



# County of Monterey

Board of Supervisors  
Chambers  
168 W. Alisal St., 1st Floor  
Salinas, CA 93901

## Board Report

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**File #:** 13-0306, **Version:** 1

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- a. Receive an oral report from the County Librarian regarding the Library Department's Three Year (2013-2016) Strategic Plan.
- b. Approve the Library Department's Three Year (2013-2016) Strategic Plan.
- c. Direct staff to begin implementation of the plan and update the plan regularly going forward.

### **RECOMMENDATION:**

It is recommended that the Monterey County Board of Supervisors:

- a. Receive an oral report from the County Librarian regarding the Library Department's Three Year (2013-2016) Strategic Plan.
- b. Approve the Library Department's Three Year (2013-2016) Strategic Plan.
- c. Direct staff to begin implementation of the plan and update the plan regularly going forward.

### **SUMMARY/DISCUSSION:**

The Library Department, 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 last Strategic Plan for the library covered the period 2000-2005. Since then the library has been operating 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.

The current Strategic Plan charts MCFL's course for the next three years and reaffirms Monterey County Values and the commitments that have characterized MCFL's approach to providing service for the last 100 years:

- Equity and responsiveness in delivering services
- Effective and responsible use of resources
- Dedication to professional excellence

In preparing this Strategic Plan, several factors were taken into consideration including:

County demographics, trends, and key issues impacting 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.

Data was gathered through online and face-to-face meetings from people of a variety of ages and backgrounds and include: 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.

In addition to updating MCFL's mission and vision statements, the following recommendations in three areas were made in the Strategic Plan:

1. Equitable and responsive services and programs for all communities
  - Develop a countywide plan for branch services that balances open-hours, staffing and services with community needs and available resources

- Redesign the current Reference Service model with a focus on providing the best and most equitable delivery of service
  - Evaluate and update Bookmobile and Library-by-Mail use for efficiency as well as for effective delivery of library and literacy services
  - Ensure that MCFL has a secure and robust technology and telecommunications infrastructure, and effective use of technology for delivery of services
  - Respond to the community’s desire for cultural and educational programs for adults and children, and for support of the academic success of children and youth through the Homework Centers
  - Continue to expand Literacy services to reach wider audiences using progressive and sustainable methods
2. Effective and responsible use of resources
- Explore alternative options for developing the library materials collections focusing on cost savings and best use of staff
  - Secure the ILL program’s efficiency and sustainability by establishing effective cost recovery and service delivery models.
  - Plan for and seek supplemental funding from alternative and diversified sources to fill the growing gap between fiscal resources and community needs.
  - Complete a salary study to achieve pay parity with workers in other libraries and departments
  - Create a facilities master plan that identifies short and long term repair/replacement needs of existing facilities, as well as anticipated new facilities.
3. Professional Excellence
- Achieve better communications between staff at all levels
  - Become an organization that is decisive and able to quickly respond to staff and community needs
  - Provide regular training to maintain a high skill level for staff

**OTHER AGENCY INVOLVEMENT:**

None, except those that occur in the normal conducting of business.

**FINANCING:**

There is no impact to the General Fund.

Prepared by:

Approved by:

Bert Baumer  
Administrative Services Assistant

Jayanti Addleman  
County Librarian

Date:

Date:

Attachment: The Library Department's Strategic Plan.