



MENDOCINO COUNTY *Library*

FIVE-YEAR STRATEGIC PLAN 2023-2028



MENDOCINO COUNTY LIBRARY FIVE YEAR STRATEGIC PLAN

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Supporting Links

[How the Library Supports the Mendocino County Strategic Plan](#)

[Public Survey Results](#)

[Biophilic Design](#)

LIBRARY MISSION, VISION, VALUES

MISSION

The mission of the Mendocino County Library is to enrich lives through free and equitable access to materials and programs centered on education, culture, and entertainment.

VISION

Our vision is an informed, connected, inclusive, and creative community where opportunities for discovery are celebrated.

VALUES

- Equity
- Inclusion
- Free access to information
- Serving others
- Social justice



HISTORY OF MENDOCINO COUNTY LIBRARY

Mendocino County has a long history of support for libraries. In the early 1900s, the Carnegie Corporation funded libraries in Willits and Ukiah. Fort Bragg built a library through donations by local benefactors, their local communities, and local taxes.

In the 1960s, these local libraries joined together with the Bookmobile under the newly created Mendocino County Library (MCL) system.

Over the years, there have been periods requiring budgetary restrictions, and one of them occurred during the recession of the mid-2000s. During this time, the County and the State reduced MCL funding, which resulted in fewer open hours and staff, a minimal collection budget, and fewer programs and services.

The funding crisis was so extreme that by 2010, the County considered closing two or three of the branches and eliminating the Bookmobile altogether. During this time, the various community-based Friends of the Library organizations kept the library branches open by providing money for books, magazines, programming, supplies, and services.

The Library Advisory Board, with support from the Friends of the Library, initiated a ballot measure to provide for stable and dedicated library funding. The County passed Measure A in 2010 with 75% voter approval, which provided dedicated annual funding to the library to increase staffing and circulation materials.

In 2017, the Board of Supervisors joined the Library with the Museum and formed the Cultural Services Agency (CSA) since the missions are similar.

In Autumn of 2022, Mendocino County voters supported the library once again by approving an additional $\frac{1}{8}$ cent sales tax, bringing the total to $\frac{1}{4}$ cent in support of the Library in perpetuity, with 40% to be used for capital investments.

MENDOCINO COUNTY DEMOGRAPHICS

From Year 2021

Age of Mendocino County Residents	Percent
Under 5 years	5.2%
5 years - under 18 years	21.1%
18 years - under 65 years	50.0%
65 years and over	23.7%
Race and Hispanic Origin	Percent
White	85.7%
Black or African American alone	1.1%
American Indian and Alaskan Native alone	6.6%
Asian alone	2.4%
Native Hawaiian and Other Pacific Islander alone	0.3%
Two or More Races	4.0%
Hispanic or Latino	27.2%
White alone, not Hispanic or Latino	62.9%
Income and Poverty (2021 data)	Dollars
Median household income	\$56,378
Per capita income in past 12 months	\$31,324
Language and Connectivity	Percent
Language other than English spoken at home, percent of	22.2%
Households with a computer	89.3%
Households with a broadband internet subscription	83.6%

Data from

<https://www.census.gov/quickfacts/fact/table/mendocinocountycalifornia/PST045222>

STRATEGIC PLANNING PROCESS

The Strategic Planning process started in April of 2022. The committee met every other month as needed. To have as broad a representation as possible, it consisted of the following members:

Barb Chapman, Admin Services Manager;

Deb Fader Samson, Director;

Mellisa Hannum, Librarian;

Denise Jesse, Library Assistant;

Mo Mulheren, 2nd District Supervisor;

Olga O'Neill, Library Advisory Board

Among the initial exercises were brainstorming words the committee members would like to have equated with the Mendocino County Library (MCL) five years from now, preparing a "Strengths, Weaknesses, Opportunities, and Threats" (SWOT) analysis, and compiling a list of ways the MCL currently supports the County Strategic Plan, passed in 2022. The committee also created a list of potential stakeholders to consult throughout the planning process. Members of the planning committee helped decide what the staff and community surveys would ask.

Library Administration sent staff the survey first to solicit their opinions of MCL from an employee perspective. Then, the committee devised an online survey and made it available for the months of October and November of 2022 linked from the library website. Hard copy surveys were available at each Branch and on the Bookmobile.

The Library Director attended a Library Design Trends webinar and a California State Association of Counties class on Strategic Planning during the beginning of this process. The Admin Services Manager also took a graduate course on Strategic Planning.

After the online community survey closed, the results were made available to each individual branch of their respondents and of the system overall. In addition to the survey, Branch Librarians held community forums at their locations to get more feedback from the community members that live or work closest to them. Administrative staff requested Branch staff to go out into their communities to meet with local tribes, service organizations, and educational institutions. Each Branch Librarian wrote up a summary of topics discussed in their area, which was then turned in to the committee.

Library Administration assigned each section of the plan to various library staff to write and then the entire committee met to determine what should be refined, added, deleted, etc. The Committee shared the section on Space Objectives with the Library Advisory Board Measure O Committee for their input since they may advise the Board of Supervisors how to spend the capital improvement portion of Measure O revenue.

The Committee then shared the plan with the Library Leadership Team before sending it to the Library Advisory Board for their input and approval, which was provided on May 17th, 2023.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

STRENGTHS

How MCL excels

1. Incredible staff: educated, dedicated, and collaborative – creative programs
2. Branch programming and collections are culturally relevant to their communities
3. Friends of the Library and LAB support of library and its branches
4. Supportive community and volunteers
5. Finding, applying for, and tracking grants
6. Support of and collaboration with County Museum and other partners

OPPORTUNITIES

External possibilities favorable to MCL

1. To get the word out to underserved communities and meet potential new library supporters
2. Increased long-term funding from Measure O for capital investments
3. Community outreach events
4. Meeting rooms available for communities
5. Other forms of literacy: Lunch at the Library, Financial Literacy
6. Expansion into newer/more technological formats to connect with public
7. To increase and improve marketing
8. To form new community partnerships
9. Diverse communities bring opportunities for diverse programming

WEAKNESSES

What hinders MCL from optimal performance

1. Geographically isolated branches
2. History of independent rather than interdependent branches
3. Budget restraints as expenses continue to grow
4. Facility improvements have not been prioritized
5. Limited IT support
6. Lack of employees assigned solely to IT, social media, or marketing

THREATS

Could harm MCL in future

1. Funding fluctuates – dependent on sales and property taxes
2. Staff need to stay on top of new technology and internet information so they can teach tech classes and informational awareness
3. Historical public misgivings about government
4. Inflation, increasing expenses, and a possible recession
5. Finding quality employees in remote locations with high housing costs

PUBLIC SURVEY SUMMARY

Library staff promoted the survey on the library’s website, at the branches, on social media, and through the County email system in addition to word of mouth of our staff, Friends, and Library Advisory Board members. Most respondents either use the library or care about its success, though a few non-users also completed the survey.

The survey compiled the responses into categories based on the branch the respondents visited most often AND put them all together into one overall “average” for the system. Branch Librarians have been provided with the individual responses for their communities so that they can tailor their local programs to their most frequent users’ particular tastes. This plan is based on the aggregate response from the entire county, which does not differ greatly.

*Please see [Public Survey](#) for the results of the entire survey by specific question.



DIVERSITY, EQUITY, AND INCLUSION (DEI)

Mendocino County Library staff value diversity, equity, and inclusion and work to create an environment where equity is sought, difference is respected, and inclusiveness is practiced. Equity signifies a commitment and an obligation to promote fairness, balance, and justice. Staff work to bring equal access to resources and opportunities that have been hard to reach, due to structural and societal inequalities or barriers to learning. An organization committed to equity is a work in progress; it actively listens and seeks fairness, balance, and justice in its policies and decisions. The inclusive library fosters a sense of co-creation and belonging.

DEI GOALS

1. To encourage self-reflection about diversity, equity, and inclusion in the workplace and larger society.
2. To create opportunities for staff to expand their cultural competency and to express authentic feelings about obstacles or challenges surrounding these goals.
3. To develop an inclusive library collection by acquiring materials that go beyond accepted structures, collection types, and established canons. Gaps in the collection must be identified, evaluations of the representation of diverse populations in both print and digital resources must be conducted, and materials acquired to fill those vacancies.
4. To model, create, and maintain the values of diversity, inclusion, and respect in staff interactions with each other and with members of the library community, recognizing microaggressions and competition for resources as obstacles to equity and sharing.
5. To work with Mendocino County residents to ensure that diverse people are represented and given a chance to participate, express themselves, and advocate for their respective communities.
6. To facilitate conversations, partnerships, and meetings that address community challenges, providing a safe, unbiased public forum.
7. To ensure accessibility and inclusivity in our outreach to the public with special focus on the under-served.
8. To create a safe space for others to express themselves and access library programs and resources, free from bias or judgment.
9. To partner with local transformative justice organizations for community events and outreach.
10. To work with Mendocino County residents to ensure that disenfranchised people are being reached and encouraged to express their voices.

11. To serve as a convener and facilitator of conversations and partnerships to address community challenges, i.e., as a community forum.
12. To understand and eliminate bias in hiring practices to the extent that can be done using culturally appropriate job posting and outreach materials.
13. To build cultural competency of staff by assessing employee needs and preferences for DEI training and development and ensuring that these needs are met by trainings and professional development opportunities.
14. To understand inclusion as a moral commitment and responsibility to create a safe environment where all individuals are treated fairly and respectfully.
15. To recognize the importance of practicing cultural humility and the continual need for education to create safer spaces for all members of the community.
16. It is the hope of staff that striving for all the above goals will lead to a feeling of belonging by all members of the community.

DEI PROGRAMMING

Organize programs and events around DEI, using cultural awareness months as jumping off points, but not as the only time cultural awareness is important.

1. Coordinate programs and events demonstrating the ethical and moral responsibility of individuals to support and promote diversity, equity, and inclusion for all.
2. Use displays to promote awareness of the diversity of the Mendocino County community.
3. Conduct programming for specific groups, such as Indigenous people, Latino, African American, Deaf, etc. and invite members of the groups to give programs.
4. Consult with experts in the community (educators, leaders of organizations, etc.) about creating a meeting space for unique groups to conduct their regular business and invite them to assist in the programming for that group.



COLLECTION OBJECTIVES

The library collection should reflect the community where it's located, but also introduce users to other cultures and ways of seeing the world.

MCL is lucky to share an Integrated Library System (ILS) and collections with Lake and Sonoma Counties. Most items can be requested by any user in any of the three service areas.

As of 2023, 19.15% of Mendocino County's community speak Spanish and the physical collection portion of Spanish language materials is 1.84%. Increasing the amount of Spanish language materials will be a major undertaking going forward. The first goal will be for each branch to offer at least 5% of its materials in Spanish. Our ultimate goal by the end of FY 2028 will be for at least 15% of the collection offered be in Spanish. Spanish speakers may not be comfortable using the library because of a perception of few Spanish speakers on staff; however staff are encouraged to take Spanish for Librarian courses. Library staff will continue promoting library resources to this portion of the community so that, at some point, it may be desirable to increase the amount of Spanish language materials to equate with the actual percentage of Spanish speakers, i.e., 19.15% (from <https://worldpopulationreview.com/us-counties/ca/mendocino-county-population>).

There are grants available for Spanish language materials that staff can apply for to round out the collection in the beginning and there are Spanish language book fairs taking place in Spain, Guadalajara, and Los Angeles each year, that staff can attend annually if possible. Liber's location alternates between Barcelona and Madrid each year with travel costs usually covered by the Spanish Trade Commission.

[Mendocino County Library's Collection Development Guidelines](#)



PROGRAMMING OBJECTIVES

Mendocino County Library's goals for programming and services will align with the American Library Association's values of equal access, community, literacy, learning, and engagement. Libraries are safe spaces, and the programming offered will support diverse voices, equity, and inclusion.

Programming will also align with Mendocino County's goals of:

- **An Effective County Government**
- **A Safe & Healthy County**
- **A Thriving Economy**
- **A Prepared and Resilient County**

This will be accomplished through partnerships with local organizations, businesses, artists, educators, and more, in addition to the work of library staff and volunteers.

To ensure these goals are met, Mendocino County Library will offer programs under the headings of Supporting Literacy, Connecting Community, Encouraging Creativity, and Health and Wellness.

- **Supporting literacy**

- Science and technology literacy
- Nutritional literacy
- Early literacy
- 1,000 Books Before Kindergarten
- Story times
- Continuing literacy
- Adult literacy
- Financial literacy
- Media literacy

- Transmedia literacy

- **Connecting Community**

- Discussion Groups
- Game nights
- Host Support groups (AA, Autism Spectrum Disorder, End of Life, Grief, etc.)
- Community conversations and presentations (Women with Infants and Children, Action Network, Non-profits)
- Community Night Out
- Art Walks

- **Encouraging Creativity**

- Adult Arts and craft programs
- Youth Arts and craft programs
- Music and movement programs
- Poetry and writing groups
- Local Artist exhibits
- Author talks

- **Health and Wellness**

- Emotional and mental wellness programs
- Physical fitness programs
- Yoga for kids and adults
- Walking Book Discussion Group
- Opportunities for socialization
- Cooking classes or demonstrations

SPACE OBJECTIVES

This strategic plan addresses years 2023-2028. Of the buildings housing library branches, three are owned by the County: Ukiah, Fort Bragg, and Willits; two are owned by Friends of the Library groups: Coast Community and Round Valley. One is rented by a Friends of the Library group: Laytonville.

Measure O passed in 2022, providing MCL with an additional $\frac{1}{8}$ cent sales tax, bringing the total to $\frac{1}{4}$ cent. The Measure requires 40% of the funds go to capital improvements. The LAB formed a Measure O committee to make recommendations to the Board of Supervisors and Library regarding how the additional revenue could be spent.

The following six goals will be at the top of the list to accomplish or begin in the next five years. They represent the most pressing needs, and some should be finished before 2029. The time it will take to complete the projects is not determined by library staff. A good deal of it rests with County Facilities and their capacity to manage the projects.

1. Of our building objectives, the highest priority is the Willits Branch roof, which has been leaking for years. Leaks require a great deal of staff time and endanger the collection. The State awarded MCL a Building Forward Infrastructure grant to pay for half the cost of replacement along with half the cost of installing solar panels and battery back-up, a total of \$247,000. Facilities staff are preparing the first steps and the work will be completed by Summer, 2024.
2. The current Ukiah Branch building, located at 105 N. Main St., is no longer adequate for the materials, staff, programming, delivery, administration, or processing space needed to be successful. The Friends of Ukiah Branch conducted a needs assessment study a couple of years ago, which clearly showed that the building is too small. The next step is to procure a feasibility study regarding several viable options, which are as follows:
 - A. the building can be adapted (by constructing a second floor or expanding outwards in addition to a second floor)
 - B. the branch can be moved into a currently standing but unused building
 - C. a new branch can be constructed on a plot of land at another Ukiah location
 - D. a temporary reapportioning of available space *may* be necessary while the long-term goal is being worked on



3. The Fort Bragg Branch is embarking on an expansion and renovation made possible by the Friends of the Fort Bragg Branch Library. The Friends raised money, purchased a neighboring parcel of land, had the deteriorating buildings located on it demolished, and paid an architect to draw up expansion plans. The Library Advisory Board voted to recommend the County Supervisors move the project forward with the possibility of significant grant funding. The Board of Supervisors voted unanimously on April 25th of 2023 to begin the process of transferring the property to the ownership of the County.
4. Library Administration promised the Willits Branch years ago a refresh with modern furniture, new circulation desk, and most importantly, new flooring. In addition, the General Services Agency sent a price estimate of \$25,000 to install a windowed door between the Willits Branch Manager's office and the work room. This will enable the Branch Manager to be more connected to the goings-on of staff and deliveries from the office. Library staff will look for grants to help pay for those items in addition to bringing the accessibility up to date.
5. To aid the County in its carbon neutral efforts and to ensure future sustainability, solar panels and battery back-up should be incorporated into plans for any new space or renovation that is planned.
6. Once all these priorities are accomplished, it may be appropriate to look towards replacing the Bookmobile with a new one or adding a second bookmobile. Staff would seek a grant to help pay for that. Wi-Fi will continue to be provided through the Bookmobile's mounted mobile hotspot.

MARKETING AND COMMUNICATION

- **Staff Create Promotional Fliers** in English and Spanish, in hard copy in the branches, and in electronic format on the website, on the branches' Facebook pages, in the County Executive Officer's monthly report, and shared with the Museum to post.
 - Depending on what the program is, the fliers may also be taken to various neighborhood gathering places/stores that cater to that type of audience. For example, fliers that promote book discussions on nature hikes could be posted at both bookstores and outdoor stores.
- **County-wide Library Newsletter:** The Department Applications Specialist will design a county-wide newsletter that patrons can opt into receiving from the library website. The Specialist can choose from the branches' contributions to each monthly CSA report so branch staff do not have to perform any extra work and notices of their events will be more broadly circulated.
- **Social Media:** All branches currently use Facebook; all branches should also currently be using Instagram; Staff at each location will participate in any social media with which they are familiar or want to try with approval from administration.
- **Radio Spots:** Reporters regularly interview various library staff on local channel KZYX. It would be helpful to have Outreach staff check in with the station once during every quarter to promote a new measure or service that staff may be working on.
- **Newspaper Articles/Interviews:** Staff routinely send press releases to local media. It would also be beneficial to encourage Library Advisory Board members and Friends of the Library to write to the newspapers periodically about the good things the library does in the community, either in letters to the editor or to ask that they send a photographer to cover an event. This would be a helpful way for the Library Advisory Board and Friends of the Library to advocate for the department.
- **Public Transportation and Bookmobile Ads:** Staff can design different ads for vehicles that travel throughout the County to highlight new services and initiatives.

TECHNOLOGY OBJECTIVES

The Mendocino County Library is the technology hub of the entire County, providing essential services to patrons who have limited or no access to computers and Wi-Fi. The MCL'S goal is to update and increase technology services for the public at all branches.

This includes:

- Upgrading and replacing all computers five years or older at each branch
- Creating a Chromebook lending program for patrons
- Expanding the Wi-Fi hotspot lending program by purchasing additional devices and allocating funds for replacing lost/damaged hotspots
- Developing additional programs to teach technology skills to patrons
- Increasing staff training so that staff are confident in their ability to help patrons with routine technology queries
- Researching and applying for grants that will help fund new technology initiatives
- Promoting awareness and use of the MCL's digital learning resources
- Completing the upgrade of the broadband network at all branches to Corporation for Education Network Initiatives in California (CENIC) to ensure quality broadband connectivity
- Upgrading circulation system to RFID (Radio Frequency Identification)
- Exploring the newest technological advancements and finding ways to harness them for the community
- Adding a dedicated IT person to Library staff

STAFF DEVELOPMENT

Because the branches are so geographically isolated due to the vast size of the service area, 3878 square miles, many branch staff have never seen locations other than where they work. Staff are encouraged to cross-train at different branches. One goal is that every staff member will visit every other branch of the library during the first year that they work for the County Library. The library will pay mileage to accomplish this. The camaraderie that develops will be priceless.

A more inclusive culture among library staff will ensure that everyone is working for the betterment of the entire library, not just an individual branch. This should foster a more teamwork-oriented approach. By working together, increasing communication, sharing common goals, and supporting each other in professional endeavors, the staff and services at each branch will benefit. Staff should continue to visit each other after their first year of employment in an ongoing exchange of ideas.

MCL's first All-Staff Training Day after the COVID pandemic was held at the Willits Branch in November 2022, and staff reported they had a wonderful time and learned a lot. Going forward, Staff Day will be held during a month when there are no other scheduled branch closures; April would be a ideal time as roads should be safe. It is too much responsibility for one person to handle on their own, so duties will be divided by staff: 1. Speaker 2. Training session(s) 3. Food and drink 4. Set-up and Tear Down, etc. To even out required travel time for staff and to promote knowledge of all branches among all employees, it would be appropriate to have most branches host All-

Staff Training Days in rotation.

In addition to cross training and working together, every staff member shall take at least one online webinar/ training every six months. There are many organizations that offer free classes: Infopeople, WebJunction, California Library Learning, etc. Infopeople provides five seats of every class of training free to rural libraries, so Library Administration will keep a list of employees' preferences for what they want to take so that staff can be registered as soon as possible after notice is sent out of an upcoming course.

Library Administration has already implemented mandatory Implicit Bias training for all library staff. In addition, as the library moves towards a more diverse and equitable workspace, supervisors will seek other training opportunities at the branch and library settings.

The Director shall collaborate with each manager to help their reporting staff to find goals that are relevant to their jobs, that they are interested in, and that will help them in their career path. If staff are challenged and appreciated, they will stay engaged.

Staff at all levels are continually encouraged to participate on interview panels to help develop their leadership potential.

The Department Applications Specialist is visiting all the branches and will provide periodical trainings on technical issues and electronic resources so staff at all levels feel comfortable helping patrons.

Many library organizations have annual conferences; the Public Library Association (PLA),



The American Library Association (ALA), The California Library Association (CLA), and the Association of Rural and Small Libraries (ARSL), to name a few. It is a goal to send as many staff as possible to these events for training and networking, paying special attention to ARSL and CLA since they directly relate to Mendocino County more than the others.

Permanent full-time staff at all levels are eligible to attend conferences. Care is taken to spread the opportunities around so that no one staff member attends more conferences than the others. Every year funds are set aside in the library budget for staff training. Friends of the Library groups have occasionally been offsetting the cost of sending local branch employees to conferences by offering to pay for transportation or lodging so the library only needs to pay for food and registration, enabling training dollars

to stretch farther. It is hoped this tradition continues.

A requirement of attending a conference or training session is that the employee who does so must come back to the group and share something exciting that they learned or hope to implement at MCL. This has the added benefit of getting staff used to speaking before an audience of their peers, growing their skills so they can reach farther in their careers.

Administrative staff are reviewing all library job classifications systematically to make sure they are written correctly and accurately reflect the work being performed. During this process Human Resources is comparing similar positions in other library jurisdictions to keep Mendocino County Library job descriptions relevant and salaries competitive to recruit and retain the best personnel.

ACCOUNTABILITY

Intra-agency collaboration is critical to the success of the goals the library sets. The library administrative staff have a strong understanding of county processes and various departments. Staff strive to maintain effective communication and hold regular meetings with other departments to ensure completion of projects and to advocate as necessary.

Having the Board of Supervisors approve the MCL strategic plan will also give it more merit to other County departments, so they will help the library to reach its goals as they are also the Board's goals.

The following positions will "oversee" each section of this plan, taking regular stock of progress and encouraging others, as necessary.

Collections – Director, Admin Librarian, Branch Managers, and Orderers

Diversity, Equity, and Inclusion – Library Administration, Branch Managers, and Staff

Marketing and Communications – Admin Librarian, Department Applications Specialist, and Branch Managers

Programming – Director, Admin Librarian, Branch Managers, Librarians

Space – Director, Admin Services Manager, Library Advisory Board & Measure O Committee

Staff Development - Director, Supervisors, Branch Managers

Technology – Director, Department Applications Specialist, Admin Services Manager, Branch Managers

CHECK-INS

Administration will hold check-ins regularly to make sure staff are on track. Reminders will be set on calendars at the end of every quarter of this five-year plan to meet and discuss progress to determine if any area needs more attention than it has been given and if objectives are still relevant.

Staff will take notes, track progress, and the responsible party will follow-up when necessary. Tasks will be checked off/added to or deleted from the quarterly lists as needed and major milestones will be celebrated.

APPRECIATION

The Strategic Planning Committee wishes to thank all who promoted and answered surveys in the community including the supportive public, members of the Strategic Planning Committee, MCL staff, Friends of the Library, Library Advisory Board members, and the 2023/2024 Board of Supervisors who are supportive of the Library and of the staff who serve and enlighten the Mendocino County community every day. ***We appreciate you all!***



APPENDIX

TIMELINE BY QUARTER

It should be noted that this plan is a working document, and the quarterly goals below are only estimates as to when the work on different projects will be undertaken. Unforeseen circumstances will undoubtedly arise that may affect the timing of the steps.

FISCAL YEAR 22/23

QUARTER 1

- Begin Strategic Plan
- Set up required Implicit Bias Training with Human Resources
- Promote the Privilege Walk online video to all staff
- Develop online public priorities input survey
- Staff complete feedback survey

QUARTER 2

- Request any branches that do not already have Instagram accounts begin using the platform
- Seek help from Sonoma County Library on recommendations for purchase of Spanish language materials
- Remind Seed Specialists and Youth Librarians to meet monthly to exchange ideas
- Branches conduct/attend local community meetings to seek feedback
- Begin sending press releases/program fliers in English and Spanish

QUARTER 3

- Meet with Facilities about Willits Roof and Alternative Energy Panel Project to discuss process
- Secure Board of Supervisors approval to begin Willits Project
- Finalize dual English/Spanish press releases, library brochures, applications, forms, etc.

QUARTER 4

- Plan for specific budget for Spanish language materials
- Transfer of property for Fort Bragg Branch must be complete by June
- Secure permission from Board to apply for Building Forward grant for Fort Bragg expansion
- If grant awarded, secure Board approval to proceed with Fort Bragg expansion project
- Secure Board approval of 5 Year Strategic Plan
- Budget for Willits Roof project
- Finalize updates on two positions
- Administrative Librarian Attends DEI Collection Development course

FISCAL YEAR 23/24

QUARTER 1

- Help Facilities put out request for proposal for Willits Branch Roof project
- Begin more staff classification updates
- Finish Round Valley Agreement
- Set up floating Spanish collection with Sonoma County Library
- Set up Books by Mail process
- Create and launch a Chromebook lending program for patrons
- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services

QUARTER 2

- Deposit Fort Bragg Friends of Library funds to library savings account, if grant awarded
- Begin ordering Spanish language materials
- Initiate Books by Mail process
- Complete replacements of all computers 5 years or older at each branch
- Develop additional programming to teach technology skills to patrons
- Laytonville branch should be RFID operative

QUARTER 3

- Ukiah Friends of the Library MOU, Coast Friends of the Library MOU
- Search for grants to help fund our technology services
- Expand the Wi-Fi hotspot lending program by purchasing additional devices and allocate funds for replacing lost/ damaged hotspots
- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Start RFID at Coast Community Branch

QUARTER 4

- Willits branch roof should be complete
- Start request for proposal for Ukiah branch feasibility study
- Complete upgrade of wireless network at all branches to CENIC to ensure quality broadband connectivity
- Have Coast Community Branch RFID operative

FISCAL YEAR 24/25

QUARTER 1

- Have feasibility study conducted for Ukiah branch
- Increase staff training so that staff are confident in their ability to help patrons with routine

technology queries

- Search for grants to help fund our technology services

QUARTER 2

- Take study results to Library Advisory Board
- Take study results to Board of Supervisors
- Develop additional programming to teach technology skills to patrons
- Have Round Valley Branch RFID operative

QUARTER 3

- Facility Modification requests for Willits branch upgrades
- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services

QUARTER 4

- Look into adding or replacing the bookmobile
- Develop additional programming to teach technology skills to patrons
- Begin transferring Willits branch to RFID

FISCAL YEAR 25/26

QUARTER 1

- Help Facilities staff write request for proposal for Willits branch upgrades
- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services
- Willits branch RFID operative

QUARTER 2

- Develop additional programming to teach technology skills to patrons

QUARTER 3

- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services
- Begin Fort Bragg branch transfer to RFID

QUARTER 4

- Develop additional programming to teach technology skills to patrons
- Fort Bragg Branch RFID operative

FISCAL YEAR 26/27

QUARTER 1

- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services
- Begin transfer of Ukiah branch to RFID

QUARTER 2

- Develop additional programming to teach technology skills to patrons

QUARTER 3

- Search for grants to help fund our technology services
- Ukiah Branch should be RFID operative

QUARTER 4

- Develop additional programming to teach technology skills to patrons

FISCAL YEAR 27/28

QUARTER 1

- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services
- Work with HR to develop position description for Library IT personnel

QUARTER 2

- Develop additional programming to teach technology skills to patrons

QUARTER 3

- Increase staff training so that staff are confident in their ability to help patrons with routine technology queries
- Search for grants to help fund our technology services
- Have Library IT position approved by Board of Supervisors

QUARTER 4

- Develop additional programming to teach technology skills to patrons
- Recruit for Library IT position
- Hire Library IT position in Quarter 1 of Fiscal Year 28/29