San Rafael Public Library

2018-2020 STRATEGIC PLAN

MISSION

Engage, empower, and enrich our community through innovation, imagination, and inspiration.

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 PRIORITIES

Over the next two 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 deliver value to our community.
2. Create a welcoming environment, physically and virtually.
3. Engage the community through forward-thinking outreach and promotion.
4. Establish an improved infrastructure for current and future technologies to support the needs of the community.
5. Be a teaching and a learning organization for the entire community.

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 the staff on an ongoing and flexible basis. Implementation steps for this Plan will be incorporated into the Department Goals and Objectives which are reviewed with the City Manager every six months.

PROVIDE COLLECTIONS AND SERVICES THAT DELIVER VALUE TO OUR COMMUNITY

1. Evaluate usage statistics and community feedback regarding collections and services.
2. Expand new types of collections to lend.
3. Make materials available sooner, by continuing to implement more efficient processing and cataloging practices.
4. Increase programs for all ages which support skills beyond reading and literacy.
5. Review our collections to ensure that we are offering the most needed and wanted items.

CREATE A WELCOMING ENVIRONMENT, PHYSICALLY AND VIRTUALLY

1. Continue to improve furniture, signage, and other facility elements for both libraries.
2. Work with the Library Foundation and City Council toward meeting Library facility needs of Downtown, East San Rafael, and North San Rafael.
3. Improve the organization of our collections to ensure the best user experience.

4. Work towards the elimination of all overdue fines.
5. Engage with community stakeholders to continuously improve the Library experience.

ENGAGE THE COMMUNITY THROUGH FORWARD-THINKING OUTREACH AND PROMOTION

1. Strengthen our partnerships with the Board of Trustees, Friends of the Library, and Library Foundation to broaden community support for the Library.
2. Provide volunteer opportunities for all members of the community.
3. Improve outreach to other organizations, non-profits, local interest groups and businesses, through deploying staff to locations outside of the libraries.
4. Increase collaboration with San Rafael schools and other local service providers and non-profits.
5. Continue to increase community awareness of services and collections.

ESTABLISH AN IMPROVED INFRASTRUCTURE FOR CURRENT AND FUTURE TECHNOLOGIES…

1. Finalize implementation of gigabit Ethernet connections at both library locations.
2. Reexamine access to public computers and other technology to serve as many community members as possible.
3. Establish, maintain, and expand the Randy Coleman Memorial Memory Lab.
4. Explore lending high-demand devices, tools, and equipment, to our community members.
5. Develop Maker Lab programs to promote learning about 3D printing and virtual reality.

BE A TEACHING AND A LEARNING ORGANIZATION FOR THE ENTIRE COMMUNITY

1. Expand programming for all ages to prepare our community for future opportunities and challenges.
2. Continue to work in cross-functional teams (engagement groups) in the Library to promote trust, communication, cross-training, and recognition.
3. Organize field trips for staff to other libraries, other City departments, and public service organizations to observe operational difference and opportunities for improvement.
4. Increase cross-training between Library divisions, locations, and between the Library and other departments.
5. Recruit, hire, and support staff reflective of the community.