MONTEREY COUNTY FREE LIBRARIES STRATEGIC PLAN

One hundred years of Service and Innovation

2013 - 2016

"Families need the library for homework and as a place for families to gather. I have young children and we use the library often. Library users are respected. The library is a sanctuary free of violence and a house of study, where parents can keep their children away from the dangers they experience in the streets. "

(Statement from a Library User)

MONTEREY COUNTY FREE LIBRARIES
STRATEGIC PLAN 2013 – 2016

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MESSAGE FROM THE DIRECTOR

Monterey County Free Libraries (MCFL) has served residents of Monterey County for over a hundred years and takes very seriously the unique role it plays in the community. The library's last Strategic Plan covered the period 2000-2005. Since then, the library has operated with short term plans. Changing community needs, economic challenges, stretched resources, technological innovations, and difficulty with hiring and retention have made the need for long term-planning apparent.

Through our strategic planning process, we carefully analyzed community demographic and socio-economic characteristics, as well as other factors of significance to the future of Monterey County; gaps/changes in community services that impact needs and expectations for the library; facilities, branch and staffing configurations; budget and funding streams; MCFL statistics and current programs; and availability of alternative services in each community served. We also received recommendations, online and face-to-face, from people of a variety of ages and backgrounds: 1867 public survey responses in English and Spanish, 26 interviews with key public sector stakeholders, 113 drawings from children of their "dream library", and input from representatives of the Foundation for Monterey County Free Libraries, various Friends of the Library groups, and MCFL staff.

Our new Strategic Plan charts MCFL's course for the next three years and reaffirms our mission "...to bring ideas, inspiration, information and enjoyment to our community." Through our Plan, we expect to achieve ambitious and far-reaching outcomes that will improve and sustain our capacity to serve the needs of Monterey County residents. Our goals can be broadly categorized into four areas:

- Equity in serving the needs of all residents of Monterey County by balancing resources with needs, and offering the most effective and efficient delivery method to each of our communities.
- Policies and long-range plans that support our commitment to fiscal responsibility and effective and fair use of staff, facilities and collections.
- An organization that is decisive and able to quickly respond to community needs.
- A well-trained, learning organization that serves the County with efficiency, accuracy, and with highly skilled staff.

I thank everyone who participated in our strategic planning process and for the very thoughtful ideas and suggestions that were shared with us. We value the support that MCFL receives from our partners and communities, and invite you to join us in our vision of making Monterey County "... a community where everyone has the opportunity to achieve their potential and pursue happiness."

Sincerely,

Jayanti Addleman
County Librarian

April 2013

MONTEREY COUNTY FREE LIBRARIES
STRATEGIC PLAN 2013 – 2016

INTRODUCTION TO THE PLAN

Overview
MCFL has served residents of Monterey County for over a hundred years with excellent collections, high quality services and dedicated professional staff. With a community-centered approach, MCFL has evolved over time to respond to the changing interests and needs of people of all ages, as well as to adapt to the changing economic realities of the county. As an agile and dynamic organization, MCFL views planning as an essential management tool, and is constantly evaluating its work and listening to the community to ensure that it remains a relevant, responsive and sustainable organization.

In its decision to embark in a new strategic plan, MCFL was guided by the need and desire to:
- Inspire people, both community residents and staff, with an exciting vision
- Respond to rapid changes in technology and in community characteristics
- Assess and renew its organizational structure and service models
- Establish clear direction for the future based on deep analysis of past successes and challenges, as well as on community input
- Have clear guidelines for realistic resource allocation
- Develop a plan to guide fund development.

The Strategic Plan presented in this document charts MCFL's course for the next three years and reaffirms the commitments that, for over 100 Years, have characterized MCFL's approach to serving Monterey County:

- Equity and responsiveness in delivering services and programs to all communities
- Accountable stewardship through effective and responsible use of resources
- Dedication to professional excellence by providing its staff opportunities to grow and by maintaining a workforce that is competent in delivering high quality services.

Planning Methodology

To structure and guide the planning process, MCFL's management convened a Planning Team consisting of managers of different divisions and branches serving all regions in the County. The Planning Team:

1) Agreed on the planning methodology and instruments to use to gather information;
2) Defined data that the group would analyze to inform its decisions and recommendations;
3) Conducted research and in-depth analysis of:
   - ✓ Trends, key issues impacting Monterey County;
   - ✓ County demographics and economic profile; academic achievement; literacy rates of adults and youth;
   - ✓ Gaps/changes in community services that impact needs and expectations for the library;
   - ✓ Facilities/branch configuration, staffing and service use;
   - ✓ Staffing and organizational chart;
   - ✓ Budget and funding streams;
   - ✓ MCFL statistics; existing programs and their use;
   - ✓ Other libraries (local, national, school) – Services, staffing, facilities, resources, programs, technology, policies.

Research Teams were created to:
- Organize, research and analyze data
- Develop conclusions
- Bring recommendations to the Planning Team

4) Identified key community stakeholders to engage and consult, and developed interview questions;
5) Interviewed 26 public sector key stakeholders;
6) Designed a survey to gather community input, which was administered online and in-person, in English and Spanish (1867 responses were collected with 520 individual comments and recommendations);
7) Gathered ideas from young children through drawings of a "Dream Library" (113 children participated);
8) Conducted a focus group with members of MCFL Foundation and Friends of the Library representatives from various communities;
9) Held an all-day staff retreat to seek staff input into the Plan.

The Planning Team held a series of planning sessions to review the data, analyze key trends, document conclusions and formulate recommendations for goals and action plans. The resulting Strategic Plan is grounded on a clear understanding of MCFL's organizational strengths and challenges, its communities' needs and aspirations, and its significant opportunities for continuing to be a key source of *ideas, inspiration, information and enjoyment* for Monterey County residents.
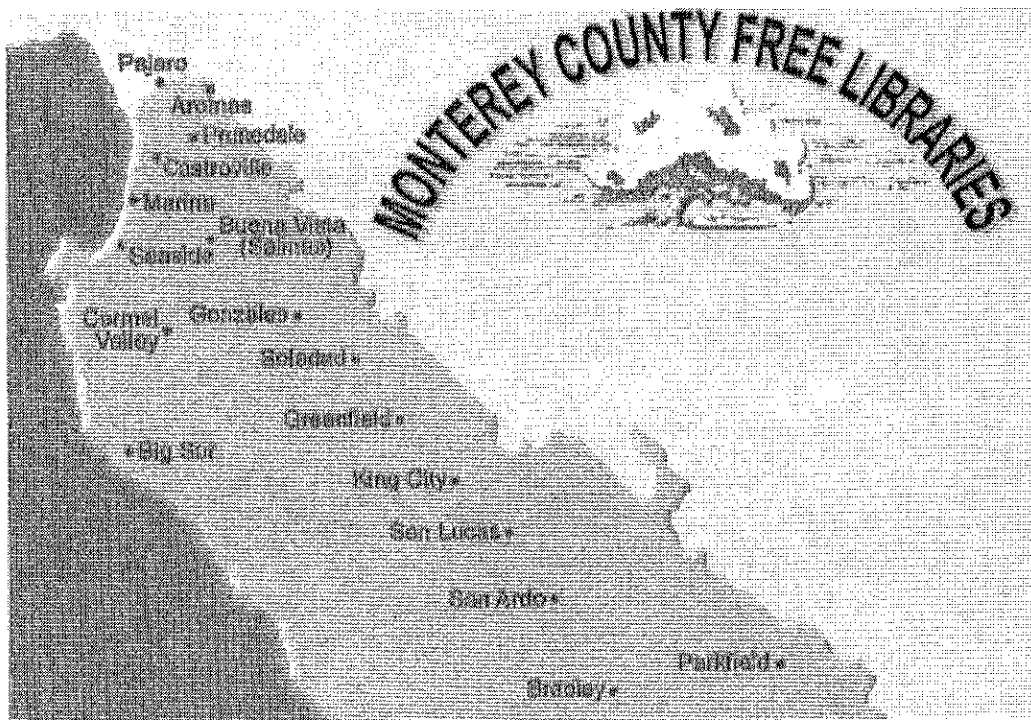
MONTEREY COUNTY FREE LIBRARIES – 100 YEARS OF SERVICE AND INNOVATION

VISION STATEMENT

Monterey County is a community where everyone has the opportunity to achieve their potential and pursue happiness.

MISSION STATEMENT

The Mission of Monterey County Free Libraries is to bring ideas, inspiration, information and enjoyment to our community.

GUIDING VALUES

- Equity in service to <u>all</u>
- Intellectual freedom
- Responsible use of resources
- Collaborative
- Value differences
- Longevity and consistency
- Open to change / flexible
- Highly competent staff that encourage and support each other to excel
- Commitment to our youth
- Sense of humor
- Pride in the communities served
- Commitment to customer service with a personal touch
- Be the center of our communities

A CENTURY OF HISTORY AND ACHIEVEMENTS

Monterey County Free Libraries was established by the Monterey County Board of Supervisors on August 6, 1912 under the authority of the County Library Law of 1911. Services to the public began in 1913 following the hire of Miss Anne Hadden on September 2, 1913 as the first County Librarian of Monterey County.

Within six months, Anne Hadden opened five library branches, the first in Greenfield. Some early branch collections and reading rooms were in private residences, schools, stores, and in Big Sur at the Post Office.

The library system functions under the legislative direction of the Monterey County Board of Supervisors and the administrative direction of the County Administrative Officer. A County Librarian appointed by the County Administrative Officer heads the system. Monterey County Free Libraries functions legally as a less-than-countywide, dependent special district. The less-than-countywide designation comes from the fact that the service area does not include the city limits of the cities of Carmel, Monterey, Pacific Grove and Salinas; all of which operate their own municipal libraries.

Funding for the Monterey County Free Libraries comes primarily from a share of the property tax collected within its service area. This share is about one cent per dollar collected (as of 1996). Small amounts of additional funding come from the County General Fund, the State of California, from private donations and from library fees and fines.

Additional or enhanced services are provided through funding from the Foundation for the Monterey County Free Libraries. These enhanced services include adult literacy tutoring, after school homework assistance, enhanced library book and material purchasing, technology services for public use and public access to the Internet, and youth services program support for library staff training, and for direct public service.

A large number of local residents also support library branches, programs and services as members of the Friends of the Library. Organized groups work in the communities of Aromas, Big Sur, Carmel Valley, Castroville, Gonzales, Greenfield, King City, Marina, Prunedale and Seaside.

Monterey County Free Libraries operates seventeen branch libraries, two bookmobiles, a library by mail program, deposit collections in local schools, and a number of special programs, including a literacy program which operates a literacy outreach vehicle focused on family literacy and kindergarten readiness. Free library services are provided to all residents of Monterey County.

Monterey County Free Libraries holds the distinction of introducing many *firsts*; unique innovative services to County residents: *first* mobile library services to rural and urban neighborhoods, *first* free public access to computers and computer literacy training for adults; *first* free public access to the Internet and training on Internet searching; *first* County-wide adult literacy program, and *first* library-based homework center program for youth of all ages, among others.

Current library services also include: (visit website at *www.co.monterey.ca.us/library/*)

- Access to many online resources from the MCFL website
- Meeting rooms at various branch locations free of charge
- Free use of computers and high-speed Internet access
- A wide variety of programs for adults, children and youth

For fiscal year 2011-2012 library materials circulation was 661,617 items and research (reference) questions 144,960. 142,868 persons are registered to borrow materials from the collection of 396,925 items.

As it looks to the future, MCFL relies on strengths achieved over years of responsible stewardship of community resources and dedication to service:

- Dedicated staff and strong teamwork
- A focus on customer service
- Longevity of its presence and identity in the community
- Positive relationships in the communities served
- A culture of innovation in practices and resources
- Consistency of services to diverse communities and in various languages
- Attention to detail is designing services and facilities to ensure access to all
- Infrastructure (buildings, network to cover service areas, policies and procedures)
- MCFL Foundation and Friends of the Library
- Strong public support and dedicated volunteers
- Support from the Board of Supervisors and officers of cities served
- Dedicated funding base
- Collaboration (with schools, First 5 and other partners)

MCFL is also aware of the challenges that must be overcome:

- Funding:
  - o For collections
  - o To maintain/update materials and technology
  - o For staffing, to provide competitive salaries to recruit and retain the best workforce
  - o To maintain or increase the hours branches are open
- Aging infrastructure (buildings and technology)
- Need to equalize/balance service across all communities
- Fast changes in the profession, society, technology and sources of information
- Service closures and elimination of other programs in the community, which increase and change the types of demand for services at the library
- The changing role of the library – everything to everyone.

And of the opportunities on which it can build:

- Partnerships and collaboration
- New grant funding and fund raising options and supporters
- New technology
- A staff eager to continue to develop professionally and that encourage and support each other to excel
- A method for evaluating how services are provided and delivered, and for reevaluating programs that involves library users and other key stakeholders
- Possibility of opening new or reconfiguring branches, and for reimagining service delivery based on community needs.
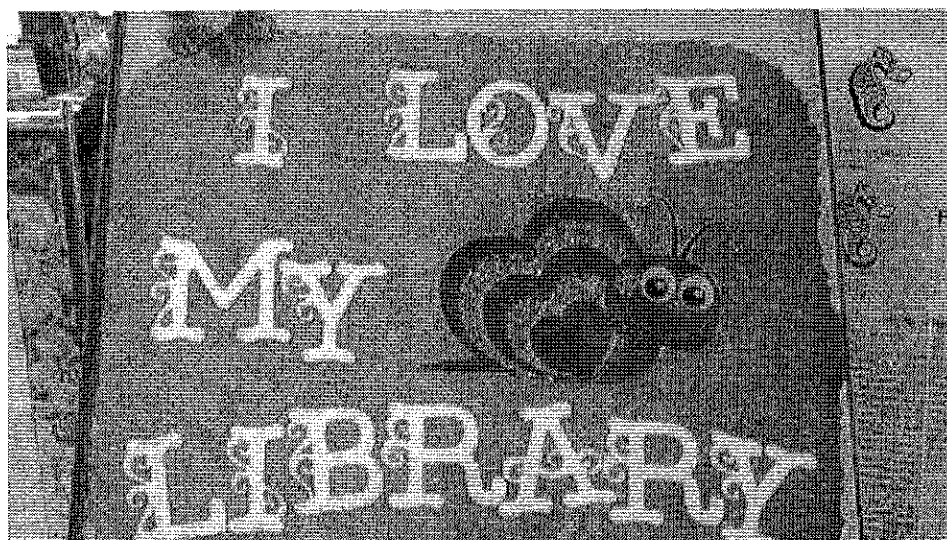
THE STRATEGIC PLAN

THE STRATEGIC PLAN

INTRODUCTION

In planning for the future, MCFL is reaffirming the commitments that have shaped its services for over 100 years. In acknowledgment of its values, MCFL has structured the Strategic Plan around three basic principles:

- ℘ Equitable and responsive services and programs for all communities
- ℘ Effective and responsible use of resources
- ℘ Professional excellence

I. *EQUITABLE AND RESPONSIVE SERVICES AND PROGRAMS FOR ALL COMMUNITIES*

Monterey County Free Libraries (MCFL) is a trusted, valued and dependable resource in the communities it serves. Communities throughout Monterey County value traditional library services, as well as innovative programs that address the constantly changing needs for education, recreation, quality of life and civic participation. MCFL is committed to delivering quality services to every community it serves. The geographic, socio-economic, educational and linguistic diversity of its communities, coupled with limited financial resources, require that MCFL develop an adaptable model where cost savings and effective use of library resources, and innovative technologies and community partnerships, can lead to sustainable, high-quality library services delivered equitably to each community.

Public Libraries have become community centers that provide equal access to computers, internet, and mainstream and emerging technologies. Technology and technology-based solutions bring a broader range of services and more flexible access to library resources. Geographic, socio-economic and other differences create challenges for some communities, families and individuals to access important technology resources that are critical to their social, educational, and economic development. People in rural and urban areas of all socio-economic and educational levels want and expect access to technology and technology-based services from their public library.

Technology is the backbone of the library. Incorporating state of the art technology resources into its operation and services is essential for the library's long-term relevance as a community asset. However, libraries are challenged by constantly increasing community demand, limited broadband infrastructure, rapid changes in technology, and diminishing funding sources. MCFL is also challenged by limited numbers of trained staff in the area of technology and lack of available resources to focus on innovation. Implementation of technology solutions that are sustainable and seamlessly accessible to all the communities served require that libraries develop strategic technology plans that are broad in scope and that combine public and private resources.

DESIRED OUTCOME:

MCFL will seek to achieve equity in serving the needs of all residents of Monterey County by balancing resources with needs, and offering the most effective and efficient delivery method to each of our communities.

A. <u>Branch Libraries:</u>

Goal: Develop a countywide plan for branch services, balancing hours, staffing and services with community needs and available resources.

Lead: County Librarian, Senior Managers, Branch Managers

ACTION PLAN:

1) Define the concept of "large/small communities" and "large/small libraries" (December 2013)
2) Evaluate and adjust hours of service in each branch if necessary, based on the public's needs, limited available resources and the need for staff support (December 2013)
3) Assign staffing at each branch based on statistics, activities, challenges, primary languages spoken by community members, other resources in the community, etc. (March 2014)
4) Implement changes/adjustments as appropriate (July 2014).

B. Reference Services

Goal: Redesign the current Reference Service model with a focus on providing the best and most equitable delivery at all branches and to all communities, incorporating advances and best practices in the profession. Focus on training all staff to provide quality reference service at every branch and service point.

Lead: County Librarian, Senior Managers, Supervising Librarian for Reference, and Principal Librarian

ACTION PLAN:

1) Redesign the current System Reference model and implement a centralized Reference Support model focused on training staff at each branch to provide high quality reference service. (June 2014)
   ✓ The new model will maintain a centralized second-level reference. It will identify core competencies required for staff to provide first level reference service and to effectively use reference resources in all branches. It will also design a training program to support staff in developing requisite competencies. (September 2013)
2) Revise documentation to reflect new procedure/policy per the model defined above, and write plan for regular training for staff. (December 2013)
3) Establish single service desk model at all branches integrating reference and circulation staff. Write policy regarding expectations of all staff for handling reference question at single service desks, and provide training as necessary. (June 2014)

C. Bookmobile Services:

Goal: Evaluate and update Bookmobile use for efficiency as well as for effective, dependable, and regular library and literacy services. Reduce the number of vehicles used, if appropriate. Evaluate the option of establishing a centralized system with dedicated Bookmobile staff.

Lead: Bookmobile Principal Librarians, Bookmobile staff, Literacy staff, Library-by-Mail staff

ACTION PLAN:

1) Evaluate the Bookmobile program and update the Bookmobile policy to reflect realistic and customer focused goals. (December 2013)
2) Update Reading Safari policy and procedures to reflect efficient and sustainable goals, and utilizing the Reading Safari van as a traditional bookmobile. (February 2014)
3) Evaluate communities to determine best service delivery options: Library-by-Mail vs. Bookmobile, measuring community impact, cost effectiveness and efficiency, creating new routes and schedules for the bookmobiles, as appropriate. (February 2014)
4) Create plan for the most effective level of bookmobile staffing and assign dedicated Bookmobile staff, if deemed appropriate, based on new and expanded model (March 2014)

5) Investigate and implement best options for providing public computing and internet access on all Bookmobiles. (July 2014)
6) Implement updated Bookmobile policy, plan and procedures. (July 2014)

D. Library-by-Mail:

Goal: Evaluate and update the Library-by-Mail program to achieve efficiencies and to explore its potential for serving more adequately areas currently served by Bookmobiles, as well as areas that are not served by either Bookmobiles or branches.

Lead: Principal Librarian, Bookmobile staff, Library by Mail staff

ACTION PLAN:

1) Evaluate communities to determine best service delivery options: Library-by-Mail vs. Bookmobile, measuring community impact, cost effectiveness and efficiency, and expanding Library-by-Mail's service reach (February 2014)
2) Update Library-by-Mail policy to reflect cost effective and customer focused goals (November 2013)
3) Implement updated Library-by-Mail policy, plan and procedures (April 2014).

E. Technology

Outcomes:

MCFL branches are digital knowledge centers for the communities, families and individuals they serve, supporting their social, educational, and economic development. MCFL uses innovative technologies to ensure that all Monterey County residents enjoy free and equitable access to information and to library resources and services, and have access to technology and broadband connectivity when they use their public library. Staff is trained to provide an adequate level of support.

GOAL 1:

MCFL has a secure and robust technology and telecommunications infrastructure that allows the effective delivery of library services to the public and library staff.

Lead: Managing Librarian for Technology

ACTION PLAN:

1) Update the MCFL 3 year Technology Plan (June 2013; and annually)
2) Maintain high-speed phone and data connections from the Monterey County Information Technology building to all MCFL branches, bookmobiles and Administrative Office (Ongoing).
3) Offer robust, reliable and comprehensive Wi-Fi service at all branches and bookmobiles (December 2014)
4) Continue upgrading and improving MCFL's Integrated Library System (ILS) in the areas of circulation, cataloging, acquisitions, web based catalog and other third party services/applications (Ongoing)
5) Ensure staff is comfortable using technology and assisting the public in the use of technology. Establish culture of technology innovation (June 2013 – Ongoing).

Goal 2:

Communities enjoy top quality, innovative and easily accessible library services supported by technology solutions.

Lead: Managing Librarian for Technology and Technology Team

ACTION PLAN:

1) Create a timeline for the installation of self-check models in branches, e-commerce, and online meeting room registration. Implement self-service opportunities to allow the public to access more library services independently(March 2013, Ongoing)
2) Expand access and computer use time to the public based on community needs and building capacity (December 2013)
3) Provide a standard public computing environment in all branches of Monterey County Free Libraries that facilitates equitable distribution of electronic resources and addresses the issue of the digital divide that may affect the service population's ability to meet their informational, educational and recreational needs (Ongoing)
4) Maintain two standard public computer images, one for public computing and one for the online catalog that can be easily installed and maintained in all library sites.(December 2015 – Ongoing)
5) Redesign and improve Website in English and Spanish to support the concept of a virtual library and to ensure access by mobile devices. It should also include dynamic content and social media outlets. (January 2015)

F. Youth/Adult Programs

Goal: Respond to the community's desire for cultural and educational programs for adults and children by providing high-quality, high-interest programs in large and small branches for youth and adults.

Lead: Supervising Librarian Youth Services, Senior Manager, Branch Managers, Literacy program manager

ACTION PLAN:

a) Integrate and Centralize Youth & Adult Program Coordination
1) Create a staff position to coordinate and a plan for providing programs for adults, children and seniors throughout the community (July 2013)
2) Adjust Youth Services Librarian (YSL) position description and title to respond to changing needs of the community and MCFL (July 2013)
3) YSL (or new title) works with program team to set goal and shared expectations for branch programs and administrative services support (October 2013)

b) Improve Program Design and Delivery
1) Reevaluate and implement a new model for **Book Club to Go** that takes into consideration the goals of the program, ease of use, equity of services, staff impact, sustainability and the possibility of maximizing use of volunteers. (December 2013).
2) Continue to focus on the early learning (0-3 yrs.) experience, as directed by the Board of Supervisors, and build a guiding plan for branches (May 2014)
3) Create plan for responding to community requests for "basic" adult education in conjunction with literacy program, collaborating with community partners as appropriate (March 2014)
4) Implement all recommended changes (July 2014, Ongoing)

G. Homework Centers

Goal: Respond to the community's high interest in supporting the academic success of children and youth by providing Homework Centers in communities where the service is in high demand.

Lead: Youth Services Librarian, Senior Manager, Homework Center Branch Managers

ACTION PLAN:

1) Evaluate branches and communities for homework needs. Create a plan to relocate/close/open Homework Centers, as appropriate, to best serve the communities. Explore the option of providing online homework help. (June 2014)
2) Evaluate service levels at each homework center and make recommended changes for staffing and resources if necessary (September 2014)
3) Work with MCFL Foundation, Friends, senior managers and branch managers to establish reliable long term funding for Homework Center programs (January 2015)
4) Reach out to potential homework center users, including schools, and end users (parents and children) to familiarize them with homework and learning resources available to them (Ongoing).

H. Literacy Program:

Goal: Continue to expand Literacy services in high-need communities while planning for sustainability.

Lead: County Librarian, Senior Manager, Supervising Librarian for Literacy,

ACTION PLAN:

1) Define "Literacy" and the goals of the program to include new elements (e.g. conversational skills, math literacy, digital literacy), and target audience (e.g. adults, families, preschool aged children) (July 2013)
2) Create a plan for expanded services integrating new and alternative methods of reaching larger audiences (e.g. group classes, online learning, etc.) (December 2013)
3) Recruit and train "advanced" volunteers or grant funded staff to provide training and support to new volunteers, and support to literacy staff. (September 2013, Ongoing)
4) Evaluate and expand volunteer use, recruitment, training and retention options to reach a target goal of 150 active volunteers and 175 learners by December 2014 (January 2014, Ongoing)
5) Partner with Youth Services and/or the Adult/Senior Services on providing expanded literacy services as appropriate (Ongoing)
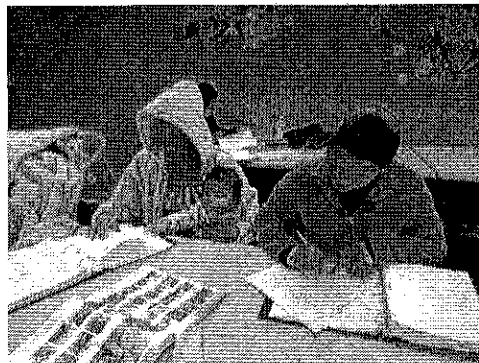
II. EFFECTIVE AND RESPONSIBLE USE OF RESOURCES

MCFL struggles to meet expanding demands for high quality library services and newer delivery methods because of continually reducing financial resources and limited staff.

The approximately 1% of property taxes received from its service areas is the only reliable and guaranteed significant source of funding. The downturn in the real estate market has slowed the growth of that source and General Fund contributions have been reduced over the past five years. MCFL receives grants and funds from the Foundation and Friends, which are greatly valued, but do not match the burgeoning gap between property tax income, and the growing needs of the community. MCFL must diversify and expand its revenue sources to create sustainable and reliable support for its programs and services. Opportunities also exist to identify alternative service and operating models that will enable MCFL to reduce costs while strengthening core services and expanding access. MCFL salaries for library classifications, particularly for professional staff, remain well below par, as compared to industry standards, other staff in various County departments, and the cost of living in Monterey County. Library salaries have not been analyzed and updated in at least 20 years. Hiring and retention are a major challenge, resulting in large amounts of staff time and effort spent on recruitment, and creating stress on staff because of unfilled vacancies and lowered morale.

Library users throughout the county consider the branch libraries safe and inviting places where families and neighbors gather and receive much valued services. Maintaining and building comfortable, useful and safe places requires a long-term vision for services and a realistic financial plan.

Desired Outcome: MCFL will implement policies and procedures, and develop long-range plans, to support its commitment to fiscal responsibility and effective and fair use of staff, facilities and collections.

A. COLLECTION DEVELOPMENT

Goal: MCFL will review policies and procedures for developing the library materials collections, and investigate options, including outsourcing of various elements in the process, and reassigning staff to other library programs and services.

1. Support Services

Lead: County Librarian, Senior Managers, Support Services Staff, Collection Development Team

ACTION PLAN:

1) Evaluate options for restructuring and managing collection support services (ordering, receiving, cataloging, processing, receiving shelf ready items, etc.) (December 2013)
2) Review and analyze costs/staff use, and make recommendations. Implement any recommended changes (July 2014)
3) Evaluate outsourcing options for inter-branch delivery services: scheduling options/cost analysis, staff use impact, etc. Review, analyze the results of study and make recommendations. Implement any recommended changes. (Complete study by December 2013, July 2014)

2. Selection and Access to Library Materials

Lead: Senior Manager, Collection Development Team

ACTION PLAN:

1) Evaluate options for the selection of library materials, including outsourcing and/or centralizing and/or a hybrid model. Conduct cost/ staff impact analysis; make recommendations and implement new system, if any, in conjunction with Support Services. (August 2013, March 2014)
2) Update Collection Development policies to reflect recommended changes. (November 2013)
    - Update selection policies and guidelines
    - Update weeding policies and guidelines
3) Evaluate ratios of various formats/languages/subjects/genres etc. in the collection and assign area budgets to meet the needs and preferences of the community on a regular basis (June 2013, Ongoing)
4) Evaluate current labeling/categorizing systems for efficiency, ease of use for the public, and cost effectiveness, and implement modifications as needed. (December 2013, Ongoing)
5) Expand floating collection to 80% of circulating materials to offset the limited collection development budget. Special collections, which will be defined, will remain exempt from floating (25% of targeted collections will be converted each year; changeover will be completed by 2016).

3. Interlibrary Loans (ILL)

Goal: Secure the ILL program's efficiency and sustainability by establishing effective cost recovery and service delivery models.

Lead: Senior Manager, Support Services Staff, Circulation Team Staff, Reference Support Supervising Librarian

ACTION PLAN:

1) Investigate cost recovery options: higher fees, limit number of requests, etc. (December 2013)
2) Investigate self-service options: patron initiated ILL requests, etc. for minimizing use of staff time. (December 2013)
3) Investigate and integrate other ILL delivery models including online delivery, tablets, commercial services, etc. Complete and implement any recommended changes. (July 2014)

B. FINANCE

1. Sustainable Funding Sources

Goal: MCFL will plan for and seek alternative and diversified sources of funding to supplement its budget in order to fill the growing gap between fiscal resources and community needs.

Lead: County Librarian, all Managers, Professional Staff and Branch Managers

ACTION PLAN:

1) MCFL will partner with the Friends groups and the Foundation on fundraising events, grant applications and outreach to attempt to increase funding received from them by 20% annually (July 2014)

2) MCFL will analyze community needs and create specific funding targets for core areas of service, including collections, computers, and programming. (July 2014)
3) Create a working plan for seeking supplementary funds from Foundation, Friends groups, other community sources, grants, etc. for ongoing programs to the amount $200,000+ annually (July 2014)
4) Investigate, evaluate and create a model for the use of volunteers throughout the library, assigning the role of volunteer coordinator, as appropriate. (March 2014, ongoing)

5) MCFL will partner with local governments and Friends and Foundation groups to obtain funding for branches that need to be built – specifically Parkfield and Seaside (December 2016)

6) MCFL will create and foster an environment of efficient use of staff. "Ninja" teams will be used whenever possible. "Ninjas" will be defined as staff who work fast, decisively, and effectively in small groups.

2. Fair Compensation to Attract and Retain Excellent Staff

Goal: MCFL will achieve pay parity with workers in other libraries and departments.

Lead: County Librarian, HR Analyst, Administrative Services Assistant

ACTION PLAN:

1) Perform a detailed salary study of Library job classifications and update the wage/salary rates to reflect fair rates (May 2013)
2) Create an updated organizational map/structure to reflect appropriate use of staff and assignment of tasks/responsibilities (May 2013)
3) Plan for adequate and sustainable funding of anticipated salary increases without impacting the County General Fund and through reallocation of revenues within the budget, if necessary, effective the 2013-2014 fiscal year (May 2013)
4) Work with Central HR and present the completed salary recommendations to the Board of Supervisors for approval (June 2013).
5) Implement the new salary structure (July 2013 – contingent upon timely approval by the Board)

C. FACILITIES MASTER PLAN

Goal: MCFL will have a facilities and financial master plan that identifies short and long term repair/replacement needs of existing facilities, as well as anticipated new facilities.

Lead: County Librarian, Administrative Services Assistant

ACTION PLAN:

1) Work with the Department of Public Works to complete a basic structural and/or architectural audit of all library facilities to create a repair/upgrade/replacement timeline (July 2013 and ongoing)
2) Seek funding for and undertake repairs/replacements (Ongoing)
3) Evaluate the benefits/drawbacks to closing/moving some of the smaller branches (December 2014)
4) Create a facilities master plan/capital needs/ and financial needs plan for anticipated major capital projects for the next 20 years (June 2015).

III. PROFESSIONAL EXCELLENCE

Communications between management and staff often benefits from well-defined practices and easily accessible tools. Currently MCFL relies upon centralized communication and has little peer-level, cross-organizational communication, especially between branches and programs. Better communication is needed with greater emphasis on collaboration and leadership between all staffing levels.

MCFL has an array of professional staff, yet remains centralized in its writing/updating of policies and procedures. MCFL would benefit from wider distribution of these tasks and broader inclusion of frontline managers.

MCFL staff members aspire to be well prepared to keep up with the pace of technological change in libraries. Professional development and training makes each staff member more valuable. Staff members thrive in a work environment where they can grow, acquire new skills, and increase the value of their work.

A. COMMUNICATIONS

Desired Outcome: Better communications between all staff at all levels, whether staff members have County email or not; ability to share ideas/tips/instructions between branches and programs; opportunities for staff at all levels to share ideas/insights with upper management.

Lead: Communications Team, which could include professional staff /supervisors/branch managers.

Goal 1:

Create and implement a Communications Best Practices and Policy Guide. The policy would describe MCFL's expectations for fluid internal communications, including methods for feedback and two-way communication by all staff.

ACTION PLAN:

1) Create Communications Team with the charge of developing a Communications Best Practices and Policy Guide (September 2013)
2) Introduce and Promote Best Practices at CIT January Meeting (January 2014)

Goal 2:

Identify and integrate a communications delivery method available to and accessible by all staff; should be web based and free of cost (wiki, bulletin board, forum, etc.)

ACTION PLAN:

1) Identify key staff for project; when selecting, consider team members to be future trainers (May 2013)
2) Investigate alternatives: best practices in libraries, what is available? (2013)
3) Select and install online tool (November 2013)
4) Make design decisions (February 2014)
5) Introduce to staff at CIT meeting (March 2014)

B. DECISION MAKING

Outcome: MCFL will be an organization that is decisive and able to quickly respond to staff and community needs. MCFL policy and procedure decision-making will be noticeably more efficient, producing timely response to staff operational obstacles and providing better library services to Monterey County.

Goal:

MCFL will improve and streamline internal decision-making through the formation of a small, self-managed Policy Team of MCFL staff from various departments, programs, and branches, charged with mid-level policy and procedure creation/review.

Lead: Senior Management with delegation to Policy Team

ACTION PLAN:

1) Senior Management creates Policy Team with a two-year membership cycle to review, update, or create appropriate MCFL policies and procedures (Summer 2013)
2) Senior Management delegates assignments for first Policy Team meeting (Summer 2013). The Policy Team will make recommendations to the Senior Managers with oversight from the County Librarian.
3) Policy Team meets monthly and submits recommendations to be reviewed by Senior Managers (Fall 2013)
4) First policy team's performance is reviewed by Senior Librarians and changes are made, if needed (Summer 2014)
5) Policy Team is not only reacting to MCFL issues, but also anticipating concerns that will impact front-line library services to the County (Winter 2014)
6) New set of members selected to policy team (Summer 2015)

Considerations:

Policy Creation and Review Team Decision-Making Work Flow

- Substitute staff may be needed to cover policy team member's time away from branch/program.
- Senior Managers will assign issues to Policy Team.
- Policy team researches issue, writes policy and submits recommendation to Senior Managers
- Senior Managers decide (under deadline) on issue or sends issue back to policy team for rework, if needed
- No decision (missed deadline) and the issue is sent to County Librarian
- Decision is communicated and distributed to MCFL staff.

C. STAFF PROFESSIONAL DEVELOPMENT

Desired Outcome: MCFL will be a well-trained, learning organization that serves the County with efficiency, accuracy, and with a highly skilled staff.

Goals:

1. MCFL will have a position-specific list of core competencies required of each employee to perform their jobs, a training plan for each position, and a system for each supervisor to track and regulate each employee's training opportunities and progress.
2. MCFL staff will have annually identified, in conjunction with their supervisor, at least two knowledge gaps or areas of growth in their core competency list and taken significant action to

receive the indicated, relevant training. This training would include an annual cross-training at another MCFL branch or program for all staff.

Lead: Senior Managers and Supervising Librarians

ACTION PLAN:

1) Senior Managers and HR Analyst write broad outline of core competencies required of all MCFL job classifications (October 2013)
2) Supervisors write individualized core competencies to match individual settings (e.g.: branches, programs, bookmobiles, etc.) (February 2014)
3) Senior Managers create an MCFL-wide common training tracking system for staff. (March 2014)
4) MCFL employees and supervisors initiate a dialog about knowledge gaps indicated by core competency list (July 2014)
5) First round of trainings completed by employees guided by core competency list, including annual cross-training exchange with another branch or program. Common tracking system in use and noted in employees' annual performance reviews (December 2014)
6) Annual review of core competency list is conducted by MCFL Senior Management. Senior Management adds competencies that reflect service and technological changes since last creation (April 2015).

APPENDICES

A. Monterey County Free Libraries' Dynamic Community
- Hopes and Aspirations for their Life and from the Library
  (Summary of Community Input and Survey Results)

B. Community Profiles
- Community Demographic Profile

APPENDIX A

MONTEREY COUNTY FREE LIBRARIES' DYNAMIC COMMUNITY

Hopes and Aspirations for their Life and from the Library (Summary of Community Input)

Introduction

Community input was gathered through online and in-person surveys, interviews with key stakeholders, focus group with library supporters, planning retreats with staff and creative graphic descriptions of a "dream library" provided by very young children.

- Surveys in English and Spanish: 1867 responses with 520 individual comments & recommendations
- Interviews with 26 public sector key stakeholders
- Interview with MCFL Foundation Leadership
- "Dream Library" drawings from 113 children
- Focus group with members of MCFL Foundation and FOLs
- Input from all staff on Staff Day

Characteristics of Survey Respondents (Surveys in English and Spanish)

AGE:

ENGLISH	%	Count		SPANISH	%	Count
13 and Under	9.1	140		13 and Under	8.5	18
14 to 17	6.1	93		14 to 17	9	19
18 TO 64	68.9	1058		18 TO 64	82	173
Over 65	15.9	244		Over 65	.5	1

COMMUNITY OF RESIDENCE:

English – Largest Number of Responses came from	Spanish - Largest Number of Responses came from
Salinas	Greenfield (56%!)
Greenfield Monterey	King City
Monterey Co. Other	Monterey Co. Other

SEX:

English	Spanish
Female – 71%	Female – 62%
Male – 25%	Male – 37%

RACE/ETHNICITY:

RESPONSES IN ENGLISH:

Your Race / Ethnicity (Check all that apply.):
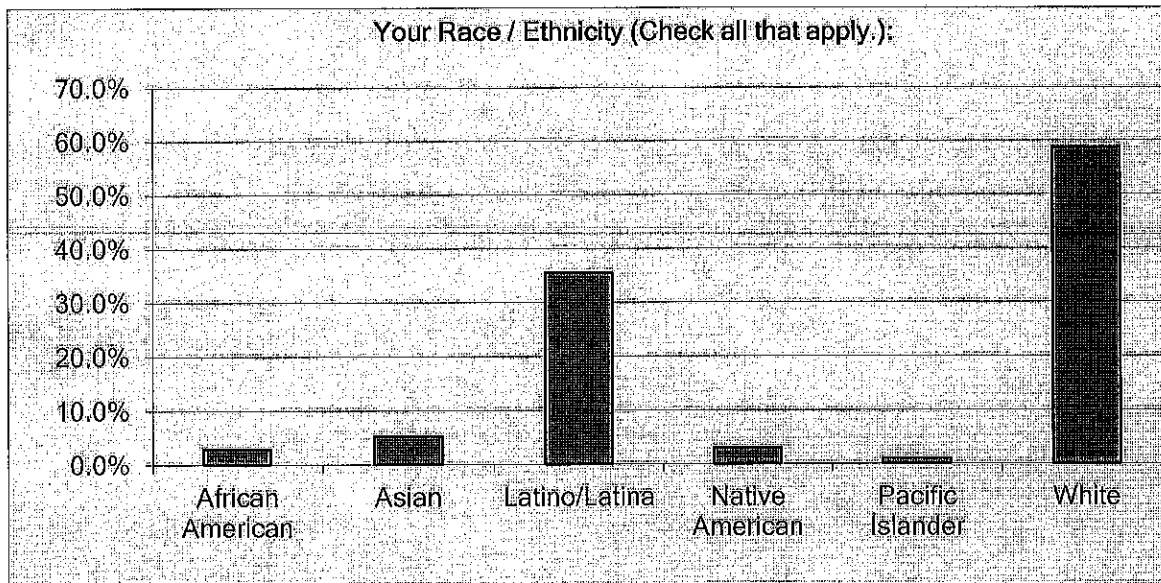
RESPONSES IN SPANISH:
- 93% Latino
- 4.5% White

Languages Spoken Most Often by Respondents

English Survey
- English – 95.6
- Spanish – 28%
- Chinese – 1%

Spanish Survey
- English – 26.9%
- Spanish – 88.5%
- Mixteco – 7.2%
- Triqui – 16.8%

Languages Spoken Most Often at Home

English Survey:
- English – 88%
- Spanish – 26.9%
- Chinese – .9%

Spanish Survey
- English – 18.6%
- Spanish – 84.8%
- Mixteco – 5.9%
- Triqui – 16.7%

Annual Household Income

	English Survey	Spanish Survey
Under $25,000	14.0%	47.4%
$25,000 to $49,000	15.0%	16.3%
$50,000 to $74,000	17.0%	2.4%
$75,000 to $99,000	12.4%	0.5%
Over $100,000	17.1%	0.5%
Decline	24.5%	33.0%

Formal Education

Educational Level	Survey in English	Survey in Spanish
Elementary / Middle School	11.9%	43.9%
High School Diploma / GED	13.7%	39.2%
Some College / Technical Education	18.0%	9.5%
Associate Degree / Technical Certificate	8.5%	1.1%
4-year College Degree (Undergraduate)	20.8%	3.7%
Graduate Degree	23.9%	1.1%
Doctorate Degree	3.2%	1.6%

ELECTRONIC DEVICES MOST COMMONLY USED

DEVICE	Responses in English	Responses in Spanish
Cassette Player	11.1%	15.5%
CD Player	51.3%	34.2%
Computer (desktop) - Apple	20.2%	27.3%
Computer (desktop) - PC	57.3%	31.1%
Computer (laptop) - Apple	22.9%	20.5%
Computer (laptop) - PC	46.4%	34.2%
DVD Player	59.5%	30.4%
DVD Player (Blu-ray)	24.8%	12.4%
Gaming devices	22.5%	12.4%
Live Streaming Device	13.9%	8.7%
MP3 Player (e.g. iPod)	34.9%	26.1%
Smartphone	46.6%	21.1%
Tablet / eReader	28.7%	11.8%
VHS Tape Player	17.7%	11.8%

HAVE INTERNET ACCESS AT HOME

	English	Spanish
YES	81.3%	38.2%
NO	18.7%	61.8%
HIGH SPEED	92.1%	45.8%
DIAL UP	7.9%	54.2%

SUMMARY OF SURVEY RESPONSES

1. **When asked to describe their hopes and concerns for future of their community, respondents offered the following:**
   - Personal and Family Safety
   - Availability of libraries and library services
   - Educational Opportunities
   - Employment Opportunities
   - Access to hospitals and clinics
   - Computer & Internet Access

2. **How Do People Look For Information?**

   Respondents in English:
   - Internet
   - Print materials
   - Ask Family or Friends
   - Ask expert
   - Library staff
   - Television
   - Radio

   Respondents in Spanish
   - Internet
   - Library staff
   - Print materials
   - Television
   - Ask Family or Friends
   - Ask expert
   - Radio

3. **HAVE LIBRARY CARD/USE LIBRARIES?**

   Responses in English
   Card:
   Yes – 89.5%
   No – 10.5%

   Use a Library
   Yes – 89.6%
   No – 10.4%

   Responses in Spanish
   Card:
   Yes – 85.8%
   No – 14.2%
   Use a Library
   Yes – 95.1%
   No – 4.2%

4: How Often Do Respondents Visit Libraries

Frequency	Reponses in English	Responses in Spanish
Daily	14.5%	21.6%
Weekly	38.2%	48.2%
Monthly	18.3%	18.9%
Twice a month	10.7%	7.2%
Four times a year	12.7%	0.9%
Once a year	5.6%	3.2%

5: Libraries Most Often Mentioned

Responses in English
- Monterey
- Seaside
- Salinas
- Marina
- Greenfield

(Both bookmobiles, mentioned equally)

Responses in Spanish
- Greenfield
- King City
- Castroville
- Gonzales
- Soledad

(Of the Bookmobiles, South Co was mentioned more often)

6: Why/How Do You Use Library

Responses in English
- Borrow print materials in English (64%)
- Borrow DVDs/AV (46.2%)
- Use computers (38.5)
- Donate/buy books (38.1%)
- Info & Ref Services 37.8%)
- Quiet Space (32.9) +
- Read in Lib (32.5%)

Responses in Spanish
- Borrow print materials in Spanish (61.6%)
- Use computers (53.9%)
- Aquarium Passes (46.1%)
- Borrow DVDs/AV (44.3%)
- Read in Library (43.4%)
- Online Homework help (42.5%) + Homework Center (35.2%)

8: What Would Bring Respondents to the Library or Would Bring them More Often

Responses in English
- More new books/materials
- Café/social area
- More computers
- Computer classes
- Faster WiFi
- Higher speed Internet
- Quiet Library environment

Responses in Spanish
- More new books/materials
- Computer classes
- More computers
- Programs and classes for older adults
- Staff who speak languages other than English
- More seating/tables
- Private study areas

9. How Satisfied are Respondents with the Library

	Responses in English	Responses in Spanish
Extremely Satisfied	35.4%	35.4%
Satisfied	44.0%	47.2%
Neutral	16.4%	10.4%
Somewhat Satisfied	2.5%	2.4%
Not Satisfied	1.7%	4.7%

10: SUMMARY OF GENERAL COMMENTS

FACILITIES/HOURS

Responses in English
- Some communities prefer a library building, not just a bookmobile
- Some libraries need a new or improved facility; better ventilation, seating
- More open hours, particularly evening and weekends

- Homework centers located in areas conducive to quiet work
- Quiet areas of better control of noise/ separation between adult/teen and kids areas

Responses in Spanish
- Spaces for younger kids/teens to control noise
- Tighter control of children running and playing in the library
- More open hours, particularly evening and weekends
- More computers and in quiet places
- A rack to tie bicycles at entrance of library.

PROGRAMS

Responses in English
- More for all ages: programs/classes/movie nights/author talks, music, book clubs, teen clubs, etc.
- More time at the computers
- Longer check out times for books
- Instruction on how to use the technology available

Responses in Spanish
- Classes for adults – English, GED, literacy, computer use, Internet
- More time at the computers
- Services for indigenous community; staff who speak other languages
- Homework help.

MATERIALS/COLLECTIONS

Responses in English
- New materials; print & audio, broader collections to reduce wait time.
- Appreciate keeping ILL
- Ancestry/genealogy materials
- Materials for homeschooling

Responses in Spanish
- CDs and other materials in Triqui
- Books in Spanish about personal growth for adults
- Books by current authors in Spanish

PRAISE FOR THE LIBRARY

Responses in English
- Many praises for library services, particularly staff (knowledgeable, friendly and courteous)
- Love programs
- Find library a safe, welcoming place
- Credit library for their academic success
- Rely on library for job searching

Responses in Spanish
- Very appreciative of library services and collections
- Respectful, kind helpful staff
- Appreciate having staff who speak Spanish
- Comfortable, clean environment.

CONCERNS

Responses in English
- Noisy, boisterous children & teens, no discipline.
- Staff could use softer touch in trying to keep children quiet.
- Homeless intimidate some respondents; others appreciate tolerance
- Use of cell phones adds to noise.
- Kids and teens taking up computer time to play games while adults wait to use then for job-related or other purposes.
- Some want filtering sites used by kids; others want avoidance of censorship.

Responses in Spanish
- Out of control children running and screaming. Very disruptive for adults trying to work.
- More time at the computers.

THE CHILDREN'S DREAM LIBRARY
113 Responded, they want:

- Open signs. Prominent doors and windows. Friendly, visible, helpful staff. Clear signage. Creative, colorful, happy, art work that encourages reading and learning. Areas for children, teens and adults. Areas for individual work and group work. Family, kid, teen, adult, group, individual and animal friendly. Acknowledges popular culture (Celebrities, monster trucks, water parks, gaming, and technology). This feedback impacts how we design and decorate libraries.

- Large selection of attractive books, logically organized. Materials that support learning – ABCs, Fiction, non-fiction. Play areas within the library – games, toys, hands-on, physical activities allowed. Ample technology for use and borrowing, including laptops. Free things like technology and bookmarks.

- Solid building, prominent doors and windows. Comfortable temperature inside. Attractive landscaping outside with a playground or play area. Bright, colorful interior. Comfortable furniture. Ample seating areas. Group tables, often round. Places for quiet reading. Water features. Drinking water. Food allowed. Restrooms.
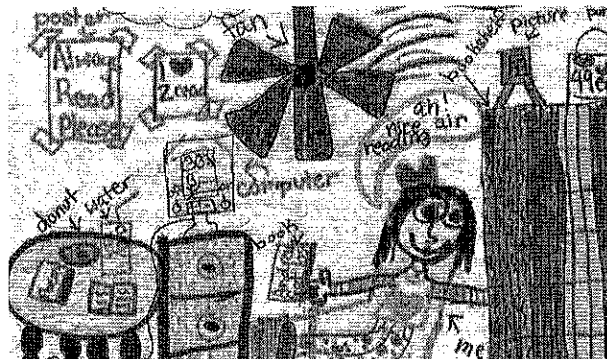
SUMMARY OF RECOMMENDATIONS AND OBSERVATIONS PROVIDED IN INTERVIEWS

a) Interviews with 26 Public Sector Key Stakeholders

1. **What encourages you most about the future of Monterey County (or your City)?**
   - *Community assets: natural, cultural, history, diversity*
   - *Opportunities for economic development / recovery; infrastructure improvements*
   - *Improved education*
   - *Strong sense of community & direction*
   - *Civic leadership*
   - *People & organizations willing to work together*
   - *Hardworking families improving lives*
   - *Generous, engaged people*
   - *Commitment to youth*

2. **What worries you most?**
   - *Geographic/ cultural/ socioeconomic fragmentation and inequities*
   - *Discord around critical issues*
   - *Pros & cons of development in Ft. Ord*
   - *Lingering effects of economic downturn and housing market collapse*
   - *Lack of recreational opportunities/ art*
   - *Violence*
   - *Community mistrust of police*
   - *Water issues*
   - *Disengagement of some parents*
   - *Fragmented government structure*
   - *Lack of tax revenue / funding to sustain public services*
   - *Lack of opportunities driving youth away*
   - *Lack of investment in the future*

3. **What do the residents of your city/district hope for when they think about their quality of life?**
   - *Safety for individuals and families*
   - *A community where they and their children can afford to live, learn, work and play*
   - *A better standard of living (jobs, childcare, education, housing, health)*
   - *Self-confident, hopeful youth with aspirations for their future*
   - *Educational opportunities for all ages*
   - *A "place" to come together as community*
   - *Strong schools and libraries*
   - *Parks, productive recreational opportunities*

4. **What can the library do to help your community realize their hopes?**
   - *Be a community center; the hub; the community's "living room"; a platform for people to come together (authors, poetry reading, storytelling, movie and coffee nights, informal chats, discussion of serious issues); a non-judgmental place for developing higher inner values; the equalizer that serves all people.*
   - *Be a "beacon" of learning; a center for educational programs and resources for children and adults: literacy (reading, financial, technology), job skills, homework center, study rooms, recreation, citizenship; information on all topics, languages and formats.*
   - *Be a collaborative partner with schools and other services and organizations, and a community connector.*
   - *Be the safe place where people participate in the joy of reading and learning.*

5. **What are the biggest concerns of the residents of your city/district when they think about their quality of life?**
   - *Economic wellbeing (high paying jobs) and education*
   - *The future of their children*
   - *Safety*
   - *Sense that they don't matter; not wanted because of socioeconomic status, race, culture; voices not heard*
6. **What can the library do help your community address their concerns?**
   - *Be the safe place where diverse people can share common experiences and find common ground.*
   - *Help seniors maintain quality of life through access to information and meaningful connections in the community.*
   - *Inform the community about resources.*
   - *Expand access to technology tools.*
   - *Connect/collaborate with local organizations.*
   - *Support the education of children and youth (a welcoming place; study rooms, strong collections, technology-based learning, tutors/mentors; prevention-oriented programs; webcasts and other resources for educators)*
   - *Provide opportunities for developing job skills (English, literacy, computers, résumés)*
7. **What one or two changes should the Monterey County Free Libraries consider making to improve the life of the people in your city/district?**
   - *Help build community*
   - *Expand hours*
   - *Increase its offerings, i.e., more workshops, web-casts for educators, youth and senior programs.*
8. **What one or two changes should the Monterey County Free Libraries consider making to improve the long-term future of the County and your City?**
   - *Secure resources for longer library hours and staffing for programs.*
   - *Provide space for community meetings in isolated communities.*
   - *Be a resource center for all.*
   - *Continue to evolve: materials in many formats, technology*
   - *Reorganize space to make room for new uses and resources (technology center, cafes, "town hall" gathering space)*
   - *Consider opportunities for shared spaces, particularly with schools.*
   - *Develop strong PR campaign for library to inform people of resources.*
   - *Continue strong focus on literacy for all ages; opportunities to bring families to the library.*
9. **What does having a library serving your community mean to you?**
   - *A lifeline to the world! A place of joy!*
   - *A sign of a healthy community; represents quality of life.*
   - *A public place that encourages positive public participation; creates a sense of community.*
   - *Emphasizes the importance of literacy; introduces kids to reading and good literature; support the schools.*
   - *Universal access to a wide range of information for all: no membership or dues required.*
   - *A safer community: library is key to cutting crime.*
10. **What do the residents of your city/district say about their library?**
    - *Kids love the library and homework centers.*
    - *Community proud of library; it is its "heart". Useful to parents, students, teachers and residents.*
    - *Competent, friendly staff.*
    - *Many people don't use the library; don't know much about it*

- *Don't hear many things; when they do, it is positive.*

11. What do you anticipate that your city / county government will be able and willing to do to support quality library services in your area?

- *Share costs, facilities and services (partner with library to incorporate/link library services and recreational services; partner with library to develop community center plan; share costs of operations within city).*
- *Collaborate on events, publicity, fund raising and programs.*
- *Refer people to the library.*
- *Help organize the community to advocate politically for financial support.*
- *Connect to other sectors of the community.*
- *Help reach populations not adequately served.*

12. What does the library mean to <u>you</u> personally and professionally? How can the library support <u>you</u>?

- *Library enhances the school*
- *Library improves empathy at all levels*
- *Schools are K-12; Libraries have a direct impact for life*
- *Library is non-judgmental; adaptable vehicle for change*
- *Provide longer service hours (7 days / 8am to 10pm)*
- *Develop bigger, better collection; provide meeting space.*

13. How can the library work collaboratively with you to improve the lives of people in our communities?

- *Increase communication and collaboration with community, stakeholders and partners*
- *Engage policy makers in frank conversations*
- *Host public conversations and debates on critical issues*
- *Explore sharing space, programs and resources*
- *Participate in a community shared message about youth based on developmental assets.*

14. What words of advice would you like to offer the Monterey County Free Libraries?

- *Pursue funding opportunities, grants, donors; advocacy for funding*
- *Communicate more*
- *Partner with schools*
- *Engage youth*
- *Align library to 21st century models and practices (more electronic resources; webcasts; workshops; café; multi-media)*
- *Broaden collection*
- *Keep doors open; don't cut hours*
- *Engage more with communities*
- *Maintain excellence in staff and services*
- *Consider merging with other cities*
- *Build strategic relationships with various sectors*
- *Consider what may need to go.*

b) SUMMARY OF RECOMMENDATIONS AND OBSERVATIONS PROVIDED IN FOCUS GROUPS

Foundation Board Members and Friends of the Library Leaders

1. What encourages you most about the future of Monterey County (or your city)?
- *Library as town hall; center of the community*
- *History of the community*
- *Commitment of library staff; they are excited about the future and inspire volunteers*
- *Professional couples moving to raise children; library is central for kids*
- *Multiculturalism of community -> parents are not engaged with the library yet; library has opportunity to appeal to them through their culture.*

2. What worries you most?
- *Transient community; difficult to bring people together*
- *Socioeconomic differences -> challenge to cohesiveness*
- *Transportation (limited)*
- *Lack of space for programs and for people to come together*
- *Reduction in funding for basic services*
- *Lack of respect for property*
- *Privatization pressures in all sectors; could impact the library (library has been privatized in other cities)*
- *In some communities, there is no local government to support services; dependent on county*
- *Digital world vs. "books"; library not seen by youth as being "the latest"; there is need for balance between the two worlds; also opportunity for library to contact youth*
- *Geography of the county makes it hard to get word out (distances between communities)*

3. What do the residents of your city/district hope for when they think about their quality of life?
- *Access to health care*
- *Safety*
- *Education for children - access, cost, and quality*
- *Cost of living*
- *Jobs*
- *Recreation*
- *Retirement*
- *Privacy*
- *Relationships*
- *Concern about privatization of services and resources (what we built together)*
- *Water quality, availability, and cost*
- *Housing*

4. What can the library do help your community realize their hopes?
- *Partner with non-profits in providing services, e.g. tax preparation, flu clinics*
- *Form book clubs, play Scrabble – be a place where people can form relationships, bring different ages together*

- *Library as community resource: place and tool for personal empowerment. Knowledge is power; library is a place for information and empowerment. Empowered people strengthen community.*
- *People need to know when the library is open.*
- *Door to civilization - library as guardian*
- *WiFi at all libraries*
- *Resources available from home - reduce cost of driving.*
- *Play areas for kids (like playground in Marina), so that parents can spend more time at the library.*
- *Improve ways to get information and input from and to people.*
- *Connect Friends groups to each other. Use Facebook to connect with other Friends and programs and promote Friends groups.*
- *Partner with service groups to support branches.*

5. What do people say about the library?
- *Open on Monday; more hours in general*
- *If it has to close, why Monday?*
- *Staff is wonderful!!*
- *Like online resources and renewals (Has seen library kiosks in other areas for self-checkout. Could we have locally?)*
- *Library is noisy*
- *Staff does a good job working with kids!!*
- *Quaint and comfortable*
- *Don't know about it or how to use it (library location is an issue in some areas)*
- *Not enough time allowed at computers*
- *Love book sale*
- *Best building in town*
- *Like ILL*

6. Why do <u>you</u> volunteer?
- *Can't imagine community without a library*
- *Great investment of time*
- *Responsibility to keep library for children (someone did it for him)*
- *Friends generate money and improvements for library*
- *Library key component of American dream; American dream - empowerment, cornerstones of democracy*
- *Looks for two things when moving to a new community:*
  - *Church*
  - *A welcoming, non-judgmental library; heart of the community.*

What is a welcoming library?
- ✓ *Staff builds relationship with library users*
- ✓ *Not too quiet for children*
- ✓ *Library as living, breathing organism*
- ✓ *Comfortable*
- ✓ *Easy to find things (signage)*

✓ *Smells good, not moldy*
  ✓ *Staff helpful and knowledgeable*
- *Library satisfies curiosity - random nature of browsing; doesn't feel like a "consumer"*
- *Feels appreciated by staff (staff does a good job at making them feel appreciated)*
- *To be part of an interesting group.*

7. What can the Library do to keep you engaged as a supporter and volunteer?
- *Keep us informed about services and programs*
- *Provide resources for FOLs to coordinate with each other*
- ~~*Involve Friends in MCFL's plans for the future of their branch - help review plans*~~ *(collaborative planning)*
- *Has confidence in the stewardship of administration; but keep Friends in the loop about decisions that impact branch*
- *Help Friends understand better which staff to go to for information other than the Director (improve communication with Friends)*
- *Freedom of each branch to prioritize (autonomy)*
- *Measures of success - letting each group know how the branch is doing.*

8. Ideas for structural changes to secure sustainable funding.
- *Has the library considered fee for service (ILL, new releases)?*
- *Grants for technology*
- *Reduce costs through use of technology*
- *Library cafe*
- *Planned gifts*
- *Pursue matching funds to encourage donors*
- *Lobbying*
- *FOLs organized to receive tax deductible funds and raise funds (it was clarified that if FOL is not a 501 (c) 3, Foundation can receive tax-deductible donations on their behalf*
- *Community support -> through FR strategies; e.g. FOL direct mail campaign*
- *Long term business partnerships/sponsors/naming*

9. What will your group do to continue to support the library?
- *Foundation to connect more with FOLs*
- *New building for Prunedale (long-term goal). Short term: add quiet WiFi area; improve current staff work areas (ergonomics)*
- *New building in Seaside*
- *Support creative ideas of staff*

COMMUNITY PROFILES

Demographic Profile (2010 Census Data)

Highlights

Population Growth: The population within MCFL's service area increased by 8% over the last decade, to 218,000. Most of the growth occurred in the Latino population, particularly in people of working age.

Diversity: The population mix has shifted from equal parts Latino and white, non-Latino (both were 43% ten years ago), to 51% Latino and 36% white, non-Latino today.

Age Structure: The overall age structure remained relatively constant and is comparable with state averages. Age structures vary greatly between the Latino and the white, non-Latino populations. Only 20% of Latinos are age 65+, compared with 66% of white, non-Latino.

Households: Twenty-seven percent of households are traditional families–married couples with children–compared with 23% statewide. Only 19% live alone, compared with 23% statewide.

Education: Educational attainment in this jurisdiction is lower than in California as a whole. Twenty-eight percent of adults have not completed high school, compared with 20% of adults statewide. Twenty-three percent have completed a Bachelor's degree or higher, compared with 30% statewide.

Income: Sixteen percent of households here have income of less than $25,000, compared with 20% statewide, while 12% have income of $150,000 or more—the same as the statewide figure.

Foreign Born: The population of foreign born is comparable to the rest of the state, but a much higher percentage is from Mexico—73% in the jurisdiction, compared with 44% statewide.
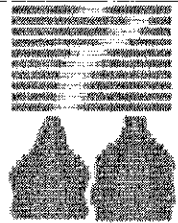
Highlights
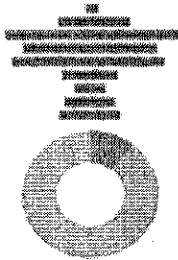
Population Growth: The population of this jurisdiction increased by 8% over the last decade, to 218,000. Most of the growth occurred in the Hispanic population, particularly in people of working age.
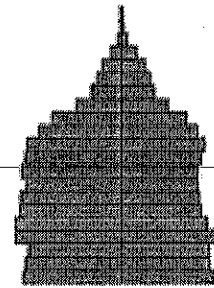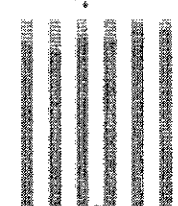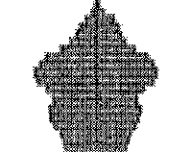
Population by Age

Diversity: The population mix has shifted from equal parts Hispanic and white, non-Hispanic (both were 43% ten years ago), to 51% Hispanic and 36% white, non-Hispanic today.
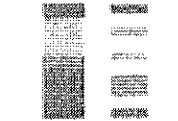
Age Structure: The overall age structure remained relatively constant and is comparable with state averages. Age structures vary greatly between the Hispanic and the white, non-Hispanic populations. Only 20% of Hispanics are age 65+, compared with 66% of white, non-Hispanics.
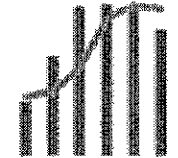
Households: Twenty-seven percent of households are traditional families—married couples with children—compared with 23% statewide. Only 19% live alone, compared with 23% statewide.

Education: Educational attainment in this jurisdiction is lower than in California as a whole. Twenty-eight percent of adults have not completed high school, compared with 20% of adults statewide. Twenty-three percent have completed a Bachelor's degree or higher, compared with 30% statewide.

Income: Sixteen percent of households here have income of less than $25,000, compared with 20% statewide, while 12% have income of $150,000 or more—the same as the statewide figure.

Foreign Born: The population of foreign born is comparable to the rest of the state, but a much higher percentage is from Mexico—73% in the jurisdiction, compared with 44% statewide.

Note: The Monterey County Free Libraries serve the county population that is not served by the four municipal libraries.

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Key Indicators

		2000	2010
Population Growth			
	Total population	201,425	218,043
	10-year growth	3.5%	8.3%
Diversity			
	% Hispanic	43.0%	51.2%
	% Asian, non-Hispanic	6.7%	5.5%
	% White, non-Hispanic	43.0%	35.9%
	% Black, non-Hispanic	4.3%	3.7%
Aging			
	% 65+	10.4%	11.1%
	Median age	#N/A	#N/A
Households			
	% Married couple with children	31.6%	27.3%
	% Living alone	17.7%	18.8%

1. Population by Library-Defined Age Group, 2010
In thousands; males on left, females on right
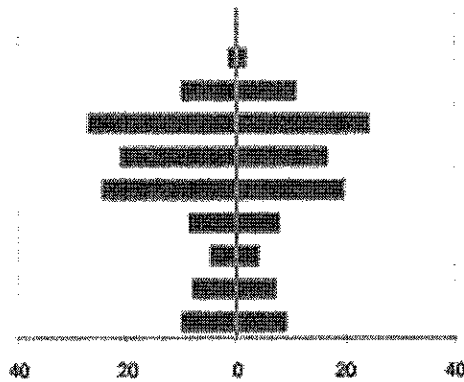
2. Race and Ethnicity by Library-Defined Age Group, 2010
White,NH ▪ Black,NH ▪ Asian,NH ▪ Other,NH ▪ Hispanic

Age group

- Total
- 85+, Oldest
- 65 to 84, Older adults
- 46 to 64, Midlife
- 33 to 45, Adult
- 19 to 32, Young
- 14 to 18, Teens
- 11 to 13, Tweens
- 6 to 10, School age
- 0 to 5, Infants/toddlers
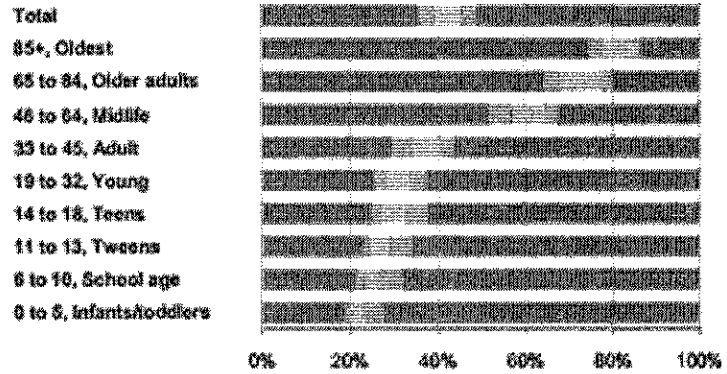
3. Population Growth by Library-Defined Age Group, 2000-10

	2010	Change	% Change
Total	218,043	16,618	8.3%
85+	3,210	1,177	57.9%
65 to 84	21,085	2,197	11.6%
46 to 64	51,462	12,789	33.1%
33 to 45	37,663	-1,540	-3.9%
19 to 32	44,138	2,429	5.8%
14 to 18	16,833	968	6.2%
11 to 13	9,003	-752	-7.7%
6 to 10	15,398	-1,480	-8.8%
0 to 5	19,253	830	4.5%

4. Population Total, 1990-2010
In thousands

194.6 (1990), 201.4 (2000), 218.0 (2010)
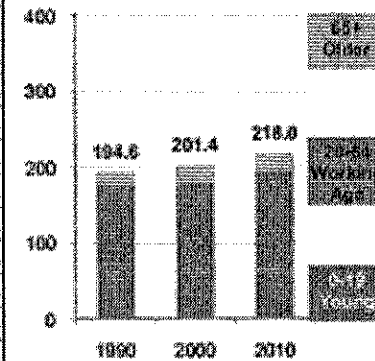
5. 10-Year Population Change
▪ 1990-2000 ▪ 2000-2010

- Monterey County Free Libraries
- Monterey County
- California
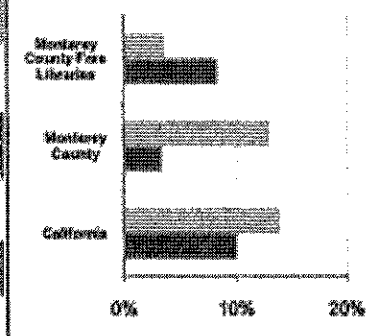
Source: US Census 2010, 2000, or 1990

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6. Population by 5-Year Age Brackets

In thousands; males on left, females on right

a) 2000
b) 2010

201,425   218,043
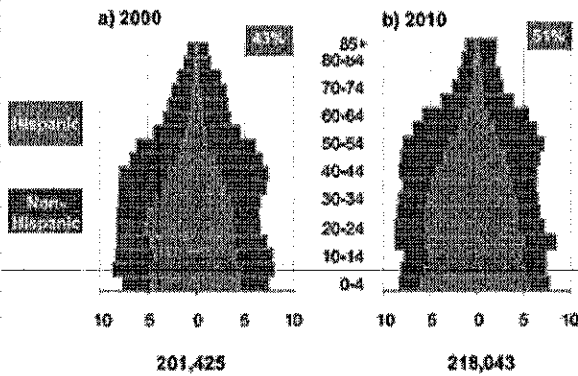
7. 10-Year Change in Population, 2000-10

a) By Age
In thousands

b) By Race and Ethnicity
In thousands

White, NH
Black, NH
Asian, NH
Other, NH
Hispanic

Total Change } 16,618 8.3%
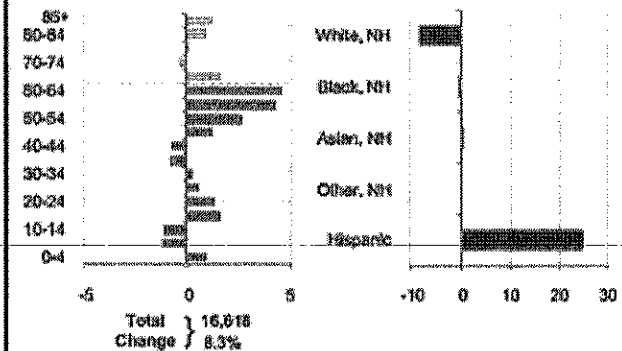
8. Population by Age, Race, and Ethnicity, 2010

In thousands; males on left, females on right

White, Non-Hispanic   Black, Non-Hispanic   Asian, Non-Hispanic   Hispanic

	White, NH	Black, NH	Asian, NH	Hispanic	Total*
Population	78,199	8,022	11,979	111,598	218,043
Share of Total	35.9%	3.7%	5.5%	51.2%	100.0%
% 65+	20.4%	11.7%	17.2%	4.3%	11.1%
% 20-64	61.6%	72.9%	62.3%	57.2%	59.6%
% under 5	3.8%	2.6%	3.4%	10.5%	7.4%
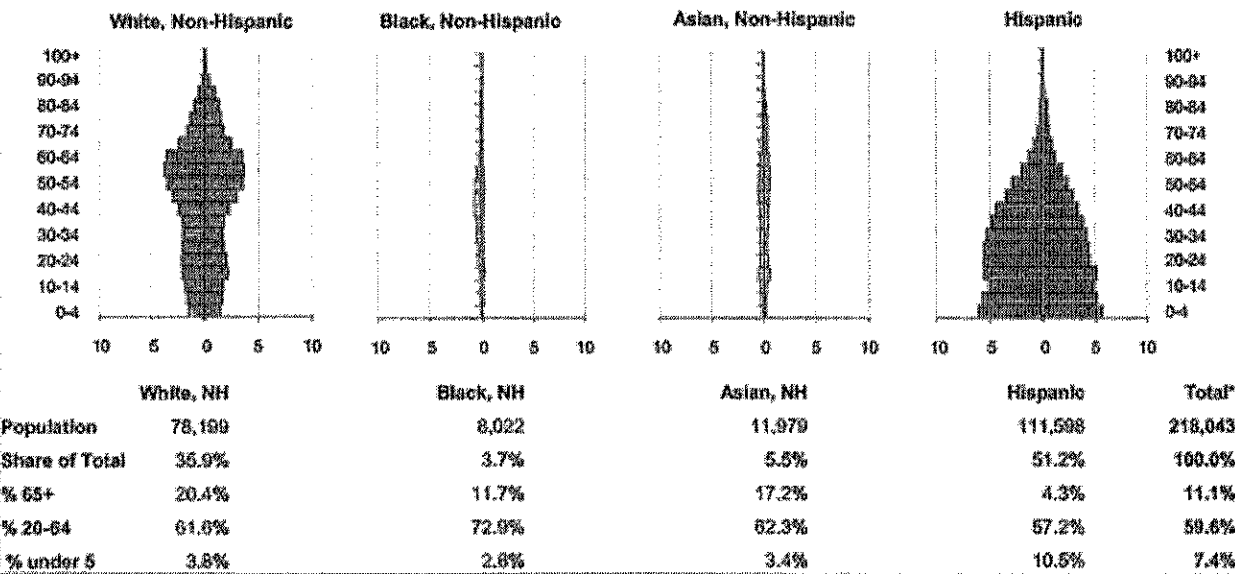
9. Age Mix by Race and Ethnicity, 2010

65+ Older
20-64 Working Age
Under 20

Total Wh.,NH Bl.,NH As.,NH Oth.,NH Hisp

10. Foreign Born, 2005-09

Region of Origin

Other, Europe, Asia, Other Latin America, Mexico
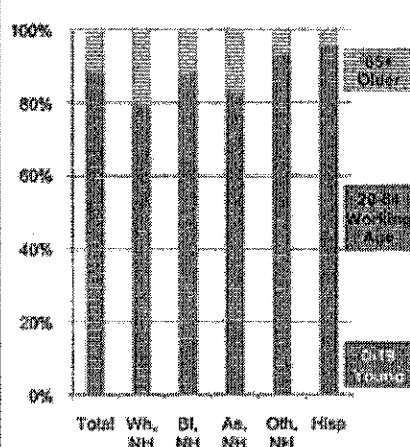
Foreign Born: 58,815
% Foreign Born: 27.3%
Source: ACS 2005-09
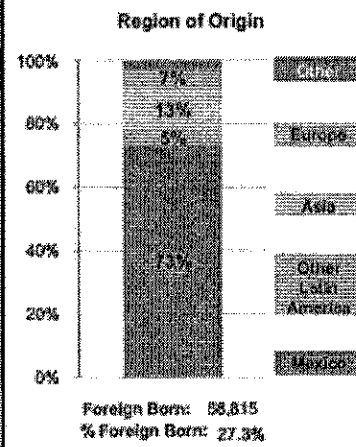
11. Household Language, 2005-09

Linguistically Isolated**
At least one other language and English
English only

57% 31% 12%

Source: ACS 2005-09
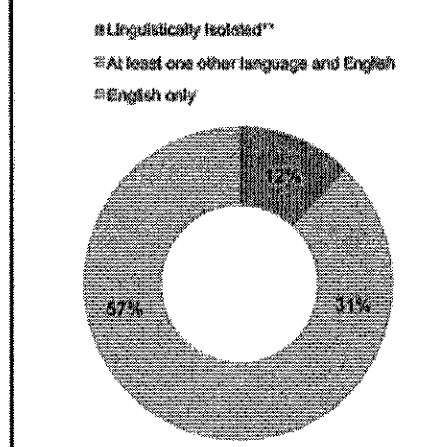
Wh=White; Bl=Black; As=Asian; Oth=Other Race or Two or More Races; Hisp=Hispanic; NH=Non-Hispanic; ACS=American Community Survey 2005-09
*See pages 5-6 for detail on Other, Non-Hispanic
**Linguistically Isolated = No one in the household age 14 and over speaks English at least "very well"

Source: US Census 2010, unless otherwise noted
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12. Household Income, 2005-09
In thousands of $ (2009)

a) Income Distribution
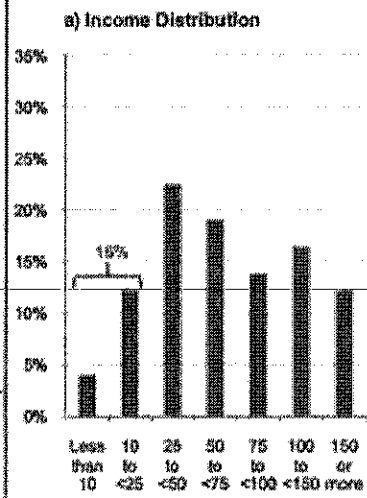
b) Median Household Income by Race and Ethnicity*
No Data Available
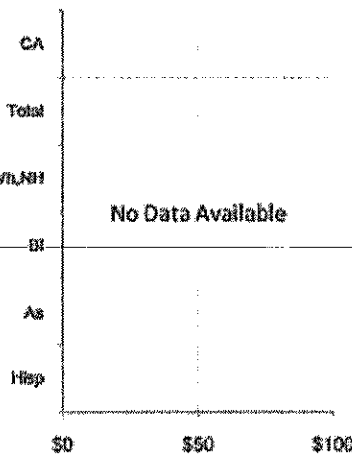
13. Labor Force and Unemployment, 2006-11
No Data Available
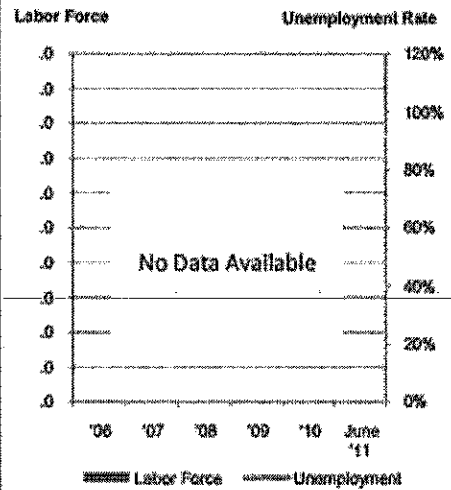
Source: CA Employment Development Department

14. Household Type, 2010
% of all households

a) Total, 2000-10

b) By Race and Ethnicity,* 2010

15. Average Household Size, 2010
By Race and Ethnicity*
No Data Available

16. Living Arrangements Age 65+, 2005-09
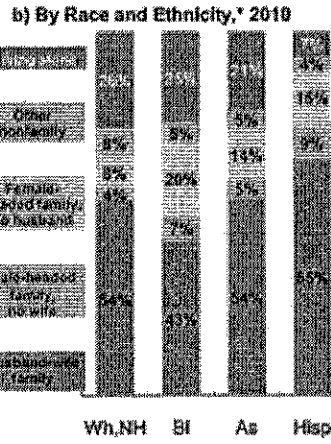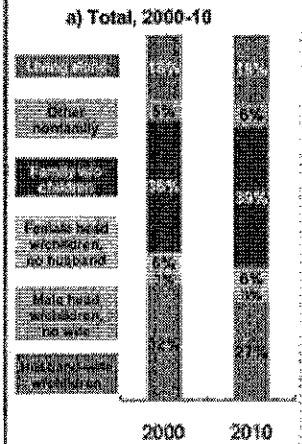
Source: ACS 2005-09

17. Educational Attainment for the Population Age 25 and Over by Race and Ethnicity*

a) % of Adults Who Did Not Complete High School

b) % of Adults Who Attained a BA or Higher
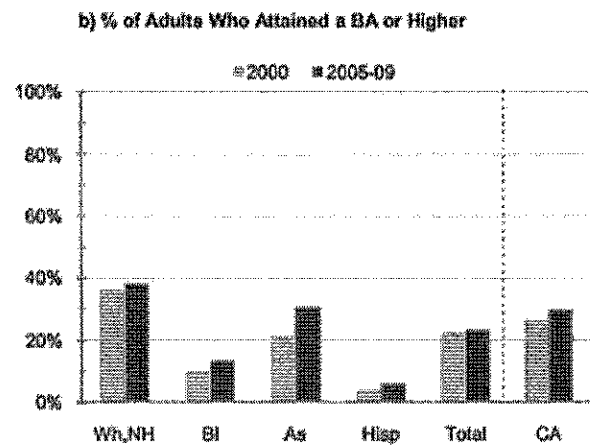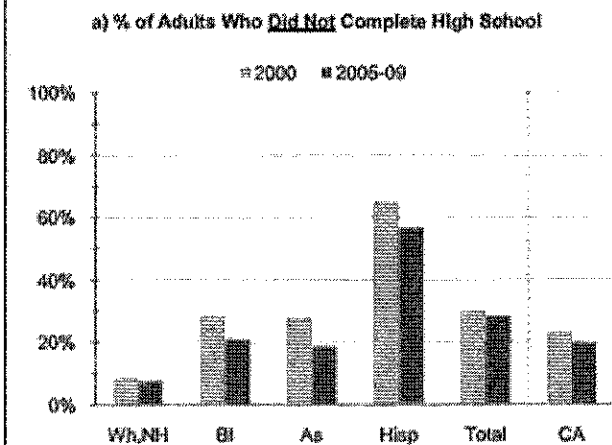
Source: Census 2000, ACS 2005-09

*Wh,NH=White,Non-Hispanic; Bl=Black,Hispanic Inclusive; As=Asian,Hispanic Inclusive; Hisp=Hispanic(includes all races); CA=California Total

Note: In the American Community Survey and for Census variables other than population, Hispanic origin is not broken out for all races.

Source: US Census 2010, unless otherwise noted

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|	White, Non-Hispanic	Black, Non-Hispanic	Asian, Non-Hispanic	Other, Non-Hispanic	American Indian & Alaska Native	Native Hawaiian & Pacific Islander	Some Other Race	Two or More Races	Hispanic or Latino	Total Population
A. Total Population										
2000 Total	86,524	8,612	11,414	8,238	958	1,138	573	5,569	86,639	201,425
2000 % of Total	43.0%	4.3%	5.7%	4.1%	0.5%	0.6%	0.3%	2.8%	43.0%	100.0%
2010 Total	78,199	8,022	11,979	8,245	785	1,349	433	5,678	111,598	218,043
2010 % of Total	35.9%	3.7%	5.5%	3.8%	0.4%	0.6%	0.2%	2.6%	51.2%	100.0%
B. Population in Major Age Groups by Race and Ethnicity										
2000										
0-19	19,377	2,177	2,671	3,425	252	390	183	2,600	36,149	63,799
20-64	52,450	5,554	6,957	4,337	615	677	376	2,669	47,407	116,705
65+	14,697	881	1,786	474	89	71	14	300	3,083	20,921
85+	1,638	53	120	29	6	2	2	19	193	2,033
2010										
0-19	14,084	1,231	2,466	3,125	149	311	128	2,537	42,988	63,894
20-64	48,148	5,850	7,458	4,553	534	921	268	2,830	63,845	129,854
65+	15,967	941	2,055	567	102	117	37	311	4,765	24,295
85+	2,399	95	226	47	15	6	0	26	443	3,210
C. Age Mix for Each Racial and Ethnic Group										
2000										
0-19	22.4%	25.3%	23.4%	41.6%	26.4%	34.3%	31.9%	46.7%	41.7%	31.7%
20-64	60.6%	64.5%	61.0%	52.7%	64.3%	59.5%	65.6%	47.9%	54.7%	57.9%
65+	17.0%	10.2%	15.6%	5.8%	9.3%	6.2%	2.4%	5.4%	3.6%	10.4%
85+	1.9%	0.6%	1.1%	0.4%	0.6%	0.2%	0.3%	0.3%	0.2%	1.0%
2010										
0-19	18.0%	15.3%	20.6%	37.9%	19.0%	23.1%	29.6%	44.7%	38.5%	29.3%
20-64	61.6%	72.9%	62.3%	55.2%	68.0%	68.3%	61.9%	49.8%	57.2%	59.6%
65+	20.4%	11.7%	17.2%	6.9%	13.0%	8.7%	8.5%	5.5%	4.3%	11.1%
85+	3.1%	1.2%	1.9%	0.6%	1.9%	0.4%	0.0%	0.5%	0.4%	1.5%
D. Racial and Ethnic Mix for Each Age Group										
2000										
0-19	30.4%	3.4%	4.2%	5.4%	0.4%	0.6%	0.3%	4.1%	56.7%	100.0%
20-64	44.9%	4.8%	6.0%	3.7%	0.5%	0.6%	0.3%	2.3%	40.6%	100.0%
65+	70.2%	4.2%	8.5%	2.3%	0.4%	0.3%	0.1%	1.4%	14.7%	100.0%
85+	80.6%	2.6%	5.9%	1.4%	0.3%	0.1%	0.1%	0.9%	9.5%	100.0%
2010										
0-19	22.0%	1.9%	3.9%	4.9%	0.2%	0.5%	0.2%	4.0%	67.3%	100.0%
20-64	37.1%	4.5%	5.7%	3.5%	0.4%	0.7%	0.2%	2.2%	49.2%	100.0%
65+	65.7%	3.9%	8.5%	2.3%	0.4%	0.5%	0.2%	1.3%	19.6%	100.0%
85+	74.7%	3.0%	7.0%	1.5%	0.5%	0.2%	0.0%	0.8%	13.8%	100.0%
E. Population Growth										
2000-10, Change										
0-19	-5,293	-946	-205	-300	-103	-79	-55	-63	6,839	95
20-64	-4,302	296	501	216	-81	244	-108	161	16,438	13,149
65+	1,270	60	269	93	13	46	23	11	1,682	3,374
85+	761	42	106	18	9	4	-2	7	250	1,177
Total	-8,325	-590	565	9	-171	211	-140	109	24,959	16,618
2000-10, % Change										
0-19	-27.3%	-43.5%	-7.7%	-8.8%	-40.9%	-20.3%	-30.1%	-2.4%	18.9%	0.1%
20-64	-8.2%	5.3%	7.2%	5.0%	-13.2%	36.0%	-28.7%	6.0%	34.7%	11.3%
65+	8.6%	6.8%	15.1%	19.6%	14.6%	64.8%	164.3%	3.7%	54.6%	16.1%
85+	46.5%	79.2%	88.3%	62.1%	150.0%	200.0%	-100.0%	36.8%	129.5%	57.9%
Total	-9.6%	-6.9%	5.0%	0.1%	-17.9%	18.5%	-24.4%	2.0%	28.8%	8.3%

Source: US Census 2010, 2000

	White, Non-Hispanic	Black, Non-Hispanic	Asian, Non-Hispanic	Other, Non-Hispanic	Detail for Other, Non-Hispanic				Hispanic or Latino	Total Population 2010
					American Indian & Alaska Native	Native Hawaiian & Pacific Islander	Some Other Race	Two or More Races		
F. Population by Library-Defined Age Groups, 2010										
0-5	3,602	251	492	923	33	74	29	787	13,985	19,253
6-10	3,293	307	504	752	27	76	27	622	10,542	15,398
11-13	2,061	176	340	483	23	44	20	306	5,943	9,003
14-18	4,156	388	866	817	49	99	47	622	10,397	16,633
19-32	11,254	1,388	2,024	1,729	153	331	87	1,158	27,741	44,138
33-45	11,245	1,846	2,076	1,234	153	256	84	741	21,483	37,863
46-64	26,621	2,716	3,623	1,740	245	352	102	1,041	16,762	51,462
65-84	13,568	846	1,829	520	87	111	37	285	4,322	21,085
85+	2,399	95	226	47	15	6	0	26	443	3,210
Total	78,199	8,022	11,979	8,245	785	1,349	433	5,678	111,598	218,043
G. Population by 5-Year Age Brackets, 2010										
0-4	2,975	209	404	776	30	63	22	661	11,700	16,064
5-9	3,229	279	484	730	26	75	25	604	10,823	15,545
10-14	3,565	309	583	804	34	69	34	667	9,870	15,131
15-19	4,315	434	695	815	59	104	47	606	10,595	17,154
20-24	4,173	498	749	684	56	119	40	469	9,970	16,074
25-29	3,818	427	620	572	50	118	25	379	9,860	15,287
30-34	3,716	607	671	516	54	106	34	322	9,481	14,891
35-39	3,887	589	782	470	52	107	30	281	8,589	14,417
40-44	4,813	881	843	477	69	104	32	272	7,726	14,740
45-49	6,124	921	951	508	58	109	25	316	6,351	14,855
50-54	7,141	905	1,009	600	85	124	33	367	5,299	14,963
55-59	7,378	641	963	400	51	69	28	252	3,879	13,261
60-64	7,098	381	870	317	59	65	21	172	2,600	11,266
65-69	4,950	269	571	195	34	39	19	103	1,705	7,690
70-74	3,420	229	450	147	28	36	8	75	1,104	5,350
75-79	2,844	211	466	104	17	22	4	61	850	4,475
80-84	2,354	137	342	74	8	14	6	46	663	3,570
85-89	1,575	73	158	29	6	3	0	20	296	2,131
90-94	621	18	46	13	8	2	0	3	113	811
95-99	180	3	19	5	1	1	0	3	30	237
100+	23	1	3	0	0	0	0	0	4	31
Total	78,199	8,022	11,979	8,245	785	1,349	433	5,678	111,598	218,043

H. Median Age, 2000-10	White, Non-Hispanic	Black, Hispanic Inclusive	Asian, Hispanic Inclusive		American Indian & Alaska Native, Hispanic Inclusive	Native Hawaiian & Pacific Islander, Hispanic Inclusive	Some Other Race, Hispanic Inclusive	Two or More Races, Hispanic Inclusive	Hispanic or Latino	Total Population
2000	#N/A	#N/A	#N/A		#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
2010	#N/A	#N/A	#N/A		#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

Source: US Census 2010, 2000

Note: In the American Community Survey and for Census variables other than population, Hispanic origin is not broken out for all races.

I. Income Distribution, 2005-09

Range (ths)	Households	% of Total
<$10	2,593	4.0%
$10 to <$25	7,871	12.2%
$25 to <$50	14,506	22.4%
$50 to <$75	12,291	19.0%
$75 to <$100	8,907	13.8%
$100 to <$150	10,588	16.4%
$150+	7,864	12.2%

J. Median Household Income by Race and Ethnicity, 2005-09 ($2009)

White, NH	Black	Asian	Hispanic	Total	% of CA	California
#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	$60,392

K. Household Type, 2000-10

	2000	2000,%	2010	2010,%
Total households	60,848	100.0%	64,260	100.0%
Family Households	46,812	76.9%	48,155	74.9%
Husband-wife w/children	19,335	31.8%	17,529	27.3%
Female head, no husband, w/children	3,484	5.7%	3,914	6.1%
Male head, no wife, w/children	1,798	3.0%	1,930	3.0%
Without children	22,195	36.5%	24,782	38.6%
Nonfamily households	14,036	23.1%	16,105	25.1%
Living alone	10,777	17.7%	12,101	18.8%
Other nonfamily	3,259	5.4%	4,004	6.2%

Source: US Census 2010, 2000

L. Household Type by Race and Ethnicity, 2010

	White, NH	Black	Asian	Hispanic	Total
Total households	32,990	2,281	4,069	23,071	64,260
Husband-wife family	53.8%	42.7%	64.4%	64.8%	57.3%
Family with male head, no wife	3.7%	6.9%	5.2%	9.2%	6.0%
Family with female head, no husband	8.1%	20.2%	13.8%	15.2%	11.7%
Living alone	26.4%	24.9%	21.4%	7.0%	18.8%
Other nonfamily	8.1%	5.3%	5.3%	3.7%	6.2%

Source: US Census 2010

M. Poverty, 2005-09

Percentage of families and people whose income in the past 12 months is below the poverty level

		California
All families	8.0%	9.8%
Families w/ related children under 18 years	12.0%	14.6%
Families w/ female householder, no husband present	21.1%	24.2%
Families w/ female householder, no husband present w/ related children under 18 years	27.8%	32.2%
All people	11.3%	13.2%
Under 18 years	14.6%	18.3%
18 to 64 years	10.7%	11.9%
65 years and over	6.1%	8.4%

N. Educational Attainment, 2005-09

% at each level of educational attainment

	White, NH	Black	Asian	Hispanic	Total
Population 25 years and over	62,003	6,956	8,752	52,366	134,901
Less than high school	7.4%	20.8%	18.5%	56.6%	28.2%
High school graduate (includes equivalency)	19.6%	30.0%	21.5%	21.4%	21.3%
Some college or associate's degree	34.7%	35.8%	29.2%	15.9%	27.2%
Bachelor's degree or higher	38.2%	13.5%	30.8%	6.1%	23.3%

O. Employment Status, 2010-11

	2010	June 2011
In civilian labor force	#N/A	#N/A
Employed	#N/A	#N/A
Unemployed, % of labor force	#N/A	#N/A

Source: CA Employment Development Department

P. Occupation, 2005-09

	Estimate	Percent
Civilian employed population, 16 yrs & over	93,223	100.0%
Management, professional, and related occupations	26,410	28.3%
Service occupations	18,046	19.4%
Sales and office occupations	21,012	22.5%
Farming, fishing, and forestry occupations	9,580	10.3%
Construction, extraction, maintenance, and repair occupations	7,810	8.4%
Production, transportation, and material moving occupations	10,365	11.1%

Q. Class of Worker, 2005-09

	Estimate	Percent
Civilian employed population, 16 yrs & over	93,223	100.0%
Private, for profit, wage and salary employee	60,551	65.0%
Private, not for profit, wage and salary employee	5,044	5.4%
Private, for profit, wage and salary self-employed in own business	3,410	3.7%
Government workers	15,287	16.4%
Self-employed in own not incorporated business	8,619	9.2%
Unpaid family workers in family business	312	0.3%

Source: American Community Survey 2005-09, unless otherwise stated   ProfileTemplate 9-8-11.xlsm 9/9/2011 16:43

Note: In the American Community Survey and for US Census variables other than population, Hispanic origin is not broken out for all races. White, NH represents White, Non-Hispanic. Black and Asian are Hispanic inclusive.