

## MESSAGE FROM THE DIRECTOR

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

Through our strategic planning process, we carefully analyzed community demographic and socio-economic characteristics, as well as other factors of significance to the future of Monterey County; gaps/changes in community services that impact needs and expectations for the library; facilities, branch and staffing configurations; budget and funding streams; MCFL statistics and current programs; and availability of alternative services in each community served. We also received recommendations, online, in-print, and face-to-face, from people of a variety of ages and backgrounds: 1,867 public survey responses in English and Spanish, 26 interviews with key public sector stakeholders, 113 drawings from children of their "dream library", and input from representatives of the Foundation for Monterey County Free Libraries, various Friends of the Library groups, and MCFL staff.

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

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

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

Sincerely,



Jayanti Addleman MA, MLS  
County Librarian  
April 2013

**See the [full strategic plan here](#).**

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