

An Analysis of the
Friends of the Castro Valley Library

Sarah Sammis

LIBR 283

Dr. Christie Koontz

San José State University

May 6, 2012

Abstract

In an era of decreasing government funding for public libraries, a library branch needs the financial support of its users, either directly or, more realistically, through a relationship with a Friends of the Library organization. This study looks at the marketing practices of the volunteer group and its twenty plus year relationship with the Castro Valley branch of the Alameda County Library.

Keywords: *Castro Valley, public library, non-profit organizations, marketing*

Introduction

The Castro Valley library is one of eleven branches of the Alameda County public library (<http://www.aclibrary.org/>). Although the Alameda County library system has been hit with budget cuts and a hiring freeze (conversation with Carolyn Moskovitz, March 2011), the Castro Valley branch has managed to move to a new location, purchase cutting edge technology for the children's library and increase the number of programs it offers to the community. It has done this in large part to the financial support orchestrated by the Friends of the Castro Valley Library.

The original branch opened during the Lyndon B. Johnson administration at a time when Castro Valley had transitioned from being a chicken and egg ranching area to GI bill housing. There was a need for a library for the baby boom generation and their parents. Looking at who uses the library most, those baby boomers, who still live in the area, remain fiercely loyal to their branch. The branch still sees family outreach as one of its biggest needs.

One of the oft-cited reasons (in conversations with library staff) for the new branch, which opened on Halloween, 2009, was the need for a larger children's library and a separate teen reading room. The new children's library is the same size as the original branch and it is always full of children and their parents. But as the baby boomers age, the needs of the library are changing too and the library branch is trying to tailor more of its services to them (an expanded large print section, computer classes aimed at boomers and older adults, tax advice for them, and clubs).

Organization

History

The Friends of the Castro Valley Library (EIN 942921999) incorporated in October 1999 (Advameg, 2012). Its background, though, goes back another decade, when the original Friends' was a small, dedicated group of Castro Valley residents. Plans for the library from initial idea to opening, took approximately twenty years (Kalonick, 2010). In 2007 the Friends partnered with other local charities to collect enough funds for a new building for the Castro Valley library branch. Their persistent efforts and ability to collaborate with other groups such as the Castro Valley Rotary Club, The Castro Valley Mothers' Club and the American Association of University Women — Hayward / Castro Valley Branch enabled the purchase and construction of the new location which opened on Halloween, 2009 (Alameda County Library Foundation, 2008). For their efforts in supporting the Castro Valley branch, the Friends were one of five Friends groups to win a Baker & Taylor Award from the ALTAFF (Library Trustees, Advocates, Friends and Foundations (Kalonick, 2010).

Environments

The environments are social, cultural, political, legal/regulatory, media, physical, technological, competitive, and economic (Koontz, 1999). All of these environments influence how the Friends of the Castro Valley Library function.

Castro Valley has two distinct social groups: long term (pre-freeway) residents who tend to be older and mostly white, and younger, (post-freeway) residents who tend to be more ethnically diverse and have young children (US Census, 2010a). Politically, Castro Valley is primarily democratic, with republicans most heavily represented among the older residents.

Although Castro Valley is unincorporated, it has a local government council that helps advise on changes / improvements to the area — the Castro Valley Municipal Advisory Council (MAC) (My Castro Valley, n.d).

Castro Valley tends to be ignored by the local major media. It's a relatively small and quiet community especially in comparison to nearby Oakland, San Jose or San Francisco. Thus the area relies on local media — primarily the Castro Valley Forum, a weekly paper (published on Wednesdays) and the Castro Valley Patch, a Facebook and website based news organization. This trifecta is the main source of media communication for Castro Valley.

Castro Valley's physical location is tucked up against the southern edge of the Oakland Hills and the northern edge of the Hayward Hills. It is the valley that connects the bayside piece of Alameda County to the interior part of it, namely Dublin, Pleasanton and Livermore. The geography of the area gives Castro Valley a very real, recognizable sense of place. The original library (and therefore, Friends') location was halfway up Redwood Road, in the old center of the community. With the inclusion of the I580 freeway, the community has begun to build east and west along the northern edge of the freeway, rather than north into the hills. The current library's location reflects the shifting community center, and is a block north of I580 and two blocks east of Redwood, more than two miles south east of its old location. The new library is close to the freeway, bus routes and BART (Bay Area Rapid Transit), all services not available when the original branch opened in the 1960s.

Many of the Castro Valley Library users have ties to the Bay Area's tech industry. This means they are tech-savvy and expect to have access to internet services. The Friends of the Castro Valley began selling some of its books through Amazon.com and in 2011 began offering

an email version of their quarterly newsletter. Much of the money earned by the Friends' goes to purchasing new computer equipment as it is in high demand by library users. The library itself now offers free wifi and charging stations for computers throughout the building. Their most recent large purchase was a pair of touch screen computers for the children's library (Conversation with Carolyn Moskovitz, March 2011).

The Friends of the Castro Valley Library compete against an active book loving community rich in libraries, new and used book stores, along with the online sellers. Within a six mile radius of the library, there are approximately three dozen other book stores, and a dozen libraries (some also run by Alameda County, others are city run). Their track record, though, with offering high quality used books, and the ability to turn donations into tangible things (such as the new branch location and computer equipment), has created a locally based, loyal set of members and customers to their library book store.

The economy and job market of the Bay Area faltered 2009 and is only just now beginning to show signs of recovery. Despite unemployment rates above hovering between 9 and 12 percent, the Friends have continued to grow their membership and their sales at the library (Friends of the Castro Valley Library, 2012).

Culture

Ned Lyke, President of the Friends of the Castro Valley Library, describes the Friends' culture as a "core group of supporters and 'do-ers.' The membership numbers have exploded since the opening of the new branch (and the new, larger Friends' book store and office) in 2009. His volunteer pool is made up of enthusiastic and knowledgeable members.

From observing the offices staff, the volunteers are primarily retirees and long-time residents of Castro Valley. They share a history of a time when Castro Valley was still primarily rural and was best known for its chicken and egg farms. Their history goes back to a time before the I580 was built, when Castro Valley Boulevard was the main route from urban Oakland / San Lorenzo to rural Dublin. The I580 construction follows much of the US Route 50 (Wikipedia), just as I40 and I10 in Southern California are built on or near US Route 66. Castro Valley's piece of I580 wasn't completed until the 1990s (Faigin, D., P., 2012). To some degree, the culture affiliation of a Castro Valley resident depends on whether or not they've lived in the area before the freeway extension was completed. Post freeway residents (such as myself) see the area as a nice, bedroom community with a small town feel. Pre-freeway residents (who are the majority of the Friends' volunteers) see Castro Valley as a once small farming community over-run by freeway traffic and urban congestion.

Budget

The Friends of the Castro Valley Library have an annual revenue of approximately \$50,000 and assets around \$80,000 (Advameg, 2012). Per my email conversation with Ned Lyke, they currently have no specific marketing budget now that they have reached their long term goal of moving the Castro Valley branch into a larger location. They now "spend the money as needed" for things like the book sale banners, newsletter printing (although most members now take the newsletter via email, thus lowering printing costs), various applications and office supplies.

The Friends of the Castro Valley Library is in its third year in the bookstore / office that was built as part of the new branch. There is still a sense of "newness" both to the library and to

the bookstore as new equipment and new features (such as the solar panels installed in Spring 2011). That newness helps the bookstore self-advertise. During this extended honeymoon phase, there isn't much of a perceived need to do marketing research or to advertise. What worries me is that this self generating excitement will fade as users get used to the current library and either forget the old, crowded branch or have no personal experience with it. When that happens, the Friends' may have to scramble if they wish to continue providing equipment and materials at their current rate.

Mission, Goals and Objectives

The Friends of the Castro Valley Library maintain a charity bookshop next to the cafe in the front of the Castro Valley branch of the Alameda County Library (3600 Norbridge Avenue, Castro Valley, CA, 94546). They also maintain an Amazon account for selling rare items that might have a buyer outside the immediate community (Friends of the Castro Valley Library, 2012). Three times a year they also hold three day-long book sales that are held in the community room adjacent to the bookshop.

The Friends mission is to serve the community and support the Castro Valley branch library by "providing funds for library services, organizing fund raising and community activities, advocating at the local, state and national level for public support of libraries" to develop "an active and well-informed membership" (Friends of the Castro Valley Library, n.d.). In the day-to-day operations of the library, the Friends of the Library are essentially both volunteer fundraising and marketing arm of the Castro Valley branch. They don't do *all* of either but they contribute enough to make a noticeable difference in the quality of service at this

particular branch. Book sales are currently bringing in \$3000 a month (or more) for the branch to spend on books, programs and technology (Friends of the Castro Valley Library, 2012).

The goal of the Friends is not to sell books, although that is their main source of fundraising. Their goal is provide the discretionary funds or manpower the library needs to accomplish its goals. They also provide community outreach via the newsletter, membership drives, a Facebook page and through their Community Liaison. These activities are the volunteer marketing I mentioned in the previous paragraph.

The organization's culture is both service and community oriented. The volunteers who man the shops, write the newsletter and run the three book sales, tend to be older adults — mostly retirees. These are long-term residents of Castro Valley but the overall membership is trending more and more towards families. Family memberships have exploded since 2009 — the year that the library began construction at it's new location (Friends of the Castro Valley Library, 2012).

Environmental Influences

Stakeholders / Publics

Andreasen and Kolter (2003) outline four publics (or stakeholders) as: input, internal, partner and consuming publics (p. 76). The input stakeholders for the Friends' are the people who donate books to sell and the members who pay a yearly fee in return for special member only book sales, discounts at the book store and the quarterly newsletter. The internal stakeholders are the board of directors, the bookshop staff and the other volunteers who help at

the book sales, run the Amazon marketplace site, the Friends' website and the Facebook page.

The partner publics are the library staff, Amazon.com who has been changing how it does business in California, Alameda County who formally runs the branch, and the Alameda County Food Bank, which sometimes partners with the Friends' and the branch for fundraising (Moskovitz, 2012). Finally, the consuming publics are those who purchase books from the shop (whether or not they use the library), the library again which benefits from the fundraising efforts, and the users of the library who ultimately get to use the books, technology and other services provided by the fundraising.

As it turns out, I am a stakeholder. I am an input, an internal and a consuming stakeholder. At the input side, I make regular donations to the Friends in the form of books and other materials they can sell at their store. It's a great way for me to cull my shelves and do some good for my favorite library. But, the Friends have some strict rules about what they take and my stuff doesn't always fit into those rules. I get frustrated when I can't just dump a box of old books on them; I have to instead sort through my culls to make sure the Friends' only get the books they will use. As an internal stakeholder, I am a member of the Friends' and while I'm not currently volunteering my time, I have plans to in the near future. The time required to volunteer could potentially cause conflicts with other pieces of my schedule (school or later work and my children's schedule).

The main partner stakeholder with the Friends' is of course, the Castro Valley branch, the branch's manager (Carolyn Moskovitz) and her staff. If there is a clash of goals between the Friends and the library there could be trouble in meeting goals for both organizations. Fortunately, though, there seems to be a very tight and amiable partnership between the two.

Finally, there are the consuming stakeholders. While I make donations and while I am also a member, I am a consumer of the books. I regularly buy books from the store, although I typically avoid the big weekend sales that happen three times a year. Those sales are where they cull the books that just aren't high enough quality to sell in their shop but haven't otherwise found homes for. These books are sold for pennies on the dollar and bring in huge crowds of shoppers looking for books to sell on EBay. It's really a mad house and I so rarely find books I'm interested in. So those unpleasant sales is one conflict for me as a consumer. Another, is the fact that the prices are typically much higher than other local competing Friends' organizations. Whereas the Hayward Library and the Dublin branch of the Alameda County library will sell books for 50 cents a piece and maybe \$1 for a really nice book, the Castro Valley Friends' books start at \$3 and go up from there (except at those weekend sales). As a consumer, I know I'll find higher quality books at the Castro Valley Friends store but I'm less likely to make an impulse buy because of the price difference.

SWOT Analysis

	Strengths	Weaknesses
Internal	1. Community involvement 2. Technological know-how 3. High quality donations	1. Physical ties to library 2. Aging volunteer base 3. Increasing number of low quality donations

	4. Library staff support	4. Confusion by library staff over planned store activities
--	--------------------------	---

	Opportunities	Threats
External	1. Competitive pricing with used bookstores 2. Longer hours 3. Manned store 4. Email customer service 5. Amazon marketplace	1. Lower prices at other Friends' stores 2. Competition with online bookstores 3. Dependent on donations for inventory 4. Competition from ebooks

The strengths of the Friends of the Library lie in the community involvement and in their close relationship with the branch manager and other library staff. With that double-edged support they are able to make promises and keep them in a timely manner. For example, there is a high demand for educational computers in the children's library, especially for the pre-K through elementary ages. These computers are easier to use and typically run educational games that teach basic concepts like colors, letters, numbers, spelling and math. They are always full and there is often a line of children waiting to play on them. Last spring Friends of the Library

fund raising was able to add two more touch screen versions of the computers (conversation with Carolyn Moskowitz, January 2011).

The weaknesses lie again in the Friends' close ties to the library. As they run the bookstore out of the branch they can only be open during regular business hours. Cuts in operational hours and Federal holidays shutter the bookshop even though there is a clear community demand for longer hours; a recent Castro Valley Patch post suggested turning a closed bookshop in Castro Valley Village into a secondary branch of the Friends of the Castro Valley Library (Harangozo, 2012).

Another weakness is the perceived expense of the offered books, magazines, CDs and DVDs. While other local Friends' sell their materials for 25 to 50 cents a piece, the Friends of Castro Valley Library cull the less desirable materials, looking instead for either rare older books or best sellers, so they can charge on average \$3.00 a book (or higher for the rare books). While they lose the impulse buys, they do get a steady stream of sales from people looking for relatively new books in excellent repair.

The Friends' opportunities lie in their ability to compete with other local used bookstores and Friends' bookstores. Their pricing scheme is lower (on average) than the local used bookstores but higher than the other Friends' bookshops. The typical price range for Friends' books at other libraries is 50¢ to \$1. The Friends' of the Castro Valley Library prices start at \$2 and go up from there. By offering longer hours and a manned bookstore (instead of an unmanned book cart or shelf in a corner of the library) they are able to offer personalized service. The Friends' also maintains an email account for after-hours customer service. Turnaround on emails is about twelve hours.

Threats lie within competition from other methods of getting books: online bookstores, ebooks and other local bookstores and Friends charity stores. They also compete against the library system they are there to support. It is cheaper to check out books through the library — but the library might not have the same selection of books, especially among the antique books that are often donated and put on sale.

Customer Market Research

For a quick view of the financial status of the area, Blockshopper.com offers neighborhood-by-neighborhood summaries. As the library is centrally located and because Castro Valley fits in about a two mile radius, the neighborhood information aligns nearly perfectly. Castro Valley residents are mostly single-family homeowners: 80% of the homes are single family, with the remaining being condos or apartments. Median property tax is \$3,260.

Blockshopper also includes a summary of US Census data (which I will verify against the US Census site). The area around the branch is primarily white (75%), Asian (12%) Latino / Hispanic (11%), black or African American (5%) and the remainder being divided evenly between Native American and Native Hawaiian / Pacific Islanders. The US Census QuickFacts page for Castro Valley lists the demographic breakdown as white, 58%, Asian 21.4%, Latino 17.4%, persons of two or more races, 6.3% and the remainder (roughly 1%) being divided evenly between Native American and Native Hawaiian / Pacific Islanders.

As there is some overlap in that two mile radius with the Fairview fire protection district, another distinct but still unincorporated neighborhood of Alameda County, I am including the Census QuickFact data for them. This area has a more diverse ethnic breakdown. Whites account

for less than 50% of the total population (36%), with Latinos / Hispanics and blacks / African Americans accounting for the next 43%, at 21.6% each. Asians account for 15.2% of the population. While 7.6% report being multi-ethnic, I suspect the number might actually be higher and there is a certain amount of neighborhood pride in the large number of multi-ethnic families that live there.

In both neighborhoods, roughly one fifth of the population is under the age of 18. Roughly the same fraction is foreign born. Residents 65 and older account for 12.5% of the population. One third of the homes speak a language other than English at home. Both areas have a high percentage of high school graduates, but Castro Valley has a higher percentage of residents with a college education (38.3% vs. 28.7%). Fairview, though, has a much higher home ownership rates, 81% vs 67%.

So while the majority of the population in the service area is white, well educated and between the ages of 18 and 65, there are users who are children, elderly and non-English or bilingual speakers. Services should address those segments as well with the inclusion of multiple languages for the self-service check in/out kiosks, foreign language books, periodicals and databases. There should also be programming and materials for children and the elderly. I suggest analyzing the success of our services to three groups: non-English speakers, children and the elderly. A literature review of other public library services for those segments via Dialog would be useful. I suggest Dialog because it can search such a wide range of databases so quickly and with such a targeted focus.

Looking at lifestyles via Claritas.com, I see Castro Valley described as American Dreams, Bohemian Mix, Money & Brains, Upper Crust and Urban Achievers. Fairview is

described nearly the same, except for Upper Crust being replaced by Big City Blues. The Big City Blues segment is described as lower to mid range income, under 55 years old, families with at least a high school education. People in this segment tend to be in white color or service jobs and they tend to rent. The American Dreams segment tends to be younger to mid-aged immigrants with a college education. The Bohemian mix is nearly the same except slightly older and more likely to be renters, rather than homeowners. The Money and Brains segment have secondary degrees or multiple degrees, a six-figure income and tend to be middle aged. The Urban Achievers are in their Mid 30s or younger and earn about 1/3 of what the Money and Brains segment does. They also tend to be renters.

Taking all those descriptions into the bigger picture, the area around the Castro Valley similar populations north and south of the 580 freeway. North of the freeway the population is somewhat older, has more disposable income and has more home ownership. South of the freeway is somewhat more diverse, somewhat younger, has less disposable income and is more likely to rent, rather than own. Both neighborhoods, though, are family oriented.

Best Places to Live (<http://www.bestplaces.net/>), like Blockshopper, gives a quick economic overview of the area. It shows on going depreciation in home prices, negative population growth (down 4 percent from 2000), job losses (at 2.29 percent for an unemployment rate of 10.8%). and a higher than average cost of living (being 53.7% higher than the U.S. average). So while incomes are higher than average, the amount of discretionary funds any given household has is probably less than their counterparts in other parts of the country. Families might be looking for affordable entertainment for children (in the form of videos, branch programs, in branch movies, etc). Un or underemployed adults might be looking for help in finding a job (updating resumes, retraining, going back to school, etc).

Customer Market Research

In the next five years, the population might continue to shrink if the real estate and employment situation doesn't improve. The elderly population will continue to increase but families with children might decrease as families look elsewhere for more affordable housing and better job prospects. Rentals might out pace home ownership in both neighborhoods, rather than just in Fairview.

Given the library branch's high number of dedicated volunteers (both as Friends and as direct volunteers to the branch itself) and its proximity to a number of universities as well as the branch's on-going partnership with Castro Valley High School for the school's service requirement, I believe the first two methods we should use are volunteer field workers and student projects. The volunteers and the students are there at the library on a regular basis. The Friends of the Castro Valley should tap both these resources to help investigate the success of branch programs. The volunteers, especially those who work in the Friends of the Library book shop, could hand out surveys or publicize a web-based survey on their own website. Likewise, student volunteers could interview users of the library and help tabulate data. These two data sources should then be combined and refined with literature reviews done through Dialog or Lexus Nexus.

Identifying and Selecting Markets

On a quarterly basis the Friends of the Library sets aside three days (Friday, Saturday and Sunday) for a massive book sale. Before the new branch opened in 2009, these quarterly library sales were the only times in the year to purchase donated books — beyond the dozen or so books for sale on the library cart in the foyer of the old library. The sales were held at the church across the street; parking was difficult, the hours were limited and the crowds were unbearable. One really had to want to help the Friends' to put up with the inconveniences. In terms of marketing mix, I would call the old book sales, a failure.

These book sale weekends still draw crowds. With the new location, the marketing mix has improved. While the over all number and selection of products (books and other media) for sale has remained the same and the monetary prices are comparable, other intangibles have made the experience better. There is more parking at the new location and access to public transportation (bus and BART) — thus lowering the price in terms of time and frustration of trying to get to the book sale.

Finally there is promotion. The Friends' use a number of types of promotion: a placard in front of the library, email to its members, and add in the weekly Castro Valley Forum, a notice posted on the local Patch site (castrovalley.patch.org), as well as notices posted on their website and the branch website. Of all these forms of advertising, the most successful and simplest is the placard. Everyone who visits the library over the course of a month sees the sign when entering and exiting the library.

The marketing mix, then for the quarterly book sale, has improved significantly in the last three years. Change in place (new branch vs. old branch) and the improved promotion (including

online media along with traditional methods) have made the book sale a more pleasant experience that pulls in a greater portion of the community.

Friends of the Castro Valley Library

Product Mix: Quarterly book sale

Two Product Lines: Early bird sale (Friday, members only); \$3 bag sale (Sunday, open to everyone)

One Product Line: Early bird sale

Three Product Items: Rare books, recent best sellers, Disney videos

Marketing Mix strategy

Product Item: Rare books

Primary Customer Market: Members who don't work on Fridays.

Price: Travel to the library, cost of membership, limited hours on Friday

Promotion: Email to members, placard outside of the library, announcement in the weekly Castro Valley Forum and a post on the Castro Valley Patch page (<http://castrovalley.patch.com/events?when=2012-4-20>).

Place: Castro Valley Library: The conference rooms across from the Friends of the Castro Valley bookstore

Recommended tweak: Place and Price: Offer an online preview / purchase now and pick up at the sale of items. This would give members who work the opportunity to preview

the items and could increase sales by making the process more convenient with an online point of sale option.

New Customer Market(s): Members who have always missed the early bird sale due to work or other obligations, as well as potential new members who might have missed the placard but see the preview for members only while online.

One Product Line: \$3 book sale

Three Product Items: Paperbacks, older references, lesser-known children's books

Marketing Mix strategy

Product Item: Paperbacks

Primary Market: Avid readers with little disposable income looking for an affordable source of books

Price: Travel to the library, \$3 (per bag of books), frustration of dealing with crowds

Promotion: Placard outside of the library, announcement in the weekly Castro Valley Forum and a post on the Castro Valley Patch page (<http://castrovalley.patch.com/events?when=2012-4-20>).

Place: Castro Valley Library: The conference rooms across from the Friends of the Castro Valley bookstore

Recommended tweak: Place and Price: Crowds are by far the worst aspect of these quarterly sales. I recommend having some sort of crowd control at the door where groups of customers are given fifteen minutes to go in, find their books and leave. That would

give everyone a fair chance at having access to the books. For the children's books, I suggest putting them near the front door, rather than in the very back so that families and children don't get trampled as they try to get to and from the tables with the children's books. These two changes would really help with crowd control on the busiest of the days.

New Customer Market(s): Families with strollers who right now are intimidated by the crowded room and the elderly who might be knocked over as people push by to grab favorite books.

Productivity / Evaluation

Currently the Friends of the Castro Valley library do little in the way of productivity evaluation. The evaluation comes in two forms: inventory tracking and customer head counts at their quarterly sales. The higher quality / most popular items are placed on sale in the bookstore that sits across from the café. What books are placed on sale vs. which ones are saved for the quarterly book sale is evaluated on an on-going basis through inventory tracking. A colored dot is placed on the spine when the book is put up for sale. That dot represents the month the book (or other media) was shelved. When the item is purchased, the dot is removed from the spine and placed to the right of the purchase record. It's a simple but effective way to see which items are the most popular. Headcounts are saved for the three-day quarterly book sales. They are used mostly to gauge traffic against sales.

Product 1: Rare books

Criteria:

Number of rare books sold on preview day

Number of members who attend preview day

Percentage of members who don't attend

Objectives:

Increase sales by 20%

Offer expanded times for viewing

Provide an online way for members to view and purchase books on preview day

Method(s):

Do an exit interview with customers at current sale

Have an online survey for all members

Product 2: Paperbacks

Criteria:

Number of last day customers purchasing \$3 grab bags of paperbacks

Number of people who leave half filled bags due to frustration over crowds and /
or slow lines at the register.

Average amount of time needed to successfully complete a transaction (select
books and pay for the bag)

Objectives:

Increase successful purchases by 15% at summer sale

Develop more efficient layout of the book tables for better traffic flow

Develop special viewing hours for families, elderly and disabled

Method(s):

Do an exit survey with customers at current sale

Have volunteers do periodic head counts at different table clusters

Recommendations

Currently the Friends of the Castro Valley Library have two distinct methods of fundraising through the selling of donated materials: the yearly day-to-day bookstore operation which is open six days a week during the same hours as the Castro Valley branch library. Across the board, the organization is better in tune with its customers with its day-to-day sales. The Friends were forced by the success of their fundraising efforts to create new ways of selling books on a day-to-day basis. The Friends, their stakeholders and their expanded customer base are all swept up by the excitement of a new and vastly improved bookstore.

As I mentioned earlier in this report, the Friends' are currently not doing much in the way of marketing as they feel they've met their major goals (a new library, and dedicated bookstore area with expanded hours). As the library and the Friends' bookstore mature together, I suspect the Friends' will have to revisit the need for more in depth marketing practices.

The quarterly book sales, the Friends' old method, primary method of fundraising has not changed much except for a new location and expanded advertising via the internet. It still suffers though from some of the problems it had at its previous location: crowd control and difficult access to the items on offer. While the interest in the quarterly book sale is still there as evidenced by the crowds, the Friends of the Castro Valley Library must do thorough marketing evaluation from looking at how these sales fit into their mission statement, organizational structure. The quarterly book sales in comparison to the modern bookstore feel outdated and out of control. It needs to be revamped to be better in line with the daily operations and the changing face of Castro Valley Library's users.

Conclusion

The Friends of the Castro Valley is a vital resource for the continued success of the Castro Valley branch of the Alameda County Library. After two decades of hard marketing and fundraising to help build a new building for the branch, the organization is coasting on the successful move. While the organization certainly has plenty to be proud of, the momentum of the new building won't last forever. For the Friends of the Castro Valley Library to continue it's vital role as a support mechanism, it must begin to revisit its marketing strategies.

References:

Advameg, Inc. (2012). Friends of the Castro Valley Library in Castro Valley, California (CA).

Nonprofit Facts.com [website]. <http://nonprofitfacts.com/CA/Friends-Of-The-Castro-Valley-Library.html> (Accessed February 2012)

Alameda County Library Foundation (2008). A Community at work — Castro Valley and its new library. *Ex Libris*. Fall. http://www.aclf.org/press_newsletter_archives.html (Accessed February 2012).

Andreasen, A. R. and Kolter, P. (2003) *Strategic Marketing for Nonprofit Organizations*. [6th edition]. New Jersey: Prentice Hall.

Best Places to Live (2011). Best places to live in Castro Valley, California. [website].

http://www.bestplaces.net/zip-code/california/castro_valley/94546 Accessed February 29, 2012

Blockshopper (2012). About downtown Castro Valley. [website]

http://sf.blockshopper.com/neighborhoods/downtown_castro_valley_downtown/about (Accessed February 29, 2012)

Faigin, D. P. (2012). Routes 466-740. California Highways. [Website]

<http://www.cahighways.org/466-740.html#580> (Accessed April 2012)

Friends of the Castro Valley Library (2012). February newsletter.

Harangozo, A. (2012). What should go here: Former Jordan's Books. *Castro Valley Patch*

[website] <http://castrovalley.patch.com/articles/what-should-go-here-former-jordan-s-books#photo-9664960> (Accessed April 2012)

- Kalonick, J. (2010) Five Friends groups win ALTAFF's Baker & Taylor awards. *American Libraries*. <http://americanlibrariesmagazine.org/news/ala/five-friends-groups-win-altaff-s-baker-taylor-awards> (Accessed February 2012)
- Koontz, C. (1999) A Practical guide to marketing. PDF.
- My Castro Valley (n.d.) CV's government agencies & local utility resources. [Website] http://www.mycastrovalley.com/local_gov/ (Accessed April 2012)
- Nielson (n.d.) My Best Segments. <http://www.claritas.com/MyBestSegments/Default.jsp> [website]. Accessed February 29, 2012
- US Census (2010a). Castro Valley CDP QuickFacts from the US Census Bureau. [website] <http://quickfacts.census.gov/qfd/states/06/0611964.html> Accessed February 29, 2012
- US Census (2010b). Fairview CDP QuickFacts from the US Census Bureau. [website] <http://quickfacts.census.gov/qfd/states/06/0623350.html> Accessed February 29, 2012