

Monterey Public Library 2010

Introduction

I am pleased to present *Monterey Public Library 2010*, a strategic plan that sets priorities, informs decisions, and focuses energy for library services within the City of Monterey. The plan was developed as a collaborative effort with input from almost 200 individuals age 14 to 81, including Library customers, other community residents, staff members, and the Library Board of Trustees.

As a department of the City of Monterey, the Library strives to effectively deliver quality services to support the City Council's adopted Value Drivers, most notably:

- Working to improve the quality of life of our residents
- Providing sufficient resources and support to develop and retain a high quality city work force
- Appropriately preserve, promote and maintain our historic, cultural and environmental assets
- Maintain and expand an environment that solicits, welcomes and appreciates input from all

The strategic concepts underlying *Monterey Public Library 2010* are to:

- Strengthen community awareness of the role, value and services of the Monterey Public Library
- Develop a sustainable and flexible organization to meet current and future community needs
- Determine how library services will best be delivered within the city of Monterey and to library customers in the region

Central to the initiatives, goals and actions of *Monterey Public Library 2010* is the understanding that the Monterey Public Library staff, under the direction of the Library Board, must develop, maintain and improve:

- services, programs and collections that balance community demand and Library resources
- internal and external communications that carry the message out, to all, about what we do and how we do it
- technology solutions to improve customer experience and staff efficiency
- supplementary funding sources to augment city funding

This plan captures community, staff and Board hopes, dreams and initiatives, establishes a commitment to excellence in Library service and strategically positions the Monterey Public Library to thrive in the coming years.

Library Director

Library Board Chair

Mission

The Monterey Public Library is a welcoming community, cultural and learning center for people of all ages. Our collections and services inspire, educate and delight, preserve Monterey's memory and link the community with the knowledge and cultures of the world. Our staff members encourage discovery, share the joy of reading and protect the right to know.

Vision

The Library inspires, delights
and educates all. The Library
IDEA!

CORE VALUES

Access

- We believe in the right to know
- We protect our customers' right to privacy
- We value information in all formats: print, electronic, audio and visual
- We offer full and equal access to the facility, its collections, and services
- We promote the Library as a public space for the open communication of ideas and information.

Community

- We value all customers and respond to their unique needs.
- We reflect the diversity of the community in the Library's collection, displays, programs and services.
- We enhance our community's quality of life by reflecting, celebrating and promoting curiosity, discovery and creativity.
- We seek and build partnerships; we are active participants in the community.
- We consider the impact on the customer in all decisions we make.

Service

- We recruit, support and celebrate staff who provide the professional link to the Library's collections, facilities and services.
- We respond with accuracy, courtesy, and respect to the diversity of people and perspectives we serve.
- We connect our customers to the diverse information they wish to explore in a friendly, nonjudgmental manner.
- We promote the joy of reading and lifelong learning.

Stewardship

- We are responsible stewards of all the resources with which we have been entrusted.
- We preserve community memory by collecting, maintaining and promoting local historic resources.
- We respond to present situations and anticipate future needs

History

California's first public library was established in Monterey in 1849, by the Monterey Library Association. Citizens purchased \$40 shares in a library which would, "...afford amusement, entertainment, and profit to a large class of people who, without its aid, would waste their time in the frivolities and questionable pastimes so prevalent in our State." The first collection of about 900 books was shipped around Cape Horn to Monterey; one-quarter of the books were written in Spanish.

Between 1840 and 1911 the Library was relocated from Bonifacio Street, to Colton Hall, to several storefronts on Alvarado Street, and to a Carnegie building on Van Buren designed by architect William Weeks. In 1931, after a vigorous neighborhood campaign, a New Monterey branch was built, and operated for twenty years. Monterey's first Bookmobile went into service in 1956, two years after the branch was closed.

By 1950 the Library had outgrown the building on Van Buren Street (designed to serve 5,000 residents and hold 20,000 books, now serving 17,500 with 46,000 books). Voters passed a \$350,000 bond measure for the construction of a new library, designed by noted architect William Wurster on an odd-shaped site located at the corner of Madison and Pacific Streets. Upon its opening in 1952, the new library building received national attention and high praise, and made a lasting statement about the extent to which the community values its library.

The library had grown beyond expectations by the end of the 1970's. Increased usage, the introduction of new material formats, a need to improve access for the disabled, and the advent of computer technology necessitated both an upgrade and an expansion of the building. In 1983, construction began on the \$1.5 million expansion project, which added 7,500 square feet to the Library and remodeled another 3,500 square feet. The grand re-opening was held in July 1984.

For several years, the cost of operating the Bookmobile had come under scrutiny during each annual budget cycle. In 1982, it was decided to suspend Bookmobile service. The decision, however, met with strong public opposition similar in size and intensity to the 1953 debate over the New Monterey Branch Library closure. The City Council resolved the matter in 1985 by approving the expenditure of \$92,000 for the purchase of a new Bookmobile, and in July 1986, after a four-year hiatus, the Monterey Public Library Bookmobile was back on the road.

In 1992 the Library began charging borrowing fees to non-City of Monterey residents after the county library eliminated payments to city libraries for county resident use. Non-resident fees reduced library use and generated much negative publicity for the Library. Fourteen years later, in July 2006, the Library Board voted to stop charging these fees –and library cards became free to all California residents.

In 2001 the City of Monterey faced an economic downturn. During the next four years the Library's budget was cut by 15%; 11 positions were eliminated, hours were reduced, and the materials budget was decreased by 35%. Due to public, Board, Friends and Council support, however, the Library's seven-day-a-week open schedule and unique community services (such as the Bookmobile, Stories for Adults, California History Room and others) were preserved.

The Monterey Public Library of the 21st century continues a proud tradition of public service. Every day hundreds of library customers of all ages are welcomed by helpful librarians and staff, browse the shelves, select books and other library materials, ask for reference assistance and reading recommendations, and enjoy library programs with family and friends.

The Library continues to be a well-used community resource. In FY 2006/2007 354,524 adults, teens, children and babies visited the Library and Bookmobile; 426,994 books, CDs, DVDs, magazines and other items were checked out; 32,624 reference questions were answered, and 9,484 children, teens and adults attended Library programs.

Background

Beginning with an all-staff workshop in February 2005 a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted; discussions were then continued at monthly staff and Board meetings. Identified strengths were community appreciation and support, the value and teamwork of Library colleagues, a broad and diverse collection, a historic building in a great community location. Identified weaknesses were budget cutbacks and reduced staffing, increased stress, insufficient time for planning, training and outreach. Prospects for future collaboration (including the Library's newly assumed oversight of the City's Museums and Cultural Arts division), new technologies and a possible building expansion were top opportunities; diminishing public funding and community understanding of the "common good" and downward trends in library use were threats.

From February through May 2006 a series of eight community forums (with 54 participants ages 14 to 84; over 80% current Library customers) were held at locations throughout the city and at the Library; comments were also received via email and phone. A citywide survey was mailed to all residents in spring 2006, with five Library-specific questions; 251 responses were received.

The Library received high ratings (in the 90th percentile) from survey respondents; overall comments from community members at focus groups were uniformly positive. Community members and Library Trustees noted the friendliness, helpfulness and expertise of the staff as the greatest strength of the Library. The variety, quality and high-interest level of library collections and programs for adults and children also rated highly, as did the Library's Bookmobile service. Library local history events (Shades of Monterey) and the Library's historical archives, services to students, teachers and parents,

public-use meeting rooms and self-service improvements (such as self-checkout stations and email notification) were also noted as strengths.

Focus group respondents frequently expressed concern that library services were not well known, promoted or more universally used. Concern was also expressed about the Library's "charging for cards" as an economic barrier to use. A lack of available parking and fewer open hours were negative aspects of current Library services. More recently, customer concerns have been raised about the age and condition of the Library's materials collections and the increasingly crowded and noisy building conditions.

These findings, as well as many other comments, suggestions and ideas from customers, community members and staff were incorporated into the strategic planning process. Library staff (working with Board of Trustees) developed new Mission and Vision Statements, identified Core Values, and specified Strategic Initiatives for the next three years. In the Spring of 2007, the City Council's new Mission, Vision and Value Drivers were also incorporated into the Library's strategic planning process.

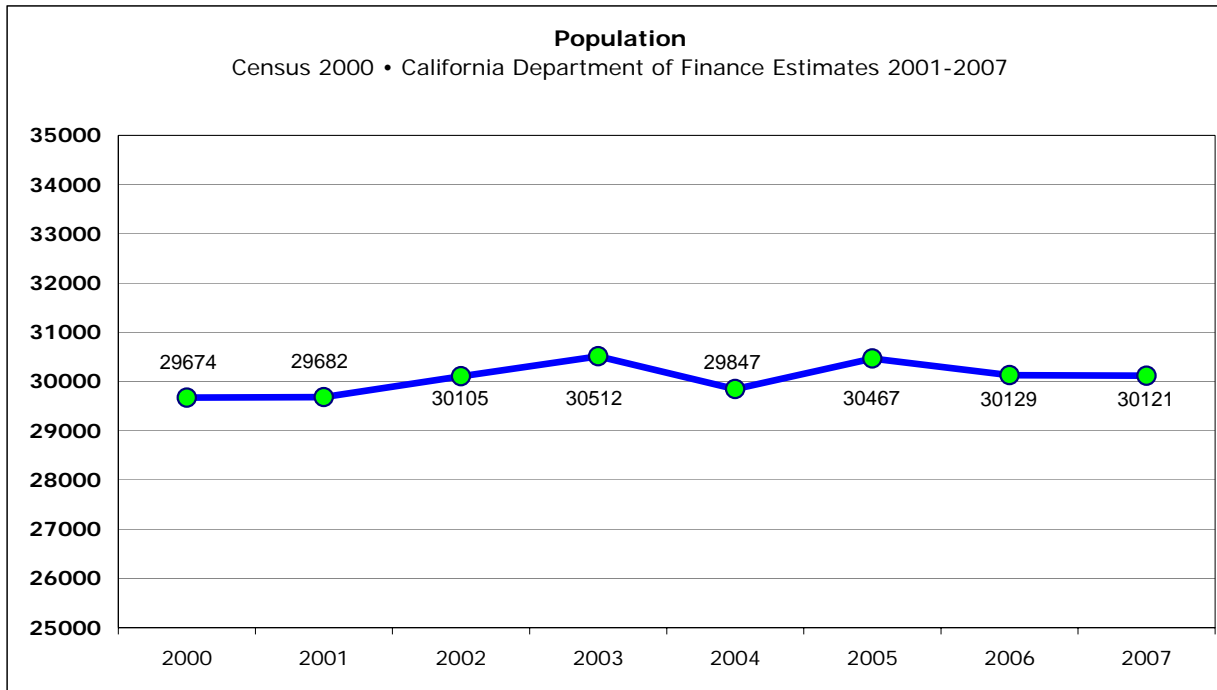
The Future

While the Monterey Public Library continues to be a popular community resource, the forms and formats of library service have changed dramatically over the last several decades. The physical book is still the "library brand" as recognized in worldwide studies (and as represented by 106,000+ print volumes on the Library's shelves). DVDs and audio CDs including audiobooks are increasing popular. However, traditional library systems are challenged these days by an explosion of information available electronically in a multiplicity of formats for diverse platforms with few guarantees of future access to licensed resources, a proliferation of online social networking, self-created and self-published multimedia content, and "virtual" worlds. What hasn't changed is the Library's mission to provide lifelong learning and reading, listening, and viewing enjoyment opportunities for people of all ages, and the Monterey community's reliance on the Library staff, Library resources in old and new formats, and the Library as a community center.

Reduced open hours have combined with demands on personal and family schedules to increase the usage of self-service and remote access options for hurried and offsite library customers. However, the Monterey Public Library facility served almost 31,000 customers per month in the first ten months of 2007, a 9% increase over 2006. The 55-year-old building is showing its age. An August 2007 facility condition assessment by the ISES Corporation indicated that original building systems are near the end of their projected lifespan or in need of substantial updating, with a preliminary estimate of \$3,846,711 in deferred maintenance and capital renewal costs.

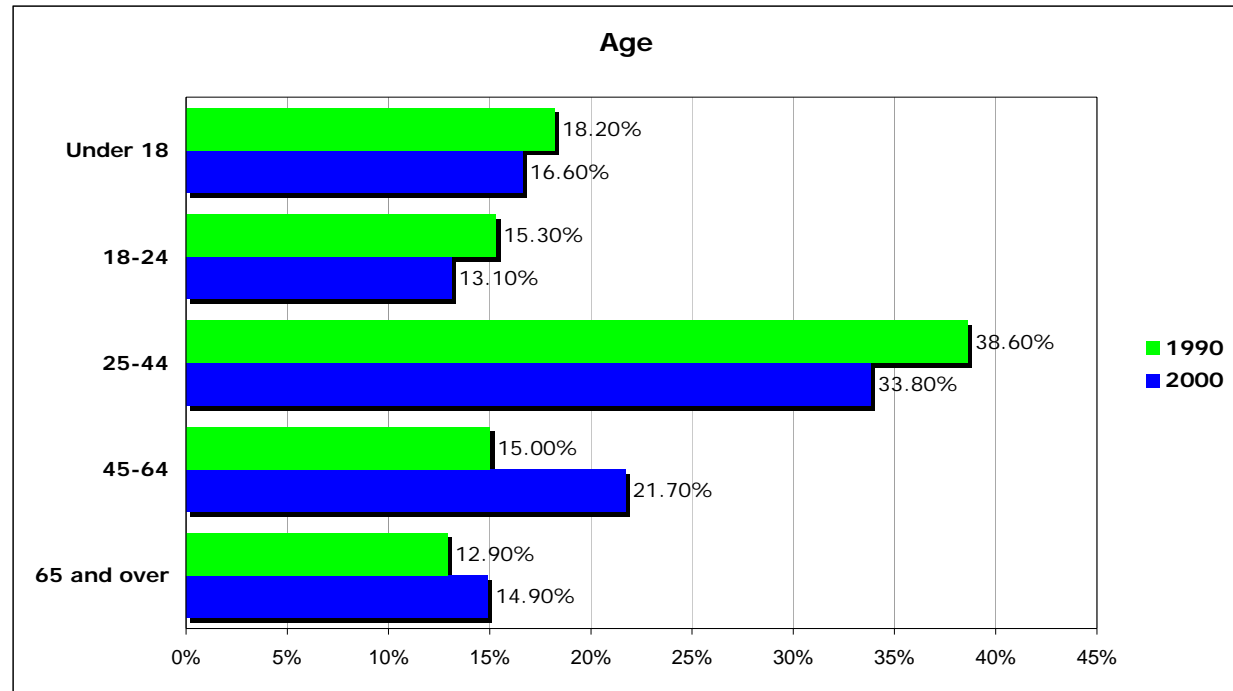
Community

The City of Monterey's population has remained stable over the past seven years; with an estimated population of 30,461 as of January 2007. While the City is currently promoting mixed use business and residential developments, without open areas for residential growth and business expansion, and with the availability of water as a limiting factor, no major population changes are predicted within the city limits within the next several years.

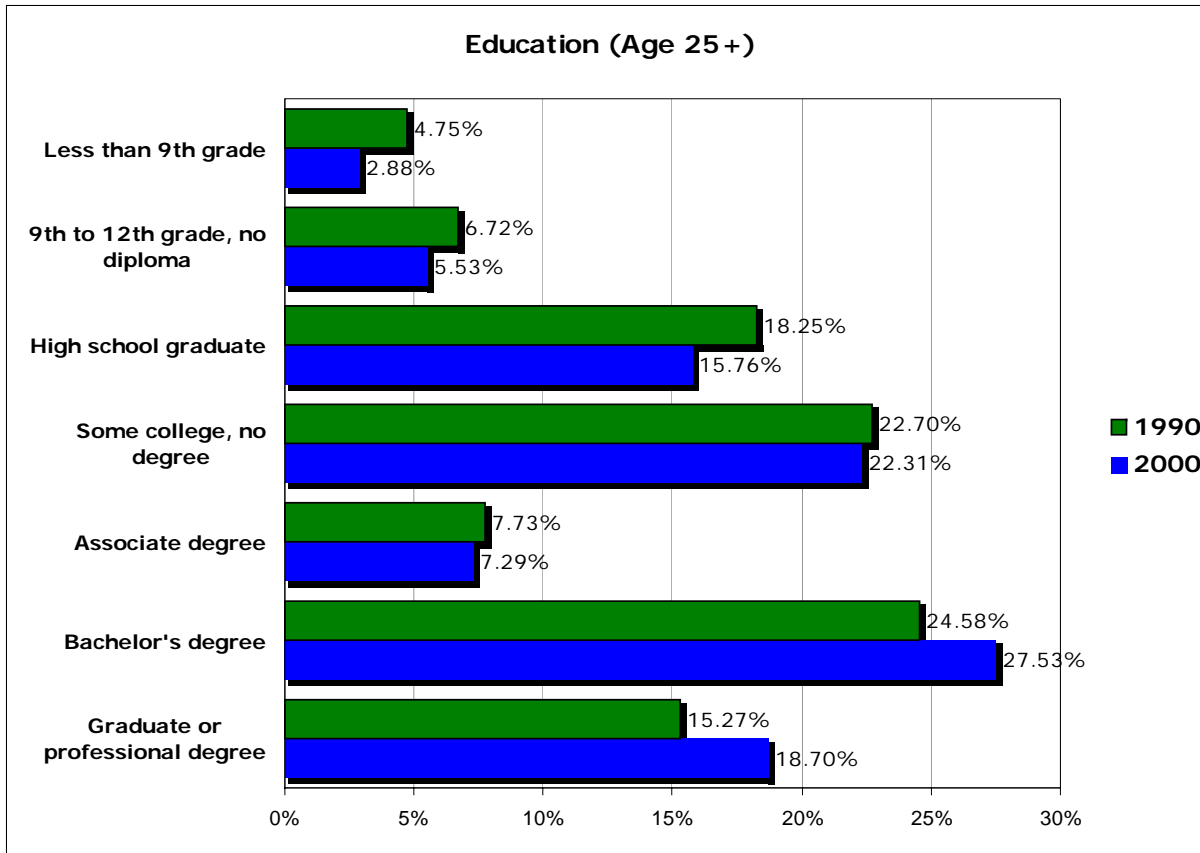


However, the elimination of non-resident fees in 2006, as expected, has widened the Library's service community to include residents of neighboring cities who work, own businesses, or attend school in Monterey, or who regularly visit the city for business or pleasure. Hundreds of educators, hospitality workers, government employees and others stream into and out of Monterey each day. As expected, demand for services has risen at a steady pace since July of 2006, with 8-10% increases in checkouts and customer visits noted already in FY 2007/2008 compared to the same period last year.

Four post-secondary educational facilities within the city limits (Monterey Peninsula College, the Defense Language Institute, Monterey Institute of International Studies and the Naval Postgraduate School with a combined enrollment of over 21,000) contribute to the 64% of Monterey’s residents age 18 to 44. Library use by 18 to 24 year-olds rapidly declines after high school; the main reason given for this demographic returning to libraries is the birth of a child and an interest in preparing that child for future educational success.



A decrease in the number of residents age 17 and younger is likely a result of the last decade’s shortage of affordable housing; many families with young children seek less expensive housing outside the City. And yet Library storytimes and homework help activities continue to be popular services as well as predictors of adult library use and support. 8,500 children and parents attended 160 youth programs last year. The significant reduction in youth programs in 2001 has led to increasingly crowded storytimes, as has the popularity of the Library’s “Born to Read” baby storytime (as babies “graduate” to toddler and pre-school storytimes). Reference and readers advisory services for youth, families and teachers are heavily used due to the close proximity of Monterey High and Colton Middle and Elementary Schools, the presence of four other public elementary schools, two parochial schools (one K-8, the other K-12), and one private middle/high school, and an active homeschooling population.



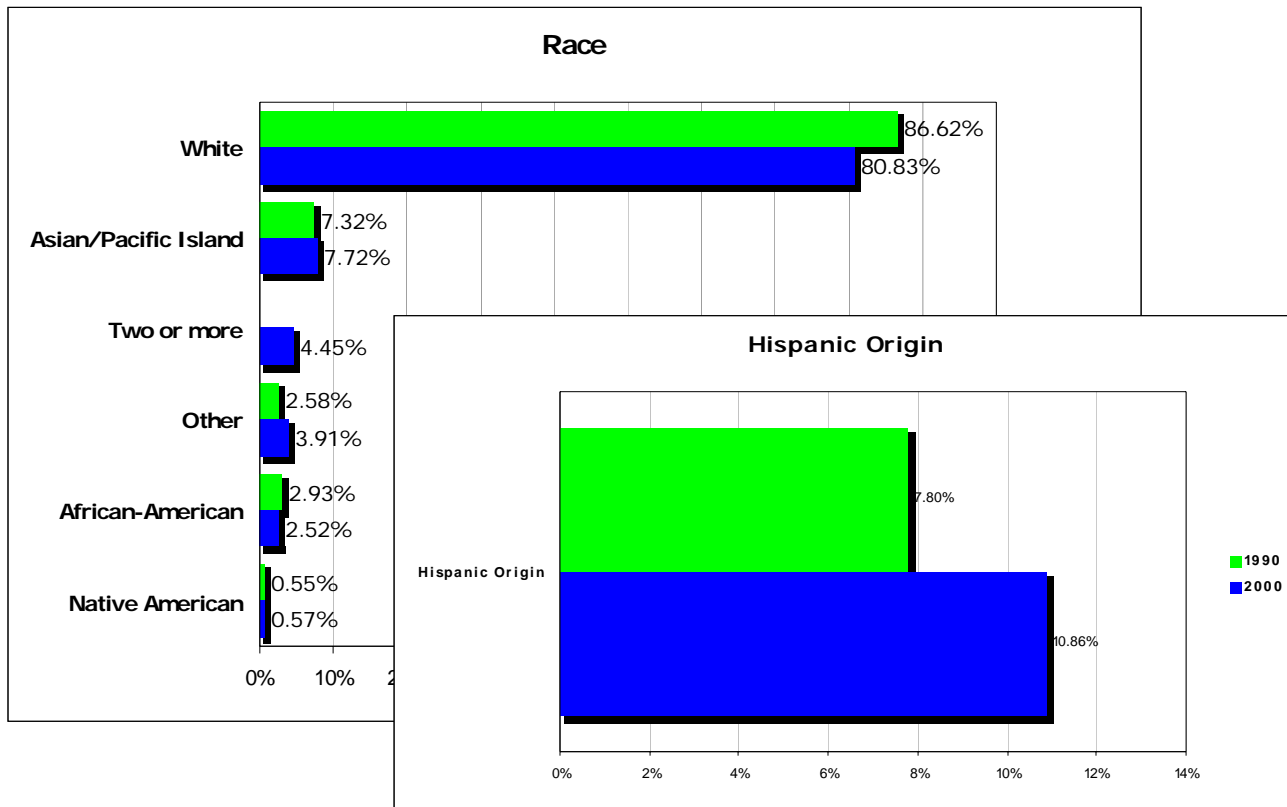
Those 45 and older rose to 37% of the city's population in 2000. As the "Boomer" generation ages this number will grow. Traditional library services for seniors, based on outreach and volunteer delivery models, may not be the best fit for this still-active age group. Reframing library services for this growing population must become a priority in the future.

Almost 50% of Monterey residents have a bachelor's degree and/or a graduate or professional degree. Another 30% have some college or an associate degree. The presence of students and faculty associated with Monterey Peninsula College (MPC), the Defense Language Institute (DLI), Monterey

Institute of International Studies (MIIS) and the Naval Postgraduate School (NPS) is likely the primary cause for these educational levels within the City's population. Typically, public libraries serving populations with higher educational levels have a dedicated customer base of frequent users; approximately 35% of 2006 City Survey respondents reported visiting the Library once or a few times weekly and another 35% once or a few times monthly.

Along with general trends, the increase in the number of residents with a bachelors degree or higher from 1990 to 2000 may be a result of the increase in student population at MPC and NPS during that decade. The decrease in the number of residents with less than a high school education from 1990 to 2000 may be a result of the decline in residents under 18 years of age during that time.

Literacy is a core public library service. Historically the Library has not provided literacy programs for city residents based on resident education levels and community need. Referrals to County literacy services are most often made to potential volunteers, rather than potential literacy learners. However, literacy services may be revisited as a future Library action area for three reasons. First, the decision to provide free library cards to all area residents expands customer needs. Second, the City recognizes that its service community includes Monterey employers, employees and visitors. Third, the Community Foundation for Monterey County is funding a new countywide focus on literacy initiatives, particularly in workplaces such as hospitality industry businesses.



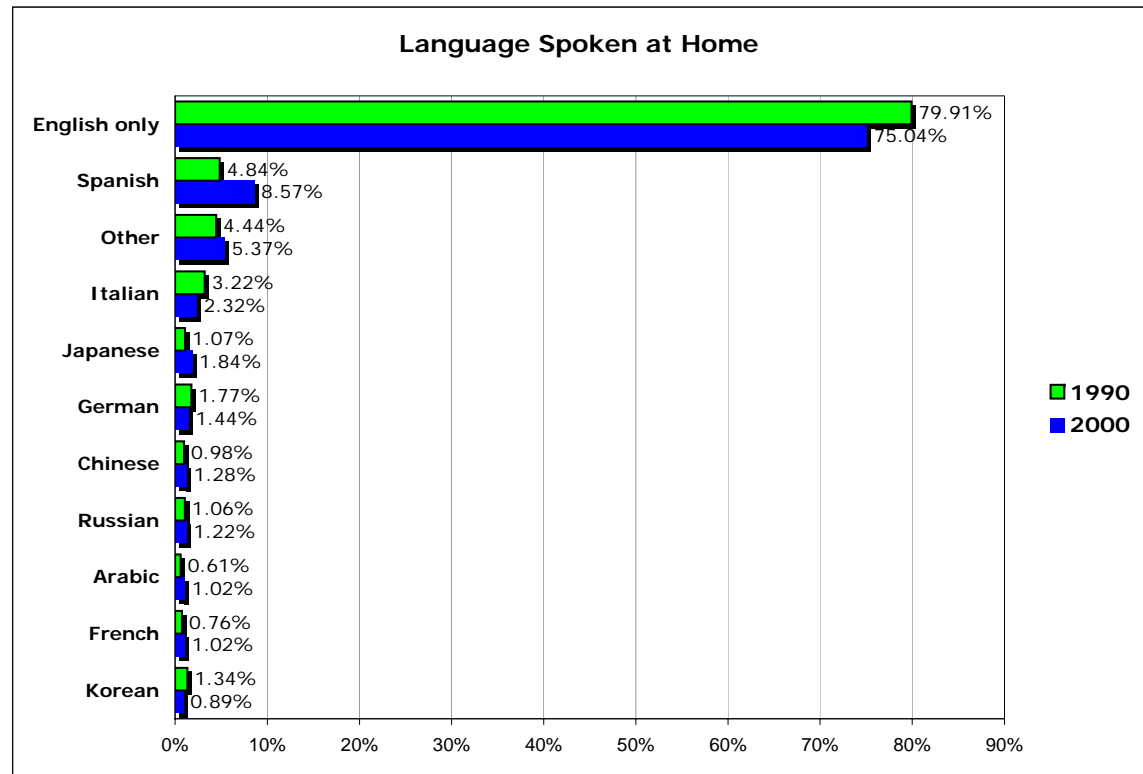
The number of Monterey’s residents identifying their race as “White” dropped from over 86% in 1990 to over 80% in 2000; self-identified “Hispanic origin” rose from nearly 8% to over 10% during that time and almost 8% of residents described their race as “two or more” or “other”. While this is a smaller demographic shift than is now being experienced in the state as a whole, this rate of growth supports the need perceived by staff and community members to provide materials and programs directed specifically to growing Hispanic and non-white populations.

In 1995 Governor Pete Wilson proclaimed Monterey “The Language Capitol of the World” to recognize that 25% of the nation’s post-secondary learning in languages other than English happens here. Over 150 non-English languages are spoken and taught within the city; students from over 100 nations are part of Monterey’s vibrant and multicultural population; Monterey is also home to the world’s largest provider of round-the-clock telephone language assistance.

In 2000, three out of four Monterey residents spoke only English at home, so it is appropriate that English-language materials make up the majority of the Library’s collections. However, this represents a 5% decline compared to 1990, while the number of residents speaking Spanish at

home increased by more than 75% in the same period. If Monterey parallels statewide trends since 2000, it is reasonable to expect that the City’s linguistic diversity will show another significant increase in the 2010 census.

Developing collections to support non-English speakers in Monterey is no easy task, however. Many languages, cultures and nationalities are each represented by a relatively small number of community members. This diversity, combined with the growing number of Spanish-language speakers/readers, makes matching print and online collections to community needs a challenge. Many of the Library’s print and online language collections consist of fewer than a dozen titles each, while community needs range from native-language speakers seeking a comprehensive collection of resources to new language-learners seeking non-textual practice materials to family members seeking early literacy titles and read-alouds.



The following four Strategic Initiatives document the important community, organizational, service and programmatic issues identified by community members, Trustees and staff during the planning process. Each Initiative has corresponding action plans, accountability, time frame, resource and evaluation requirements.

In committing to these Strategic Initiatives we are mindful that the daily “work” of the Library – interacting with hundreds of customers every day, managing thousands of items checked out and returned every month, purchasing and processing thousands of items every year - is the foundation from which these initiatives are launched. In order to implement the Action Plans listed below, it may be necessary to redirect staff time from current activities which are no longer as important to serving our changing community.

Most Action Plans will be guided by staff documents in a standard format identifying resource requirements, internal and external communication plans, timelines, task assignments, and specific evaluation measures.

<p align="center">Initiative 1: Your Library – reaching out to the whole community</p> <p align="center">Develop and implement external and internal communication strategies to increase community awareness of the role, value and services of the Library.</p>				
Action Plans	Accountability	Completion Date	Resources	Evaluation
1.1 Create tools and training to support staff, volunteer and Board marketing plan	Special Services Coordinator	December 2008	\$ FY 07-08 Library Trust Fund (TF) \$ Dec 07 Friends \$ TBD FY 08-09 TF	Completion of tools and training Pre- and post-assessment of staff, volunteers and Board
1.2 Develop return-on-investment tools and report to communicate economic and social benefits of library services	Assistant Library Director Special Services Coordinator	July 2008	\$ in FY 07-08 TF	Completion of report Outreach objectives Audience surveys
1.3 Identify and ensure Library presence at least 5 targeted community events per year to increase community awareness of role, value and services of the Library	Special Services Coordinator Youth Services Manager Reference and Readers Services Manager	July 2008, July 2009, July 2010	\$ in FY 07-08 TF \$ TBD FY 08-09 TF \$ TBD FY 09-10 TF	Completion of Event Resource Toolkit Staff participation in five identified events per FY Audience surveys

Initiative 2: Your Library – easy to find, easy to use, wherever you are

Develop and implement improvements to processes, services and facilities to improve customer access and usability, and to enhance delivery of services and resources throughout the community.

Action Plans	Accountability	Completion Date	Resources	Evaluation
2.1 Review Readers Services work flows and processes to increase effectiveness and efficiency	Reference and Readers Services Manager Circulation Supervisor	July 2008	Current staff	Completion of review Completion and approval of improvement plan
2.2 Implement Readers Services work flows and processes improvement plan	Reference and Readers Services Manager Circulation Supervisor	July 2009	\$ TBD FY 08-09	Implementation of improvement plan Outcome measures based on plan
2.3 Review Technical Services work flows and processes to increase effectiveness and efficiency	Assistant Library Director Technical Services Supervisor	July 2008	Current staff	Completion of review Completion and approval of improvement plan
2.4 Implement Technical Services work flows and processes improvement plan	Assistant Library Director Technical Services Supervisor	July 2009	\$ TBD FY 08-09	Implementation of improvement plan Outcome measures based on plan
2.5 Implement improved public access computer reservation and printing system	Assistant Library Director	September 2008	\$ in FY 07-08 General Fund (GF)	Completion of RFP, vendor and product evaluation, installation Customer survey Assessment of staff maintenance and troubleshooting time
2.6 Review collections and study/seating areas to improve customer access	Library Director Reference and Readers Services Manager Youth Services Manager	December 2008	Current staff	Completion of accessibility audit, survey of collections and seating, improvement plan

2.7 Implement improved collections and study/seating area plans	Library Director Reference and Readers Services Manager Youth Services Manager	July 2009	\$ TBD FY 08-09	Implementation of improvement plan 10% circulation increase in designated areas
2.8 Replace current Bookmobile with more accessible vehicle	Reference and Readers Services Manager Bookmobile Supervisor Vehicle Maintenance staff	December 2008	\$ in FY 07-08 Vehicle Replacement Fund	Performance assessment of delivered vehicle and installed technology based on purchase specifications.
2.9 Review Bookmobile service program and plan for improvements	Reference and Readers Services Manager Bookmobile Supervisor	December 2008	\$ TBD FY 08-09	Completion of review and usage studies Completion and approval of improvement plan
2.10 Implement Bookmobile service improvement plan	Reference and Readers Services Manager Bookmobile Supervisor	July 2010	\$ TBD FY 09-10	Implementation of improvement plan 20% increase in usage measures
2.11 Assess Library Web site and develop ebranch (electronic branch) service plan	Assistant Library Director Web Development Team	July 2008	Current staff (Related \$ in FY 07-08 GF and TF)	Usability testing and Web surveys Completion and approval of ebranch service plan
2.12 Implement ebranch service plan	Assistant Library Director Web Development Team	July 2009	\$ TBD FY 08-09	Implementation of ebranch service plan Usability testing and Web surveys 20% increase in usage measures

Initiative 3: Your Library – community and cultural center

Develop and implement service plans in identified areas to meet community needs and to enhance engagement in arts, history and lifelong learning.

Action Plans	Accountability	Completion Date	Resources	Evaluation
3.1 Develop targeted, coordinated early literacy outreach and service plan to pre-schoolers, families and caregivers	Youth Services Manager	July 2008	FY 07-08 LSTA/State Library planning grant: <i>Early Learning with Families</i> (Grant received)	Completion of staff training FY 08-09 Grant award
3.2 Implement targeted, coordinated early literacy outreach and service plan to pre-schoolers, families and caregivers	Youth Services Manager	July 2009	FY 08-09 LSTA/State Library grant: <i>Early Learning with Families</i> \$TBD FY 08-09 TF	Pre- and post-assessment of target audience Usage and outcome measures based on plan
3.3 Develop targeted, coordinated “ Boomer Generation ” outreach and service plan for adults over 50	Reference and Readers Services Manager	July 2008	FY 07-08 LSTA/State Library planning grant: <i>Transforming Life After 50</i> (Grant received)	Completion of staff training FY 08-09 Grant award
3.4 Implement targeted, coordinated “ Boomer Generation ” outreach and service plan for adults over 50	Reference and Readers Services Manager	July 2009	FY 08-09 LSTA/State Library grant: <i>Transforming Life After 50</i> \$TBD FY 08-09 TF	Pre- and post-assessment of target audience Usage and outcome measures based on plan
3.5 Implement Teen Advisory Group to solicit service improvement input from community teens	Youth Services Manager	July 2008	\$ in FY 07-08 TF	Implementation of plan Pre- and post-assessment of target audience Usage and outcome measures based on plan

<p>3.6 Expand access to library cultural activities by partnering with three community arts organizations per year</p>	<p>Special Services Coordinator</p>	<p>July 2008, July 2009, July 2010</p>	<p>TBD</p>	<p>Identification an approval of collaborations and projects Implementation of projects Pre- and post-assessment of target audience and/or usage and outcome measures based on plan</p>
<p>3.7 Expand access to California History Room services and collections through collaborations with local and regional educational or historical agencies</p>	<p>Library Archivist</p>	<p>July 2008, July 2009, July 2010</p>	<p>TBD</p>	<p>Identification an approval of collaborations and projects Implementation of projects Pre- and post-assessment of target audience and/or usage and outcome measures based on plan</p>

Initiative 4: Your Library – sustaining excellence for the future

Develop and implement fund development, staff development, and facilities plans to maintain and improve exceptional library services in a changing community.

Action Plans	Accountability	Completion Date	Resources	Evaluation
4.1 Develop technology competency training plan to communicate needed competencies and improve staff skills	Assistant Library Director	July 2008	\$ in FY 07-08 TF	Staff needs assessment Completion and approval of plan
4.2 Develop internal and external customer service training plan to communicate needed competencies and improve staff skills	Library Director Reference and Readers Services Manager Youth Services Manager	July 2008	\$ in FY 07-08 TF	Staff needs assessment Completion and approval of plan
4.3 Develop readers advisory training plan to improve staff skills	Reference and Readers Services Manager	July 2008	\$ in FY 07-08 TF	Staff needs assessment Completion and approval of plan
4.4 Implement technology competency training plan	Assistant Library Director	July 2009	\$ TBD FY 08-09 TF	Implementation of training plan Pre- and post-assessment of all staff
4.5 Implement internal and external customer service training plan	Library Director Reference and Readers Services Manager	July 2009	\$ TBD FY 08-09 TF	Implementation of training plan Pre- and post-assessment of all staff
4.6 Implement readers advisory training plan	Reference and Readers Services Manager	July 2009	\$ TBD FY 08-09 TF	Implementation of training plan Pre- and post-assessment of participating staff
4.7 Develop process to update Library Facilities Master Plan	Library Director	July 2008	Current staff and Board	Board review Completion and approval of plan Selection of consultant

4.8 Update Library Facilities Master Plan	Library Director Assistant Library Director Reference and Readers Services Manager Youth Services Manager	December 2008	\$ TBD FY 08-09 TF	Completion of updated Library Facilities Master Plan for current and future community needs
4.9 Develop strategy to implement Library Facilities Master Plan	Library Director Library Board MPL Friends Board	July 2009	\$ TBD FY 09-10 TF	Identification of stakeholders and resources Completion of capital campaign strategy
4.10 Develop Fund Development plan	Library Director	December 2008	\$ FY 08-09 TF	Needs assessment Library and community asset assessment Selection of consultant Completion of plan
4.11 Implement Fund Development Plan	Library Director	July 2010	\$ FY 09-10 TF	Implementation of plan Fundraising and donor development measures based on plan
4.12 Evaluate and update Library Strategic Plan	Library Director Assistant Library Director Reference and Readers Services Manager Special Services Coordinator Youth Services Manager	July 2008 December 2008 July 2009 December 2009 July 2010 December 2010	Current staff	Semiannual review and record of plan implementation and evaluation results Completion and approval of plan revisions