

**Marin County Free Library  
FY 2010-11 Performance Plan**

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**I. MISSION STATEMENT**

The Marin County Free Library exists to make a broad range of culture, information and knowledge available for the needs of the public.

**II. DEPARTMENT OVERVIEW**

The Marin County Free Library (Library) is a special district that operates 10 branch libraries and a Bookmobile in Marin under the authority of the Board of Supervisors. It provides public library services to the residents of the special library district, including all Unincorporated County areas as well as the towns of Corte Madera, Fairfax and Novato.

The Library operates literacy services in partnership with the San Rafael Public Library (SRPL). The FLAGship vehicle, funded through the First 5 Association, delivers pre-literacy activities to isolated and poor children ages 0-5 and their parents or caregivers. A total of 80% of literacy services are funded through grants and donations.

The Library includes the following programs and activities:

- Library Administration
- Public Library Services
- Technical Services
- Technology Support
- Facilities

The Library offers traditional and usual library services including collection of materials for all ages and Spanish language collections, as well as historic collections in the Anne T. Kent California Room and a local documents collection. The Library provides public access computers in all branches and a robust website, including access to 22 databases, eBooks, downloadable audio books, individualized on-line homework help, the California Room Digital Archives, two ways to ask a reference question online, and the ability to pay fines and fees online.

The Library's 10 branches are community living rooms, places where people enjoy lively programs, comfortable reading spaces, intellectual stimulation and quiet conversations with friends.

The Library also operates a bookmobile service to rural areas of the county plus service to one-room school districts, senior centers and retirement homes. The Library Beyond Walls program delivers library materials to homebound residents.

**III. FY 2009-10 ACCOMPLISHMENTS**

- Named a Library Journal 3-Star Library in recognition of number of visitors, circulation, program attendance and public internet usage. MCFL was one of 30 “starred” libraries in the \$10-\$30 Million Expenditure category nationally and one of 16 in California. We are proud that on average each of our residents visits us 7.6 times a year and borrows an average of 10 books per year
- 11% increase in materials circulation
- Successfully implemented “floating” library materials. Books returned to any branch remain at that branch, enabling patron directed collections and reducing inter-branch delivery costs

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**IV. GOALS AND KEY INITIATIVES FOR FY 2010-11**

**Goal 1: Reach out to community members and organizations to increase awareness of the importance of libraries to communities and to library users**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

This goal is integral to the Library's mission "to make a broad range of culture, information and knowledge available for the needs of the public." It meets the Countwide Goals of Community Participation, Healthy Communities, and Effective Communication. In an age of information overload, the Library strives to raise awareness that libraries provide professional, objective staff and authoritative resources. The Library also reaches out to its communities to encourage reading, civic involvement, and informed discourse.

<b>FY 2010-11 Key Initiatives</b>
1. Develop a social media strategy that effectively promotes library programs and services, with an emphasis on their value to our communities. Reach out to people where they already are getting their information – e.g. Facebook.
2. Increase public awareness of the value of library early learning programs and children's services based on effective methods developed over the last two years
3. Implement and make available on website a "Library ROI" calculator, showing people the huge value that the Library returns on their tax dollars.
4. Increase public awareness of the many services that the Library provides by creating a Speakers Bureau of "Library Ambassadors" with interested staff and volunteers.

**Goal 2: Provide materials and services that meet the informational and recreational reading needs of community members**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The Library carefully selects materials and on-line resources and assists patrons to use them effectively. By using our web site, traditional print publicity tools, and by taking the library presence outside of our walls to civic events and schools, we encourage community awareness of Library resources and events.

<b>FY 2010-11 Key Initiatives</b>
1. Increase the cost efficiencies of providing new materials throughout the Marin County Free Library, to continue providing robust collections for the people of Marin County despite the current economic downturn
2. Allocate a percentage of collection development money to support countywide goals, such as K-12 and the economically disadvantaged

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**FY 2010-11 Key Initiatives**

3. Sustain current partnerships with other agencies and explore additional collaborative possibilities to increase services to target groups, especially workforce development partnerships.
4. Finalize and implement a systemwide collection development policy

**Goal 3: Serve the needs of the public and encourage residents to use libraries by maintaining attractive, safe and sustainable facilities**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

This goal is important because it supports the safe and effective use of our facilities for both our customers and our staff. It also aligns with Countywide Goals for Community Participation, Healthy Communities, and Sustainable Communities.

**FY 2010-11 Key Initiatives**

1. Investigate low-cost remodeling options to improve the customer experience of children, families and the physically challenged
2. Continue to implement improvements required or recommended for compliance with the Americans with Disabilities Act in the County Transition Plan
3. Continue to implement sustainable practices for greener libraries
4. Work with the Marin County Library Foundation on developing a long-term funding strategy for new and updated library facilities.

**Goal 4: Provide library staff the training, time and equipment they require to provide the excellent customer service library patrons expect and appreciate**

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The Library is able to provide excellent customer service only when staff is provided with the time and training they require to meet the needs of library patrons and complete their assigned tasks. In order to help meet the County's goal to be an employer of choice, the Library strives to hire and retain staff with appropriate skills and dedication to the Library's mission.

**FY 2010-11 Key Initiatives**

1. Redesign the Library's staff website to make it more useful, efficient and accessible
2. Continue to work with Human Resources on workforce development and implementation of FY 2008-09 staffing study recommendations

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**FY 2010-11 Key Initiatives**

3. Recruit and retain culturally diverse staff

4. Explore alternative communication methods for library staff in order to increase participation in meetings and trainings while reducing our carbon footprint

5. Raise the number of yearly completed and on time employee evaluations to 75%

**V. KEY CHALLENGES AND OUTSTANDING ISSUES**

- Dealing with the Library's structural budget deficit while continuing to maintain high quality service for the Marin community
- Enhancing services and making necessary capital improvements while dealing with escalating costs and State budget reductions
- Although the library has identified new or expanded facilities as a long term solution, short term challenges remain due to branch libraries that cannot provide the level of quiet spaces, computer access, study rooms, meeting rooms or other amenities that library patrons request
- Implementing 2009 staffing study recommendations to adjust Library service models and balance the needs of staffing facilities while extending services outside the Library and into the community