



2016-2018 STRATEGIC PLAN

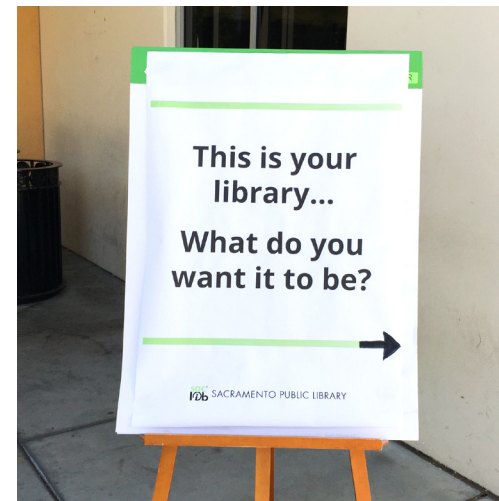




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MESSAGE FROM THE PLANNING TEAM

Eleven community engagement sessions with 748 responses, 2,003 branch action poster responses and 3,075 Survey Monkey responses. The result? You told us what you love about Sacramento Public Library, what we can do better and how we can do our part to make our community thrive.

Your library. Your community. Your needs. That is what Sacramento Public Library wants to be for you and our region.

Our hope for the Library includes being an effective partner and having well-trained and engaged staff members who love their work and the difference we make in people's lives. We want buildings that are accommodating and meet our community's needs. We want to help children be prepared for school, provide necessary support for children already in school and provide resources that enrich the lives of all of us who are fortunate enough to live and work in this beautiful area.

We are asking you, the community, to provide ongoing feedback on how well the Library is reaching the outcomes outlined in this plan. The Library's 2016-18 Strategic Plan is a road map to help us continue moving the Library in the right direction. We look forward to having you take the trip with us.

Rivkah K. Sass, Executive Director
Denise M. Davis, Deputy Library Director
Jarrid Keller, Assistant Director – Infrastructure
Kathy Middleton, Assistant Director – Public Services

BACKGROUND

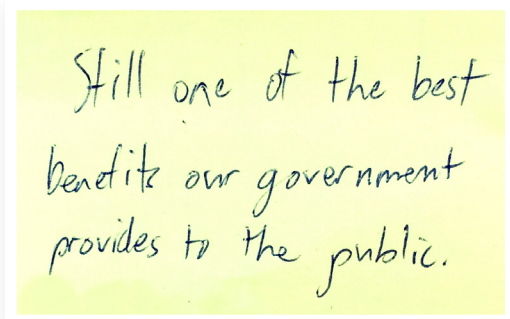
Overview

In July 2015, Sacramento Public Library began a journey to craft a vision for the future. This journey has been guided by a four-person strategic planning team that has taken the pulse of the community and mined staff expertise to come up with a concrete plan on how the future will look at Sacramento Public Library.

To develop an understanding of where we are now, we gathered input at 11 community engagement sessions, along with library branch action posters and an online survey. We then gathered all staff for a full-day analysis of the data to develop a list of expectations the community has for the Library and identify internal challenges or opportunities we need to address.

What You Told Us

During a two-day planning conference in late October 2015, a group of 48 strategic planners representing the Library used the data from the community engagement sessions, staff analysis and the accomplishments from the 2012-2015 strategic plan to identify the following strategic challenges facing the Library:

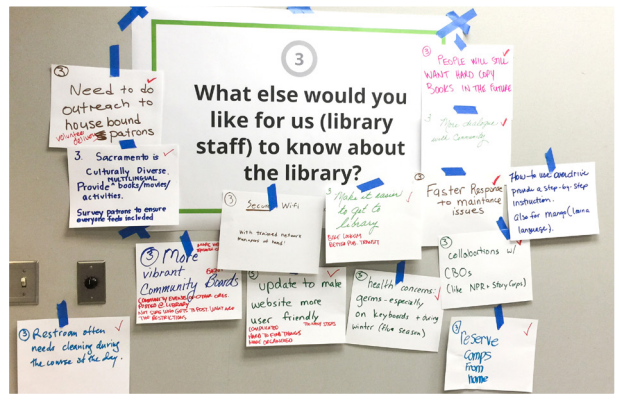
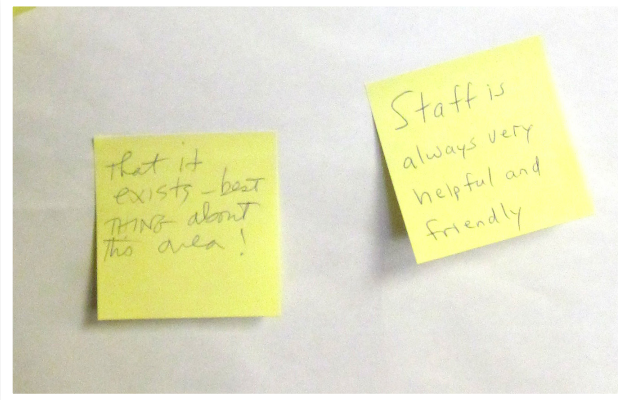
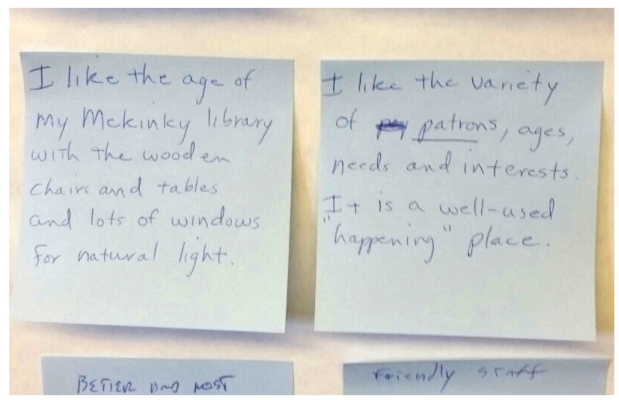
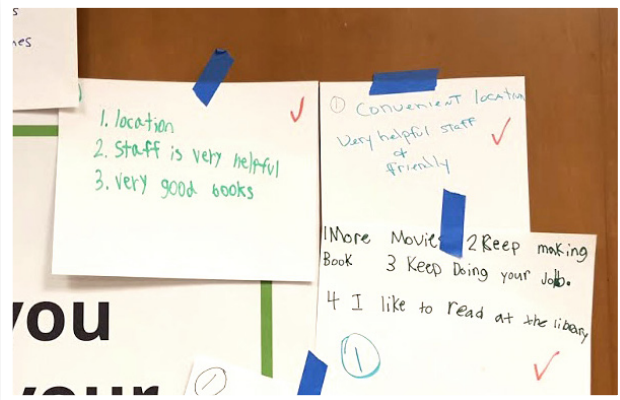


- Open hours of operation that meet the community's needs
- Telling the Library story to increase user and non-user awareness
- Knowledgeable and skilled staff who are confident in their abilities
- Efficient use of our resources to improve operations and access
- Effective partnerships with the community and other organizations
- Balancing services for both digital and traditional patrons
- Versatile spaces that support technology
- Library services responsive to a diverse community
- Consistent system-wide policy implementation
- The Library's role in a changing, growing and diverse community

Where We Need to Go

With a shared understanding of the current state of the Library and consensus for the strategic challenges we face, the strategic planners offered improvements to the organizational values, mission and vision. We then discussed ideas regarding the direction the Library should take over the next three years. These ideas were organized into the following strategic focus areas:

- Engaging community
- Creating a culture of customer service
- Fostering learning and discovery
- Effectively managing our resources



ORGANIZATIONAL VALUES



Innovation

We embrace challenges and opportunities to encourage creative ideas and solutions.



Respect

We treat everyone fairly and equitably, communicating openly and honestly.



Excellence

We provide exceptional service and have fun doing it.



Accountability

We are transparent at all levels, act with integrity and take personal responsibility for our actions.



Diversity

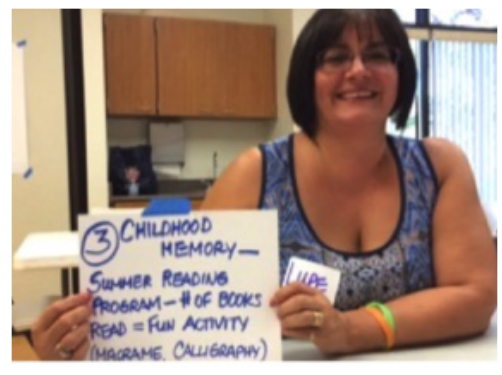
We celebrate and reflect our diverse communities.

Mission

Sacramento Public Library inspires our communities to discover, learn and grow.

Vision

Sacramento Public Library is the essential resource for our communities.



GOALS AND OBJECTIVES

You talked. We listened. As a result of your feedback, we've developed the following goals and objectives, paving the way for the next three years.

Goal 1: Increase awareness and usage of library services to meet community needs.	
Engaging Community	<p>Objectives</p> <p>1.1: By December 2016, Library staff have the tools and best practices for consistent internal communication.</p> <p>1.2: By May 2017, the community, for-profit, and not-for-profit organizations have strong, mutually supporting partnerships with the Library.</p> <p>1.3: By June 2018, community groups have increased confidence in the Library's ability to meet their service and program expectations.</p> <p>1.4: By July 2018, the public has increased confidence in the Library's services and programs, and in the Library's community role.</p>
Goal 2: Develop and empower staff to create a culture of customer service that ensures positive experiences.	
Culture of Customer Service	<p>Objectives</p> <p>2.1: By June 2017, patrons have increased confidence that they will have a respectful, positive and "yes-focused" experience at the Library.</p> <p>2.2: By January 2018, patrons have increased confidence in staff knowledge and skills to meet their service and program needs.</p> <p>2.3: By January 2018, patrons have increased confidence that the Library and its staff reflect the diverse needs of their community.</p>

<p>Goal 3: Connect people with the universe of possibilities to enrich their lives.</p>	
<p>Learning and Discovery</p>	<p>Objectives</p> <p>3.1: By March 2017, patrons are confident that they can access consistent, quality technology instruction for all ages.</p> <p>3.2: By July 2017, the public has access to diverse, high-quality, system-wide (regionally accessible) programs that meet the unique needs of children, teens and adults.</p> <p>3.3: By July 2018, parents report increased confidence that children start school ready to read.</p> <p>3.4: By September 2018, the community has increased confidence that the Library is their number one resource for reading.</p>

<p>Goal 4: Effectively manage resources and services to meet community expectations.</p>	
<p>Resource Management</p>	<p>Objectives</p> <p>4.1: By March 2017, patrons have increased awareness of improvements to Library facilities, collections and state-of-the-art technology.</p> <p>4.2: By June 2018, patrons have increased satisfaction with Library hours, staff assistance, services and facilities.</p> <p>4.3: By December 2018, stakeholders and the community have increased confidence in contributing monetary resources that enhance facilities, services and collections.</p>

SACRAMENTO PUBLIC LIBRARY IN 2015

AT A GLANCE

- 656,423** Card holders
- 7.3M** Items circulated per year
- 4.1M** Annual visitors
- 645,000** Hours of access to digital content
- 780** Public computers and laptops
- \$35.8M** Annual budget (FY 2014–2015)



REACH

- 1,382,873** Items in collection
- 7,339,735** Annual circulation
- 130,096** Hold requests
- 5,128** Book bins delivered monthly
- 67,000** Miles driven per year
- 995** Square miles served



LIBRARY COLLECTIONS

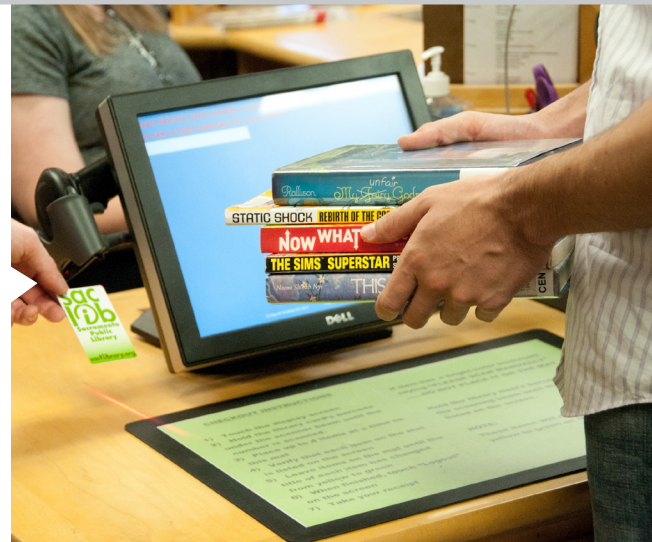
- 1.3M** Print & audiovisual items
- 2,034** Subscriptions to print magazines and newspapers
- 75,000** Digital items (eBooks, audiobooks, videos)
- 42** Online services (language-learning, online tutors)
- 140** Library of Things items (guitars, sewing machines)



SACRAMENTO PUBLIC LIBRARY IN 2015

ALWAYS GROWING

- 2,000** New titles per month
- 15,000** New items per month
- 1,100** Magazine issues per month
- 2,500** eBooks per month
- 12,000** Items from partner libraries per month



CONNECTING THE PUBLIC

- 6,000** Calls per month
- 230** Calls per day
- 29** Calls per hour
- 2.5 min** Average call length
- 90 sec** Average queue time



ENGAGING YOUTH

- 200+** Storytimes per month
- 312** Teen programs including the teen-led Yule Ball
- 316, 632** Summer Reading Challenge books read
- 4,139** Summer lunches served
- 40,026** Sign-ups for Summer Reading Challenge
- 23,520** Students reached by class visits Spring 2015



JOINT POWERS OF AUTHORITY

Sacramento Public Library is a Joint Powers of Authority governed by a 15-member board comprised of elected officials from each of our member jurisdictions with representation based on each jurisdiction's population. The Authority operates 27 libraries, a Central Library in downtown Sacramento and a traveling bookmobile.

2015

- Angelique Ashby (City of Sacramento)
- Linda Budge (City of Rancho Cordova)
- Larry Carr (City of Sacramento)
- Gary Davis (City of Elk Grove)
- Rick Jennings II (City of Sacramento)
- Patrick Kennedy (Sacramento County)
- Roberta MacGlashan (Sacramento County)
- Don Nottoli (Sacramento County)
- Barbara Payne (City of Galt)
- Susan Peters (Sacramento County)
- Jay Schenirer (City of Sacramento)
- Phil Serna (Sacramento County)
- Darren Suen (City of Elk Grove)
- Jeffrey Slowey (City of Citrus Heights)
- Allen Warren (City of Sacramento)
- Library Director – Rivkah K. Sass
- Authority Treasurer – Denise M. Davis
- Authority Counsel – Michael Voss



STRATEGIC PLANNERS

OCTOBER 8, 2015, STAFF DAY STRATEGIC PLANNING SESSION

More than 250 Sacramento Public Library staff and stakeholders contributed to the Strategic Planning Session.

OCTOBER 29-30, 2015, STRATEGIC PLANNING SUMMIT

Sacramento Public Library Authority Board
Linda Budge, Director

Sacramento Public Library Foundation

April Butcher, Executive Director
Yolanda Torrecillas, Development Manager

Friends of the Sacramento Public Library

Jeff Rubin, President
Anita Scuri, Vice-President
Margaret Clausen, Treasurer

IUOE Local 39 Stationary Engineers

Laura Trapp, Business Representative

Sacramento Public Library Staff

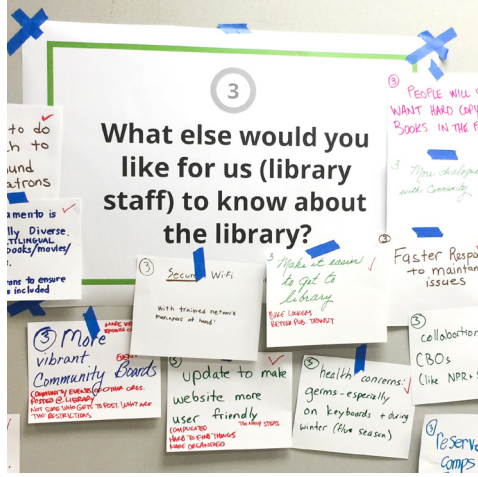
Christy Aguirre, Library Supervisor
Tony Alexander, Facilities Manager
Linda Beymer, Clerk to the Board
Nina Biddle, Collections Manager
Roberta Boegel, Library Supervisor
Amy Calhoun, Communications Manager
Amber Clark, Librarian
Neva Cosby, Library Supervisor
Cathy Crosthwaite, Library Supervisor
Alicia Doctor, Library Supervisor
Chris Durr, Library Supervisor
Johnny Ea, Finance Manager
Cat Fithian, Library Supervisor
Amanda Foulk, K-12 Specialist
Nate Halsan, Librarian
Christie Hamm, Youth & Literacy Services Manager
Bryce Lovell, Librarian
Stephanie Manansala, Library Supervisor
Catherine McCort, Library Supervisor
Katherine McMillan, Volunteer Coordinator

Strategic Planning Team

Denise Davis, Deputy Library Director
Jarrid Keller, Assistant Director – Infrastructure
Kathy Middleton, Assistant Director – Public Services
Rivkah Sass, Library Director



Mary Mijares, Branch Services Manager
Suzy Murray, Library Supervisor
Erica Naranjo, Library Supervisor
Curtis Orton, Senior IT Technician
Tracie Popma, Public Information Coordinator
Roxanna Puerner, Administrative Analyst
Carolyn Rokke, Branch Services Manager
Lois Ross, Facilities Projects Manager
Jenny Scott, Administrative Assistant
Michael Thompson, Library Services Assistant
Christopher Trew, Library Supervisor
Eric Webb, Circulation Supervisor
Alan Worthy, IT Supervisor
Jessica Zaker, Central Library Manager
Donna Zick, Early Literacy Specialist



FOR ADDITIONAL INFORMATION, CONTACT:

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Executive Director

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