

DRAFT
Contra Costa County Letterhead

Month, Day 2021

The Honorable XXX XXXX
Room XXXX, XXXX Building
Sacramento, CA

Subject: Support Immediate Action Funding for Lunch at the Library Program for 2021

Dear XXXX.

Thank you for your continued support of California's public libraries. During the Covid-19 pandemic, our public libraries have continued to serve the public, despite many physical branches being closed. Our libraries are lifelines to their communities, both physically and virtually, and this is apparent in programs such as Lunch at the Library.

Last summer, the Contra Costa Library served 12,071 meals at 7 different branch locations to those in need through the Lunch at the Library program. This program allows families to pick up both library materials and food during the months when access to school based food programs are not available.

As evidence of the essential need for this program, the Governor has included "ongoing" funding in this year's budget that will allow our libraries to successfully plan for providing this program on an ongoing basis. But, unfortunately, this funding proposal skips funding for the summer of 2021, leaving the library with uncertainty as to the ability to provide this critical program during the upcoming summer. Thus, on behalf of all Contra Costa County residents, we request your support of \$800,000 in "immediate action" funding for the Lunch at the Library program that will allow meals to be provided by the Contra Costa Library during the summer of 2021.

It is critically important during this pandemic, that our public libraries are able to continue to act as a trusted source of both information and support to our communities during these challenging times. Thank you in advance for your support.

Sincerely,

Diane Burgis
Chair, Contra Costa County Board of Supervisors

CC:
Board of Supervisors
County Administrator
County Librarian
Library Commission

Contra Costa County Letterhead – DRAFT

Month, Day 2021

The Honorable XXX XXXX (See attached list)
Room XXXX, XXXX Building
Sacramento, CA

Subject: Support ACA-1 55% Vote for Local Affordable Housing and Public Infrastructure

Dear XXXX.

Thank you for your continued support of California's public libraries. During the Covid-19 pandemic, our public libraries have continued to serve the public, despite many physical branches being closed. Our libraries continue to be lifelines to their communities, both physically and through virtual programs. With our libraries now beginning to open to the public again, the need for the services they provide is more important than ever.

The physical plants of some of our libraries in Contra Costa County are not adequate to meet the needs of their communities. Some of our libraries are not able to provide shelter from heat or smoke due to inadequate or non-existent HVAC systems. Other libraries have insufficient space for them to render their services to all patrons and residents of their communities. Some libraries lack adequate sound proofing from outside noise, fail to meet appropriate safety standards, or have inadequate infrastructure to provide the services a library needs to provide.

The needs of Contra Costa County reflect the needs statewide. A needs assessment conducted by the California Library Association in 2015 found a backlog of over \$4 billion in needed library construction. This amount has only grown since then. Measures to fund bonds for library construction in various Contra Costa County locations have failed passage in recent years, sometimes with a majority support of as much as 63 percent.

The State Library compiled a report several years ago entitled, *"Thirty Years of California Library Ballot Measures — 1980-2009."* That study noted that "those library-related measures in California which only required a simple majority were approved 77% of the time, which is very close to the overall national average of 80%. However, library measures which required a supermajority were approved only 45% of the time." ACA-1 would put libraries and other critical infrastructure projects on the same footing as the K-12 public education community, which is allowed to pass bonds with a 55% vote.

We request your support of ACA-1 when the measure comes to a vote and ask that you consider co-authoring the bill. It is critically important during this pandemic, that public libraries are able to continue to act as a pillar within our communities and provide the information our residents need to function during these challenging times. Thank you in advance for your support.

Sincerely,

Diane Burgis
Chair, Contra Costa County Board of Supervisors

CC:

Board of Supervisors
County Administrator
County Librarian
Library Commission

The Honorable Bill Dodd
State Senator
Room 2082, State Capitol
Sacramento, CA 95814

The Honorable Nancy Skinner
State Senator
Room 5094, State Capitol
Sacramento, CA 95814

The Honorable Tim Grayson
Assembly Member
Room 6031, State Capitol
Sacramento, CA 95814

The Honorable Steven Glazer
State Senator
Room 5108, State Capitol
Sacramento, CA 95814

The Honorable Jim Frazier, Jr.
Assembly Member
Room 3091, State Capitol
Sacramento, CA 95814

The Honorable Rebecca Bauer-Kahan
Assembly Member
Room 2130, State Capitol
Sacramento, CA 95814

Contra Costa County Letterhead – DRAFT

Month, Day 2021

The Honorable Buffy Wicks
Assembly Member
Room 5160, State Capitol
Sacramento, CA 95814

Subject: Thank you for Co-Authoring ACA-1 55% Vote for Local Affordable Housing and Public Infrastructure

Dear Assembly Member Wicks.

Thank you for your continued support of California's public libraries. During the Covid-19 pandemic, our public libraries have continued to serve the public, despite many physical branches being closed. Our libraries continue to be lifelines to their communities, both physically and through virtual programs. With our libraries now beginning to open to the public again, the need for the services they provide is more important than ever.

As you know, the physical plants of some of our libraries in Contra Costa County are not adequate to meet the needs of their communities. Some of our libraries are not able to provide sheltering from heat or smoke due to inadequate or non-existent HVAC systems. Other libraries have insufficient space for them to render their services to all patrons. Some libraries lack adequate sound proofing from outside noise, fail to meet appropriate safety standards, or have inadequate infrastructure to provide the services a library needs to provide.

We are grateful for your support for ACA-1 which will reduce the supermajority for approval of library construction bonds, among other local infrastructure projects, from the current $\frac{2}{3}$ majority to 55%, thus putting them on a par with K-12 bonds.

The needs of Contra Costa reflect the needs statewide. A needs assessment conducted by the California Library Association in 2015 found a backlog of over \$4 billion in library construction. This amount has only grown since then. Measures to fund bonds for library construction in various Contra Costa County locations have failed passage in recent years, sometimes with a majority support of as much as 63 percent.

The State Library conducted a report several years ago entitled, *"Thirty Years of California Library Ballot Measures — 1980-2009."* That study noted that "those library-related measures in California which only required a simply majority were approved 77% of the time, which is very close to the overall national average of 80%. However, library measures which required a supermajority were approved only 45% of the time." ACA 1 would put libraries and other critical infrastructure projects on the same footing as the K-12 community, which is allowed to pass bonds with a 55% vote.

We applaud your recognition of this critically important need for our communities. Your support will help ensure that public libraries are able to continue to act as a pillar within our communities and provide the information our residents need to function during these challenging times. Thank you for your support..

Sincerely,

Diane Burgis
Chair, Contra Costa County Board of Supervisors

CC; Board of Supervisors
County Administrator
County Librarian
Library Commission

Contra Costa County Letterhead – DRAFT

Month, Day 2021

The Honorable Jerry McNerney
Room 2265, Rayburn House Office Building
Washington DC 20515

The Honorable Mark DeSaulnier
Room 503, Cannon House Office Building
Washington, DC 20515

Subject: Thank You for Co-Sponsoring Build America's Libraries Act

Dear XXXX.

Thank you for your continued support of California's public libraries. As you know, during the COVID-19 pandemic the need for our libraries has been highlighted. Now that they can once more be more open to the public, our libraries continue to be lifelines to their communities, both physically and through virtual programs. We appreciate that you have co-sponsored HR 1581, the Build America's Libraries Act (companion bill: S 127) which would provide \$5 billion to repair and construct modern library facilities across the nation, especially in underserved areas.

The bill would enable libraries to rebuild, refurbish, and expand their facilities – as well as improve our digital infrastructure and purchase devices – to meet the needs of the community. Approximately \$500 million of that funding would come to California libraries.

As you know, in Contra Costa County there are a number of communities that are underserved or low-income and have people with disabilities or other vulnerabilities. We are, therefore, grateful that you have recognized this need. Libraries, as trusted centers of community life and essential infrastructure, are a perfect place to provide many services to support our most needy.

Sincerely,

Diane Burgis
Chair, Contra Costa County Board of Supervisors

CC:
Board of Supervisors
County Administrator
County Librarian
Library Commission

Contra Costa County Letterhead – DRAFT

Month, Day 2021

The Honorable Mike Thompson
Room 268, Canon House Office Building
Washington DC 20515

The Honorable Eric Swalwell
Room 174 Canon House Office Building
Washington DC 20515

The Honorable Dianne Feinstein
Room 331, Hart Senate Office Building
Washington, DC 20510

The Honorable Alex Padilla
Room B03, Russell Senate Office Building
Washington, DC 20510

Subject: Support and Co-Sponsor Build America's Libraries Act

Dear XXXX.

During the COVID-19 pandemic the need for our libraries has been highlighted. Now that they can once more be more open to the public, our libraries continue to be lifelines to their communities, both physically and through virtual programs. We ask that you support and co-sponsor the Build America's Libraries Act (HR 1581 / S 127) which would provide \$5 billion to repair and construct modern library facilities across the nation, especially in underserved areas.

The bill would enable libraries to rebuild, refurbish, and expand their facilities – as well as improve our digital infrastructure and purchase devices – to meet the needs of the community. Approximately \$500 million of that funding would come to California libraries.

In Contra Costa County there are a number of communities that are underserved or low-income and have people with disabilities or other vulnerabilities. Libraries, as trusted centers of community life and essential infrastructure, are a perfect place to provide services to support our most needy.

It is critically important both during this pandemic and as part of our nation's recovery from it, that public libraries are able to continue to act as a pillar within our communities and provide the information our residents need to function during these challenging times. Thank you in advance for your support.

Sincerely,

Diane Burgis
Chair, Contra Costa County Board of Supervisors

CC:
Board of Supervisors
County Administrator
County Librarian
Library Commission

Walter Beveridge

From: Alison McKee
Sent: Wednesday, May 12, 2021 7:31 AM
To: Walter Beveridge
Subject: Fwd: Advocacy Alert!- United for Infrastructure Week
Attachments: ATT00001.txt

This too should be included in the agenda packet and forwarded to the commissioners. Thanks!

From: Wilburn, Yolande via Csl_info <csl_info@lists.californialibrarylists.org>
Sent: Saturday, May 8, 2021 8:51 AM
To: csl_info (csl_info@lists.californialibrarylists.org)
Cc: Michael Eitner
Subject: [Csl_info] Advocacy Alert!- United for Infrastructure Week

Good morning,

Sharing information from ALA Advocacy and Public Policy. Pardon any cross postings.

I wanted to notify you about an advocacy campaign running next week to commemorate United for Infrastructure Week.

Next week, May 10-14, 2021 marks United for Infrastructure Week. As advocates across the country utilize this week to communicate the importance of infrastructure in our communities, this presents a wonderful opportunity for library advocates to share their library's personal story to amplify the need for library facilities to be fairly recognized as a critical part of our nation's infrastructure. PPA staff published a [blog post](#) about the campaign this week on PLA's online publication.

Over the next few weeks, Congress is tasked to make key decisions about the scope of what will be included in President Biden's final infrastructure package. As you are aware, the Build America's Libraries Act, introduced in the Senate and House by Senator Jack Reed (D-RI), and Representatives Andy Levin (D-MI) and Don Young (R-AK), respectively, makes the case for providing \$5 billion to repair, modernize, and construct library facilities in underserved and marginalized communities. If these funding levels were included in the final infrastructure package, upgrades to the nation's library infrastructure to address challenges such as natural disasters, COVID-19, broadband capacity, environmental hazards, and accessibility barriers would be supported.

To celebrate United for Infrastructure Week, PPA staff has published special templates and resources hosted on the Build America's Libraries homepage for advocates to communicate to lawmakers the urgency for libraries to be included in the infrastructure package. In addition to contacting President Biden and Congress through ALA's Action Center, **we are encouraging advocates to utilize this week by posting to social media about the infrastructure needs at their library, and/or highlighting the critical role their library plays in the community.** This informative template details how to craft a compelling social media post.

Here are some sample social media posts you can customize to join in on next week's advocacy efforts:

If you have pictures that illustrate your library infrastructure, whether it is aging and in need of repair, or an example of a brand-new facility, use this template below:

Here in [CITY/TOWN], our library infrastructure is connecting the community with [LIBRARY SUCCESS], but we need funding to address [INFRASTRUCTURE NEED]. @[members of Congress] this United for Infrastructure Week, we need your support to #BuildLibraries! #RebuildBetter

If you do not have specific photos to use, please use this template below with our general [Facebook](#) or [Twitter](#) #BuildLibraries graphic:

*Libraries are critical infrastructure, connecting patrons with everything from job search assistance to vaccine appointments. This United for Infrastructure Week, I'm celebrating @SmithvilleLibrary and urging @RepSmith, @SenJohnson, and @SenJefferson to #BuildLibraries! #RebuildBetter **[#BUILDLIBRARIES GRAPHIC]***

With the help of your leadership, the PPA team is excited to celebrate this symbolic week and further underline the fact that libraries are a critical part of our nation's infrastructure, and must be fairly recognized as so.

Thank you for your participation in this Advocacy.

Your Legislative Co-Chairs,

Mike Eitner & Yolande Wilburn

Yolande Wilburn

City Librarian

Torrance Public Library | 3301 Torrance Boulevard | Torrance CA 90503 | 310.618.5953 Voice | 310.755.9392

Mobile

Learn. Lead. Live. With Your Library!

CONTRA COSTA COUNTY LIBRARY COMMISSION

AGENDA ATTACHMENT 3

MEETING DATE: Thursday, May 20, 2021

AGENDA ITEM #: 9.

ITEM: STRATEGIC PLAN BACKGROUND & HISTORY

RECOMMENDED ACTION:

None required

Contra Costa County Library

STRATEGIC PLAN

2014-2017

Through its long history, Contra Costa County Library has pioneered library services to enhance the diverse and unique communities in Contra Costa County. Presented here is the Contra Costa County Library Strategic Plan 2014-2017. This plan continues the Library's remarkable legacy as a community-driven organization dedicated to bringing people and ideas together. Using extensive input from community members, the plan identifies a vibrant vision of library services along with goals and objectives taken directly from research findings to ensure the Library continues a long tradition of listening to and serving the community.

BACKGROUND

Contra Costa County Library was established on July 21, 1913. Today the Contra Costa County Library serves communities through 26 libraries located across the county. Enter any Contra Costa County Library and you will be met with rich collections to meet reading and research needs, knowledgeable and welcoming staff to help with one on one reference, vibrant programs such as children's storytimes, WiFi access to high-speed internet for personal computing devices, public computers with a variety of personal computing programs, and quiet study space or meeting rooms.

Library service does not stop with the physical building. The Contra Costa County Library expands services wherever residents live or work and creates services that will enhance life skills at every age. The Library expands reading skills and opportunities at various locations outside of community libraries: Project Second Chance, the adult literacy program; library services at the Juvenile Hall and Orin Allen Youth Services Facility; Michael Chavez Center, serving the Monument Community in Concord; and the Rossmoor Retirement Community.

In 2012, the Library received the coveted Institute of Museum and Library Services National Medal for its many achievements in bringing the Library to the community. In recognizing the Contra Costa County Library, the IMLS cited innovative services such as Discover & Go, the online museum pass program;

Snap & Go, enabling customers the convenience of using Quick Response (QR) codes to access library services; and Library-A-Go-Go, providing commuters with library materials at BART stations in El Cerrito (Del Norte) and Pittsburg, as well as at the Discovery Bay Sandy Cove shopping center. In recognition of its contribution to the community and its history of innovation and public service, the Contra Costa County Board of Supervisors declared 2013 as the Year of the Library (Contra Costa County, 2012).

In 2004, the Library embarked on a strategic plan process to respond to county residents' needs and preferences in library service. The resulting 2006 Strategic Plan identified four strategic initiatives: reading, information for lifelong learning, collaboration, and branding. The plan also realigned libraries and services in a peer library structure.

In 2011, a strategic plan review revealed that most of the changes proposed in the 2006 plan had been accomplished and the guiding principles held true. However, the review also identified the need for a new plan that addressed the rapid changes shaping technology, library services and the needs of Contra Costa County communities.

PLAN DEVELOPMENT AND METHODOLOGY

In 2013 a planning team was formed to spearhead a new strategic plan to meet the current needs of the many and varied communities served by the Contra Costa County Library. The new plan would be an essential tool to help Library administrators, managers and staff prioritize their work, resources and programs. The overriding intent of the plan, shared by all on the planning committee, was to devise a means of listening to the community, seeking their counsel and crafting strategies, services and programs that meet the aspirations of each of the communities served by Contra Costa County's 26 libraries.

The Library first conducted a self-assessment and strongly identified with key themes of public library service, specifically the 2006 plan's emphasis on providing easy, equitable and free access to all. Reading and literacy were also recognized as key activities of public library service supported by the broader community and library staff.

An internal SWOT (Strengths, Weakness, Opportunities and Threats) was conducted by the planning team to assess the library's present standing. Two areas were identified as hallmarks of the Library, customer service and the employment of technology to benefit the customer.

The initial assessment led to the drafting of a planning vision statement and key goals, however, the planning team agreed that it was essential to collect community input before finalizing any elements of the plan.

COMMUNITY RESEARCH PROCESS

True to their desire to design a plan that honored the voice and needs of their communities, the planning committee undertook an aggressive and comprehensive community research program. This necessitated a major research component unlike any undertaken by the Library before. The planning team designed a three-pronged qualitative research process to gather community input from across the county. Conducted from June through October 2013, the entire library staff along with city and community partners actively engaged in the research process that included surveys, key informant interviews and town hall meetings (a full report on the research methodology and results can be found in the Research Appendix):

- **Community Survey** – An online survey was chosen as the best method to invite input, ideas and recommendations from a broad array of community members. A 19-question online survey with open-ended and Likert rating scale questions was employed to determine: demographic information; how people use library collections and facilities; and what they envision their public library to be. To capture as much input as possible, English and Spanish versions of the survey were posted on the Library website and paper copies were provided at community libraries. The survey was promoted by print, social media, news stories, local city and County websites and email blasts. Over 4,600 people responded. Analysis of survey data by age, gender, ethnicity, income and city, plus patterns found in the narrative responses, would allow for both countywide institutions and local community libraries to be responsive to the information gathered about the user's experience.
- **Key Informant Interviews** – The Key Informant Interview method was chosen because it is one of the best ways to gain insights from community leaders (elected officials, business leaders, civic organizations, educators and foundations) and to establish lasting partnerships. These interviews were qualitative, in-depth conversations with key stakeholders in each of the 26 branch communities. The 278 interviews conducted provided an ideal opportunity to collect candid impressions, concerns, suggestions and aspirations about the library from some of the most influential members of the community. While interviews were initially scheduled to last 20 minutes, the interest and excitement of those being interviewed often necessitated one and even two-hour conversations. Key informants not only shared their perceptions, but also were generous in discussing what they felt library priorities should be, challenges they see in meeting those priorities and the successes and failures of the library in presently serving the local community.
- **Town Hall Meetings** – The Town Hall Meeting format was chosen as an excellent method to gain insights from community leaders and the local residents while building partnerships and goodwill. To capture the diversity of our county, 28 town hall meetings were held; one in each incorporated city or town as well as in the unincorporated areas of Alamo, Byron/Discovery Bay, Crockett, El Sobrante, Kensington, Knightsen, North Richmond, and Rodeo. The Library partnered with local city councils, city managers, and the Board of Supervisors to plan, host and publicize each Town Hall Meeting. Ultimately, these forums were attended by mayors, Board of Supervisors, business owners, community leaders, local service groups, Friends of the Library and Library Foundation members, and other citizens passionate about their community. The questions were kept simple:

what community priorities should the Library be addressing; what could the Library do better; and identify the most important contribution the Library presently makes in their community.

All input from the three research efforts was captured, coded and categorized. In addition to sharing with the planning team, the research findings were shared with all library staff at a series of meetings in November. Additionally, each community library was given a breakout of data specific to their community. With this overwhelming body of information collected, the Library planning team felt a renewed sense of purpose and moved forward on the final development of a strategic plan with the community at its heart.

PLAN DEVELOPMENT

Armed with rich and detailed input from every sector of the community, the Library planning team revisited their initial vision and goals drafted in the spring prior to community input. A new vision statement was written to reflect the place the Library holds in the minds and hearts of the community – what we call “The Evocative Library.” The revised statement reflects how the Library thinks of itself *and* how the community thinks of the Library.

The goals also required significant amendment and revision to more closely parallel findings from the research. Based on consistent and overwhelming input from the community, a fourth goal was added to ensure better promotion of the library’s programs, value and services. For each goal, a set of measurable objectives were established to provide the Strategic Plan with a solid means of evaluating progress.

Confident in a draft that more appropriately represented the aspirations of the community, the planning committee then set about to develop a menu of strategies and tactics. To achieve this, the committee held a series of all staff meetings to collect insight from employees. With their operational, day-to-day experience, staff played an invaluable role in helping to brainstorm approaches, strategies and specific tactics that could be considered. All of these were collected and shared with the planning committee and individual community libraries as resources to help operationalize and jump-start both the countywide action plan and individual community library service plans.

Following is the formal Strategic Plan that will guide the library over the next three years in prioritizing its resources, manpower, programing and efforts. Mindfully created with the input and direction of the communities the Library serves, the plan will be a powerful tool in tailoring, reshaping and rethinking how library services, facilities and programs support the needs of the community.

CCC Library Vision Statement

*Contra Costa County
Library is the pulse of our
community. Working
together, we spark
imagination, fuel potential,
and connect people with
ideas and each other.*

CONTRA COSTA COUNTY LIBRARY STRATEGIC PLAN

2014-2017

VISION STATEMENT: Contra Costa County Library is the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other.

The following goals and objectives will shape and direct the library over a three-year period. The strategies shown are suggested approaches and a collection of potential tactics has been developed by library staff to help jump-start planning activities in order to achieve the planned goals and objectives. In every instance, the county and community libraries first priority is to understand and serve the emerging and dynamic needs of the community.

Goal 1: The library ensures easy, equitable access to library services for all Contra Costa County residents.

Objective A: *The library will expand its services to additional identified underserved populations in each community, a minimum of 25 percent.*

- Strategy 1: Conduct a community needs assessment.
- Strategy 2: Promote library services throughout the county.
- Strategy 3: Optimize and develop program offerings.
- Strategy 4: Optimize hours at the community level and other service points.
- Strategy 5: Develop new funding and partnership approaches.
- Strategy 6: Improve access and services for people with disabilities countywide.

Objective B: *Explore and establish three new approaches for improving library hours, facilities and services.*

- Strategy 1: Explore opportunities to increase access to off- and supplemental-hour library services.
- Strategy 2: Establish countywide facility standards to create a welcoming and inclusive space in each community.
- Strategy 3: Establish countywide service standards to clear obstacles and expand access.

Goal 2: The library champions personal and community engagement in literacy and reading to enrich lives.

Objective A: *Increase opportunities for literacy and lifelong learning by a minimum of 25 percent.*

Strategy 1: Maximize participation in Project Second Chance.

Strategy 2: Position and market each library as the community's early literacy center.

Strategy 3: Prioritize and develop programming to attract and retain new users.

Strategy 4: Pilot library programs and services to support educational achievement.

Objective B: *Expand knowledge of collections to increase circulation by a minimum of 10 percent.*

Strategy 1: Develop and execute marketing plan to educate residents and staff on current collection and services.

Strategy 2: Aggressively market the library's digital collection and eBooks.

Goal 3: The library delivers a consistent, high-quality, and inviting experience at all points of contact.

Objective A: *Assess all facilities and develop methods to increase user satisfaction levels by 50 percent.*

Strategy 1: Establish countywide facility standards to create a welcoming and inclusive space in each community

Strategy 2: Create a facility assessment tool and action plan based on countywide standards to be executed by every community library and by an objective assessment team

Strategy 3: Annually assess facility satisfaction levels.

Objective B: *Enact a "pro-access" customer service plan to improve user satisfaction levels by 20 percent.*

Strategy 1: Establish and promote key principles of library customer service.

Strategy 2: Develop consistent and meaningful staff trainings on customer service.

Strategy 3: Review all institutional practices and local workflows to ensure continuity with library principles of customer service.

Strategy 4: Annually assess facility satisfaction levels.

Objective C: *Explore and implement technology to enhance the customer experience.*

Strategy 1: Complete implementation of 80/20 self-service across all community libraries.

Strategy 2: Develop and offer programs and training for staff and users to complement usage of new library technology.

Strategy 3: Annually assess technology satisfaction levels and develop technology responsive to customer needs.

Goal 4: **The library successfully promotes its value, programs and opportunities to the community.**

Objective A: *Develop and implement a strategic marketing communications plan.*

Strategy 1: Conduct an inventory of library resources available for promotion

Strategy 2: Collect and review other organizations' strategic marketing communications plans

Strategy 3: Identify potential partners/funders to support the library's communications and marketing efforts.

PLAN EXECUTION

This plan outlines the priorities that will guide for Contra Costa County Library over the next three years (2014-2017). The plan outlines a countywide approach to library services that respects strong community ownership of their libraries.

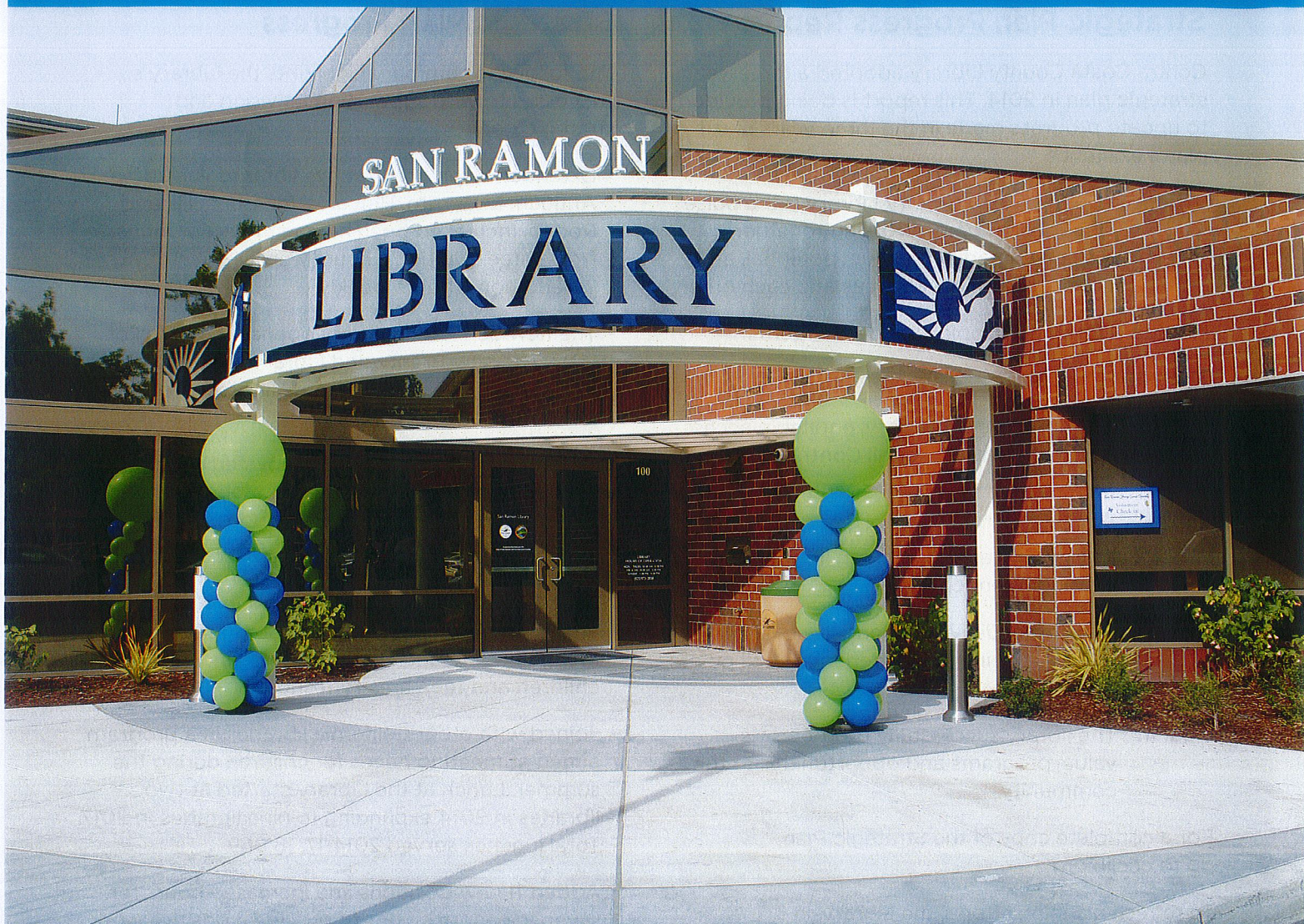
Countywide Efforts: Library administration will be responsible for the overall county plan, using the goals and objectives to help direct resources, staff and programs. The highest priority for the County Library is to align countywide services, trainings and staff to support the community libraries in serving the needs of their communities. Through consistent leadership and attention to the plan's implementation, Library administrators and service sectors can help maximize opportunities, minimize duplication and facilitate rapid implementation of the plan throughout the county.

Community Service Plans: While the overall plan will be applied countywide, each Community Library will be expected to develop individual Community Service Plans tailored to the specific needs and desires of the community, as identified in the research. These plans, developed annually in concert with Library Administration, operationalize the goals and objectives.

Whether an activity is county-led or community library-driven, the end result will be an activity that directly supports the community's expressed need for library services.

PLAN EVALUATION

Each Community Library, as well as each Countywide Service Division, will be responsible for completing an annual assessment. This assessment will serve as a benchmark for planning purposes. Based on this assessment, individual Library Service Plans will be developed for each community annually. Progress will be evaluated at the end of each year in anticipation of developing Library Service Plans for the upcoming year.



Contra Costa County Library Strategic Plan Progress Report

Strategic Plan Progress Report

Contra Costa County Library adopted a three-year strategic plan in 2014. This report is being provided to update progress made in the three years of the plan's existence.

Vision: "Contra Costa County Library is the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other."

Mission: "Bringing people and ideas together."

The 2014-17 goals

- Goal 1:** The library ensures easy, equitable access to library services for all Contra Costa County residents.
- Goal 2:** The library champions personal and community engagement in literacy and reading to enrich lives.
- Goal 3:** The library delivers a consistent, high-quality, and inviting experience at all points of contact.
- Goal 4:** The library successfully promotes its value, programs and opportunities to the community.

For a complete copy of the Strategic Plan, go to ccclib.org.

To refresh planning efforts, the Library, in coordination with OrangeBoy, a data analytics and planning firm with expertise working with public libraries, conducted an assessment to determine where strides have been made. A quantitative review of library performance for the period 2014-17 was conducted in coordination with library leadership and a staff committee. Using OrangeBoy's Savannah platform, the Library sent an online survey to adult cardholders, successfully securing feedback from 18,345 library customers, a 12 percent response rate.

Findings from these efforts yield three important themes. First, the library has made great strides toward its strategic plan, even with high staff transition in the branches and in administration.

Second, the vision and goals are still relevant and provide a solid structure for the Library's current and near-term time period.

Finally, there are limits and barriers that factor into goal attainment. Future efforts will prioritize goals and set realistic objectives, providing structure and measurement.

Strategic Plan Progress

The following summary highlights the Library's successes toward supporting its vision and strategic goals.

- Extended open hours at five libraries, including Antioch, El Cerrito, Hercules, Pleasant Hill, and Rodeo. Increased open hours at these branches from three additional hours weekly to 20 additional hours weekly.
- The new San Pablo Library opened in the fall of 2017. The new Brentwood Library will open in the fall of 2018. The new Pleasant Hill Library is in the planning stages.
- Several facilities have been renovated or refreshed, including total renovations of Pittsburg and San Ramon. Other refreshes include Concord's updated furniture, service desk, paint and carpet, Danville's updated adult and teen areas, El Sobrante's outdoor space expansion including an amphitheater and parking lot, Moraga's fireplace lounge update and children's area, and Orinda's children and teen area refreshes.
- Joined with other California libraries in a program aimed at meeting needs for children during the summer. Lunch at the Library started at two libraries in 2014 expanding to nine libraries in 2017. Total lunches served 2014-17: 18,969
- Added 11 new positions and increased hours for seven vacant positions to provide a positive work environment.
- Promoted reading and literacy through Project Second Chance, Kindergarten Readiness efforts, catalog search enhancements and planning for the upcoming Readers Initiative.
- Renewed focus on adult and youth services, outreach and digital services by allocating staff to these special service areas. Restructured library leadership positions for enhanced stability and focus.
- Hired a dedicated marketing specialist to tell our story to our communities. Efforts include expanding our social media presence, and adding software tools to give us the ability to send targeted messages to our customers.
- From OrangeBoy's market analysis, we understand that our market penetration across our service for the library system as a whole is 19 percent. This means that one out of every five households

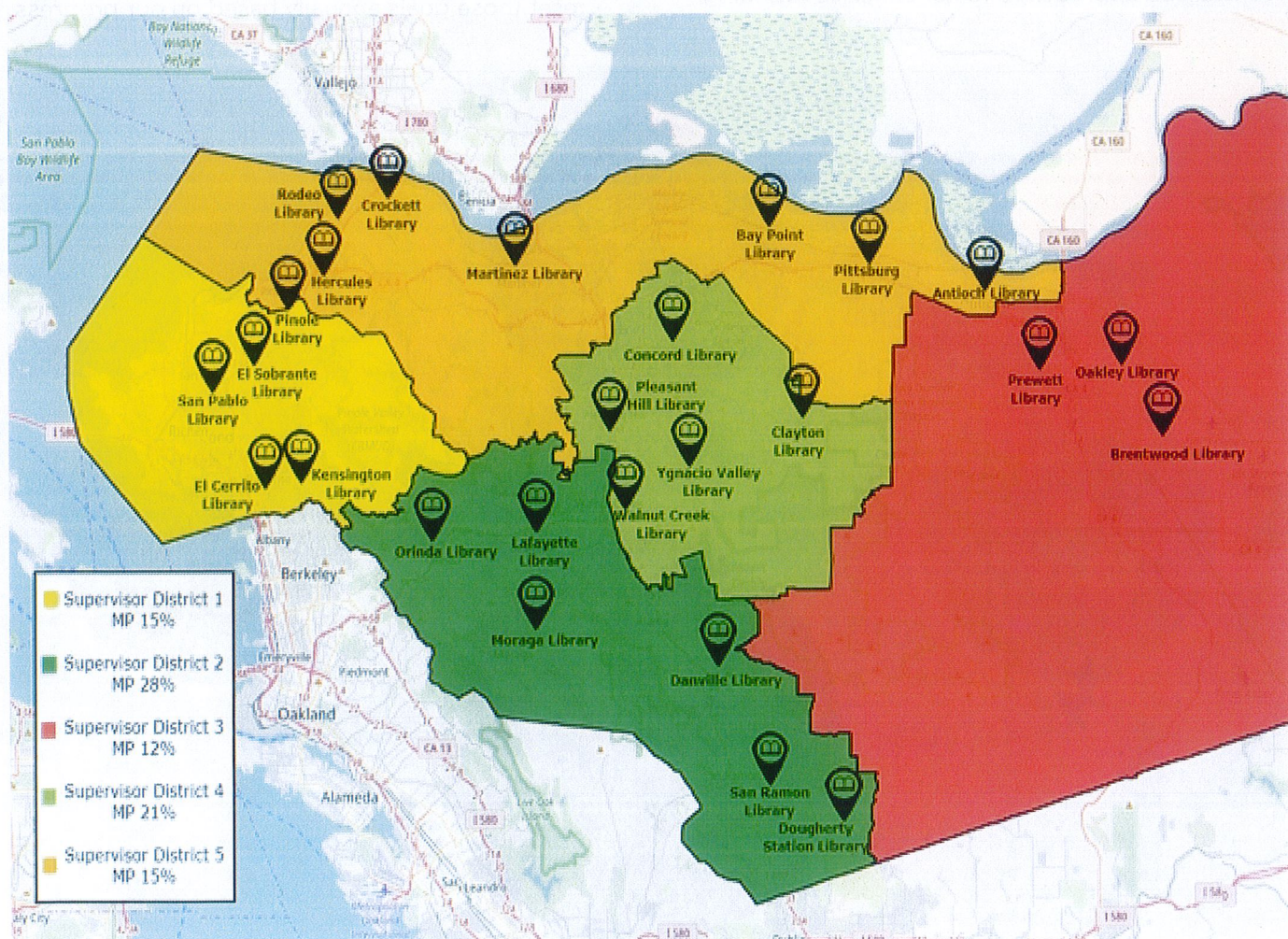
in our service area have at least one active library user in the past 12 months. We have also calculated our reach by Supervisorial District and by each branch service area. These range from 28 percent to 12 percent, and provides a base level of understanding of our reach.

- The cardholder survey revealed many valuable findings. One question that measures customer loyalty resulted in a Net Promoter Score of 52.4 (this increases to 64.4 when we remove infrequent and lapsed user responses). This measure is used

by many industries, with companies such as Macy's yielding a 31 and Apple garners a score of 89.

- The response to our cardholder survey was overwhelming. We are pouring over the results and reading through thousands of comments. This information will allow us to be even more customer-driven and responsive to their needs. A recurring customer loyalty survey to a randomized sample of cardholders will be implemented soon.

Supervisorial District	Branch Locations	NPS
District 1	El Sobrante, San Pablo, Kensington, El Cerrito and some Pinole	54.3
District 2	Orinda, Lafayette, Moraga, Danville, San Ramon, & Dougherty Station	65.6
District 3	Oakley, Prewett, & Brentwood	63.2
District 4	Concord, Pleasant Hill, Clayton, Ygnacio Valley, & Walnut Creek	68.2
District 5	Rodeo, Crockett, Hercules, some Pinole, Martinez, Bay Point, Pittsburg, & Antioch	59.4



Future Direction: Renewed Focus

As mentioned above, the Library finds the current plan is still relevant and provides a solid structure today and into the near future.

The Library, after assessing our progress, is recommitting to our goal to “....champion personal and community engagement in literacy and reading to enrich lives.” This becomes our mantra for “why” we do what we do.

The remaining three goals to provide equitable access, deliver exemplary customer experience, and successfully promote the library all support the goal to champion literacy and reading. The three supporting goals offer the “how” to support the “why.”

A realistic, measurable and consistent effort

One common theme from the assessment of the strategic plan is the desire for increased coordination across the system.

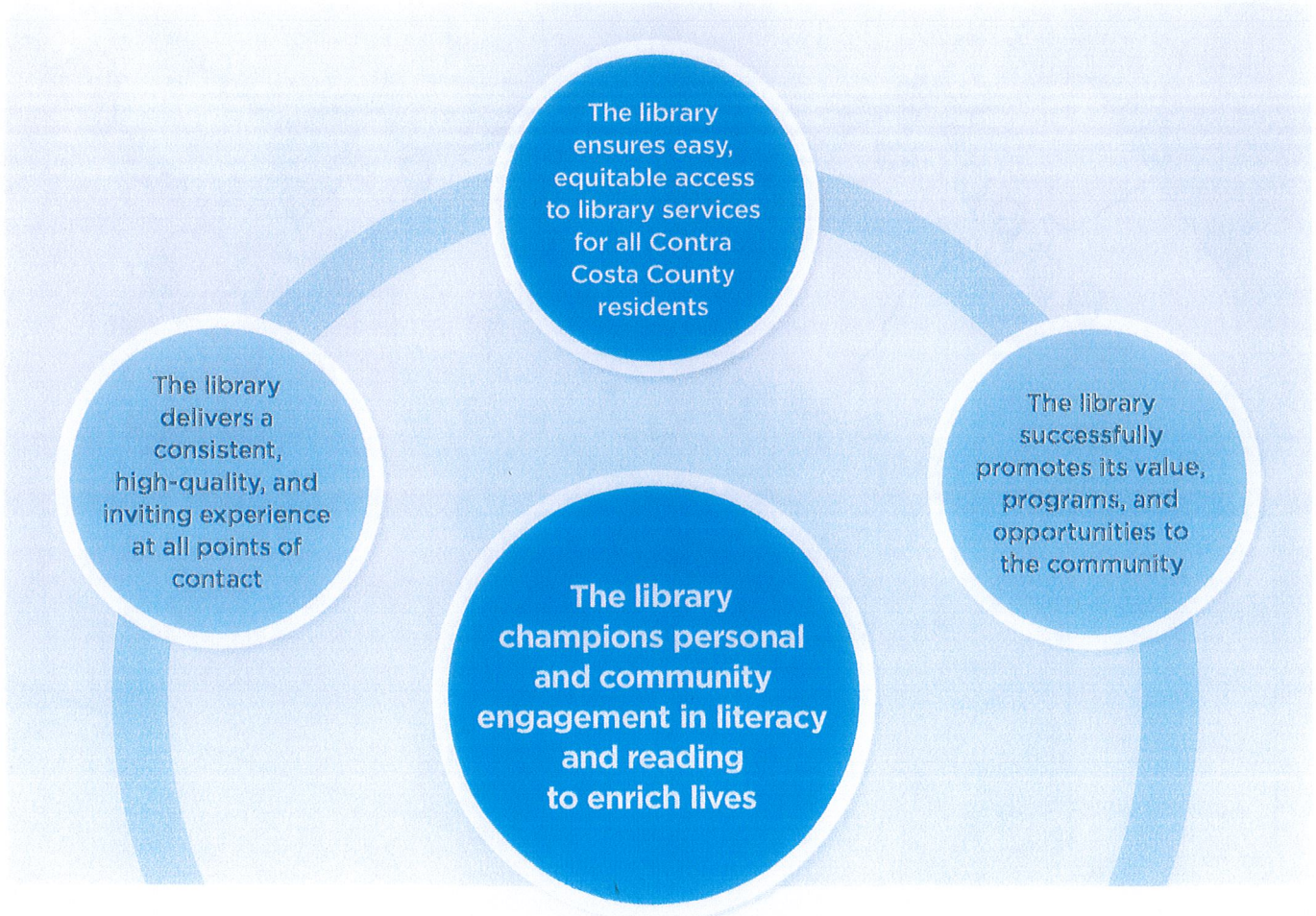
Library leadership is supportive of a more centralized approach to foster cohesive branding,

efficiencies, and customer engagement. This will still allow for innovation at the branch level to serve the unique needs of communities while bringing stability and support that bolsters the Library as a whole.

The Library must enforce institutional discipline to focus on key priorities, make decisions on new policies and service offerings, following a project management approach to evaluate success.

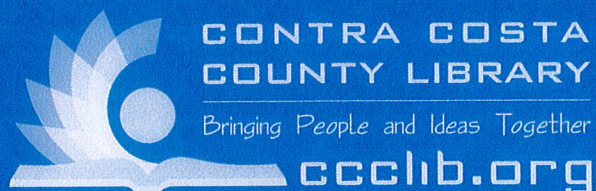
Finally, the updated planning efforts must be measurable and provide a construct for demonstrating progress. We will use Savannah, a library analytics tool, to track our progress.

- With baseline market penetration and Net Promoter Score numbers in place, we will set annual milestones to mark progress.
- We will also give careful attention to our customer retention efforts, an important measure to ensure we continue to meet our customers’ needs.
- Finally, with our priority around literacy and reading, we will aim to increase digital and print circulation, as well as access to our online learning tools, by 3 percent for the next 12 months, and reset those goals annually based on our progress.





Contra Costa County Library **Strategic Plan 2019**



A Renewed Focus

INTRODUCTION

“Public libraries are the sole community centers left in America. The degree to which a branch of the local library is connected to the larger culture is a reflection of the degree to which the community itself is connected to the larger culture.” – Russell Banks

MISSION

Bringing people and ideas together

VISION

Contra Costa County Library is the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other

The need for connection and community is essential. And yet, with a highly mobile population, community is quickly becoming a blend of backgrounds, interests and lifestyles, making those connections increasingly difficult. The characteristics that once distinguished one community from another are blurring.

The good news is that we know there are still common threads that unify communities. Within our county, Contra Costa County Library is one such unifier. Day in and day out, we bring ideas and people together to fulfill our mission in ways large and small.

As we took a strategic look at our future, we considered demographic trends across our service area, sought customer input, and assessed our performance. The result of our planning efforts is an updated strategic plan that will guide our work and will allow for annual reviews and adjustments.

The previous plan identified our vision to, “reflect the place the library holds in the minds and hearts of the community – what we call ‘The Evocative Library.’” We seek to be a community unifier by serving the public and providing an array of experiences that are responsive to community needs. To spark imagination and fuel potential we seek to respond to needs quickly while keeping quality of service in mind at all times.



Our core goal is to champion personal and community engagement. We do this by championing literacy and reading. These are not generic words to us. We see your relationship with the library as essential to your success. Whether that be professional ambition, exploring storytime with your tots, engaging in a civic discussion, or finding a good read, we are the place to help you meet your personal goals. We believe the library has the unique ability to bring communities together through shared culture and experiences. We also believe literacy and reading are core skills every person needs to achieve their full potential, whatever that may mean. As Frederick Douglass stated, “Once you learn to read, you will be forever free.” The other goals support the core goal: we provide equitable and easy access to services, we deliver a consistent and high-quality experience, and finally, we promote the library’s value, programs and opportunities to the community.

The following sections outline our strategic goals, highlight key strategies, and identify how we will measure success.

GOAL 1:

The library champions personal and community engagement in literacy and reading to enrich lives.



OBJECTIVES:

Objective A – Increase opportunities for literacy, education, and lifelong learning by a minimum of 10 percent.

Objective B – Increase library visits by 10 percent.

Objective C – Increase website visits by 10 percent.

Objective D – Increase active users by 10 percent annually.

Objective E – Increase circulation by 10 percent annually.

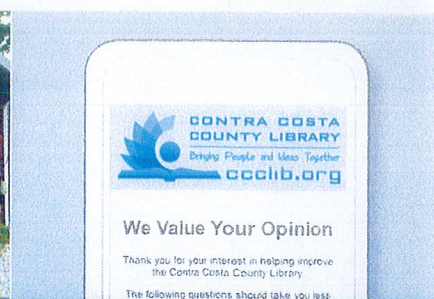
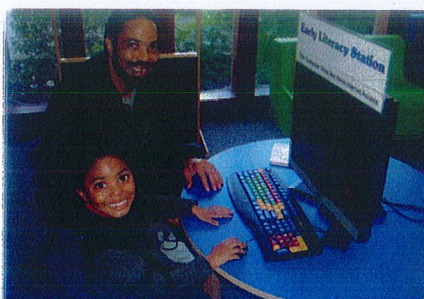


KEY STRATEGIES:

Plan and Promote Targeted Outreach Utilize data and customer feedback to create outreach opportunities across the county to gain new cardholders

Website Update Implement new website increasing ease of access for online users

Create Dynamic Planning Efforts Empower branches and departments to create services that align with system-wide goals



Goals	GOAL 2: The library ensures easy, equitable access to library services for all Contra Costa County residents.	GOAL 3: The library delivers a consistent, high-quality, and inviting experience at all points of contact.	GOAL 4: The library successfully promotes its value, programs, and opportunities to the community.
Objectives	<p>Objective A – Expand services to identified underserved populations a minimum of 10 percent.</p> <p>Objective B – Optimize hours at the community level and other service points to increase usage by 10 percent.</p> <p>Objective C – Enact initiatives to increase direct use of library services by non-active users by 10 percent.</p>	<p>Objective A – Enact barrier-free customer service to improve user satisfaction levels by 10 percent.</p> <p>Objective B – Assess all facilities and develop methods to increase user satisfaction levels by 10 percent.</p> <p>Objective C – Create a long-term vision for library facilities to serve evolving community needs and address equity of resources.</p> <p>Objective D – Explore and implement technology to enhance the customer experience.</p> <p>Objective E – Establish standards of preparedness to respond to and recover from emergencies.</p>	<p>Objective A – Update the library-wide marketing communications plan.</p> <p>Objective B – Implement county-wide marketing of library services.</p> <p>Objective C – Implement a staff-wide strategic marketing and communications plan.</p>
Strategies	<p>Needs Assessment: Utilize standard research practices to identify economic and demographic factors for developing pilot programs</p> <p>Implement and Communicate Measurement of Library Usage: Report system and branch measurements of Library's reach and engagement with cardholders</p> <p>Standardize Programming and Services: Organize and standardize Contra Costa County Library programming to create consistent experience across communities</p>	<p>Implement Annual Cardholder Survey: Provide customers ability to give feedback on an annual basis. Surveys will be compared year over year to address changing needs</p> <p>Implement Weekly Net Promoter Score Survey: Net Promoter Score provides recurring voice of the customer so Library can follow up with customers about their library experience</p> <p>Increase Customer Transparency: Provide the public quarterly updates of library usage measurements</p>	<p>Create and Implement Targeted Marketing Plan: Plan an annual marketing effort that includes targeted messaging, events, outreach, and in-branch promotions</p> <p>Standardize Branding and Customer Experience: Branches align merchandising and branding with Contra Costa County Library strategic and marketing priorities</p> <p>Create Framework to Measure Outputs: Measurement and tracking of physical spaces allows Library to plan and promote resources according to strategic priorities</p>

A REALISTIC, MEASURABLE, AND CONSISTENT EFFORT

To be accountable to our community, we will measure our planning efforts and operate in an environment of continuous improvement. In 2018, we created a progress report to inform stakeholders and the public of our efforts surrounding the 2014 – 2017 strategic plan. You may find the progress report online at ccclib.org. In keeping with the trend of visibility and data driven tactics, we will also collect ongoing feedback, as listening to the needs of the community and adapting are what will keep the strategic plan relevant and beneficial for years to come. Specifically, we will use measures gained to set milestones for progress. We will also focus on customer retention, so we are sure to meet community needs. And with our core goal of literacy and reading, we will evaluate usefulness of digital services to keep up with cultural trends.

PROMOTING EXCELLENCE IN LIBRARY SERVICE FOR CONTRA COSTA COUNTY

*A Report of the Contra Costa County Library Commission,
Ad Hoc Committee on Needs, Priorities, and Resources*

July, 2016

Presented to the:

Contra Costa County Library Commission

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*Libraries, like good schools and roads, are an essential
part of our community's infrastructure.*

“Contra Costa County Library is the pulse of our community. Working together, we spark imagination, fuel potential, and connect people with ideas and each other.”

*--Vision Statement,
CONTRA COSTA COUNTY LIBRARY STRATEGIC PLAN 2014-17*

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PREFACE

As members of the Contra Costa County Library Commission, we appreciate the high level of support that the Contra Costa County Board of Supervisors has shown for the Library, as well as the vital support of our cities and towns that helped the Library cope with the recent recession, and who play an important and ongoing role in the Library's future.

We also acknowledge the talents of the County Librarian and Library staff in allocating operating resources in a skillful and effective manner during challenging times to provide optimal service to county residents.

We are cognizant of the fiscal difficulties facing Contra Costa County, as well as many other counties, in dealing with unfunded liabilities, transportation issues, the loss of redevelopment funding, and the shift of public safety programs to counties.

This report to the Contra Costa County Library Commission presents our findings and recommendations as members of the Ad Hoc Committee for Needs, Priorities, and Resources, for submission to the Contra Costa County Board of Supervisors and County Librarian.

We trust that the findings and recommendations in this report will be of use to the Board of Supervisors and County Librarian in providing library services based on assessed public need, and ensuring stable and adequate funding for each of the county's community libraries and library outlets.

EXECUTIVE SUMMARY

Contra Costa County Library is an award-winning library that serves a growing and diverse population. Its increasing population has been matched by an increase in library use, and yet the Library's funding base has not kept up and is inadequate to address public needs for library service.

With recovery from the national recession underway and the Library's current strategic plan concluding its second year, the Contra Costa County Library Commission established the Ad Hoc Committee for Needs, Priorities and Resources in early 2016. Its purpose is to review the needs identified through the Library's 2013 comprehensive assessment, the Library's progress in implementing the current strategic plan based on the assessment, and the adequacy of the Library's funding to meet service needs.

The Committee reviewed needs for increased library service identified through the 2013 comprehensive assessment. Of note was the response by many citing the value of equal access to Library services for all, regardless of location of residence. We also noted that the strategic plan was designed to be revenue neutral, and is thus unable to address many of the needs identified in the assessment.

While we were unable to monitor progress of strategic plan due to the absence of progress reports, we were able to identify funding needs of community libraries for plan implementation, which require resources from cities and towns and friends of the library and foundation groups for implementation. These needs focused primarily on facility improvements, the development of community-based fundraising groups and partnerships, and on technology.

The Committee observed that the reliance of the Library's funding model on cities and towns for facilities and maintenance, as well as the support of friends of the library and foundations for programming, extra hours of service and other resources, puts some community libraries at a distinct disadvantage in comparison to their peer libraries located within the county's wealthier communities.

Our primary conclusions are that funding for the Library is not adequate to meet the public demand for Library services, and that inequities in Library services continue despite the expressed need for the Library to reach out to underserved populations, and the specific goal of equal access to Library services.

Our key findings are these:

- Our community libraries have varying facilities needs and widely varying levels of

funding available to them depending on the cities and towns in which they are located;

- The Library countywide has a myriad of significant funding needs to meet public demands for service;
- Contra Costa County Library per capita operating income, expenditures and books fall well below the median for libraries statewide, and below that of all other Bay Area county libraries and a sample of other California libraries;
- No state funding exists at present for either operations or capital projects;
- Private fundraising by the Library's friends of the library and foundation groups is much more robust in wealthier communities, which enables their libraries to offer more open hours and other services than are offered in less advantaged areas of the county;
- New and increased sources of local funding are needed for the Library from public and private sources to meet assessed needs for library service;

As a result of these findings, we make several recommendations for consideration by the Contra Costa County Board of Supervisors, the County Librarian, and the County Library Commission. These recommendations seek to lay a pathway for increased funding of the Library from both public and private sources.

INTRODUCTION

Contra Costa County Library was established on July 21, 1913. Today it is a nationally recognized system serving the county with 23 community libraries and three outlet libraries located throughout the 756 square mile territory. Its jurisdiction excludes the City of Richmond, which operates its own library.

The Library serves a growing population that is ethnically, linguistically, and economically diverse. It includes a large foreign-born contingent of 203,000 people, making up 22% of the total county population. Overall, Contra Costa County's population grew by 7.4% from 2010 to 2015, and 69% since 1980 (compared to a national population growth of about 42% over the same period). It was the 5th fastest growing county statewide in 2015.

The county's population increase has been matched by steady growth in library use. For FY 2013-14, the Library counted over 4 million visits, almost 6.9 million items borrowed, 254,141 program attendees, and 481,206 cardholders. The Library performs well above the statewide median in these and other measures.

The Library's budget suffered along with other county services through the recession of the last decade. The Library coped with a static and at times diminishing budget environment by embracing innovative practices and new technologies that have boosted Library use and productivity.

In the midst of the recession, Library staff undertook a comprehensive community needs assessment and forward-looking strategic planning process that yielded the CONTRA COSTA COUNTY LIBRARY STRATEGIC PLAN 2014-17.

With an economic recovery underway, the Commission found it timely in 2016 to take a closer look at the Library's funding. The Commission created the Ad Hoc Committee for Needs, Priorities, and Resources at its January 2016 meeting. Its purpose was to review the needs most recently expressed by the public, how the Library and communities within the county are able to respond to those needs in the context of the current strategic plan, and to determine the adequacy of currently available funding to meet those and other needs. This report is a product of that Committee.

The Ad Hoc Committee on Needs, Priorities, and Resources

The Committee is composed of nine members, representing diverse regions within the county (Appendix 1). Our work relates to the following specific purpose and duties stated in the Commission By-Laws:

Purpose: The Commission is created for the following purposes:

To assist the Board of Supervisors and the County Librarian in providing Library services based on assessed public need.

To make recommendations to the Board and County Librarian for the betterment of the county Library, including, but not limited to, ways to ensure stable and adequate funding for libraries in the county.

Duties: The Commission shall perform the following advisory functions:

To monitor progress made in achieving goals set forth in plans adopted by the Board.

Report and make recommendations to the Board and the County Librarian in this regard.

If the Commission has concerns or questions regarding the Library budget, the Commission may make recommendations to the Board and County Librarian.

To submit reports to the Board and County Librarian when the Commission deems such reports to be timely and appropriate.

We pursued three objectives:

- Review progress toward implementation of the 2014-17 strategic plan;
- Identify areas where additional budgetary support is needed; and
- Identify emerging or other unmet needs for Library services.

We met four times from February through May 2016 to review and discuss resource materials provided by the Contra Costa County Library, the California State Library, and other sources (Resources).

FINDINGS

Community Needs

In 2013, the Library undertook an extensive community needs assessment to lay the groundwork for a new strategic plan. Key themes emerged from the study and were published in the summary report, RESEARCH ANALYSIS ADDENDUM.

The report cited strengths, including staff and programming, service innovations, collections, free computers and Internet access, newer facilities in Lafayette and Walnut Creek, and many others. However, of particular note, *many respondents cited the value of equal access to Library services for all, regardless of location.*

The community also expressed specific needs for additional or increased library services, including the following:

- Improve marketing and promotion services, including reaching out to immigrant groups and non-users;
- Offer a greater diversity of program opportunities, and more consistently across communities (i.e., more summer programs and homework help, after school programs for children/teens, family programs, programs that address the diversity of the community);
- Improve elements related to facilities (e.g. organization, layout and signage, quiet areas and study space, parking, disability/ADA access, cleanliness and clutter, general upkeep, lack of full-service and/or newer facilities in socially disadvantaged areas of the county);
- Increase open hours and redistribute open hours to more convenient times including evenings and weekends;
- Expand physical and digital collections and rectify poor condition of audiovisual materials;
- Enhance the ability to access Library resources from multiple points (service to populations who might not have access — i.e., seniors, families, online users);
- Explore more joint use partnerships with colleges, schools, community centers and cities.

Community surveys conducted during the 2013 needs assessment yielded 440 comments on facilities out of a total of 1,561 open-ended statements. The following two example comments illustrate the facilities issue:

"Fix your system. The libraries in the different communities could not be a more blatant illustration of the divide between "haves and have-nots" in this county. Poor kids see that what the county thinks they deserve are understaffed libraries full of old computers and ratty books, libraries that are closed more than they're open. Rich neighborhoods meanwhile get the best of the best. Is that what libraries are supposed to be about?"

"Our community needs a new library. Decent meeting rooms, computer lab, better place for story time for the little ones, for musical events, for author events. It's way behind the other libraries in the area."

Contra Costa County Library Strategic Plan 2014-17

Library staff established four strategic goals based on the results of the community needs assessment:

Goal 1: The Library ensures easy, equitable access to library services for all Contra Costa County residents;

Goal 2: The Library champions personal and community engagement in literacy and reading to enrich lives;

Goal 3: The Library delivers a consistent, high-quality, and inviting experience at all points of contact;

Goal 4: The Library successfully promotes its value, programs and opportunities to the community.

For each goal, measurable objectives were established to provide a solid means of evaluating progress. The plan calls for each community library and each countywide service division to complete a progress report at the end of each year, that would provide a basis for the community service plans of the following year.

The strategic plan was designed to be "revenue neutral," so that completion of its objectives would not require new or additional funding that is currently unavailable to the library. Naturally this constraint would limit the ambitions of the strategic plan.

Monitoring the Strategic Plan

We requested copies of first year progress reports required by the strategic plan.

Unfortunately, the County Librarian informed us that the reports had not been prepared as of February 2016, more than halfway into the plan's second year.

We reviewed the FY 2014-15 COMMUNITY SERVICE PLAN for each community library, which relates