



SACRAMENTO PUBLIC LIBRARY STRATEGIC PLAN

2024 - 2027



SACRAMENTO PUBLIC LIBRARY

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Dear Friends:

Libraries are for everyone. Sacramento Public Library is committed to serving our dynamic and diverse community. As our community's needs continue to evolve, the library strives to adapt and meet you where you are.

In developing this plan, we wondered what the future would look like. We talked to library customers, community members, partners, community groups and advocates. We asked questions about what they needed and what they wanted. And we listened.

We heard from thousands of people through surveys and community workshops. From those conversations, we developed broad goals and a roadmap for the future. This 3-year strategic plan allows our staff to be nimble and adapt to community needs and desires with a shared vision.

Moving forward, we will continue to nurture the relationships and partnerships we have already cultivated, and create new connections and collaborations.

We hope you'll join us on this journey as we support our diverse community's aspirations to learn, connect, and grow.

Thank you,

Peter Coyl
Library Director & CEO

PLANNING METHODS

A COMMUNITY-CENTERED PROCESS

This plan was developed through an iterative process that placed community voice at the center. SPL began by learning about the community's dreams and goals. It then engaged staff to develop a rich understanding of the unique role the library can play in helping the community accomplish those aspirations. Next, SPL returned to the community to hear their feedback and to help define success. The resulting plan is rooted in community aspirations and supported by staff expertise and library strengths. It charts a path for the library to remain a relevant and essential Sacramento institution for years to come.

COMMUNITY ENGAGEMENT

To learn from a diverse cross-section of the Sacramento community, SPL engaged more than two thousand community members in a variety of ways.

- **Asset-based community profiles.** Library staff from across the county created data-driven demographic profiles and asset maps. Their understanding of each community provided a foundation for robust outreach and public participation.
- **Aspirations-focused community conversations.** A team of staff was trained to conduct aspirations-focused community conversations. They reached out to nearly 300 community groups and individuals, resulting in approximately three dozen group and individual conversations about the community's goals.
- **Community survey.** SPL conducted a public survey. It was offered online and in-person, in English and Spanish. It received 1,784 responses.
- **Public town halls.** After the initial strategic directions were proposed, SPL returned to the community to make sure we were headed in the right direction, and to develop success metrics and key actions. Four town halls were held at different times and locations across the county.

Through these methods, we heard that people throughout Sacramento County value a strong sense of community and place, especially within their local **neighborhoods**. They want **youth** to have opportunities that prepare them to be tomorrow's leaders. People want community organizations to **work together** to reach and serve everyone. Finally, we heard that the community loves its library and values a culture that celebrates **reading and lifelong learning**.

PLANNING METHODS

STAFF ENGAGEMENT

While this process began with an external focus to understand the community's goals, staff engagement was also essential. Staff hold invaluable expertise in how the library can best use its strengths and resources to support community aspirations within the scope of the library's mission, vision, and values.

- **Staff steering committee.** The strategic planning process was guided by a team of staff from a diverse set of jobs, locations, and backgrounds. This team met regularly to shape implementation, provide feedback, and serve as a communication conduit for all staff.
- **All-staff town halls.** At the beginning of the planning process, SPL leadership and their consultant held two virtual town halls for all staff to learn about the strategic planning process, express ideas, and ask questions. One town hall was recorded and made available for all staff viewing on the intranet.
- **Staff intranet.** A staff intranet page was launched to make the process transparent to all staff and to invite participation.
- **Leadership retreat.** SPL leaders gathered for a full-day retreat to dive deeply into the library's mission, vision, values, and role in the community.
- **Staff training.** This planning process was designed to empower staff to build relationships with their communities. Managers were trained to work with their local staff to create community profiles and asset maps. Staff from a variety of positions and locations were trained to conduct aspirations-based conversations with community members.
- **Staff focus groups.** Using an analysis framework called SOAR (strengths, opportunities, aspirations, and results), staff gave input on how the library could help the community accomplish its goals.
- **Staff survey.** Staff were surveyed on their reactions to draft mission, vision, and values statements. More than 50% of staff responded.
- **Asynchronous input activities.** Staff had multiple opportunities to give input on what actions the library should take and what success would look like. They participated in an in-person activity at a staff in-service day. Posters were sent to each location for staff to provide written input, sometimes complemented by discussions facilitated by local managers. Staff could also contribute their ideas virtually and anonymously.

GUIDING STATEMENTS

MISSION

Sacramento Public Library supports our diverse communities' aspirations to learn, connect, and grow.

VISION

Sacramento Public Library is the go-to resource connecting our thriving communities. Everyone is respected, welcomed, and represented.

VALUES

COMMUNITY. We believe that we can make a difference when we work together. We actively listen and intentionally respond to our diverse community. We convene and collaborate with partners for the benefit of all.

ACCESS. We work proactively to provide access to resources that help everyone in our community achieve their goals. We support every person's freedom to choose for themselves what they read and learn.

EQUITY & INCLUSION. Everyone should feel that they belong at the library. We amplify the voices of people and communities who experience systemic barriers. We are always learning, unlearning, and relearning to make library services more inclusive for all.

POSITIVE IMPACT. We believe that library services are life-changing. We strive to make sustainable decisions that support a thriving library, community, and planet.

TRUSTWORTHINESS. We are good stewards of public resources. We act with integrity in our partnerships and services.

STRATEGY OVERVIEW

STRATEGY 1: INCLUSIVE NEIGHBORHOOD HUBS



- Goal 1.1: Create welcoming spaces
- Goal 1.2: Reflect and celebrate our communities
- Goal 1.3: Support community-led gatherings

STRATEGY 2: COLLABORATION FOR EQUITY



- Goal 2.1: Enhance access to community resources
- Goal 2.2: Co-create library programs and services with community
- Goal 2.3: Engage in community-led initiatives

STRATEGY 3: YOUTH EMPOWERMENT



- Goal 3.1: Cultivate teen leadership
- Goal 3.2: Support youth well-being
- Goal 3.3: Support academic and career goals
- Goal 3.4: Meet youth where they are

STRATEGY 4: LIFELONG LOVE OF LEARNING AND READING



- Goal 4.1: Support literacy for all ages
- Goal 4.2: Encourage interest-based learning for all ages
- Goal 4.3: Promote access to a wide range of materials

INCLUSIVE NEIGHBORHOOD HUBS



GOAL 1.1: CREATE WELCOMING SPACES

Success looks like:

Community members engage with the library as a place where they feel seen, respected, and valued.

We will know this is happening when:

- Community members of all ages, backgrounds, and identities say they feel welcome at the library.
- Community members of all ages, backgrounds, and identities demonstrate that they are comfortable in the library by spending time in the space and interacting with staff.

Key actions we can take include:

- Explore options and funding for expanding access to library spaces, such as through increased hours and additional locations.
- Engage with the community to co-create spaces, displays, and activities that reflect local interests.
- Work with member jurisdictions to complete facilities vision plan goals, resulting in clean, safe, and attractive spaces.

INCLUSIVE NEIGHBORHOOD HUBS



GOAL 1.2: REFLECT AND CELEBRATE OUR COMMUNITIES

Success looks like:

Community members' cultures and identities are reflected and celebrated in library services.

We will know this is happening when:

- Community members of all backgrounds and ages say they feel a sense of belonging as a result of library programs or services.
- Staff reflect the community and are prepared to serve diverse populations.

Key actions we can take include:

- Evaluate options to increase capacity for outreach to underserved areas and populations.
- Evaluate and improve support for community languages, including staffing, services, and collections.
- Support staff training on topics such as cultural humility.
- Develop a 3-year plan to collaborate with community partners to co-create diverse programming.
- Explore options for post-program attendee feedback.

INCLUSIVE NEIGHBORHOOD HUBS



GOAL 1.3: SUPPORT COMMUNITY-LED GATHERINGS

Success looks like:

Community groups and members use the library as a gathering space to achieve their goals.

We will know this is happening when:

Community groups and partners think of the library first when looking for spaces to meet and gather.

Key actions we can take include:

- Invite community partners and groups to use library meeting spaces and resources.
- Facilitate connections between community groups.
- Evaluate meeting room use practices to balance library and community use.

COLLABORATION FOR EQUITY



GOAL 2.1: ENHANCE ACCESS TO COMMUNITY RESOURCES

Success looks like:

Individuals and organizations discover and connect with community resources.

We will know this is happening when:

- Staff provide information about and/or referrals to community organizations or resources.
- Community organizations partner with the library to provide access to services.

Key actions we can take include:

- Staff regularly attend and/or host meetings of local service organizations.
- Staff partner with local organizations to create guides or resource lists.
- Partner with community organizations to provide direct services at the library, such as through resource fairs.
- Explore the possibility of an annual reference count, including tracking referrals to local resources and community organizations.
- Facilitate connections between community groups.

COLLABORATION FOR EQUITY



GOAL 2.2: CO-CREATE LIBRARY PROGRAMS AND SERVICES WITH COMMUNITY

Success looks like:

The library partners with community leaders and organizations to offer culturally relevant programs and services that engage our diverse population.

We will know this is happening when:

- More library programs are co-created in partnership with community members and/or organizations.
- Community organizations approach the library for partnerships.

Key actions we can take include:

- Evaluate options to increase capacity for staff to build community partnerships and co-create services.
- Collaborate to create tools and guidelines that empower staff across the system to engage directly with local community partners and organizations.

COLLABORATION FOR EQUITY



GOAL 2.3: ENGAGE IN COMMUNITY-LED INITIATIVES

Success looks like:

The library strengthens its relationships with underserved and marginalized groups by actively engaging in community-led events and initiatives.

We will know this is happening when:

- The library is engaged in a variety of external, community-led initiatives and events that represent our diverse and changing communities.
- Community organizations approach the library to participate in their projects and events.

Key actions we can take include:

- Evaluate options to increase staff capacity to engage in community-led planning efforts, such as boards, committees, and events.
- Collaborate to create tools and guidelines that empower staff across the system to make equitable, strategic decisions about community initiative and event participation.

YOUTH EMPOWERMENT



GOAL 3.1: CULTIVATE TEEN LEADERSHIP

Success looks like:

Teens connect with opportunities for leadership roles that prepare them to be future leaders of their communities.

We will know this is happening when:

- More teens gain leadership experience through the library.
- Teen leaders develop lasting relationships with the library.

Key actions we can take include:

- Continue and/or expand work with teen advisory boards or groups to create youth-led programs.
- Expand opportunities for teens designed to grow leadership skills, such as develop additional volunteer roles or expanding paid internships.

YOUTH EMPOWERMENT



GOAL 3.2: SUPPORT YOUTH WELL-BEING

Success looks like:

Youth access the skills and support they need for mental health and well-being.

We will know this is happening when:

- Youth say that library resources support their mental health and well-being.

Key actions we can take include:

- Develop programs that support youth well-being.
- Partner with community organizations that support youth mental health and well-being to provide programs, resources, and information.
- Explore ways to regularly get feedback from school-age youth and teens about how the library supports their well-being.

YOUTH EMPOWERMENT



GOAL 3.3: SUPPORT ACADEMIC AND CAREER GOALS

Success looks like:

Youth develop the skills and support they need to succeed in school and career.

We will know this is happening when:

- Youth seek out or engage with library resources to help them succeed in school.
- Youth say the library has helped them feel more confident about achieving their career goals.

Key actions we can take include:

- Offer and promote programs and resources that support academic success.
- Partner with community organizations to offer programs and resources that connect youth to career opportunities.
- Explore ways to regularly get feedback from school-age youth and teens about library support for their academic and career goals.

YOUTH EMPOWERMENT



GOAL 3.4: MEET YOUTH WHERE THEY ARE

Success looks like:

Youth build relationships with the library and its resources where they already spend time.

We will know this is happening when:

- Youth engage with library staff and resources outside of library buildings, in person and online.
- Youth continue to engage with the library and its resources.

Key actions we can take include:

- Evaluate options to increase staff capacity to bring library services to youth outside of library buildings.
- Enhance partnerships with youth-focused organizations and schools.
- Identify opportunities to promote library services to youth.

LIFELONG LOVE OF LEARNING & READING



GOAL 4.1: SUPPORT LITERACY FOR ALL AGES

Success looks like:

People of all ages access resources and support to build literacy skills that foster a love of reading.

We will know this is happening when:

- Children aged 0-5 engage in activities that provide them with the building blocks necessary for developing pre-reading skills.
- Youth discover materials at the library that they enjoy and contribute to their overall literacy development.
- Adults utilize collections, services, and programs that support reading and literacy.

Key actions we can take include:

- Consistently offer early learning programs throughout the county that reflect the diverse backgrounds and experiences of the community.
- Build on programs and services that support school-age love of books and reading.
- Enhance and promote collections that support literacy for all, such as Community Language collections, literacy collections, and/or accessible formats, based on community needs.
- Continued strong support for adult literacy and continuing education programs.

LIFELONG LOVE OF LEARNING & READING



GOAL 4.2: ENCOURAGE INTEREST-BASED LEARNING FOR ALL AGES

Success looks like:

People of all ages engage with ideas and topics that interest them.

We will know this is happening when:

- People of all ages attend library programs on topics that interest them.
- People of all ages seek out the library for hands-on learning experiences.
- People of all ages find library resources that help them learn about their interests.

Key actions we can take include:

- Facilitate meaningful community engagement events and partnerships to ensure library programs and services align with the diverse needs and interests of the local population.
- Develop and co-create programs and services based on community interest.
- Promote awareness of library resources for interest-based learning, such as the Library of Things, Makerspace, and online resources.

LIFELONG LOVE OF LEARNING & READING



GOAL 4.3: PROMOTE ACCESS TO A WIDE RANGE OF MATERIALS

Success looks like:

Community members discover books and materials from the full spectrum of the library's collection.

We will know this is happening when:

- All community members can find materials that reflect their experiences and interests.
- People discover and engage with materials from across the collection.

Key actions we can take include:

- Support discovery of a wide range of library materials, such as through displays, booklists, readers' advisory, and program tie-ins.
- Educate the community and staff on intellectual freedom and the freedom to read.

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THANK YOU