

NLS Executive Committee Meeting

April 25, 2022

10:00 a.m.

ZOOM MEETING

Join Zoom Meeting

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Meeting ID: 874 1860 0354

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|---|----------------|---------------------|
| 1. Welcome and Roll Call | Olawski, Chair | |
| 2. Public Invited to Comment | Olawski | |
| 3. Approval of Consent Calendar (Action Item) | | |
| A. Adoption of Agenda | Olawski | |
| B. Approve Minutes of February 16, 2022 | Brinkley | Attachment 1, p. 3 |
| 4. Old Business | | |
| A. Library-to-Go Collection Development Policy
(Action Item) | Platt/Perry | Attachment 2, p. 8 |
| B. Recovering Together Website Update | Brinkley | |
| C. Review of Finalized NLS CLSA Study Report | Olawski | Attachment 3, p. 15 |
| 5. New Business | | |
| A. FY 2022-23 OverDrive Budget Request
(Action Item) | Perry/Platt | Attachment 4, p. 50 |
| B. Request for Consideration of Developing
NLS List-serv for Assistant/Deputy Directors (Action Item) | Olawski | Attachment 5, p. 63 |
| C. Appoint Nominating Committee for
FY 2022-23 Executive Committee Members | Brinkley | Attachment 6, p. 64 |
| 6. System Chair Report | | |
| 7. Announcements | | |
| A. State Library Report for Cooperative Library
Systems | Brinkley | Attachment 7, p. 65 |

8. Agenda Building for May 25, 2022 Executive Committee Meeting and Location

9. Adjournment

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

NLS Administrative Office, 32 West 25th Avenue, Suite 201, San Mateo, CA 94403

Humboldt County Library, 1313 3rd Street, Eureka, CA 95501

Mendocino County Library Administrative Offices, 880 N. Bush Street, Ukiah, CA 95482

Mono County Free Library, 400 Sierra Park Road, Mammoth Lakes, CA 93546

Napa County Library, 580 Coombs Street, Napa, CA 94559

Nevada County Library, 980 Helling Way, Nevada City, CA 95959

Solano County Library, 1150 Kentucky Street, Fairfield, CA 94533

Tehama County Library, 545 Diamond Avenue, Red Bluff, CA 96080

Yolo County Library, 226 Buckeye, Woodland, CA 9569

4004 Pikes Peak Rd., Parker, CO 80138



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DRAFT MINUTES

NLS Executive Committee Meeting

February 16, 2022

1. **Welcome and Roll Call** –Chair, Suzanne Olawski, Solano County, called the meeting to order at 11:00 a.m. Also present were NLS Executive Committee members: Carolyn Brooks, El Dorado County; Nick Wilczek, Nevada County; Deb Fader Samson, Mendocino County; Christopher Platt, Mono County; Todd Deck, Tehama County; and Christopher Cooper, Humboldt County. Also attending were Diane Satchwell, Library Solutions; and NLS fiscal and administrative support, Carol Frost, Pacific Library Partnership; Andrew Yon, Pacific Library Partnership; Jacquie Brinkley, NLS/Pacific Library Partnership.

Note: Cooper joined the meeting at 11:23 after Action Items were presented and did not vote in either Item 3. or Item 4.A.

2. **Public Invited to Comment** - No Public comment provided.
3. **Approval of Consent Calendar** – Motion to approve the Consent Calendar.

Platt moved; Deck seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.

4. **Old Business**

- A. **NLS Ad Hoc Committee recommends awarding the contract for NLS Fiscal and Administrative Services to the Pacific Library Partnership in the amount of \$173,546.**

Olawski presented the recommendation of the Ad Hoc Committee to award the NLS Fiscal and Administrative services contract to Pacific Library Partnership. The Ad Hoc Committee, comprised of Olawski, Fader Samson, and Platt, agreed that PLP had met all the requirements requested in the RFP. Olawski continued to say that NLS was happy with the services of PLP and would like to continue working with them. Deck commented that with the PLP CEO on the CLA Legislative Committee, their guidance and assistance with advocacy had been very helpful to NLS members.

Frost stated that PLP appreciates the opportunity to serve NLS and values the mutual benefits achieved in advocacy and resources as the result of working together. She continued to state that the statewide collaboration with other systems benefits all. Frost commended NLS for the dynamics of their work together and support to members.

Motion to recommend awarding the contract for NLS Fiscal and Administrative Services to the Pacific Library Partnership in the amount of \$173,546.

Fader Samson moved; Brooks seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.

B. Review Draft NLS CLSA Study Report

Consultant Diane Satchwell, Library Solutions, presented the Draft Report on the CLSA Study Report. Satchwell noted that NLS benefited by the CLSA mileage factor with the many rural NLS member library locations. She also noted that delivery was a critical service for NLS and other systems and that courier costs were expected to increase. Also of high priority to all Systems were eResources. Satchwell reported there was a good response rate from NLS members to the CLSA Study Survey and that most members reported they felt the current formula worked best for the majority of members. Satchwell stated that some of the outcomes of the survey were beyond the scope of this study but would be included in the Final Report. She reported that equity and the concern for rural member libraries was a main theme in respondents' comments and that they wanted to provide access for all members.

Frost acknowledged a statement in the Draft Report that referenced interest from the legacy systems in withdrawing from NLS. Frost stated that this subject was beyond the scope of this Study. Frost continued to note that no NLS legacy system has mentioned their interest to leave NLS to PLP or the Executive Committee, and that there are defined steps to make any change in system affiliation including the CalPERS obligations. NLS can provide guidance to those interested in making any change.

Satchwell reviewed the formula options in the Draft Report.

Note: Cooper joined the meeting at 11:29 a.m.

Upon review of the Draft Report, Satchwell asked for direction from the Executive Committee.

Deck asked about the reporting note that 70% of respondents reported being satisfied with the current allocation formula, and if the 30% who did not respond were rural members. Deck also noted that he was not aware until this report of a mileage factor in the State Library's calculation of CLSA funds.

Satchwell reported that she was not clear on the origins of the CLSA mileage formula. She also noted that respondents commented that the unknown amount of CLSA funding from year to year was a problem.

Fader Samson commented on the great distance between branches of Mendocino County and that their courier service costs were very high for very little service (one branch getting only one delivery per week).

It was suggested that potential NLS discussion items with the CLSA formula would include other service models for courier services.

Frost requested that Satchwell edit Page 12, #2: *Equal Distribution 50%* to add the word "**Budget.**"

Frost continued to clarify that the NLS Membership Formula and CalPERS payments were agreed by members to be calculated on the Annual Operating Expenses as reported to the State Library versus a proposed budget. Frost recommended that the Executive Committee direct Satchwell to use the Operating Expenses as reported by libraries to the California State Library for drafting of any formula options.

Olawski agreed to that clarification.

Discussion ensued regarding the use of the term “off the top” and it was proposed that the Study report reflect that NLS pays for Communications & Delivery (C&D) expenses including Zoom subscription, NLS website maintenance and postage. The balance is distributed back to member libraries or allocated to other projects or set aside for future purchases as directed by the Executive Committee. Discussion of alternate terminology. All agreed to change from “off the top” to *Communication Operating Expenses*.

Satchwell was directed to deduct \$5,000 from C&D budget as Communication Operating Expenses for drafting formula scenarios.

Wilczek stated that he would like paying all off the top (paying for systemwide contracts, including courier, OverDrive eBooks and eMagazines, and Link+) and allocate their portion of the balance back to his library. He asked about impact to participating and non-participating libraries of these formula options.

It was noted that “Special Projects” was rarely used and there was no need to include this as a regular expense. This could be noted as special circumstance in the Study report.

Discussion that “off the top” as an allocation scenario be used for transparency in this report. It was suggested that a revised analysis be made to show library by library their participation and where CLSA funds are going. Frost noted that the CLSA Allocation chart does indicate who is participating, but additional elements can be made to this chart.

Fader Samson stated that Mendocino only participates in delivery and still is not getting enough to cover those costs.

Olawski referenced the NBCLS CalPERS obligation formula and how this was designed to be equitable for the majority of members. She reported that through the process they sought to come to consensus while not 100% in agreement. They were seeking equity for the larger population.

Olawski asked Satchwell to demonstrate the change for each member library with the various formula options. She also asked to cite challenges that other CLSA Systems face and what is unique to NLS.

Deck noted that the nature of the NLS region is shared lending and the discussions will continue to review that priority. He stated he was glad to be having this conversation.

Platt stated that it was valuable to capture changing priorities over time. He noted that it was a question of the “mechanisms” and what is allocated back.

Frost asked the report to show how a change of formulas might impact other consortia within NLS including SPLASH and MARINet and their shared collection, as well as the impact to small libraires. She noted that CLSA language had been expanded to the benefit of many small or rural libraries including the allowable expenditures for CENIC, warranties to Internet services, etc.

Platt asked if the risk could be articulated in the Study report.

It was recommended that Satchwell include all the CLSA Allocation Chart columns and how libraries allocated their funds by their Claim Form to show local distribution.

Olawski stated that she appreciated the Executive Committee's recommendations and feedback for the Study's Final Report to be presented to the Administrative Council at the Annual June meeting.

Platt recommended that the "out of scope" discussions be included in the Final Report.

Olawski recommended that Satchwell reference in general feedback from member libraries to explore other system membership options without identifying specific libraries.

Frost stated that this was a very helpful discussion and will continue to work offline with Satchwell to address all recommendations.

C. NLS Annual Administrative Council Meeting Planning

Brinkley asked to set the meeting date. Executive Committee agreed to June 15, 2022, 9:00 a.m. to 12:00 noon. Brinkley will send Save the Date to NLS Directors listserv.

Olawski recommended meeting Agenda to be light with annual business and time needed to have CLSA Study Final Report presented and discussed in full. If time allows, Breakout Room activities will be held with topics deferred from the NLS Mid-Year Meeting of January 2022.

D. Update on NLS LSTA Grant Application

Deck reported that due to the nature of the proposed Hidden Historic Heroes project and the staff work needed to implement successfully, an NLS LSTA proposal at this time may not meet the potential that NLS had intended. He noted the limited capacity of NLS members at this time and suggested this proposal be revisited at a later time.

All agreed to hold on this proposal and not to submit any LSTA application in this cycle.

5. System Chair Report

No report.

6. Announcements

Frost reported that the California Library Services Board (CLSB) will meet via Zoom on April 5, 2022.

7. Agenda Building for April 25, 2022 Executive Committee Meeting and Location

Frost noted that the NLS Budget would be presented for review at the May Executive Committee meeting. That meeting is currently set for May 25, 2022, 10:00 a.m.

Agenda for April 25, 2022 to include Nominating Committee for new Executive Committee members including new Vice Chair and 3 new Executive Committee members. Olawski requested that Executive Committee send out feelers for interested candidates.

Deck suggested that in reaching out to candidates they are informed that meetings are held via Zoom for the most part.

A suggestion was made to consider conferencing software to make hybrid meetings available for NLS. This will be added to the Administrative Council agenda for approval.

Agenda will also include the suggestion from Hammond, Sonoma County, to create an NLS listserv for Deputy and/or Assistant Library Directors. Brinkley will request a memo from Hammond to make this request.

Wilczek requested that NLS write a letter to CLA to disagree with their policy to charge libraries for posting of job announcements. Wilczek offered to draft a letter on behalf of the NLS Executive Committee for their review at their April meeting and for their recommendation to the Administrative Council's June meeting.

Also to be included in the April Executive Meeting Agenda will be the Library to Go FY 2022/23 budget recommendation for eBooks and the draft Collection Development Policy.

8. Meeting adjourned at 12:50 p.m.

Draft NLS Library-to-Go Collection Development Policy

March 2022

- I. Mission & Vision
- II. Purpose
- III. Collection Development
 - a. Collection Responsibilities
 - b. Scope of Collection
 - c. Selection Criteria
 - d. Selection Guidelines
 - e. Patron Recommended Material
 - f. Gift Policy
 - g. Weeding
- IV. Intellectual Freedom
 - a. Reconsideration of Materials
- V. Review of Policy

I. Mission & Vision

The purpose of Northnet Library System (NLS) is to improve the services of its constituent member libraries by maintaining existing California Library Services Act (CLSA) programs, leading research and development efforts to ensure that libraries are best positioned to respond to demographic, economic, and cultural changes through innovative and collaborative approaches to programming and services and the enhancement of collective resource building and sharing.

The Northnet Library System's Library-to-Go collection was created and is intended to provide residents of the participating member libraries with shared access to a collection of electronically published materials in a wide range of subjects and formats. It is primarily funded with CLSA funds directed by participating member libraries to this collection, which is currently structured to support OverDrive-provided access to eBooks, eAudiobooks, eVideo and eMagazines.

II. Purpose

This policy acts as a guide for selectors in order to ensure comparability of collection depth and breadth between collection areas and similarity of selection criteria among selectors within the centralized collection management framework. This policy intends to assist selectors in building collections that are responsive to the community's informational and recreational reading needs, while still meeting the mission and goals of both NLS and public libraries.

This policy also informs the public of the principles upon which collection development and management decisions are based. This policy describes the role of selection and management in the mission of the NLS to serve a broad range of library users that reside across most of Northern California in the member jurisdictions of the NLS. It defines the scope of the

collection, provides a plan for continual and strategic development, and identifies strengths in the collection. It connects selection decisions and collection management to intellectual freedom principles.

III. Collection Development

A. Collection Responsibilities

The NLS Library-to-Go Committee is comprised of consistently active members from each NLS library participating in the Library-to-Go collection. Each library system director nominates their respective selectors who commit to both selection and monthly meetings.

The committee chair/co-chairs are approved by the NLS Executive Committee and adopted by the NLS Administrative Council. This position shall be for a two-year term, and may be renewed for an additional two years. The chair will ensure continuity of service and efficient program facilitation. The chair will monitor expenditures of the selection committee, ensure materials are ordered according to established timelines and procedures, prepare and distribute statistical reports to the consortium and serve as a central contact between committee members, the NLS, and OverDrive.

The NLS Executive Committee and Administrative Council set the direction of all of the consortia priorities and budgets.

B. Scope of Collection

The NLS Library-to-Go Collection is funded by its member library systems, primarily via CLSA funds. Member libraries have access to the digital collaborative collection and as such, their local library card holders have access to the shared collection as authorized users. The community served by this collection is incredibly diverse; the collection must reflect the needs, interests, and viewpoints of this large community in its entirety, taking into consideration access needs in a digital environment.

The collection is board, current, and popular. This collection is not concerned with being completely comprehensive and some subject areas are collected in greater depth than others, as a reflection of current use and demand. The Library-to-Go collection aims for a balance of popular materials and those in line with the institutional goals of public libraries. The materials chosen support general interest in a broad range of categories. This collection is intended to serve the general patron instead of the researcher. Titles selected reflect contemporary significance instead of long-term enduring value. No material that meets the Consortia's selection criteria shall be excluded because of the origin, background, or views of the author or those contributing to its creation. Not all materials may be suitable for all members of the community. Not all materials may be suitable for all audiences.

A variety of reading and comprehension levels are also represented in the collection, based on community need. Materials are collected in English and Spanish; languages other than these will be added as determined by community need and title availability.

C. Selection Criteria

The following criteria are taken into consideration when selectors are choosing materials. An item need not meet all of the criteria to be selected.

- Identified, expressed, or anticipated need in the general community
- Availability of titles from vendors
- Contemporary significance or popular interest
- Attention of critics and reviewers
- Prominence, authority, significance, and/or competence of author or creator
- Timeliness and accuracy of material including new editions of existing materials
- Relation to existing collections, such as titles in a series
- Statement of challenging, original, or alternative point of view
- Authenticity of historical, regional, or social setting

Public demand for an author, title or subject is an important criterion. All requests from patrons for specific authors, titles or subjects will be considered.

Title availability is another important consideration. Given the volatile world of digital rights and publishers, it is important to note that although titles may be available for purchase to consumers from various outlets, they may not be available to NLS patrons because certain major publishers do not allow public libraries to purchase digital editions of titles, and/or place embargoes on new titles for a designated time period.

In addition to content and availability criteria for selection, given the digital nature of this collection, selectors must also take into consideration format factors. The following criteria will be considered.

- Affordability
- Appropriateness of format
- Illustration rendering in books for youth or in graphic novels
- Narrator's qualifications for audio books
- Stability of content
- Titles with simultaneous use rights

D. Selection Guidelines

Currently the collection is comprised of eBooks, eAudiobooks, Video and eMagazines. Materials are selected to support a variety of computer systems and e-reader hardware in multiple prevailing formats in order to serve the differing needs of individual users.

Selectors will be instructed to select materials in all genre and format areas each month, as titles are available with an emphasis on popular demand. Each month purchases will include new materials, patron requests and multiple copies of items on hold, and management of

metered access items. Monthly materials will include adult, young adult, and children's content. Materials are selected in English and Spanish and other relevant language editions as they are available.

Each year a budget will be allocated for simultaneous use packages and other special collections to be purchased.

Spending within these areas may be modified as needed to account for the availability of content and any changing needs of the consortium. The budget will be reviewed and adjusted as the availability of funds change.

It is the goal of the committee to keep the holds ratio under 10. This ratio may change as budget and size of consortium membership changes.

Current lending policies allow for 10 checkouts and 5 holds per library card.

E. Patron Recommended Materials

Input from patrons is highly valued and therefore patrons are able to recommend for purchase within the OverDrive platform. It is important to note that due to the very large population this collection serves, the recommendation process is limited by a monthly monetary limit. In addition, titles must fit the criteria for selection described in this policy and must be of interest to a larger audience. The decision to add or not add patron recommended titles is at the discretion of the Library-to-Go selection committee members and is not open to appeal.

F. Gift Policy

Given technical and licensing limitations as they stand today, the NLS is unable to accept gifts of personally purchased eBooks. NLS is unable to accept donated money for digital books or collections and refers all donations to the local library system.

G. Weeding

Although a digital collection does not have the same space constraints of a physical collection, weeding is necessary to upgrade the collection in terms of relevancy, usefulness, patron ease of searching and circulation statistics. The Library-to-Go committee will be responsible for facilitating the review of the digital collection on a regular basis and determine which titles warrant being weeded. In addition, titles may be pulled from the Library-to-Go collection at any time by publishers without prior notice or titles may not be available for re-purchase.

H. Advantage Collections

Public library systems within the NLS have the option to establish collections of materials that are only accessible by their patrons. Libraries with Advantage Collections are encouraged to, but are not required to share additional purchased content with the consortium. Advantage Collections shared by member libraries follow local rather than consortium selection criteria and guidelines. Shared content is available to other consortium members, but hold priorities are granted to the purchasing institution's patron base. All libraries choosing to spend beyond their

annual content fees with either Advantage or Advantage Plus accounts are responsible for their own ordering, and will be invoiced directly by OverDrive.

IV. Intellectual Freedom

The NLS aims to provide a collection with information spanning a broad spectrum of opinions. The NLS directs patrons to the American Library Association's Library Bill of Rights, Freedom to Read, and Freedom to View statements. These principles guide the materials selection policies.

Selection decisions are based on the merit of works as they relate to the mission and goals of the NLS and its partners. Titles are selected to meet expressed and anticipated needs of the greater Northern California community. Selectors are located all across the NLS region to ensure a fair and balanced collection. Variety and balance of opinion is sought in all collections. NLS recognizes that some materials may be controversial or offensive to an individual, but maintains that individuals can apply their values to only themselves. Parents have the responsibility and right to guide the values of their children. An opinion represented in the collection is an expression of the Consortium's commitment to intellectual freedom and not an endorsement of a point of view or opinion.

A. Request for Reconsideration Policy

Patrons wanting to communicate their concerns beyond their local library about materials in the NLS digital collection should be directed to a reconsideration form available as Appendix A below. Any requests will be directed to the NLS Library-to-Go Chair for discussion. A recommendation for action will be made by the NLS Chair to the NLS Executive Committee.

V. Review of Policy

The Library-to-Go Collection Development Policy of the NorthNet Library System will be reviewed on a regular basis. This policy was approved by the NLS Executive Committee on

_____.

Appendix A: Request for Reconsideration of Library Materials - Northnet Library System Library-to-Go Collection.

If you have found materials or library resources about which you have concerns, please discuss with the local branch staff to understand its relevance to the NLS Library-to-Go collection. If you would like to file a request for reconsideration of the item, please fill out the form below and mail to the address provided. The request will be considered by the Library-to-Go Committee Chair and NLS Executive Committee. A response will be delivered in writing to an individual's written request after the Committee's scheduled meeting.

Prior to filling out this form, please read in its entirety the above NLS Library-to-Go Collection Development Policy and the following supporting documents it references: The American Library Association's Library Bill of Rights, Freedom to Read, and Freedom to View. The latter are available at www.ala.org.

Material for consideration

Title:

Author:

Indicate type of material: eBook, eAudiobook, Video, eMagazine

Publisher:

Date/Edition:

Did you read, view or listen to the entire work? All Part

Please describe your concerns regarding this material:

What specific pages or sections best illustrate your concerns?

How did this work come to your attention?

As an alternative, what work would you recommend that would best convey as valuable a picture and perspective of the subject?

Contact Information (Required for Response)

Name:

Address:

City:

Zip:

Phone:

Do you represent yourself or an organization? (If an organization, please indicate)

Please provide this completed form to the branch staff or mail to:

Library-to-Go Committee Chair

[Need address]

NorthNet Library System

Study of California Library Services Act (CLSA) Cost Share Formula and Allocation of Funds

Library Solutions, April 2022

The NorthNet Library System (NorthNet) funded a study of its existing CLSA program, including services for member libraries and its funding cost share formula, for the purpose of determining options and recommendations for beneficial changes and enhancements.

Executive Summary

The State of California provides funding to the nine California cooperative library systems through the Communications and Delivery Program of the California Library Services Act (CLSA). This program provides funding to each cooperative for intrasystem methods of exchanging print and digital materials and information between public libraries. The California State Library manages state funding allocations to the cooperative systems. Cooperative systems develop yearly plans of service and budgets based on their allocations, which are then approved by the California Library Services Board (CLSB).

The NorthNet Cooperative Library System (NorthNet) commissioned a study of its existing CLSA program, including services for member libraries and its funding cost share formula, for the purpose of determining options and recommendations for changes and enhancements. The study, conducted by consulting firm Library Solutions, included a review and analysis of NorthNet's member cost share formula, its shared services cost allocation plan, and its menu of services, relative to those of the other California cooperative library systems.

The conduct of the study, findings, and recommendations for NorthNet's processes are detailed in this report. The following summarizes the study's main findings and recommendations.

NorthNet CLSA program relative to the other cooperatives. NorthNet's spending aligns with CLSA rules and regulations, and with the practices of the other eight cooperative systems. Practices vary between the systems but in every case the bulk of CLSA Baseline funding is spent on either physical delivery of materials or e-resources, or a combination of the two. A few systems dedicate some funding to cooperative projects such as new online databases or one-time projects. All the systems retain operational reserves to maintain stability in the event of unexpected revenue fluctuations.

The systems are mandated to manage their members' CLSA funding in the most cost-effective manner possible. All face challenges in finding a balance of equity and value for their public library members, given the significant differences between them in terms of size, geography, community characteristics, and budgets. CLSA funding is not robust enough to cover the full costs of the systems' Communications and Delivery programs, and the systems must pass costs on to their member libraries which may or may not have the discretionary funds. E-resources may prove more difficult, expensive, and less effective to offer in rural areas, where the digital divide is greater for libraries and the public alike. Also, management of vendor contracts for e-resources is complicated, requiring systems to strike a balance between cost savings for longer-term contracts and liability for member libraries. Delivery of physical resources is a universal benefit but is also more difficult and expensive to provide outside of urban areas.

All these challenges are compounded for NorthNet because it covers a much larger geographical area and its membership is the most diverse, featuring urban, suburban, rural and frontier public library systems with widely varying communities, geographies, and budgets. Several NorthNet libraries also belong to other cooperative organizations that may compete with NorthNet's menu of services; providing value for these libraries is an additional challenge.

Cost share formula and menu of services. As part of this study, a survey was sent to all NorthNet public member libraries. The results show that the vast majority of NorthNet's public library members support the System's current cost share formula and menu of services. The most significant issues uncovered by the study include barriers to participation by rural libraries and barriers to providing input into System decisions regarding funding allocations and vendor contracts. While the current menu of services is limited and several additions were suggested, it was also recognized that increasing the menu could dilute the current services available and increase costs overall. Also, any changes to the cost share formula should consider the impact on vendor agreements and the System's CLSA Plan of Service.

NorthNet libraries overall are concerned about their liability for vendor contractual obligations and would also like to be able to opt into yearly services once their library budgets are approved, as they may have additional funding that would allow them to participate. While desirable, this may be unfeasible, as vendor contracts must be negotiated in advance to obtain the best terms and manage costs effectively.

The study found general recognition that NorthNet's current allocation formula shows slightly more fiscal support for urban rather than rural libraries, and the importance of providing additional funding for these rural libraries was stressed, particularly as NorthNet receives more CLSA funding than any other California system due to the enormous geographical area it serves. Yet it was also recognized that equity and value should be provided for all. To this end, five funding allocation formula options are presented in this study for the System's consideration. They include: 1) the current formula; 2) a formula using only population figures; 3) a formula combining population and adjustment for geographically isolated; 4) a formula combining population and adjustment for libraries with budgets under \$2M; and 5) a formula that would pay all CLSA expenses up front and distribute the remainder of the funds equally.

This study analyzes these formulas and their potential impact on NorthNet's public library members. While included for consideration, formulas based on just one factor or action, such as Formulas 2 and 5, are not recommended because they would create greater disparity.

Ultimately it is for the NorthNet Administrative Council to define the services of its CLSA Communications and Delivery Program and the allocation of its CLSA funding. It is recommended that the Council make a concerted effort to increase communication, transparency and inclusion concerning administrative and financial decisions. The purpose of the CLSA is to foster interlibrary cooperation and loan programs that would help provide all Californians with equal access to free library materials regardless of geography or local resources. Hugh. C. Atkinson, an important 20th century library leader, said that for library cooperation to succeed, results for users across the board must be the goal. This reflects a core value for NorthNet's leaders and libraries, and decisions will be made accordingly.

Diane Satchwell
CEO, Library Solutions, LLC

Background

In 1977 the State of California enacted the California Library Services Act (CLSA), which established and funded a network of regional cooperative library systems. The purpose of the CLSA was to foster interlibrary cooperation and loan programs that would help provide all Californians with equal access to free library materials regardless of geography or local resources. The number of systems in the state has fluctuated over time but there are currently nine: Black Gold Cooperative Library System (Black Gold), 49-99 Cooperative Library System (49-99), Inland Library System (Inland), NorthNet Library System (NorthNet), Pacific Library Partnership (PLP), San Joaquin Valley Library System (SJVLS), Santiago Library System (Santiago), Serra Cooperative Library System (Serra), and Southern California Library System (SCLC). All but a handful of the public libraries in the state belong to one of these systems (CLSA funding is only for public libraries that are members of a cooperative system).

The types of cooperative library programs funded by the CLSA have diminished since 1977, but one remains, the Communications and Delivery Program ([Education Code 18745](#)), which funds intrasystem methods of sharing library collections and information. When the CLSA was enacted, this Program's focus was on physical sharing of print materials and other tangible resources. In 2016, the Legislature adopted AB 1602, which amended the CLSA to remove references to obsolete programs and to include sharing of electronic resources for Communications and Delivery. In 2020, the California State Library changed allowable expenses to include broadband and telecommunications for rural libraries.

The nine-member California Library Services Board (CLSB) oversees CLSA Communications and Delivery funding, sets policies, and authorizes fund allocation. The Board ensures that funding use adheres to the intent of the law. The California State Library (CSL) is the state administrative agency that handles the CLSA funds and provides supportive staffing for the CLSB and its activities.

Communications and Delivery funding is allocated to the systems based on a formula¹ approved by the CLSB in August 2013 as follows:

- 30% awarded on the basis of the first three members of each System, equally.
- 45% for each System's combined portion of the total state population and System membership, excluding the first three members per System.
- and 25% for each System's combined portion of membership and round-trip mileage of the Systems service area.

¹ This formula was devised as a way to "equitably distribute funds so that a System with only three member libraries would not receive a base allocation of the same amount as a System with 14 member libraries" (https://www.library.ca.gov/wp-content/uploads/2021/08/2013-08_Minutes.pdf, p. 9). The "first three members" wording is an artifact of the 2013 discussion; the formula is applied, and system allocations are determined, by the State Library.

Based on this formula, the nine systems' allocations for FY2021-22 were as follows:

System	Population	Allocation	Percentage of CLSA funding	# Of Public Library Members
Black Gold	743,035	\$156,370	4%	7
49-99	1,475,380	\$152,159	4%	6
Inland	4,403,519	\$380,341	11%	19
NorthNet	5,014,749	\$815,134	23%	40
PLP	6,987,090	\$708,195	19%	35
SJVLS	3,036,497	\$235,672	7%	10
Santiago	2,822,395	\$204,233	6%	11
Serra	3,501,438	\$266,796	7%	13
SCLC	10,305,917	\$711,100	19%	40

The cooperative systems are responsible for determining the best use of their CLSA allocations, within the limitations established in law and regulations. They develop yearly plans of service and budgets, which must be approved by the CLSB. 20% of each system's allocation may be used for system administration, per the CLSB's policies.

Funds are not available until the CLSB approves the budget. Checks are then issued to the systems, but some years there are delays, due to various issues such as the state budget not passing on time, problems with the state's financial system, etc.²

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The Study

NorthNet is a Northern California multi-type library consortium comprised of forty public library jurisdictions, one academic library and one law library. The public library members³ are Alpine County, Belvedere-Tiburon, Benicia, Butte County, Colusa County, Del Norte County, El Dorado County, Folsom, Humboldt County, Lake County, Larkspur, Lassen County, Lincoln, Marin County, Mendocino County, Mill Valley, Modoc County, Mono County, Napa County, Nevada County, Orland, Placer County, Plumas County, Roseville, Sacramento, St. Helena, San Anselmo, San Rafael, Sausalito, Shasta County, Siskiyou County, Solano County, Sonoma County, Sutter County, Tehama County, Trinity County, Willows, Woodland, Yolo County, and Yuba County.

NorthNet is a joint powers authority created in 2009 by combining three existing cooperative systems: Mountain Valley Library System, North Bay Cooperative Library System, and North State Cooperative Library System. This was part of an effort supported by the CLSB and the State Library to consolidate library systems throughout the state, to achieve greater efficiencies and economies of scale. Members of these three legacy systems now receive their CLSA funding through NorthNet, but the systems

² Delays can be significant, extending as much as five or six months into the fiscal year.

³ Only NorthNet public library members were considered in this study, as the CLSA and its funding only apply to public libraries.

maintain their separate existences and memberships, and still meet and make decisions about cooperative programs.

When NorthNet was formed a cost-share formula was developed for CLSA funds. That formula has not been substantially modified since then. In Fall 2021, to address member questions and concerns regarding CLSA allocations, NorthNet contracted for a study of its existing member cost share formula for CLSA funds, to include an analysis of its current CLSA shared services cost allocation plan and its current CLSA menu of services.

20% of the CLSA funding allocation received from the state goes to System Administration, with the remainder used as Baseline funding for the system members. In this report, budgetary and funding formula discussions, examples, and scenarios are based on NorthNet's FY2021-22 CLSA allocation. The breakdown is as follows:

Baseline (80%):	\$652,107
System Administration (20%):	\$163,027
Total:	\$815,134 ⁴

The NorthNet Executive Committee may choose to allocate some Baseline funds to support a special project, and may choose to hold back some funds for future projects.

Each year the NorthNet Executive Committee works with the NorthNet fiscal agent (Pacific Library Partnership) to develop the budget for CLSA Baseline funds, with input from the shared OverDrive Library-to-Go Committee for e-books and e-magazines. Some of the Baseline funds are used to support NorthNet communications operational expenses,⁵ and other funds are used to support delivery services in MVLS and NBCLS. The Executive Committee may also choose to hold back funds based on fiscal outlook or for special projects. The Executive Committee will then determine the amount of funds to be distributed to public library members. NorthNet currently allocates CLSA Baseline funds as follows:

- 50% divided equally amongst each public library member.
- 50% divided according to the population served by each public library member.

If rollover funds from the previous fiscal year are available, they are included in the Baseline and divided up according to the formula.⁶

The consortium contracts for OverDrive, Link+, e-magazine, and physical item delivery services between its members. Public library members are obligated to pay for their share of these contracts

⁴Note that NorthNet's CLSA allocation is large due to its expansive geographical area and number of rural public library members. For example, for FY2021-22 NorthNet had a calculated service population of 4,890,345 and SCLC had a population of 10,799,515. NorthNet received \$815,134 (more than any other system) and SCLC received \$711,100.

⁵This term is used to describe minor operational expenses directly related to Communications and Delivery services. For NorthNet, these include postage and mailing supplies, website maintenance, and Zoom hosting.

⁶ The example figures in the formulas discussed later in this report do not include rollover funds.

with their CLSA allocations. Libraries must pay the consortium from other funds if the cost of their share of the consortial contracts is more than what they receive from CLSA. If libraries have CLSA funds remaining after paying for their share of the contracts, they may use it for other delivery, e-resources, or broadband costs, selected from a menu of services (see Appendix E).

Considering membership fees and costs to member libraries beyond CLSA funding is outside the scope of this study. It should be noted that if the cost sharing formula is changed, NorthNet’s cost allocation plan for shared services will be impacted, causing some libraries to contribute more than they currently do.

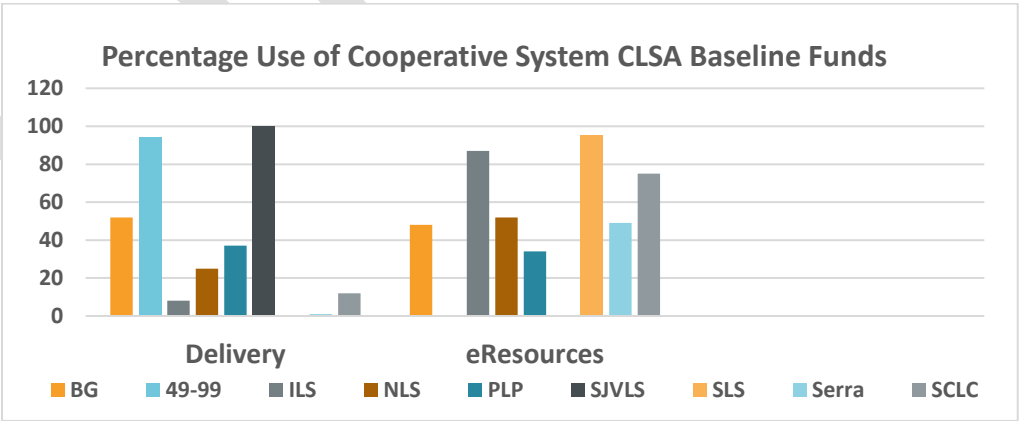
The study was carried out as follows:

- A survey was given to the eight other California cooperative library systems, to gather overall information about how they use and manage their CLSA funding.
- A questionnaire was administered to NorthNet member library directors (or a designee). This questionnaire was designed to determine any benefits and challenges related to NorthNet’s current CLSA processes.
- One-on-one interviews were conducted with a subset of NorthNet library directors (chosen by the NorthNet Chair and Vice Chair), to gather in-depth information, perspectives and ideas regarding allocation and use of CLSA funding.
- Additional data points were reviewed, including NorthNet historical documentation such as surveys, claim forms, memos, and formula spreadsheets.

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Cooperative Library Systems Survey Summary

A survey was sent to the other eight cooperative systems (Appendix A) to garner an overall perspective on how all the California cooperative library systems use their Baseline CLSA funds. The survey showed that the most common uses were for delivery⁷ and e-resources as shown in the graph below:



⁷ In this document, “delivery” refers to intrasystem transportation of physical materials between libraries, for the purposes of interlibrary loan, for returning borrowed materials between jurisdictions, etc.

SJVLS and 49-99 use their CLSA funds only for delivery. Inland and SCLC use their funds for e-resources and some minimal delivery services. Santiago uses its funds only for e-resources. The other cooperatives split between delivery and e-resources. Small percentages of CLSA Baseline funds are used for communications operational expenses (minor operational costs that relate directly to Communication and Delivery activities).⁸

All the cooperative systems exhaust their entire System Administration budgets each year (the 20% of their CLSA state allocation allowed for administration). A few systems do not typically use all their Baseline allocations and roll those funds over to the next year. Cooperatives have three years to use the funds (i.e., allocation year plus two years, based on the state fiscal year) and rolling over the funds is an acceptable practice. Black Gold, 49-99, Inland, SJVLS, Santiago and Serra exhaust all their CLSA Baseline funding each year.

Though it is not included in the overall scope for this study, it should be mentioned here that CLSA does not fully fund the systems, and they all must charge membership fees. These fees pay for system staffing, supplemental programs and/or services and additional enhancements. Fee schedules vary between systems.

Additionally, all of these eight cooperative systems adhere to a fiscal best practice of maintaining a reserve fund. Reserve funds help organizations sustain financial operations and allow them to continue their programs when faced with unexpected situations (such as a global pandemic or economic downturn) that result in significant unbudgeted increases in operating expenses or reductions of operating revenues. Reserves are necessary for the systems to deal with common CLSA issues including state budget cuts, fluctuations in funded programs, or significant delays in receipt of allocated funding. The reserve standard varies between the systems.

In summary, it is reasonable to state that it is a challenge for all the cooperative systems to find a balance of equity and value for each member library. Physical delivery provides resources universally and, during the pandemic, e-resources have played an increasingly critical role in resource sharing. Most systems use their Baseline funds only for physical delivery and e-resources, though a few dedicate some funding to cooperative projects such as new online databases or one-time projects. Systems retain reserves so as not to experience interruptions in services and programs when there are unexpected revenue fluctuations. Systems with staffing require larger membership fees or additional revenue sources to retain staffing levels.

NorthNet has some unique challenges not shared by the other cooperatives. Its membership is the most diverse, consisting of urban, suburban, rural and frontier public library systems. Its smallest system serves 1,162 residents; the largest serves 1,466,339. Local operating budgets (based on FY 2019-20 figures) range from \$257,752 to \$45,573,653. The sheer geographical area covered by NorthNet creates a greater challenge to provide cost-effective, consistent delivery of physical materials to the rural and frontier libraries most in need. While the CLSA allocates additional funding by geographical area, that funding does not fully compensate NorthNet for its high delivery costs.

⁸ These minor expenditures vary between the systems and may include items such as audits, postage, website maintenance, Zoom and other communications tools, etc.

NorthNet has an inherently greater challenge in providing equity for its members.

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NorthNet Director Questionnaire Summary

A questionnaire was distributed to the directors of the 40 NorthNet public member libraries. 80% of the libraries responded.⁹ The current NorthNet CLSA cost share/fund allocation model was favored overall by 80% of the respondents. Several expressed ideas for changes. These included:

- 23% suggested using library budgets as a factor in allocating funds, to give an advantage to those with smaller budgets.
- 20% suggested using population only when calculating the allocation.
- 16% suggested using local income per capita.¹⁰
- 9% requested population, budget, collection, number of branches.
- A few respondents said they felt that if a library does not use all its funds, those unused funds should be added to that library's allocation for the following year, rather than putting the total amount in the general formula.
- A combination of metrics was suggested by one or two directors. They included: 1) geographically isolated libraries, budget, number of card holders and local tax; 2) budget, per capita, and card holders; or 3) population and geographically isolated libraries.

Library directors were asked what they do not like about the model. Again, the majority felt the current model was fine. Comments included:

- The model is confusing.
- There are limited choices on the menu of services.
- Some libraries would prefer to "opt in" each year when making decisions on programs and services. Currently, libraries are part of multi-year contracts and committed to participating.
- The funds received are typically only enough to pay for one thing.
- There are too many pre-set costs.
- More funds should go to OverDrive.

The rural libraries had multiple concerns overall. These included:

- The current model does not support the more needy of the rural libraries.
- Rural libraries do not always use all their funds.
- Geographically isolated libraries cannot always benefit, especially from delivery services, due to the large distances within NorthNet and also between outlets within their own jurisdictions.
- Some libraries cannot participate in shared resources due to technology and/or budget limitations.

NorthNet negotiates with its Communications and Delivery service vendors in advance of receiving its yearly CLSA funding, in order to obtain the best contractual terms for member libraries and optimize

⁹ A few respondents were new to their libraries and to NorthNet, and their responses to the questionnaire were limited.

¹⁰ Note that using a local income per capita metric might not account for inflation, income disparity, poverty, wealth, or savings, and using it might not achieve the intended goals.

the value of CLSA monies. 23% of the respondents expressed concern about liability given that the System's service contracts are negotiated prior to budget approvals by the CLSB and local jurisdictions. Some worried about the possibility of the burden being placed on member libraries to meet the contractual obligations, should CLSA funding be reduced. There was also concern for the contractual agreements if the current model changes and participating libraries are still obligated to pay the same amount if they receive less funding. 7% of respondents, however, specifically stated that they preferred the better discounts associated with longer term contracts.

The next question asked if the libraries would be in favor of paying all the CLSA expenses up front each year,¹¹ and distributing the remainder of the Baseline funds equally amongst public library members. The following summarizes the comments from the respondents:

- 39% support this idea.
- 36% feel it may benefit only a few. Some libraries, such as those in MARINet,¹² could be left out of benefiting from any programs and services.
- Only 10% voiced a concern for future funding and the impact of this approach. 7% support a more robust menu of services.

There was an opportunity to suggest new shared e-resources. Some of the member libraries would like to see more options for programs and services. Suggestions included:

- Video streaming (44%).
- E-newspaper (27%).
- E-comics (22%).
- Cloud e-books (3%).
- Miscellaneous suggestions included online auto repair manuals, Consumer Reports, SimplyE, and a subscription to a community analysis tool (such as Gale Engage).

Three of the larger public library members said they would not participate in any shared e-resources services, as managing any additional services or programs would not be possible for them, and better discounts are available to them, through Califa or through their own vendor negotiations.

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Summary of Findings

- The current cost allocation/cost share model is fine with a substantial percentage of NorthNet's public library members.
- Libraries would like to have more input into the decisions that are made about funding allocation and delivery/e-resources contracts.
- The menu of services is limited, but some felt adding more options would dilute the current programs and services, and potentially increase costs.

¹¹ For NorthNet, these would be the OverDrive, shared e-magazine collection, delivery, Link+ services, and communications operational expenses.

¹² MARINet is a separate library network based in Marin County. It is essentially a consortium within the NorthNet consortium; it is not a cooperative system that directly receives CLSA funding.

- Delivery costs are a concern both for those using the service and those not using the service. Libraries are willing to pay a portion of delivery on their own, but not the entire cost.
- Interest in considering additional formula models that factor in member budgets, as under the current model the amount of funding many libraries receive does not allow them to fully participate in Communications and Delivery services.
- Impact of changes in funding or formulas on current contractual agreements is a consideration, as well as the steps needed to cancel, modify, or invoice participants.
- Members of MARINet would prefer to have their CLSA funds sent directly to MARINet, i.e., to be considered a separate cooperative system.
- There was considerable concern by NorthNet rural libraries that they cannot take full advantage of the programs and services available through the cooperative. Their budgets are typically much smaller and at times there are no discretionary funds.
- Public library members overall wanted to have the ability to “opt in” to the programs and services on an annual basis rather than having a long-term commitment. They understand the discounts are based on long-term contracts but are concerned over the long-term funding commitments given the fluctuations in their libraries’ budgets.

NorthNet has a diverse membership, from urban to extremely rural, which presents challenges in terms of developing equitable cost sharing models and services. The study respondents’ feedback provided different perspectives within the System. Points to consider when pursuing a new cost sharing model include:

- Using only one metric in the funding allocation formula would result in smaller allocations for the rural libraries.
- Any changes in the funding formula should be explained with as much detail as possible, to avoid confusion for member libraries.
- It is a challenge to find one model that benefits all equally. Compromise will be important when making decisions.

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One-on-One Interview Summary

Nine one-on-one in-depth interviews discussing NorthNet cost sharing and service models (Appendix C) were conducted with selected libraries recommended by the NorthNet Chair and Vice Chair, including Alpine County, Lake County, Larkspur, Mendocino County, Mono County, San Rafael, Siskiyou County, Yolo County, and a representative from MARINet.

The conversations centered around equity for NorthNet public library members and concern regarding budget shortfalls for rural members. There is an interest in identifying options to allocate additional funds to rural libraries to level the playing field of programs and services. Areas of consensus included:

- There was concern that funding allocation and services decisions are made without input from libraries affected by those decisions. More conversations and approval should be held at the Administrative Council rather than the Executive Committee level.
- Physical delivery is important to the rural, geographically isolated libraries as many of the customers do not have the resources to access electronic services.

- There is a need for training, especially for new staff, using NorthNet’s electronic resources.
- A “pay up front” model as described above would adversely affect rural libraries. NorthNet should concentrate on supporting rural libraries.
- There is overall satisfaction with the menu of resources.
- Libraries would like the ability to opt in to services on a yearly basis once costs are known and library budgets are approved, as library budgets can vary, and they may be able to participate if they have additional funding.

The specific issues that were raised were similar to those who responded to the questionnaire. They included:

- Foster more transparency for NorthNet Executive Committee proceedings and decisions.
- Create more equity in the allocation formula.
- Compare long-term and short-term contractual discounts. Consider Califa.
- Provide more consistency year-to-year with Baseline funding allocations.
- Consider reducing OverDrive collection budget if the funds are not being used in a fiscal year.
- Rural libraries want to support consistency year-to-year in the services they offer, but their local funding is inconsistent. They are concerned about having to take programs or services away from their communities if their funding is reduced. These communities are the most in need of these services and programs.

Some libraries mentioned that they want to discuss alternatives to membership in NorthNet, by either creating their own cooperative or joining another. Amongst other considerations, this would require dealing with the potential impact of CalPERS obligations from legacy systems such as North Bay Cooperative System and Mountain Valley Library System, and formal approval would have to be obtained from the CLSB. More detail is provided below in Unanticipated Outcomes section and under Recommendations.

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Formula Review

Five CLSA fund allocation formula options, based on feedback from study respondents, were analyzed to determine their potential impact on NorthNet public library members (see Appendix D). The following points were considered in analyzing the formulas:

- The figures are based on NorthNet’s FY2021-22 Baseline total of \$647,057.¹³
- Population figures came from the FY2020-21 NLS CLSA CD Funds Distribution Tracking Worksheet.
- As stated above, 25% of each System’s CLSA funding is calculated on a combined portion of number of member libraries and round-trip mileage within the System’s service area. When referring to the funding allocation for round-trip mileage, the figure of \$161,877 was used.
- Public library member operating budget figures were taken from California Library Statistics FY2019-20.

¹³ \$5,050 for communications operational expenses was subtracted from the CLSA Baseline before distribution, according to NorthNet’s FY2021-22 CLSA Plan of Service. Occasionally, special projects are funded with CLSA.

- Library budgets under \$2M were compensated with 25% mileage funds determined by the formula developed by CLSB to allocated CLSA funds.
- Rural libraries were determined using a list generated by the Zip Books project (Appendix F).
- Programs and services currently under contract are not included in the calculations.

Due to the ongoing nature of the current contracts for Communications and Delivery services (courier, LINK+, the shared e-magazine collection) and the possibility of other options being added to or removed from the menu of services, the formula analysis does not take these potential costs into account.

The following table shows an analysis of the four formulas developed to illustrate the various scenarios using the metrics listed above.

Formula Option	Findings	Explanation
#1. 50% of total CLSA fund allocation (budget) equally distributed and 50% by population.	This is the current model used by NorthNet. 70% of respondents are satisfied with the current model.	This formula provides more funding for the rural libraries than they would receive based on population alone. The other 50% compensates the larger libraries based on their population count.
#2. Population Only.	A number of respondents were interested in using population as a metric to allocate CLSA funds, either alone or in combination with other factors.	Using this one metric would allocate the most funding to the larger library jurisdictions. The most geographically isolated libraries would receive under \$2,000. This option is not recommended.
#3. 75% by Population and 25% by Rural/Geographically Isolated Status.	16% of the respondents agreed the rural/geographically isolated libraries should receive additional compensation as structured in the CLSB formula.	75% of the Baseline funding divided by population; 25% of the Baseline divided equally amongst the 24 rural public library members, which added an additional \$6,180.33 to their allocations.
#4. 75% by Population and 25% by Budget under \$2M.	Due to the interest in using population and library budgets as factors in allocating CLSA funding, a formula was created combining the two metrics.	75% of Baseline funding divided by population; 25% of Baseline divided equally amongst the 21 libraries with budgets under \$2M, which adds an additional \$7,063.21 each to libraries with smaller budgets.
#5. Pay all NLS systemwide contracts first, then allocate balance.	This option uses the Baseline funding to pay all NLS systemwide contracts first (these total \$687,380 for FY2021-22). This is for illustrative purposes only and compares similar balances with the other options. The payment exceeds the Baseline allocation by \$40,324.	Some libraries would not receive a benefit from this model, while other libraries would receive a larger portion to pay delivery and e-resource vendors. A process would need to be determined to pay the balance due that exceeds the Baseline allocation or reduce the contractual agreements to meet the Baseline allocation. Also, important to note is no CENIC costs will be covered, as well as shared local e-resources. A possibility would be to use the

		funds directly to the local e-resources platforms and share to the group.
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The percentages and formulas presented here, and in the formula examples in Appendix D, can be adjusted based on the desire of the Administrative Council. They are illustrative of potential allocation formulas for consideration, based on survey and interview input from NorthNet directors.

There is a summary sheet of the total allocations for each option to compare. Option #5 also provides detail of potential expenses for each library if it is determined to pay all contractual agreements, offering more transparency for NorthNet member libraries.

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Unanticipated Outcomes

Addressing the following outcomes is beyond the scope of this study, but it is important to include them in this report.

Some member libraries wanted to know how to join another cooperative system or create a cooperative on their own. It is recommended that this issue be raised with the NorthNet System Administrator, who can inform them of the process and options for leaving NorthNet.

Questions about the NorthNet reserve came up multiple times (see current reserve policy, Appendix G). As stated earlier, maintaining a reserve is a commonly used fiscal best practice for governments and nonprofits alike, to which all of the California cooperative library systems adhere. Reserve funds help organizations continue their programs when faced with unexpected situations that result in significant unbudgeted increases in operating expenses or reductions of operating revenues. It is recommended that NorthNet survey the other eight cooperatives on why and how they develop a reserve, their reserve policies, etc.

The State Library's Zip Books program was frequently mentioned in conversation. As this program is now fully administered by the California State Library, it is recommended that libraries that have concerns contact the State Library with their suggestions and comments. The current program model requires libraries to pay for materials up front and then file for reimbursement, which is challenging for the rural libraries and objectionable to their governing boards. Some said they would like to see Zip Books managed by NorthNet for those libraries within the System that participate.

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Recommendations

NorthNet has a large and diverse membership, including geographically isolated libraries, rural libraries, urban libraries, large populations, small populations, varying local budgets and technological capabilities. The System and its member libraries strive to create an environment of equity and inclusion. The CLSA was designed for that purpose.

The NorthNet Executive Committee acts in many ways as the de facto Finance Committee for NorthNet and is charged with developing services and budgets which are then reviewed and approved by the NorthNet Administrative Council. The Executive Committee Chair can continue to exhibit transparency by emailing membership when decisions are being made. In turn, NorthNet members can ensure they are informed by reviewing all documentation provided to them and attending the twice-yearly Administrative Council meetings.

There are challenges with bringing all the libraries together, coordinating the various meetings and communicating for decision making. Memos are generated to provide detail to the member libraries. Meetings are scheduled for the legacy systems, as well as the regular System meetings. All meetings and decision-making processes should be transparent and important points shared regularly. No decisions that impact funding or programs should be made without the direct input of the libraries affected. NorthNet should work to identify mechanisms for better communications between its members and administrative bodies.

There would be a variety of impacts if changes are made to the programs and services using CLSA funds. Contractual agreements would need review, as any changes to formulas or the programs and services model may impact existing vendor contracts. The Plan of Service submitted to the CLSB would require an amendment if there are impactful changes, and the changes could not take effect until approved by the CLSB. Minor changes can be approved by the CLSA Program Coordinator.

Coordinating the timing of any transition is critical to the success of the implementation of any new programs and services. The process could require substantial time to investigate. The following table lists this study's findings and the recommendations, organized by category.

Communication and Training Category: Findings		Recommendations
#1	Some directors were confused about the CLSA and felt they needed more detail to make informed decisions.	Have one-on-one follow-up meetings with new directors after the NorthNet in-depth orientation, to ensure that they understand how the System works. Continue using memos to communicate any changes and future programs and services. Chair and Vice Chair should continue to encourage participation.
#2	There was concern from libraries that they are impacted by decisions made by the NorthNet Executive Committee, in which they are	Chair and/or Vice Chair should email Administrative Council members for feedback before decisions are made. Members should be encouraged to participate to share in their perspectives.

	not given the opportunity to provide input.	
#3	Respondents made a number of suggestions to add or replace items on the menu of services. The additional suggestions included video streaming, e-newspaper, and/or e-comics, to be added under the “Additional Allocation for Local Resources” section on the NorthNet claim form (Appendix E).	To avoid diluting the process and reducing discounts, consider removing items from the menu of services, and requiring three or more libraries to agree to participate in any of the e-resources. This process will require negotiating contracts and surveying the libraries for their priorities. Council should discuss the impact of changing the claim form.
Menu of Services Category: Findings		Recommendations
#1	Some libraries find the claim form confusing.	Consider a task force to develop an updated claim form.
#2	MARINet libraries currently receive CLSA claim forms directly but would prefer they be sent directly to MARINet.	Currently MARINet receives LINK+ invoices directly. MARINet can negotiate with the NorthNet fiscal agent to change the current method.
#3	Respondents made a number of suggestions to add or replace items on the menu of services. The additional suggestions included video streaming, e-newspaper, and/or e-comics, to be added under the “Additional Allocation for Local Resources” section on the NorthNet claim form (Appendix E).	To avoid diluting the process and reducing discounts, consider removing items from the menu of services, and requiring three or more libraries to agree to participate in each of the e-resources. This process will require negotiating contracts and surveying the libraries for their priorities. Council should discuss impact of changing the claim form.
#4	Some libraries were interested in the Cloud e-book platform.	Libraries currently have the option to use CLSA funds to pay for the Cloud e-book platform; it is on the claim form. Should libraries want to add as a shared contract, this could be pursued. It may compete with the shared OverDrive Library-to-Go contract.
#5	Libraries that do not spend all their CLSA allocation would like to apply those funds to their specific library’s allocation for the next fiscal year. Rural libraries are often challenged to spend all the funds within a single fiscal year time frame.	For libraries which allocate their CLSA funds to the shared delivery services or Link+, this is not an issue. For libraries which allocate their CLSA funds to other local shared resources, such as their own shared OverDrive, Cloud Library collections, or telecommunication costs, they most likely can spend their CLSA allocations in one year, and it is recommended that if they cannot, they contact the fiscal agent to clarify that their funds may be spread

		over two years. Shared collections can use the funds up to two years. Proactive communication and transparency are critical to assure member libraries understand expenses.
Vendor Agreements/Contracts Category: Findings		Recommendations
#1	Libraries are hesitant to participate in long-term contractual agreements as their budgets are subject to change. Libraries wanted more local control of programs and services options.	Investigate costs for libraries to “opt in” to the menu of services. Califa was mentioned as a potential partner for discounts. Although Califa provides a discount, there is overhead which may reduce actual savings. Specific costs need to be provided. Query vendors for one-year to multi-year discounts to compare. Investigate sliding scale of contracts by years and number of participants.
#2	80% would prefer no pre-set costs and want more local control.	Renegotiating contracts is a time consuming and expensive exercise. Member libraries should consider impact of making changes and the process involved with the contracts. Investigate the feasibility of doing this.
Funding Allocation Model: Findings		Recommendations
#1	70% of respondents stated they are satisfied with current model. Directors felt it best met the needs of the libraries.	Compare new formula options with current model. A few respondents that were not clear on the current model could benefit from a training on CLSA funds. A few had challenges with their local budgets which restricted their participation. Members of a consortia did not participate.
#2	All libraries strive for equity and inclusion for public library members.	Basing allocation of CLSA funding on only one metric creates disparity. Consider formulas that give additional support to libraries that are less well-funded.
Out of Scope: Findings		Recommendations
#1	Some libraries wanted to know how they could create their own cooperative or join a different one.	These libraries should contact the NorthNet System Administrator to discuss mechanics and options for doing this.
#2	There were some questions about the NLS reserve.	NLS has an operating reserves fund policy. See Appendix G, and the discussion at the January 2022 NorthNet Administrative Council meeting.
#3	Some libraries stated they would like to see NorthNet manage the Zip Books program and funding for those within the System who participate.	As Zip Books is currently managed by the State Library, concerns and suggestions should be addressed to them.

Modifying the formula will not solve an inherent issue with libraries allocating funds to the share Library-to-Go OverDrive collection. Currently a budget is set, and libraries may choose to allocate Baseline funds. In this scenario it is never known what funding is available until February, well into the fiscal year. This quite often causes libraries to roll over funds. Some libraries are uncomfortable allocating funds to the next year to the OverDrive account. Some solutions could include changing the OverDrive formula so that libraries that typically put additional funds have an opportunity to contribute less. The formula needs to be reviewed to assure it is equitable and to communicate additional options for the use of the Baseline funds.

The following principles and guidelines must remain the same:

- Any cost share formula used by NorthNet must align with its menu of services.
- Programs and services costs must be covered by CLSA funds or by participating libraries.
- By state law and regulations CLSA funding must be used for specific costs related to Communications and Delivery.
- Libraries participating in a given CLSA-funded program/service will be invoiced for any deficit funding for that program/service.

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Appendices

A. Cooperative Library Systems Survey

Questionnaire sent November 2, 2021, and all eight cooperative systems responded.

B. NorthNet Director Questionnaire

Questionnaire sent November 29, 2021, and 35 libraries responded

C. One-on-One Interviews

Interviewed on December 17 were Henry Bankhead, Franklin Escobedo, Mark Fink, Rita Lovell, and Christopher Platt

Interviewed on December 18 was Christopher Veach

Interviewed on December 20 were Michael Perry, Deb Fader, and Dan McMahon (MARINet) via email

D. Formulas

E. Claim Form

F. Zip Books Rural Libraries List

G. Reserves Fund Policy

Appendix A

NorthNet Library System

Cooperative System Questionnaire- Use of CLSA Funds

NorthNet Library System is conducting a study for their existing cost share formula to include an analysis of the current CLSA member cost share formula, the current CLSA share services cost allocation plan, and the current CLSA menu of services. Library Solutions is conducting the study by reviewing data about NorthNet resource sharing practices, policies, and procedures. Your response and supporting documents would be invaluable in the process.

Please attach any documents that show formulas for dispersing CLSA funds, services provided by the cooperative using CLSA funds, and any menu of services offered. Any data using the CLSA funds by the cooperative would be appreciated.

Please also provide answers to the following questions:

- Name of Cooperative:
- Number of member libraries and types of libraries (e.g., 30 public libraries, 4 academic libraries, total of 34 libraries):
- Please describe how you allocate your CLSA distribution? For instance, do you have a menu of services, do you take some funds communication operational expenses for certain services, etc.
- Please describe how your system evaluates the service that use CLSA funds and how often the evaluation is done.
- If you use funds for CLSA programs and services, is there a formula? This is CLSA allocations only.
- Does your membership require additional funds to supplement programs and services? What do you use to supplement the programs or services? For example- do you have membership dues?
- Can you share the membership formula?
- Is there anything you feel is important to your process that would assist in the study? (Ex: justification for services, challenges to decision making, unique quality or qualities of your cooperative, etc.)
- Please list the documents you have attached:

Thank you for taking the time to answer the questionnaire.

Appendix B

CLSA Study NorthNet Library System Questionnaire – NorthNet Directors

NorthNet Library System (NorthNet) has contracted with Library Solutions, a third-party consultant, to conduct a study of its existing CLSA (California Library Services Act) member cost share formula, CLSA shared services cost allocation plan, and CLSA menu of services. This study will not include non-CLSA funding and membership fees.

As part of this study, Library Solutions will issue a survey to NorthNet library directors, review data about NorthNet resource sharing practices, policies, and procedures, and collect data from the other library cooperatives in the state regarding their CLSA formulas and expenditures for comparative purposes. Library Solutions also will conduct one-on-one interviews with some of the NorthNet directors.

Your participation in this process is appreciated greatly and your responses to the following survey will be invaluable to the process. Please respond by Wednesday, December 10.

A brief reminder of CLSA funds:

- Funds are determined by the Governor each year when the budget is developed. There is no guarantee from year-to-year that CLSA funds will be included in the Governor's budget. For example, in FY2020-21, the funds were reduced by 50%.
- The Governor's CLSA allocation is divided up by a formula developed by the California Library Services Board (CLSB), and then approved at their meeting. CLSA funds can only be distributed to the nine library cooperatives. Each cooperative has three years to spend the funds.
- The use of CLSA funds is restricted based on the CLSA Rules and Regulations in California law. To protect the use and ensure transparency, an annual report with a budget detail report is required to be submitted by each cooperative. By law, CLSA funds may only be used for specific shared resources if at least three libraries participate in that resource.
- Each cooperative typically receives its CLSA funds in December or January. Consideration of the timing of funding requires some cooperative systems to retain a reserve to pay for services before the funds are received. This is the case for NorthNet for systemwide contracts such as shared delivery contracts, OverDrive Library to Go, and Link+.
- Each cooperative has the autonomy to develop its own parameters for use and allocation of CLSA funds. The NorthNet Executive Committee annually develops a menu for services for individual libraries to choose from. This is reviewed at its annual June Administrative Council meeting, along with any new services or changes. NorthNet uses a formula which was developed in approximately 2012 to distribute its funds. You may find the memo from the June 16, 2021 Administrative Council meeting discussing CLSA funds [here](#), on p. 27. A background of the NorthNet CLSA funds was presented at the January 2021 Administrative Council meeting. A copy of that memo is on p. 15 of that [packet](#).

Do not hesitate to contact me via email or phone. diane@librarysolutions.net or 209-500-7272.

Please respond to the following questions. If a question does not apply, please write N/A.:

- Library Name:
- Contact person responding to questionnaire:
- Currently, the NorthNet CLSA formula includes 50% by population and 50% by number of libraries participating. Are there other metrics or data points which you think should be considered if the formula were to change? (Examples- remote/rural/frontier, library's budget, card holders)
- Which metric or metrics is/are the most important to you in determining a formula for allocations?
- When thinking about how NorthNet allocates its use of CLSA funds, the current model includes a cost distribution model for the following: the shared Library to Go OverDrive Collection, the shared OverDrive eMagazine collection, and Delivery. Once those costs are distributed, libraries then choose from a menu of items if they have funds remaining. For the systemwide subscription for Link+, the participating libraries may choose to use CLSA funds to pay for part of their subscription. Please answer the following questions:
 - Do you like the way this model is working now?
 - What do you not like about the model right now?
 - Thinking about ways to change this model, would it be appealing to you if there were not the pre-set costs that are identified, and instead, every library would receive a menu of services and have local control to identify how they want to use their CLSA funds, knowing that if they participate in a shared service, such as delivery, they would still be required to contribute to that service.
 - Thinking about ways to change this model, one suggestion that had come up in the past was to take the total costs communication operational expenses and then redistribute the remainder of the funds to individual libraries. When this was analyzed, it was determined that, on average, it would cost \$635,000 for Library to Go, the shared eMagazine collection, Delivery, and Link+. If NorthNet receives full CLSA funding, this would leave approximately \$22,000 to be distributed to libraries for them to choose from the menu of items for local use. Can you please provide comments about whether you think this is appealing or not?
 - The libraries participating in the shared Library to Go collection typically add, on average, about \$70,000 of their excess CLSA funds to this service. Do you like this model? Can you think of ways in which this model could be modified? For instance, would it be more helpful to not have a set amount, and you can choose how much you would like to allocate? Or, for instance, would it be appealing for the budget to be set higher? Are there any factors that need to be considered for libraries that are participating in this shared collection that also pay into other shared services, such as delivery?
 - In looking at how libraries allocate their CLSA funds using the menu they can choose from, many libraries are choosing to have their CLSA funds allocated back to them for them to paid for regional shared services such as shared OverDrive collections which are not part of the Library to Go, or for other courier services related to Link+. How important is it to your library to have the ability to use CLSA funds to pay for these types of services?
 - Thinking about ways to change this model, can you think of other ways in which we might modify the current model?

- In looking at the data of how libraries spend their CLSA funds, 2 libraries participate in no shared service, 9 libraries use one service, 21 libraries use 2 of the shared services and 9 libraries use three services. Based on this data, it seems there is value in having shared services. The survey in January 2021 indicates that libraries might be interested in purchasing another shared collection. There was not one clear service which showed more interest than another, but the services which directors showed interest are included below. Please indicate which of the following are important to you by assigning numbers (1 being the highest priority):
 - ☐ [SimplyE](#): an open source eReader app where a library can have all of its virtual content from various vendors available through just one app.
 - ☐ One NorthNet subscription to a software assessment tool which helps libraries analyze their communities. The tool may indicate the changes in populations, demographics, and needs of the communities. This data will allow libraries to modify their various ways of community engagement. (e.g., Analytics on Demand or OrangeBoy)
 - ☐ A shared video streaming service through OverDrive or another vendor
 - ☐ A shared eComics collection
 - ☐ A shared eNewspaper such as Press Reader or Gale Archives
 - ☐ A shared Bibliotheca Cloud e-book collection
 - ☐ Other ideas not mentioned above
 - ☐ I would not participate in any of these
 - ☐ Comments
- Thinking about the menu of services that you can choose from (see attached), the menu has changed in the last few years to now include the following: Broadband hardware costs, CENIC telecommunication costs, costs for covering warranties in data centers, software to support curbside pickup, and software shared among three or more libraries for remote reference. NorthNet is able to add these items because NorthNet requested that the California Library Services Board consider expanding the definition of the use of CLSA funds for these items. Are there other items which you can think of which you would like to see added, knowing that an item needs to be shared among three or more libraries to support resource sharing?

Is there anything you would like to add?

Appendix C

NorthNet Study Interview Questions

The following questions are specific to the CLSA funding. We will be discussing these broad questions, but I would like to hear specifics of your library.

- Please share any observations or opinions about the NorthNet CLSA fund allocation formula or process.
- What is the one positive thing that comes to mind when you think of CLSA funds? An example could be NorthNet acts as a fiscal agent to streamline purchases.
- What challenges do you face with CLSA funding? An example could be limited funds or the inability to pay for other shared services based on current formula.
- How does the CLSA funding allocation affect your library? Good and bad. Does NorthNet add value to your library specifically? Does NorthNet create barriers to your library? Please explain.

Appendix D -- Formulas¹⁴

Option 1 – Current Formula (50% divided equally, 50% by population)

Library	Population	50% Equally	50% by Pop	CLSA Allocation
Alpine County Library	1,162	\$8,088	\$76	\$8,164
Belvedere-Tiburon Public Library	11,510	\$8,088	\$754	\$8,843
Benicia Public Library	27,570	\$8,088	\$1,807	\$9,895
Butte County Library	226,466	\$8,088	\$14,845	\$22,933
Colusa County Library	22,117	\$8,088	\$1,450	\$9,538
Del Norte County Library Dist.	27,401	\$8,088	\$1,796	\$9,884
El Dorado County Library	191,848	\$8,088	\$12,576	\$20,664
Folsom Public Library	79,835	\$8,088	\$5,233	\$13,321
Humboldt County Library	135,333	\$8,088	\$8,871	\$16,959
Lake County Library	65,071	\$8,088	\$4,265	\$12,354
Larkspur Public Library	12,578	\$8,088	\$824	\$8,913
Lassen Library District	15,008	\$8,088	\$984	\$9,072
Lincoln Public Library	48,277	\$8,088	\$3,165	\$11,253
Marin County Free Library	143,752	\$8,088	\$9,423	\$17,511
Mendocino County Library	89,009	\$8,088	\$5,835	\$13,923
Mill Valley Public Library	14,675	\$8,088	\$962	\$9,050
Modoc County Library	9,602	\$8,088	\$629	\$8,718
Mono County Free Library	13,616	\$8,088	\$893	\$8,981
Napa County Library	134,646	\$8,088	\$8,826	\$16,914
Nevada County Library	98,904	\$8,088	\$6,483	\$14,571
Orland Free Library	15,594	\$8,088	\$1,022	\$9,110
Placer County Library	208,771	\$8,088	\$13,685	\$21,773
Plumas County Library	22,992	\$8,088	\$1,507	\$9,595
Roseville Public Library	139,643	\$8,088	\$9,154	\$17,242
Sacramento Public Library	1,466,339	\$8,088	\$96,119	\$104,207
St. Helena Public Library	6,133	\$8,088	\$402	\$8,490
San Anselmo Public Library	12,902	\$8,088	\$846	\$8,934
San Rafael Public Library	60,046	\$8,088	\$3,936	\$12,024
Sausalito Public Library	7,416	\$8,088	\$486	\$8,574
Shasta Public Libraries	178,773	\$8,088	\$11,719	\$19,807
Siskiyou County Library	44,584	\$8,088	\$2,922	\$11,011
Solano County Library	413,737	\$8,088	\$27,121	\$35,209
Sonoma County Library	500,675	\$8,088	\$32,819	\$40,908
Sutter County Library	97,490	\$8,088	\$6,390	\$14,479
Tehama County Library	64,387	\$8,088	\$4,221	\$12,309
Trinity County Library	13,688	\$8,088	\$897	\$8,985
Willows Public Library	13,539	\$8,088	\$887	\$8,976
Woodland Public Library	60,292	\$8,088	\$3,952	\$12,040
Yolo County Library	162,289	\$8,088	\$10,638	\$18,726
Yuba County Library	77,916	\$8,088	\$5,107	\$13,196
Total	4,935,586	\$323,529	\$323,529	\$647,057

¹⁴ The formulas in Appendix D are included for illustrative purposes only, to demonstrate the general effect that using them might have. They are NOT intended to represent final numbers.

Option 2—Population Only

Library	Population	CLSA Allocation
Alpine County Library	1,162	\$152
Belvedere-Tiburon Public Library	11,510	\$1,509
Benicia Public Library	27,570	\$3,614
Butte County Library	226,466	\$29,690
Colusa County Library	22,117	\$2,900
Del Norte County Library Dist.	27,401	\$3,592
El Dorado County Library	191,848	\$25,151
Folsom Public Library	79,835	\$10,466
Humboldt County Library	135,333	\$17,742
Lake County Library	65,071	\$8,531
Larkspur Public Library	12,578	\$1,649
Lassen Library District	15,008	\$1,968
Lincoln Public Library	48,277	\$6,329
Marin County Free Library	143,752	\$18,846
Mendocino County Library	89,009	\$11,669
Mill Valley Public Library	14,675	\$1,924
Modoc County Library	9,602	\$1,259
Mono County Free Library	13,616	\$1,785
Napa County Library	134,646	\$17,652
Nevada County Library	98,904	\$12,966
Orland Free Library	15,594	\$2,044
Placer County Library	208,771	\$27,370
Plumas County Library	22,992	\$3,014
Roseville Public Library	139,643	\$18,307
Sacramento Public Library	1,466,339	\$192,238
St. Helena Public Library	6,133	\$804
San Anselmo Public Library	12,902	\$1,691
San Rafael Public Library	60,046	\$7,872
Sausalito Public Library	7,416	\$972
Shasta Public Libraries	178,773	\$23,437
Siskiyou County Library	44,584	\$5,845
Solano County Library	413,737	\$54,241
Sonoma County Library	500,675	\$65,639
Sutter County Library	97,490	\$12,781
Tehama County Library	64,387	\$8,441
Trinity County Library	13,688	\$1,795
Willows Public Library	13,539	\$1,775
Woodland Public Library	60,292	\$7,904
Yolo County Library	162,289	\$21,276
Yuba County Library	77,916	\$10,215
Total	4,935,586	\$647,057

Option 3 – 75% by Population and 25% by Rural/Geographically Isolated Status (highlighted)

Library	Population	75% by Population	25% Rural Comp.	CLSA Allocation
Alpine County Library	1,162	\$114	\$6,740	\$6,854
Belvedere-Tiburon Public Library	11,510	\$1,132		\$1,132
Benicia Public Library	27,570	\$2,711		\$2,711
Butte County Library	226,466	\$22,267	\$6,740	\$29,008
Colusa County Library	22,117	\$2,175	\$6,740	\$8,915
Del Norte County Library Dist.	27,401	\$2,694	\$6,740	\$9,434
El Dorado County Library	191,848	\$18,864	\$6,740	\$25,604
Folsom Public Library	79,835	\$7,850		\$7,850
Humboldt County Library	135,333	\$13,307	\$6,740	\$20,047
Lake County Library	65,071	\$6,398	\$6,740	\$13,138
Larkspur Public Library	12,578	\$1,237		\$1,237
Lassen Library District	15,008	\$1,476	\$6,740	\$8,216
Lincoln Public Library	48,277	\$4,747		\$4,747
Marin County Free Library	143,752	\$14,134		\$14,134
Mendocino County Library	89,009	\$8,752	\$6,740	\$15,492
Mill Valley Public Library	14,675	\$1,443		\$1,443
Modoc County Library	9,602	\$944	\$6,740	\$7,684
Mono County Free Library	13,616	\$1,339	\$6,740	\$8,079
Napa County Library	134,646	\$13,239		\$13,239
Nevada County Library	98,904	\$9,725	\$6,740	\$16,465
Orland Free Library	15,594	\$1,533	\$6,740	\$8,273
Placer County Library	208,771	\$20,527	\$6,740	\$27,268
Plumas County Library	22,992	\$2,261	\$6,740	\$9,001
Roseville Public Library	139,643	\$13,730		\$13,730
Sacramento Public Library	1,466,339	\$144,178		\$144,178
St. Helena Public Library	6,133	\$603		\$603
San Anselmo Public Library	12,902	\$1,269		\$1,269
San Rafael Public Library	60,046	\$5,904		\$5,904
Sausalito Public Library	7,416	\$729		\$729
Shasta Public Libraries	178,773	\$17,578	\$6,740	\$24,318
Siskiyou County Library	44,584	\$4,384	\$6,740	\$11,124
Solano County Library	413,737	\$40,681		\$40,681
Sonoma County Library	500,675	\$49,229		\$49,229
Sutter County Library	97,490	\$9,586	\$6,740	\$16,326
Tehama County Library	64,387	\$6,331	\$6,740	\$13,071
Trinity County Library	13,688	\$1,346	\$6,740	\$8,086
Willows Public Library	13,539	\$1,331	\$6,740	\$8,071
Woodland Public Library	60,292	\$5,928	\$6,740	\$12,668
Yolo County Library	162,289	\$15,957	\$6,740	\$22,697
Yuba County Library	77,916	\$7,661	\$6,740	\$14,401
Total	4,935,586	\$485,293	\$161,764	\$647,057

Option 4 - 75% by Population and 25% by Budget under \$2M

Library (budgets under \$2M highlighted)	Population	75% by Pop	25% Budget under \$2M	CLSA Allocation	FY2019-20 Operating Budget
Alpine County Library	1,162	\$114	\$7,703	\$7,817	\$367,440
Belvedere-Tiburon Public Library	11,510	\$1,132		\$1,132	\$2,555,925
Benicia Public Library	27,570	\$2,711		\$2,711	\$2,435,214
Butte County Library	226,466	\$22,267		\$22,267	\$3,471,111
Colusa County Library	22,117	\$2,175	\$7,703	\$9,878	\$1,103,235
Del Norte County Library Dist.	27,401	\$2,694	\$7,703	\$10,397	\$327,848
El Dorado County Library	191,848	\$18,864		\$18,864	\$4,029,104
Folsom Public Library	79,835	\$7,850	\$7,703	\$15,553	\$1,942,427
Humboldt County Library	135,333	\$13,307		\$13,307	\$3,988,656
Lake County Library	65,071	\$6,398	\$7,703	\$14,101	\$1,074,639
Larkspur Public Library	12,578	\$1,237	\$7,703	\$8,940	\$918,363
Lassen Library District	15,008	\$1,476	\$7,703	\$9,179	\$257,752
Lincoln Public Library	48,277	\$4,747	\$7,703	\$12,450	\$799,070
Marin County Free Library	143,752	\$14,134		\$14,134	\$18,321,233
Mendocino County Library	89,009	\$8,752		\$8,752	\$3,776,192
Mill Valley Public Library	14,675	\$1,443		\$1,443	\$2,457,874
Modoc County Library	9,602	\$944	\$7,703	\$8,647	\$269,151
Mono County Free Library	13,616	\$1,339	\$7,703	\$9,042	\$1,210,740
Napa County Library	134,646	\$13,239		\$13,239	\$8,479,188
Nevada County Library	98,904	\$9,725		\$9,725	\$4,410,356
Orland Free Library	15,594	\$1,533	\$7,703	\$9,236	\$509,286
Placer County Library	208,771	\$20,527		\$20,527	\$7,755,875
Plumas County Library	22,992	\$2,261	\$7,703	\$9,964	\$601,459
Roseville Public Library	139,643	\$13,730		\$13,730	\$4,645,433
Sacramento Public Library	1,466,339	\$144,178		\$144,178	\$45,573,653
St. Helena Public Library	6,133	\$603	\$7,703	\$8,306	\$1,156,749
San Anselmo Public Library	12,902	\$1,269	\$7,703	\$8,972	\$874,114
San Rafael Public Library	60,046	\$5,904		\$5,904	\$4,486,395
Sausalito Public Library	7,416	\$729	\$7,703	\$8,432	\$881,401
Shasta Public Libraries	178,773	\$17,578		\$17,578	\$2,569,466
Siskiyou County Library	44,584	\$4,384	\$7,703	\$12,087	\$603,158
Solano County Library	413,737	\$40,681		\$40,681	\$19,211,588
Sonoma County Library	500,675	\$49,229		\$49,229	\$28,515,784
Sutter County Library	97,490	\$9,586	\$7,703	\$17,289	\$1,611,577
Tehama County Library	64,387	\$6,331	\$7,703	\$14,034	\$537,812
Trinity County Library	13,688	\$1,346	\$7,703	\$9,049	\$375,467
Willows Public Library	13,539	\$1,331	\$7,703	\$9,034	\$288,827
Woodland Public Library	60,292	\$5,928		\$5,928	\$2,044,920
Yolo County Library	162,289	\$15,957		\$15,957	\$6,694,437
Yuba County Library	77,916	\$7,661	\$7,703	\$15,364	\$856,334
Total	4,935,586	\$485,293	\$161,764	\$647,057	

Option 5--Pay all expenses and allocate the balance equally

Costs exceed Baseline Allocation- Libraries to be invoiced

Library	NBCLS/MVL S Deliveries	Library- to-Go OverDrive	Library-to- Go eMagazine	NLS Link+	Total Shared Costs	Overage Invoice Libraries	Local Services Claimed would not be funded
Alpine County Library		\$83	\$78		\$161	-\$509	
Bel-Tib Public Library				\$6,631	\$6,631	\$551	
Benicia Public Library	\$23,615	\$1,988	\$1,877	\$13,051	\$40,531	\$617	
Butte County Library		\$3,872	\$3,644		\$7,516	\$1,429	
Colusa County Library	\$5,110	\$124	\$117		\$5,351	\$594	
Del Norte Co Library Dist.		\$332	\$312		\$644	\$616	
El Dorado County Library	\$2,555	\$7,998		\$18,464	\$29,017	\$1,288	
Folsom Public Library	\$10,220	\$4,823			\$15,043	\$830	
Humboldt County Library		\$5,780	\$5,433		\$11,213	\$1,057	BB/CENIC
Lake County Library	\$50,542				\$50,542	\$770	
Larkspur Public Library				\$6,711	\$6,711	\$555	Shared ODrive
Lassen Library District		\$210	\$197		\$407	\$565	Shared ILL
Lincoln Public Library	\$2,555	\$2,518	\$2,370		\$7,443	\$701	
Marin County Free Library				\$24,353	\$24,353	\$1,091	
Mendocino Co Library	\$74,549				\$74,549	\$868	
Mill Valley Public Library				\$7,039	\$7,039	\$564	
Modoc County Library		\$126	\$118		\$244	\$543	BB/CENIC
Mono County Free Library		\$670	\$631		\$1,301	\$560	
Napa County Library		\$5,851	\$5,532	\$14,903	\$26,286	\$1,054	
Nevada County Library		\$5,812	\$5,472	\$7,575	\$18,859	\$908	
Orland Free Library		\$257	\$241		\$498	\$568	BB/CENIC
Placer County Library	\$2,555	\$7,496	\$7,062		\$17,113	\$1,357	
Plumas County Library		\$419	\$393		\$812	\$598	
Roseville Public Library	\$2,555	\$6,454			\$9,009	\$1,074	
Sacramento Public Library	\$12,775			\$25,048	\$37,823	\$6,494	Shared ODrive
St. Helena Public Library	\$17,163	\$809	\$761	\$11,486	\$30,219	\$529	
San Anselmo Public Lib				\$6,779	\$6,779	\$557	Shared ODrive
San Rafael Public Library				\$13,156	\$13,156	\$749	Shared QDrive
Sausalito Public Library				\$6,033	\$6,033	\$534	Shared ODrive
Shasta Public Libraries		\$4,590	\$4,314		\$8,904	\$1,234	
Siskiyou County Library		\$1,136	\$1,068		\$2,204	\$686	
Solano County Library	\$50,266			\$41,675	\$91,941	\$2,194	
Sonoma County Library	\$49,656			\$27,763	\$77,419	\$2,549	
Sutter County Library	\$10,220	\$1,451	\$1,365		\$13,036	\$902	
Tehama County Library		\$734	\$690		\$1,424	\$767	BB/CENIC
Trinity County Library		\$183	\$172		\$355	\$560	Local post/del
Willows Public Library		\$226	\$212		\$438	\$559	BB/CENIC
Woodland Public Library	\$10,220	\$1,794	\$1,691	\$5,554	\$19,259	\$750	
Yolo County Library	\$639			\$15,966	\$16,605	\$1,167	
Yuba County Library		\$264	\$248		\$512	\$822	
Total	\$325,195	\$66,000	\$44,000	\$252,187	\$687,380	\$40,324	

It is important to keep in mind when reviewing these options, that the state allocates 25% of CLSA funding for the cooperative systems by geographical coverage, and thus 25% of NorthNet's funds are increased based on the large, rural area covered by NorthNet. Libraries reviewing the various formula options should consider their impact not only for their own libraries but for those libraries that would be most affected.

Option One: This is the current model. Once operating costs are extracted, half of the CLSA Baseline funds are divided equally among all member libraries. The other half of the funds are distributed based on population. Using the illustrative model in this report, each library would receive \$8,088 plus the population allocation.

Option Two: All funds are distributed based only on population. Alpine would receive \$152, a loss of \$8,012 from option one. Sacramento would receive \$192,238 versus \$104,207 from Option One.

Option Three: Funds are distributed as follows: 75% based on population and 25% equally amongst libraries designated as rural (see Appendix F). Each rural library would receive \$6,740 in addition to the population allocation. This would give many of the rural counties less than they receive now.

Option Four: Responses from member libraries recommended using budgets as a factor to attempt to create equity for those libraries that have limited resources. 75% of the funding is allocated based on population. Again, using the 25% for rural, each library with a budget less than \$2M would receive an additional \$7,703. This would also give many of the rural counties less than they receive now.

Option Five: This option pays all System Communications and Delivery contractual commitments up front. Only libraries that currently participate in the various resource sharing programs would benefit. Alpine would be funded \$161, while the largest allocation would be paid on behalf of Solano County in the amount of \$91,941. There are three libraries that would receive over \$50,000 paid on their behalf. Also noteworthy is the total amount for payment of contractual agreements is \$687,380, which exceeds the CLSA Baseline funds by \$40,324. The formula to pay the balance due in some cases would cost libraries more than they receive.

A summary of allocations for each option is provided. Each member library can see the various advantages and disadvantages for the options. It cannot be emphasized enough that 25% of the CLSA allocation is intended to support rural and geographically isolated libraries.

Summary of Total Allocation Formulas

Library	Option #1 Current	Option #2 Pop Only	Option #3 Pop & Rural	Option #4 Pop & Budget	Option #5 Pay All Contracts
Alpine County Library	\$8,164	\$152	\$6,854	\$7,817	\$161
Belvedere-Tiburon Public Library	\$8,843	\$1,509	\$1,132	\$1,132	\$6,631
Benicia Public Library	\$9,895	\$3,614	\$2,711	\$2,711	\$40,531
Butte County Library	\$22,933	\$29,690	\$29,008	\$22,267	\$7,561
Colusa County Library	\$9,538	\$2,900	\$8,915	\$9,878	\$5,351
Del Norte County Library Dist.	\$9,884	\$3,592	\$9,434	\$10,397	\$644
El Dorado County Library	\$20,664	\$25,151	\$25,604	\$18,864	\$29,017
Folsom Public Library	\$13,321	\$10,466	\$7,850	\$15,553	\$15,043
Humboldt County Library	\$16,959	\$17,742	\$20,047	\$13,307	\$11,213
Lake County Library	\$12,354	\$8,531	\$13,138	\$14,101	\$50,542
Larkspur Public Library	\$8,913	\$1,649	\$1,237	\$8,940	\$6,711
Lassen Library District	\$9,072	\$1,968	\$8,216	\$9,179	\$407
Lincoln Public Library	\$11,253	\$6,329	\$4,747	\$12,450	\$7,443
Marin County Free Library	\$17,511	\$18,846	\$14,134	\$14,134	\$24,353
Mendocino County Library	\$13,923	\$11,669	\$15,492	\$8,752	\$74,549
Mill Valley Public Library	\$9,050	\$1,924	\$1,443	\$1,443	\$7,039
Modoc County Library	\$8,718	\$1,259	\$7,684	\$8,647	\$244
Mono County Free Library	\$8,981	\$1,785	\$8,079	\$9,042	\$1,301
Napa County Library	\$16,914	\$17,652	\$13,239	\$13,239	\$26,286
Nevada County Library	\$14,571	\$12,966	\$16,465	\$9,725	\$18,859
Orland Free Library	\$9,110	\$2,044	\$8,273	\$9,236	\$498
Placer County Library	\$21,773	\$27,370	\$27,268	\$20,527	\$17,113
Plumas County Library	\$9,595	\$3,014	\$9,001	\$9,964	\$812
Roseville Public Library	\$17,242	\$18,307	\$13,730	\$13,730	\$9,009
Sacramento Public Library	\$104,207	\$192,238	\$144,178	\$144,178	\$37,823
St. Helena Public Library	\$8,490	\$804	\$603	\$8,306	\$37,823
San Anselmo Public Library	\$8,934	\$1,691	\$1,269	\$8,972	\$6,779
San Rafael Public Library	\$12,024	\$7,872	\$5,904	\$5,904	\$13,156
Sausalito Public Library	\$8,574	\$972	\$729	\$8,432	\$6,033
Shasta Public Libraries	\$19,807	\$23,437	\$24,318	\$17,578	\$8,904
Siskiyou County Library	\$11,011	\$5,845	\$11,124	\$12,087	\$2,204
Solano County Library	\$35,209	\$54,241	\$40,681	\$40,681	\$91,941
Sonoma County Library	\$40,908	\$65,639	\$49,229	\$49,229	\$77,419
Sutter County Library	\$14,479	\$12,781	\$16,326	\$17,289	\$13,036
Tehama County Library	\$12,309	\$8,441	\$13,071	\$14,034	\$1,424
Trinity County Library	\$8,985	\$1,795	\$8,086	\$9,049	\$355
Willows Public Library	\$8,976	\$1,775	\$8,071	\$9,034	\$438
Woodland Public Library	\$12,040	\$7,904	\$12,668	\$5,928	\$19,259
Yolo County Library	\$18,726	\$21,276	\$22,697	\$15,957	\$16,605
Yuba County Library	\$13,196	\$10,215	\$14,401	\$15,364	\$512
	\$647,057	\$647,057	\$647,057	\$647,057	\$687,380

Appendix E Claim Form

FY2021-22 CLAIM FORM FOR CALIFORNIA LIBRARY SERVICES ACT (CLSA) FUNDS

Library: _____

Accompanying this Claim Form is the approved CLSA funding distribution spreadsheet for NLS member libraries. Your allocation is listed, as well as your portion for shared eMagazines and OverDrive, and shared delivery costs. If your library has a balance of CLSA funds remaining after shared costs are deducted, please indicate which shared resource you would like to apply the remainder of funds. If costs exceed CLSA allocation, your library will be Invoiced for any amount due.

The spreadsheet included with this form shows:

Your library's FY2021-22 allocation of CLSA funds

Your library's delivery costs, if participating in a delivery contract managed by NLS

- Your library's cost to participate in the OverDrive shared collection
- Your library's cost to participate in eMagazine Collection
- Your library's cost to participate in Link+ Services

Amount of Approved Allocation:

Per the accompanying spreadsheet, my CLSA allocation is \$ _____. These funds will be used for my FY2021-22 allocation of services as indicated on the spreadsheet.

\$ _____ Annual fee for OverDrive shared collection

\$ _____ Annual fee for eMagazine consortium subscriptions

\$ _____ Delivery (*Please note that if the library participates in an NLS-managed delivery contract, I understand that the library's share of the delivery contract will be paid by NLS from these funds.*)

Remaining Available Allocation: \$ _____

Additional Allocation to NLS Shared Services:

My library has remaining CLSA funds, and I am choosing to distribute them as follows:

\$ _____ Additional OverDrive contribution for consortium materials

\$ _____ Additional eMagazine contribution for consortium subscriptions

***If funds are due for communications and delivery and eResources costs that are not included in NLS managed contracts, a check will be issued to your library upon receipt of the completed and signed claim form.
(please see other side for more options and for signature)***

This information is needed for accountability reporting to the California State Library

Additional Allocation for Local Resources:

\$ _____ Link+ Software Subscription Fee and/or Link+ Courier Fee

\$ _____ Additional Delivery costs (*Other Courier*)

\$ _____ NSCLS Postage for Delivery

\$ ----- OCLC ILL Subscription Costs

\$ _____ Other Shared eResources (*enki; Bibliotheca Cloud Library consortia product, Northern California Digital Library or other eResources shared between three or more libraries*)

If you have chosen Other Shared eResources, please indicate the estimated number of titles to be purchased, and the estimated circulation of those purchased titles for FY2020-2021.

_____ # of Titles	_____ Circulation	_____ Name of eResource
-------------------	-------------------	-------------------------

\$ _____ To purchase software which supports curbside pick-up, for either your primary or one of your primary methods of delivery of material to patrons.

\$ _____ For three or more libraries to jointly purchase remote reference software (e.g. ZenDesk)

\$ _____ Broadband hardware costs (this should not be claimed multiple years in a row)

\$ _____ CENIC telecommunication costs, costs for covering warranties in data center (only by rural libraries)

Please ensure that the full amount of your approved allocation has been designated. **Only options included on this form are allowable.**

Certification

I hereby certify that the library named above shall use these funds for CLSA approved purposes that facilitate resourcing sharing among the NLS Members in FY2021-22

Signature: _____ Title: _____

Name: _____ Date: _____
Print Name

For Staff use

Approved By: Andrew Yon

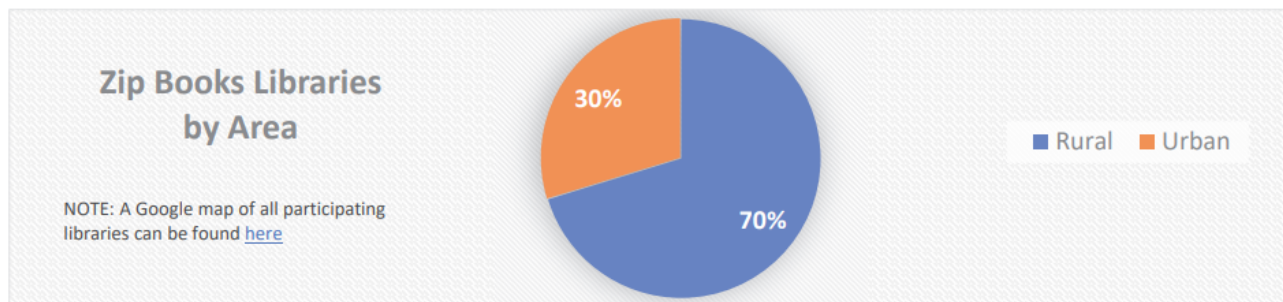
Signature: _____ Date: _____

Mail one copy with an original signature by February xx, 2022 to:

NorthNet Library System
Attn: Accounting Dept
32 W. 25th Avenue, Suite 201
San Mateo CA 94403

Appendix F. Zip Books Rural Libraries List

CURRENT ZIP BOOKS LIBRARIES



Rural Libraries:

1. Alpine County Library & Archives
2. Amador County Library
3. Banning Library District
4. Blanchard / Santa Paula Public Library District
5. Brawley Public Library
6. Butte County Library
7. Calaveras County Library
8. Camarena Memorial Public Library (Calxico)
9. Camarillo Public Library
10. Colusa County Free Library
11. Del Norte County Library
12. El Centro Public Library
13. El Dorado County Library
14. Harrison Memorial Library
15. Humboldt County Library
16. Imperial County Library
17. Imperial Public Library
18. Inyo County Free Library
19. Kern County Library
20. Kings County Library
21. Lake County Library
22. Lassen Library District
23. Lompoc Public Library
24. Madera County Library
25. Mendocino County Library

26. Merced County Library
27. Modoc County Library
28. Mono County Free Library
29. Monterey County Free Library
30. Monterey Public Library
31. Nevada County Library
32. Orland Public Library
33. Pacific Grove Public Library
34. Palo Verde Valley Public Library
35. Paso Robles Library
36. Placer County Library
37. Plumas County Library
38. Salinas Public Library
39. San Benito County Free Library
40. Santa Maria Public Library
41. Shasta Public Libraries
42. Siskiyou County Free Library
43. Sutter County Library
44. Tehama County Library
45. Trinity County Library
46. Tulare County Free Library
47. Tuolumne County Library
48. Willows Public Library
49. Woodland Public Library
50. Yolo County Library
51. Yuba County Library
52. Victorville City Library

Urban Libraries:

Note: Some urban libraries also serve very rural areas within their service regions.

1. Beaumont Library District
2. Chula Vista Public Library
3. Corona Public Library
4. Folsom Public Library
5. Goleta Valley Library
6. Lincoln Public Library
7. Long Beach Public Library
8. Los Gatos Public Library
9. Murrieta Public Library
10. Ontario City Library
11. Placentia Library District
12. Redwood City Public Library
13. Riverside County Library System
14. Riverside Public Library
15. Roseville Public Library
16. Sacramento Public Library
17. San Luis Obispo City - County Library
18. San Rafael Public Library
19. Santa Barbara Public Library
20. Stanislaus County Library
21. Torrance Public Library
22. Ventura County Library

NorthNet Operating Reserves Fund Policy

PURPOSE

The purpose of the Operating Reserves Fund Policy for NorthNet Library System is to ensure the stability of the mission, bylaws, and ongoing operations of the organization. The Operating Reserves Fund is intended to provide an internal source of funds for situations such as sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The Reserves Fund may also be used for one-time nonrecurring expenses that will build long-term capacity, such as staff development or research and development. Other purposes for the use of the Operating Reserves may be established as necessary, if funds are available.

Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of NorthNet Library System for Operating Reserves to be used and replenished within a reasonably short period of time. Operating Reserves Fund policy will be implemented in concert with the other governance and financial policies of NorthNet Library System and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

DEFINITIONS AND GOALS

The Operating Reserves Fund is defined as the designated fund set aside by action of the NLS Administrative Council. The minimum amount to be designated as the Operating Reserves will be established in an amount sufficient to maintain ongoing operations for a set period of time, measured in months. The Operating Reserves serve a dynamic role and will be reviewed and adjusted in response to internal and external changes. The target minimum Operating Reserves Fund is equal to **three months** of the operating budget costs. The calculation of operating budget costs includes all recurring, predictable expenses such as contracts that support communication and delivery products and services, fiscal and administrative services, insurance, and ongoing professional services. Reimbursable or pass-through programs, depreciation, in-kind, and other non-cash expenses are not included in the calculation.

The amount of the Operating Reserves Fund target minimum will be calculated each year after approval of the annual budget, reported to the Executive Committee, and included in the regular financial reports

Adopted by NLS Administrative Council, January 19, 2018

Overdrive Budget Summary

For FY 22/23, rather than propose multiple budgets, the Overdrive budget will be status-quo with the same budget that was approved by this group in March 2021 (and adopted in August 2021, after the State Library budget had been finalized).

Overdrive - FY 22/23 Budget Proposal			
Library	eBooks/ Audiobooks	eMagazine	Total
Alpine County Library	\$ 83	\$ 33	\$ 116
Benicia Public Library	\$ 2,239	\$ 1,941	\$ 4,181
Butte County Library	\$ 4,574	\$ 2,018	\$ 6,591
Colusa County Library	\$ 102	\$ 62	\$ 163
Del Norte County Library District	\$ 427	\$ 438	\$ 864
El Dorado County Library	\$ 8,333	\$ 4,322	\$ 12,655
Folsom Public Library	\$ 3,828	\$ 1,916	\$ 5,744
Humboldt County Library	\$ 6,049	\$ 3,823	\$ 9,873
Lassen Library District	\$ 219	\$ 231	\$ 450
Lincoln Public Library	\$ 2,631	\$ 1,188	\$ 3,820
Modoc County Library	\$ 161	\$ 96	\$ 258
Mono County Library	\$ 762	\$ 447	\$ 1,209
Napa County Library	\$ 6,044	\$ 4,441	\$ 10,485
Nevada County Library	\$ 6,403	\$ 3,752	\$ 10,155
Orland Free Library	\$ 291	\$ 136	\$ 427
Placer County Library	\$ 9,266	\$ 6,341	\$ 15,606
Plumas County Library	\$ 455	\$ 312	\$ 767
Roseville Public Library	\$ 6,085	\$ 3,934	\$ 10,019
Shasta Public Library	\$ 5,454	\$ 4,152	\$ 9,606
Siskiyou County Library	\$ 1,200	\$ 1,258	\$ 2,458
St. Helena Public Library	\$ 784	\$ 511	\$ 1,296
Sutter County Library	\$ 1,362	\$ 860	\$ 2,222
Tehama County Library	\$ 840	\$ 442	\$ 1,281
Trinity County Library	\$ 168	\$ 70	\$ 238
Willows Public Library	\$ 211	\$ 103	\$ 313
Woodland Public Library	\$ 1,709	\$ 977	\$ 2,686
Yuba County Library	\$ 321	\$ 195	\$ 516
	\$ 70,000	\$ 44,000	\$ 114,000

E-Book/Audiobook Revenue

This Overdrive budget is a combination of three revenue sources:

1. CLSA Rollover funds from FY 21/22 - **\$40,000**
2. Collective budget shared by everyone - **\$70,000**
 - a. Platform - \$12,000
 - b. Material - \$54,000
 - c. MARC - \$4,000
3. Anticipated CLSA Re-directed funds for FY 22/23 (an estimate) - **\$60,000**

Combined this gives the Overdrive group a revenue budget of \$170,000 for FY 22/23.

Revenues	Budget
Previous Fiscal Year	
Local Funds - Materials Carryover (FY 21/22)	\$ 40,000
Current Fiscal Year	
Local Funds	
Platform	\$ 12,000
Materials	\$ 54,000
MARC	\$ 4,000
CLSA C&D Funds (FY 22/23)	\$ 60,000
Total	\$ 170,000

Expenses

The expenses are the same as from the current FY 21-22 budget, with the following changes:

1. Added/Increased “Other Languages” budget line item:
 - \$0 (FY 21-22) → \$2,400 (FY 22-23)
2. Decreased Lucky Day budget:
 - \$7,200 (FY 21-22) → \$4,800 (FY 22-23)

Expenditures	Budget
Platform Fee	\$ 12,000
Material Orders (eBook, Audiobook)	
New Purchases	
English	\$ 48,000
Other Languages	\$ 2,400
Re-purchase MA titles	\$ 12,000
Sub-Total	\$ 62,400
Holds Manager	
High Holds	\$ 52,000
Lucky Day Purchases	\$ 4,800
	\$ 56,800
Simultaneous Use	
Audiobooks	\$ 3,000
Sub-Total	\$ 3,000
MARC Records	\$ 4,000
Reserve	
Reserve for Materials from FY 23/24	\$ 31,800
Total	170,000

This would leave the Overdrive group with ~\$31,800 of roll-over funds to carry over into the following fiscal year (FY 23-24).

EBooks/EAudiobooks Cost-Share

Based on Circulation

1. Collect the circulation data for the date range (July 1, 2021 – March 31, 2022) for formats of Audiobooks and EBooks (exclude eMagazines)

Checkouts report options

Checkouts by: Year

Borrowed from: All origins

Branch: All branches

Lucky Day: All checkouts

Title ID / Reserve ID:

To search multiple Title IDs or Reserve IDs (75 maximum), separate each Title ID or Reserve ID with a comma, semicolon, or line break.

Format: All Audiobooks, All Ebooks

Language: All languages

Audience: All audiences

Rating: All ratings

Subject: All subjects

Date range: Specific

Start Date: 07/01/2021

End Date: 03/31/2022

Lending model: All lending models

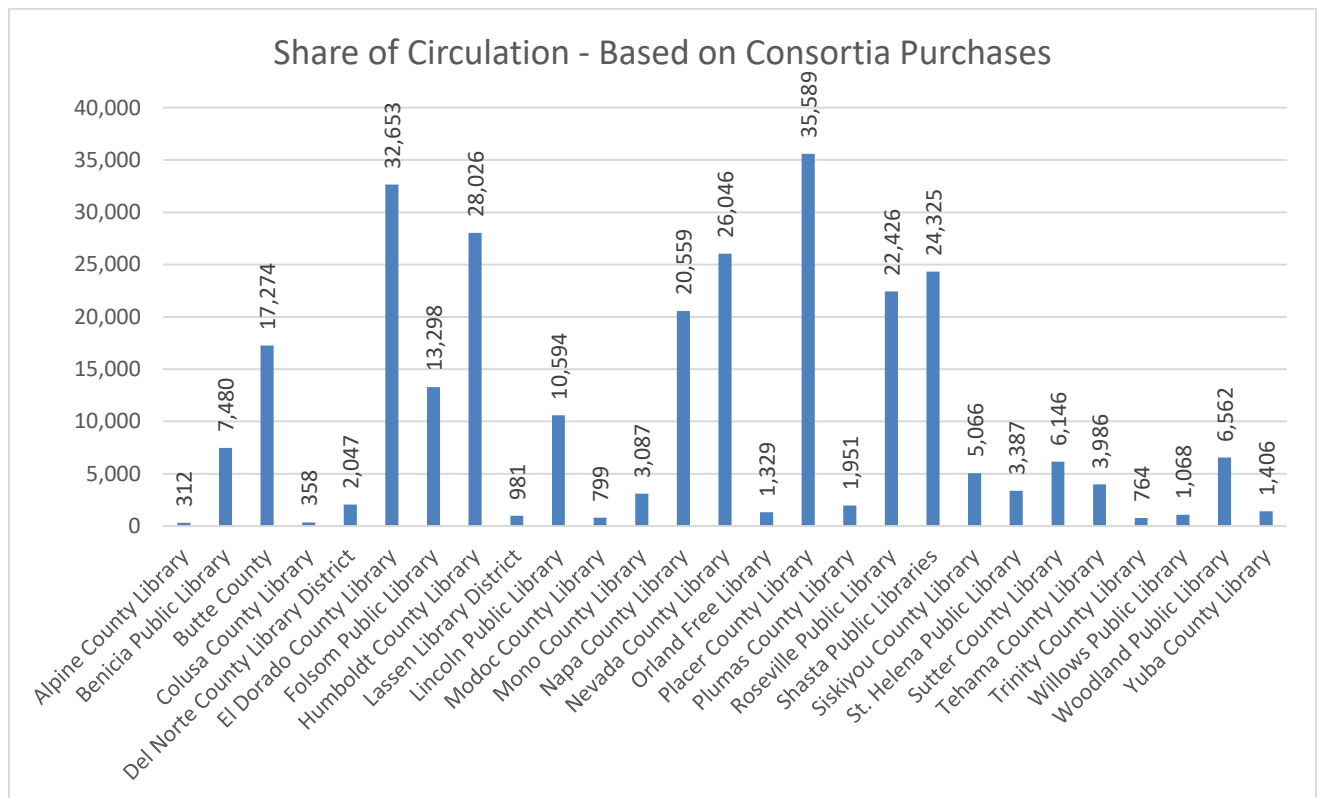
Website: Standard and mobile

Creator:

Purchase Order ID:

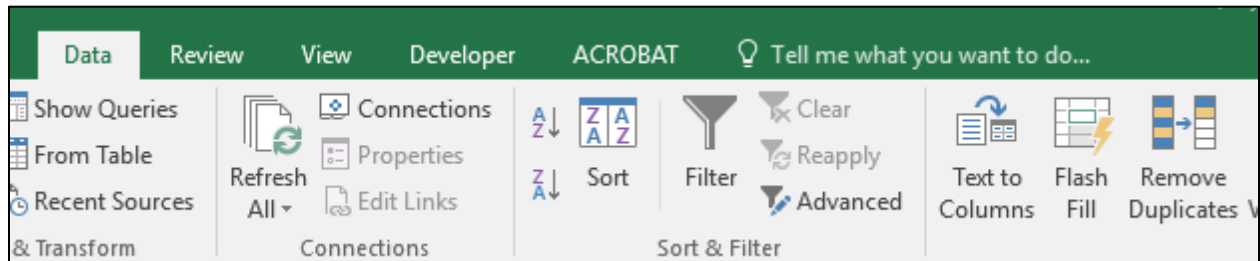
CREATE WORKSHEET Update Cancel

2. Use Excel's Pivot Table to import and filter the data
3. Create Pivot Chart to display a branch's circulation using column "Bought By" the consortia (ignore all Advantage purchases)
 - Ignored a school circulation data (which is a very small fraction)
 - Grouped Butte County's multiple "library" accounts into a single one

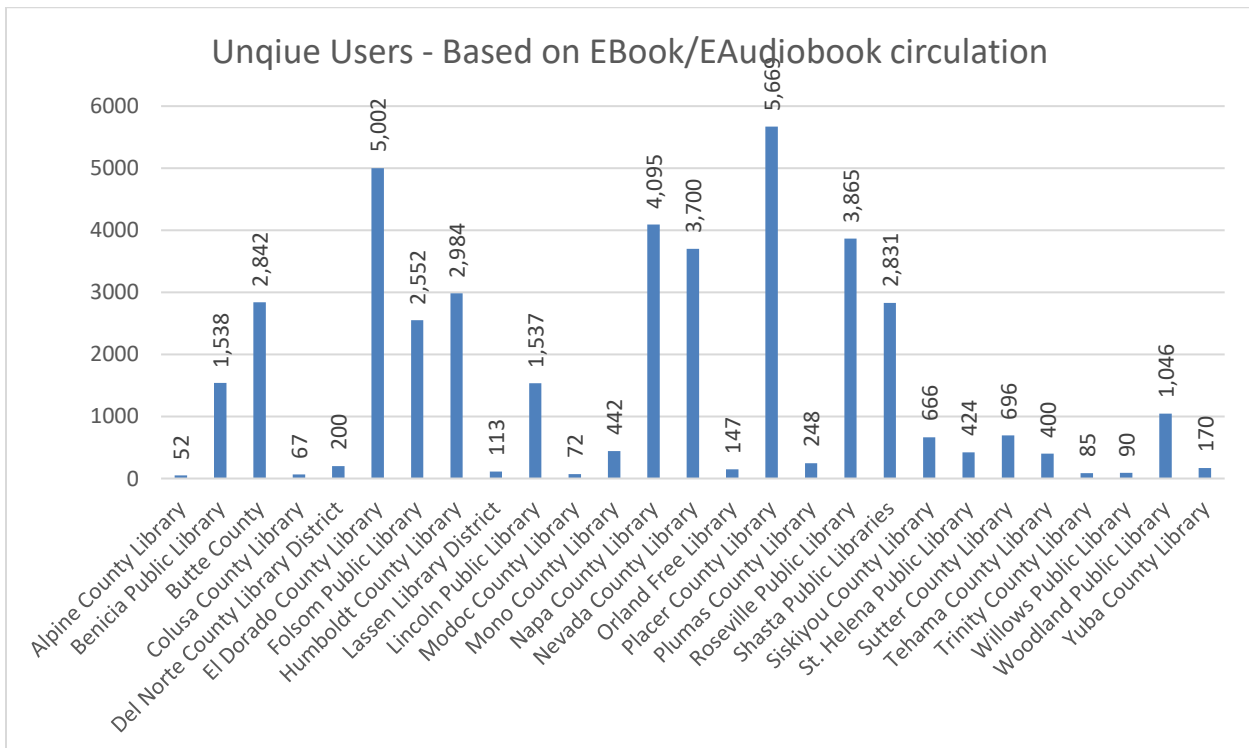


Based on Share of Users

1. From the raw data collected, copy the columns "Branch" and "User ID" to a new sheet
2. Use Excel's Data module, to Remove Duplicate data



3. Remaining data is the unique User ID associated with the library system
4. Create chart to capture the unique count for each system



EMagazines Cost-Share

Repeat process laid out for EBooks/EAudiobooks, but substitute “Overdrive Magazine” for format

Checkouts report options

Checkouts by: Year

Borrowed from: All origins

Branch: All branches

Lucky Day: All checkouts

Title ID / Reserve ID:

To search multiple Title IDs or Reserve IDs (75 maximum), separate each Title ID or Reserve ID with a comma, semicolon, or line break.

Format: OverDrive Magazine

Language: All languages

Audience: All audiences

Rating: All ratings

Subject: All subjects

Date range: Specific

Start Date: 07/01/2021

End Date: 03/31/2022

Lending model: All lending models

Website: Standard and mobile

Creator:

Purchase Order ID:

CREATE WORKSHEET

Update Cancel

Cost-Breakdown Detail

Platform	\$	12,000
eBooks/eAudiobooks/MARC	\$	58,000
eMagazines	\$	44,000

Overdrive - FY 22/23 Budget Proposal

Library	eBooks/ Audiobooks	eMagazine	Total
Alpine County Library	\$ 83	\$ 33	\$ 116
Benicia Public Library	\$ 2,239	\$ 1,941	\$ 4,181
Butte County Library	\$ 4,574	\$ 2,018	\$ 6,591
Colusa County Library	\$ 102	\$ 62	\$ 163
Del Norte County Library District	\$ 427	\$ 438	\$ 864
El Dorado County Library	\$ 8,333	\$ 4,322	\$ 12,655
Folsom Public Library	\$ 3,828	\$ 1,916	\$ 5,744
Humboldt County Library	\$ 6,049	\$ 3,823	\$ 9,873
Lassen Library District	\$ 219	\$ 231	\$ 450
Lincoln Public Library	\$ 2,631	\$ 1,188	\$ 3,820
Modoc County Library	\$ 161	\$ 96	\$ 258
Mono County Library	\$ 762	\$ 447	\$ 1,209
Napa County Library	\$ 6,044	\$ 4,441	\$ 10,485
Nevada County Library	\$ 6,403	\$ 3,752	\$ 10,155
Orland Free Library	\$ 291	\$ 136	\$ 427
Placer County Library	\$ 9,266	\$ 6,341	\$ 15,606
Plumas County Library	\$ 455	\$ 312	\$ 767
Roseville Public Library	\$ 6,085	\$ 3,934	\$ 10,019
Shasta Public Library	\$ 5,454	\$ 4,152	\$ 9,606
Siskiyou County Library	\$ 1,200	\$ 1,258	\$ 2,458
St. Helena Public Library	\$ 784	\$ 511	\$ 1,296
Sutter County Library	\$ 1,362	\$ 860	\$ 2,222
Tehama County Library	\$ 840	\$ 442	\$ 1,281
Trinity County Library	\$ 168	\$ 70	\$ 238
Willows Public Library	\$ 211	\$ 103	\$ 313
Woodland Public Library	\$ 1,709	\$ 977	\$ 2,686
Yuba County Library	\$ 321	\$ 195	\$ 516
	\$ 70,000	\$ 44,000	\$ 114,000

Platform	\$	6,000	Half of the Platform Cost
eBooks/eAudiobooks/MARC	\$	29,000	Half of the Collection Development
eMagazines	\$	-	

Ebooks/Audiobooks - Based on Circulation Share

Library	Consortia Circ only (July 1, 2021 - March 31, 2022)	Share of Circulation	Platform	Materials	FY 22/23 (Circ Share)
Alpine County Library	312	0.11%	\$ 7	\$ 33	\$ 39
Benicia Public Library	7,480	2.70%	\$ 162	\$ 782	\$ 943
Butte County Library	17,274	6.22%	\$ 373	\$ 1,805	\$ 2,179
Colusa County Library	358	0.13%	\$ 8	\$ 37	\$ 45
Del Norte County Library District	2,047	0.74%	\$ 44	\$ 214	\$ 258
El Dorado County Library	32,653	11.77%	\$ 706	\$ 3,412	\$ 4,118
Folsom Public Library	13,298	4.79%	\$ 288	\$ 1,390	\$ 1,677
Humboldt County Library	28,026	10.10%	\$ 606	\$ 2,929	\$ 3,535
Lassen Library District	981	0.35%	\$ 21	\$ 103	\$ 124
Lincoln Public Library	10,594	3.82%	\$ 229	\$ 1,107	\$ 1,336
Modoc County Library	799	0.29%	\$ 17	\$ 83	\$ 101
Mono County Library	3,087	1.11%	\$ 67	\$ 323	\$ 389
Napa County Library	20,559	7.41%	\$ 444	\$ 2,148	\$ 2,593
Nevada County Library	26,046	9.39%	\$ 563	\$ 2,722	\$ 3,285
Orland Free Library	1,329	0.48%	\$ 29	\$ 139	\$ 168
Placer County Library	35,589	12.82%	\$ 769	\$ 3,719	\$ 4,488
Plumas County Library	1,951	0.70%	\$ 42	\$ 204	\$ 246
Roseville Public Library	22,426	8.08%	\$ 485	\$ 2,343	\$ 2,828
Shasta Public Library	24,325	8.77%	\$ 526	\$ 2,542	\$ 3,068
Siskiyou County Library	5,066	1.83%	\$ 110	\$ 529	\$ 639
St. Helena Public Library	3,387	1.22%	\$ 73	\$ 354	\$ 427
Sutter County Library	6,146	2.21%	\$ 133	\$ 642	\$ 775
Tehama County Library	3,986	1.44%	\$ 86	\$ 417	\$ 503
Trinity County Library	764	0.28%	\$ 17	\$ 80	\$ 96
Willows Public Library	1,068	0.38%	\$ 23	\$ 112	\$ 135
Woodland Public Library	6,562	2.36%	\$ 142	\$ 686	\$ 828
Yuba County Library	1,406	0.51%	\$ 30	\$ 147	\$ 177
	277,519	100.00%	\$ 6,000	\$ 29,000	\$ 35,000

Platform	\$	6,000	Half of the Platform Cost
eBooks/eAudiobooks/MARC	\$	29,000	Half of the Collection Development
eMagazines	\$	-	

Ebooks/Audiobooks - Based on Share of Unique Users

Library	Unique Users (July 1, 2021 - March 31, 2022)	Share of Users	Platform	Materials	FY 22/23 (User Share)
Alpine County Library	52	0.13%	\$ 8	\$ 36	\$ 44
Benicia Public Library	1,538	3.70%	\$ 222	\$ 1,074	\$ 1,296
Butte County Library	2,842	6.84%	\$ 411	\$ 1,984	\$ 2,395
Colusa County Library	67	0.16%	\$ 10	\$ 47	\$ 56
Del Norte County Library District	200	0.48%	\$ 29	\$ 140	\$ 169
El Dorado County Library	5,002	12.04%	\$ 723	\$ 3,493	\$ 4,215
Folsom Public Library	2,552	6.14%	\$ 369	\$ 1,782	\$ 2,151
Humboldt County Library	2,984	7.18%	\$ 431	\$ 2,084	\$ 2,515
Lassen Library District	113	0.27%	\$ 16	\$ 79	\$ 95
Lincoln Public Library	1,537	3.70%	\$ 222	\$ 1,073	\$ 1,295
Modoc County Library	72	0.17%	\$ 10	\$ 50	\$ 61
Mono County Library	442	1.06%	\$ 64	\$ 309	\$ 372
Napa County Library	4,095	9.86%	\$ 592	\$ 2,859	\$ 3,451
Nevada County Library	3,700	8.91%	\$ 535	\$ 2,583	\$ 3,118
Orland Free Library	147	0.35%	\$ 21	\$ 103	\$ 124
Placer County Library	5,669	13.65%	\$ 819	\$ 3,958	\$ 4,777
Plumas County Library	248	0.60%	\$ 36	\$ 173	\$ 209
Roseville Public Library	3,865	9.31%	\$ 558	\$ 2,699	\$ 3,257
Shasta Public Library	2,831	6.82%	\$ 409	\$ 1,977	\$ 2,386
Siskiyou County Library	666	1.60%	\$ 96	\$ 465	\$ 561
St. Helena Public Library	424	1.02%	\$ 61	\$ 296	\$ 357
Sutter County Library	696	1.68%	\$ 101	\$ 486	\$ 587
Tehama County Library	400	0.96%	\$ 58	\$ 279	\$ 337
Trinity County Library	85	0.20%	\$ 12	\$ 59	\$ 72
Willows Public Library	90	0.22%	\$ 13	\$ 63	\$ 76
Woodland Public Library	1,046	2.52%	\$ 151	\$ 730	\$ 881
Yuba County Library	170	0.41%	\$ 25	\$ 119	\$ 143
	41,533	100.00%	\$ 6,000	\$ 29,000	\$ 35,000

Platform	\$	-
eBooks/eAudiobooks/MARC	\$	-
eMagazines	\$	22,000 Half of the Magazine Cost

EMagazines - Based on Circulation Share

Library	Magazine Circ (July 1, 2021 - March 31, 2022)	Share of Circulation	FY 22/23 (Circ Share)
Alpine County Library	21	0.04%	\$ 8
Benicia Public Library	2,953	4.93%	\$ 1,085
Butte County Library	2,251	3.76%	\$ 827
Colusa County Library	31	0.05%	\$ 11
Del Norte County Library District	731	1.22%	\$ 269
El Dorado County Library	5,702	9.53%	\$ 2,096
Folsom Public Library	1,886	3.15%	\$ 693
Humboldt County Library	5,266	8.80%	\$ 1,935
Lassen Library District	404	0.67%	\$ 148
Lincoln Public Library	1,247	2.08%	\$ 458
Modoc County Library	96	0.16%	\$ 35
Mono County Library	513	0.86%	\$ 189
Napa County Library	5,714	9.55%	\$ 2,100
Nevada County Library	4,964	8.29%	\$ 1,824
Orland Free Library	125	0.21%	\$ 46
Placer County Library	8,925	14.91%	\$ 3,280
Plumas County Library	398	0.66%	\$ 146
Roseville Public Library	5,645	9.43%	\$ 2,075
Shasta Public Library	6,621	11.06%	\$ 2,433
Siskiyou County Library	2,385	3.98%	\$ 877
St. Helena Public Library	745	1.24%	\$ 274
Sutter County Library	1,157	1.93%	\$ 425
Tehama County Library	595	0.99%	\$ 219
Trinity County Library	44	0.07%	\$ 16
Willows Public Library	93	0.16%	\$ 34
Woodland Public Library	1,181	1.97%	\$ 434
Yuba County Library	169	0.28%	\$ 62
	59,862	100.00%	\$ 22,000

Platform	\$	-
eBooks/eAudiobooks/MARC	\$	-
eMagazines	\$	22,000 Half of the Magazine Cost

EMagazines - Based on Share of Unique Users

Library	Magazine Users (July 1, 2021 - March 31, 2022)	Share of Users	FY 22/23 (User Share)
Alpine County Library	7	0.11%	\$ 25
Benicia Public Library	238	3.89%	\$ 856
Butte County Library	331	5.41%	\$ 1,190
Colusa County Library	14	0.23%	\$ 50
Del Norte County Library District	47	0.77%	\$ 169
El Dorado County Library	619	10.12%	\$ 2,226
Folsom Public Library	340	5.56%	\$ 1,223
Humboldt County Library	525	8.58%	\$ 1,888
Lassen Library District	23	0.38%	\$ 83
Lincoln Public Library	203	3.32%	\$ 730
Modoc County Library	17	0.28%	\$ 61
Mono County Library	72	1.18%	\$ 259
Napa County Library	651	10.64%	\$ 2,341
Nevada County Library	536	8.76%	\$ 1,928
Orland Free Library	25	0.41%	\$ 90
Placer County Library	851	13.91%	\$ 3,061
Plumas County Library	46	0.75%	\$ 165
Roseville Public Library	517	8.45%	\$ 1,859
Shasta Public Library	478	7.81%	\$ 1,719
Siskiyou County Library	106	1.73%	\$ 381
St. Helena Public Library	66	1.08%	\$ 237
Sutter County Library	121	1.98%	\$ 435
Tehama County Library	62	1.01%	\$ 223
Trinity County Library	15	0.25%	\$ 54
Willows Public Library	19	0.31%	\$ 68
Woodland Public Library	151	2.47%	\$ 543
Yuba County Library	37	0.60%	\$ 133
	6,117	100.00%	\$ 22,000



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www.northnetlibs.org

To: NLS Executive Committee
From: Suzanne Olawski
Subject: Consideration of List-serv for Assistant and Deputy Directors
Date: April 25, 2022

Background

NLS received a request from Ann Hammond, the Director of the Sonoma County Library, regarding establishing an NLS list-serv for Assistant and Deputy Directors. Below is Hammond's request:

I am writing to urge you to create a listserv for Assistant/Deputy Directors within the NLS jurisdiction. The listserv for directors has been invaluable to me, especially with regard to strategic and political issues facing public libraries. I am sure that a list that dealt more with day-to-day operations and management issues would be greatly appreciated by our Assistant/Deputy Directors.

Discussion

Considerations for the Executive Committee:

- Will the list be exclusively for the Assistant/Deputy Directors, or would the list include the Directors? For instance, within PLP, there is a list just for Directors, and a separate one called "Directors Plus," where libraries indicate the additional Executive and other managers that they would like to be part of the list.
- Who will own w the responsibility to notify and update the list/who will have the authority? For instance, should requests and changes only come from library directors? And will it be their responsibility to notify if there is a change?
- Additional staff time will be required to establish and maintain the new list-serv. It should be established who will oversee the development and maintenance of this list-serv.
- There is a \$180 set-up fee for setting up a new list-serv.
- What would be the time frame in establishing the list-serv.

Recommendation

It is recommended that the NLS Executive Committee consider the request to establish an NLS list-serv for Assistant and Deputy Directors, and should it be approved, to outline the parameters, costs and maintenance of the list-serv.



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To: NLS Executive Committee
From: Jacquie Brinkley, NLS System Coordinator
Subject: Nominating Committee for FY 2022-23 NLS Executive Committee Members
Date: April 25, 2022

Three members of the current board of nine (9) Executive Committee members will be terming out on June 30, 2022:

- Carolyn Brooks, El Dorado County Library, MVLS
- Anthony Halstead, Napa County Library, NBCLS
- Nick Wilczek, Nevada County Library, MVLS

In addition, a new Vice-Chair will need to be appointed, as Chair Olawski will be terming out of their 2-year term of Chair on June 30, 2022. Vice-Chair Fink will become Chair effective July 1, 2022.

The NLS Executive Committee should appoint an Ad Hoc Nominating Committee to create a slate of candidates to fill the Vice- Chair position and the 3 open Executive Committee positions and to present to the Administrative Council at their Annual Meeting on June 15, 2022.

Per NLS Bylaws, the Chair shall appoint an Ad Hoc Nominating Committee consisting of at least two sitting EC members and at least one Council member that is not serving on the Executive Committee.

Continuing to serve in their 2-year term as NLS Executive Committee Members through June 30, 2023 are:

- Christopher Cooper, Humboldt County Library, NSCLS
- Christopher Platt, Mono County Library, MVLS
- Deb Fader Samson, Mendocino County Library, NBCLS

NLS Chair, effective July 1, 2022 for 2-year term (through June 30, 2024):

- Mark Fink, Yolo County Library, MVLS

NLS Past Chair, effective July 1, 2022 for 2-year term (through June 30, 2024):

- Suzanne Olawski, Solano County Library, NBCLS

Our thanks and appreciation to the following Executive Committee members, who are completing their terms:

Carolyn Brooks, El Dorado County
 Todd Deck, Tehama County
 Anthony Halstead, Napa County
 Nick Wilczek, Nevada County

California State Library, Library Development Services March 21, 2022

Funding Opportunities Through the California State Library

Please visit the [grants page](#) of the California State Library website for a listing and timetable of new and upcoming funding opportunities.

Building Forward Infrastructure Funding for California Libraries

The State Library is now accepting applications from local libraries for more than \$400 million in funding to address critical maintenance needs as well as public safety improvements at California's 1,130 local libraries. "This funding by Gov. Newsom and the Legislature is the largest single investment California has ever made in its community libraries," said Greg Lucas, California's state librarian. "This funding begins to address long-standing maintenance and facility needs that must be made to help deliver the 21st Century services Californians expect – and need – from their libraries."

There is \$439 million in one-time funds in the Building Forward Library Infrastructure program to assist public libraries in economically challenged areas around the state. The 2021-2022 budget sets these priorities for use of the funds:

1. Projects addressing life safety and other critical maintenance needs; and
2. Projects serving high poverty areas of the state.

Other library infrastructure projects may be considered if funding remains after priority projects have been evaluated. Grantees must provide matching funds on a dollar-for-dollar basis. Cities, counties, and library districts are eligible to apply. The application process begins February 9, 2022. Any questions must be submitted to BuildingForward@library.ca.gov by 5 p.m., March 14, 2022. The first round of applications closes on **March 21, 2022**.

Awards are expected to be announced in Spring 2022. Those who do not receive grants during the first round will be automatically considered in the next round of applications. The maximum grant a library can receive is \$10 million. Funds must be used by March 31, 2026. For more information about the program and how to apply visit the State Library's website at www.library.ca.gov/grants/infrastructure

California State Library Parks Passes Coming This Month

Through a partnership with California State Parks and the California State Library, free State Parks vehicle-day use passes will be available for circulation at all branches of public libraries in California starting April 4. Each library jurisdiction will receive at least three passes per outlet to help Californians access beautiful parks, lakes, beaches, and monuments in the State Parks system for free. Libraries will be receiving their passes at the end of March (date forthcoming) at which point a website with circulation guidelines, a MARC record, marketing toolkit, and other resources will be available.

In addition to circulating the passes, we are hoping that libraries get creative with promoting parks and the outdoors. **Funding opportunities will be opening April 4** to support programming and outreach to complement the passes and encourage park access equity (see what your local state park is [here](#)). For more information about the grant and a showcase of programming ideas on April 6, [register here](#). For more information, please contact parkspass@library.ca.gov.

Stronger Together: Early Learning Grant Opportunity

The [Stronger Together: Early Learning](#) grant opportunity is now open. This state-funded opportunity provides grants to help local libraries strengthen their roles as early learning community hubs and improve or expand early learning programs and services in their communities. Completed applications are due by **March 28, 2022**.

Applicants may choose between two project types:

- **Early Learning Hub Projects** – working with mentor libraries, successful library applicants will develop or enhance early learning hubs that provide families with easy, supported, and tailored access to high-quality early learning, school readiness, and other community resources.
- **New Projects** – applicants may submit projects that directly address early learning local needs. Proposals that provide and improve access and extend library services to hard-to-reach and underserved populations are encouraged.

For full grant and application details, please visit <https://www.library.ca.gov/grants/stronger-together-early-learning/>. Questions? Contact us at StrongerTogether@library.ca.gov.

NASA@ My Library

There are two N@ML events coming up: Our Blue Planet: EARTH webinar and the NASA@ My Library is conducting a Reading Challenge this May 2022! Registration information is below.

Our Blue Planet: EARTH Webinar

Date: March 23, 2022

Time: 1:00 pm - 2:00 pm Mountain Time

Description: Oceans define our home planet, covering the majority of Earth's surface and driving the water cycle that dominates our land and atmosphere. Join *STAR Net* and Dr. Michael Wood, a NASA Postdoctoral Program fellow in the Sea Level and Ice Group as we explore how Earth's oceans are changing and how that impacts Earth as a global, dynamic system.

Whether or not your library is participating in the Collaborative Summer Library Program's 2022 theme "Oceans of Possibilities" this webinar can help prepare you to engage your patrons in discussions about the future of our planet, and even worlds beyond our planet! We will also be sharing resources about other ocean worlds that span our Solar System and beyond. Register at [Our Blue Planet: EARTH – STAR Library Network \(starnetlibraries.org\)](https://starnetlibraries.org)

Look Up! Step Back in Time with the James Webb Space Telescope Challenge

Event Date: May 1, 2022–May 31, 2022

Registration Date: Register your library to participate in the Telescope Challenge anytime before May 2022!

Description: This challenge is designed to help readers explore the science behind NASA's newest space telescope mission, the James Webb Space Telescope. Throughout the challenge, readers will have access to virtual resources like articles and videos about space science to gain new skills and explore educational and career pathways in Earth and Space Science. All public libraries in the U.S. are eligible to join the challenge and will have a chance to win backpacks filled with STEM-related materials and a telescope! Fill out the form to register for the challenge and subscribe to updates at [NASA @ My Library Reading Challenge \(beanstack.com\)](https://beanstack.com/nasa-my-library-reading-challenge)

Reading challenges are a great way to engage patrons and encourage learners of all ages to read. Reading challenges vary from participating in a state or national summer reading challenge, utilizing reading challenge software like Beanstack or READSquared, or simply providing a list of books and activities to your patrons. To aid you in putting together any kind of reading challenge at your library, STAR Net has assembled a list of resources to help you integrate science readings and activities into your upcoming reading challenges! Read more at the blog post: [Building a science-focused reading challenge? Check out these great resources! – STAR Library Network \(starnetlibraries.org\)](#)

Networking Conversations

Networking conversations for library directors continue once a month and an invitation to participate is sent out on the directors' listserv as dates are scheduled. The next library directors' call will be the Public Library Directors Forum. **The Forum will take place on three Wednesdays in April (April 13, 20, and 27) from 2pm to 5pm.**

Please join us at the 2022 Public Library Directors Forum featuring keynote speaker Ozy Aloziem and a series of working sessions with colleagues!

Keynote Speaker and Working Sessions: Ozy Aloziem, MSW

Ozy Aloziem is a social work scholar who is deeply committed to research, social justice and advocacy. She is a well-regarded skilled facilitator, a Tedx speaker and has served as a racial equity & racial healing consultant. Ozy is leading a national environmental scan of public libraries for Denver Public Library where she is using her qualitative and quantitative research talents to conduct a mixed-method research project in order to determine practical, effective models that libraries can implement to ensure that people from populations historically underrepresented in librarianship can join and grow in the field. Ozy is a 2021 Library Journal "Movers & Shakers" award winner for her racial equity research and advocacy.

Serving Decarcerated Populations

The Forum will include interactive sessions to explore reentry services to decarcerated populations and how inclusion for this underserved group aligns with library values.

LSTA Five Year Plan

Join the five-year planning team to learn what's been discovered during conversations with library staff and program partners. Let the team know what you think about areas that are rising to the top including capacity, leadership, responsiveness, data, sustainability, and communication. Consider the State Library's vision, mission, and values for the next five years and make sure your voice is heard before the plan is finalized. This session is essential for the next five year plan.

We ask all registrants to please attend all sessions if you are able to. Register today!

Registration link:

https://us06web.zoom.us/meeting/register/tZlqcumqpjSpEtLL6GotDrvdk_DOzrRNib0F

Home Connectivity Kits

Last year, the state library gave out funds and equipment to help CIPA compliant libraries bridge the digital divide through the lending of hotspots and Chromebooks. That project is back in the works again, this time including templates for instructions and funds for accessories such as bags, mice, and headsets. Libraries have claimed approximately 1 million dollars in funds for these pieces of equipment and it is expected that another approximately 500K will go out over the next 2 months. Contact arpa@library.ca.gov for more information.

California Library Literacy Services

The California legislature approved \$15 million in ESL funding for CLLS libraries, to be spent over five years. Thirty-two libraries received Round I funding for ESL services in January. Round II ESL applications (for ESL services starting July 2022) opened March 1, 2022 and will close April 15, 2022. Please contact beverly.schwartzberg@library.ca.gov or allyson.jeffredo@library.ca.gov for more information.

Developing Leaders in California Libraries

In partnership with the California State Library, the California Library Association (CLA) is presenting another year of exciting new Leadership Development opportunities for library staff in California. In addition to the Leadership training program, the Developing Leaders in California Libraries project is offering a series of "My Leadership Journey" webinars open to all staff to attend. For more information on upcoming events and previous MLJ recordings, please visit <https://claleadership.org/webinars/>

"My Leadership Journey" 2122 edition w/ Lessa Kanani'opua Pelayo-Lozada
Thurs, April 14th, 2022 @ 4pm (PST) Registration information to come.

Summer Learning

As a reminder, CA State Library and California Library Association have partnered to provide a free premium Beanstack subscription to any and all CA libraries that are interested. If interested

and you haven't already connected with Beanstack to get started, or if you want more information, please reach out to summeratyourlibrary@cla-net.org.

E-books for All CA

The State Library recently [announced an ARPA grant to Black Gold](#) to purchase an eBook collection and eBook platform for every public library in CA. This project will bring more eBooks to every California library card holder, but more importantly provide an infrastructure through which libraries can purchase materials that can be shared between library jurisdictions across the entire state. More context on project can be found on the [State Library's e-book page](#).

This was the topic of the February 16 Library Director's Networking Call. Right now, there is an initial cohort that is forming to beta test the process for CA. In March, it is expected that the process will be streamlined and open for all for a rolling, open onboarding. Contact arpa@library.ca.gov for further details. To queue your library into the onboarding process, simply email: casupport@thepalaceproject.org to get started.

Digital Learning Platforms for All California Public Libraries

We hope you are setting up the learning platforms Coursera, GetSetUp, LearningExpress (plus Job and Career Accelerator), LinkedIn Learning, Northstar, and/or Skillshare on your library website. Vendors have provided set-up information to the library staff you identified; each platform has a different access model. Information sessions, marketing materials, and FAQs can be found at <https://my.nicheacademy.com/callacademy/course/39032>. If you or your team has not heard from one of the vendors, or if you have changed your mind about adding one of the platforms, please email jen.lemberger@library.ca.gov.

California Libraries Learn (CALL)

California Libraries Learn is busier than ever. Start planning your team's professional development by visiting www.callacademy.org and check the frequently updated [calendar](#) to explore the options. Free courses, weekly webinars, and cohort-based continue. CALL has its own newsletter, *CALL Letters*, and users can [subscribe](#) directly for up-to-date information on staff professional development needs. Encourage your staff members to [create a login](#) to access the many online, self-paced learning opportunities available through [CALL Academy](#). Look forward to an opportunity to participate in the 2022-2023 CALL needs assessment this spring.

Zip Books

The purpose of the Zip Books program is to provide patrons with speedy access to materials they might not otherwise be able to get through the library, without the long wait times often associated with ILL requests. It also adds a patron-driven collection development approach to a library's usual process, resulting in a collection more closely matched to the needs of the local community. Program information can be found at [Zip Books - California State Library](#) Award notification for Round 2 applications are sent out around February 2022. For questions, please contact zipbooks@library.ca.gov

CopyCat Grants

[CopyCat Grants](#) are intended to help libraries easily implement tried-and tested-programs and extend the impact of previously funded, successful LSTA projects. The call for 2021/22 applications have closed and award packets sent around February 2022. Report forms can be found at [Manage Your Current Grant - California State Library](#) (look under “CopyCat” section). The quarterly Financial Report form is due 4/15/2022. Grantees first point of contact is their project advisor. For other questions, contact LSTAGrants@library.ca.gov

Public Library Staff Education Program

The Public Library Staff Education Program is a tuition reimbursement program developed by the California State Library to assist California libraries with staff professional development. Funding for credentialed training is provided to enable library staff to acquire the knowledge and skills needed to support valuable programs and services in their communities. Information can be found at [Public Library Staff Education Program - California State Library](#). 2021/22 PLSEP grant report information can be found at [Manage Your Current Grant - California State Library](#). The quarterly Financial Report form is due 4/15/2022. For questions, please contact plsep@library.ca.gov

LSTA 2022-23 Grant Program

The application for the LSTA 2022-2023 Local and Collaborative Competitive Grants program is now closed. <https://www.library.ca.gov/grants/library-services-technology-act/competitive/> Proposals are currently under review. Email lstagrants@library.ca.gov for more information.

Lunch at the Library

The application period for [Lunch at the Library](#), a state-funded program open to all California public libraries supporting summer meals for children and teens, closed March 10, 2022. For more information about the program, please visit <https://www.library.ca.gov/services/to-libraries/development-programs-projects/lunch/grants/>. Questions? Contact Lunch@library.ca.gov.