

# NorthNet Library System

**Administrative Council Meeting**  
**January 25, 2016 - 10:00 a.m. to 3:00 p.m.**

**Sacramento Public Library**  
North Natomas Branch  
4660 Via Ingoglia  
Sacramento, CA 95835

- |        |   |  |
|--------|---|--|
|        | 1. Welcome and Roll Call  | Lightbody, Chair                               |
|        | 2. Public Invited to Address the Council                                | Lightbody                                      |
| ACTION | 3. Approval of the Agenda   | Lightbody                                      |
|        | 4. Consent Calendar   |  |
| ACTION | A. Minutes of Administrative Council Meeting, June 5, 2015              | Attachment 1                                   |
|        | 5. Strategic Planning for NLS (10:15 – 2:00 p.m.)                       | Consultants – McBane and Gould<br>Attachment 2 |
|        | A. Context  |  |
|        | 1. Opportunities to Create Higher Value for Members – Engagement        |  |
|        | 2. Highlights and Outcomes from Workshops and Survey                    |  |
|        | 3. All Initiatives Discussed in Workshops                               |  |
|        | B. NLS Strategic Goals  |  |
|        | a. Small Group Breakouts and Large Group Discussion                     |  |
|        | b. Clarifying and Prioritizing Goals                                    |  |
|        | C. Exploring Prioritized Initiatives                                    |  |
|        | a. Discovery of Assumptions   |  |
|        | b. Divergence and Convergence   |  |
|        | D. Strategic Direction  |  |
|        | a. Creating Alignment between Initiatives and Goals                     |  |
|        | b. Potential Strategies for Moving Forward                              |  |
|        | c. Consensus on Strategic Direction                                     |  |
|        | E. Conclusion   |  |
|        | a. Defining Next Steps and Action Items                                 |  |
|        | b. Feedback on Session  |  |
|        | 6. Other Business (2:00 – 3:00 p.m.)                                    |  |
| ACTION | A. Vice-Chair Vacancy   |  |
|        | B. Planning Agenda for Spring Administrative Council Meeting (date TBD) |  |

- C. Discussion re FY 16/17 additional CLSA funding/report from meeting with State Librarian/  
FY16/17 NLS Budget Planning Preliminary Discussion
- ACTION D. Broadband Recommendation Attachment 3
- E. Present NLS Guidebooks
- F. PLP Contract Renewal Discussion
- G. CLSA Claim Form – Status of Submitted Forms

7. Adjournment

Working Lunch to be provided.

**Brown Act:** The legislative body of a local agency may use teleconferencing in connection with any meeting or proceeding authorized by law. Cal. Gov't Code § 54953(b)(1). A "teleconference" is "a meeting of a legislative body, the members of which are in different locations, connected by electronic means, through either audio or video, or both." Cal. Gov't Code § 54953(b)(4). A local agency may provide the public with additional teleconference locations. Cal. Gov't Code § 54953(b)(4).

The teleconferenced meeting must meet the following requirements:

- (1) it must comply with all of the Act's requirements applicable to other meetings;
- (2) all votes must be taken by roll call;
- (3) agendas must be posted at all teleconference locations and the meeting must be conducted in a manner that protects the statutory and constitutional rights of the parties or public appearing before the body;
- (4) each teleconference location must be identified in the notice and agenda and each location must be accessible to the public;
- (5) during the teleconferenced meeting, at least a quorum of the members of the legislative body must participate from locations within the boundaries of the body's jurisdiction; and
- (6) the agenda must provide the public with an opportunity to address the legislative body at each teleconference location. Cal. Gov't Code § 54953(b).

**Meeting Locations**

350 Nevada Street, Auburn, CA 95603

**Conference Call Information**

Audio Conference Details:

Participant Code: 759890

Conference Number:

US: 1-888-205-5513



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**  
**Martha Riley Community Library, Roseville, CA**  
**June 5, 2015**  
**Minutes**

**Attendees:**

<b>Name</b>	<b>Library</b>
Mel Lightbody	Butte County Library
Natasha Casteel	Roseville Public Library
Victor Zazueta	Humboldt County Library
Michael Perry	Siskiyou County Library
Erin Francoeur	Shasta County Library
Lisa Dale	Folsom Public Library
Patty Wong	Yolo County Library
Diane Smikahl	Benicia Public Library
Jennifer Baker	St. Helena Public Library
Christopher Veach	Lake County Library
Lynn Sheehy	Plumas County Library
Danis Kreimeier	Napa County Library
James Ochsner	Sutter County Library
Wally Clark	Mendocino County Library
Sarah Houghton	San Rafael Public Library
Brett Lear	Sonoma County Library
Cheryl Baker	Modoc County Library
Rita Lovell	Alpine County Library
Suzanne Lawson	Solano County Library
Laura Pappani	Nevada County Library
Wendy Hopkins	California State Library
Darla Gunning	California State Library
Susan Hildreth	Peninsula Library System/ Pacific Library Partnership
Jane Light	Peninsula Library System

**1. Welcome and Introductions**

Chair Mel Lightbody called the meeting to order at 10:10 AM.

**2. Keynote Address**

Susan Hildreth gave a presentation about the Aspen Institute's recent Dialogue on Public Libraries and its report "Rising to the Challenge: Re-Envisioning Public Libraries." Her PowerPoint presentation will be made available to NLS members on its website.

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

None were present.

**4. Approval of the Agenda**

Moved by Smikahl, seconded by Dale; approved unanimously.

**5. Consent Calendar: Minutes of May 22, 2014 Meeting**

Casteel moved approval, Lovell seconded; approved unanimously.

**6. Report of System Chair**

Chair Mel Lightbody reviewed the accomplishments of NLS and of the Executive Committee during the fiscal year ending and thanked the Executive Committee members for their service.

**7. Report of ad hoc Nominating Committee**

**A. For FY 15/16 Chair (Mel Lightbody),**

Chair-Elect/Vice Chair (Lisa Dale) and Past Chair (Michael Perry) and Executive Committee members for terms ending 6/30/17 Natasha Casteel (Roseville Library), Danis Kreimeier (Napa County Library) and Erin Francoeur (Shasta County Library).

J. Baker moved, C. Baker seconded approval of the Nominating Committee report; passed unanimously. Continuing to serve on Executive Committee with terms ending 6/30/16 are Victor Zazueta (Humboldt County Library), Rita Lovell (Alpine County Library), and Mary George (Placer County Library).

**8. FY 2015/16 CLSA Plan of Service**

**A. Plan of Service**

Sheehy moved, Smikahl seconded approval of the FY15/16 Plan of Service; approved unanimously.

**B. Delivery and Communications Allocations**

Action was deferred to the August Executive Committee meeting.

**C. Use of Communications & Delivery Funds for Shared e-Resources**

Darla Gunning, CSL, indicated that CLSA C&D funds can be used for shared e-resources such as Overdrive, databases, Zenio or other periodicals vendors, etc. Zip books are not eligible for CLSA funding.

Members participating in delivery contracts managed by PLP indicated that they may prefer to direct their CLSA allocations for C&D to shared e-resources instead of to delivery and to pay for delivery from their local budgets. They requested that the System give them the ability to opt out of having their delivery costs deducted from their allocations.

Dale will put together a survey to determine interest in a contract for shared use of e-periodicals.

**9. FY 2015/16 Pacific Library Partnership Contract**

Smikahl moved, Houghton seconded approval of a contract with PLP for administrative and fiscal services. Motion passed unanimously.

**10. 2015/16 NorthNet Library System Budget**

**A. Membership Dues & Fees**

Membership dues formula will remain the same as in prior year, based on population and budget of members. Fees are based on the optional system services that each member chooses to participate in (delivery contracts, databases, Overdrive, etc.). The chart will be updated to use 2014 population as certified by State Librarian; library budgets shown will be those reported in the most recently available State Library Report.

**B. NLS Budget**

Kreimeier moved approval of budget with addition of \$40,000 to System Administration budget from fund balance for strategic planning with the proviso that any of that amount not spent for that purpose revert to the fund balance. Wong seconded. Motion passed unanimously. This will allow for staff development grants for public library members of \$1,000 in FY15/16.

**11. Council members shared information in a roundtable format about their use of the FY14/15 NLS staff development grants.**

A number of libraries use the funds for staff training/development days and/or conference attendance. Several spoke about how difficult it is to provide staff training in their local budgets and that this funding has been an important benefit of their NLS membership.

**12. Lightbody adjourned the meeting at 12:30 PM.**



**P 6**

## Workshop Attendees Roster

### November 2, 2015 | Chico Library

Jeanne Amos	Library Director	El Dorado County Library
Jacquie Brinkley		NorthNet Library System
Wally Clark	County Librarian	Mendocino County Library
Mary George	Director of Library Services	Placer County Library
Mel Lightbody	County Librarian	Butte County Library
Jody Meza	Library Director	Orland Free Library & Willows Public Library
James Ochsner	Director of Library Services	Sutter County Library
Laura Pappani	County Librarian	Nevada County Library
Michael Perry	County Librarian	Siskiyou County Library
Rivkah Sass	Executive Director	Sacramento Public Library
Lynn Sheehy	County Librarian	Plumas County Library
Sarah Vantrease	Assistant Director	Butte County Library

### November 3, 2015 | Napa Library

Henry Bankhead	Assistant Director	San Rafael Public Library
Lisa Dale	Library Manager	City of Folsom
Susan Hildreth	Administrator	NorthNet Library System
Damon Hill	Library Services Manager	Marin County Free Library
Chris Kreiden	Director	St. Helena Public Library
Danis Kreimeier	Director	Napa County Library
Brett Lear	Library Director	Sonoma County Library
Suzanne Olawski	Assistant Director of Library Services	Solano County Library
Diane Smikahl	Director	Benicia Public Library
Patty Wong	County Librarian/Chief Archivist	Yolo County Library

### Workshop Facilitators

Sam McBane Mulford, Ideation Collaborative, and Cheryl Gould, Fully Engaged Libraries

# NLS Strategic Workshops | Findings

January 7, 2015

To: Susan Hildreth, Executive Director, NLS  
Jacquelyn Brinkley, NLS

From: Sam McBane Mulford, strategist, Ideation Collaborative  
Cheryl Gould, Learning Facilitator, Fully Engaged Libraries

***Re: FINAL DRAFT Findings from NLS Strategic Workshops held November 2 and 3, 2015***

NLS invited leadership (or their designees) from each member library to participate in one of two workshops hosted by NLS in Chico on November 2<sup>nd</sup>, and Napa on November 3<sup>rd</sup>, 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. Each workshop was facilitated in the same manner with the same agenda:

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

This report is organized in 2 sections:

*NLS Strategic Workshops | Findings – summary of outcomes from workshops; facilitator's recommendations for strategies moving forward*

- Patterns and Themes
- Potential Initiatives
- Strategies Moving Forward

*NLS Strategic Workshops | Memorandum – actual content from the workshops*

- Appendix A: What's New and Exciting at Your Library?
- Appendix B: What Value Should NLS Provide?
- Appendix C: Shared Meaning: Resource Sharing and Communication and Delivery
- Appendix D: Patterns and Themes
- Appendix E: Member Criteria for NLS Decision Making on Investments and Actions
- Appendix F: Potential Initiatives Explored in the Workshops
- Appendix G: What each Library can Share



## *Patterns and Themes*

The following themes emerged as potentially valuable arenas in which NLS could provide or facilitate higher value to member libraries:

- NLS has a culture of giving and sharing that can be leveraged to more cooperation and collaboration among members to create greater efficiencies and outcomes
- Staff and leadership development in both competencies and new skills are essential as members rely on staff to make all aspects of library service and operations successful
- Identity, marketing, outreach, and advocacy around the value libraries create are critical to each library; collaborating at the cooperative level to brand the system regionally AND highlight each library locally will result in economies of scale
- Enhanced communication tools (for both internal sharing and external messaging) will benefit every member to the degree they participate
- Increasing access to services through digital, mobile, multilingual, and innovative service delivery strategies are highly prioritized
- Staying current with technology (devices, software, and staff skills in both usage and customer assistance) is a critical asset
- Expanding libraries' roles in the community (embedded, facilitative, experts, teachers) increases impacts and libraries' perceived value

The high level findings revealed possible service ideas for NLS:

- clearly articulating NLS services, structure, and existing and potential funding streams for enhanced services
- providing more opportunities to bring staff from member libraries together in person and virtually to share best practices and lessons learned, and explore more collaborations
- creating or sourcing training opportunities in staff competencies or professional development programs for management and leadership
- lead a system-wide branding, marketing, and public relations initiative that works regionally and can be customized locally
- facilitating development of initiatives that address similar needs among member libraries to include identification of funding mechanisms, e.g. grants or collaborative funding models
- providing professional services to member libraries in design, start up, and management of initiatives – transferring knowledge and project technologies while accomplishing work

# NLS Strategic Workshops | Findings

## Potential Initiatives

The top 10 Initiatives from the Workshops and a follow up Survey distributed to staff at member libraries:

Workshops Top 10	Survey Responses Top 10
Facilitation Capacity Building	Staff Training and Development
Sharing Economy Platform	Model Zip Books for NLS
Model Zip Books for NLS	Sharing Economy Platform
KOHA (Open Source ILS)	Value Statement
Value Statement	Budget Workshops (Align/Synchronize for Collaborative Opportunities)
Staff Training and Development	Shared Functions/Funding
One Card NLS	Member Asset Mapping
Member Asset Mapping	One Card NLS
Continuum of Communication	Facilitation Capacity Building
Budget Workshops (Align/Synchronize for Collaborative Opportunities)	Continuum of Communication

## Strategies Moving Forward

Potential strategies, as identified by facilitators, include:

- *Focus first on the Sharing Economy Platform* as being of immediate benefit to leveraging strengths, assets and expertise of member libraries to the system as a whole
- *Look beyond initiatives that emerged in the workshops* to reveal the potential value of enhancing existing services through redesign, e.g. different physical materials delivery models
- *Design and deliver a workshop series centered on institutional viability* that builds skills in political acumen, strategy, relationship building, community building and scenario planning for systems at risk
- *Create formal collaborative learning cohorts of staff at different levels in different library systems* to build capacity within NorthNet to become more opportunistic, efficient and innovative
- *Explore collaboration with other CLSA Systems to develop systems, tools and resources in areas in which all have expressed high interest*
  - Staff Training and Professional Development
  - Knowledgebase and Document Repository
  - Access to eResources
  - Shared Resources Reciprocal Borrowing
- *Be integral to the redefinition of purpose and roles for CSLA systems statewide*

## NLS Strategic Workshops | Findings

The sharing economy platform should integrate or utilize remote meeting technologies to facilitate collaboration and could also serve as a foundational tool for the design and implementation of future initiatives. This prototype for integrating sharing, barter, and trade into library practices (utilizing technology to manage deposits and withdrawals in non monetary currencies) could become a revenue generator for the system. Launching this effort and generating immediate value for member libraries will significantly increase member engagement and participation in planning and decision making for NLS.

The initiatives that emerged within the workshops were framed by the contexts of the libraries represented in the room. There was also a dynamic energy present as this type of collaborative, strategic exploration hasn't been the norm for NLS. NLS should also look to potentially simple changes to current practices around delivery and assessing the feasibility and ROI of AMH and RFID for understaffed libraries in addition to the initiatives identified in the workshops.

The stories shared by many member libraries about closing branches, sustained understaffing, and directors needing to navigate uncharted waters highlight the need for preemptive skills building in leadership to be able to address risks before they surface. NLS staff, potentially supplemented by other library leaders in the state, could design a program and curriculum to address these issues faced by libraries in resource poor areas.

In parallel with institutional viability above, formalizing cohorts of staff in diverse systems that collaboratively learn and build new skills together will develop strong, interconnected networks throughout the NLS system. This hybrid approach to staff and leadership development could include in person, immersive experiences and interim opportunities to practice new skills in doing the work of their libraries. It will foster future collaboration and knowledge sharing, and result in more agile and innovative libraries.

Strategic workshops have also been conducted by our facilitators with four other CLSA Systems: SCLC, Serra, 49-99 and NorthNet. SCLC in particular is a system with many of the same characteristics as PLP. A collaborative funding model for development of initiatives across five of the nine CLSA systems (the other CLSA systems may be interested as well) would be a strategic and sustainable approach to leveraging public funds to greater public good statewide. By sharing the reports from all five of the systems with the California State Library, CSL may decide to support public libraries across the state by investing in both service and operational initiatives that build greater capacity in libraries and their communities through the systems beyond current funding.

# NLS Strategic Workshops | Memorandum

This memorandum contains the notes and work done by the groups at each workshop. Workshop agenda items included:

- Introduction
- Input and Conversations about the value of NLS membership
- Patterns and Themes around needs and aspirations
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A survey was also conducted after the workshops, as Directors and their designated participants hoped 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. The comments significantly aligned to the discussion in the workshop; survey comments that provided new perspectives or ideas are represented in italics in this memorandum. Click on the link to download the survey summary which includes all comments:

[https://www.dropbox.com/s/o7pf5u5hzrogzqs/NLS\\_Survey\\_Responses\\_151218.pdf?dl=0](https://www.dropbox.com/s/o7pf5u5hzrogzqs/NLS_Survey_Responses_151218.pdf?dl=0)

## **Appendix A: What's Exciting or Unique at Your Library?**

*The workshops began with an exercise in quickly sharing what exciting and unique things were happening at each Library represented in the room.*

The Board of Supervisors has allocated 625k to introduce RFID into libraries. Did service analysis in July/August. Bequest for 330k in September. Now 50% of all staff all levels spend time on regular circulation duties. Professionals will do professional work, paras para, and we're in the community doing what we need to do.

Jody Meza – Orland and Willow City Libraries – shared school public library; going well, teachers love it and patrons are happy.

Lynn Sheehy – Plumas County Library – wonderful Friends of the Library group raised thousands of dollars and they will fund open Saturdays for a year to prove to the Board that people want the Library open more.

Wally Clark – All staff day; state of the nation from my people; they are asking for more staff and bigger buildings, thankful for Measure A – breaking even. In reading the tea leaves, folks are relatively happy and they feel that what they are doing is relatively good. With magic money – the people resources I and they value. Issues – Friends' building on the coast is seismically unsound. Another project – turn bookmobile into a branch. Working with the County system slows down processes. Happy knowing people are happy.

Jeanne Amos – El Dorado County Library. Doing well, have good news. Election in 2014 for 2 of 5 taxing zones. Tahoe 87% yes vote and Georgetown at high 70s%. Funding is uneven – Placerville is in a zone where no money is set aside for libraries. Uneven across system. Try to use general

## NLS Strategic Workshops | Memorandum

fund money to even it up. Have to continue to repeat to the Board how funding works. Fundraiser 15k at El Dorado Hills Library. Working on a strategic plan. Public wants what we have now, and other things on top. Plus – space and can't have both in the same building. Try to accommodate that as we can in each instance. In Tahoe we took out stacks – they noticed the books were gone... and then they forgot about it.

Laura Pappani – Nevada County is super busy right now. Exchanging ILS from Sirsi Dynix to Verso. Also embarking on strategic planning and gearing up for a tax measure renewal next fall. That's all starting up now. 2 grant projects; pitch a grant for mobile tech center > branches and underserved areas, and in January an air quality grant used to brand and create a digital branch on website to find and understand online resources. Redesign of website will help advertise what we have online.

James Ochsner – Sutter County – we are a Cenic (almost) library. For month and a ½ we've had fiber and there's a hitch with AT&T. Our current internet service is so slow... just a little better than dial up. Referrals to ESL, Citizen classes, etc. and literacy services. One-stop – work toward GED, get a job, polish what they have learned. Polishing skills on getting money out of people.

Michael Perry – Siskiyou County; lost a branch. Good things that came out of the tragedy: local city passed measure that in part supports the library. That community is interesting in that the Friends group was very fearful that the City would shut the library down. Now, the Library services are rolled into the planning and governance structure. At retirement of current Director, next will become City employee. Staff has cataloged microfilm (800 rolls) – one staff member has wanted to do for years. From funding – County suffers with some communities with tax measures (library dedicated) and others have done general tax measures. One community will ask for a ½ cent that will bring in 30k per year. Huge variance. How to keep under-resourced branches engaged. How to qualify branches with larger support run the show. Community and Friends and expanding.

Sarah Vantrease – Butte county; have LSTA pitch grant – partnership with County Behavioral Department. Doing a better job with people in the libraries that have mental challenges and supporting their families as well. Doing outreach to BD center. Raising awareness and decreasing stigma in community. One of the biggest barriers, especially in rural area – is stigma. Doing projects in the library to bring together the community to learn about mental health and wellness and component of staff training to staff feel they have the capacity to help and manage issues. Library as welcoming place to ur whole community.

Mary George – Placer County. Currently in fiscal crisis. December 8 – recommend closing 2 of 12 libraries. Mary initiated and is recommending and taking responsibility for that. Following strategic plan – asked for more money for infrastructure and in order to reduce erosion to infrastructure and build capacity. Working with Friends (12 groups) to create an MOU; trying to build cohesion around Friends groups and roles/responsibilities. RFID analysis and AMH analysis. What is the systematic way to roll that out? Trying to build breadth and depth into collection. Fun, doing library work.

## NLS Strategic Workshops | Memorandum

Rivkah Sass – Sacramento; spent Th/Fr doing our strategic plan. Ironic, but not sure it's so different than the one we just completed. It's been interesting for me to grapple with (had all staff meeting in October). Engaged since August – community meetings, etc. Most valuable engagement process; a young man in town created the 'portal' around envisioning Sac's future. Took our flipchart to the opening of that. At All Staff Day – an issue that came up was to maintain and increase morale. Our plan is about externally focused to meet needs of our community AND one of our goals is to focus internally on staff development. Husband, social worker, was taught how to supervise people in grad school. Libraries? No. Did Library Unexpected – a component of that was Library of Things. Idea behind was to give staff leadership opportunities (frontline LSA; mental health and recuperation, that was the intent – not sewing machines). Breaks my heart that we have less commitment to the library from elected officials.

Jacquie Brinkley – new to NLS and active in monitoring LSTA work and co manage Veterans Connect in the Libraries project.

Brett Lear, Sonoma County Library - Commission just adopted Strategic Plan. Starting a community information campaign in considering whether to pursue a tax measure next year. Need to push our story out to our community better than now.

Suzanne Olawski, Solano County Library - Working on getting you're an of approach for a strategic plan. Updating our facility master plan, upgrading some technology. Rebuilding a management team.

Henry Bankhead, San Rafael Public Library - Community needs assessment w/ Group 4 – optimism for building a new library in our community. Executive coach to do management and leadership training.

Lisa Dale, Library Manager City of Folsom - Starting a needs assessment, contracted with Municipal Resources Group.

Damon Hill, Manager Public Services, Marin County - Mid November will open new joint school library. Very positive initiative for us.

Diane Smikahl, Benicia - Working on a strategic plan. Hired first new professional employee since 2006 – Children's Librarian. One other new staff person – library technician (first new since 2007 in that category). Economy picking up. Spending a lot of time – we've incorporated the Arts and Culture Commission into our mission. 2 new pieces of public art last year – shepherding through the process. New pieces coming online this year.

Patty Wong, Yolo County Library - In the market for Lib II for youth services. Have one of 4 Carnegie made out of wood in CA – still working as a library. 100 years later, not holding up like concrete. Capital improvement program and thinking out loud with community to restore or replace.

Danis Kreimer, Napa County - Fires, earthquakes, etc. 2 hats – one is PI and webmaster for the County. Evacuation of fairgrounds – sent staff who went out and did website and public info – big

## NLS Strategic Workshops | Memorandum

countywide website redo. Redoing Calistoga Library right now. CEO is cleaning out desk – found goals / objectives from 1992 to remodel the Calistoga Library. 100<sup>th</sup> birthday next year. Planning on remodel of children's area, circ, and backroom. Getting new ILS – Polaris.

Chris Kreiden, St. Helena – now Library director as of Friday. Interesting ride the last 4 months. Everyone has been supportive. 2 people leaving in December – one is the other in Tech Services. Do strategic planning next year.

Susan Hildreth, NLS - We have a lot going on at PLP and NLS. Fascinating to see similarities and dissimilarities between the two and the opportunities to leverage and strengthen cooperatives. Califa is also doing exciting things with NSF grant around STEAM. Lots of opportunity for programming in NLS libraries. Also NOAA grant – climate change and programming opportunities to focus on discussions in communities with training and videos from partners. Recruiting libraries in the next few months.

### Appendix B: What Value Should NLS Provide?

**I have always wished NLS could...** *Participants were able to contribute their thoughts anonymously to ensure candor. All responses were read aloud in the workshop.*

1. Help with grant seeking and training – put together libraries for grant impact
2. Help me understand what NorthNet does so that I can be a better advocate
3. Not sure what NorthNet already does
4. Explain what they want from me and my library and how I can help them
5. Provide me with a better understanding of the value and benefits it brings to its members
6. Have a clear purpose, have an identity, have a reason to exist besides being legislative
7. Be more positive about what it provides
8. Deliver materials? Staff training?
9. Distribute literature / brochures that would explain what they/we do in a fashion that would be understood by all staff
10. Be a place to get answers (easy to contact)
11. Communicate more often
12. Share cost of special staff such as outreach coordinator
13. Negotiate lots of consortium deals with databases
14. Organize system-wide e-resource purchases
15. Leverage stronger discounts for all things library, engage more members in active growth of the organization, become a recognized force
16. Provide grant opportunities
17. Provide more grant opportunities
18. Provide more opportunities for participants to join in on collaborative grants
19. Provide more opportunities for partnership
20. Provide money, tools, inspiration, technology, freedom, access, shared experiences, light, action, heart, fellowship
21. Staff training / development (not just money)
22. Offer staff training opportunities
23. Provide training for new initiatives such as STEM education
24. Coordinate staff meaningful trainings in a variety of topics



## NLS Strategic Workshops | Memorandum

*The following questions were asked of all participants, and each was able to use as many sticky notes as needed to represent all of their ideas. The notes were then posted by participants to one of three flip charts titled 'Services', 'Tools and Technologies', and 'Skills and Behaviors'. The notes were eventually grouped together to show confluence in thinking within each topic. All notes from all sessions are represented (including duplicates) and have been organized here under topic categories developed within the sessions.*

### **Are there services you'd like to provide your current, future or untapped customers?**

#### ***Services, Experiences, and Content***

1. Regional ER/EOC coordination protocols
2. 211s Ambassador
3. Visitor and Information Center
4. Be a space for clinics and telemedicine
5. Place for animal adoptions and social services
6. Appealing Children's Room exciting for kids
7. Rolling bookshelves (move the collection out of the way for programs)
8. Manipulatives in Teen and Children's Room
9. Tiny libraries
10. Community meeting rooms
11. Be a forum for community to share ideas
12. Co-working space
13. Entrepreneurial services / business center
14. Small business outreach
15. Business reference
16. Job seeking help
17. Resume workshop
18. Ex offender path to jobs, training, reconnecting
19. High School completion
20. Larger book budget and more books!
21. Lots of stuff to checkout
22. Multiple copies of all things cool
23. Innovative spaces for Makerspace and Library of Things
24. Makerspace
25. Code for America
26. Drones
27. Technology efficiency = greater access
28. Faxes / color printing
29. Computer classes
30. Computer classes; tech literacy
31. Unique relevant transliteracy services
32. Emerging technology (3D printer, etc.)
33. More digital services
34. Expanded media/film/online services
35. Lending technology to patrons (computers, tablets, etc.)
36. Floating collection of new tech for patrons to play with

## NLS Strategic Workshops | Memorandum

37. Electronic services: pads, tablets, laptops and expanded Internet
38. Equipment loans (playaways – literacy)
39. Circulate things
40. Lending “things”
41. More library of things materials / support for such services
42. Road to citizenship
43. Passport service
44. Informed voters
45. Voter education
46. We own vote by mail: drop off sites
47. Expanded Adult Literacy services
48. Adult/Family Literacy services
49. Financial Literacy
50. Truly own lifelong literacy space
51. ID training needs that Library could facilitate / provide
52. Genealogy Lab
53. Health education and searching techniques
54. Tools for self publishing
55. Partner in self publishing
56. Teen programs and teen councils
57. Children’s programs every day
58. Storytimes at every hour of every day
59. Youth librarian in every branch
60. Every child ready to read
61. Learning environment for adults
62. Bring speakers to the Library (need sound system)
63. Author Visits – Big Authors
64. Author visits
65. Lots more programming
66. Millennial focused programming
67. One on one appointments with experts (legal, social worker, public health, financial)
68. Social Worker
69. Mental Health Referral / Screening
70. Clearing house for serving mentally ill

### ***Branding, Marketing and Advocacy***

71. Professional marketing
72. Library mascot and PR
73. Marketing (so they know!)
74. Colorful advertising flyers
75. Professional marketing plan and execution
76. Public understanding potential of libraries = today’s modern library
77. Sense of pride in the Library
78. Better legislative advocacy
79. Develop a citywide Friends Foundation

## NLS Strategic Workshops | Memorandum

### ***Access, Automation and Self Services***

80. Fun self service options
81. Self checkout/return or Book machine
82. Check-out technology
83. RFID
84. RFID
85. More autonomous services
86. CSA dropoff point
87. Mobile friendly website
88. Materials access and return (Amazon Lockers)
89. More hours at branches
90. Hours open 7 a.m. to 7 p.m. 7 days a week
91. 7 days a week open hours
92. Expanded and consistent hours open
93. 24 hr turn around delivery between all branches
94. Frequent delivery between branches
95. Broaden home delivery
96. Forgiveness model (shorter institutional memory)

### ***Outreach and Partnering***

97. Take services to the homeless since they can't bring their stuff in
98. Take the library to underserved areas
99. Multiple bookmobiles
100. School Outreach
101. Great connections to all schools – young and old
102. Community trainer – outreach
103. Embedded librarianship in community
104. Community embedded services
105. Relevant connections to community resources and other County departments
106. Bring leaders into the Library
107. Local history programming / access
108. Digitization hub and Preservation center
109. Partnering with other agencies
110. Cooperative venue with the Arts of Mendocino
111. Community center in Ukiah

### ***Staffing, Training and Development***

112. Sufficient professional staff
113. Trained professional staff
114. Excellent and systematic staff training
115. Interactive training modules for staff
116. Learning Organization
117. Cool dapper clothes like James Ochsner, Awesome handwriting like Mary George
118. Friendly, warm, responsive staff; engaged staff
119. Curriculum expertise
120. Challenge ROI on partnerships

## NLS Strategic Workshops | Memorandum

121. Staff exchange

### ***Facilities and Amenities***

122. Cafes at branches
123. Coffee and food
124. Coffee kiosk
125. New buildings for ones that are outdated and falling apart
126. Lovely facilities with great outdoor spaces
127. Outside seating patio at main branch
128. Wayfinding
129. Showers staff or public

### ***Emerging Needs***

130. More content in multiple languages
131. Innovation Center
132. Expand services to the Latino population
133. Hmong bilingual staff

### ***Connectivity***

134. Lots and lots of broadband (so much...)
135. CENIC connection
136. High speed Internet connection
137. Lightning fast Internet

### ***Administrative Tools and Support (Interagency)***

138. Good, solid policy and procedures manual
139. Centralized best practices policies and procedures
140. Improved patron database / contact info

### **What Quick / Immediate Things Could NLS Do?**

1. Opportunity for collaboration among consortia members
2. Partner with State Library in their initiatives
3. Regional workshops / discussion (smaller regions than all of NorthNet)
4. Reinstating service or interest committees
5. Share
6. Best practices
7. Shared library of basic contacts, procedures
8. Up to date policy database
9. Produce pathfinders for eMedia and eResources (for patrons and staff)
10. Service / program inventory
11. Specialized skill inventory
12. Yearly report of upcoming challenges and triumphs that will help create more collaboration, share ideas...
13. Work with Leg Committee - advocacy at a state level
14. Useful website, up to date

## NLS Strategic Workshops | Memorandum

15. Ignite sessions
16. Battledecks for real
17. Leadership Academy for free!
18. NLS New director orientation
19. New Director orientation
20. More training
21. Create an eBook model
22. \$ grants for libraries
23. Readiness for grant opportunities
24. Fix website
25. Create a local resource sharing that is not Link+
26. Speakers for events
27. Leave OCLC
28. Go to Shared ILS
29. Up the delivery funds
30. Link eResources to library budget cycle
31. Messaging mission statement and annual goals
32. Explain what you do to members and staff
33. What does my system currently receive?
34. Educate staff in what NorthNet can do, take their ideas then expand influence
35. Distribute list of current services
36. Send reps to speak on behalf of libraries before Boards
37. Value for my decision-makers
38. Value statement
39. Succinct value statement
40. More transparency and vision
41. Have the “emperor has not pants” conversation now!
42. define the “there” “there”

### **What do you want now to help staff serve customers?**

1. More staff
2. Computer aides
3. Tech person
4. Embedded tech team for immediate backup
5. Not more staff: instead training to better utilize staff we have
6. Training: Getting to Yes
7. Empower Yes
8. Yes training
9. Training: Youth Development
10. Communication Training
11. Cross coaching / mentoring
12. Better training for onboarding
13. Technical help assistance
14. Technology training
15. Technology training

## NLS Strategic Workshops | Memorandum

16. Web training
17. Ability to help with various tablets, computers, phones, etc.
18. Confidence with technology troubleshooting
19. Customer Service Academy (staff driven and taught)
20. Customer service training
21. Customer service attitude
22. Empower staff to make positive customer service decisions
23. Understanding that the customer in front of you deserves your full attention and effort
24. Service mentality vs. building bunkers
25. Script for staff consistency
26. Training for staff – difficult people
27. Confidence with difficult situations (like mental illness)
28. Broader understanding of library shifts
29. Personality assessment
30. Shared vision
31. Express creativity
32. Integrating enthusiasm with ‘legacy staff’
33. Motivation for people who are nearing end of career
34. Clear, consistent expectations
35. Set and measure a standard
36. Staff specialize or work in their own classification
37. Scheduling time to learn / explore
38. Creative off-desk planning, strategizing time
39. More off desk, less circ desk time to do more programming
40. A clear vision of library service
41. Prudent risk taking
42. Celebrate and learn from mistakes
43. Good faith efforts are valid accomplishments
44. Commitment to team building
45. Team approach!
46. Working better as a team
47. Being able to say “I don’t know – here’s my colleague who can help!”
48. Library internal problems are not necessarily patron use problems
49. Become passionate about helping people (reignite the fire)
50. Belief in the library systems
51. Buy-in
52. Making things fun ;-)
53. On ground staff training; not web based
54. Ability to reward them
55. Morale improvement
56. No whining
57. Acknowledge positive advances
58. Be happy readers “Book RR Brand”
59. Better wages (more competitive wages)
60. Flexible work schedule
61. Improved technological resources (to increase efficiencies)

## NLS Strategic Workshops | Memorandum

62. One desk model at Ukiah; larger desks at branches
63. Error proof circ software
64. Endcap catalogs
65. Open source
66. AMH
67. AMHS
68. AMH
69. RFID
70. RFID
71. Mobile circ
72. Credit card swipers
73. Instant messaging
74. Automated renewals, reset PIN, etc.
75. More intuitive and user friendly online catalog / Database interfaces
76. More self-check/self-serve options
77. More tablets and laptops to increase mobility
78. Hand held devices to help anywhere in the library... tablets
79. Fingerprint ID (how to help patrons with no card / ID)
80. Up Internet in branches
81. Better Internet connection in outer reaches of County
82. Broadband
83. City / County recognition of library as valuable resource
84. Additional communication tools
85. More consistent staff meetings
86. Morning "huddles"
87. Staff Day!
88. Input at all levels
89. Staff Exchange
90. Job exchange
91. Opportunities for engagement
92. Networking opportunities
93. Stand up Desks!
94. Comfortable workspace!
95. Staff lounge
96. In house security
97. Celebrate the first library card (pivotal moment with great party!)
98. Fine amnesty
99. Increased Hours
100. Outreach services to preschools and shut-ins
101. Tiny libraries – moving throughout County to provide access in rural areas
102. Mobile presence throughout County
103. Better PR
104. Better storytelling about why we're a vital service (30 second elevator speech)
105. eBooks that are easy to use!!!!
106. Policy and Procedures manual
107. Change hotline mechanism to improve service

## NLS Strategic Workshops | Memorandum

### What's a pie in the sky thing you'd like to have for or in your staff?

1. It's a "calling"
2. That everyone is grateful to work at the Library
3. Staff who think of the customer more than themselves
4. Effective training
5. Flexible approach
6. Flexible approach to technology
7. Flexibility
8. Mobile in work location / cross trained
9. Broad minded
10. Hold the line
11. Work well together
12. Team minded
13. Supportive of the team
14. Staff who are not afraid of change
15. Getting to Yes
16. Improvisation is good
17. Sense of play
18. Creativity
19. Fun
20. Enthusiasm
21. Think outside of the 'box'
22. Staff who will learn from others
23. Risk taking
24. Risk takers
25. Trust
26. Belief in shared ability to solve problems
27. Ability to determine / ID intentional partnerships
28. PLA for all staff
29. All staff equipped and able to deal with difficult customers
30. Outcomes focused
31. Pay increase
32. Pay increase living wage
33. Raises
34. Bonuses
35. Bonuses
36. Cuts to or forgiveness of student loans; Good name loans
37. Pay for College / Adult Ed courses
38. Paid MLS
39. Job security for themselves and colleagues
40. Career path outside the Libraries
41. Board to come to every event
42. Board of Supervisors acknowledge greatness of staff
43. More recognition from Executive Office for providing the best "Happy Face" service in the County
44. To have the County be versed in the success of the Library



## NLS Strategic Workshops | Memorandum

45. Inter-County departmental support
46. Bigger, more meaningful sponsorship in the community to reinforce Library / Community connections
47. Endowed position for Early Literacy
48. Fitness incentive program
49. Healthy approach to life
50. Happy and healthy staff
51. Healthy stuff (work life balance)
52. Spa Day
53. Daycare
54. Can bring their pet to work
55. Nice workspaces
56. Larger facilities
57. Updated facilities
58. Comfortable staff area
59. Better staff room luxury
60. Showers
61. Comfortable staff lounge with food
62. Bring your baby to work!
63. Free pizza forever
64. Everyone have their own space / office / desk / computer
65. Recap salary losses – return the rest of the 10% cut
66. Pay increase
67. Pay increase living wage
68. Raises
69. Bonuses
70. Bonuses
71. Cuts to or forgiveness of student loans; Good name loans
72. Pay for College / Adult Ed courses
73. Paid MLS
74. Job security for themselves and colleagues
75. Career path outside the Libraries
76. Readers Advisory Superpowers
77. Good teachers
78. Knows DOS commands
79. Web content provider skills
80. Social media engagement
81. Skills with children / youth
82. Skills with seniors
83. Everyone speaks Spanish
84. Native Spanish speaker
85. Project Manager
86. Researcher
87. Business understanding
88. Embedded social worker
89. Fundraising knowledge

## NLS Strategic Workshops | Memorandum

90. Specialist in outreach to community
91. Enjoying outreach skills
92. Ambassadorship
93. Borrowing ideas from other industries and departments
94. Look outward
95. Not library centric thinking
96. Future thinking
97. Board to come to every event
98. Board of Supervisors acknowledge greatness of staff
99. More recognition from Executive Office for providing the best “Happy Face” service in the County
100. To have the County be versed in the success of the Library
101. Inter-County departmental support
102. Bigger, more meaningful sponsorship in the community to reinforce Library / Community connections
103. Endowed position for Early Literacy
104. Widely acknowledged expertise outside field
105. To show up on Gallup Most Trusted Professionals List
106. John Grisham or Neil Gaiman hugs
107. JK Rowlings gives us a shout out
108. Acknowledged as Library of the Year or National Medal
109. Kids in school want to be librarians
110. Recap salary losses – return the rest of the 10% cut
111. Enough staff to have adequate time to do all
112. Adequate number of staff / sufficient staffing level
113. Bulletproof technology
114. Faster Internet
115. Retreat in Hawaii :)
116. Oceanfront home retreat
117. Sensible shoes
118. That for-profit colleges are eliminated
119. Micro-funding incentives for projects (experimental)
120. A real petting zoo: ponies, puppies, kittens, alligators



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## ***Appendix C: Shared Meaning***

### **How do we define 'Resource Sharing'?**

- Best practices and lessons learned
- Sacramento as a vendor (ILS) + Materials
- Staff Expertise
- Issues and Solutions – communication between libraries locally
- Research (advocacy i.e.g public safety, or the library and economic development)
- Kits where we have the same SRP; programming expertise, apps, box programs, training, pathfinders
- Policies and Procedures
- Broadband access / coaching
- Ease/Easy Access (low threshold)
- Data retrieval, analysis, reporting
- Statistics (Reporting to the CSL)
- High level support of colleagues
- Shared processes > shared outcomes
- Tech clearinghouse: best gear
- Share staff
- Not necessarily one 'owns' – could be shared across NLS, like Makerspace and technologies (Shared library of things for NLS)
- Expertise: superpowers, training, Multnomah County – expose by cataloging staff and their skills like marketing and PR, etc.
- Events / Speakers (geographic coordination)
- Library Talks, we based (like PLP)
- Ted Talks like TedxNapa
- Negotiations: vendors, eResources, everything purchased
- Collaborative programming
- Information about RFP releases or Technology / other planning to facilitate coordination and economies of scale / cooperative purchasing
- RFP content sharing
- If not a CA State Card (tech is there): NLS Card
- System: sharing culture and platform = software
  - ILS, Open source, etc.
  - Tools to run the ship: knowledgebase
  - New approach to customer service + risk taking + self publishing, etc.
- Analytics: Information sharing, skills sharing, outcomes and plans
  - Market segmentation and Patron Data
  - Collection
  - Web (CA, LIB, FB)
- Models for content creation (eBooks, movies, digitization)
- Best Practices (wicked problems, anything)

# NLS Strategic Workshops | Memorandum

## How do we define *Communication (and Delivery)*?

- Proactive year forward actions
- Joint projects / grants
- Building blocks – not just bright shiny stuff (year to year carry forward)
- Better platform than e-mail to share timely information
- Working groups
- Shared staff training days
- Regional conferences
- Identity, worth, value, purpose of NorthNet
- CA Libraries FB page has been very engaging / everyone chipping in
- Delivery: support in all modes (Vans, UPS, ZipBooks model: patron driven collection development)
- ILL should only be for items not available for purchase
- Peer Reviewed, Open Access Journals – engaged/active librarian experience, knowledge, expertise, professionalism – NOT present in CALIX
- In Florida, regional representatives would facilitate planning regional goals and host conversations for collaborative planning and pooled resources (each cooperative would do 3 different things)
- Continuum of FB immediacy AND ability to contemplate / create coherent thought and meaning
- Interest groups (front line staff, etc.) both virtual and in person
- CLSA funds staff getting together
- Training facilitators so meetings run well

## How might improving resource sharing, communication and delivery help you?

- Save time and \$
- Target services
- Share 'products' w/ others in the state / nation and/or generate \$ revenue
- More willing to take risks
- Learn from others (mistakes, challenges)
- Get new ideas (quicker to market)
- Move the needle; justify membership: ROI leveraging public funds
- Improve networking
- Improve staff morale, skillsets, culture
- Image of Libraries!

### ***Appendix D: Patterns and Themes***

*After individual input and group conversations, the facilitators asked participants to review the flip charts and post it notes to identify any emerging patterns or themes. This list represents all comments made in both workshops.*

- Policies and Procedures – we all struggle with the process
- Staff are the basis for all we do (foundation for service)
- We want everyone to know (staff, public, officials)
- Technology – training, teaching, and keeping up – need a central acquisition clearing house
- Partnerships and Collaboration and Outreach and Marketing
- Limitations and complacency – want things to work and All have different systems
- Financial context (Prop 13)
- Facilities – old civic facilities need more \$ investments
- Deference to local jurisdictions vs. statewide
- Struggle with civil / public service model
- Staff training and development
- Definition of resource sharing is changing and needs to change
- Cooperation
- Collaboration
- Staff (not just Director) engagement, motivation, input, skills development, vision, attitude
- Expanding Libraries' services and role in community – embedded, facilitators, experts, teachers
- Culture of giving; sharing
- Library/Staff as community asset (not center)
- Increasing access: multilingual, innovative service delivery, bring to the people, universal card, everyone has broadband
- Share basic approach to technology (i.e. Edge Initiatives)
- Enhanced communication: tools, internal to libraries, external to jurisdictions
- Opportunity: many things to do – possibilities
- Someone to own making it happen (resources, process, organization)

### ***Appendix E: Member Criteria for NLS Decision Making on Investments and Actions***

*At each workshop participants generated a list of potential criteria that NLS leadership should consider in deciding which initiatives to pursue:*

- Cost (doable)
- Achievable
- Operations (can make it happen)
- Measurable Benefit
- Visibility (make a difference)
- Fun / Inspirational
- Benefit Majority
- Flexibility (participation)
- Appeal – Level / Breadth
- Further Mission / Vision / Purpose and is Meaningful

*Comments from the survey on this question aligned with those above, and also included new concepts:*

- Needs of individual systems; greater flexibility in use of CLSA funding
- Emphasis on online resources might create greater equity in resource allocation
- Debate and assess cost effectiveness, then build consensus
- Broader inclusion of subject experts in defining needs and identifying potential actions

### ***Appendix F: Potential Initiatives Explored in Workshops***

*A number of potential initiatives were identified within each workshop. Any initiatives struck out were not addressed in depth in the workshop because they were determined to be feasible without further exploration, or determined to be of minor interest to the group.*

#### ***11.02.15 Chico***

1. (10 ★) Value Statement (System Wide to Local Identity, Brand, Standards, CSL Support)
2. (8 ★) Sharing Economy Platform: Staff, Expertise, Stuff
  - a. Communication Platform (Multimodal w/ Amber Alert features, Knowledgebase)
  - b. System Survey (Inventory of doing, acting)
  - c. Shared Library of Online Training
3. (6 ★) Staff Training and Development and Management and Leadership Development (Talent Strategy, and Microlearning Tips/Tricks)
  - a. Tech Classes and Competencies for Staff and Patrons
4. (3 ★) Shared Functions (Outsource to each other)
  - a. Shared Funding Opportunities (Grants – Collaborative and Beyond CSL)
- ~~5. Non-Library Expertise / Perspective~~
- ~~6. One California Library Card~~
- ~~7. 85% Solutions – Most – Good Enough & Scalable~~
- ~~8. Work w/ Other Cooperatives to Change Context @ State Level~~

## NLS Strategic Workshops | Memorandum

### 11.02.15 Napa

1. (20 ★) Facilitation Capacity Building (Reinstitute Interest Groups, All Facilitators required each one: teach one)
2. (13 ★) Model ZipBooks for NLS
3. (11 ★) KOHA (Open Source ILS)
4. (9 ★) One Card NLS
5. (9 ★) Member Asset Mapping
6. (8 ★) Continuum of Communication (Social Media to Deep Conversations)
7. (8 ★) Budget Workshops that Align / Synchronize Budget Cycles with Investments or Opportunities
8. (6 ★) Karma Based Sharing Economy
  - a. Expanding Sharing Stuff/Skills/Expertise/Vendors, etc.
9. (3 ★) Edge Overlay Analysis
10. (3 ★) Collaborative Staff Training
11. (0 ★) Inter-consortial Knowledgebase

*For each initiative identified for further exploration, small groups within each workshop were assigned one or more initiatives to discuss and capture pros, cons, and questions. Small groups then reported out their discussions, which included any assumptions about the scope of the initiative. The larger group then added additional comments. Each participant received dots which they could 'spend' by placing them on the flipcharts to show their support of the initiative. Initiatives explored in each workshop are presented in chronological order, below. Photos can be downloaded from this link: <https://www.dropbox.com/sh/6g1h9ohxdtyjr65/AABo6bRymg5CRPiJFMkILcO8a?dl=0>*

### ***11.02.15 Chico***

# 1 SHARING A PLATFORM

- COMM
- SYSTEM SURVEY
- ECONOMY
- LIBRARY OF MAT'L (TRAINING)
- EXPERTISE
- STUFF
- STAFF
- DOC(S)
- COMM

## - PROS -

- BUILD INSTITUTION MEMORY
- IN DIAGNOSIS & HENCE PREVENTABLE WE CATCH ALL THE GREAT PROSPECTS
- AND COMMUNICATION WITH EACH OTHER
- SAVE TIME EFFICIENCY
- STRENGTHEN CORE SERVICES GIVEN, GAIN SERV. BY LEARNING FROM OTHERS
- 85% IS ENOUGH TO BE GOOD

## - CONS -

- MAINTENANCE (SHEETS, SUPPORT, etc.) is a burden
- COST OF DATA (BANK, etc.)
- WE DON'T NEED ONE MORE CARPENTATION PLATFORM!
- CAREER LOCATION: where?
- CURATION

## QUESTIONS

- Can we build this? someone (like a platform) to create, maintain, communicate, and share data to create a (for quality control and consistency)

Travelling back

Can all access or just the administration?

# 2 STAFF TRAINING / DEVELOPMENT -

- TALENT STRATEGY
- MGMT / LEADERSHIP

6

- TECH CLASSES
- COMPETENCIES

## PROS

- THE BEST STRATEGIES WILL BE SHARED AROUND
- NO DEFINITIVE CHECKWEEL ✓
- Some of our best work will be out of the box thinking with the 100% focus on competitiveness.
- RECRUITING AND IS THE AREA WHERE THE REPUTATION OF ALL OF US COMES IN OR GOES AWAYING (NOTING)
- ALL BOATS RISE
- MESH INTO ANOTHER CLEARING HOUSE
- GEOGRAPHY
- EDGE INITIATIVE AS GROUP

## CONS

- Size of region with respect to ground training
- budget is individual worry and support
- DISTANCE BETWEEN SYSTEMS / TECHNOLOGIES SITE MIGHT BE COMPLEX
- GEOGRAPHY OF REGION IS ONE WAY.

## QUESTIONS

FINANCIAL INCENTIVES FOR PROVIDERS? NET LEADER

IS THIS A 10 PERSON OR A 100 PERSON OR BOTH?

CAN WE HELP RECRUITING MORE BY HAVING BOUNTY? OR OTHER INCENTIVES THAT CAN HELP WITH EMPLOYMENT

WHERE WILL THE CLEARING HOUSE BE? GEORGRAPHY TO COUNTRY SUPPORT & RESEARCH/ COMPLEX NETWORK

13

# 3 SHARED FUNCTIONS / FUNDING -

GRANTS (COLLABORATIVE & BEYOND CSL)

OUTSOURCING TO EA OTHER

## PROS -

- Helps promote good stewardship of funds and liabilities
- Eliminates of Scale
- Can be set up for joint funding
- No loss opportunities
- Given a opportunity, which would force them to think through options

## QUESTIONS -

- How do we develop fees to share equitably or sustainably?
- How do we best pay for smaller volumes?
- Who leads? Given this info?

## CONS -

- LEVERAGING STRENGTHS
- BUILD CAPACITY
- LINEAR THINKING

grants tend to go to systems that can support grants

Similar systems / mechanisms / resources might miss chance to participate

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# 4 VALUE STATEMENT

STANDARDS  
CSL SUPPORT

IDENTITY  
BRAND

PROS

- Helps help in making ideas - advertising - organizing better for understanding
- Simple to communicate
- To clarify for Directors, Staff, City/County Admin. Value of this long term strategy
- A SHARP BRAND/IDENTITY FOR CA WGS HELPS US ALL
- People police or identify us with brand
- 4/ local youth value associated standards

QUESTIONS

- One size fits all?
- Shouldn't this be an all California project? Our standards apply to the rest of CA.
- ? 85%?
- Comparing/Contrasting with the current standards. How many schools have it? How many kids have it?

CONS

- Not our idea. Should have different priorities and perceptions.
- California voices present. Lost in the mix.



11.02.15 Napa

## ⑬ MODEL ZIPCODES FOR NLS

Pros	Questions
Existing model	How would it work for urban/suburban?
Better sites are members	Funding?
Fills a need	Where do books go?
Power brokers like it!	Possible pitch it or other grant?
Great story, good PR	Road construction grant?
Exceptional customer service from govt.	ICHA?
<del>Easy</del> Could be implemented quickly	What's happening at the State Library?

## ⑭ FACILITATION CAPACITY BUILDING

*Temp for small group networking*

Pros	Questions
Foundation for future functioning of system	Who does it?
Useful for system and its members	How to pay for it?
Scalable	System/member share
Karma/better cleaning - share skills w/ members and community	When does it start?
Builds an identity	Who <del>should</del> should go? (staff, trust)
Enables success of future work	Strategic roll out - id small groups and potential leader
Enables revenue stream	Member buy-in??
	Sustainability
	Train the trainer

## ⑬ EDGE OVERLAY/ ANALYSIS

Pros	QUESTIONS?
Easy	Out come?
Share usable data	How may have done it - Critical mass + cross-section
<del>Easy</del> Gap analysis	What's most effective analysis?
cheap	

## ⑨ ONE CARD NLS

*On the dialogue in NLS has this card*

Pros	QUESTIONS
Convenience	Local governance support
Better Access for patrons	Are there other obligations
Reaches towards goal of library card for everyone	Will require 2 large ILS (if any others) to make it happen
Cost savings	Can DMV handle delivery for us? (bill adults included)
Branding - Recognition of NLS as leading & innovative system	Are there limitations on what items will be delivered?
Community need & desire	What will this do to delivery?
Better for community colleges to access PLS	Where do laptops come in?
Stronger consensual thinking leading to collaborative and comes	Member agreements - cell one? etc.
Make the ILS systems work better	If happens has more used outside own jurisdiction.

## INTER-CONSORTIAL KNOWLEDGE BASE

Asset mapping w/for each library <sup>between</sup> consortiums  
~~Shared info consortium~~

Pros	QUESTIONS?
<ul style="list-style-type: none"> <li>Sharing wealth of regional skills</li> <li>Leadership &amp; staff come from other systems</li> <li>I have good ideas to share</li> <li>Cross pollination</li> <li>System expertise</li> <li>Gaining shared experience &amp; <del>bring</del> bring that to the process</li> <li>Pilots &amp; risk-taking</li> <li>Access to community partners (experts)</li> <li>Coaching &amp; mentoring across the state</li> </ul>	<ul style="list-style-type: none"> <li>How to build this?</li> <li>What levels does this include?</li> </ul>

## KARMA-BASED SHARING ECONOMY

EXPANDING SHARING STUFF/EXPERTS SKILLS, ETC.

agree to work together  
Open network of shared resources

Pros	QUESTIONS
<ul style="list-style-type: none"> <li>Cool idea!!</li> <li>Better for libraries &amp; better for our patrons</li> <li>Cost benefits</li> <li>Encourages customers to think they can expect more from us</li> <li>Go beyond our borders to seek solutions</li> <li>Sharing successful grants, etc</li> <li>Sets us up for statewide, net'l leaders</li> <li>Culture of giving creates</li> </ul>	<ul style="list-style-type: none"> <li>What is involved in staff/staff time</li> <li>How would we keep track of exchanges?</li> <li>Need info for expansion of culture</li> <li>Does this have potential to ↑ revenue</li> </ul>

## KOHA

Need Programme r (can pay for support) <sup>is completely</sup> ~~not~~ <sup>well</sup> ~~based~~  
ALL in? <sup>o</sup> Saves \$ = still costs for migration support

Pros	QUESTIONS?
<ul style="list-style-type: none"> <li>\$\$\$ saves</li> <li>↙</li> <li>faster development cycle</li> <li>Culture of OS =</li> <li>Culture of Library</li> <li>-economy of scale</li> </ul>	<ol style="list-style-type: none"> <li>level of customization per "locality"</li> <li>How independent can members be? (branding etc)</li> <li>cost of migration</li> <li>How is it for patron? <ul style="list-style-type: none"> <li>could it be a service</li> </ul> </li> </ol>

## CONTINUUM OF COMMUNICATION

SOCIAL MEDIA URGENCY point DEEP CONVO CONTEMPLATION

o Accessible to 200k+ who are libraries o Library staff o Library staff

Pros	QUESTIONS?
<ul style="list-style-type: none"> <li>FB: Chris Goss? = feedback</li> <li>← <sup>urgency of sharing</sup> right now!!</li> <li>Quality?</li> <li>topical</li> <li>from FB to incubation spaces</li> </ul>	<ul style="list-style-type: none"> <li>the Deep is conversation w/ who's from patrons</li> <li>"fellow travellers"</li> <li>Who posts to the groups</li> <li>how is it mediated?</li> <li>Social inclusion?</li> <li>Who is included?</li> <li>Guest Authors?</li> </ul>



**8) SYNC ~~HEALTH~~ / BUDGET CYCLES**  
 > COMMUNICATION / WORKSHOPS  
 CONSORTIAL PURCHASING DECISIONS = fiscal year  
 EVERYTHING - STAFF, RESOURCES, SPACE

PROS	QUESTIONS?
SAVE MONEY SINCE <del>ANNUITY</del>	INITIATION PROCESS
Predictability	CHALLENGES
ECONOMIES OF SCALE	ENROLLMENT PERIOD? <del>THE</del>
	CALIFA CYCLE?
	ON WHO DOES IT? ONE PERSON?
	Pro-Rated?

**9) MEMBER ASSET MAPPING**  
 What would questions be?  
 Assumption - Assets would be shared WIFM?

PROS	QUESTIONS?
Gather good info	What questions do we ask to get right info
Strengthen value of network	Turf issues - fear to share
Foundation for resource sharing	Could we pick <del>the</del> specific topics - narrow scope to make it workable
	Focus on programs people or stuff
	define assets
	buy in?
	and then what?

**3) COLLABORATIVE STAFF TRAINING**  
 Training organized by NLS

PROS	QUESTIONS
New opportunities for training	Who makes it happen??
Opportunity to org. good costs	Use staff experts - <del>the</del>
Determine what is offered	Funding question - how
Mix up staff - <del>know</del> network	Logistics - how many, how often
On ground desired	Use other system experts also!
Outcome - better morale, think bigger	What priority given other ideas
	How to measure value/outcome

### ***Appendix G: What Each Library Can Share***

*At each workshop, participants identified what resources, expertise, etc., they could share with other libraries.*

#### *James Ochsner, Sutter County Library*

- Translators – Spanish, Punjabi, Hindi, Farsi, Urdu
- Citizenship Swearing in Ceremonies

#### *Laura Papponi, Nevada County Library*

- Help with setting up a mobile technology center (actually, ask us in 2-6 months, we'll have better advice)
- People and stories grant
- Soft remodel of Carnegie Library

#### *Mary George, Placer County Library*

- Beautiful Lake Tahoe (2 facilities there)
- New Bookmobile! Coming soon. (Small, nimble with a new service delivery model TBD)
- Air pollution control grants and partnerships (Thank you Nevada County)
- Tough Decisions Business Model (ROI Business model, cost allocations, political savvy)

#### *Wally Clark, Mendocino County Library*

- Microfilm machine
- Staffer (Collection Development) who knows how to build web pages
- Book Club Kits
- Facilities that serve as public shelter in emergencies (FEMA ?word)
- Staff to be used in public emergency situations
- Community space to be shared with community activists, collaborators, sponsors, artists, makerspace folk
- Staff willing to share passions with agencies/groups in communities in volunteer roles

#### *Jeanne Amos, El Dorado County Library*

- Early Learning Kits
- Beyond School Resources
- Storytime Kits
- STEAM Kits
- Staff trainers on:
- Early literacy
- Tech – devices/eBooks (limited)

#### *Lynn Sheehy, Plumas County*

- Resources on gold mining
- Providing services to rural county – Sierra – no librarian
- Branch Manager operating library with little help – one employee
- Literacy services to jail clientele

## NLS Strategic Workshops | Memorandum

- Successful Friends of the Library in rural area

*Rivkah Sass, Sacramento Public Library*

Staff Expertise in:

- Safety/Security
- COHS (Carter Online High School)
- We can print books – “The NLS Policy Manual”
- Working with incarcerated youth
- Managing change (sorry, Mary)
- Outcomes measurement
- Space Planning
- Market Segmentation
- Cataloging “Things”

*Michael Perry, Siskiyou County Library*

- How to lean on local community people
- How to recover from disaster

*Mel Lightbody, Butte County Library*

- Consult on grant writing

*Patty Wong, Yolo County Library*

- Local Broadband Advocacy
- Design Thinking Development
- Cataloging and Selection experience in Spanish, Chinese, Russian languages
- Partnership development and Non Profit leadership
- Construction Project Management

*Lisa Dale, Folsom Public Library*

- Meeting Room
- Staff with very strong and innovative programming skills
- 3D printers and printing services (coming very soon)
- Segmentation data from Analytics on Demand (coming soon)
- Willingness and resources to partner on joint grant/program opportunities

*Susan Hildreth, NLS and PLP*

- Tech expertise (PLAN)
- Event and logistics support
- Ability to start up project quickly

*Diane Smilcahl, Benicia Public Library*

- Expertise in working with the Arts community
- Teen services staff – specialty of working with teen volunteers
- Meeting room close to the Bay Area

## NLS Strategic Workshops | Memorandum

*Chris Kreiden, St. Helena Public Library*

- Meeting space
- Volunteer Coordinator – she’s creating program

*Henry Bankhead, San Rafael Library*

- Middle school lounge concept
- Bike Library prototype
- Strategic Plan
- Bamboo / Wood Library Card
- Keynote delivery

*Suzanne Olawski, Solano County Library*

- Outreach Ambassadors model
- Marketing and PR professional
- Marketing collateral templates
- Computer centers

*Brett Lear, Sonoma County Library*

- Expertise around wine and the wine industry – we have a Wine Library and a Wine Librarian!
- Expertise and resources around regional history and genealogy – we have an History and Genealogy Library

*Danis Kreimeier, Napa Library*

- Lego robotics program with stuff and staff
- Graphic artist (limited availability and could collaborate)
- Local history app – Explore Napa (could adopt)
- PIO / Webmaster – a workshop on best practices
- Meeting room
- Disaster Preparedness and Recovery (EOC/PIO)

*Damon Hill, Marin County Free Library*

- 3D printer expert/equipment
- Numerous STEM activities for Youth - ? Make robots
- Experience in Makerspace
- Experience in Patron Analytics/Analysis
- Graphic Artist / Media Relations
- Library Card - Students



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## Memo

To: NorthNet Library System Executive Committee  
From: Susan Hildreth, NLS Administrator  
Re: Recommendation for 2014/15 CLSA Broadband funds  
Date: January 25, 2016

As you may recall, the NorthNet Library System (NLS) received \$180,099 in CLSA funds provided by the California State Library in FY 2014/15 to support enhanced broadband connectivity in libraries. NLS did not have a specific plan for these funds when allocated and asked staff to develop recommendations for their use. Funds have to be completely expended by June 30, 2017.

The California State Library has recently issued information about the California Public Library Broadband Project Equipment Grant Program for FY 2015/16. This is a great opportunity for NLS libraries that are participating in Year 2 of the CENIC project. I am recommending that NLS make available \$5,000 for each NLS member that plans to participate in the FY 2015/16 Equipment Grant program to provide assistance for required matching funds and/or additional equipment purchases. This program would be funded from the \$180,099 in CLSA funds that currently is in an NLS equipment reserve.

I also am recommending that NLS make available retroactively \$5,000 for NLS member libraries that participated in the FY 2014/15 Year 1 equipment grant program. Seven NLS libraries participated in Year 1 of the CENIC project; and 17 NLS libraries are participating in Year 2. If all member libraries participate in the program, \$120,000 would be used in FY 2015/16. We also anticipate other members participating in Year 3; and remaining funds would be available for those members or for other broadband equipment needs as determined by the NLS Administrative Council, with all CLSA funds spent by June 30, 2017. Please note that we anticipate that California State Library funds may be available for support of branch connectivity in 15/16 and 16/17 and we could continue to leverage our NLS funds to support/augment these grants.

I reviewed this proposal with the Executive Committee at their December 10, 2015 meeting and they recommended that it be forwarded to the Administrative Council for consideration. If this recommendation is approved, staff will develop a simple application form for participating member libraries that will include a required proof of equipment purchase and/or use of local matching funds to trigger the reimbursement. Eligible expenses will be closely aligned with eligible expenses in the Broadband Project Equipment Grant Program.

I believe that this recommendation is directly aligned with the initial priority when these CLSA funds were allocated in FY 2014/15. I would be glad to answer any questions and look forward to discussing this at the Administrative Council Committee meeting.