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2. Executive Summary

This document is intended to guide the development of the San Rafael Pickleweed Library. The San Rafael Pickleweed Library will be the end result of the existing Canal Library Center's 526 square feet of space evolving into a 2,185-square-foot full service library.

The Canal Library Center is located in the Pickleweed Community Center in East San Rafael, an area badly in need of improved services to residents. This Plan of Service details the new Library's mission, goals, objectives, services roles, service indicators, types of services and programs, jurisdiction-wide services and the way in which technology will be incorporated into the programs offered. An implementation plan for the Library construction phase is provided in Section 5.

This document also follows and addresses the findings of the various Needs Assessment activities that took place between 1996 and 2002. The assessment methods included input from the Canal Voice focus group process and community-based groups such as WE CAN!, citywide telephone surveys, an in-house survey of library users, the Pickleweed Advisory Board's outreach and survey of Canal area residents, key informant interviews, and an analysis of current data. The findings clearly indicate the need and community support for a larger library in the Canal neighborhood.

NEEDS ASSESSMENT FINDINGS

Overall, the Canal area is characterized by high density, great cultural diversity, low school performance, high poverty, low literacy, low educational attainment, and a prevalence of other socioeconomic risk factors. Related demographics and findings include:

Need to expand neighborhood-based library services in the Canal Area

With only 526 square feet of library space, the Canal library cannot serve the more than 11,000 people living in the area. Getting to the downtown San Rafael Public Library is not convenient for Canal area residents, even though it is only 2.6 miles away. San Rafael is home to half of the citizens in Marin County who do not own vehicles,¹ with the Canal area having more bus riders than any other area in Marin County. The bus ride can take up to forty-five minutes, including transfer time. Even if people from the Canal neighborhood could get to the downtown library, that 14,000-square-foot facility does not have the room to provide needed services to an expanded patron base.

Need to help children in the Canal area with school readiness and school success

Need to promote recreational reading for children in the Canal area

A majority of the Canal area residents live in crowded rental housing; many children lack places to do homework or quiet reading. WE CAN! identified the first priority for the Canal library as providing academic support materials for students in grades 4 through 10, including homework support, basic skills training, and research capabilities. The second priority identified by WE CAN! is to encourage the enjoyment and habit of reading for children in preschool and through the middle grades. They specified a collection of picture books, easy readers, and books for reading aloud to children. API scores in two of the elementary schools serving the area are

¹ *Trends in San Rafael*, City of San Rafael Planning Department, August 21, 2000

considerably lower than state averages. Encouraging the enjoyment and habit of reading for children is particularly important, as is the need to reinforce the habit over the summer so children do not lose skills they have gained during the school year.

Need to provide bilingual library services, especially Spanish and Vietnamese

The Canal area is 70.1% Hispanic as compared with 32.2% for the state of California, according to the 2000 Census. The Vietnamese community is a smaller, well-established group in the area. In the 1990 Census, the home language was Spanish for 40.5% of persons 5 years and over, and Vietnamese for 5.2% of the same age group. Current users of the Canal Library Center express the need for more books in Spanish, Vietnamese, and English, as well as bilingual materials. While the majority of Vietnamese children speak English, parents advocate for books to help them maintain their home language. Due to severe space constraints at the San Rafael Public Library, the Spanish collection is small – thirty shelf feet of Spanish books for adults.

Need to provide literacy training in the Canal area

Within the countywide Marin Literacy Program, 44% of the students reside in the Canal area. In the 1990 Census, 24.4% of Canal residents eighteen and over had less than a ninth grade education, compared to 9.4% for the United States and 10.7% for California.

Need to help close the digital divide for Canal area residents

The number of home computers in the Canal area is estimated to be insufficient, due to the poverty rate as well as local interest in having computers in community settings. In the Pickleweed Advisory Board's community survey, the highest priority was given to "computer programs" as a service needed in the Pickleweed Community Center.

3. Mission Statement

SAN RAFAEL PUBLIC LIBRARY MISSION

The mission of the San Rafael Public Library is to improve the quality of life for all residents of San Rafael by meeting their educational, cultural and informational needs. We are committed to serving the needs of all ages, all socioeconomic groups, and all diverse cultures represented in San Rafael. We are committed to use the new information technologies to extend, improve and enhance our services to the community.

SAN RAFAEL PICKLEWEED LIBRARY MISSION

The mission of the San Rafael Pickleweed Library is to provide east San Rafael with resources and services in a variety of media to help meet the educational, cultural, and informational needs of the diverse cultures represented in this area of the community.

4. Goals and Objectives

GOALS

The overall goal of the Pickleweed Library expansion project is twofold: (1) to provide expanded library resources to meet the needs and interests of Canal area residents; and (2) to enhance neighborhood-based services to better serve the community. This goal is derived from a major needs assessment finding, “the need to expand neighborhood-based library services in the Canal area.” Both survey results and geographic barriers indicate the need for library services in the Canal neighborhood. As reported by the Canal Library Center’s 2002 Community Needs Assessment document, a citywide survey showed that 76% of residents supported the opening of a branch library in the Canal neighborhood. The Canal neighborhood, bounded by the Canal, the San Rafael Bay, and Highway 101, is physically isolated from other areas of the City. As the public transit system does not offer a direct route to the downtown San Rafael Public Library, bus riders from the Canal must ride up to forty-five minutes to get to the library, a mere 2.6 miles away.

Further impediments for pedestrians or bicyclists in reaching the main library include the need to go under Highway 101 and the fact that 2.6 miles is not an easy walk for families, children or seniors. The San Rafael Public Library, at 14,000 square feet, does not have the room to provide the services Canal area residents need even if they could get to that library.

It is crucial for the Canal neighborhood -- and San Rafael as a whole -- to have expanded library capabilities. The table on the following page summarizes the relationship between goals, objectives, roles, service indicators, and needs assessment data. This is followed by a narrative discussion of these elements.

Pickleweed Library Primary Goals	Objectives	Service Roles	Service Indicators	Needs Assessment Findings Correlation
Expand library services in the Canal area to better serve the community and meet the needs and interests of Canal area residents.	<p>Increase size of existing library including:</p> <ul style="list-style-type: none"> • add Computer Center/Homework Center <p>Increase collections, services and programming, including:</p> <ul style="list-style-type: none"> • collaborate with Marin Literacy Project on Family Literacy Program 	<p>Community/scholastic support</p> <p>Information Clearinghouse</p> <p>Community Literacy Center and Support</p>	<p>Annual number of hours open to the public</p> <p>Annual number of materials circulated</p> <p>Annual attendance at classes and programs</p> <p>Loans per # of items in collection (turnover)</p>	76% of San Rafael residents consider a library in the Canal area to be one of the top five priorities for library service in the city
Increase/enhance neighborhood-based services to better serve the community.	<p>Provide space and resource material to other entities and individuals</p> <p>Improve literacy</p> <p>Promote the importance of reading to preschool children</p> <p>Improve school readiness and school success</p> <p>Serve as a bridge to the downtown library</p> <p>Provide bilingual and multicultural library services.</p>	<p>Community/scholastic support</p> <p>Information Clearinghouse</p> <p>Multicultural Resource Center to the community</p> <p>Community Literacy Center and Support</p>	<p># of families from the Canal area enrolled in Family Literacy Program</p> <p>Annual # of literacy students tutored at the Pickleweed Library</p> <p>Annual # of children attending preschool storytimes; attending Homework Center</p> <p>Annual # of volunteer tutoring hours (Homework Center, Literacy, etc.)</p> <p>% of collection in Spanish and Vietnamese; annual circulation of these as % of total circulation</p>	<p>Home languages spoken in the Canal area (major) Spanish, English, Vietnamese</p> <p>Statistics: 53% foreign-born</p> <p>Statistics: 70.1% Hispanic; 5.2% Vietnamese</p> <p>Low adult literacy rate</p> <p>Poor API scores</p> <p>Lack of space at home for homework and reading</p>

OBJECTIVES AND ACTIVITIES

As indicated in the preceding table, objectives that will support Pickleweed Library project goals are described below, along with some of the activities related to these objectives. Activities supporting the overall goal include enhancing library, computer, and literacy skills in children and adults; encouraging reading in young children; providing scholastic and leisure-time resources for students; and providing bilingual, multicultural library services.

Increase size of existing library, including adding Computer Center and Homework Center

The size of the library needs to increase so that there is room for a Computer Center and Homework Center, Family Literacy Program, and enhanced collections. The new library will include reconfigured spaces for children and youth. The library's new design will provide for better access and parking for automobiles and bicycles as well as appropriate accommodations for an increased collection and number of patrons. The library will also provide special services such as services to the mobility disabled and the hearing and sight-impaired.

Increase collections, services and programming

Collaborate with Marin Literacy Project on Family Literacy Program

Improve literacy

The new library's service hours will compare favorably with the average service hours of libraries in other similarly-sized California communities. Its collections will be updated to include relevant materials in various formats. Services and instruction within the Computer Center and Homework Center, and through the Literacy program, will enhance the skills of area residents. The new facility will collaborate with the Marin Literacy Program to provide family literacy services. The Pickleweed Library intends to offer space for tutoring as well as small classes in computer skills to low literate adults, literacy tutors and their students. The library can offer family literacy events such as bilingual storytimes for parents and children. The Pickleweed Library plans to become a literacy tutor-training site.

Provide space and resource material to other entities and individuals

Serve as a bridge to the downtown library

Provide bilingual and multicultural resources

The library will be a pivotal information clearinghouse and multicultural resource center for the community by providing accessible space, information technology, and bilingual materials. Pickleweed Library will show its support of and involvement in the community by participating in celebrations and cultural events that take place at the Community Center. Because the Pickleweed Park Community Center is a familiar place to many local residents, they are more likely to start learning to use library services in that setting. As they become more familiar with the library, they may decide to use the resources of the downtown library.

The library will strive to be responsive to community needs and requests for bilingual materials. It will be a neighborhood resource with collections and programming to help address literacy, school readiness, school performance, English language skill development, multicultural needs and interests, technology literacy, and lifelong learning. Library staff and administration will be knowledgeable, customer service-oriented and readily accessible. Some staff members will be bilingual.

Promote the importance of reading to preschool children

Improve school readiness and school success

The library encourages young children to develop an interest in reading and learning through services for children, and for parents and children together. Pickleweed Library will provide the preschool storytimes and other activities for preschool children as well as age-appropriate books and materials.

Enhancements to the current library will include increased print collections to better support the school curriculum and assist students working on homework, and a larger collection of high interest paperback recreational reading for children in grades K-8. The Homework and Computer Centers, the Literacy Program and volunteer tutors within these programs will also enhance school readiness and success. The Summer Reading Program will support continued learning by reinforcing children's reading during the summer months.

SERVICE ROLES OF THE SAN RAFAEL PICKLEWEED LIBRARY

The Pickleweed Library will have several inter-related roles in service to Canal area residents, the San Rafael community, and visitors. The rationale or "theme" for these roles is articulated in this quote from the Benton Foundation's 1996 publication, *Buildings, Books, and Bytes*: "The public supports a combined role for libraries that links digital and traditional book and paper information resources. And they accord equal value to libraries as places where people can read and borrow books or use computers to find information and use online services. As a central and valued community meeting space, the library will become more of a civic integrator and a locus of community information on health, education, government and other local services."

The Pickleweed Library will take on specific roles integral to the community. These are listed and described in the section, below.

Community Activities Center

The library will be a central focus point for community activities, meetings and services.

Community Information Center

The library will be an information clearinghouse for current information on community organizations, issues, and services.

Popular Materials Library

The library will feature current, high-demand, high-interest materials in a variety of formats for persons of all ages.

Preschoolers' Door to Learning

The library will encourage young children to develop an interest in reading and learning through services for children, and for parents and children together.

Formal Education Support Center

The library will assist students of all ages in meeting educational objectives established during their formal courses of study. The library will provide scholastic support through K-12 curriculum materials, a Homework Center, a Computer Center and other services and programs.

Independent Learning Center

The library will support individuals of all ages pursuing a sustained program of learning independent of any educational provider. The library will provide support for literacy and computer learning, including multicultural materials and online resources.

SERVICE INDICATORS

The service indicators for the library's overall goal of expanding library services in the Canal area to better serve the community's needs include the annual number of hours open to the public, the annual number of material circulated, the annual number of people attending classes and programs, and loans per number of items in the collection (turnover). Indicators for increasing and enhancing neighborhood-based services to better serve the community include the number of families from the Canal area who are enrolled in the Family Literacy Program, the library's annual number of literacy students, the annual number of children attending preschool storytimes, and the annual number of children attending the Homework Center. Other indicators are: the annual number of volunteer tutoring hours contributed to the Homework Center, the percent of Spanish language titles and Vietnamese titles in the collection, and the annual circulation of Spanish and Vietnamese items as a percentage of total circulation.

5. Types of Services

Proposed library services at the Pickleweed Library are based on an exhaustive analysis of the existing library and information needs of the local community. The San Rafael Public Library employs a strategic planning process to help plan and prioritize services and programming. This is done in conjunction with the City's General Plan and the City's Library and Cultural Affairs Director. Among the many planning mechanisms are the City's General Plan process and regular interactions with the Library Board of Trustees. The Library helps ensure frequent input from all segments of the community through the Board of Trustees and the Friends of the Library, by involvement in community planning, and through encouraging patron input at library sites and functions.

In order to achieve the most efficient, comprehensive and relevant library services possible, the Library employed a planning process that prioritized services and programs to best meet patron needs. This was done in conjunction with the City of San Rafael Community Services Department to complement existing services provided at the Pickleweed Park Community Center.

TYPES OF SERVICES TO BE OFFERED

The Pickleweed Library will provide services based on its analysis of local community needs and the library's capabilities. After analyzing the findings of the Needs Assessment process, it was determined that the new facility will offer the services listed below. Further detail regarding each service is provided in the narrative that follows.

- Loan of books and other media in English, Spanish, and Vietnamese
- Provision of books and other materials for use in the library
- Inter-library loan services
- Information services using print and electronic media
- Readers' advisory services including reservation services
- Special services for patrons with disabilities
- Free Internet classes for adults and children
- Community information services
- User education in the use of computers and electronic resources
- Public programs and events
- Expanded hours to meet the needs of the community

Services for Children and Young Adults

By providing a range of materials, activities, and programs in Spanish, English, and Vietnamese, the library will give children the opportunity to experience the enjoyment of reading and the excitement of discovering knowledge and works of the imagination. Through one-on-one interaction with a librarian, spaces in the library dedicated to young people, and educational programs, children will be taught how to make the best use of a library and how to develop skills in the use of print and electronic media. Classes on using the Internet effectively will be provided to both children and adults.

The library has a responsibility to support the process of learning to read, and to promote books and other media for children. The library will provide special events for children, such as story telling and activities related to the library's services and resources. Expanded hours will allow the library's services and programs to meet the needs of more people.

Through outreach and collaboration with Bahia Vista Elementary and other schools, the San Rafael Community Services Department, and community-based organizations, children from the Canal neighborhood will be encouraged to use the library from an early age. Children who begin using libraries as youngsters are more likely to remain users in future years. Books and audiovisual materials for children will be available in the languages spoken at home, beginning with the Spanish and Vietnamese-language materials, but expanding to other languages as the need is identified and resources become available.

Services for Adults

Adults will have different needs for information and library services related to the variety of situations they encounter in their studies, employment, and personal lives. Generally, adult and children's services will include support for:

- Computer access and training
- Lifelong learning
- Leisure time interests
- Information needs
- Community activities
- Cultural activity
- Recreational reading

Lifelong Learning

The library supports lifelong learning and working with schools and other educational institutions to help students of all ages with their formal education. The library will provide a range of materials on a variety of topics that will allow people to follow their interests and support their formal and informal education. It will also provide materials to support literacy and the development of basic life skills. In addition, the library will provide study facilities for students who have inadequate study areas in their homes.

The development of distance learning is having an impact on the public library. Distant learners, studying at home, are likely to make use of their local library as their primary source for material. Many will require access to the Internet. The Pickleweed library will play an increasingly important role within the educational network, and will provide space and access to materials to meet this demand.

Information Services

The rapid development of information technology has brought a vast amount of information within reach of those with access to electronic media. Information provision will be a key role of the library. The Pickleweed Library will have a number of roles in regard to information services, including:

- Ensuring access to information at all levels
- Collecting information about the local community and making it readily accessible, often in cooperation with other organizations
- Training people of all ages in the use of information and the associated technology
- Guiding users to the appropriate information sources
- Providing opportunities for disabled people to have independent access to information
- Acting as a gateway to the information world by making it accessible to all, helping to bridge the gap between those who are “information rich” and those who are not

Technology Services

The Pickleweed Library will provide library services to patrons interested in going online via public Internet access stations and will strongly promote the concept of a “virtual library” to adults. A learn-by-doing approach will help staff and users to work in an increasingly digital environment. Library staff will share technology with the community and commit to train and teach users to be comfortable with library services in an Internet environment. Pickleweed community survey respondents rated computer access as important to them.

The Public Reference Librarians will develop an Internet reference collection based on such sites as the Librarian’s Index to the Internet, The Internet Public Library, and databases purchased through the library. Internet-related services will be promoted through brochures, pamphlets, community radio information spots, information and resources on the library web site, and library signs in Spanish, Vietnamese and English. Computer-related training and skills-building classes will be available for children and adults.

Leisure Time Interests

People need information to support their leisure time interests, thus encouraging recreational reading. The Pickleweed Library intends to meet the need for recreational reading material by offering a range of resources in a variety of formats. The library will also help preserve the culture, history and traditions of the local community and make information about these readily available.

By organizing activities and utilizing its resources, the library will encourage artistic and cultural development in people of all ages. The library will also be an important social center for individuals and groups to meet both formally and informally. This is of particular importance in the Canal area community where relatively few other convenient, free and accessible meeting places are available.

PROGRAMS

Computer Center

Objectives: To help Canal area residents become proficient in the use of computers and the Internet, the Pickleweed Library Computer Center will function as a technology access/skills development site as well as a complementary resource for the Homework Center. The library will provide free access to computers, computer software, and electronic resources. In addition to four desktop PCs, the Computer Center will have eleven networked Windows platform laptops for public use, an instructor laptop, an LCD projector, and a projection screen for ease of teaching.

The computers will be running MS Office along with Internet and proprietary library-related software. The Computer Center will be available to the Literacy Program and the Community Services Department for classes in basic and intermediate computer skills, Internet searching, and using e-mail. Library skills classes will be taught as well. Instruction will be provided by qualified trainers and volunteers and especially geared to family instruction. The Computer Center will be open and available to the public during all hours that the library is open and will be used for classes sponsored by the Community Services Department at times when the library is closed. After school, between 3 p.m. and 6 p.m., the Computer Center will be reserved for Homework Center use.

Response to Needs Assessment Findings: The Computer Center activities respond to the need to help close the digital divide for residents of the Canal area. Computer instruction was the most requested educational service, as the Pickleweed community survey found. The Canal area's high poverty rate combined with these survey responses that emphasized the need for computer programs lead to the conclusion that Canal area residents are not as likely to have personal computers at home as the rest of Marin County.

For the Computer Center, the relationship among objectives, service indicators and needs addressed are shown in the table below.

<u>Computer Center</u>		
Objectives/Activities	Service Indicators	Needs Assessment Findings Addressed
Offer classes in basic and intermediate computer skills	Annual class attendance	Need to help close the digital divide for residents of the Canal area
Offer Internet training	Annual class attendance	Need to help close the digital divide
Offer classes in the use of e-mail for new immigrants with emphasis on communicating to the patron's country of origin	Annual class attendance	Need to help close the digital divide
Offer classes in Word, Excel, Power Point	Annual class attendance	Need to help close the digital divide
Provide computer training for literacy tutors and students	Number of literacy students who receive training	Need to help close the digital divide
Bookmark web sites that support grade K-8 curriculum	Number of sessions on public access computers	Need to help children in the Canal area succeed in school Need to help close the digital divide

Homework Center/Programs for Children

Objectives: The Pickleweed Library will help area children to succeed in school and build skills integral to their future education and employment. In partnership with Bahia Vista Elementary School, the Pickleweed Library's Homework Center will give students the resources necessary to fulfill their academic responsibilities in a safe environment close to home. The reference and circulating print collections will be expanded in support of the Homework Center. Homework assistance will also be available through on-site tutoring for grades K-8, in partnership with the Community Services Department's program Kids Club program. The library will offer students full access to the computer center to do word processing, and use the Internet and other electronic resources. Library staff will bookmark teacher and school assignment Web sites for students.

The library will collaborate with other agencies that provide academic tutoring to children and ESL tutoring to adults who live in the Canal area by opening the Homework Center to the agencies as a resource for the area. The Pickleweed Community Center serves as an orientation point for many new immigrants, very similar to the Settlement Houses at the turn of the last century.

Response to Needs Assessment Findings: The Needs Assessment process underlined the fact that due to crowded conditions, many children and young adults have no place for homework or quiet reading. Academic Performance Index base scores for schools in the area are dismal. The Pickleweed Library Homework Center will address this need to help children in the Canal area succeed in school. The Pickleweed Library's preschool activities also respond to the need to help young children in the Canal area with school readiness. The second priority identified by WE CAN! is to encourage the enjoyment and habit of reading for children in preschool through the middle grades by collection development and programming.

The relationship among objectives, service indicators, and needs addressed are shown in the table on the next page.

Homework Center/Services to Children

Objectives/Activities	Service Indicators	Needs Assessment Findings Addressed
To increase by 20% the number of children in grades K-8 who have library cards in the first year after expansion and renovation.	Annual number of new cards issued to children; Annual number of outreach visits by the librarian to schools and parents	Need to help children in the Canal area succeed in school
By opening day to have expanded the existing print collection of reference materials by 30% to support K-8 homework assignments.	Number of reference titles held per capita for children 5-14 living in the Canal neighborhood	Need to help children in the Canal area succeed in school
To have 30% more electronic reference resources available to students and the general public by opening day.	Number of in-house sessions on public access computers	Need to help children in the Canal area succeed in school; need to help close the digital divide
By opening day, to have increased by 30% the circulating collection of high interest recreational titles for children.	Annual circulation of children's books for ages 5-14; circulation of children's books in the summer; number of fiction and non-fiction titles held per capita for same population	Need to promote recreational reading for children.
Work with Kids Club and other community agencies to increase the number of volunteer tutors for the Homework Center.	Annual number of volunteer tutoring hours contributed to the Homework Center	Need to help Canal area children succeed in school
Offer informational programs for parents and students on developing study skills and using the library.	Program attendance	Need to help children in the Canal area succeed in school
Offer computer classes for parents, students.	Annual number of computer classes offered; annual number of individuals enrolled	Need to help children in the Canal area succeed in school; need to help close the digital divide
By opening day, to have increased by 100% the ESL collection in video, audiocassette and CD formats.	Number of ESL multi-media items in the collection per capita in the Canal area	Need to provide bilingual library services in the Canal area
Offer weekly bilingual storytimes for preschool children.	Annual number of preschool storytimes; number of children attending	Need to help young children in the Canal area with school readiness; need to provide multi-language library services
Have increased collection of juvenile picture books, and easy readers by opening day.	Number of picture books and easy readers in the collection	Need to help children in the Canal area with school readiness
Continue providing a Summer Reading Program for Canal area children.	Number of Canal area children enrolled in Summer Reading Program	Need to help young children in the Canal area with school readiness

Family Literacy Program

Objectives: The Pickleweed Library's Family Literacy Program will support the Library's overall goal by working within the Canal community and other entities to increase literacy. Currently, the Canal Library Center collaborates with the Marin Literacy Program to offer children the tools they need to fulfill their academic responsibilities in a safe environment that is close to home. However, space limits what can be accomplished and the tools that can be used. The expanded library will continue working with the Marin Literacy Program (MLP), a joint program between San Rafael Public Library and Marin County Free Library, to provide space and share resources. The MLP was established in 1990 and has served more than 4,000 students, according to their Web site. The Pickleweed Library will include a collection of literacy materials appropriate for the Marin Literacy clientele. One-to-one literacy tutoring will take place in the library. Computers with literacy-related software will be available as will small group instruction in using these electronic tools.

The Pickleweed Library will coordinate with the MLP's F.L.A.G.ship mobile unit to provide health and education resources to Family Literacy clientele. The F.L.A.G.ship is a mobile unit that provides health and education resources to individuals and families in Marin who may be isolated due to geographic location, low literacy skills or lack of transportation. The Canal neighborhood fits this description and is served by F.L.A.G.ship routinely. This mobile unit was purchased with funds from the California Children and Families Commission and the Marin Children and Families Commission Proposition 10 Tobacco Tax funds.

Response to Needs Assessment Findings: Pickleweed Library's Family Literacy Program responds to the need for literacy training in the Canal area. Some 44% of the countywide Marin Literacy Program's students reside in the Canal area. In the 1990 Census, 24.4% of Canal residents eighteen and over had less than a 9th grade education, as compared with 9.4% for the United States and 10.7% for California. The community will be well served with a Literacy Program close to home.

The relationship among Literacy Program objectives, service indicators, and needs addressed are shown in the table on the following page.

Family Literacy Program		
Objectives/ Activities	Service Indicators	Needs Assessment Findings Addressed
Establish a training program for literacy tutors and students	Number of literacy tutors and students enrolled in training	Need to provide literacy training in the Canal area
Small group instruction on library skills to parents and children in the Family Literacy Program	Number of small workshops held Number of attendees	Need to help children in the Canal area succeed in school Need to provide literacy training in the Canal area
Offer 4-6 special Literacy events at the Pickleweed Library during the year	Number of events and number attending	Need to provide literacy training in the Canal area
Coordinate with F.L.A.G.ship mobile unit to provide resources to Family Literacy clientele	Number of Family Literacy clientele visiting F.L.A.G.ship	Need to meet informational needs of adults in the Canal area
Develop a small collection of popular titles in English, Spanish and Vietnamese for adults	Circulation of adult popular materials titles in each language	Need to meet informational and recreational needs of adults in the Canal area Need to provide literacy training in the Canal area
Establish Pickleweed Library as a literacy tutor training site	Number of training classes held and number attending	Need to provide literacy training in the Canal area

Special Services

Special services offered by the Library will include services for the disabled, bilingual storytimes for children, workshops, parenting tools, providing space for the Kids Club, and resource sharing for inter-library and community events. The Pickleweed Librarian and the Library Director will schedule and coordinate after-school use of Pickleweed Library by Kids Club participants with the MLP's Family Literacy Coordinator and the F.L.A.G.ship Supervisor.

Many of the special services to be offered at the library will take advantage of its co-location and partnership with the Community Center.

Services for the Disabled. The Pickleweed Library will respond to the needs of the disabled in the community. Universal Design² concepts have been incorporated into the structural and programmatic planning process in order to provide equal access for all and to refrain from isolating those with different needs. The library will be flexible in offering special accommodations when needed. Routine services for the disabled will include book (or other material) retrieval assistance and books on tape for those with sight impairments and other disabilities, such as ADD.

² Adapted from NC State University, The Center for Universal Design, an initiative of the College of Design (1997)

Physical accommodations in the new library will include:

- Entry and exit doors that are equipped to open via a button for the disabled.
- Restrooms equipped for the physically disabled.
- Wheelchair height workstations and workspaces that accommodate the physically disabled.
- Large display screens on selected computers for the visually-impaired.

Bilingual Storytimes. An expanded Library will allow us to offer events such as bilingual storytimes for parents and children.

Kids Club. The Kids Club is a community-based after-school and summer program for youth that occurs at Pickleweed Community Center. Pickleweed Library staff will work with City of San Rafael Community Services staff to schedule and coordinate after-school use of the Pickleweed Library by Kids Club participants.

Parenting Tools and Special Workshops. Using the P.A.R.E.N.T.S. Curriculum, written by Jane Curtis of the Marin Literacy Program, the remodeled Pickleweed Library will offer parenting workshops. Parents may attend a workshop while their children participate in a library-related activity. Afterwards, parents and children could come together and share what each has learned. The Pickleweed Library will also host Family Literacy computer workshops for parents in the community.

Community Events and Celebrations. The Pickleweed Park Community Center hosts special celebrations initiated by the community and community-based organizations each year. As part of the Community Center, the new library will be involved in these events. Special events include *Dia de los Muertos*, *Mid-Autumn Festival*, *Spirit of the Holidays Youth Carnival*, *Asian New Year's Celebration*, and *Los Posadas*.

Community Center Programs. A wide range of programs is offered at the Pickleweed Community Center, including computer classes, arts and crafts and cooking classes for kids, martial arts, traffic school, and activities for seniors. These are only some of the things that make the Center a vibrant hub of community activity. The Pickleweed Community Center and the library will collaborate to provide space and resources for these programs.

Community Workshops. Smart Growth workshops, for example, have been held at Pickleweed by the Association of Bay Area Governments (ABAG). These free workshops are designed to help create a new and responsible vision for Bay Area growth over the next twenty years. Space in the improved library may be reserved for workshops and other events held by ABAG and other organizations in the future.

Inter-Library Services. The library's MARINet Online Public Access Catalog (OPAC) and Super Search systems will be installed on Pickleweed Library computers. These proprietary programs allow searching the OPACs of other libraries and borrowing materials from them, thus augmenting available sources of information. Along with access to other library book collections, the OPAC also offers access to electronic information such as magazine and newspaper indexes, e-books, and reference databases.

IMPLEMENTATION PLAN

The Pickleweed Library's Implementation Plan goes into effect one month before the start of construction. The plan enumerates the major tasks that would be carried out by the San Rafael Public Library staff during the renovation and expansion period, which is expected to last approximately 14 months. The bilingual Pickleweed Librarian recruited in months 1-3 will be trained in the month after hiring. This person will conduct outreach to community organizations and schools in months 5-14 in order to promote the library's new services, expanded hours, and larger collections. The Pickleweed Librarian will make visits to Canal area schools and community organizations to discuss the new facility and its capabilities.

In months 1-2, arrangements will be made for moving out of the existing library room and storing the collection, including materials being transferred from the San Rafael Public Library, while construction takes place. The San Rafael Public Library Manager will coordinate with the moving and storage company during this phase.

In months 3 to 12, Children's and Adult Services librarians from San Rafael Public Library will help the Pickleweed Librarian select and acquire the print and electronic resources collections that will be available to the new library's users upon reopening. The Technical Services division of the San Rafael Public Library will process and catalog new acquisitions and reassign items being transferred from the downtown library. The Marin Literacy Program's Family Literacy Coordinator will select an appropriate collection of literacy and ESL materials.

Throughout months 10-12, Library staff will work with the Marin Literacy Program's Family Literacy Coordinator on developing a schedule of classes and programs that coordinate with other activities at the Pickleweed Library. The Pickleweed Library will also work with the Marin Literacy Program to coordinate the library's services with those of the F.L.A.G.ship, a mobile classroom for parents and preschool children, that visits the Pickleweed Park Community Center on a weekly basis. In months 10-12, Pickleweed Library staff and San Rafael Public Library administrative staff will work with City of San Rafael Community Services staff to schedule and coordinate after-school use of the Pickleweed Library by Kids Club participants.

Setting up the Computer Center will be a key activity during implementation. The San Rafael Public Library contracts with a private technology consultant who is intimately familiar with technology employed at both the downtown library and the library at Pickleweed. Computers will be purchased, installed, configured, and tested in month 13 by the technology consultant, the Pickleweed Librarian, and the Library Manager. Installation will begin that month. In months 13-14, when the PCs are configured and on the network, Library and Community Services staff will be trained in elementary troubleshooting for computer problems and relevant uses of the computers. The Pickleweed Librarian will have an opportunity to become familiar with the electronic resources available at the Pickleweed Library. In the same months, computer training will be scheduled and provided for Literacy tutors and Families for Literacy staff

In the months leading up to the opening, the San Rafael Public Library Director, Manager, and the Pickleweed Librarian will plan a Grand Library Reopening celebration and develop publicity in English, Spanish, and Vietnamese. The Pickleweed Librarian, moving company, and staff will move the new collection into the completed Pickleweed Library. The following table details the implementation process.

Implementation Plan-Detail

Task	Time Frame	Who Is Responsible
Recruit and hire bilingual librarian as supervisor of the Pickleweed Library.	Month 1-3	Library Director City Human Resources
Train the Pickleweed Librarian in local procedures. Brief him/her on Pickleweed Library relationship to community organizations and local schools.	Month 3-4	Pickleweed Librarian Technical Services Librarian Children's and Adult Librarians
Outreach visits to schools and community organizations in the Canal area.	Month 5-12	Pickleweed Librarian Children's Librarian
Make arrangements for moving out of existing library and storing collection during construction phase.	Month 1-2	Library Manager Moving and Storage Company
Acquire and process books and AV materials for new collection. (New and existing collection being transferred from downtown library to Pickleweed Library.) Selection of literacy and ESL collections.	Month 3-12	Pickleweed Librarian Technical Services Librarian Children's Librarian Adult Services Librarian Marin Literacy Program's Family Literacy Coordinator
Purchase and install Computer Center PCs.	Month 12-13	Pickleweed Librarian Library Manager Technology Consultant
Schedule and provide computer training for Pickleweed Library staff, and Community Services Dept. staff.	Month 13-14	Pickleweed Librarian Pickleweed Community Center Supervisor
Schedule and provide computer training for Literacy tutors and Families for Literacy staff.	Month 13-14	Pickleweed Librarian Families for Literacy Coordinator
Coordinate a program schedule with Family Literacy and the MLP's F.L.A.G.ship, mobile classroom.	Month 10- 12	Library Director Family Literacy Coordinator F.L.A.G.ship Supervisor Pickleweed Librarian
Schedule and coordinate after-school use of Pickleweed Library by Kids Club participants.	Month 10- 12	Library Director Family Literacy Coordinator Pickleweed Librarian
Plan a "grand library reopening" celebration and develop publicity for it in English, Spanish, and Vietnamese.	Month 9-12	Library Director Library Manager Pickleweed Librarian
Move collection into expanded Pickleweed Library.	Month 13-15	Pickleweed Librarian Pickleweed Library Staff Moving Company

STAFFING

Library Director

The Library Director, Vaughn Stratford, has been Director of the San Rafael Public Library for twenty years, and is very familiar with the Canal neighborhood and its residents. The Pickleweed Library Supervisor will report directly to the Library Director.

Bilingual Library Supervisor

Library staff will reflect the ethnic and cultural composition of the persons served. The supervisor of the library will be a bilingual librarian, grounded in the Hispanic culture and fluent in English and Spanish. She/he will be a visible member of the Canal community, and will conduct outreach to schools and community organizations in the Canal area. The bilingual librarian will be responsible for collection development, reader’s advisory, and reference, and will be experienced in the use of the Internet and other electronic resources. This person will manage and supervise the Pickleweed Library on a day-to-day basis, and will monitor and evaluate the progress towards achievement of the objectives set for the Pickleweed Library.

Library Assistant I/II

The library assistant is also bilingual, fluent in both Spanish and English. She has worked at the existing Canal Library Center at Pickleweed for the last two years, and is well known in the local community. She will be responsible for routine circulation functions. She provides a calm, welcoming, familiar presence for the members of the community using the library. A Vietnamese-speaking library assistant will be regularly rotated into the schedule at the Pickleweed Library to help attract patrons of that ethnicity.

Library Pages

One or two library pages will work for a total of fourteen hours a week to handle all of the shelving duties. Library pages will be recruited from the Canal neighborhood

Staffing

Classification	Full-Time Equivalent (37.5 hrs/wk)
Librarian I/II (bilingual)	1 FTE
Library Assistant I/II (bilingual)	.8 FTE
Page	.37 FTE

Support Staff

Necessary support staff for the Pickleweed Library includes:

- City of San Rafael Department of Building Maintenance and Repair staff who take care of all aspects of the physical plant.
- City of San Rafael Community Services Department staff who maintain the exterior grounds and landscaping.
- Contract personnel to conduct all other support functions, such as janitorial service and pick-up and delivery between libraries.

Training

All new staff, including volunteers, will receive an orientation and basic training. The Pickleweed Librarian will undergo a three-month training and orientation that will involve stints in Circulation, Reference, Technical Services, and Children's services in the downtown library. Other new staff will receive training appropriate to their function within the library. All new staff will be required to receive training in providing excellent public service within their first year of employment

Ongoing training of library staff is crucial to the growth of the facility as a community resource. The Pickleweed Library staff will participate in ongoing technology training for professional and paraprofessional staff provided through the MARINet consortium. The Pickleweed Librarian will also take InfoPeople workshops to learn new skills and improve existing skills. The City of San Rafael has an ongoing program of training workshops heavily oriented towards improving employee customer service skills that are appropriate for paraprofessionals, professionals, supervisors and managers.

Volunteers

It is projected that the Pickleweed Library will use qualified, trained volunteers in a variety of positions, including:

Homework Center tutors
Computer Center instructors
Family Literacy Program tutors

The library has written policies and procedures for volunteer staff, including job descriptions. Orientation and training are offered for volunteers as well as paid staff members. In recruiting new volunteers, the library will have the assistance of the City of San Rafael Volunteer Coordinator.

HOURS OF SERVICE

The hours of service for the expanded Pickleweed Library are tailored to a community in which many families have two parents who work. The library will, therefore, be open three evenings a week and on Saturday to accommodate the schedules of working adults and working parents. To serve the after-school needs of students the library will be open four afternoons during the week and on Saturday. The library will also be open Monday morning for preschool story hour. Currently the library is open only 14 hours a week. The new schedule for the expanded Library, open 30 hours a week, doubles the hours of service to the public.

The proposed hours of service for the Pickleweed Library are:

Monday	10 a.m.—12 p.m.
Tuesday	2 p.m.—8 p.m.
Wednesday	2 p.m.—8 p.m.
Thursday	2 p.m.—8 p.m.
Friday	12 p.m.—5 p.m.
Saturday	12 p.m.—5 p.m.
Sunday	Closed

COLLECTIONS

The library will provide a broad range of materials in various formats and in sufficient quantity to meet the needs and interests of the Canal neighborhood and guided by its Materials Selection Policy (provided after this narrative). The culture and languages of the local community will be reflected in the resource collection. The library will strive to keep abreast of new formats and new methods of accessing information. All information will be as readily available as possible, irrespective of format. The development of local information sources and resources is vital. While the collection will be child and family-centered and curriculum-based to assist students with their homework, as described above, it will strongly emphasize the concept of a virtual library for adults.

While collections are designed to support and enhance the services the library will provide, its current collection is extremely limited. The expanded Pickleweed Library will offer the following categories of library materials, although this list is not exhaustive:

- Fiction and non-fiction for adults, young adults and children, including easy picture books and paperbacks for recreational reading (Grades 1-12)
- Fiction and non-fiction for adults, young adults and children, including easy picture books and paperbacks for recreational reading, in Spanish and Vietnamese
- Reference works, including EBSCO Magazine Index with Spanish Language interface
- Electric Library Gale Databases—Biography Index/Associations Directory
- Proquest newspaper database
- Access to databases, bookmarked Internet sites (evaluated for accuracy), E-books
- Periodicals
- Local, regional and national newspapers
- Community information
- Government information
- Business information

- Local history resources
- Resources in the primary languages of the community (English, Spanish, and Vietnamese)
- English language instruction on video/DVD, CD, cassette tapes
- Educational computer software
- Study materials, including a curriculum-driven homework collection

Formats

The following formats will be included in a public library collection although this list is not exhaustive and new formats are continually appearing:

- Books, both hard and soft covers
- Pamphlets and ephemera
- Newspapers and periodicals
- Electronic information through the Internet
- Online databases
- CD-ROM databases
- Software programs
- Music audiotapes and compact discs (CDs)
- Digital video discs (DVDs)
- VHS videocassettes
- Audio books
- Electronic books

MATERIALS SELECTION POLICY

The City Council the City of San Rafael has adopted a Materials Selection Policy to guide the San Rafael Public Library and the San Rafael Pickleweed Library for the selection, retention, and placement of books, audio-visual items, software products and other materials within the library. Four factors govern the selection of materials:

- Adherence to the LIBRARY BILL OF RIGHTS (American Library Association, adopted June 18, 1948; amended February 2, 1961; June 27, 1967; January 23 1980; reaffirmed January 23, 1996) and INTELLECTUAL FREEDOM STATEMENT (American Library Association, adopted June 25, 1971).
- The needs of the individual and the community – those which are expressed and those which are basic and universal whether expressed or not.
- The individual merit of each work.
- The library: its existing collection, budget and services.

Principles of Selection

The San Rafael Public Library and the San Rafael Pickleweed Library obtain, organize and make available materials that record the thought, expression, knowledge and opinion of all peoples; that provide information about one's work, community, the world and ones place in it; and that serve the recreational needs of the community.

The basic test for selection of any item is whether it is of proven or potential interest to the people served. Secondary considerations include:

- Availability and cost of the item
- The amount of similar material already in the collection
- The extent to which the material may be available elsewhere in the community
- Physical make up of the material
- Attention by critics or reviewers
- Local interest or demand

In choosing materials to suit a variety of tastes, differing viewpoints will be included. It should also be recognized that some materials chosen may be offensive, shocking or boring to some readers but may be meaningful and significant to others. It should be clearly understood and emphasized that the library does not endorse all opinions expressed in materials that are stocked. Books and other materials will be made as accessible to the public as possible. The library does not serve as a censor of the reading of any member of the community. The library recognizes the importance in a democratic society of allowing individuals to form their own opinions on issues, particularly controversial issues, and therefore acquires materials of a controversial nature. Responsibility for the reading, viewing, and listening selections of minors rests with their parents or local guardians. Selection of material will not be restricted by the possibility that these materials may come into the possession of minors. The library should not be expected to act in loco parentis.

Responsibility for Selection

The initial responsibility for materials selection lies with the library's professional staff within the areas of service to children, young adults and adults. The ultimate responsibility for selection rests with the Library Director. All staff member and general public may recommend material for consideration. Professional library staff should make selections in a manner based upon principle rather than prejudice, and judgment rather than censorship. Selection must be inclusive rather than exclusive. Variety and balance of opinion are sought whenever available.

Placement of Materials

The public has free access to all library materials. Placement of materials within the library is a professional decision. Criteria include:

- Assigned classification
- Format
- Susceptibility to loss or damage
- Rarity or cost

The library labels materials for placement only, not to predispose the user for or against any materials.

Withdrawal of Materials

Items are withdrawn from the collection if they are no longer needed, if their information has become obsolete, or if they are physically so worn as to be unusable.

Gifts of Materials

Donations of materials or funds to enrich the library collection are welcomed. Gift additions must meet the same selection criteria as purchased materials. The library reserves the right to make the final decision on the use or disposition of gifts of materials.

COMMUNITY SERVICES AND PARTNERSHIPS

In 1996, the San Rafael community began showing an increased effort to make significant improvements to the Canal area's resources. This was demonstrated in part by the appointment of an effective advocate for the low-income, heavily Hispanic Canal area to the San Rafael City Council. This leadership resulted in improved services for this neighborhood.

Most significantly, the Canal residents themselves have become powerful voices within the population, helping to secure needed services and proving to be role models. Adults and young people from the Canal neighborhood are working to unite and improve their community. In 2000, eighteen leaders from the Canal area received Civic Unity Awards from the San Francisco Foundation. These awards honored the work of long-time service providers and young adult leaders who have shown a commitment to improving the quality of life throughout the Canal neighborhood. One of the priorities of community-based groups has traditionally been to provide high-quality library services locally to Canal residents.

The City consulted closely with the Pickleweed Advisory Board (PWAB) about the Library expansion project. The PWAB makes recommendations to the City of San Rafael's Park and Recreation Commission on items affecting the Park, including (a) use of the Center's facilities; (b) programs at the Center, and (c) policies affecting the Center. The Board is comprised of Canal neighborhood residents who recently reached out to other residents via meetings and a tri-lingual survey to see what their needs were from the Pickleweed Expansion Project. Their findings are detailed in the Needs Assessment document.

The Pickleweed Advisory Board continues to work with the City, the residents, the Pickleweed Community Center, and the Library to ensure that the best possible services are being offered, according to San Rafael's City Focus Newsletter (2000). They actively recruit membership among Canal residents. Recognizing the language needs of the community, the PWAB makes its information available to the public in Spanish and Vietnamese as well as English. The City provides information about the expansion project on its Web site.

Virtually every City department has contributed to the improvement efforts of the Canal area. The San Rafael Public Library is very much a part of the coordinated effort of city government to enhance services to Canal residents. Due to the great deal of support for library services in the area, the Canal Library Center has already established relationships with a number of organizations serving young people as well as adults. Following is a list of organizations that will be served by Pickleweed Library and their service needs. This list is based on actual experience

as derived from key informant interviews with library staff at the Canal Library Center and the San Rafael Public Library. The list reflects the diversity of needs in the community.

The library will maintain and expand current collaborations within the community. The organizations listed will be able to avail themselves of current and new library services. Canal Library Center provides community services for children and teens in collaboration with:

—————*Children and Teens*

Bahia Vista Elementary School

- Homework Center materials, tutoring, and support

Canal Child Care Center (Community Action Marin)

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Homework center with tutors

Canal Ministry Elementary School Homework Group

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Homework center with tutors
- Enrichment and entertainment programs

Girl Scouts

- Recreational reading space and materials
- Meeting place

Kids Club (no-cost after school program at Pickleweed Park Community Center)

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Homework center with tutors
- Enrichment and entertainment programs

Making Waves (tutors from a private high school)

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Homework center with tutors
- Meeting place

Marin Headstart

- Picture book collection
- Weekly preschool story time
- Bilingual staff

Pickleweed Children’s Center – Preschool (city operated)

- Picture book collection
- Weekly preschool storytime

Pickleweed Children’s Center – School Age (city operated)

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Enrichment and entertainment programs
- Homework center with tutors
- Meeting place

Soccer Academy (private recreation group with academic component)

- Print and online collections to support school curriculum
- Recreational reading space and materials
- Summer Reading Program
- Homework center with tutors
- Enrichment and entertainment programs
- Bilingual staff

Teen Center (Canal Community Alliance)

- Print and online collections to support school curriculum and information needs
- Recreational reading space and materials

Teen Young Women’s Club (for young mothers)

- Print and online collections to support school curriculum and information needs
- Recreational reading space and materials

—————*Adults*

Canal Ministry

- Introduction to library services
- Introduction to computers, including word processing and the Internet

ESL classes at Pickleweed Park Community Center (various organizations)

- Introduction to library services
- Print, audio and video ESL materials
- Meeting place
- Bilingual staff

Limited English Action Program (LEAP)

- Introduction to library services
- Print, audio and video ESL materials
- Meeting place
- Bilingual staff

Marin Literacy Program

- Introduction to library services
- Introduction to computers, including word processing and the Internet
- Meeting place
- Bilingual staff

Vietnamese American Friendship Association

- Fiction and nonfiction collections in Vietnamese
- Print, audio and video ESL materials
- Meeting place

WIC Program (Marin County Department of Health and Human Services)

- Introduction to library services
- Materials for recreational and informational needs
- Meeting Place
- Bilingual staff

Women's Club

- Introduction to library services
- Materials for recreational and informational needs
- Meeting place

Women's Health Services

- Introduction to library services
- Materials for recreational and informational needs
- Outreach
- Bilingual staff

Partnership with Schools

In spirit if not in fact, this proposal is a “joint venture project” to improve student performance in the Canal neighborhood. Since this is an expansion, not a new library, and the schools already have adequate technology infrastructure, the project does not qualify as a Priority One (Joint Venture). However, recognizing that the educational needs of Canal students will best be served through a school/library partnership, the City of San Rafael and the San Rafael City Schools District have formally committed to cooperate on this project (see Tab 17, Cooperative Agreement).

HOW PLAN OF SERVICE MEETS RESIDENTS' NEEDS

The collection and monitoring of service indicators will be one key to the evaluation of the Pickleweed Library. Each objective will be monitored quantitatively using the service indicator. Traditional indicators will be used as well, such as number of items circulated and number of reference questions answered. Pickleweed Library service will also be evaluated by benchmarking with other libraries with similar characteristics. The City Manager and City Council of San Rafael will be apprised quarterly of the San Rafael Public Library's progress towards achieving goals and objectives. Library administration will continually monitor the operation of the Pickleweed Library to ensure that it is achieving the set objectives. All programs and services will be evaluated on a regular basis to ascertain whether they are:

Actually and regularly provided

Achieving the library's goals and objectives

Meeting the needs of the community

Able to meet changing needs

In need of improvement, new direction or redefinition

Adequately resourced

Cost-effective

6. Jurisdiction - Wide Services

The Pickleweed Library project is an integral part of overall City of San Rafael goals, and overall San Rafael Public Library goals. The San Rafael Public Library's mission is to improve the quality of life for all residents of San Rafael by meeting their educational, cultural and informational needs. The library is committed to serving the needs of all ages, all socioeconomic groups, and all diverse cultures represented in San Rafael. The library is also committed to use the new information technologies to extend, improve and enhance services to the community. The following are some of the ways that the Pickleweed library project fits in with jurisdiction-wide services.

PART OF A COORDINATED EFFORT TO IMPROVE CITY SERVICES TO CANAL AREA

As determined by the Needs Assessment process, the City and population of San Rafael and the Canal residents themselves are in agreement about providing more and better services to the Canal community. The Canal-based Pickleweed Advisory Board has been an integral part of advocating for improved services, providing outreach and data gathering tools to the process of determining expansion needs. Community-based groups such as WE CAN! provided the impetus for a Canal area library.

Virtually every City department has contributed to the improvement efforts of the Canal area. The San Rafael Public Library is very much a part of the coordinated effort of city government to enhance services to Canal residents. The City also provides Web space for San Rafael Public Library to offer information and helpful resources.

The Marin Literacy Program, a joint project between San Rafael Public Library and Marin County Free Library, provides much of its literacy services to Canal residents. Its main office is located at the San Rafael Public Library and it has a location at the Canal Library Center. The MLP Advisory Board performs outreach services to educate Marin County residents about literacy needs and gathers input from the community regarding literacy-related issues. The Canal Library Center currently works with the MLP and will be able to share further resources with this program upon expansion.

OUTREACH TO THE NON-ENGLISH SPEAKING RESIDENTS

The San Rafael Public Library's service to residents of the Canal area helps to fulfill the goal of increasing services to the non-English speaking residents of San Rafael. The library in the Canal neighborhood provides a non-threatening introduction to the public library for immigrants who are unfamiliar with such an institution in their native countries. The library in the Canal serves an effective outreach function by becoming a bridge to the services of the downtown library and other larger libraries in Marin.

BRIDGING THE DIGITAL DIVIDE: TECHNOLOGY-RELATED RESOURCES

The San Rafael Public Library, the Canal Library Center, and the City of San Rafael have the common goal of working to bridge the digital divide between Canal area residents and the rest of the city. Few residents of the Canal area have computers in their homes, according to key informants interviewed in the needs assessment process. Pickleweed Library's Computer Center will give free public access to electronic resources licensed to the San Rafael Public Library as

well as to the Internet. Small classes in the use of computers will help bring new technology resources and skills to the most technologically-deprived residents of San Rafael.

With its computers the Pickleweed Library will provide important tools, such as access to the collections of all Marin County public libraries, that are intended to create a large virtual library for Pickleweed Library patrons. That virtual library extends throughout the whole North Bay region with use of the Super Search system that allows users to search the OPACs of participating libraries and borrow items from them. The MARINet OPAC also serves as a gateway to electronic information resources such as magazine and newspaper indexes, e-books, and several reference databases. The Pickleweed Library's collection will be electronically linked as well, so that others may search it.

SHARING AND LEVERAGING SCARCE RESOURCES

The improved San Rafael Pickleweed Library will benefit from its relationship with the downtown library through that library's support in processing and cataloging of materials, backup reference service, storytelling, publicity and printing, and increased administrative support. The Pickleweed library will also be part of the MARINet consortium. Benefits include a shared online catalog, shared electronic resources, and access to the collections of all public libraries in Marin.

7. Technology

EXECUTIVE SUMMARY-INTEGRATION AND IMPLEMENTATION OF TECHNOLOGY

Through the surveys and outreach conducted as part of the Needs Assessment process, it was revealed that the Canal area population is particularly technology poor. Residents need access to computers not only to help them achieve the valuable skills necessary to advance in school and the workforce, but also to improve their English proficiency, maintain relationships with family and friends around the world, and maximize their use of library resources.

Technology will be an essential element of the new Pickleweed Library. The new Computer Center will be a dedicated space with 16 computers where patrons of all ages can learn and practice basic and intermediate computer and skills. Software in the Computer Center will address the community's needs for ESL, literacy, school support, and skill building as well as for communication with friends and family around the globe. The Computer Center will also be an integral component of the Homework Center and Family Literacy programs. All computers in the Library will give patrons access to the countywide MARINet Online Public Access Catalog (OPAC). The Computer Center's layout and equipment will support use of the space for training and classes as well as for individual use.

This Technology Plan of Service demonstrates how the Pickleweed Library will incorporate and integrate appropriate electronic technologies responding to the service needs identified in the Needs Assessment. The Library will offer 16 computers for public use, including 12 laptops and four desktop computers in its new Computer Center. All computer equipment will be on dedicated circuits, and Category 5 twisted pair cabling will be installed to ensure high speed data transmission. The Pickleweed Library computers will connect to the Internet and the MARINet WAN through a fractional T-1 line already available in the Community Center. New computers will be purchased during the Library's expansion, a LAN will be configured, and appropriate software loaded before opening day.

Maintaining Computer Security and Backups

The MARINet system provides a secure firewall on its central computer that serves all of the Marin public libraries. The router and server in the Computer Center also will be protected via firewall against hackers executing system-level commands. Virus protection software will be installed on all public and staff computers.

The Library's technology consultant will image all public access disks so that programs can be restored in case of corruption. Regular backups of the staff computers will be done once a week. For ease of hard drive restoration, disk images will be made of the staff computers with Norton Ghost and archived on CD in the same way that the public access computers are imaged.

All public access computers, including those in the Computer Center, will be directly observable from the Public Service Area and the staff desk. During classes or tutoring sessions, staff and/or volunteers will be present in the Computer Center to make sure that laptops do not "grow feet"; at other times, patrons will reserve laptops for specified periods of time. While it is anticipated that the Computer Center will generally be open and available to patrons during Library hours, laptops will be locked up in secure storage between uses.

INTEGRATION AND INCORPORATION OF TECHNOLOGY

Computer Center

Technology services have been incorporated into the Pickleweed Library master plan from the beginning. The Computer Center in the Library will help close the “digital divide” for residents of the Canal area, as ascertained by the Needs Assessment. It will offer classes in basic and intermediate computer skills to patrons of all ages, programs in partnership with Bahia Vista Elementary School, and opportunities for building proficiency in using e-mail, the Internet and the countywide MARINet library system. The Computer Center will complement the Library’s other services and programs by providing a place for patrons of all ages to work individually, practice literacy skills, do homework, and conduct research. It will also supplement the services offered through the Homework Center, and provide resources and space for computer-based programming offered through the Pickleweed Community Center.

Software and subscriptions will address a wide range of needs identified by the Needs Assessment, including:

- General word processing and spreadsheet applications, via the Microsoft Office suite;
- Literacy skills for adults and children, with software titles such as *Focus on Grammar* and *Tense Buster*;
- Research and reference resources, such as the *EBSCO* magazine index, *ProQuest* newspaper index, Rand databases, and *NetLibrary* electronic books;
- ESL needs for patrons of all ages, through applications such as *English Express*, *Accent Coach*, and *Bilingual Baby*; and
- Computer skills, such as typing with *Mavis Beacon Teaches Typing*.

All software on the Library’s public access computers will be evaluated periodically to make sure that patrons’ needs are being addressed, and upgrades will be performed as needed to keep software from becoming obsolete. New software products will be assessed regularly to identify those that would be useful for the Library’s patrons.

Homework Center

The Library’s Homework Center directly addresses a major finding of the Community Library Needs Assessment: the need to help children in the Canal area succeed in school. Student access to computers and electronic information resources is an essential component of the Homework Center program. The Homework Center will share resources with the Computer Center as it is particularly important that school-age children acquire computer skills early. These skills will not only enable students to better fulfill their academic potential, but also prepare them for future opportunities such as college and employment.

For children in the Canal area to succeed in school, they must have access to a wide range of collections and resources. The MARINet Online Public Access Catalog (OPAC) will be available on every computer in the Pickleweed Library, giving students access to library materials throughout Marin County. Volunteer tutors will continue to be trained in the use of the OPAC, and will thus be able to tutor students using Library resources. The Librarian and Library Assistant will also be available for one-on-one instruction.

Computers and software in the Computer Center, which will function as part of the Homework Center, will also promote other computer skills to help students succeed in school, such as word processing and Internet research. Computers will also be loaded with software used in

schoolwork at nearby Bahia Vista Elementary School, as appropriate, in support of the joint venture between the school and the Pickleweed Library. In conjunction with the Computer Center, the Homework Center will offer classes in computer skills to students.

Bilingual Technology Services

The Needs Assessment revealed a strong demand in the Canal neighborhood for library services in other languages, especially Spanish and Vietnamese. This need was determined by analyzing US Census data specific to the Canal tract, along with the results of surveys showing that 24 different home languages are spoken by Canal residents, with strong representation among Spanish- and Vietnamese-language speakers.

Public access computers in the Pickleweed Library will be bilingual user-friendly, with resources in several languages. One major component of the Library's technology services will be bilingual browsers that enable speakers of different languages to access the vast resources of the Internet, which provides local, national and international information and Web sites in hundreds of languages. Staff will bookmark local, national, and international sites in Spanish and Vietnamese that are likely to contain content of interest to users of the Pickleweed Library. Internet and e-mail software on Library computers will also offer Canal residents the opportunity to communicate with friends and family in their native countries and tongues.

The Library will integrate the Internet's multifaceted language offerings with basic computer services. Classes will be provided in a variety of languages to help residents gain and improve computer skills and use various software types and applications. Small group training sessions will highlight Web sites for Spanish and Vietnamese speaking people. Additional training will be given in using e-mail, with an emphasis on communicating with distant friends and family.

All of the Library's public access computers will support reading and writing in English, Spanish, and Vietnamese, as well as other languages. Word processing software on the Library's computers will enable users to compose messages and documents in other languages. Staff, as well, will be trained to support the computer needs of bilingual users, such as by attending appropriate InfoPeople Project workshops offered by the State Library.

Family Literacy Program

The Pickleweed Library's Family Literacy program will address the need for literacy and ESL services in the Canal community, where nearly one-fourth of residents have not completed education above the ninth grade level. Through a partnership with the Educational Resources Center, the Family Literacy Program will help Canal residents improve their English reading and writing skills.

Technology will be a key feature of the Family Literacy program. Computers in the Computer Center with special literacy and ESL software will supplement one-on-one tutoring, enabling patrons to practice grammar, reading, and writing on their own. Literacy software will include titles appropriate for children (such as *KidSpeak English*, *Zak's Wordgames*, and *Storybook Weaver Deluxe*) as well as for adults (including *English Express*, *Tense Buster*, electronic dictionaries, and *Accent Coach*).

HOW INFORMATION TECHNOLOGIES ARE IMPLEMENTED

It is expected that the Pickleweed Library will re-open within 14 months of closing for remodeling and expansion.

Technology Implementation Timeline

Time Frame	TASK
CONSTRUCTION PHASE	Install sufficient Category 5 cable to support the equipment listed below. The location of each piece of equipment is described in the <i>Building Program</i> .
FOUR MONTHS BEFORE FACILITY REOPENS	Purchase equipment: <ul style="list-style-type: none"> ▪ 12 laptop computers with wireless network cards ▪ 6 desktop computers with OPAC ▪ 4 desktop computers for staff ▪ 1 server ▪ 1 router with firewall capability ▪ 1 access point (for wireless network) ▪ 1 LCD projector & screen ▪ 1 printer/scanner/fax machine ▪ 4 printers ▪ 1 copy machine
THREE MONTHS BEFORE FACILITY REOPENS	Purchase licenses and install appropriate software on each individual PC according to its intended use. <ul style="list-style-type: none"> ▪ MARINet Innovative Interfaces Integrated Online System ▪ Windows 2000 ▪ Microsoft Office ▪ Deep Freeze security software ▪ Public browsers ▪ Literacy/ESL software ▪ Children’s educational software
ONE TO TWO MONTHS BEFORE FACILITY REOPENS	Connect PCs to the MARINet wide area network using existing network equipment (router, DSU). Connect LAN. Connect staff computers to the City’s network. Initiate training for Pickleweed staff in the use of new and unfamiliar equipment.

Technology-Related Equipment

The technology infrastructure and equipment in the expanded facility will support maximum flexibility for the Library's programs and services. The Library will have Category 5 cabling and T1 service, providing high-speed access to the network, MARINet, and the Internet. The Computer Center will use laptop computers with wireless connections to the network, allowing the room to be easily reconfigured as needed.

The following table lists the computer and related equipment that will be used in the expanded Library.

SAN RAFAEL PICKLEWEED LIBRARY MASTER LIST OF COMPUTERS AND ASSOCIATED EQUIPMENT

Space	Equipment	Quantity
Computer Center		
	Laptop computers	12
	Desktop computers w/ OPAC	4
	Access point (for wireless network)	
	Printers, networked	4
	LCD projector and screen	1
Technology/Phone Closet (in Computer Center)		
	Router	1
	CSU/DSU	1
	Computer server	1
Staff/Literacy Office		
	Desktop computers	2
Public Service Area		
	Desktop computers	2
	Copy machine	1
Public Service Desk (Circulation, Reference)		
	Bar code reader	
	Desktop computers w/ OPAC	2
	Printer/scanner/fax, networked	1
	Bar code reader	2
	Magnetizer/demagnetizer	1