

# San Rafael Public Library

## 2017-2018 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 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.



### PROVIDE COLLECTIONS AND SERVICES THAT PROVIDE VALUE TO OUR COMMUNITY.

1. Evaluate usage statistics and community feedback regarding collections and services.
2. Explore different types of materials to loan, beyond books, movies, music, and magazines.
3. Explore different ways to process and catalog our materials more efficiently to get them on the shelf faster.
4. Explore programming for all ages to support skills beyond reading and literacy.
5. Evaluate our collections to ensure that we are offering the most needed and wanted items.

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**PROVIDE A WELCOMING ENVIRONMENT, PHYSICALLY AND VIRTUALLY.**

1. Improve furniture, signage, and other facility elements for both libraries.
2. Work with the Library Foundation and City Council toward building a new Downtown Library.
3. Evaluate the organization of our collections to ensure maximum findability.
4. Explore the elimination of all overdue fines.
5. Work with local experts to contribute to the continuous improvement of the Library experience.

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**PERFORM FORWARD-THINKING MARKETING AND OUTREACH IN THE COMMUNITY.**

1. Continue to partner with the Board of Trustees, Friends of the Library, and Library Foundation to broaden community support for the library.
2. Ensure that the number and diversity of volunteers remains high.
3. Deploy staff to spend more time outside the libraries reaching out to our community, including to other organizations, non-profits, businesses, and local interest groups in all neighborhoods.
4. Increase outreach efforts to and partnerships with San Rafael schools.
5. Continue to increase the marketing of services and collections.

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**ESTABLISH AN IMPROVED INFRASTRUCTURE FOR CURRENT AND FUTURE TECHNOLOGIES.**

1. Implement gigabit Ethernet connections at both libraries.
2. Reexamine access to public computers and other technology in order to serve as many community members as possible.
3. Evaluate use of the Downtown Library's Tech Zone space and equipment.
4. Explore loaning high-demand devices to our community members.
5. Utilize a departmental intranet to facilitate internal communication and learning.

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**BE A LEARNING ORGANIZATION FOR BOTH CUSTOMERS AND STAFF.**

1. Expand programming for all ages to prepare our community for participation in a knowledge-based economy.
  2. Provide staff with an opportunity in their daily work schedules to explore creative ideas and endeavors.
  3. Organize field trips for staff to other libraries and public service organizations to observe operational differences and opportunities for improvement.
  4. Increase cross-training between library divisions and locations.
  5. Pursue and support multilingual staff.
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