater San Antonio community as a whole.

