

**Administrative Council Meeting  
June 7, 2016 – 9:00 a.m. - 2:00 p.m.**

**Solano County Library, Fairfield Cordelia Branch**  
5050 Business Center Drive  
Fairfield, CA 94534

- |               |  |                           |              |
|---------------|--|---------------------------|--------------|
|               | 1. Welcome and Introductions   | Lightbody, Chair          |              |
|               | 2. Public Invited to Address the Council   | Lightbody                 |              |
|               | 3. Greg Lucas, State Librarian of California – update on State Library and Legislation |                           |              |
| <b>ACTION</b> | 4. Approval of the Agenda  | Lightbody                 |              |
| <b>ACTION</b> | 5. Consent Calendar  |                           |              |
|               | A. Minutes of Administrative Council Meeting, January 25, 2016                         |                           | Attachment 1 |
|               | 6. General Update by System Chair  | Lightbody                 | Attachment 2 |
| <b>ACTION</b> | 7. Report of Ad Hoc Nominating Committee   | George, Lovell, Francoeur |              |
|               | A. Election of Chair-Elect/Vice Chair and Executive Committee Members                  |                           | Attachment 3 |
| <b>ACTION</b> | 8. FY 2016/17 CLSA Plan of Service   | Hildreth/Brinkley         | Attachment 4 |
|               | 9. Sara Jones, CLA Leg Committee Chair   |                           |              |
| <b>ACTION</b> | 10. FY 2016/17 PLP Contract  | Hildreth                  | Attachment 5 |
| <b>ACTION</b> | 11. FY 2016/17 NorthNet Library System Budget  | Lightbody                 |              |
|               | A. Membership Dues & Fees  |                           | Attachment 6 |
|               | B. NLS Budget  |                           | Attachment 7 |
|               | 12. NLS Strategic Initiatives – Updates from Action Item Leaders/Co-Leaders            |                           | Attachment 8 |

Working Lunch

13. Denise Davis, Sacramento Public Library – Project Outcome Presentation      Attachment 9

14. New Business

15. ADJOURN

Working lunch to be provided.

North Net Library System – Administrative Council Meeting- Tuesday, June 7, 2016

Location of meeting: **Solano County Library, Fairfield Cordelia Branch Library**

**5050 Business Center Drive**

**Fairfield, CA 94534**

**<http://www.solanolibrary.com/cordelia/>**

Time: 9:00 a.m. to 2:00 p.m.

Parking: Free and ample around the library building!

Entry to the library (library doesn't open to the public until 10 a.m.):

- The exterior doors to the meeting room will be propped open for entry. ***The meeting room doors are on the south side of the facility, which is to the right of the tower as you approach the front door of library.***



2471 Flores Street, San Mateo, CA 94403  
650-349-5538 Fax: 650-349-5089

[www.northnetlibs.org](http://www.northnetlibs.org)

**NorthNet Library System Administrative Council Annual Meeting  
Sacramento Public Library, North Natomas Branch  
January 25, 2016**

**Attendees:**

| <b>Name</b>      | <b>Library</b>   |
|------------------|--|
| Mel Lightbody    | Butte County Library                                     |
| Natasha Casteel  | Roseville Public Library                                 |
| Mary George      | Placer County Library                                    |
| Michael Perry    | Siskiyou County Library                                  |
| Stacey Costello  | Colusa County Library                                    |
| Lisa Dale        | Folsom Public Library                                    |
| Ana Danielson    | Mono County Free Library                                 |
| Diane Smikahl    | Benicia Public Library                                   |
| Chris Kreiden    | St. Helena Public Library                                |
| Suzanne Olawski  | Solano County Library                                    |
| Danis Kreimeier  | Napa County Library                                      |
| James Ochsner    | Sutter County Library                                    |
| Brett Lear       | Sonoma County Library                                    |
| Cheryl Baker     | Modoc County Library                                     |
| Rita Lovell      | Alpine County Library                                    |
| Susan Hanks      | California State Library                                 |
| Susan Hildreth   | Peninsula Library System/<br>Pacific Library Partnership |
| Jacquie Brinkley | NorthNet/Pacific Library Partnership                     |

**1. Welcome and Introductions**

Chair Mel Lightbody called the meeting to order at 10:01 A.M. Lightbody requested that Item 6C of the Agenda be moved to immediately after approval of Minutes of Administrative Council Meeting of June 5, 2015. Lightbody introduced Consultants – Sam McBane Mulford and Cheryl Gould. Attendees introduced themselves.

**2. Public invited to address the Council**

None were present.

**3. Approval of the Agenda**

Moved by Baker, seconded by Lovell; approved unanimously.

**4. Consent Calendar: Minutes of June 5, 2015 Meeting**

Lovell requested correction of typo on Page 2, Item 8C– “Zinio.” Lovell moved approval with correction; Smikahl seconded; approved unanimously.

**5. Other Business. Item 6. C. Discussion of 16/17 additional CLSA funding/report from meeting with the State Librarian/FY 16/17 NLS Budget Planning Preliminary Discussion**

Lightbody reviewed the Governor’s proposed 16/17 budget that includes \$4.8 million of new funding for CLSA additional \$3 million has yet to be allocated. Lightbody, Hildreth and Brinkley reported on the January 12, 2016 Systems meeting with the State Librarian where numerous ideas were shared as to how best to build System capacity and how Systems statewide could enhance cooperative practices to strengthen services statewide. Lightbody and Hildreth remarked that it will be strategic for NLS and other Systems to develop initiatives to guide the identification of priorities statewide. Ideas suggested at Systems meeting with State Librarian included 1) a shared “knowledge platform”, 2) the ability to analyze, evaluate and report the impact of library programs and services, 3) the need for an “outward facing” public project, 3) improved cooperation between schools and public libraries (with use of Student ID for public library access in mind).

Lightbody commented that NLS should have a discussion at a System level to identify where CLSA funding would be best and most effectively utilized for this System.

Hildreth commented that topics shared among the Systems should be presented at CLSB meeting on April 8, 2016 and explained that CLSB is responsible for policies and priorities of CLSA funding.

**6. Other Business**

**A. Vice Chair Vacancy**

Lightbody presented Brett Lear, Sonoma County Library Director, as candidate to fill Vice Chair Vacancy with Lisa Dale’s resignation.

Smikahl moved to accept Lear as Vice Chair; Lovell seconded, approved unanimously.

**B. Agenda Planning for Spring Administrative Council Meeting**

Suggestion to look to Marin, Napa or Solano County for this meeting location. Date to be determined.

Topics may include: Presentation on work to date and Action Planning on Strategic Initiatives; PLA Outcomes presentation by Denise Davis, SPL.

**C. CLSA 16/17 Funds**

Item moved to Item 5 above.

#### **D. Broadband Recommendation**

Hildreth reviewed CLSA one-time funds appropriated in 14/15 to support Broadband connectivity for central libraries and presented proposal to enable all NLS members to claim up to \$5,000 for appropriate use. And, for NLS members who currently are participating in CENIC to use funds toward their matching funds for purchase of equipment. In addition, those who participated in CENIC in prior years may also apply for the \$5,000 to reimburse for allowable expenditures.

George moved to accept recommendation; Perry seconded, approved unanimously.

#### **E. Presentation of NLS Guidebook**

Brinkley distributed NLS Guidebook and reviewed document. Casteel noted edit needed on Page 1 (Roseville omitted). Guidebook to be updated with hard copy and emailed pdfs on as needed basis. PDF will also be posted on NLS website under Administrative Documents. Review of NLS website is also in progress to update and reorganize for improved communications.

#### **F. PLP Contract Renewal Discussion**

Lightbody reviewed System Administration contract background. Current contract with Pacific Library Partnership auto-renewed in December as neither party requested that it be terminated.. New budget for 16/17 will be presented to Exec Committee for approval in Spring.

Discussion of possible use of new CLSA funding to consider other fiscal administrative agent, including an NLS library to take on fiscal or other admin role. Hildreth mentioned that PLP does have a 90-day clause for any change in contract to allow for transfer of records, should NLS identify another fiscal agent.

#### **G. CLSA Claim Form – Status of Submitted Forms**

All but 3 of NLS members have submitted their CLSA 15/16 Claim Forms. Brinkley to follow-up with 3 remaining.

#### **Round Table Discussion**

Perry asked how CENIC progress was going for other members. Kreimeier reports that now all going well and relatively smooth process. Kreimeier added that she attributes the progress to the appointment of a dedicated library staff IT person to manage all CENIC and local issues related to this project.

Also mentioned that once the County understood that CENIC would not “touch” the County network, project moved forward more readily.

Perry described the timing of e-rate funding availability is a challenge.

Ochsner commented that local issues were complex and of most concern, but was working through them.

Hildreth acknowledged that it was a long process but that CENIC has a dedicated expeditor for the purpose of working exclusively with libraries and the vendors in their communities.

Modoc reported that they were in the Year 1 phase of CENIC and still not connected although it is the local provider that is delaying the start-up. Only one vendor in Modoc County. Also, Modoc is only able to afford to connect to the main library.

**9. Lightbody adjourned the meeting at 2:53 PM.**

Draft

## System Cooperative Recommendations for CLSA 16/17 FUNDING

Below are the recommendations from the system cooperatives. They are not prioritized. This document complements the Excel spreadsheet which outlines the requested funding and the systems requesting the item.

### Library Cards

#### Statewide Virtual Library Card

Although there is much local pride and identity in unique community library cards, we have the opportunity to create a model for a virtual statewide library card that could provide access to e-resources that were made available by any public library in the state that participated in CLSA. Library patrons are not aware of the geographic boundaries of library jurisdictions, and rely on collections that go beyond jurisdictional boundaries. This virtual library card would eliminate the need for a patron to register for a library card at each location, and would create one universal card – essentially creating the electronic version of the universal borrowing program. Some of the key components of the project would include exploring methods to verify a person's address and associate them with a library. A schema for the various library software systems to talk with each other would need development, along with development of shared policies for access to e-resources. The virtual library card could be issued along with a driver's license or a statewide identification card – we could identify a convenient and fairly universal process that most residents use and determine how we could integrate the virtual card creation in to that process. This card could greatly enhance the use of public library resources and lead to further utilization of print resources as well. Also included in this effort would be a statewide marketing campaign

#### Student Success Cards

The Campaign for Grade-Level Reading states: "Reading proficiency by third grade is the most important predictor of high school graduation and career success." Libraries play a key role in a child's education. From community to community, access to a school library or school librarian may not exist. The development of a state-wide initiative to create Student Success Cards will ensure that every student in a public K – 12 classroom has convenient access to the public library's collections. The digital resources, from online homework tutoring to databases and e-resources can be accessed remotely, and the print collections can be accessed when the student visits the library. Several public libraries have initiated this service using the student ID to generate a virtual library card that provides online access for students to all public library e-resources. Building upon this framework, the Student Success Card program will identify for libraries various strategies for building these relationships, and would be enhanced by a statewide platform providing coordination through systems and county offices of education, educational materials for teachers and parents and possibly extended delivery by connecting existing public library delivery systems with public school delivery systems.

### Resource Sharing

#### Zip Books for Rural Libraries

The state funded a three-year LSTA project with 31 rural libraries to support this alternative to inter-library loans <http://califa.org/zip-books>. Although inter-library loans allow patrons to request items from other libraries if their own library does not have a copy, the cost of sending an item can become



prohibitive, particularly in rural areas and the actual process can be time-consuming and onerous. This grant-funded pilot developed a model for patrons who are not geographically close to a library to request a book (not DVDs or other media), which will be purchased (as long as it is \$35 or less) and sent to the customer. Once they are finished, the book is sent to the library, and then added to the collection. The cost model has proven more effective than the library mailing its own copy of the book to the patrons or to use traditional inter-library loan processes. In the traditional model, an inter-library loan can take between 2-6 weeks for delivery. In the Zip Books model, an item can be delivered to a patron within days. The data gathered indicates items average around \$15, compared to ILL's average cost of \$35. This innovative service has demonstrated the need to modernize and streamline the inter-library loan process, and aligns with eligible funding within the communications and delivery program. The time has come to expand this service state-wide.

### **Collection Resource Sharing**

Each library cooperative has developed one or more strategies for sharing materials between libraries. Several models exist, each with its own unique features. One of the most robust products is Link+ - <https://www.iii.com/products/innreach>. This service is offered by a major library vendor, Innovative Interfaces, and allows both Innovative libraries as well as non-Innovative libraries to participate. Libraries are able to determine which collections they will share, and patrons are able to place requests directly from their libraries' catalog. In addition, the ArticleReach product <https://www.iii.com/products/innreach/articlereach> provides good access to articles. Link+ has subscription costs and also requires that the library use a specific vendor (Tricor) for delivery services.

## **Collections**

### **Statewide E-resources**

Although statewide aggregated e-resource purchasing has been challenging in the past due primarily to costs, these state funds could be leveraged to initiate a portfolio of curated e-resources for public library and school collections. The project would include analysis of need, including a survey of all public and school libraries, to determine the products with the highest return on investment in regards to reduction in duplicity. It is well known that a public library may subscribe to an e-resource, and the school library may also be subscribing to the same e-resource, with the vendors counting the student population twice, resulting a higher price for each organization. E-resources may include online magazines, newspapers, databases and encyclopedias and other reliable online subscriptions which would be useful tools for students, job searchers and general research and entertainment. . The e-resources would be accessible with a public library card or through a library's website. This statewide purchase could free up some local resources currently spent on these resources to be used for other material that was more tailored to the needs of the individual communities. This service is available in most other states. These resources could be supported with a combination of federal, state and local funds. Please note that an initial study of current expenses for e-resources could be a first step in this area, with an estimated cost \$250,000.

### **Open Platform for e-books with owned content**

There is no one standard at this time regarding e-book models from vendors. Libraries may lease or own content, and may or may not be limited to one person using an e-book at a time versus multiple simultaneous use of a single copy. The state of California has wisely invested federal funds in the

development of Enki <https://enkilibrary.org/>. We propose that funds be allocated for all public libraries in California to join Enki. In the Enki model, libraries purchase copies of materials outright from book vendors, and membership allows patron access to a collection of over 50,000 (and growing) new e-books in a shared collection including popular fiction genres and publishers like romance and mysteries, as well as popular nonfiction genres such as computer books, study guides travel, cooking, history etc. There are also four “always-available” unlimited download collections:

- Short Stories & Essays: Single short stories, novellas and nonfiction essays
- Recovering the Classics: classics titles that have new crowdsourced original bookjacket art
- Encyclopedias: 97 reference titles / encyclopedias from Sage Publishing.
- *Library Journal's* SELF-e Select: 400+ titles curated from the self-published SELF-e platform

In addition, to support our patrons who are also authors who want to self-publish, they can self-publish on Enki using Smashwords Press. Enki Library is part of a larger IMLS-funded project with New York Public Library and the Digital Public Library of America to build a national marketplace for ebooks where libraries across the country can purchase e-books at non-inflated prices.

## System Support

### Support for Broadband Equipment

We appreciate the support of the Governor and the Legislature for public library connectivity to California's high speed research and education network (CalREN) and funds for equipment to make that connection happen. With this increased capacity, libraries have been able to expand the number of computers, increase their ability to offer high-speed WiFi connections, and increase the number of programs they offer. For several libraries, the initial costs are prohibitive for equipment and access to connect to this network. Local one-time costs to provide access to the network and to support the initial up-front cost of circuits before federal and state discounts are applied make this opportunity unattainable for libraries in rural, geographically isolated and other under-resourced communities where libraries may be the only access point to the information superhighway. This initiative would support the broadband initiative by providing one-time funds for equipment and other costs to connect to the broadband network. The direct impact on patrons include the ability for students to stream homework help tutorials, patrons will be able to stream online classes, and communities will be able to come together in public forums by watching TedX talks together.

### System Administrative Costs

Strong cooperative systems are key to advancing the work of public libraries and supporting statewide initiatives, as well as administering and managing reporting of CLSA funded projects. With any additional CLSA funds to support projects, the Systems will be the main point for many if not all of the proposals. To offset the costs of additional work and staff costs, the systems request 10% to manage the projects.

## Evaluation

### Planning, Coordination and Evaluation of System-wide Services

This is an activity that is specifically outlined in CLSA (Sec. 18746), which states “Each system shall annually apply to the state board for funds for planning, coordination, and evaluation of the overall system-wide services.” As the demographics of California continue to change, libraries must ensure their collections, spaces and programs adapt to reflect the changing needs of their communities. For many libraries, it is difficult to stay on top of the quickly changing economic and demographic changes, and

paying for a company to provide this data is often beyond the scope of a library. This project will allow libraries to use vendor tools to identify their customer base, target new audiences, and determine the effectiveness of programs and services both at a local and system level. The development of a statewide platform to provide access and technical assistance for audience, program and service evaluation would be beneficial for all the state's libraries in order to provide more effective services.

## **Outreach**

### **New e-book app that is platform independent**

As libraries purchase e-books, an app is needed to discover and read the e-books. Often, libraries use more than one vendor for e-books, which results in patrons needing multiple apps to read e-books. This confusion leads to frustration on the part of our patrons. However, Califa, a California-based non-profit providing aggregated e-resource purchasing for member libraries, is a development partner with the New York Public Library in the creation of Simply E, also known as Library Simplified or Project LEAP. <http://www.librarysimplified.org/> This new app is open-source and allows one easy access to reading e-books on iOS and Android devices, regardless of vendor. Although there have been huge strides in this development, the current model calls for each library to host its own installation and perform some development. This becomes a barrier for most libraries. We propose a state-wide purchase of the Radium license for the app, with the installation happening at PLP offices on central servers. This centralized purchase would support the sustainability and continued development of this innovative application. The annual subscription for SimplyE would be an ongoing cost.

### **Library materials displaying in Google**

Although many patrons use our libraries, there are still more residents who do not think to turn to the library when searching for information. The Library of Congress worked with Zepheira, a for-profit firm, to develop Bibframe, a better Web discovery tool for traditional MARC catalog records. Zepheira has also developed a discovery algorithm for libraries' information so that their catalogs, events, photos, archives, etc. can be displayed when patrons do searches on Google, Bing, and other search engines. This is the next big push for libraries to move beyond our walls and allow patrons to find us where they are normally searching, and this new way of framing data will be the push of the future. Several public libraries have joined, but California is behind in this new initiative. There are several vendors who are currently either in development or have just released products for this. Some examples include Library.link <http://library.link/>, <https://zepheira.com/2016/03/zepheira-and-innovative-announce-partnership-in-delivering-linked-data-services-to-libraries/> and BiblioEvents <http://www.bibliocommons.com/products/events> This funding will support a pilot to develop a model for two library systems, which could then be extended to other library systems.

### **Early Literacy**

Libraries are seeing parents and caregivers flock to early learning storytimes and programs. Additional funding for new and innovative programs will have a lasting benefit on the children and the State overall as we set our young children up to succeed throughout their early education.

### **Adult Education**

Programs such as Career On-Line High School provide opportunities for adult learners. Adult Literacy programs are important services to educate the adult learners in our communities. Today, nearly 40 million adults lack their high school diploma. Career Online High School, part of the world's first

accredited private online school district, can help these students realize their education and career goals. Students graduate with an accredited high school diploma and a certificate in a high-growth, high-demand career field, along with a resume, cover letter and other tools to start or advance their career. The library can play a key role in reengaging adults into the education system. Along with academic coaches, certified teachers and technical support staff, help students realize their maximum potential.

### **Mental Health**

Libraries are facing an increasing challenge with homelessness and patrons suffering from mental health related issues. The library becomes their shelter during open hours creating challenges for the library staff. There are models currently in libraries address homelessness by acting as a referral service to providing actual services such as portable showers and laundry facilities. One important aspect to successful programs requires a professional in the industry to act as a neighborhood community resource specialist to assist staff in addressing issues related to the homeless and mentally challenged patrons by partnering with local agencies. Examples include the development of a homeless and poverty outreach library team in partnership with their Department of Public Health by training formerly homeless people as health and safety associates. ALA has dedicated one full page of extending the library's reach by reducing homelessness through library engagement.

<http://www.ala.org/offices/extending-our-reach-reducing-homelessness-through-library-engagement-6>

### **Citizenship**

Immigration services are provided by some libraries. Utilizing the experience and expertise of current models would benefit libraries throughout California. One example is a program called Inspired Citizenship. Patrons are partnered with a coach to prepare for the citizenship test, which currently has a 100% success rate for the patron. USCIS is also a good partnership for this program because they have resources designed for libraries. Funding would provide much needed resources to promote and present the program. This initiative not only benefits the individual, but the community where they live and work.

### **Mobile Units**

#### **Digi-Van**

Public library archives and local history collections hold some of the most important material about and for our communities. It is imperative that the information is not lost and access to the information is enhanced. Many libraries do not have the funds to digitize their collections. A statewide initiative in support of robust regional digitization centers within public libraries is needed to advance this work. The cost of purchasing digitization tools would be shared by the cooperatives and not duplicative. A model has been created to train staff on metadata/tagging of items. Preservation is at a high level of interest due to the urgency to save important documents.

#### **Tech Van**

Technology changes rapidly. Libraries want and need to take the lead and offer the newest most advanced technology devices. A Digi-bus would provide current technology devices such as hotspots and 3-D printers. It would travel around the cooperative stopping at libraries, flea markets, special events, etc. It would also work as a promotional tool showing off the libraries, while educating the public. There is an increase need to go to the patron when providing a service. A mobile technology van can provide mobility to meet the needs where the need is greatest.

**Mobile STEM Van**

Public libraries should be a foremost promoter of STEM education. Funding to purchase items to loan and for programming will assist in this endeavor and will keep libraries at the table when discussions about STEM education are taking place in our communities.

**Mobile Sharing Van**

Patrons have a wide range of interests. A shared van with maker space themes can travel within the systems, reaching greater numbers of people at flea markets and local civic events.

Updated May 17, 2016

DRAFT

**System Requests for FY 16/17**

If checked, these systems recommended the proposal

| Category                | Proposals   | Cost        | Comments  | 49/99 | Black Gold | Inland | Northnet | PLP | SJVL | Serra | SCLC | Santiago |
|-------------------------|---|-------------|---|-------|------------|--------|----------|-----|------|-------|------|----------|
| <b>Library Cards</b>    | State-wide virtual library card   | \$1.5M      |   |       |            | x      | x        | x   |      |       | x    | x        |
|                         | Student Success Cards   | \$1.5M      |   |       |            | x      | x        | x   |      |       |      | x        |
| <b>Resource Sharing</b> | Zip Books for Rural Libraries   | \$750,000   |   |       | x          | x      | x        | x   |      |       |      |          |
|                         | Collection Resource Sharing   | \$3M        |   | x     | x          | x      | x        | x   | x    | x     | x    | x        |
| <b>Collections</b>      | State-wide e-resources  | \$3M        |   | x     | x          | x      | x        | x   |      | x     | x    | x        |
|                         | Open platform for e-books with owned content                                    | \$200,000   |   | x     | x          | x      | x        | x   | x    | x     | x    |          |
| <b>System Support</b>   | Support for broadband equipment   | \$3M        |   |       | x          |        | x        |     |      |       |      | x        |
|                         | System Admin Costs  | 10%         |   | x     | x          | x      | x        | x   | x    | x     | x    | x        |
| <b>Evaluation</b>       | Planning, Coordination and Evaluation of system-wide services                   | \$3M        |   |       | x          | x      | x        | x   | x    |       | x    | x        |
|                         |   |             |   |       |            |        |          |     |      |       |      |          |
| <b>Outreach/ Access</b> | New e-book app that is platform independent                                     | \$1.5M      |   |       |            |        | x        | x   |      |       |      | x        |
|                         | Library Materials displaying in Google  | \$3M        | \$3M for pilot; then extended to all systems in future year |       |            |        | x        | x   |      |       |      |          |
|                         | Early Literacy  | \$3M        |   |       |            |        |          |     |      |       | x    | x        |
|                         | Adult Education- Career Online High School                                      |             |   |       |            |        |          |     | x    |       |      | x        |
|                         | Mental Health such as mobile laundry and showers, training, social worker       | \$500,000   |   |       |            | x      |          |     | x    |       | x    |          |
|                         | Citizenship to provide a program for new immigrants                             | \$250,000   |   |       |            | x      |          |     |      |       | x    |          |
| <b>Mobile Units</b>     | Digi-Van to include scanner and equipment for preservation materials            | \$1,000,000 | \$200,000 per van   | x     |            | x      | x        | x   |      |       | x    |          |
|                         | Tech-Van will include technology such as 3-D printers, devices. Varies by area. | \$1,000,000 | \$200,000 per van   | x     | x          |        | x        | x   |      |       | x    |          |
|                         | Mobile STEM to include science related software and computer/printers           | \$400,000   | \$200,000 per van   |       |            | x      |          |     | x    |       |      |          |
|                         | Mobile sharing unit based on themes/current events                              | \$200,000   | \$200,000 per van   |       | x          |        |          |     |      |       |      |          |

updated May 17, 2016



2471 Flores Street, San Mateo, CA 94403  
650-349-5538 Fax: 650-349-5089

[www.northnetlibs.org](http://www.northnetlibs.org)

To: NLS Council of Librarians

From: Ad hoc Nominating Committee (Mary George, Rita Lovell, Victor Zazueta)

Subject: Nominations for NLS Executive Committee and Officers

Date: May 11, 2016

We nominate the following as officers for 2 year term ending 6/30/2018:

Chair: Brett Lear, Sonoma County Library

Chair Elect/Vice-Chair: Erin Francoeur, Shasta Public Libraries

Past Chair: Mel Lightbody, Butte County Library

We nominate the following as Executive Committee members for 2 year term ending 6/30/2018:

Suzanne Olawski, Solano County Library

Stacey Costello, Colusa County

Ana Danielson, Mono County

Continuing to serve on the Executive Committee with terms ending 6/30/2017 are:

Natasha Casteel, Roseville Public Library (2<sup>nd</sup> Term)

Danis Kreimeier, Napa County Library (2<sup>nd</sup> Term)

Erin Francoeur, Shasta Public Libraries (need to fill this position!)

## System Information

### FY 2016/17

|   |  |                                |                      |
|---|--|--------------------------------|----------------------|
| System Name:<br>NorthNet Library System |  |                                |                      |
| Director:<br>Susan H. Hildreth          |  | Email:<br>hildreth@plsinfo.org |                      |
| Address:<br>2471 Flores Street          |  | City:<br>San Mateo             | State: CA Zip: 94403 |
| Phone:<br>650-349-5538                  |  | Fax:<br>650-349-5089           |                      |

|  |  |
|--|--|
| System Chair for FY 2016/17 (if known):<br>Brett Lear, Director, Sonoma County Library | Fiscal Agent:<br>Pacific Library Partnership |
|--|--|

|  |
|--|
| Date approved by Administrative Council:<br>June 7, 2016 |
|--|

|   |      |
|---|------|
| x   |      |
| Signature of System Administrative Chair for FY 2016-17 | Date |
| Print Name: Mel Lightbody                               |      |



## Demographics of System Service Area

### System Population Profile, FY 2016/17

**Total Population of System Service Area: 4,739,378**

| <b>Underserved Population</b>                                  | <b>Number</b> | <b>Percentage of Total Population</b> |
|--|---------------|---------------------------------------|
| Economically Disadvantaged<br>(Below poverty level)            | 727,279       | 15.35%                                |
| Institutionalized  | 113,699       | 2.40%                                 |
| Aged (65+)   | 684,178       | 14.44%                                |
| Children & Youth:  | 287,674       | 6.07%                                 |
| • Under 5  |               |                                       |
| • 5 to 9   | 304,612       | 6.43%                                 |
| • 10 to 14   | 303,902       | 6.41%                                 |
| • 15 to 19   | 320,386       | 6.76%                                 |
| Handicapped  | 609,714       | 12.86%                                |
| Speakers of limited English or<br>English as a Second Language | 646,020       | 13.63%                                |
| Non-English Speaking   | 452,805       | 9.55%                                 |
| Ethnicity  | 254,192       | 5.36%                                 |
| • Black  |               |                                       |
| • Hispanic   | 982,801       | 20.74%                                |
| • Asian  | 423,782       | 8.94%                                 |
| • Native American  | 60,590        | 1.28%                                 |
| • Other (specify)  | 315,540       | 6.66%                                 |
| Geographically Isolated  | 148,704       | 3.14%                                 |
| Functionally Illiterate  | 391,178       | 8.25%                                 |
| Shut-In  | 12,280        | 0.26%                                 |

List source(s) of this data:

Total Population - 2010-2014 American Community Survey 5-Year Estimates.

Economically Disadvantaged - 2010-2014 American Community Survey 5-Year Estimates.

Institutionalized - 2010-2014 American Community Survey 5-Year Estimates.

Age Demographics - 2010-2014 American Community Survey 5-Year Estimates.

Handicapped - 2010-2014 American Community Survey 5-Year Estimates.

Language - 2010-2014 American Community Survey 5-Year Estimates.

Ethnicity - 2010-2014 American Community Survey 5-Year Estimates.

Geographically Isolated - California Medical Services Study Areas (Frontier definition = less than 11 people per square mile; Frontier was previously defined as less than 7 persons per square mile)

Literacy - US Dept. of Ed Institute of Educational Sciences National Assessment of Adult Literacy Stat and County Estimates of Low Literacy 2013 Released 2009  
Shut In - CA Office of Statewide Health Planning and Development Facilities Listing Hospitals and Long Term Care (LTC). Listing 12/31/14

Describe briefly how this data will be used to plan CLSA-funded services:

This data is used for planned activities of our various committees and to serve all segments of the underserved. This data has not changed significantly from the prior fiscal year, yet we will always consider it in planning services.

**SERVICE PROGRAM BASELINE BUDGET REQUEST - FY 2016/17**  
**SYSTEM COMMUNICATION & DELIVERY (Section 18745)**

SYSTEM NAME: NorthNet Library System

|  |                      |                  |                   |   |                                   |  |
|--|----------------------|------------------|-------------------|---|-----------------------------------|--|
| <b>(a) Personnel</b> (Attach job descriptions)                                   |                      |                  |                   |   | <b>(b) Operations</b>             |  |
| Classification   | FTE/No. of Positions | Salary           | Benefits          | Total   |                                   |  |
| Strategic Advisor  | .024/1               | \$ 5,000         | \$ _____          | \$ 5,000  | 1. Office Supplies \$ _____       |  |
| Coordinator  | .28/1                | \$ 43,128        | \$ _____          | \$ 43,128   | 2. Duplication/Photocopy \$ _____ |  |
| Office Manager   | .21/1                | \$ 18,450        | \$ 6,377          | \$ 24,827   | 3. Travel \$ _____                |  |
| Finance Director(partial pay)  | .11/1                | \$ 11,954        | \$ _____          | \$ 11,954   | 4. Training \$ _____              |  |
| <b>Total (a):</b>  | <b>0.624/1</b>       | <b>\$ 78,532</b> | <b>\$ 6,377</b>   | <b>\$ 84,909</b>  | 5. e-Resources \$ _____           |  |
| <b>(b) Operations</b> (continued)  |                      |                  |                   |   | <b>(c) Capital Outlay</b>         |  |
| 6. Contract Services (specify)   |                      |                  | \$ 335,735        | Equipment (specify) \$ _____  |                                   |  |
| <u>Delivery Services</u>   |                      |                  |                   | _____   |                                   |  |
| 7. Telecommunications (specify)  |                      |                  | \$ 900            | _____   |                                   |  |
| <u>Listserves</u>  |                      |                  |                   | Equipment Replacement Revolving Fund \$ _____   |                                   |  |
| 8. Indirect Costs/Fiscal Agent Fee<br>(provide description of services received) |                      |                  |                   |   |                                   |  |
| <b>Do Not Include System Indirect (pc&amp;e)</b>                                 |                      |                  | \$ _____          | <b>Total (c):</b> \$ _____  |                                   |  |
| _____  |                      |                  |                   |   |                                   |  |
| 9. Other: (specify)  |                      |                  | \$ 1,800          | <b>(d) Anticipated Current (2015/16) Year-end Balance in the Equipment Revolving Fund</b> |                                   |  |
| <u>Postages, UPS</u>   |                      |                  |                   | \$ 180,099  |                                   |  |
| _____  |                      |                  |                   |   |                                   |  |
| <b>Total (b):</b>  |                      |                  | <b>\$ 339,635</b> | <b>Total of (a), (b), (c):</b>  |                                   |  |
|  |                      |                  |                   | \$ 424,544  |                                   |  |

## 2016/17 PROPOSED CLSA BUDGET

| BUDGET SUMMARY                            |                                   |
|---|-----------------------------------|
| Expense Category                          | Communications & Delivery Program |
| Salaries & Benefits                       |                                   |
| Operations                                | 339,635                           |
| Equipment                                 |                                   |
| Service Program Sub-total                 |                                   |
| System Administration (PC&E) <sup>1</sup> | 84,909                            |
| TOTAL                                     | 424,544                           |

<sup>1</sup>Must not exceed System Administrative (PC&E) total

## Funding for Communications and Delivery – FY 2016/17

There are two sections to this portion of the plan. The first section requires your best estimate for workload for the physical delivery of items, and estimated totals for e-resources, training, and broadband usage. The second section contains several questions that help us understand your plans for communication and delivery.

### Section 1

#### Estimated Workload of Physical Delivery

| Physical Items Sent by:                                   | Physical Items Delivered to:      |   |                      |       |
|---|-----------------------------------|---|----------------------|-------|
|   | System Member<br>Public Libraries | Non-public<br>Libraries<br>in System Area | TOTAL                |       |
| a. System member public library                           | 1,200,00                          | 150,000                                   | 1,350,000            |       |
| b. Non-public libraries in System area                    | 125,000                           | 1,200                                     | 126,200              |       |
| TOTAL   | 1,325,000                         | 151,200                                   | 1,476,200            |       |
|   |                                   | System Owned                              | Contracted<br>Vendor |       |
| c. Number of delivery vehicles that physically move items |                                   | 0   | 4                    |       |
| d. Frequency/schedule of physical delivery service        |                                   | 0   | 3                    |       |
| e. Percentage of items to be physically delivered by:     |                                   |   |                      |       |
| U.S. Mail   | UPS                               | System Van                                | Contracted Van       | Other |
| 0.5%  | 20%                               | 0%  | 79.5%                | 0%    |

#### Estimated Totals for e-Resources, Training, and Broadband Usage

|  |   |
|--|---|
| f. Estimated total number of e-resources to be used (circulated/downloaded/streamed, etc.) by residents of System member libraries | 285,000<br>(Overdrive, enki, other e-resources) |
| g. Percentage of CLSA funds to be spent on e-resources?  | 18%   |
| h. Estimated number of training events to be presented using C&D Operations funds  | 0   |
| i. Estimated number of training events to be presented using System Administration funds   | 0   |

|  |    |
|--|----|
| j. Percentage of CLSA funds to be used for Broadband technology improvements   | 0% |
| k. Which member libraries will benefit from Broadband improvements using CLSA allocated funds? We do not plan to spend any FY 16/17 C&D funds on broadband improvements. We do have FY 14/15 CLSA funds (\$180,000) that were allocated for broadband that will be used to support NLS member libraries that have joined CENIC. These libraries include: Benicia, Eldorado, Humboldt, Lake, Marinette, Napa, Orland, Sacramento, Siskiyou, Solano, Sutter, Trinity, Willows, Yolo and others that join CENIC in FY 16/17.) |    |

## **Section 2**

1. Briefly describe the goals for the Communication and Delivery funding. How will they support the needs of your community? How did you determine these needs? Will you be using any of the communications funding to address broadband connectivity issues?

While delivery to support resource sharing continues to be a high priority for most NLS libraries, in light of continually changing economic support, new service trends and new NLS leadership, a fresh look at system activities focused on clarifying and identifying strategic priorities was undertaken in FY 2015/16.

Shared e-resources remains a priority for all members, especially those in smaller, more geographically remote areas. In FY 2015/16, 21 NLS member libraries using a blend of CLSA C&D funds as well as local resources, created a consortium in order to receive significant discounted subscription rates on electronic periodicals from Zinio. Zinio subscriptions had proven to be very popular with patrons in individual NLS libraries and became affordable for many more as a consortium pricing package. These 21 libraries together invested 6% of the NLS FY 2015/16 C&D funding in the Zinio consortium subscription. NLS anticipates that additional libraries will opt in with this consortium in FY 2016/17 when prior subscription commitments expire and with additional libraries participating, more titles will be available at further discounted rates.

In addition, enki subscriptions continue to be popular with NLS System patrons and member libraries invest C&D and local resources to provide these valued resources to their communities. The enki Library is a shared open source eBook Network that allows California libraries to own and store eBooks for access by library patrons; to share access to more content than any individual library can purchase on its own; to add features and functionality lacking in current third-party vendor models; and to share access to unique local digitized content with other libraries within the Network. In FY 2015/16, NLS committed 5% of its C&D funding to continue their enki Library subscriptions.

Broadband is of great interest too, but members in geographically isolated communities with low population densities have expressed concern about last mile availability and cost. The geographic span of NLS and the large number of members (41) means that broadband connectivity will not come to all members at the same time or in the same way. There are currently no plans to use FY 16/17 C&D funding for broadband connectivity.

2. Describe your current delivery model. How has it changed from last year? Will you be making any changes in the upcoming year?

Due to the geographic size of our region, NLS libraries use a combination of several delivery models including US Postal Service and private delivery services for remote locations with low volume as well as contracted services by delivery companies for moving high volume loads between member libraries using a shared ILS in more populated areas.

NLS member libraries continue to seek out more economical and efficient methods to move materials. A new collaborative between libraries in the North Bay region is in development for the new fiscal year that is projected to provide better and more efficient delivery service for the new partner libraries.

3. What is the estimated average cost (including library and system staff time) to move one item in the region?

Because of the variations in delivery demand and method, the costs differ from one region to another. For contracted services, costs are based on volume, number of stops and distance. Cost of shipping items through package delivery is determined based on weight and other variables. Overall, the average cost is estimated a \$0.16 per item (15/16 figure). No change is anticipated for FY 16/17.

4. Please briefly describe how any non-CLSA funds will be used to support communication and delivery. This information will help to document the significant contributions of non-CLSA funds toward library cooperation in California.

The libraries that participate in a shared ILS pay from their local funding all of the costs for their shared participation in the shared computer system as well as most of the delivery costs to move material among their group. Member libraries have also enhanced their shared catalogs of e-books and other e-resources through Overdrive and Zinio subscriptions with local funding.

5. How will you evaluate that the goals have been met and the funding has met the needs of the community?

ILL statistics will continue to be tracked and reported as they have in the past. Use of shared e-resources will be measured and compared to the most recent fiscal year to demonstrate that aspect of the C&D program for 16/17. We continually monitor effectiveness of services through feedback from member libraries.

## **Future Plans for Cooperative System**

Given the uncertainty of State funding, how is your cooperative system preparing and planning for the future? How will you be funded? What services are priorities? And lastly, how will your system evolve?

Five Key Strategic Directions for the NorthNet Library System were generated and refined from the results of a series of workshops and feedback from online surveys in Fall 2015. These Strategic Directions outlined below are being used to inform the focus of NLS staff and members and allow them to take advantage of service opportunities as they become apparent.

\* Member Asset Mapping is an activity that has begun in FY 15/16 and will eventually be included in a Knowledge Platform; this info will also be communicated and can be used immediately by member libraries to share information, expertise, and even opportunities to collaborate or enhance purchasing power.

\* Sharing People and Knowledge Platform is a highly prioritized initiative among many other systems and could become a collaborative effort at a multi-system or even statewide scale.

\* Zip Books is an initiative that replaces ILL with a “buy v borrow” procurement model. This program has been supported by the California State Library with a number of rural libraries from around the state participating. Staff and members are determining how this program might be developed for NLS as a system and are interested in pursuing CLSA support for this pragmatic approach to resource-sharing.

\* Training and Development/ Facilitation and Capacity Building will be combined to broaden the scope of this priority and can be achieved with complementary activities. NLS members continue to search for professional development opportunities. NLS libraries recently participated in the California State Library sponsored Harwood Turning Libraries Outward lab in May 2016. Also, NLS with the Pacific Library Partnership (PLP) as a collaborator, was awarded an FY 2016/17 Pitch-An-Idea grant for “Community Engagement and Facilitation Skills Training for NLS and PLP Libraries.” 8-10 NLS libraries will be selected to participate in this training led by Common Knowledge Exec Director, Susan Clark, well-known for her work in adult literacy and community engagement, who will tailor for libraries an Institute for Local Government program that she has developed. For both the Harwood and Common Knowledge training, information and results of these programs will be shared with all member libraries.

\* Budget Cycle Alignment for Increased Collaboration/Purchasing Power has begun with NLS staff and members collecting and analyzing existing contracts, as well as facilitating communication among member libraries around intention and goals for procurement, etc. Because NLS is a large system, with many members covering much geographical territory, it can be challenging to organize collaborative purchasing yet is and will be a huge asset for member libraries in cost savings and access to a wide array of content.

There is much interest in NLS in piloting a universal card or expanded access for students. NLS is a partner in a successful Pacific Library Partnership proposal for an FY 2016/17 CSL Pitch-An-Idea grant for the “Student Success Initiative”. Six PLP and 4 NLS libraries will model different methods of developing these student card initiatives and will identify best practices to share with all our members and the field. Informational materials and social media messages will be developed to use in this program and to share with other libraries.



NLS uses a funding model that combines annual membership dues with fees for participation in specific, optional services. In FY 16/17, NLS will contract with the Pacific Library Partnership (PLP) for administrative and fiscal services. Contracting for these services has proven more cost-effective than having employees provide them. Communication among members continues to be a key priority for members. A part-time system coordinator located in the NorthNet service area will be contracted for a second year and will work with NLS Executive Committee, member libraries and PLP to support the work of the system and provide a local presence. Also, the FY 15/16 system administrator who will be employed in another professional position as of August 2016, will serve as a strategic advisor to NLS.

In FY 15/16, the NLS Executive Committee met in-person three times during the year. Although these meetings require travel time and expenses that conference call meetings do not, they have demonstrated that they develop a higher level of teamwork and communications among the Committee members and with the contracting staff. The Executive Committee will continue to schedule three in-person meetings in the coming fiscal year as well as the annual Council of Librarians (Administrative Council).

## NORTHNET-PLP CONTRACT FY 16/17

|                           |   |                   |
|---------------------------|---|-------------------|
| <b>Staff</b>              | <b>Administration</b>   | <b>78,605.96</b>  |
| <b>.5951TE</b>            |   |                   |
| Consultant                | 4.16 hours/month @ \$100/hour<br><i>pursue funding opportunities and strategic initiatives</i>  | 5,000.00          |
| Coordinators              | 48 hours/month @\$75/hour<br><i>increase from 32 hours/month to 48 hours</i><br><i>Distribute legislative, CLSA and other State Library Correspondence,</i><br><i>prepare agenda together with Executive Council committee, take</i><br><i>Council and Executive minutes, work with CalPERS related issues</i><br><i>Prepare plan of service and annual reports</i> | 43,128.00         |
| Office Manager            | 36 hours/month @ 57.47/hour<br><i>manage website, listservs and rosters. Point of contact for</i><br><i>System Delivery and PLSEP grant. Prepare and distribute agenda</i><br><i>packets and minutes, manage UPS accounts, set up</i><br><i>conference calls for committees.</i>  | 24,827.04         |
| Secretary                 | 6 hours/month @49.75/hour<br><i>prepare system contracts, open mails, mail ILL materials</i><br><i>coordinate form 700s, annual summer reading program</i>  | 3,582.00          |
| Database/Building Manager | 3 hours/month @57.47/hour<br><i>prepare CalPERS reports, prepare document for liability insurance</i>   | 2,068.92          |
| <b>.3 FTE</b>             | <b>Accounting</b>   | <b>34,149.12</b>  |
| Finance Director          | 18 hours/month@92.21/hour<br><i>prepare/monitor budget, authorize and approve payments</i><br><i>prepare reports/paperwork for audit, prepare financial</i><br><i>reports for State and local government. Coordinate database renewal,</i><br><i>review delivery contracts/services</i>   | 19,917.36         |
| Account Clerk             | 17 hours/month@42.44/hour<br><i>Process payables weekly, prepare invoices, prepare</i><br><i>deposits,</i>  | 8,657.76          |
| Accountant                | 6 hours/month \$43.17<br><i>Prepare invoices and deposits, reconcile bank statements</i>  | 3,108.24          |
| Administrative Assistant  | 11 hours/month @18.68/hour<br><i>Filing, prepare Holiday Schedule, mail Summer reading materials,</i><br><i>mail checks and invoices</i>  | 2,465.76          |
|                           | <b>Mileage</b>  | <b>567.00</b>     |
|                           | 7 trips @150 mile@ .54 per mile   |                   |
|                           | <b>Total</b>  | <b>113,322.08</b> |
|                           | 10% Overhead  | 11,332.21         |
| <b>TOTAL =.75 FTE</b>     | <b>Grand Total</b>  | <b>124,654.29</b> |

| NorthNet Libraries Dues and Fees 2016/17  |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|---|------------|---------------|-----------|----------------|-----------------|----------------|-------------|-------------------|------------|-----------|-----------|----------|-------------------|--|
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Library   | Population | Budget        | Base Dues | Delivery Admin | OverDrive Admin | Database Admin | Zinio Admin | Total Member Dues | Delivery   | OverDrive | Zinio     | Database | TOTAL Dues & Fees |  |
| Alpine  | 1,166      | \$ 266,750    | \$ 500    | \$ -           | \$ 24           | \$ 12          | \$ 17       | \$ 552            |            | \$ 237    | \$ 168    | \$ 116   | \$ 1,073          |  |
| Bel-Tib   | 11,665     | \$ 2,137,483  | \$ 2,000  | \$ -           | \$ -            | \$ -           | \$ -        | \$ 2,000          |            |           |           |          | \$ 2,000          |  |
| Benicia   | 27,501     | \$ 1,973,169  | \$ 1,000  | \$ 1,327       | \$ 115          | \$ -           | \$ 253      | \$ 2,695          | \$ 13,271  | \$ 1,145  | \$ 2,534  |          | \$ 19,645         |  |
| Butte   | 224,601    | \$ 3,070,782  | \$ 3,000  | \$ -           | \$ -            | \$ -           | \$ 510      | \$ 3,510          |            |           | \$ 5,095  |          | \$ 8,605          |  |
| Colusa  | 21,948     | \$ 1,234,784  | \$ 1,000  | \$ 453         | \$ 44           | \$ 43          | \$ 48       | \$ 1,587          | \$ 4,528   | \$ 438    | \$ 476    | \$ 430   | \$ 7,459          |  |
| Del Norte   | 26,811     | \$ 240,142    | \$ 500    | \$ -           | \$ 66           | \$ -           | \$ 17       | \$ 582            |            | \$ 655    | \$ 168    |          | \$ 1,405          |  |
| Dixon   | 27,924     | \$ 983,495    | \$ 500    | \$ 639         | \$ 54           | \$ -           | \$ 45       | \$ 1,238          | \$ 6,390   | \$ 543    | \$ 449    |          | \$ 8,620          |  |
| Dominican   |            |               | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| El Dorado   | 183,750    | \$ 3,399,381  | \$ 3,000  | \$ 226         | \$ 454          | \$ -           | \$ 464      | \$ 4,144          | \$ 2,264   | \$ 4,539  | \$ 4,639  |          | \$ 15,586         |  |
| Folsom  | 77,246     | \$ 1,426,820  | \$ 1,000  | \$ 906         | \$ 208          | \$ -           | \$ 292      | \$ 2,406          | \$ 9,056   | \$ 2,082  | \$ 2,923  |          | \$ 16,467         |  |
| Humboldt  | 135,116    | \$ 3,357,788  | \$ 3,000  | \$ -           | \$ 370          | \$ -           | \$ 356      | \$ 3,726          |            | \$ 3,702  | \$ 3,560  |          | \$ 10,988         |  |
| Lake Cty  | 64,306     | \$ 896,794    | \$ 500    | \$ 2,791       | \$ -            | \$ -           | \$ 117      | \$ 3,408          | \$ 27,913  |           | \$ 1,166  |          | \$ 32,487         |  |
| Larkspur  | 12,445     | \$ 832,313    | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| Lassen  | 14,614     | \$ 166,506    | \$ 500    |                | \$ 43           | \$ -           | \$ 17       | \$ 560            |            | \$ 431    | \$ 168    |          | \$ 1,159          |  |
| Lincoln   | 47,339     | \$ 496,713    | \$ 500    | \$ 226         | \$ 132          | \$ 74          | \$ -        | \$ 932            | \$ 2,264   | \$ 1,318  |           | \$ 738   | \$ 5,252          |  |
| Marin   | 142,618    | \$ 14,639,083 | \$ 4,000  | \$ -           | \$ -            | \$ -           | \$ -        | \$ 4,000          |            |           |           |          | \$ 4,000          |  |
| Mendocino   | 88,378     | \$ 3,036,859  | \$ 3,000  | \$ 4,350       | \$ -            | \$ -           | \$ 292      | \$ 7,642          | \$ 43,501  |           | \$ 2,923  |          | \$ 54,066         |  |
| Mill Valley   | 14,880     | \$ 2,209,490  | \$ 2,000  | \$ -           | \$ -            | \$ -           | \$ -        | \$ 2,000          |            |           |           |          | \$ 2,000          |  |
| Modoc   | 9,638      | \$ 258,893    | \$ 500    | \$ -           | \$ 36           | \$ -           | \$ 36       | \$ 573            |            | \$ 364    | \$ 362    |          | \$ 1,299          |  |
| Mono  | 13,721     | \$ 1,004,003  | \$ 1,000  | \$ -           | \$ 70           | \$ -           | \$ 102      | \$ 1,172          |            | \$ 701    | \$ 1,019  |          | \$ 2,892          |  |
| Napa County   | 136,024    | \$ 6,571,368  | \$ 4,000  | \$ -           | \$ 262          | \$ -           | \$ 510      | \$ 4,771          |            | \$ 2,616  | \$ 5,095  |          | \$ 12,482         |  |
| Napa College  |            |               | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| Nevada  | 98,095     | \$ 2,565,238  | \$ 2,000  | \$ -           | \$ 343          | \$ 168         | \$ 375      | \$ 2,887          |            | \$ 3,431  | \$ 3,754  | \$ 1,683 | \$ 11,755         |  |
| Orland  | 15,066     | \$ 277,790    | \$ 500    | \$ -           | \$ 41           | \$ -           | \$ 31       | \$ 572            |            | \$ 408    | \$ 308    |          | \$ 1,288          |  |
| Placer  | 192,384    | \$ 5,881,757  | \$ 4,000  | \$ 226         | \$ 640          | \$ -           | \$ 523      | \$ 5,389          | \$ 2,264   | \$ 6,399  | \$ 5,229  |          | \$ 19,281         |  |
| Plumas  | 23,082     | \$ 514,853    | \$ 500    | \$ -           | \$ 57           | \$ 104         | \$ 32       | \$ 693            |            | \$ 568    | \$ 322    | \$ 1,042 | \$ 2,625          |  |
| Roseville   | 134,073    | \$ 3,472,447  | \$ 3,000  | \$ 226         | \$ 369          | \$ 221         | \$ -        | \$ 3,817          | \$ 2,264   | \$ 3,693  |           | \$ 2,213 | \$ 11,987         |  |
| Sacramento  | 1,418,051  | \$ 37,306,697 | \$ 5,000  | \$ 1,132       | \$ -            | \$ -           | \$ -        | \$ 6,132          | \$ 11,320  | \$ -      |           |          | \$ 17,452         |  |
| Sacramento Law  |            |               | \$ 500    |                |                 |                | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| St. Helena  | 6,004      | \$ 1,272,841  | \$ 1,000  | \$ 971         | \$ 58           | \$ -           | \$ 165      | \$ 2,194          | \$ 9,705   | \$ 582    | \$ 1,649  |          | \$ 14,130         |  |
| San Anselmo   | 12,867     | \$ 897,713    | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| San Rafael  | 60,582     | \$ 3,825,566  | \$ 3,000  | \$ -           | \$ -            | \$ -           | \$ -        | \$ 3,000          |            |           |           |          | \$ 3,000          |  |
| Sausalito   | 7,217      | \$ 905,102    | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| Shasta  | 178,592    | \$ 2,193,855  | \$ 2,000  | \$ -           | \$ -            | \$ -           | \$ 292      | \$ 2,292          |            |           | \$ 2,923  |          | \$ 5,215          |  |
| Siskiyou  | 44,739     | \$ 566,863    | \$ 500    | \$ -           | \$ 162          | \$ -           | \$ 77       | \$ 740            |            | \$ 1,624  | \$ 771    |          | \$ 3,135          |  |
| Solano College  |            |               | \$ 500    | \$ -           | \$ -            | \$ -           | \$ -        | \$ 500            |            |           |           |          | \$ 500            |  |
| Solano  | 376,073    | \$ 17,879,686 | \$ 5,000  | \$ 3,433       | \$ 789          | \$ -           | \$ 1,337    | \$ 10,560         | \$ 34,333  | \$ 7,894  | \$ 13,373 |          | \$ 66,160         |  |
| Sonoma  | 501,959    | \$ 17,402,759 | \$ 5,000  | \$ 2,898       | \$ -            | \$ -           | \$ 1,340    | \$ 9,238          | \$ 28,975  |           | \$ 13,403 |          | \$ 51,616         |  |
| Sutter  | 97,308     | \$ 1,235,769  | \$ 1,000  | \$ 906         | \$ 209          | \$ 168         | \$ 171      | \$ 2,454          | \$ 9,056   | \$ 2,090  | \$ 1,709  | \$ 1,683 | \$ 16,992         |  |
| Tehama  | 63,934     | \$ 599,439    | \$ 500    | \$ -           | \$ 123          | \$ -           | \$ 75       | \$ 698            |            | \$ 1,231  | \$ 751    |          | \$ 2,680          |  |
| Trinity   | 13,667     | \$ 328,755    | \$ 500    | \$ -           | \$ 55           | \$ -           | \$ 21       | \$ 575            |            | \$ 546    | \$ 208    |          | \$ 1,329          |  |
| Willows   | 13,603     | \$ 231,073    | \$ 500    | \$ -           | \$ 66           | \$ -           | \$ 21       | \$ 587            |            | \$ 658    | \$ 208    |          | \$ 1,453          |  |
| Woodland  | 57,526     | \$ 1,803,088  | \$ 1,000  | \$ 906         | \$ 161          | \$ -           | \$ 164      | \$ 2,230          | \$ 9,056   | \$ 1,605  | \$ 1,636  |          | \$ 14,527         |  |
| Yolo  | 157,029    | \$ 6,757,154  | \$ 4,000  | \$ 453         | \$ -            | \$ -           | \$ -        | \$ 4,453          | \$ 4,528   |           |           |          | \$ 8,981          |  |
| Yuba  | 74,345     | \$ 383,672    | \$ 500    |                | \$ 185          | \$ -           | \$ 77       | \$ 762            |            | \$ 1,850  | \$ 771    |          | \$ 3,383          |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Total   | 4,827,887  | 154,504,733   | \$ 74,500 | \$ 22,069      | \$ 5,135        | \$ 791         | \$ 7,776    | \$ 110,270        | \$ 220,688 | \$ 51,350 | \$ 77,760 | \$ 7,905 | \$ 467,973        |  |
| Source: California Library Statistics   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| 2014-2015 budget (total operating expenditures from California State Library website) |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| * & Certification of Population Figures for FY 16/17                                  |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Base Dues   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Under 100,000 Pop. And Under \$1,000,000 Budge \$500                                  |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Under 300,000 Pop. And Under \$2,000,000 Budge \$1,000                                |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Under 300,000 Pop. And Under \$3,000,000 Budge \$2,000                                |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Under 200,000 Pop. And Over \$3,000,000 Budge \$3,000                                 |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Under 300,000 Pop. And Over \$5,000,000 Budge \$4,000                                 |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Over 300,000 Pop. or \$5,000,000 Budget \$5,000                                       |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Fees 10% admin fee  |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
| Delivery, OverDrive,Zinio & Database  |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |
|   |            |               |           |                |                 |                |             |                   |            |           |           |          |                   |  |

# NorthNet Library System

Budget FY 2016/17

## SUMMARY

|                      |                      | LOCAL   | COMMUNICATION<br>& DELIVERY | ADMIN   | TOTAL          |
|----------------------|----------------------|---------|-----------------------------|---------|----------------|
| 3510                 | Interest Earned      |         |                             | 1,200   | 1,200          |
| 3661                 | Membership Fees      |         |                             | 110,270 | 110,270        |
| 3667                 | State Library CLSA   |         | 339,635                     | 84,909  | 424,544        |
| 3668                 | LSTA-Indirect        |         |                             | 4,297   | 4,297          |
| 3674                 | Member Reimbursement | 160,000 | 150,000                     |         | 310,000        |
| GRAND TOTAL REVENUES |                      | 160,000 | 489,635                     | 200,676 | <b>850,311</b> |

| 4212                     | Comm. - E Mail        |         | 900     |         | 900            |
|--------------------------|-----------------------|---------|---------|---------|----------------|
| 4218                     | Postage               |         | 1,800   |         | 1,800          |
| 4219                     | Other Prof Serv       |         |         | 11,000  | 11,000         |
| 4220                     | Contractual Service   |         | 485,735 | 176,126 | 661,861        |
| 4230                     | Office Expense        |         | 1,200   |         | 1,200          |
| 4301                     | Insurance             |         |         | 2,500   | 2,500          |
| 4303                     | Travel & Meeting      |         |         | 11,000  | 11,000         |
| 4373                     | Service Fees          |         |         | 50      | 50             |
| 4445                     | Purchases for Members | 160,000 |         |         | 160,000        |
| GRAND TOTAL EXPENDITURES |                       | 160,000 | 489,635 | 200,676 | <b>850,311</b> |

|              |                  |    |                   |
|--------------|------------------|----|-------------------|
|              | <b>6/30/2015</b> |    | <b>6/30/2016</b>  |
| Fund Balance | \$ 359,778       | \$ | 340,000 estimated |
| C&D Fund     | \$ 180,099       | \$ | 180,099           |

**NorthNet Library System  
Budget FY 2016/2017**

| <b>LOCAL</b>                        |                               | <b>FY 15/16</b> | <b>FY 16/17</b> |  |
|-------------------------------------|-------------------------------|-----------------|-----------------|--|
| 3674                                | Reimbursable Costs            | 150,000         | 160,000         | Gale databases<br>OverDrive Collection, Zinio                                |
|                                     | <b>TOTAL REVENUES</b>         | <b>150,000</b>  | <b>160,000</b>  |  |
| 4445                                | Reimbursable-Library Expenses | 150,000         | 160,000         | Gale databases<br>OverDrive Collection, Zinio                                |
|                                     | <b>TOTAL EXPENDITURES</b>     | <b>150,000</b>  | <b>160,000</b>  |  |
| <b>COMMUNICATION &amp; DELIVERY</b> |                               | <b>FY 15/16</b> | <b>FY 16/17</b> |  |
| 3667                                | CLSA State Library            | 337,486         | 339,635         |  |
| 3674                                | Reimbursable Costs            | 150,000         | 150,000         | from NBCLS & MVLS members<br>for deliveries                                  |
|                                     | <b>TOTAL REVENUES</b>         | <b>487,486</b>  | <b>489,635</b>  |  |
| 4212                                | Communication                 | 800             | 900             | conference calls, listserves,  |
| 4220                                | Contractual Services          | 483,686         | 485,735         | Delivery for MVLS and NBCLS,<br>Website support, CLSA Allocation for members |
| 4230                                | Office Supplies               | 1,200           | 1,200           |  |
| 4233                                | Postage                       | 1,800           | 1,800           | postage, UPS   |
|                                     | <b>TOTAL EXPENDITURES</b>     | <b>487,486</b>  | <b>489,635</b>  |  |
| <b>ADMINISTRATION</b>               |                               | <b>FY 15/16</b> | <b>FY 16/17</b> |  |
| 3510                                | Interest Earned               | 500             | 1,200           |  |
| 3661                                | Membership Fees               | 104,180         | 110,270         |  |
| 3667                                | CLSA-State Library            | 84,371          | 84,909          | CLSA indirect  |
| 3668                                | LSTA-Indirect                 | 4,753           | 4,297           | for PLSEPT grant FY 15/16<br>(Public Library Staff Education Program)        |
| 3000                                | Fund Balance                  | 40,000          |                 | for strategic planning   |
|                                     | <b>TOTAL REVENUES</b>         | <b>233,804</b>  | <b>200,676</b>  |  |
| 4219                                | Other Prof Serv               | 11,000          | 11,000          | audit  |
| 4220                                | Contractual Service           | 209,254         | 176,126         | PLS Contract: \$124,654<br>other projects/staff development \$51,472         |
| 4301                                | Insurance                     | 2,500           | 2,500           | Liability insurance  |
| 4303                                | Travel & Meeting              | 11,000          | 11,000          | annual meeting   |
| 4373                                | Service Fees                  | 50              | 50              | bank fees  |
|                                     | <b>TOTAL EXPENDITURES</b>     | <b>233,804</b>  | <b>200,676</b>  |  |

## **NorthNet Library System (NLS) Strategic Priorities - FY 15/16 and Beyond**

The initial NLS strategies and goals were adopted in May 2010. In light of continually changing economic support, new service trends and new NLS leadership, a fresh look at system activities focused on clarifying and identifying strategic priorities was undertaken in FY 2015/16. Although not a complete revision of the strategies and goals, existing priorities have been confirmed and new directions have been identified. These priorities are extremely useful in identifying impactful services for member libraries and are informing recommendations to the California Library Services Board, the board that determines the services provided by NLS and other California Library Services Act (CLSA) systems. Other regional library systems have participated in similar planning sessions; and, with those results, we are able to identify some statewide priorities as well.

### **Background**

NLS Directors (or their designees) from each member library were invited to participate in one of two workshops hosted by NLS in Chico on November 2nd, and Napa on November 3rd, 2015. These workshops explored current needs and critical issues of members, as well as aspirations and opportunities for NLS to deliver higher value services as a CLSA System. The workshops were facilitated by Sam McBane Mulford, Ideation Collaborative and Cheryl Gould, Fully Engaged Libraries. Every workshop was facilitated in the same manner with the same agenda:

- Introduction
- Input and Conversations about the value of PLP membership
- Patterns and Themes around needs and aspiration
- Criteria around PLP decision making on investments and actions
- Identification, Conceptualization, and Valuation of Potential Initiatives

Key potential initiatives were identified during the workshops. In order to confirm that these initiatives were representative of system needs, a survey was also conducted after the workshops to gather input from other staff at their libraries on all the topics addressed in the workshop. 65 survey responses were submitted; almost 74% of those did not attend a workshop. There was strong alignment with the results of the workshops and the surveys. The NLS Administrative Council met on January 25, 2016, to further review these initiatives and identify priorities for action. Service initiatives that were identified as high priorities by both workshop and survey participants are shown below in ranked order, determined at the January 25, 2016, meeting:

- Member Asset Mapping – deep, intentional knowledge of member strengths
- Sharing People and Knowledge Platform
- NLS Zip Books Program
- Training and Development
- Value Statement and Branding for NLS
- Budget Alignment for Increased Collaboration/Purchasing Power
- Continuum of Communication - blogs to extensive publications
- One NLS Card
- Facilitation Capacity Building

Further discussion at the January 25, 2016, meeting resulted in the consensus of five key strategic directions for NLS focus. These strategic directions are detailed below:

- **Member Asset Mapping** is an activity that can start now and content will eventually be included in a Knowledge Platform; this info will also be communicated and can be used immediately by member libraries to share information, expertise, and even opportunities to collaborate or enhance purchasing power.
- **Sharing People and Knowledge Platform** is a highly prioritized initiative among many other systems and could become a collaborative effort at a multi-system or even statewide scale - NLS should monitor interest and activity and decide whether to join or develop a solution for NLS.
- **Zip Books** is being explored by Placer County and could be enlarged to include anyone within NLS that is interested.
- **Training and Development/ Facilitation and Capacity Building** will be combined to broaden the scope of this priority and can be achieved with complementary activities.
- **Budget Cycle Alignment for Increased Collaboration/Purchasing Power** can begin with NLS staff and members collecting and analyzing existing contracts, as well as facilitating communication among member libraries around intention and goals for procurement, etc.

## Implementation of Strategic Priorities

These directions are informing the focus of NLS staff and members to take advantage of service opportunities as they become apparent. We know that developing some quick wins with visible impact relevant to most if not all libraries in the system will provide solutions to real challenges for libraries and rapidly confirm the value of the system and its membership.

Given the current level of capacity and support at the system, creating leadership teams of member libraries to further define the goals and scope of the initiatives that were conceptualized by this process will create clarity around the significance of the effort and help determine the cost effectiveness of pursuing an initiative. We believe that collaboration among member libraries will leverage all our assets more effectively and provide value to system members as a whole.

The implementation of these exciting concepts may be facilitated by additional funding for ongoing CLSA activities that is included in the proposed FY 2016/17 state budget. This additional funding will support increased NLS capacity through additional time for the system coordinator and/or identification of expert consultants who can assist us with specific projects. Below are some examples of how these priorities are being realized and will inform our work in 2016/17 and beyond.

**Member Asset Mapping** is an impactful project that is the top priority of NLS members. One of the most critical tasks is defining the key assets we want to map and how to ensure that we obtain useful and easily-shared information of those assets. Jacquie Brinkley, system coordinator, is working closely with our planning consultant Sam Mulford to develop an asset matrix and design an information collection methodology. This material will be housed and accessed through a knowledge platform that is being developed collaboratively by all the CLSA systems (see below).

**Sharing People and Knowledge Platform:** This need has been identified by a number of regional systems. The Black Gold Library System is hosting a pilot site, "CLSA Knowledge Base," <http://clsainfo.org/>, and NLS staff are involved in developing and testing this platform. We anticipate

using this to collect policies, procedures and best practices from interested systems and to develop our own specific repository for NLS materials. We are developing the platform so that we can provide convenient access to information about specific skills of staff and knowledge-sharing of best practices.

Closely aligned with the Sharing People and Knowledge Platform is a Shared E-resource Search Platform for Convenient Access. This is a critical need for all our member libraries and others in the state and the nation. NLS staff are constantly looking for new products or services to provide seamless access to e-content. We are aware that our development partner Califa is working closely with the New York Public Library on the development and national distribution of "Simply E", an open source product which provides for seamless searching across all e-content. NLS is closely monitoring this relationship and is in a strategic position to serve as the first California regional deployment of this product.

**Zip Books** is an initiative that replaces ILL with a "buy v. borrow" procurement model. If a patron in good standing of any of the participating libraries wants a book the library does not own, the library buys it from Amazon, as long as it costs less than \$35 pretax. (More expensive requests will be evaluated on a case by case basis.) The book is shipped directly to the patron, without a finite lending period. When they are done, patrons simply return the book to their local branch, where the librarian evaluates the item as to whether it will be added to the collection or sold at the library book sale, etc. This program has been supported by the California State Library with a number of rural libraries from around the state participating. Staff and members are determining how this program might be developed for NLS as a system and are interested in pursuing CLSA support for this pragmatic approach to resource-sharing.

**Training and Development/Facilitation and Capacity Building:** We are constantly searching for further professional development opportunities and; as Infopeople transitions from a state-wide, state-subsidized continuing education program, we will determine what types of training may be effectively delivered at a regional system level, through Infopeople or other providers. We have identified a great opportunity for Facilitation and Capacity Building. The California State Library (CSL) is offering the opportunity for libraries to participate in the Harwood Turning Libraries Outward training in May 2016. Several NLS libraries are participating and we anticipate that we will share their knowledge on the knowledge platform and through programming. Also, NLS with the Pacific Library Partnership (PLP) as a collaborator, has been awarded an FY 2016/17 CSL Pitch-An-Idea grant for "Community Engagement and Facilitation Skills for NLS and PLP Libraries". 8-10 NLS libraries will be selected to participate in this training led by Susan Clark, well-known for her work in adult literacy and community engagement, who will tailor for libraries an Institute for Local Government program that she has developed. Again, we will share the information and results from this program with all member libraries.

**Budget Cycle Alignment for Increased Collaboration/Purchasing Power** should be an ongoing activity that also aligns with the system and member library fiscal years which, for the most part, are July 1 – June 30. Jacquie Brinkley, system coordinator, is working closely with member library directors and other staff to determine the best mechanism and timeline to collect this critical information. We are collecting and analyzing existing contracts, working on aligning the timeframes of those contracts and facilitating communication among member libraries around intention and goals for procurement, etc. This project is currently launching and should be in place for some FY 16/17 contracts and definitely available for FY 17/18 contracts. Because NLS is a large system, with many members and covering much geographical territory, it can be challenging to organize collaborative purchasing yet is and will be a huge asset for member libraries in cost savings and access to a wide array of content.



There are several service priorities that were not identified as the five critical directions yet are areas where we see potential opportunities for NLS. All these priorities are outlined in the findings summary of this planning work which is attached to this document. The concept of a universal card is one that should receive some further consideration.

**One Card:** There is much interest in varieties of this concept – one uniform card for all PLP member libraries, a virtual PLP card that would provide seamless access to all our e-content, a student card that provide either virtual or complete access to library resources possibly based on student school ID to be as convenient to issue as possible. With proposed additional funding for CLSA in the FY 2016/17 budget, the concept of a statewide library card, either real or virtual, is one that is receiving much attention. PLP must monitor all these efforts carefully and be ready to pilot or participate in regional or statewide initiatives.

PLP as the lead partner, in collaboration with NLS, has been awarded an FY 2016/17 CSL Pitch-An-Idea grant for the “Student Success Initiative”. We will work closely with 6 PLP and 4 NLS libraries to model different methods of developing these student card initiatives and developing best practices to share with all our members and the field. We will bring on a part-time coordinator for this project as well as identify expertise for developing marketing and social media materials to make this impactful programs successful.

Although not specifically included in the top ten initiatives at the workshops and surveys, we know there is great interest in using data to inform service planning and decision-making.

**Data Analytics Platform:** NLS shares administrative staff with PLP, and we hope that, if state or local funding were available, NLS could join PLP in their Analytics on Demand project. PLP has negotiated a 15-month contract (3/16 – 6/17) at a very reasonable cost with Gale. Although some member libraries are using other analytics products, PLP is establishing a member-led community of practice to determine the most effective ways to use this resource. We are also working with Gale to tailor the product for use with regional systems as it has generally been used at a local library level. This product customization will assist PLP members and other regional libraries in California and beyond. We will evaluate the success of this product and determine how continued access might be funded after June 2017. We believe that Analytics on Demand may provide some data to inform regional and local needs assessment. This is a critical area of need for our member libraries and the system itself; and we will continue to look for opportunities to strengthen our work in this area in 2016/17.

## Conclusion

There is much potential for success and impactful services for NLS, with strong new leadership and a huge knowledge base in our member libraries. The priorities we have identified will be used to develop the 2016/17 plan of service and will be monitored on an annual basis to develop an action plan for effective service to our members. We will also use these priorities to help inform statewide services or projects that are currently under consideration for funding by the California Library Services Board.

The detailed report of these planning activities will be available very soon at <http://northnetlibs.org/>. Summary document prepared May 2016.

# Project Outcome:

*Gathering Better Data to Create Better Libraries*



project

**P 34**

**OUTCOME**

MEASURING THE TRUE IMPACT  
OF PUBLIC LIBRARIES

**PLA**

Public Library Association  
a division of the American Library Association

# Welcome!

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Denise Davis

Project Outcome Task Force Chair  
(Public Library Association)

Deputy Director, Sacramento  
Public Library

# Agenda

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- Why measure outcomes?
- Project Outcome: Overview
- Lessons from the Field – Plano, TX and Sacramento
- What's Next?
- Project Outcome screenshots



# Why Measure Outcomes?

# Moving from Outputs to Outcomes

An outcome is a specific benefit that results from a library program or service designed to help patrons change their knowledge, behavior, skills, attitudes, or awareness.  
Changes individuals perceive in themselves!



# Project Outcome: Overview

# Project Outcome

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Providing FREE simple tools for libraries to:

- Measure service-based outcomes
- Understand and aggregate findings
- Access tools and resources to help libraries take action



# Project Outcome Results

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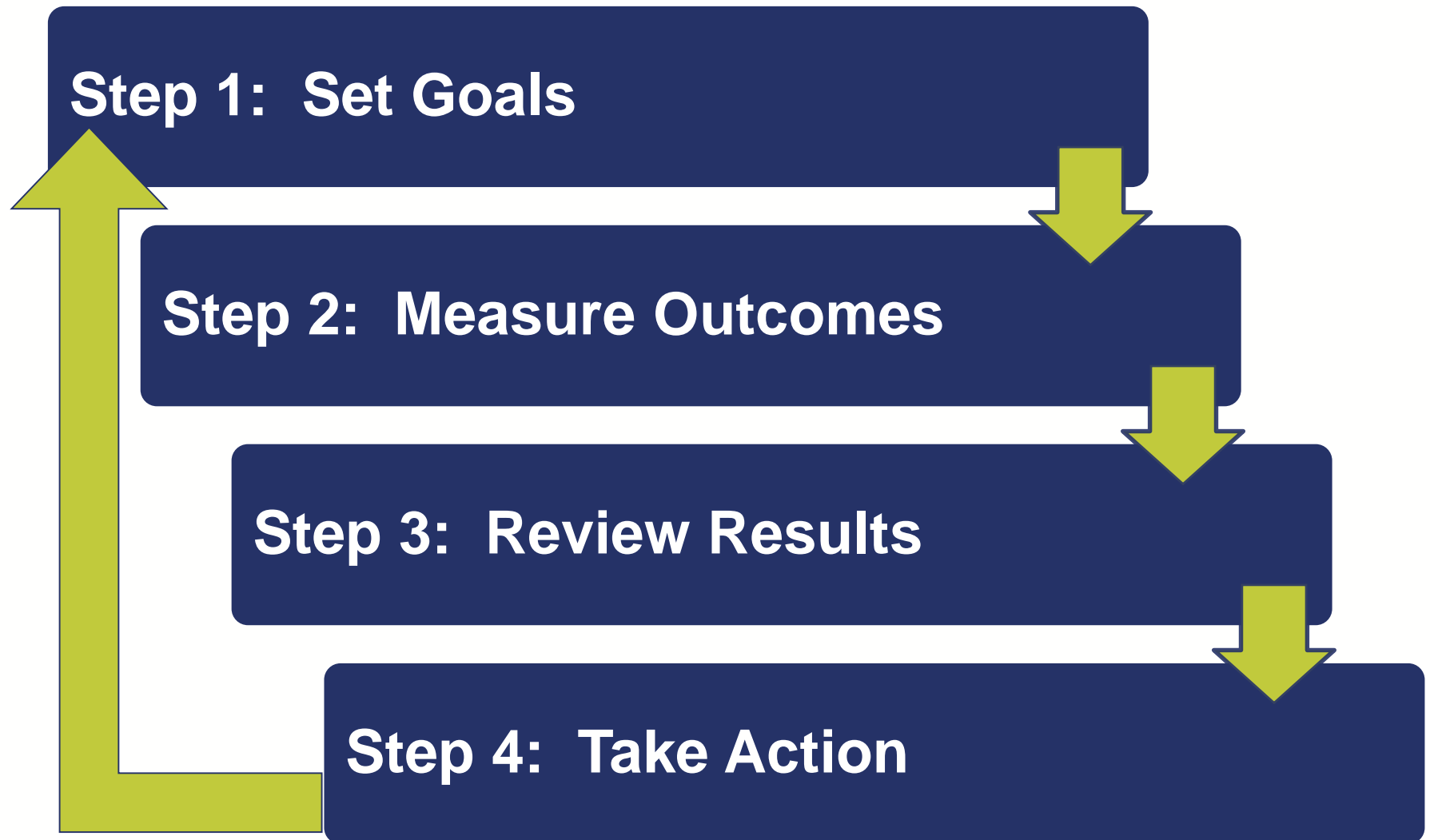


WHAT GOOD DID WE DO

- Over 1550 Project Outcome Users
  - 1400+ Public Library
  - 75 State Library
  - 80+ Other
- 451 libraries using survey portal
- 400 surveys scheduled
- 11,000+ patron surveys collected

# Outcome Measurement Planning Process

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# 7 Survey Areas

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**CIVIC/COMMUNITY ENGAGEMENT**



**EARLY CHILDHOOD LITERACY**



**EDUCATION/LIFELONG LEARNING**



**SUMMER READING**



**ECONOMIC DEVELOPMENT**



**DIGITAL INCLUSION**



**JOB SKILLS**

# Survey Questions

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Multiple choice questions measure:

- Learned something new
- Increased confidence
- Anticipated change in behavior
- Increased awareness



EARLY CHILDHOOD LITERACY

# Survey Questions

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Open-ended questions measure:

- General patron feedback
- Suggestions for improvement



EARLY CHILDHOOD LITERACY

# Survey Example: Early Childhood Literacy

Please take a few minutes for this brief survey and let us know if, as a result of participating in the EARLY CHILDHOOD LITERACY program . . .

|   | Strongly Disagree     | Disagree              | Neither Agree nor Disagree | Agree                 | Strongly Agree        | N/A                   |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| You learned something that you can share with your children   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| You feel more confident to help your children learn   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| You will spend more time interacting with your children (e.g., reading, talking, singing, writing, playing) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| You are more aware of applicable resources and services provided by the library                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

What did you like most about the program?

What could the library do to improve your children's enjoyment of reading?



EARLY CHILDHOOD LITERACY



# Lessons from the Field

# Project Outcome Testimonial

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Circulation is not everything. We are getting questions as to why numbers are going down.

Project Outcome results *changed the conversation* from numbers being down to:

- What are we accomplishing by being open?
- What is happening in the lives of our users?



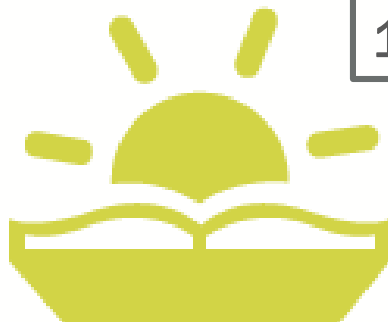
# California Libraries Engaged

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114 California individual users registered (as of 4/21),  
representing 24 libraries

- 45 surveys scheduled (underway or completed)
- 443 patrons surveyed
- Sacramento participated in level-1 survey testing 2014 and level-2 in March-April 2016
- Release of level-2 surveys (Follow-up) to the portal is scheduled for the end of June 2016

# Results



1712

**SUMMER READING**



3270

**EARLY CHILDHOOD LITERACY**



285

**CIVIC/COMMUNITY ENGAGEMENT**



297

**JOB SKILLS**



248

**ECONOMIC DEVELOPMENT**



544

**DIGITAL LEARNING**



1714

**EDUCATION/LIFELONG LEARNING**

# Taking Action

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**Examples of how other Project Outcome libraries have used outcome results:**

- To create additional programs
- To make changes to a program
- To eliminate a program
- To create a partnership action plan
- To write a grant proposal
- Present to library board
- As part of a strategic planning exercise

# Taking Action

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## Project Outcome User Experience:

- Survey: Digital Inclusion
- Library analyzed open-ended feedback from question - “What could the library do to improve their learning?”
- Feedback from single program session = majority requested higher-level learning classes
- Action taken: added advanced Microsoft Office classes

# Plano, TX Example

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## Education/Lifelong Learning (2015)

- Total Surveys: 140

## Early Childhood Literacy (2015)

- Total Surveys: 28

## Early Childhood Literacy (2016)

- Total Surveys: 31



# Education/Lifelong Learning Survey

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- MS Word Common Tasks
- Word Intro
- Beginning Excel
- Internet Basics
- Excel – Intermediate/Advanced
- Word Tares, Spanish (Common Tasks)
- 3D Printing Intro to Modeling
- 3D Printing 123D Design
- 3D Printing: Preparing Models Using Blender
- 3D Printing: Tinkercad
- S.T.E.A.M. Saturday
- Arduino Basics Workshop



# Survey Results: Feedback

“Offer 1-2 week classes extended”

“I’d like to go further in learning more”

“New/more software classes”



“I’d love an advanced PP class or graphics class or beginning HTML”

“Have more volunteers to assist so the instructor can keep teaching”

“Keep offering basic & advanced courses for technology like this”

“More science, math, & robotics classes”



# What Did We Learn?

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Realized we needed to have internal staff conversations: ***“Are we offering what we need to?”***

Had higher number of patrons participating in high-level learning programs

Different patron needs than 5 years ago & need to accommodate those changing needs



# Sacramento's Experience

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- Linking outcomes to our Strategic Plan
- Steering an ocean liner toward “blended” data collection
  - Inputs/outputs (State survey, PLDS)
  - Customer satisfaction surveys (Counting Opinions)
  - Market Segmentation by branch
  - Outcomes for programs and services (Project Outcome)

# Getting Started

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- Introduced outcomes measurement a year ago – Staff Day presentation (Fall 2015)
- Invited Project Outcome manager (PLA) to launch our participation – Quarterly All Staff presentation (March 2016)
- All branches have access and are self-teaching now
- Training tools inside the Project Outcome portal guide staff through the process of scheduling a survey through understanding the results
- Expect to take a full year before staff are comfortable selecting and assessing programs/service

# Outcome Measurement Training

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| Output                      | Outcome  |
|-----------------------------|--|
| Library use                 | A parent reads to their child more often because of skills learned in parent/child interaction at the library                                |
| Program visits/attendance   | A patron is able to write a resume after attending a library-sponsored workshop  |
| Computer Use (reservations) | A patron is more confident in searching and applying for jobs due to skills gained through a computer use training offered by/at the library |

# Bringing Staff Along – the Why!

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Reinforcing the ultimate goals of moving to outcomes measurement

- Telling our story with more than a few “nice quotes”
- Standardizing data collection – getting away from the random Survey Monkey surveys allows us to talk about Sacramento Public Library, as well as a single branch
- Outward-facing reporting to our Board – community engagement

# Onboarding Staff

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- Started with customer satisfaction survey and coding comments (2013-14)
- Engaged branch staff in pilot testing the Level 1 Project Outcome surveys (2014)
- Staff Day 2015 outcomes training session kick-off
- Spring 2016 introduce staff to using the Project Outcome portal
- Encourage using the resources in the Project Outcome portal



# Staying Practical

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- Reminding staff to start slowly, identify one or two programs/services at most
- Gain confidence in the entire process
- Developing additional tools to on-board staff as part of the Strategic Plan activities
- Tools are available in a SharePoint folder
- Using Webex to “record” PPT presentations

# Results Planning

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- So what do we do with all this data?
- Consider the timeframe for surveying and acting on results
- Provide training on how to interpret results
- Administration monthly data “check-in”  
- deeper review quarterly
- Report to Board 2+ times per year





# What's Next for Project Outcome?



# 2016 Planning

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WHAT GOOD DID WE DO

- Task Force creates & pilot tests advanced measures: Spring
- Launch advanced measures: ALA Annual, June
- State training: Fall
- Free monthly webinars (ongoing)
- Conference presentations
- Peer share opportunities (ongoing)

# Upcoming Events

## ALA Annual Conference

- Preconference program June 24<sup>th</sup>
- Power of Performance session tentatively scheduled for June 25<sup>th</sup>, 3-4 pm



# Project Outcome Portal

## Getting Started



### Survey Portal

Visit the Survey Portal to access surveys, input your data, and generate reports of your results.

[GO TO SURVEY PORTAL](#)

### Data Dashboard

Visit the Data Dashboard to view, interact with, and share your survey results.

[GO TO DATA DASHBOARD](#)

## Successfully Implementing



When you are ready to start Project Outcome, review these resources for planning and administering the surveys and understanding and using the results.

### CATEGORIES

#FAQ  
#TAKINGACTION  
#ADMINISTRATION  
#PLANNING  
#ADVOCACY  
#DATADASHBOARDS  
#SURVEYPORTAL  
#HELP  
#CASESTUDIES  
#SURVEYDESIGN

#### INTRODUCING IMPACT SURVEY

Video

[Mark complete](#)

#### HOW TO MAXIMIZE YOUR RESULTS

Interactive

[Mark complete](#)

#### SUMMER READING CASE STUDY

Text

[Mark complete](#)

#### GOOD PRACTICES FOR COMMUNICATING DATA

Text

[Mark complete](#)

#### STATE-LEVEL DATA ACCESS

[Mark complete](#)

#### HOW TO USE THE DATA DASHBOARD

In

MY IMPACT

ORGANIZATIONAL PROFILE

REPORTS

[Account settings](#)

Select another survey

Project Outcome: Civic/Community Engagement: 12/4/15 - 12/15/15 ▼

## Project Outcome: Civic/Community Engagement (Paper survey entry)

### Fielding dates



Days left until  
survey starts

December 4, 2015 - December 15, 2015

[Change survey dates](#)

### Responses



0

Web responses

1

Paper responses

1

Surveys collected

*Counts are updated hourly.*

### Survey links



[Get survey links](#)

[Survey end page URL](#)

### Paper surveys



You have 7 days to enter paper surveys.  
If you have no paper survey responses,  
you can close the survey.

[Enter paper surveys](#)

[View paper survey \(English\)](#)

[View paper survey \(Spanish\)](#)

[Close paper surveys](#)



After survey closes

### Your survey promotion plan

- ☐ Send editorial report
- ☐ Restore session settings
- ☐ Remove links from captive portal
- ☐ Remove flyers
- ☐ Remove table tents
- ☐ Remove survey links
- ☐ Share reports

[View full plan](#)

**SCHEDULE NEW SURVEY**

**GO TO PROJECT  
OUTCOME**

**Closed surveys P 69**

You have 25 closed surveys. [View reports](#)

**Survey Portal**

## Implications for Community Impact

Education and lifelong learning are powerful drivers of community development. As Americans live longer and spend more years in the workforce, it is especially important for adults to have continued ongoing learning and training opportunities to remain competitive. Public libraries to enhance their education and public lifelong learning provide lasting benefits for individuals.

- Most people in the United States (86%) have used a public library in the past year, and about half have used a public library in the past month to access materials and resources available at public libraries to succeed.<sup>1</sup>
- Many learning pursuits are enhanced by Internet access. A 2009 study by the Institute of Museum and Library Services found that those who used a library computer to apply for a job or more than half (51%) of those who used a library computer for education received funding.<sup>2</sup>
- Adults who have not graduated from high school or GED were to close it would have a major impact on the workforce and ethnic minorities and those living in poverty would be impacted through online classes or assignments.
- Support and training provided by public libraries is a key factor in the success of patrons available in public libraries. Among Americans, 66% of those who received help from a librarian for things like answering questions, attending a class, lecture, or program for adults.

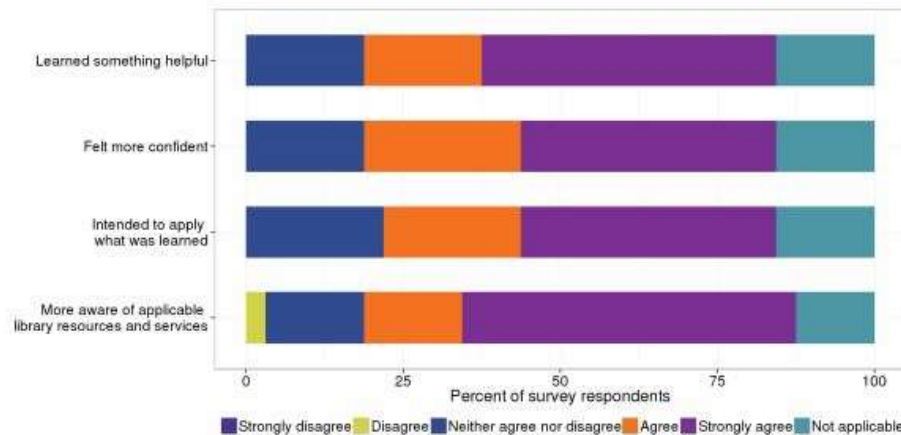
## Bedford P

Population of Legal Service Area: 49,054  
 Annual Operating Expenditures: 1,295,849  
 Number of Libraries: 1  
 FTE Staff: 19.57  
 Visits per Capita: 4.982  
 Annual Hours Open: 2,970

## Results

The results of the Education and Lifelong Learning surveys are shown in the chart below.

### Outcomes from the Education and Lifelong Learning Program



The percentage of patrons surveyed who agreed or strongly agreed that the program was beneficial includes:

- Learned something that was helpful: 66%
- Felt more confident about what they learned: 66%
- Intended to apply what they learned: 62%
- Were more aware of applicable resources and services provided by the library: 69%

## Program Information

| Program Name      | Attendance | Response Rate | Session Date     |
|-------------------|------------|---------------|------------------|
| Baby Buggy Parade | 225        | 14%           | October 16, 2015 |

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#### INTRODUCING IMPACT SURVEY

Video

[Mark complete](#)

#### HOW TO MAXIMIZE YOUR RESULTS

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#### SUMMER READING CASE STUDY

Text

[Mark complete](#)

#### GOOD PRACTICES FOR COMMUNICATING DATA

Text

[Mark complete](#)

#### STATE-LEVEL DATA ACCESS

Video

[Mark complete](#)

#### HOW TO USE THE DATA DASHBOARD

Interactive

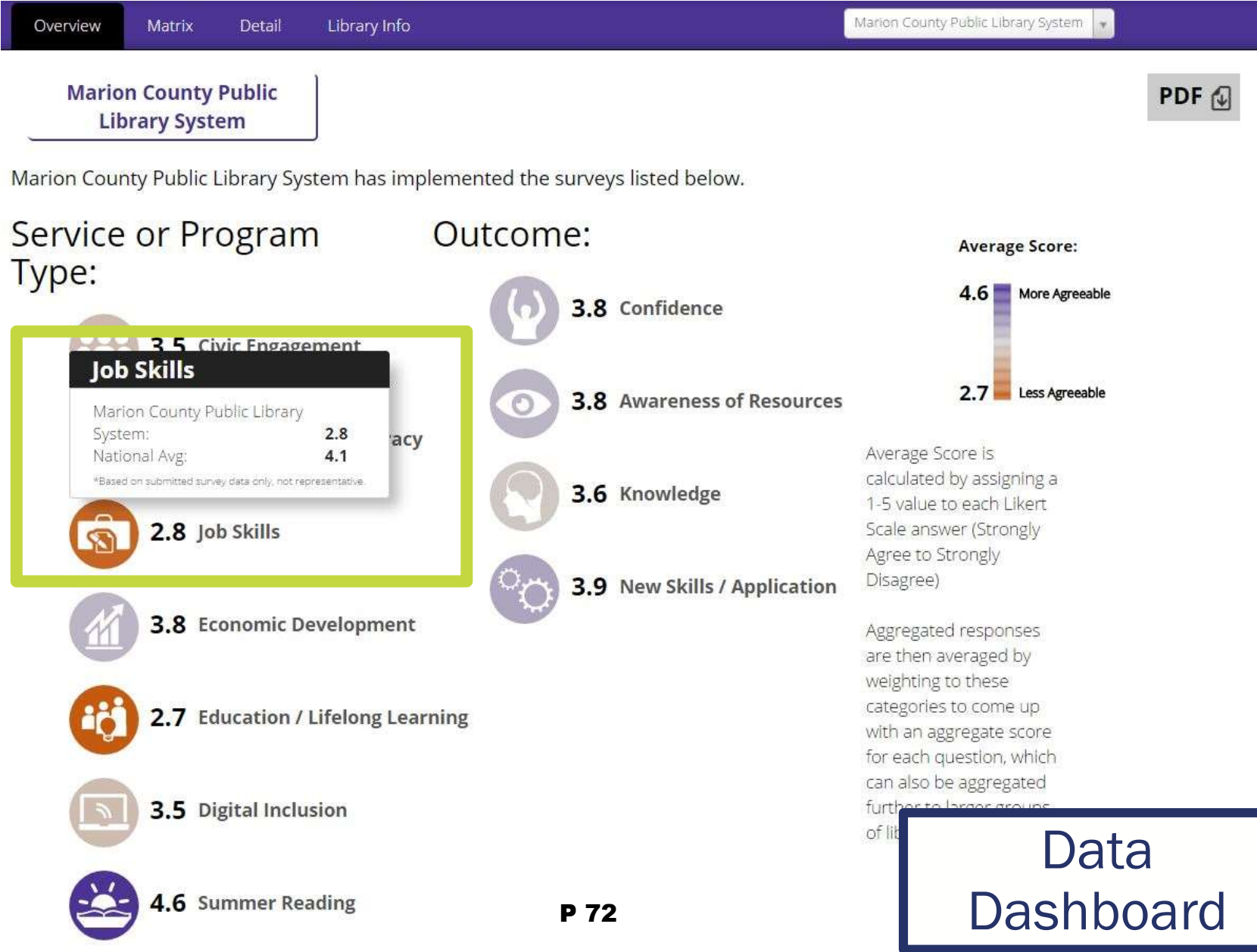
[Mark complete](#)

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Project Outcome Website

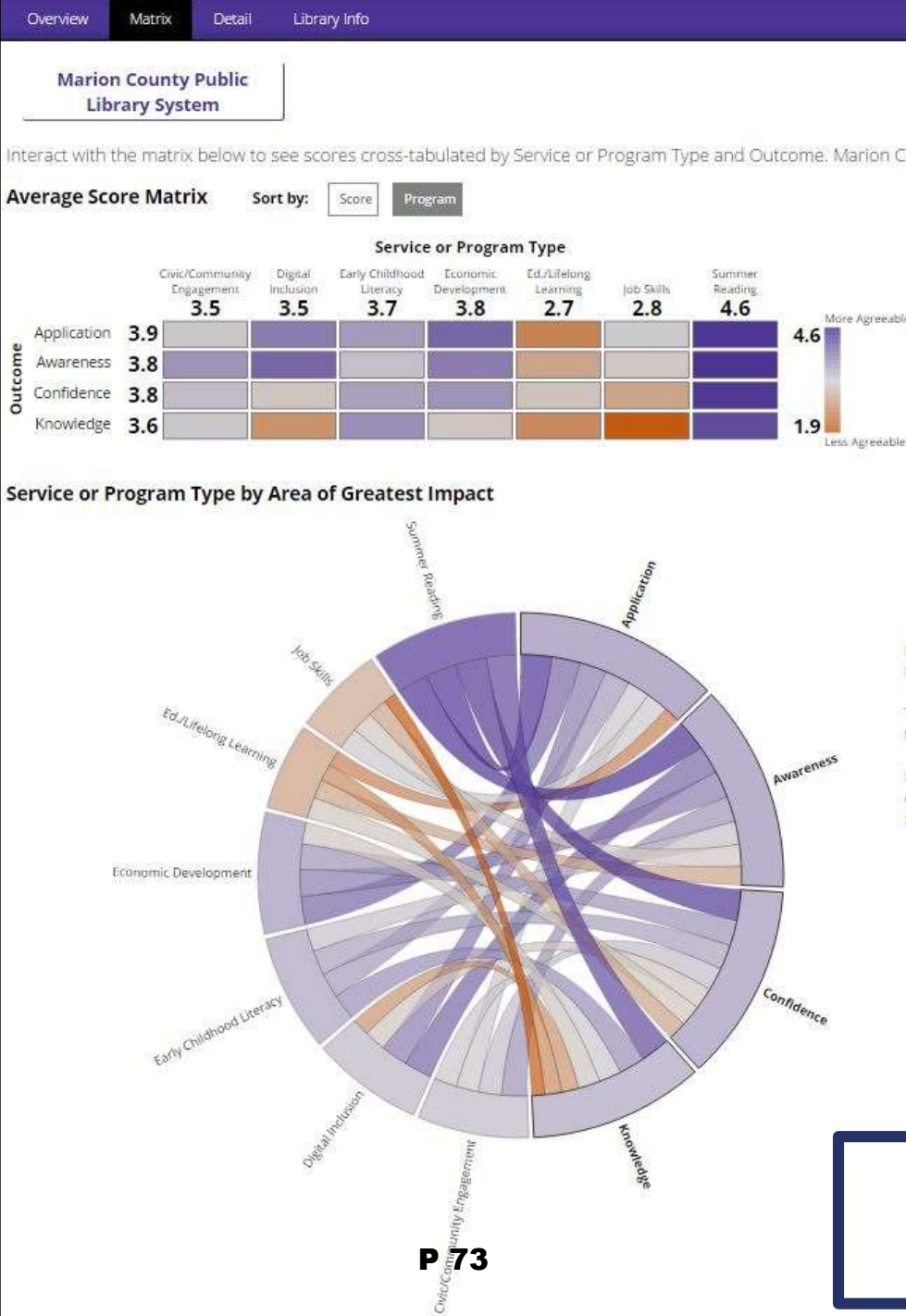


# Overview





# Matrix



Data  
Dashboard

# Library Info

Marion County Public Library System

PDF



The following information is associated with this library on the Global Libraries Atlas, which is pulling from the 2012 IMLS Public Library Survey data file. Work is currently underway to reflect updated information provided through the Organizational Profile on projectoutcome.org, and will be available at a later date.

Marion County Public Library System



Total Outlets:  
0



Public Workstations:  
212

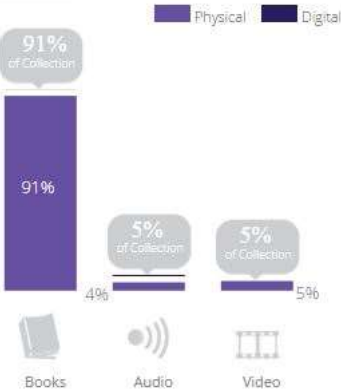


Annual Visits:  
1,134,333

## Collection by Type in System

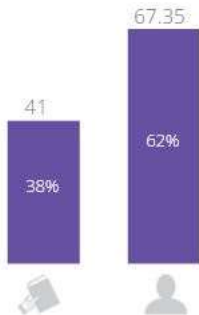
Annual Circulation  
1,380,104

Total Collection  
564,212



## Staff by Type

System Staff  
108.35



Data Dashboard

# Successfully Implementing



When you are ready to start Project Outcome, review these resources for planning and administering the surveys and understanding and using the results.

The screenshot displays the Project Outcome Website interface. On the left is a navigation menu with two main sections: 'CATEGORIES' and 'FILE TYPES'. The 'CATEGORIES' section includes a list of hashtags: #FAQ, #TAKING ACTION, #ADMINISTRATION, #PLANNING, #DATA DASHBOARDS, #SURVEY PORTAL, #HELP, #CASE STUDIES, and #SURVEY DESIGN. The 'FILE TYPES' section lists TEXT, VIDEO, and INTERACTIVE. A large green arrow points from the top of the 'CATEGORIES' section down to the #ADMINISTRATION and #PLANNING items, which are enclosed in a yellow rectangular box. To the right of the menu is a grid of resource cards. The top row contains three cards: 'INTRODUCING IMPACT SURVEY' (Video, Mark complete), 'HOW TO MAXIMIZE YOUR RESULTS' (Interactive, Mark complete), and 'HOW TO USE THE SURVEY PORTAL' (Interactive, Mark complete). The middle row contains three cards: 'PROJECT OUTCOME SURVEY QUESTIONS' (Text, Mark complete), 'HOW TO NAVIGATE THE SURVEY PORTAL' (Text, Mark complete), and 'HOW WE COMPARE' (Text, Mark complete). The bottom row contains three cards: 'HOW TO TALK TO PATRONS ABOUT SURVEYS' (Text), 'PROJECT OUTCOME: AN OVERVIEW' (Video), and 'DATA COLLECTION TEAM'. A yellow rectangular box highlights the 'HOW TO MAXIMIZE YOUR RESULTS' card. A green arrow points from the right side of the grid towards the 'HOW TO USE THE SURVEY PORTAL' card. At the bottom center, the text 'P 75' is visible. At the bottom right, a white box with a black border contains the text 'Project Outcome Website'.

**CATEGORIES**

- #FAQ
- #TAKING ACTION
- #ADMINISTRATION
- #PLANNING
- #DATA DASHBOARDS
- #SURVEY PORTAL
- #HELP
- #CASE STUDIES
- #SURVEY DESIGN

**FILE TYPES**

- TEXT
- VIDEO
- INTERACTIVE

**Resource Grid:**

| Resource Title                       | Format      | Status        |
|--------------------------------------|-------------|---------------|
| INTRODUCING IMPACT SURVEY            | Video       | Mark complete |
| HOW TO MAXIMIZE YOUR RESULTS         | Interactive | Mark complete |
| HOW TO USE THE SURVEY PORTAL         | Interactive | Mark complete |
| PROJECT OUTCOME SURVEY QUESTIONS     | Text        | Mark complete |
| HOW TO NAVIGATE THE SURVEY PORTAL    | Text        | Mark complete |
| HOW WE COMPARE                       | Text        | Mark complete |
| HOW TO TALK TO PATRONS ABOUT SURVEYS | Text        |               |
| PROJECT OUTCOME: AN OVERVIEW         | Video       |               |
| DATA COLLECTION TEAM                 |             |               |

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Project Outcome Website

# Examples of Resources

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## #HELP

- Choosing the Right Survey(s)
- How to Talk to Patrons about Surveys
- Survey Collection Best Practices
- How to Use the Survey Portal
- How to Use the Data Dashboard

## #PLANNING

- Good Practices for Communicating Data
- Advocacy Resources for All Audiences

# Questions?

## Stay Connected!

[www.projectoutcome.org](http://www.projectoutcome.org)

[info@projectoutcome.org](mailto:info@projectoutcome.org)

[twitter.com/ProjectOutcome](https://twitter.com/ProjectOutcome)

[www.facebook.com/groups/projectoutcome](https://www.facebook.com/groups/projectoutcome)

| <b>CLSA Allocation of C&amp;D/e-books/Broadband FY 16/17</b> |                   |                    |                               | <b>\$335,735</b>  |
|--|-------------------|--------------------|-------------------------------|-------------------|
|  |                   |                    |                               |                   |
|  |                   | <b>%50 of CLSA</b> | <b>50% base on population</b> | <b>TOTAL</b>      |
|  |                   |                    |                               | <b>CLSA</b>       |
| <b>Library</b>   | <b>Population</b> | <b>167,867.50</b>  | <b>167,867.50</b>             | <b>Allocation</b> |
| Alpine   | 1,166             | 4,094.33           | 40.54                         | <b>4,134.87</b>   |
| Bel-Tib  | 11,665            | 4,094.33           | 405.60                        | <b>4,499.93</b>   |
| Benicia  | 27,501            | 4,094.33           | 956.22                        | <b>5,050.55</b>   |
| Butte  | 224,601           | 4,094.33           | 7,809.46                      | <b>11,903.79</b>  |
| Colusa   | 21,948            | 4,094.33           | 763.14                        | <b>4,857.47</b>   |
| Del Norte  | 26,811            | 4,094.33           | 932.23                        | <b>5,026.56</b>   |
| Dixon  | 27,924            | 4,094.33           | 970.93                        | <b>5,065.26</b>   |
| El Dorado  | 183,750           | 4,094.33           | 6,389.06                      | <b>10,483.39</b>  |
| Folsom   | 77,246            | 4,094.33           | 2,685.87                      | <b>6,780.20</b>   |
| Humboldt   | 135,116           | 4,094.33           | 4,698.04                      | <b>8,792.36</b>   |
| Lake Cty   | 64,306            | 4,094.33           | 2,235.94                      | <b>6,330.27</b>   |
| Larkspur   | 12,445            | 4,094.33           | 432.72                        | <b>4,527.05</b>   |
| Lassen   | 14,614            | 4,094.33           | 508.13                        | <b>4,602.46</b>   |
| Lincoln  | 47,339            | 4,094.33           | 1,646.00                      | <b>5,740.32</b>   |
| Marin  | 142,618           | 4,094.33           | 4,958.88                      | <b>9,053.21</b>   |
| Mendocino  | 88,378            | 4,094.33           | 3,072.94                      | <b>7,167.27</b>   |
| Mill Valley  | 14,880            | 4,094.33           | 517.38                        | <b>4,611.71</b>   |
| Modoc  | 9,638             | 4,094.33           | 335.12                        | <b>4,429.45</b>   |
| Mono   | 13,721            | 4,094.33           | 477.08                        | <b>4,571.41</b>   |
| Napa County  | 136,024           | 4,094.33           | 4,729.61                      | <b>8,823.94</b>   |
| Nevada   | 98,095            | 4,094.33           | 3,410.80                      | <b>7,505.13</b>   |
| Orland   | 15,066            | 4,094.33           | 523.85                        | <b>4,618.18</b>   |
| Placer   | 192,384           | 4,094.33           | 6,689.27                      | <b>10,783.60</b>  |
| Plumas   | 23,082            | 4,094.33           | 802.57                        | <b>4,896.90</b>   |
| Roseville  | 134,073           | 4,094.33           | 4,661.77                      | <b>8,756.10</b>   |
| Sacramento   | 1,418,051         | 4,094.33           | 49,306.18                     | <b>53,400.51</b>  |
| St. Helena   | 6,004             | 4,094.33           | 208.76                        | <b>4,303.09</b>   |
| San Anselmo  | 12,867            | 4,094.33           | 447.39                        | <b>4,541.72</b>   |
| San Rafael   | 60,582            | 4,094.33           | 2,106.46                      | <b>6,200.79</b>   |
| Sausalito  | 7,217             | 4,094.33           | 250.94                        | <b>4,345.27</b>   |
| Shasta   | 178,592           | 4,094.33           | 6,209.71                      | <b>10,304.04</b>  |
| Siskiyou   | 44,739            | 4,094.33           | 1,555.59                      | <b>5,649.92</b>   |
| Solano   | 376,073           | 4,094.33           | 13,076.20                     | <b>17,170.53</b>  |
| Sonoma   | 501,959           | 4,094.33           | 17,453.31                     | <b>21,547.64</b>  |
| Sutter   | 97,308            | 4,094.33           | 3,383.44                      | <b>7,477.77</b>   |
| Tehama   | 63,934            | 4,094.33           | 2,223.01                      | <b>6,317.34</b>   |
| Trinity  | 13,667            | 4,094.33           | 475.21                        | <b>4,569.54</b>   |
| Willows  | 13,603            | 4,094.33           | 472.98                        | <b>4,567.31</b>   |
| Woodland   | 57,526            | 4,094.33           | 2,000.20                      | <b>6,094.53</b>   |
| Yolo   | 157,029           | 4,094.33           | 5,459.96                      | <b>9,554.29</b>   |
| Yuba   | 74,345            | 4,094.33           | 2,585.00                      | <b>6,679.33</b>   |
| <b>Total</b>   | <b>4,827,887</b>  | <b>167,867.50</b>  | <b>167,867.50</b>             | <b>335,735</b>    |