

San Rafael Public Library

2013-2017 STRATEGIC PLAN



FROM THE DIRECTOR

The people of San Rafael are the heart of our organization. For our community, the San Rafael Public Library is a place of learning, experimentation, and discovery. The idea of a library is morphing from a place of books to a place where the community connects with information and creates content. As our library evolves over the next several years, we will write the next chapter of our adventure. We will work together with our community to build a 21st century organization. A successful implementation of this strategic plan will result in a more modern library integrated into and fully supported by the community.

~Sarah Houghton

VALUES

We are guided by these shared values in everything we do:

- Passion for service to our community
- Eagerness to learn and share
- Optimistic attitude that anything is possible
- Compassion for our customers and for each other

STRATEGIC PLANNING PROCESS

In 2012, we undertook a strategic planning process that included a community needs assessment survey, reviewing library collection and service use and demographic data, and discussions with our stakeholder groups and staff. This plan is the result of those efforts.

STRATEGIC PRIORITIES

Over the next five years, the Library will focus on five primary areas of service improvement. Each of these priorities has several supporting goals that we will work toward to help us address these priorities.

1. Provide collections and services that provide value to our community.
2. Provide a welcoming environment, physically and virtually.
3. Perform forward-thinking marketing and outreach in the community.
4. Establish an improved infrastructure for current and future technologies.
5. Be a learning organization for both customers and staff.

IMPLEMENTATION

Implementation of the various goals for each strategic initiative will roll out over the course of five years, with high priority items taking precedence. Specific projects and tasks to help us achieve our goals will be developed by staff on an ongoing and flexible basis. Implementation steps for this Plan will be incorporated into the Departmental Goals and Objectives which are reviewed with the City Manager every six months.

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PROVIDE COLLECTIONS AND SERVICES THAT PROVIDE VALUE TO OUR COMMUNITY.

1. Evaluate usage statistics and community feedback regarding collections and services.
2. Create and refine a responsive Collection Development Policy to guide decision-making.
3. Eliminate DVD and Books-on-CD rental fees to align with other MARINet libraries.
4. Expand programming for our currently under-served populations (20s-40s adults, teens, tweens, Spanish-speakers).
5. Expand programming and services for small businesses and telecommuters.
6. Increase digital programming (webinars, recordings of live events).
7. Pursue and support multilingual staff.

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PROVIDE A WELCOMING ENVIRONMENT, PHYSICALLY AND VIRTUALLY.

1. Provide training for staff on safety, customer service, and outreach.
2. Explore the possibility of opening a café or café cart at the Downtown Library.
3. Improve landscaping, furniture, flooring, and signage for both libraries.
4. Work with the Library Foundation and City management toward building a new Downtown Library.
5. Increase community artwork in both libraries (mini art galleries, community involvement in decorating, murals).
6. Complete and launch a new, streamlined website.
7. Increase use of social media to improve the Library's virtual presence.

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PERFORM FORWARD-THINKING MARKETING AND OUTREACH IN THE COMMUNITY.

1. Develop and implement a Library awareness marketing campaign and advocacy program.
2. Continue to partner with the Board of Trustees, Friends of the Library, and Library Foundation to broaden community support for the library, including working toward renewing the Special Library Parcel Tax.
3. Work with local authors, artists, and specialists to contribute to the Library experience.
4. Increase partnerships with community organizations.
5. Ensure that the number and diversity of volunteers remains high.
6. Deploy staff to spend more time outside the libraries reaching out to our community.
7. Increase outreach efforts to and partnerships with San Rafael schools.

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ESTABLISH AN IMPROVED INFRASTRUCTURE FOR CURRENT AND FUTURE TECHNOLOGIES.

1. Improve public computer services to include current versions of popular software, hardware, and faster network speed.
2. Expand technology offerings for the public to support content creation, such as music, writing, video, artwork, and other forms of expression.
3. Reexamine access to public computers and other technology to serve as many community members as possible.
4. Increase e-content collection with sustainable, open, accessible content.
5. Increase staff accessibility via multiple communication media such as IM, email, video chat, etc.
6. Promote technology literacy by providing access to a technology petting zoo/display table of devices and loaning devices to the public.
7. Educate the public in the use of self-check machines and web-accessible self-service options.

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BE A LEARNING ORGANIZATION FOR BOTH CUSTOMERS AND STAFF.

1. Expand programming focused on technology skills acquisition and professional development.
 2. Expand programming for all ages to prepare our community for participation in a knowledge-based economy.
 3. Provide staff with an opportunity in their daily work schedules to explore creative ideas and endeavors.
 4. Employ a meaningful departmental employee performance review process based on job competencies and with continuous year-round follow-up.
 5. Create a rewards program that recognizes creative ideas among staff.
 6. Organize field trips for staff to other libraries to observe operational differences and opportunities for improvement.
 7. Utilize a departmental intranet to facilitate internal communication and learning.
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