MEETING OF THE LIBRARY COMMISSION
AD HOC COMMITTEE ON NEEDS, PRIORITIES, AND RESOURCES
Minutes

DATE: Tuesday, March 15, 2016

1. CALL THE MEETING TO ORDER
Kathy Gilcrest called the meeting to order at 5:32 p.m.

2. ROLL CALL
Ad Hoc Committee members Alan Smith (District IV), Peter Wilson (District IV Alternate), Laura Canciamilla (Pittsburg), Juan Kelly (Orinda), Bryan Scott (District III Alternate), Diane Riise (District II), Rodger Lum (Moraga) and Kathy Gilcrest (San Ramon) were present. Ad Hoc Committee member Walter Ruehlig (Antioch) was absent.

3. ITEMS FROM THE PUBLIC
There were no public speakers.

4. ACCEPTANCE OF MINUTES
Ad Hoc Chair Gilcrest amended the minutes as follows (changes in italics):
Item 5, “Chair Gilcrest suggested the idea of the Commission forming another committee…”
Item 5, “The group briefly discussed the idea of system-wide fundraising to be studied by the Commission after the Committee’s current effort to assess needs is completed.”
Item 7, “members Kelly and Wilson will draft a report for the Ad Hoc Committee summarizing findings, conclusions and recommendations for the Ad Hoc Committee’s review and discussion at its next meeting.”

Motion to accept minutes as amended: Smith, Wilson
In favor: Gilcrest, Kelly, Lum, Scott, Smith, Wilson. No abstentions.

5. ANNOUNCEMENTS AND ITEMS OF INTEREST
Commissioner Lum said an update from the Ad Hoc Committee is included on the 3/24/2016 Library Commission agenda. The Triennial review is also included.

6. DRAFT AD HOC COMMITTEE REPORT
The Ad Hoc Committee reviewed a draft report prepared by Ad Hoc Chair Gilcrest and Commissioners Smith and Wilson.

The committee agreed to study comparative data from all Bay Area counties as identified by the Association of Bay Area Governments. City comparisons will include Los Angeles, Sacramento, San Diego and San Mateo.

Commissioner Smith will draft a paragraph about the end of the State Public Library Fund.

Commissioners will emphasize total library funding, including that derived from property tax, is inadequate to meet needs identified in the 2014-17 Strategic Plan.

7. FUTURE TOPICS FOR DISCUSSION
Ad Hoc Chair Gilcrest will work on the next draft of the document. Commissioner Smith will continue work on the comparative data. The Ad Hoc Committee will provide an update to the Library Commission on March 24, 2016. The final report will be presented to the Library Commission at the May 2016 meeting.

8. SCHEDULING OF NEXT MEETING
9. **ADJOURNMENT**
The meeting adjourned.

Submitted by Brooke Converse  
Department and Community Media Relations Coordinator, Contra Costa County Library
Working title: PROMOTING EXCELLENCE IN LIBRARY SERVICE FOR CONTRA COSTA COUNTY RESIDENTS

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

March __, 2016

Presented to:
Contra Costa County Library Commission

Prepared by:
Kathleen Gilcrest, Commissioner, City of San Ramon
Peter Wilson, Commissioner (Alternate), District 4
“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 20014-17
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EXECUTIVE SUMMARY

The Contra Costa County Library Commission established an ad hoc committee in early 2016 to assess the need for additional funding for unmet or emerging needs for county library services.

The "Ad Hoc Committee for Needs, Priorities, and Resources" ("the Committee") analyzed comparative statistics published by the California State Library, as well as information and documentation provided by County Librarian Jessica Hudson. Commissioner and committee member Alan B. Smith (District 4) also contributed to the writing of this document providing valuable insight from his 19 years of library service throughout the state.

In an comparative analysis of books and expenditures per capita by eleven California libraries from similar demographic regions, the Committee found that in Fiscal Year 2013-14, Contra Costa County Library ranked near the bottom on books per capita and dead last in expenditures per capita, based on data published by the California State Library.

A community needs assessment conducted by the Contra Costa County Library in 2013 formed the basis for the county library's strategic plan currently in its second year of implementation. In several surveys, the local public expressed a need for the Contra Costa County Library to reach out to underserved populations for increased and consistent programming across communities, facility improvements including those needed in disadvantaged communities, more and more-convenient open hours, collection expansion, and improvements to collection maintenance. Many respondents cited the value of equal access to library services for all, regardless of income or location of residence. The public expressed a strong interest in ensuring that library services are distributed as fairly as possible throughout the county.

Despite the expressed need for county libraries to reach out to underserved populations, and for equal access to library services, inequities exist. These are found in communities where county library services are reduced despite the county’s best efforts to ensure an equal allocation of library funding. The reasons for these inequities are lack of support for facilities and/or extra hours by certain municipalities (which ones). And it should be noted that the county library does not include the City of Richmond among its community libraries sites.
A number of the county’s community libraries are in need of new, expanded or renovated facilities, however, no state bond funding is currently available. This is a more acute problem in economically disadvantaged areas of the county, where municipal budgets may be strained and communities also face more difficulty organizing and raising private gifts.

The Committee notes that volunteer-driven fundraising by “friends of the library” and library foundations are highly successful in wealthier areas of the county but, as noted above, such library support organizations either do not exist or are not as robust in disadvantaged areas. Moreover, the Committee notes that no organized central fundraising operation exists for the county library as a whole.

As a result of findings by the Ad Hoc Committee for Needs, Priorities and Resources, the Contra Costa County Library Commission recommends the following:

1. **The Commission study approaches to increase private philanthropic support of the county library and to forward those recommendations** to the County Librarian and Contra Costa County Board of Supervisors.

2. **The County Librarian continues** to pursue grant funding for library programs and initiatives at the county and local level, where opportunities exist.

3. **Needs expressed through the 2013 community needs assessment be reviewed and confirmed by the County Librarian** in light of current budget circumstances.

4. **The Contra Costa County Board of Supervisors considers** the timing, nature, and conditions required for the success of possible future ballot measures that will increase countywide support of library services.
INTRODUCTION

In January 2016, the Contra Costa County Library Commission established the Ad Hoc Committee for Needs, Priorities, and Resources ("the Committee") to identify additional funding required to meet unmet or emerging needs that, if available, would enhance the award-winning Contra Costa County Library’s ability to serve residents of the county.

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 2013, the Library undertook an extensive community needs assessment to lay the groundwork for a planning process that culminated in the Contra Costa County Library Strategic Plan 2014-17. Through the needs assessment, the community expressed a number specific needs for additional or increased library services.

The Committee's objectives were to assess the adequacy of current funding levels, review implementation of the current strategic plan, and identify funding needs.

The Committee's goal and objectives relate to the following specific purpose and duties of the Contra Costa County Library Commission, as stated in the Commission’s By-Laws. They are:

Purpose:
To assist the Board of Supervisors and the County Librarian in providing library services based on assessed public need.
Contra Costa County ranked ninth overall, ahead of Sacramento County and San Diego County in the last positions.

California State Library data also show Contra Costa County Library expenditures as relatively stable in the five-year period from 2009-10 through 2013-14, at an average of $24.42 per capita. Other libraries studied also showed comparable stability during this period. However, of the eleven libraries studied, Contra Costa County Library ranked eleventh, or dead last in expenditures per capita, 5.1 percent behind tenth-place Sacramento County and a full 23 percent behind ninth-place San Diego County.

Most of the libraries selected for this comparison are county systems having populations similar to Contra Costa County, with the exception of the far larger City of Los Angeles. All of the libraries in the comparison are urban with large numbers of college-educated, higher-income residents. Excluded from the comparison were libraries in counties in largely agricultural areas or with decreasing populations and in cities with exceptionally high incomes.

Among the libraries included in the comparison is San Mateo City Public Library, which ranked at or near the top in the above-described comparison. San Mateo’s population [97,207] numbers between that of Walnut Creek and Concord. The library, built in 2006, is approximately 90,000 square feet, about twice the size of the new Walnut Creek Library. Corporate funding was raised for the library’s construction, with $500K from Templeton Mutual Funds and $2M from Genentech. The area’s demographics show 45% of the population is white and one-third of the remaining 55% are foreign-born; 60 percent have some college education, and the median income is over $60K. The San Mateo City Library has a large literacy program that includes an ESL component. This example provides a powerful demonstration of how library services can be strengthened for the community’s benefit, when a city and corporate sponsors come together.

The Funding Picture: Sources of Support

Property Tax Revenue. The principal source of operating support for the Contra Costa County Library is from County property tax revenues. Many years ago, the Board of Supervisors voted to allocate 1.49% of property tax revenues annually in support of library services. The California State Library each year also provides a variable amount of funding for the library’s literacy programs, however, this amount represents a small fraction of the library’s budget and
does not fully fund its literacy programs.

To ensure an equitable allocation of public funds among the community libraries within the county, the library budget funds 35% of service at each library throughout the county, in addition to central administrative services supporting all county libraries. The Antioch and Pinole libraries are open 28 and 24 hours respectively because the cities in which they are located are unable to pay facility maintenance costs. Crockett, Rodeo, and Bay Point also are open less than 35 hours, however, they are outlets and not intended to be open for full service.

[Refer to CSL report on impact of recession on libraries statewide.] The impact of the FY 07-08 recession on the Library's property tax revenue began with declining revenues in FY 08-09, continuing in FY 09-10, FY 10-11, and FY 12-13. The recovery of Library property tax revenue began in FY 13-14, and in 2015-16 it represents 86.9% percent of the library budget.

Even though the library’s budget has not yet fully recovered from the 2008 recession, budget increases since 2013-14 have allowed the library gradually to restore its subscription databases, acquire new material for the collection, and pay for increased costs for health care, retirement, and cost-of-living increases.

**County-City Partnerships.** Another major source of public support for library services are the cities themselves in which library facilities are located. Many of the cities hosting county libraries lease city-owned and maintained facilities to the county in exchange for library services under a “Library Lease and Service Agreement,” approved in 2010 by the county Board of Supervisors. In some unincorporated areas of the county, such as Kensington, the library owns and operates the library facilities.

Other than Antioch, Pinole, Crockett, and Bay Point which are open fewer than 35 hours as described above, all other community libraries are open for additional hours or service due to additional city and/or friends or foundation funding.

**State and Federal Grants.** Over the years, staff have applied for and received public grants from the State of California for specific programs. Recent examples include $120,000 in 1994 in state grant funds awarded for purchase of resources for job seekers and small business owners. Also in 1998, Contra Costa County Library was awarded a $90,000 federal Library Service and
Technology Act grant by the California State Library, which enabled the library to develop the Technology for Teens in Transition program for teens incarcerated in Contra Costa County Juvenile Detention Facilities. (revise with more recent examples)

11. Literacy has foundation...include the demise of PLF - Public Library Foundation - state funding that brown killed. We use to get $1M/annually. I may be able to find history on the computer. I can bring paper copy Tuesday. Notice how I keep talking that under the Arnold's last year how much more we got than today.

Ballot Measures. At the county level, Measure L in 2000 asked voters for a 1/8-cent sales tax for eight years. The measure received 66.6% of the vote, but lost by about one vote per precinct. Three other countywide attempts for increased public funding failed in the 1990s.

At the state level, Prop 14 in 2000 for $350 million in bonds for library construction passed. The Lafayette Library and Learning Center and Hercules Library benefitted from this program. In 2006, Prop 81 failed, but it passed in Contra Costa County with about 54% of the vote, demonstrating local support for new libraries. At this time, the California State Library is conducting a study of the statewide need for library facilities.

At this time, the cities of Brentwood, Oakley, and El Cerrito have put forward or indicated a willingness to put forward measures to fund community library construction projects. San Pablo is converting a former Walgreens pharmacy into a library.

Private support. Several of Contra Costa County Library's community libraries have established "Friends of the Library" organizations and foundations to raise funds for their local community library(ies). The Library is very fortunate to have Friends groups in every community. Last year, the 28 Contra Costa County Friends of the Library & Foundation groups:

- Volunteered 67,531 hours valued at nearly $1.50 million*
- Donated over $771,000 towards the purchase of new library books and materials
- Raised over $1,033,000 to sponsor programs for children, teens, and adults and to provide funding for furniture and equipment
- Reported 2,719 Friends of the Library and Foundation members Countywide


In the wealthier areas, these fundraising organizations have been highly successful in supporting construction of new facilities, programming, materials acquisition and additional hours of service beyond those funded by the county and/or city. In other areas of the county, that level of success has not been achieved. In some locales, residents do not have the time, personal financial resources, or connections required to support large-scale fundraising in their community.

In recent years, the county library, centrally, has focused its private fundraising efforts mainly on its countywide literacy program, Project Second Chance, which organizes annual fundraising events in support of its volunteer-driven operation. In addition, corporate support has been raised in the form of grants from Target Corporation to underwrite the summer reading program in two recent years. In 1998, an individual major gift was received through a donation from the Storm Living Trust, from which the Library established the Wirruis Children’s Library Trust to fund outreach to preschool children. In 2005, the Lesher Foundation awarded a $100,000 grant to establish a library at the new John A. Davis Juvenile Hall. In 2008, the Lesher Foundation provided funding for the establishment of the Lesher Library at the Orin Allen Youth Rehabilitation Facility. Each of these private grantseeking efforts was staff-driven. [update with recent examples, if any]

The library’s website features a “donate to the library” page for online gifts, and a “leave a legacy” page to encourage estate gifts. However, library has no professional fundraising staff, and it is not clear that county funding would allow such staff activity. And, unlike many of the county’s community libraries, the library as a whole does not have an organized volunteer-driven fundraising operation that seeks gifts from individuals, foundations, and corporations to support funding priorities established by the County Librarian, or any other funding opportunities for the library. In short, the county library lacks the
ability, expertise, and resources needed to pursue private gifts to the library.

**Funding Needs: 2013 Community Needs Assessment**

From July through October of 2013, Library staff participated in three qualitative research projects designed to ensure that the 2014-17 strategic plan would match community needs. In all 4,615 surveys, 278 key informant interviews, and 28 town hall meetings were completed, with the findings broadly categorized into institutional strengths and areas for improvement. Key themes emerged across all three research platforms, and were published in the summary report, **RESEARCH ANALYSIS ADDENDUM**.

Many strengths were cited in the report, from staff and programming, to service innovations, collections, free computers and Internet access, newer facilities in Lafayette and Walnut Creek, and many others. Many respondents cited the value of equal access to library services for all, regardless of income or location of residence. The public expressed a strong interest in ensuring that library services are distributed as fairly as possible throughout the county.

While the many positive comments are encouraging, of particular concern to the Committee are “areas for improvement” cited in the report. The following text is excerpted from the report:

**Promotion and Outreach.** Many community members were adamant that the Library should improve its marketing and promotion of services; they believe that many people in the community are unaware of library services other than the lending of books. There was also a repeated emphasis upon the Library needing to reach out to immigrant groups to ensure an improved understanding that the Public Library is a free service for all residents. (Note: The library recently hired a marketing professional to respond to this expressed need and strategic goal.)

**Programs.** While people love currently offered library programs, they want a greater diversity of program opportunities and want to see programs offered more consistently across communities...

**Facility Improvements.** Residents believe the Library should improve a number of elements related to facilities: organization, layout and signage; quiet areas and study space; parking; disability access; cleanliness and clutter; and general upkeep. Additionally, those from wealthier communities appreciate their new buildings, but many are troubled by the lack of newer facilities in socially
disadvantaged areas of the county. Furthermore, residents in some areas (such as North Richmond) want full-service library facilities that reflect their population base and community needs.

One survey respondent was quite pointed in comments regarding facilities:

"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?"

**Open Hours.** The public wants more open hours, stating that the Library's impact is in direct proportion to its hours. They would also like the Library to redistribute the hours it is open to be more convenient to their busy lives.

**Collection.** Library-users would like the Library to expand its physical and digital collections. They also cited the poor condition of some audio-visual materials.

In some cases, areas of strength were also cited as areas for improvement. In many cases this is because people simply want more of the services they like. They love the Library's programming and collections, and they would like to see them expanded. In other cases, the comments emphasized the need for the Library -- through better promotion, convenient open hours, inviting facilities and more diverse programming -- to become a community gathering place for all of Contra Costa County's residents, not just current users.

County Librarian Hudson summarized, "funding needs, as it will show in the Community Needs Assessment, tend to be additional funding for staff, collections, facilities, and technology."

The areas for improvement defined above were translated into the goals and objectives of the **CONTRA COSTA COUNTY LIBRARY STRATEGIC PLAN 2014-17**, currently in its second year of implementation.

Information regarding library budget projections and the adequacy of current and projected funding to meet expressed needs for library services have not been received or reviewed by the Committee [but this information has been requested of JH by KG].
Progress Report: Contra Costa County Library Strategic Plan 2014-17

In order to monitor implementation of the strategic plan and identify outstanding funding needs, the Committee requested copies of annual progress reports from community library managers and the County Librarian, which were required by the strategic plan for evaluation purposes. The Committee was informed that these reports have not been prepared.

Instead, the Committee was provided with copies of “community service plans” for the first year of plan implementation, 2014-15, prepared by each community library manager to address strategic goals and objectives pertaining to their assigned library. (The 2015-16 community service plans are forthcoming, as of this writing.) These documents are annual action plans, outlining elements of the strategic plan that each community library intends to address during the year. The documents do not incorporate an evaluation component, and therefore cannot be used readily for that purpose. In addition, without the 2015-16 plans in hand at this time, the Committee is unable to see changes in activity from year to year.

One significant hurdle for early implementation of the strategic plan, cited by County Librarian Hudson, was the large number of staff vacancies that existed at the plan’s outset. Two years ago, the library had 50 out of 300 staff positions vacant. At this time ten positions remain unfilled. That achievement represents a tremendous investment of time and effort by the County Librarian and staff in a short period of time, and should be commended.

While not sufficient for evaluation purposes, the community service plans have been useful in highlighting particular activities in community libraries throughout the county that require funding for achievement of specific objectives. It appears that the strategic plan was created in such a way as to be “revenue neutral,” but is not clear to this Committee whether the current county library budget, or the cities in which library facilities are located, can be responsive to funding needs embedded in stated objectives. Friends groups and foundations, in communities where they have been established, may support such needs, as indicated below.
Overview of Community Library Funding Needs: As Drawn from Community Service Plans on Strategies for Plan Implementation

The following excerpts are presented in the context of the 2014-17 strategic plan, and represent specific actions to be taken in fiscal 2014-15, the first year of plan implementation, in relation to the plan’s stated goals and objectives. Only activities that represent one-time funding needs are included below:

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 underserved populations in each community, a minimum of 25 percent.

San Ramon: Renovation project for the San Ramon Library is underway and will take two to three years to fully implement. Select list of support needed includes:

- Continued support from Renovation Task Team representatives, including City of San Ramon.
- Participation and financial support from San Ramon Library Foundation.
- Support from community organizations and businesses.

Walnut Creek: Explore funds for presenters and speakers with Friends, Foundation and grants. Explore funds for meeting room repaint and replacement of furniture. Schedule planning meeting with community partnerships to assess partnership interest.

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

Antioch: Increase the number of early literacy computers

- Spanish language software
- Age 1-10 years emphasis

Brentwood: Enhance the customer experience by improving staff and public accessibility by replacing the front door and information desk.

- Secure funding from the County, Friends and community groups to create a welcoming environment for front-end users entering the library.
Front door should open automatically for those with disabilities, parents with strollers, and children.

- Purchase high quality, state-of-the-art furniture that can be used in both current and future facilities.

**Concord:** Relocate cart corral in public area. Reorganize staff room and circulation work space.

**Crockett:** Determine what resources (e.g. manpower, skills, equipment, facilities, grants, funding, etc.) would be necessary to create a meeting place and activities for teens.

**Danville:** Communicate and work with the Town of Danville to propose and fund facility improvement projects to enhance customer experience and accessibility.
- Improve study areas and customer service by increasing access to electrical and USB outlets for library users with laptops and other charging devices.
- Refresh public restrooms with new countertops and other aesthetic and functional improvements.

**El Sobrante:** Move to a single service desk to optimize space for self-service options.
- Consult with Accessibility Committee to design Single Service Desk to meet ADA guidelines.
- Get a quote from CCC General Services on cost of converting circulations desk to Single Service Desk.
- Assess how many additional computers the Pinole Library network can support.
- Determine cost of computers, software and associated equipment.

**San Pablo:** New San Pablo Library Facility: Communicate and work with the City of San Pablo, library consultant and Deputy County Librarian to propose and plan for new library facility.
- Create new library facility as welcoming and inclusive space for San Pablo community that meets community needs [teen, children and adult spaces; community room for library and community programs; small group study rooms, including space for PSC tutors and CC College
students]; increase number of public computers and power outlets for personal electrical devices; and computer lab for job and employment training.

- Work with Friends of the San Pablo Library to develop new fund raising opportunities and community partnerships.

**Walnut Creek:** Plan signage, secure quote for costs, and explore potential funding sources. Schedule estimate for a repaint of the public area and the staff area. Use Foundation Directory Online to identify potential grant-makers for added resources.

**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.

No one-time funding needs identified.

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

**San Ramon:** Increase circulation of DSL new books by improving the browsing experience of customers.

- Develop attractive signage including support from the library’s graphic designer.
- Support from the San Ramon Library Foundation to augment budget for new adult materials at DSL and display racks.

**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.

**Clayton:** Convert the former Reference Desk to a “Kids Study Area”.

**El Cerrito:** Through cooperation with the City, continue to maintain the El Cerrito Library building and consider easy-to-implement improvements to enhance community needs until such time as a new library is built.
• Work with the City of El Cerrito on critical maintenance needs to keep the facility safe and usable by the community.
• Improve signage where unclear or shabby.
• Identify possible small group study/meeting space.
• Improve the comfort of the children’s area with area rug, paint, mural, etc.

Hercules: Develop and adopt technology to meet community needs.
• Purchase new conference room table so smaller tables now there can be used in main reading room.
• Add more and bigger tables in the lobby.
• Add more outlets for computer charging.
• Obtain funds from Foundation and/or grant funds for tables, chairs, and more power outlets.

Moraga: Resume talks with Friends of the Moraga Library to accept monetary donations for landscape project as well as adding patio seating. Continue working with Town of Moraga on bathroom remodel, and with the Friends of the Moraga Library on improving the fireplace area layout.

Orinda: Redesign and renovate facilities to differentiate space dedicated to tweens/teens from other alcove study spaces.
• SCLM submits design proposal and funding request to Friends of the Orinda Library; additional funding sought as needed for redesign.

Pleasant Hill: Establish a New Service Desk, consistent signage/wayfinding/full map of library, and promote the work of the city’s Library Task Force to plan and build a new 21st Century library facility.

Pittsburg/Bay Point: Adult, teens and children’s furniture; new signage with County graphics and signs funded by Keller Canyon Grant.

Bay Point: Coordinate facility improvement with Keller Canyon grant funds; grant for Bay Point Library/Riverview Middle School Library, submitted by Riverview Middle School.

Pinole: Obtain additional public computers to provide decreased wait times.
• Assess how many additional computers Pinole Library network can support.
• Determine cost of computers, software, and associated equipment.

Rodeo: Many respondents at the Town Hall mentioned facility concerns, primarily related to the size of the current building.

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

No one-time funding opportunities identified.

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

Concord: Staff will determine if a laptop program is a viable option to address community needs.
• Staff will explore service options to support the program
• Review technology, e.g. Laptop lending machine.
• Explore funding sources.

El Sobrante: Assess possibility of additional public computers to provide decreased wait times.

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

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

Antioch: Present relevant library reports at Antioch Council meetings. Support Friends of the Antioch Library outreach and fundraising efforts.

Crockett: Determine what resources (e.g. manpower, skills, equipment, facilities, grants, funding, etc.) would be necessary to increase awareness of and therefore access to the library and its services.
• Request funds from CCF for permanent signage around town.
• Research and write grant request to CCF for library street signage.

Hercules: Obtain funds for an electronic billboard or other type of display.
Pittsburg/Bay Point: Increase Friends of Pittsburg Library membership.

Bay Point: Grant funds plan for BAY community: Supervisor Glover’s community grant ($10,000-fiscal agent, Antioch Friends of the Library). Develop Partnerships/Funding base (Dollar General, Walmart, Habitat, LMC student volunteers, initiate Bay Point Friends).

Walnut Creek: Assess needs for digital signage and explore funding through Friends or Foundation. Review Foundation Directory Online for potential funding opportunity.
CONCLUSIONS

1. While further analysis could shed light on reasons for the statistical differences found between the library jurisdictions studied in this report, California State Library data clearly show that Contra Costa County was lagging at the bottom of other comparable California library systems in the 2013-14 reporting period. At this time, it is not known whether subsequent budget increases have improved Contra Costa County Library’s ranking, however, it may be assumed that other systems were affected similarly by the 2008 recession and subsequent recovery.

2. The local public has expressed a need for the Contra Costa County Library to reach out to underserved populations, for increased and consistent programming across communities, facility improvements including those needed in disadvantaged communities, more and more-convenient open hours, collection expansion, and improvements to collection maintenance.

3. Contra Costa County property tax revenue allocated to the county library at the current level appears inadequate for meeting the public’s expressed need for library services. The current economic climate may not provide the optimism needed for a successful ballot initiative at this time. In addition, the library would like face stiff competition from public safety and transportation needs. There is no state funding available for library construction at this time, thus capital funding for local projects must be found from municipal and/or private sources.

4. Despite an expressed desire for equitable library services across the county and the county library’s funding allocation formula designed to ensure equity, some communities receive less service because their municipality does not provide the required match for facilities and maintenance. Moreover, these communities tend not to have the robust private fundraising operations found in wealthier areas to augment city and county funding, and are thus further disadvantaged. It is not clear what the county can or should do to encourage or assist municipalities in supporting library facilities to increase community library services.

5. Some community libraries have identified needed funding from city or friends/foundation sources for implementation of strategic goals and objectives. But for community libraries without city or fundraising support organizations, these resources are not available to assist them.
6. Private funding from individuals, foundations, and corporations seems to be a relatively untapped resource by the county library, except by foundations and friends organizations associated with the county’s community libraries. A centralized approach to raising funds from private sources might assist the county library in boosting services for the benefit of all community libraries, and providing leverage for local community fundraising efforts. Such funding could enable the county library to redirect more of the funding it receives from property tax revenue to increase open hours, for example.

**RECOMMENDATIONS**

As a result of findings by the Commission’s Ad Hoc Committee for Needs, Priorities and Resources, the Contra Costa County Library Commission will explore options for increasing private philanthropic support of the county library and make recommendations to the County Librarian and Board of Supervisors at a later date.

The Commission recommends that the County Librarian continue to pursue grant funding for library programs and initiatives at the county and local level, where opportunities may exist, and further recommends that the County Librarian review the needs expressed in the 2013 community needs assessment and provide an update on progress made toward meeting those needs.

Collection and publication of statistical data on website.

The Commission recommends that the Contra Costa County Board of Supervisors consider the timing, nature, and conditions required for the success of possible future ballot measures that would increase countywide support of library services.
RESOURCES
BY-LAWS of the Contra Costa County Library Commission
California State Library
Contra Costa County Library Strategic Plan 2014-17
Research Analysis Addendum

APPENDICES
Appendix 1: Committee Roster, Contra Costa County Library Commission Ad Hoc Committee on Needs, Priorities, and Resources
Appendix 2: Statistical Comparison of Contra Costa County Library and Select Other California Libraries: Books per capita and expenditures per capita (2009/10—2013/14)
Appendix 1

Contra Costa County Library Commission
Ad Hoc Committee for Needs, Priorities, and Resources
March 2016

Member Roster:

Laura Canciamilla
Commissioner, City of Pittsburg

Kathleen Gilcrest (Chairperson)
Commissioner, City of San Ramon

Juan Kelly
Commissioner, City of Orinda

Rodger Lum
Commissioner, Town of Moraga

Walter Ruehlig
Commissioner, City of Antioch

Diane Riise
Commissioner, District 2

Bryan Scott
Commissioner (Alternate), District 3

Alan B. Smith
Commissioner, District 4

Peter Wilson
Commissioner (Alternate), District 4
### APPENDIX 2

Comparison of Selected California Libraries
Books and Expenditures Per Capita

<table>
<thead>
<tr>
<th>Library Jurisdiction</th>
<th>Books Per Capita</th>
<th>Expenditures Per Capita ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Santa Clara Co.</td>
<td>4.6</td>
<td>4.63</td>
</tr>
<tr>
<td>San Diego City</td>
<td>4.06</td>
<td>4.09</td>
</tr>
<tr>
<td>San Francisco</td>
<td>3.71</td>
<td>3.75</td>
</tr>
<tr>
<td>Alameda Co.</td>
<td>1.96</td>
<td>2.19</td>
</tr>
<tr>
<td>Solano Co.</td>
<td>1.72</td>
<td>1.82</td>
</tr>
<tr>
<td>Los Angeles PL</td>
<td>1.61</td>
<td>1.62</td>
</tr>
<tr>
<td>Contra Costa</td>
<td>1.89</td>
<td>1.71</td>
</tr>
<tr>
<td>San Diego Co.</td>
<td>1.41</td>
<td>1.4</td>
</tr>
</tbody>
</table>

Source: California State Library

Prepared by Commissioner Alan B. Smith
Tuesday, February 23, 2010