

NLS Administrative Council Annual Meeting
Wednesday, June 15, 2022 - 9:00 a.m.

Zoom Meeting

<https://us02web.zoom.us/j/81653460918?pwd=cGVJSFNySTkxL3ovVUFcdTFXUllwQT09>

Meeting ID: 816 5346 0918

Passcode: 308497

Phone +1 669 900 6833

- 1. Welcome and Roll Call** Olawski, Chair
- 2. Public Invited to Address the Council** Olawski
- 3. Approval of Consent Calendar (Action Item)**
 - A. Approval of Agenda
 - B. Approval of January 28, 2022 Administrative Council Meeting Minutes Attachment 1, p. 4
 - C. Approval of the January 28, 2022 Administrative Council Meeting Agenda Attachment 2, p. 10
 - D. Approval of June 16, 2021 Administrative Council Meeting Minutes Attachment 3, p. 13
 - E. Approval of NLS/PLP FY 2022-23 Fiscal and Administrative Services Contract Attachment 4, p. 20
 - F. Approval of NLS FY 2022-23 CLSA Plan of Service Attachment 5, p. 22
 - G. Approval of Library-to-Go Collection Development Policy Attachment 6, p. 37
 - H. Approval of Library-to-Go Job Responsibilities and Co-Chairs Attachment 7, p. 50
- 4. Old Business**
 - A. Review and Acceptance of NLS Study of CLSA Cost Share Formula and Allocation of Funds and Next Steps **(Action Item)** Olawski Attachment 8, p. 53
- 5. New Business**
 - A. Election of Executive Committee Members **(Action Item)** Olawski Attachment 9, p. 88
 - B. Approve the FY 2022-23 NLS Budget, Membership Dues and Fees **(Action Item)** Yon Attachment 10, p. 89
 - C. Approval of Recommendations by Ad Hoc Strategic Priorities Committee Brinkley Attachment 11, p. 97

(Action Item)

- D. Approval of OverDrive Reciprocal Lending with Platt/Perry Attachment 12, p. 100
MARINet and Peninsula Library System

(Action Item)

- E. Consideration of Establishing NLS List-Serv for Olawski Attachment 13, p. 106
Assistant/Deputy Directors **(Action Item)**

6. **State Library Report** Lena Pham Attachment 14, p. 111

7. **Announcements**

8. **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

Alpine County Library, 270 Laramie Street, Markleeville, CA 96120

Belvedere-Tiburon Public Library, 1501 Tiburon Boulevard, Tiburon, CA 94920

Benicia Public Library, 150 East L Street, Benicia, CA 94510

Butte County Library, 1820 Mitchell Avenue, Oroville, CA 95966

California State University Chico Library, 400 West First Street, Chico, CA 95929

Colusa County Library, 738 Market Street, Colusa, CA 95932

Del Norte County Library District, 190 Price Mall, Crescent City, CA 95531

El Dorado County Library, 345 Fair Lane, Placerville, CA 95667
Folsom Public Library, 411 Stafford Street, Folsom, CA 95630
Humboldt County Library, 1313 3rd Street, Eureka, CA 95501
Lake County Library, 1425 N. High Street, Lakeport, CA 95453
Larkspur Public Library, 400 Magnolia Avenue, Larkspur, CA 94939
Lassen Library District, 1618 Main Street, Susanville, CA 96130
Lincoln Public Library, 485 Twelve Bridges Drive, Lincoln, CA 95648
Marin County Free Library, 3501 Civic Center Drive, #414, San Rafael, CA 94903
Mendocino County Library, 880 N. Bush Street, Ukiah, CA 95482
Mill Valley Public Library, 375 Throckmorton Avenue, Mill Valley, CA 94941
Modoc County Library, 212 W. 3rd Street, Alturas, CA 96101
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
Orland Free Library, 333 Mill Street, Orland, CA 95963
Placer County Library, 145 Fulweiler Avenue, Suite 150, Auburn, CA 95603
Plumas County Library, 445 Jackson Street, Quincy, CA 95971
Sacramento Co. Public Law Library, 609 9th Street, Sacramento, CA 95814
Sacramento Public Library, 828 I Street, Sacramento, CA 95814
St. Helena Public Library, 1492 Library Lane, St. Helena, CA 94574
San Anselmo Public Library, 110 Tunstead Avenue, San Anselmo, CA 94960
San Rafael Public Library, 1100 E Street, San Rafael, CA 94901
Sausalito Public Library, 420 Litho Street, Sausalito, CA 94965
Shasta Public Libraries, 1100 Parkview Avenue, Redding, CA 96001
Siskiyou County Library, 719 4th Street, Yreka, CA 96097-3381
Solano County Library, 1150 Kentucky Street, Fairfield, CA 94533
Sonoma County Library, 6135 State Farm Drive, Rohnert Park, CA 94928
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Trinity County Library, 351 N. Main Street, Weaverville, CA 96093
Woodland Public Library, 250 First Street, Woodland, CA 95695
Yolo County Library, 226 Buckeye, Woodland, CA 95695
Yuba County Library, 303 Second Street, Marysville, CA 95901



32 West 25th Avenue, Suite 201, San Mateo, CA 94403-2265
(650) 349-5538 Fax: (650) 349-5089

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DRAFT MINUTES
NLS Administrative Council Annual Meeting
January 28, 2022
Zoom Meeting – All votes taken by roll call

1. Welcome and Roll Call

Meeting called to order by NLS Chair, Suzanne Olawski, 10:02 a.m.
 Olawski welcomed attendees and roll call was taken.

Name	Library
Rita Lovell	Alpine County Library
Crystal Duran	Belvedere-Tiburon Public Library
Jennifer Baker	Benicia Public Library
Narinder Sufi	Butte County Library
Stacey Costello	Colusa County Library
Carolyn Brooks	El Dorado County Library
Lori Easterwood	Folsom Public Library
Christopher Cooper	Humboldt County Library
Christopher Veach	Lake County Library
Franklin Escobedo	Larkspur Public Library
Heather Blevins	Lassen Library District
Kathryn Hunt	Lincoln Public Library
Lana Adlawan	Marin County Free Library
Deborah Fader Samson	Mendocino County Library
Anji Brenner	Mill Valley Public Library
Christopher Platt	Mono County Library
Anthony Halstead	Napa County Library
Jody Meza	Orland Free Library
Mary George	Placer County Library
Lindsay Fuchs	Plumas County Library
Natasha Martin	Roseville Public Library
Peter Coyl	Sacramento Public Library
Linda Kenton	San Anselmo Public Library
Henry Bankhead	San Rafael Public Library
Michael Perry	Siskiyou County Library
Suzanne Olawski	Solano County Library
Ann Hammond	Sonoma County Library
Chris Kreiden	St. Helena Public Library
James Ochsner	Sutter County Library

Jody Meza	Willows Public Library
Greta Galindo	Woodland Public Library
Mark Fink	Yolo County Library
Lena Pham	California State Library
Carol Frost	NorthNet/Pacific Library Partnership
Andrew Yon	Pacific Library Partnership
Jacquie Brinkley	NorthNet/Pacific Library Partnership

Also attending: Jayanti Addleman (Hayward City Library/CLA Past President), Diane Satchwell (Library Solutions), Michele Kimpton (Lyrasis), Heather Teysko (Lyrasis), Tara Carpenter (Lyrasis), Karen Schneider (Sonoma State University Library)

A quorum was not reached for this meeting. Actual meeting location for the majority of attending directors was different than address posted on Agenda. Action Items will be deferred to the NLS Administrative Council Annual Meeting in June 2022.

2. Public Comment

There was no public present.

3. Approval of the Consent Calendar

Approval of the Agenda and Minutes of AC Meeting of June 16, 2021 was deferred to NLS Administrative Council's Annual Meeting.

4. Presentations

Jayanti Addleman presented on advocacy and the value of membership and support to the California Library Association (CLA).

The Lyrasis team presented on The Palace Project and responded to questions from attendees.

Diane Satchwell, Library Solutions, provided an update on the CLSA Allocation Study. A draft report will be provided to the Executive Committee at their February meeting, and a final report will be presented at the Administrative Council's Annual Meeting.

5. Old Business

A. Approval of the Library-to-Go Committee Chair Job Responsibilities and Approval of New Chair

Fink provided background and an update of the Library-to-Go Ad Hoc Committee's work in drafting the Committee Chair job description and outlining Committee responsibilities for the Chair, Co-Chair and Library-to-Go Committee members. Fink thanked Ad Hoc

members Brooks, Fuchs and Perry for their work on this task. Fink reiterated that this work was initiated to develop a Scope of Work for the Committee Chair/Co-Chair and to develop a structure for the Library-to-Go Committee with the goal to provide greater transparency within the Committee and to the Executive Committee, as well as documenting how funds are spent to meet local needs and collection priorities. Fink noted that NLS members commit a substantial amount of resources to this collection and documenting how funding is spent is important.

Approval of the Library-to-Go Committee Chair Job Responsibilities and appointment of new Chair was deferred to NLS Administrative Council Meeting, June 2022.

Fink reported that Platt expressed interest in assuming the Chair position. Frost suggested that an unofficial endorsement from attending members be asked to enable Platt to begin working with Perry to facilitate the transition before June.

Olawski agreed and asked for show of hands to endorse Platt as incoming Library-to-Go Committee Chair. Members showed their approval visually.

Olawski and Frost expressed their appreciation to Perry for their leadership to the Library-to-Go Committee.

B. Explanation of NLS Reserves

Olawski reviewed the background to establish the NLS Reserves and referenced the August 2017 Executive Committee Meeting minutes where a reserve policy was discussed and later established and then approved in January 2018 at the Administrative Council's mid-year meeting. Olawski stated that the Reserves are intended to supplement any budget deficits or unanticipated expenses.

Olawski asked Yon to present additional background information.

Yon reviewed the Reserves language and reiterated that Reserves is a contingency fund for unexpected or one-time expenses. Yon noted that the current Reserves are detailed in the Attachment memo. Yon continued to note that depending on timing of reporting, the Reserves may reflect funds not yet encumbered but intended to cover contracts or set-aside. A legal set-aside of \$8,000 per system is included in the Reserves total. In addition, depending on the timing of LSTA grants, funding may carry forward in the Reserves balance. Yon also stated the NLS membership fees are used to cover some NLS costs until the CLSA funds are received, and this practice avoids having to dip into the Reserves.

Yon noted that because NLS is not administering any LSTA grants in FY 2021-22, this will reduce the amount of funds contributed to the Reserves.

Perry suggested that a one-page summary of the Reserves components be provided with detail on breakdown of Reserves at the time of reporting. Perry asked what amount was required for a “rolling reserve” with any delay in receipt of CLSA funds. He also asked if the NLS budget cycle could be revised to more closely align with the receipt of CLSA funding. He also asked if CLSA funds could be received by July 1 and thereby reduce the required Reserves balance.

Frost stated that it would not be possible for CLSA funds to be received by July 1 in any year due to the legal obligation of the California Library Services Board to meet in the Fall of each year to approve all Systems’ Plans of Service and budgets and the allocation of CLSA funds. Upon the CLSB approval in the Fall, there is a 6-8 week period to issue the Claim Form and then 10-12 weeks after that to receive the funds. NLS basically carries six months of fiscal activity until the CLSA funds are received.

Perry asked if there was any requirement for NLS to follow a fiscal year budget calendar and if NLS could restructure its budget to a calendar year to lessen the gap in receiving CLSA funds. It was clarified that the JPA documents note that NLS is on a fiscal year, and that complying with the State Library’s fiscal calendar and an NLS annual calendar would be cumbersome.

C. C. Recovering Together Update

Brinkley provided an update of the Recovering Together website work and recent blog post and encouraged NLS directors and staff to continue submitting content to support this collection of valuable disaster resources. She thanked the directors who have volunteered to maintain the website – Deck, Perry, George and Lovell. Brinkley stated that any NLS director or appointee is welcome to volunteer to lend support. Brinkley stated that the Buddy List will continue to be updated on an annual basis.

Fuchs stated that she supported the NLS Buddy System and thanked all for their support to Plumas County in recent loss of the Greenville Library by wildfire.

6. New Business

A. NLS LSTA Proposal Concept

Olawski presented information on the *Hidden Heroes, Historic Places* project that Tehama County Library implemented with success, bringing new users from the community into the library by active engagement in creating content for the *Hidden Heroes* project.

The NLS Executive Committee supported this model project as an LSTA proposal for FY 2022-23 and recommended NLS apply for LSTA funding. The LSTA application is due March 1, 2022. Olawski asked for Administrative Council support to pursue LSTA funding for an expansion to the *Hidden Heroes* project or to make other suggestions. Council members indicated support for this proposal. Olawski stated that NLS will pursue LSTA funding for the *Hidden Heroes* project through an LSTA grant application.

B. Review of NLS Strategic Priority Accomplishments and Appointment of Ad Hoc Committee for Next Priorities

Olawski discussed the prior NLS Strategic Priorities memo and accomplishments since its last adoption in 2016. Olawski requested that an Ad Hoc Committee be formed to review and recommend priorities for the next 3-5 years and suggested the Committee consider sharing of digital content, eResources, and creating content among other topics. Olawski asked that the Committee report its recommendations at the NLS Administrative Council Annual Meeting in June.

Ad Hoc Committee members will be Fink, Adlawan, Lovell, Platt and Cooper.

C. Discussion of OverDrive Reciprocal Lending with NLS Library-to-Go Collection

Perry provided an overview of the proposed OverDrive Reciprocal Lending Agreement (RLA) and its goal to connect similar-sized collections to partner consortia, in this case NLS Library-to-Go, MARINet and Peninsula Library System (PLS). Perry explained the mechanics of how an RLA would work. He noted that while there is no cost to implement this RLA, it does require a maintenance agreement to ensure a maintenance of effort on the part of each partner. There was discussion regarding access and holds.

Fink reported that Yolo County was able to negotiate separate terms and could share that information if Library-to-Go wanted to research a similar model.

There was discussion regarding the need for a Collection Development Policy for the shared collection before this RLA could be pursued.

Olawski stated that this item was presented as information sharing and for the Library-to-Go Committee's consideration.

7. State Library Report

Pham referenced the CLSA Systems Report included in the agenda packet. Pham stated that Julianna Robbins has joined the State Library as a Library Programs Consultant. She reported that the Building Forward application is estimated to be released in February 2022. Pham also mentioned that the State Library is transitioning to a new Grant Management System that will replace Submittable.

Duran asked how the Letter of Intent submitted for the FY 2022-23 LSTA cycle would be considered if a different or change in application was made in the current cycle. Pham said that application would be considered as “new.” She stated that the Letter of Intent was used to survey interest in LSTA funding from the field.

Olawski asked Pham about the changes in Zip Books funding and administration and asked for Administrative Council members’ experience in the transition to State Library managed Zip Books. Platt stated that Mono County had recently relaunched their Zip Books services and was able to move to an Amazon credit line. He noted that it would have made this process easier if someone had been hired to facilitate the transition and to support the project going forward as NorthNet had provided in the past.

Veatch stated that Lake County was happy for the Zip Books funding and the relaxed rules, but noted that staffing needs to relaunch and support Zip Books was very high.

8. Break-Out Rooms with Follow-Up Discussion

Due to the length of the meeting, Olawski recommended that no break-out rooms be held.

9. Meeting adjourned at 12:01 p.m.



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**NorthNet Library System
Administrative Council Mid-Year Meeting
Friday, January 28, 2022 -10:00 a.m.**

Zoom Meeting

<https://us02web.zoom.us/j/81948077027?pwd=YW0wdE10TkNPWGhiRmM2Ykx4Q3kvZz09>

Meeting ID: 819 4807 7027

Passcode: 495949

Phone Access: +1 669 900 6833

- | | | |
|--|----------------|---------------------|
| 1. Welcome and Roll Call | Olawski, Chair | |
| 2. Public Invited to Address the Council | Olawski | |
| 3. Approval of Consent Calendar (Action Item) | | |
| A. Approval of the Agenda | Olawski | |
| B. Approval of Minutes of June 16, 2021
Administrative Council Meeting | Brinkley | Attachment 1 p. 4 |
| 4. Presentations | | |
| A. Advocacy Presentation, Jayanti Addleman, Hayward
City Library Director, Past President, CLA | | Attachment 2 p. 11 |
| B. Statewide Palaces Project, Presentation by
Michele Kimpton and Heather Teysko, Lyasis | | Attachment 3, p. 18 |
| C. Update on the NorthNet CLSA Allocation Study,
Diane Satchwell, Library Solutions | Olawski | Attachment 4, p. 22 |
| 5. Old Business | | |
| A. Approval of the Library-to-Go Committee Chair Job
Responsibilities and Approval of New Chair (Action Item) | Fink | Attachment 5 p. 32 |
| B. Explanation of NLS Reserves | Olawski | Attachment 6, p. 35 |
| C. Recovering Together Update | Brinkley | |
| 6. New Business | | |
| A. NLS LSTA Proposal Concept | Olawski | Attachment 7, p. 38 |
| B. Review of NLS Strategic Priority Accomplishments and
Appointment of Ad Hoc Committee for Next Priorities | Fink/Olawski | Attachment 8, p. 39 |
| C. Discussion of OverDrive Reciprocal Lending with NLS
Library-to-Go Collection | Perry/Fink | Attachment 9, p. 42 |

7. State Library Report

Lena Pham

Attachment 10, p. 44

8. Break-Out Rooms with Follow-up Discussion in Large Group

Break-out discussion prompts will be:

- A. NLS priorities and the future, including professional development
- B. Support to emergency funding and on-going support for the Recovering Together website

(Group members self-select A or B)

9. Adjournment

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DRAFT MINUTES

NLS Administrative Council Annual Meeting

June 16, 2021

Zoom Meeting – All votes taken by roll call

Meeting called to order by NLS Chair, Suzanne Olawski, 10:01 a.m.

Olawski welcomed attendees and roll call taken.

Name	Library
Rita Lovell	Alpine County Library
David Dodd	Benicia Public Library
Narinder Sufi	Butte County Library
Stacey Costello	Colusa County Library
Carolyn Brooks	El Dorado County Library
Lori Easterwood	Folsom Public Library
Christopher Cooper	Humboldt County Library
Christopher Veach	Lake County Library
Franklin Escobedo	Larkspur Public Library
Heather Blevins	Lassen Library District
Kathryn Hunt	Lincoln Public Library
Chantel Walker	Marin County Free Library
Deborah Fader	Mendocino County Library
Anji Brenner	Mill Valley Public Library
Christopher Platt	Mono County Library
Anthony Halstead	Napa County Library
Nick Wilczek	Nevada County Library
Jody Meza	Orland Free Library
Mary George	Placer County Library
Lindsay Fuchs	Plumas County Library
Kathy Barsotti	Roseville Public Library
Rivkah Sass	Sacramento Public Library
Linda Kenton	San Anselmo Public Library
Henry Bankhead	San Rafael Public Library
Michael Perry	Siskiyou County Library
Suzanne Olawski	Solano County Library
Ann Hammond	Sonoma County Library
Chris Kreiden	St. Helena Public Library
James Ochsner	Sutter County Library
Todd Deck	Tehama County Library

Jody Meza	Willows Public Library
Greta Galindo	Woodland Public Library
Mark Fink	Yolo County Library
Lena Pham	California State Library
Carol Frost	NorthNet/Pacific Library Partnership
Jacquie Brinkley	NorthNet/Pacific Library Partnership
Andrew Yon	Pacific Library Partnership

Also attending: Susan Clark (Presenter, Common Knowledge) and William Cooley (Presenter, Common Knowledge)

1. Approval of Consent Calendar

- A. Approval of Agenda
- B. Approval of Minutes of January 29, 2021 Administrative Council meeting
- C. Correspondence: Letter to Governor
- D. Correspondence: Letter to Congressman Garamendi
- E. Correspondence: Letter requesting restoration of CLSA funds

Olawski asked to remove Item **3.A. Approval of Agenda** from Consent Calendar to be approved separately. Requested that Agenda Item 7. E. be moved to after 7. F.

- **Motion to approve Consent Calendar Items B. – E. Perry moved; Platt seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**
- **Motion to approve revised Agenda Item A. Perry moved; Lovell seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**

2. Presentation by Common Knowledge on NLS Preparing to Respond and Recover Together Grant

The FY 2020-21 LSTA project and deliverables have been completed. Consultants reviewed project outputs and discussed outcomes of the project. Consultants thanked all NLS libraries for their commitment to supporting this project and encouraged all to continue contributing to the project website, LibraryRecovery.org.

The Administrative Council discussed the value of supporting this project moving forward. George volunteered to chair a new NLS ad hoc Committee to continue with the work and activities from this grant and committed Placer County to participating in the next cohort training (pending LSTA FY 2021-22 grant funding). In addition, George committed to continuing work on the project website and the creation of a CLA Interest Group. She also

requested that Danis Kreimeier stay involved should grant funding be approved. Lovell and Perry volunteered to work with George on this ad hoc Committee.

Lovell suggested that the Buddy Lists be re-sent to all NLS libraries for updating. Brinkley will send out Buddy List and request updates and encourage those not participating to identify a library Buddy.

3. State Library Report

Pham reported that there were no updates from the Attachment provided in the meeting packet. Olawski asked if Pham had any updates regarding the State Budget. Pham had none and reported that she only knew what the last CLA report provided. The Governor and the Legislature are still in negotiations on the FY 2021-22 State Budget.

Dodd asked if full restoration of CLSA funding was included in the budget. Frost reported that the Assembly and the Senate approved a budget which did include full CLSA funding, noting that the Governor will need to approve this addition. Frost thanked NLS and individual libraires for their letter writing to support CLSA.

Deck acknowledged support from NLS and member libraries with their letter writing. Deck asked Pham how the State Library would be looking at an Equity, Diversity and Inclusion focus in the future. Pham reported that she was not sure of any specific projects, but noted that an EDI lens would be incorporated into future grant making.

Old Business

4. CLSA ad hoc Committee Recommendations

Wilczek reviewed the NLS CLSA Priorities and ad hoc Committee recommendations. Wilczek reported that Perry, Chair of the Library-to-Go Committee, is working with that Committee to develop a consortia Collection Development Policy. Wilczek requested that Recommendation #4 regarding "Revisit continued participation in NLS services" be tabled at this time and until member library budgets are stabilized. Wilczek noted that OverDrive has announced it will purchase Kanopy. NLS's consideration to add streaming services to the consortia may also be put on hold until a new pricing model for Kanopy is released by OverDrive.

Olawski thanked the ad hoc Committee for the update.

New Business

5. Election of Executive Committee Members for FY 2021-22

- **Motion to approve Slate of Nominees to Executive Committee: Christopher Cooper, Deborah Fader and Christopher Platt. Dodd moved; Walker seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**

6. Accept FY 2021-22 LSTA Regional Grant

Olawski reported that this item was included on the Agenda as a placeholder, and that NLS has not yet received notification from the State Library. Should the Award be made, this Item will be included on the Mid-Year Administrative Council Agenda for approval. Item deferred.

7. NLS/PLP Baseline Contract

Frost presented the NLS/PLP Baseline contract and noted that this had been reviewed and approved by the NLS Executive Committee at their May 2021 meeting. Frost explained that a Baseline contract was developed to cover on-going tasks to support NLS fiscal and administrative services as detailed in Attachment 9. Frost reviewed the activities from the past year of PLP support to NLS and stated that PLP is very pleased for the opportunity to work with NLS and feels that working together has made both Systems stronger. Frost also noted that the current contract with PLP for fiscal and administrative services to NLS will expire at end of FY 2021-22 and an RFP will need to be issued in the Fall of 2021 for a new contract. Frost suggested that NLS may consider changing the terms of the new contract from a two-year term, with up to two one-year renewals, to a longer term of 3 years with two one-year renewal options. Frost invited any questions.

George thanked PLP for their services. George asked about the NLS Budget on Page 47 of the packet and the Addendum amount included under Contractual Services. Frost explained that this amount relates to the anticipated amount of additional contract work that would be added if the LSTA grant is funded. At this date, only the Baseline contract amount is being approved. If the grant is not funded, the contract for additional work related to the grant will not be brought to the Executive Committee for approval.

Fink thanked Frost and Brinkley for their proactive work and guidance to NLS.

- **Motion to approve the NLS/PLP FY 2021-22 Administrative Baseline contract of \$130,563. George moved; Fink seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**

8. CLSA Funds Discussion

Olawski presented Attachment 10 regarding CLSA Funds for FY 2021-22 and asked for questions.

George asked how decisions regarding CLSA were made by the Executive Committee. Olawski reviewed the memo and the history of CLSA allocation for NLS members.

Blevins asked for clarification on how CLSA funds she had allocated to OverDrive were expended in FY 2020-21. Frost explained that member libraries who have surplus CLSA funds in any year can designate that amount to an allowable Resource Sharing option. The NLS Executive Committee approves the total amount of annual funding for OverDrive and eMagazines, so any amount over the approved budget that was designated by an NLS member library is rolled over to the same designated service in the following year. At the June 2020 NLS Administrative Council meeting, the Council agreed, because of extenuating circumstances of the 50% reduction in CLSA funding, to allocate the roll-over funds to the general distribution, and in the FY 2021-22 budget, those roll-over OverDrive funds are designated for OverDrive purchases.

Fink noted that the Executive Committee's goal was to fund the requested \$66,000, but was operating under the assumption of CLSA funding at 50%, and took into consideration whether the Library-to-Go Committee was aware of the 50% reduction of CLSA funds when making their recommendation, and also considered the long-term perspective for the funding of that collection.

George asked the Executive Committee to review the OverDrive and eMagazine budget after the 2021-22 CLSA budget is finalized. Fink and Olawski agreed that the budget will be reviewed.

Perry asked that the Executive Committee give all OverDrive participants direction as to how they want to see the funds allocated and at what amount.

Olawski recommended that the Executive Committee establish funding criteria to include with the consortia reporting mechanism to be implemented in FY 2021-22. Olawski suggested that the OverDrive Committee suggest criteria they want considered and may include that all members are fully informed and that Directors are fully informed.

Fink reported that the CLSA Priorities ad hoc Committee was tasked to review the budget and make recommendations, and to enhance communications and clarity of expectations between participating libraries and the Library-to-Go Committee members. Tasks for this Committee in the coming year include review of the OverDrive cost sharing formula options, review of the CLSA funding formula, and review of the NLS CLSA priorities. This Committee is also to develop reporting expectations with the goal to enhance communications between the Executive Committee and the Library-to-Go Committee. Fink invited other NLS members to participate on this Committee.

George asked if there were other NLS committee budgets that the Executive Committee had authority to change or override. Olawski stated she was not aware of any.

Frost asked Perry if the eMagazine Committee would be folding into the OverDrive Library-to-Go Committee. Perry confirmed that for simplicity the Committees will merge.

Olawski noted that the \$11,000 savings from the renegotiated eMagazine subscription was approved to be allocated back to libraries, but she would consider recommending those funds be added to the FY 2021-22 OverDrive budget for additional support.

Perry responded that waiting until the final CLSA budget is approved would be reasonable. Perry requested that the ad hoc committee include in the framework of a reporting

mechanism an outline to codify how CLSA funds that are redirected are treated. He noted that when redirected funds intended to augment the OverDrive collection are held and then used to cover payment of the subscription fee, it makes it difficult to encourage libraries to redirect funds to OverDrive in the future. He stressed that as the Library-to-Go Committee Chair, he would like to ensure that libraries who redirect their CLSA funds to OverDrive can see that their augmentation is supporting the OverDrive resources.

Olawski thanked Perry for his input and stated that his comments will be given consideration. She noted that the decisions made were difficult under the current State Budget, but will be reviewed should the CLSA funds be restored for FY 2021-22.

Platt expressed his appreciation to Perry and the Executive Committee for their work on this item and applauds the move to greater transparency and greater communication around the decision making. Platt continued to say that he was confident in the OverDrive Committee and their decision making and hopeful for the full restoration of CLSA funding.

9. NLS Proposed FY 2021-22 Budget and Membership Dues and Fees

Yon presented Attachment 12 and reviewed the proposed NLS Budget and Membership Dues and Fees.

Perry asked Yon if the Membership Dues and Fees can be used to make up any NLS budget shortfall. Yon confirmed that Dues and Fees can be used for that purpose. Yon noted this budget was developed using the 50% reduction in CLSA funds. He noted that if the State Budget is approved and CLSA funds are restored, a new budget will be drafted and presented to the Executive Committee.

Discussion ensued in Chat notes regarding deferring the approval of the NLS budget until after the State Budget is approved.

Frost reported that it would be in NLS's best interest to approve the annual budget at their June Annual Meeting, as there are contracts to be signed that begin July 1, 2021 and that without a budget, invoices cannot be paid. When asked what the budget process would look like if additional CLSA funds are added to the Governor's budget, Frost noted that in FY 2016-17, additional CLSA funds were released. The process at that time required each of the cooperative systems to submit an amended budget in the Fall to the California Library Services Board in order to accept the additional funding approved for CLSA. Frost stated that the Administrative Council could provisionally approve the NLS budget in this packet and the Administrative Council could adopt the revised budget at their Mid-Year meeting if any additional CLSA funds were approved. Another option would be to hold a Special Administrative Council meeting to approve modifications to the budget.

There was discussion regarding Link+ libraries and CLSA allocations of those libraries.

Perry asked about the NLS Fund Balance and Reserve and their purpose. Frost and Yon explained that this amount reflects a blend of funds including CLSA, encumbered funds, and grant funding at a point in time.

PLP was directed to clarify the Fund Balance detail for the next Administrative Council meeting.

- **Motion to adopt the proposed NLS FY 2021-22 Budget and Membership Dues and Fees with a Special Administrative Council meeting to be called if CLSA funds are restored and the NLS budget is augmented. Perry moved; George seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**

10. NLS FY 2021-22 Plan of Service

Frost presented the NLS FY 2021-22 Plan of Service noting that this Plan had been reviewed by the Executive Committee at their May 2021 meeting and recommended for approval by the Administrative Council. Frost stated that the Plan of Service is reviewed by the California Library Services Board at their Fall meeting. When the Plan is approved, CLSA funds are released to the Systems. The Plan would be revised should CLSA funds be restored and a provisional Plan of Service would be approved by the Executive Committee with adoption by the Administrative Council at their Mid-Year meeting (date to be determined).

- **Motion to approve the NLS FY 2021-22 Plan of Service. Platt moved; Dodd seconded. Vote taken by roll call, all votes in favor, motion passed unanimously.**

11. Announcements

Olawski invited members for an open discussion.

Dodd announced his retirement on February 14, 2022. Sass announced her retirement for December 2021.

12. Adjournment

Meeting adjourned at 12:32 p.m.



32 West 25th Avenue, Suite 201, San Mateo, CA 94403-2265
(650) 349-5538 Fax: (650) 349-5089

www.northnetlibs.org

To: NLS Administrative Council
From: Carol Frost
Subject: Approval of FY 2022-23 NLS/PLP Contract for Administrative and Fiscal Services
Date: June 15, 2022

Background

The current multi-year contract with PLP expires June 30, 2022. At the July 2021 NLS Executive Committee meeting, an Ad Hoc Group was formed to develop and release an RFP for fiscal and administrative services. The RFP was approved at the October 2021 NLS Executive Committee meeting. PLP responded to the RFP and was awarded the attached contract at the February 2022 NLS Executive Committee meeting. The contract length is for a three-year term, with up to two two-year renewals.

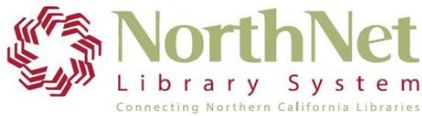
Support of PLP to NorthNet

As the NLS fiscal agent, PLP provides the fiscal and administrative support for NorthNet. Beyond that administrative support, it is our belief that we are actually stronger when we work together. During this last year, we have done the following, which benefits both NLS and PLP:

- NLS transitioned the Recovering Together website from Common Knowledge over to a new platform and worked with an ad hoc group of directors to ensure the content was fresh, and to establish a plan for new content.
- We worked with the State Library to transition Zip Books to them, including providing documentation, removing information from the NLS website, and providing referrals from past participants to the State Library.
- With the Executive Committee, a Scope of Work was developed for the Study of CLSA Cost Share Formula and Allocation of Funds. A contractor was procured, and staff assisted with background documentation, coordination, review of surveys and narratives and overall assistance.
- We worked with the NLS Executive Committee to explore ideas for a regional NLS LSTA grant. Several solid ideas were discussed, and ultimately the Executive Committee chose to not pursue one at this time.
- We have established orientations for new directors.
- Staff have worked with each of the legacy systems on their CalPERS obligations. Each system is unique, and we have worked with each of them to establish a formula that suits their system for members to contribute to the obligations once the systems' Fund Balances are expended.
- As a member of the Legislative and Advocacy Committee, we have worked with the Committee, as well as with the NLS Chair and Vice Chair to advocate for CLA initiatives, including funding for Zip Books, Lunch at the Library, and California Library Services Act funds.
- We have attended the California Library Services Board meetings and ensured that NLS priorities have been expressed.

Recommendation

The NLS Executive Committee approved the new multi-year contract including the FY 2022-23 contract for \$173,546 and recommends approval to the NLS Administrative Council. Should NLS be awarded any grant during FY 2022-23, a contract for additional work will be negotiated reflecting any additional work.



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PLP / NorthNet Contract FY 2022-23

<u>Staff</u>	<u>FTE</u>		<u>Total</u>
<u>Administration</u>			
CEO	0.10	4 hours/week at \$127.04/hour <i>Provide oversight; work with Executive Committee and Coordinator</i>	\$26,424
Office Manager	0.20	8 hours/week @ \$66.85/hour <i>Manage website, listservs and rosters. Point of contact for System Delivery and PLSEP grant. Prepare and distribute agenda packets and minutes, manage UPS accounts, delivery contracts, set up conference calls for committees.</i>	\$27,810
Administrative Assistant II	0.04	1.50 hours/week @ \$53.74/hour <i>Prepare system contracts, open mails, mail ILL materials coordinate Form 700s.</i>	\$4,192
Subtotal - Administration	0.34		\$58,426
<u>Fiscal Accounting</u>			
Controller	0.11	4.5 hours/week @ \$106.57 <i>Prepare/monitor budget, authorize and approve payments. Prepare reports/paperwork for audit, prepare financial reports for State and local government. Coordinate database and eContent contract renewal, review delivery contracts/services</i>	\$24,937
Account Clerk	0.08	3 hours/week at \$42.98 <i>Process payables weekly, prepare invoices, prepare deposits</i>	\$6,705
Fiscal/Admin Services Spec.	0.09	3.5 hours/week at \$ 66.85 <i>Prepare invoices and deposits, reconcile bank statements prepare CalPERS reports, prepare document for liability insurance</i>	\$12,167
Administrative Assistant	0.10	4 hours/week at \$21.20 <i>Filing, prepare Holiday Schedule, mail checks and invoices</i>	\$4,410
Subtotal - Fiscal Acctg	0.38		\$48,219
Total Administration/Fiscal Accounting			\$106,644
Coordinator	0.33	13 hours/week at \$75/hour <i>Distribute legislative, CLSA and other State Library Correspondence, prepare agenda with Executive Council committee, take Council and Executive meeting minutes, work with CalPERS related issues Prepare CLSA Plan of Service and annual reports</i>	\$50,700
Total Staffing			\$157,344
Mileage			
3 round trips @242 mile@ 58.5 cents per mile			\$425
Total			\$157,769
10% Overhead			\$15,777
Total FTE	<u>1.04</u>	Grand Total	\$173,546

System Information

FY 2022/2023

System Name: NorthNet Library System			
Director: Carol Frost		Email: frost@plpinfo.org	
Address: 32 West 25 th Ave., Suite 201		City: San Mateo	State: Zip: CA 94403
Phone: 650-349-5538		Fax: 650-349-5089	

System Chair for FY 2022/2023 (if known): Mark Fink	Fiscal Agent: Pacific Library Partnership
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Date approved by Administrative Council:
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X	
Signature of System Administrative Chair for FY 2022/2023	
Date	
Print Name: Mark Fink	

Demographics of System Service Area

System Population Profile, FY 2022/23

Total Population of System Service Area: 4,922,784 ^a

Total Population of the System Service Area should come from the State Library certified population numbers

Underserved Population	Number	Percentage of Total Population
Economically Disadvantaged ^b (Below poverty level)	595,409	12.09%
Institutionalized ^c	64,436	1.31%
Aged (65+) ^d	854,619	17.36%
Children & Youth: ^d		
• Under 5	280,813	5.70%
• 5 to 9	296,742	6.03%
• 10 to 14	312,703	6.35%
• 15 to 19	307,820	6.25%
Handicapped ^e	559,605	11.37%
Speakers of limited English or English as a Second Language ^f	454,952	9.24%
Non-English Speaking ^g	1,161,590	23.60%
Ethnicity ^f		
• Black	260,527	5.29%
• Hispanic	1,089,132	22.12%
• Asian	496,279	10.08%
• Native American	53,483	1.09%
• Other (specify)	29,192	0.59%
Geographically Isolated (RURAL) * see note ^h	690,996	14.04%
Functionally Illiterate ⁱ	391,178	7.95%
Shut-In ^j	218,056	4.43%

List source(s) of this data: (example US Census Bureau, California Library Statistics, Population Projections from Department of Finance)

^a Use the CA State Certified Population Figures 2021

^b U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates (S1701)

^c U.S. Census Bureau, 2010 Census, Housing Characteristics, Institutionalized (P29)

^d U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates, Demographic and Housing Estimates (DP05)

^e U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates, Disability Characteristics (S1810)

^f U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates, Selected Social Characteristics in the US (based on population 5 years and over who "Speak English less than 'very well'") (DP02)

^g U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates (S1601)

^h "For the 2010 Census, the Census Bureau classified as urban all territory, population, and housing units located within urbanized areas (UAs) and urban clusters (UCs), both defined using the same criteria. The Census Bureau delineates UA and UC boundaries that represent densely developed territory, encompassing residential, commercial, and other nonresidential urban land uses. In general, this territory consists of areas of high population density and urban land use resulting in a representation of the "urban footprint." Rural consists of all territory, population, and housing units located outside UAs and UCs. * Typically, Rural Areas are cities with populations of less than 10,000 "

ⁱ U.S. Dept. of Ed. Institute of Educational Sciences National Assessment of Adult Literacy

^j United States Census Bureau, American Fact Finder/ 2012-2016 American Community Survey, Disability Characteristics (Shut-in was based on noninstitutionalized population 18+ "with an independent living difficulty") (S1810)

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

This data is use for planning activities of our various committees and to serve all segments of the underserved.

Comments/ Additional Information:

*** Geographically Isolated/ Rural**

For the 2010 Census, the Census Bureau classified as urban all territory, population, and housing units located within urbanized areas (UAs) and urban clusters (UCs), both defined using the same criteria. The Census Bureau delineates UA and UC boundaries that represent densely developed territory, encompassing residential, commercial, and other nonresidential urban land uses. In general, this territory consists of areas of high population density and urban land use resulting in a representation of the "urban footprint." Rural consists of all territory, population, and housing units located outside UAs and UCs.

* Typically, Rural Areas are cities with populations of less than 10,000

Funding for Communications and Delivery – FY 2022/2023

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

Section 1

Estimated Workload of Physical Delivery

Physical Items Sent by:	Physical Items Delivered to:			
	System Member Public Libraries	Non-public Libraries in System Area	TOTAL	
a. System member public library	900,000	0	900,000	
b. Non-public libraries in System area	0	0	0	
TOTAL	900,000		900,000	
		System Owned	Contracted Vendor	
c. Number of delivery vehicles that physically move items			4	
d. Frequency/schedule of physical delivery service			1-5 days	
e. Percentage of items to be physically delivered by:				
U.S. Mail	UPS	System Van	Contracted Van	Other
18%	.5%	%	81.5%	%

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

f. Estimated total number of e-resources to be purchased (circulated/downloaded/streamed, etc.) for residents of System member libraries	991,663 circulations
g. Percentage of CLSA funds to be spent on e-resources?	59%
h. Percentage of CLSA funds to be used for Broadband technology improvements	.001%

“It is the intent of the California Library Services Act is to provide all residents with the opportunity to obtain from their public libraries needed materials and informational services by facilitating access to the resources of all libraries in this state. This policy shall be accomplished by assisting public libraries to improve service to the underserved of all ages, and by enabling public libraries to provide their users with the services and resources of all libraries in this state.” (Education Code 18702)

When submitting your Library Systems’ proposals, they shall be based upon the most cost-effective methods of exchanging print and digital materials and information among the member libraries.

Unless otherwise prohibited by Education Codes 18745-18746, intra-system communication, delivery, and resource sharing include the acquisition or maintenance of technology or digital transmission products required to locate, create, or make accessible digital, virtual, or electronic material, which may also include telecommunication equipment and its installation along with service fees. The System must describe the communication, delivery method, or shared resource and the outcome of providing it.

Section 2 Funding Goal (What have you done, for whom, and for what benefit?)

1. How will the Library System determine the needs of their community. Please describe the goals for the Communication and Delivery funding for your Library System and how it addresses that need.

The primary goals for NLS are to share materials and resources (both physical and electronic), and these goals are being met through using CLSA funds to support shared courier/delivery services and shared eMaterials including eBooks, eAudiobooks and eMagazines.

NLS leadership has conducted numerous member surveys over the past several years to understand how they can better serve all NLS libraries and their communities, and to determine how to most equitably distribute and allocate CLSA funding throughout the region. From the survey results and member recommendations, NLS decided to perform a study, and in September 2021, the NLS Executive Committee issued a Request for Proposal and subsequently hired a qualified consultant to study the existing cost share formula for public libraries for California Library Services Act (CLSA) funds, as well as examine the priorities of services paid for using CLSA funds. The study included an analysis of the current CLSA member cost share formula, the current CLSA shared services cost allocation plan, and the current CLSA menu of services. The analysis also included a review of recent member surveys and results, surveys and interviews with NLS directors, analysis of formulas from other CLSA cooperatives, and other data points. A draft report with an analysis and recommendations for modifications to the existing program has been presented to the NLS Executive Committee, and a final report and presentation will be provided to the NLS Administrative Council at their June 2022 Annual Meeting.

2. Please specify how the Library System will spend its 2022-2023 CLSA allocation of funding and provide specifics amounts allocated for each service or program based on your C&D Service Program Budget Request. Provide details of the services and how many libraries will benefit from the funding.

Delivery – In FY 2022/23, CLSA funds will continue to support the physical movement of resources from one library to another. This delivery system enables resource sharing among System members which is a high priority for most NLS libraries. For FY 2022/23, the total cost of delivery for NLS member libraries includes two contract courier services totals \$349,828. Twenty-four percent of the NLS FY 2022/23 CLSA budget (or \$162,500) is allocated support the contracted services of two couriers serving the Mountain Valley Library System (10 libraries) and the North Bay Cooperative Library System (6 libraries), with additional local and inter-library delivery services paid with local funding.

Shared e-resources remain a priority for all NLS members, especially those in smaller, more geographically remote areas. NLS surveyed member libraries to determine funding priorities for their CLSA shared e-resources. The NLS Executive Committee approved a portion of the FY 2022/23 allocation of CLSA funds to the e-resources consortia of OverDrive eBooks/eAudiobooks and eMagazines. For **OverDrive eBooks/eAudiobooks**, the investment in the shared collection among 27-member library systems has proven to be very successful, and usage continues to increase. For **OverDrive eMagazines**, the shared consortium purchase allows members to receive significant discounted subscription rates on electronic periodicals. Using the menu of choices for libraries (described in #6 below), libraries may allocate CLSA funds to support the NLS shared OverDrive collection, or to allocate funds to other shared eCollections. Shared e-resources (including eBook, eAudioBooks and eMagazines) will account for an estimated \$350,000 of the FY 2022/23 C&D budget or 59%.

Resource Sharing - In FY 2022/23, NLS will allocate \$63,502 of CLSA funds to support **Link+**. In FY 2019/2020, NLS completed two years of negotiations to establish a Link+ master contract with Innovative Interfaces Inc, absorbing the contracts of the 14 existing NLS Link+ libraries and adding four new NLS libraries (El Dorado County, Sonoma County, Woodland Public and Nevada County libraries). The shared contract is saving NLS participating libraries nearly \$17,000 annually.

Broadband – Using the menu of choices for libraries (described in #6 below), it is estimated that five libraries may allocate an estimated \$950 for broadband hardware, and \$40,000 for CENIC or other service provider costs.

Knowledge Sharing/Document Repository - NLS, in cooperation with the other eight CA cooperative library systems, continues to support the on-going development of CLSA-INFO (website is clsainfo.org), a knowledge-sharing database for systems and libraries statewide. This document sharing tool was created as a direct result of one strategic priority (knowledge-sharing) identified by five of 9 of the eight systems. Documents created in response to COVID-19 regarding protocols of library closures and reopening practices continue to be posted to CLSA-INFO. Participation in the Knowledge Sharing requires no monetary fee.

3. How did you determine the funding amounts per your C&D Service Program Budget Request?

The funding amounts are based off the NLS priorities that are reviewed and approved annually by the NLS Executive Committee, and also the CLSA funding formula which divides the Baseline amount among libraries using a formula of population and operating budget expenditures.

4. If it will take you longer than 1 year to spend 2022-2023 funding specify why?

It is not expected that the funds will take longer than one year to expend. However, should there be funds unexpended, it may be in relation to the shared OverDrive eMaterials budget. This is due to the CLSA funds not being received until halfway through the fiscal year, resulting in a limited time frame to expend the funds.

5. If you plan on using roll-over funds from a previous year to supplement 2022-2023 funding goals; what are the amounts, for which program or service will it be used, and what was the original intent on that funding when approved by the Board?

In FY 2021-22, NLS allocated \$50,000 for possible future eResource sharing opportunities. The NLS Executive Committee has determined that it will use the funds in FY 2022-23 as follows: \$25,000 to offset higher courier costs due to increased fuel charges, and \$25,000 to support the purchase of additional OverDrive titles for the shared collection.

6. How will the System's Communication and Delivery funds be disbursed (i.e., system wide, allocated to individual libraries, mix)? If not, all libraries are participating in programs/services indicate which ones are and why others are not served (i.e., choice, funds, etc.).

The Communication and Delivery baseline funds are allocated into two categories. The first category includes Baseline services for NLS, including office supplies, postage, and basic communications. Over the past 2 years, because of the pandemic, the use of Zoom for communication has increased significantly, and the Baseline costs include Zoom, a toll-free 800 number phone line, as well as costs for the website support. The budget includes \$5,050 for these Baseline services.

The second category is allocating a portion of Baseline CLSA funds back to the libraries for them to choose their own priority for expending CLSA funds, based on an approved menu for the libraries to choose from, with the expectation that all members will benefit equally from CLSA funding. The NLS CLSA distribution formula is based on 50% service population and 50% library budget. Member libraries contribute additional local resources to support Communications and Delivery on local level. All NLS member libraries participate in some level of shared resources. The approved menu includes Link+; purchasing OverDrive or CloudLibrary eMaterials in a shared environment; funds to support SimplyE; software which supports curbside pick-up for either their primary or one of their primary methods of delivery of material to patrons for the upcoming year; and for three or more libraries to join together and purchase software that supports remote reference, such as ZenDesk. The budget allocates \$498,492 for member libraries to choose from the menu of services.

NLS libraries have determined that delivery remains a priority expenditure of their CLSA C&D allocation. CLSA and local funds support delivery services within two of the NLS regions. The delivery is handled through couriers and the contracts and funds are managed centrally. In FY 2022/23, \$162,500 of CLSA funds are budgeted to support the contracted services of two couriers serving the Mountain Valley Library System (10 libraries) and the North Bay Cooperative Library System (6 libraries), with additional local and inter-library delivery services paid with individual CLSA allocations and/or local funding. Libraries who do not use delivery contracts (non-available or cost prohibitive in most remote areas) utilize UPS or US Postal Service to move materials and share resources among other library jurisdictions.

7. How will the System determine and evaluate that the funding goals for their community where met?

ILL statistics will continue to be tracked and reported to evaluate if C&D expenditures are meeting the goals of NLS and the communities they serve. Use of shared e-resources will be

measured and compared to the most recent fiscal year to demonstrate that aspect of the C&D program for FY 2022/23. We continually monitor the effectiveness of services through feedback from member libraries.

8. Are the programs funded by CLSA (those proposed in your C&D Service Program Budget Request) being supplemented with local funds and if so, how much, and what percentage of the funding? Please briefly describe how any non-CLSA funds will be used to support communication and delivery. This information will help to document the significant contributions of non-CLSA funds toward library cooperation in California.

NLS member libraries will contribute approximately \$187,328 in local funds to support 5-day delivery. In addition, local funding is dedicated to supplement CLSA to enable effective resource sharing. NLS libraries are committed to continue supporting e-resources with local funding, as well as the physical delivery of items within the system, even as delivery costs have increased significantly over the past few years.

9. If the System is providing e-resources, what exactly are those e-resources? (How many libraries are you providing this service to)

Shared e-resources include OverDrive (eBooks and eAudiobooks) with FY 2021/22 circulation among 27 member library systems at 884,358 (thru April 30, 2022). Also used among NLS members is an eMagazine resource with circulation among member libraries at 66,482 (through April 30, 2022).

Formats	% of Circulation
eBooks	51.5%
eAudiobooks	41.5%
eMagazines	7%
eVideo	<1%

The audience breakdown is based on eBooks/eAudiobook circulation:

Audience	% of Circulation
Adults	79%
Young Adult	9%
Juvenile	12%

10. Describe the System's current delivery model. Specify if it changed from last year or if the System will be making any changes in the upcoming year.

Due to the geographic size of our region, NLS libraries use a combination of several delivery models including US Postal Service and private delivery services for remote locations with low

volume as well as contracted services by delivery companies for moving high volume loads between member libraries using a shared ILS in more populated areas. Contracted couriers service the Mountain Valley and the North Bay library systems. There is no change from prior year to the NLS delivery model.

11. What is the estimated average cost (including library and system staff time) to move one item in the region? Please provide a description of how the System utilized C&D administrative funding? (i.e., staff, what type of staff, do which program did you allocate staff, how much time was allocated)

Because of the variations in delivery demand and method, the costs differ from one region to another. For contracted services, costs are based on volume, number of stops and distance. Cost of shipping items through package delivery is determined based on weight and other variables. Approximately 16 of the 40 NLS member libraries utilize a contract courier service to move items, in addition to their local branch-to-branch delivery.

Administrative funding is allocated to .33 FTE of the Coordinator's salary, .10 FTE of the CEO salary, .11 FTE of the Controller's salary, .2 of the Operations Manager's salary, .08 of the Accounting Clerk's salary, .04 of the Administrative Assistant II's salary, .1 of the Administrative Assistant's salary, and .09 of the Discal and Administrative services Specialist's salary. The allocated time supports coordination of and attendance at 10-12 Council and Committee meetings annually to support the three legacy systems of NLS as well as the NLS Executive Committee and Administrative Council; work with members and the Executive Committee to allocate CLSA funds; oversee contract negotiations for work related to expenditures of funds; work with accounting staff to ensure all CLSA budgets and reports are submitted and ensure compliance; payment of invoices; liaison with California Library Staff, attend California Library Service Board meetings.

12. Will the System be using any of the communications funding to address broadband connectivity issues? If so, what were the funds used for and what were the connectivity issues? If this includes installation along or service fees, please specify the cost and which member libraries will benefit (please list libraries)?

Broadband is of great interest, and several NLS libraries continue to benefit from the original California Public Library's Broadband Project. That grant funding allowed several NLS member libraries to leverage local funding in order to apply for State funds and to significantly increase their broadband capabilities.

The geographic span of NLS and the large number of members (40), however, means that broadband connectivity will not come to all members at the same time or in the same way. NLS staff will encourage member libraries to apply for any new Broadband funding offered through the California State Library as many NLS libraries would qualify under the targeted "hard to connect library locations."

The expansion of eligible C&D costs regarding Broadband expenditures approved by the CLSB in 2020 assisted NLS libraries to enhance hardware and security on their networked systems. In FY 2022/23, it is estimated that five libraries may allocate an estimated \$950 for broadband hardware, and \$40,000 for CENIC or other service provider costs.

Future Plans for Cooperative System

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

The FY 2022/23 CLSA budget for NLS has been developed with guidance from the NLS Executive Committee and NLS membership. Although CLSA funding was restored, NorthNet remains cautious regarding its budget, as it does not know when another CLSA reduction may occur. Delivery remains an NLS priority expenditure for CLSA.

Disaster Recover Support: At the request of the NLS Executive Committee, NLS will use some of its membership fees to support the website, <https://www.libraryrecovery.org/>. NLS will continue to support its 'buddy system' for disasters, such as the recent wildfires. Other grant opportunities will be considered as they become available.

NLS Website: The NLS website will continue to maintain the website that allows for sharing of initiatives and communication with members regarding current meeting notifications, as well as historical documentation.

Evaluation of the NLS CLSA Allocation Formulas:

Through membership discussion and at the direction of the NLS Executive Committee, NLS hired a consultant to review its current formula for CLSA funds, with the acknowledgement that this formula has not been reviewed in more than ten years. Recommendations from the completed Study will be reviewed and approved by the Administrative Council at their Annual Meeting in June 2022.

California State Library
C&D Service Program Budget Request Fy 2022/2023
(Section 18745)

System Administration

A) Personnel (Salaries & Personnel)

Classification	FTE/NO of positions	Salary	Benefits	Total
Coordinator	0.33	\$ 50,700		\$50,700
CEO	0.1	\$ 21,640	\$ 4,784	\$26,424
Controller	0.11	\$ 20,026	\$ 4,912	\$24,937
Operations Manager	0.2	\$ 20,609	\$ 7,201	\$27,810
Accounting Clerk	0.08	\$ 4,886	\$ 1,819	\$6,705
Administrative Assistant II	0.04	\$ 2,934	\$ 1,257	\$4,192
Administrative Assistant	0.1	\$ 4,287	\$ 123	\$4,410
Fiscal&Admin Services Specialist	0.09	\$ 9,016	\$ 3,150	\$12,167
Total of A	1.05			\$157,345
AMOUNT BUDGETED				

B) Planning, Coordination, & Evaluation (PC&E)

Total of B	AMOUNT BUDGETED	\$ -

C) Indirect Cost (Do not include PC&E and provide description of services)

Contracted services to PLP for fiscal and administrative support and services (preparation of system for audit, budgeting, accounts receivable and payable, contract preparation and submission of reports, fiscal accountability). Includes overhead costs.		
Total of C	AMOUNT BUDGETED	\$ 9,156

TOTAL OF A-C	\$ 166,501
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C&D Service Program Budget Request FY 2022/2023 (Section 18745)

Baseline Budget

D) Operations

1.Office Supplies		
duplication/photocopy		
postage		
general office supplies		\$ 600
other		
	AMOUNT BUDGETED	\$ 600
2.Training (C&D program related)		
	AMOUNT BUDGETED	
3. E-Resouces:		
ENKI		
Zinio		
OverDrive		\$ 350,000
Flipster		
Hoopla		
Bibliotheca Cloud Library		
E-books (please specify)		
E-Magazines (please specify)	Shared OverDrive eMagazine collection	\$ 44,000
E-Audiobooks (please specify)		
PressReader		
Simply E		
Other not specified (name service):		
Other not specified (name service):		
Other not specified (name service):		
Total of 3	AMOUNT BUDGETED	\$ 394,000
4. Contracted Services for Delivery		
UPS		
US Postal Service		\$ 450
Contracted Van/ Courier		\$ 162,500
Software that supports Remote Reference		
Software that supports Curbside Pickup		
Other		
Total of 4	AMOUNT BUDGETED	\$ 162,950
5.System Van/Vehicle		
Fuel		
Insurance		
Maintenance		
Other (specify)		
Total of 5	AMOUNT BUDGETED	\$ -

C&D Service Program Budget Request FY 2022/2023 (Section 18745)

6. Telecommunications		
Conferencing Services		\$ 1,500
Support		
ZOOM		
Internet		
Website updates/hosting		\$ 2,500
Phone/Fax		
Telecommunications equipment		
Other (specify)		
Total of 6	AMOUNT BUDGETED	\$ 4,000
7. Broadband		
Service Provider Fees (CENIC or other)		\$ 40,000
Connection Fees		
Disconnection Fees		
Hardware Cost (Specify)	Routers, Switches	\$ 950
Warranty Cost For Data Centers/Firewalls/Routers/Switches		
Total of 7	AMOUNT BUDGETED	\$ 40,950
8. Resource Sharing		
Link+		\$ 63,502
Document Depository		
Knowledge Sharing Database		
Other (Specify)		
Other (Specify)		
Total of 8	AMOUNT BUDGETED	\$ 63,502
9. Other (with prior approval) and Planning, Coordination, & Evaluation (PC&E) not used in System Administration		
Audit		
Other (Specify)		
Total of 9	AMOUNT BUDGETED	\$ -
Total of Items 1-9 Section D		\$ 666,002
Total from A-C from SysAdmin		\$166,501
TOTAL OF A-D		\$ 832,503

**FY 2022-23 Proposed CLSA Budget
BUDGET SUMMARY**

Expense Category	Communication and Delivery Program
System Administration (PC&E)	\$ 166,501
Salaries and Benefits	\$ 157,345
PC&E	\$ -
Indirect	\$ 9,156
SUBTOTAL	\$ 166,501
Baseline	\$ 666,002
Operations	\$ 666,002
Equipment	
SUBTOTAL	\$ 666,002
TOTAL	\$ 832,503

C&D FUNDING: System Administration 20%
System Baseline 80%



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www.northnetlibs.org

To: NorthNet Library System Administrative Council
From: Christopher Platt
Subject: Approval of Library-to-Go Collection Development Policy
Date: June 15, 2022

Background:

The Library-to-Go Committee developed a draft Collection Development Policy which was presented to the NLS Executive Committee at the April 2022 meeting. Based on feedback and direction, a revised Library-to-Go (LTG) Collection Development policy was presented, including adding in additional appendices for the three ALA statements cited in the work, a link to the ALA Intellectual Freedom reporting database, and the central LibraryToGo@northnetlibs.org email address that the LTG Chairs will use to monitor reconsideration request submissions. The Committee also drafted a brief staff-facing FAQ separate from the policy that will help local libraries more clearly understand the process for submitting a reconsideration request. This update was shared with current directors of Library-To-Go participating libraries for feedback (none was received).

Future LTG developments: The policy already articulates a review on a regular basis. The LTG Committee understands that ongoing developments in the eBook space, including progress of the Palace Project may cause NLS to reconsider the scope of the Committee's remit. At such a time the language in this policy should be reviewed and updated as necessary.

Recommendation:

The NLS Exec Committee approved the Library-to-Go Collection Development Policy at the May 2022 meeting, and recommended that the NLS Administrative Council adopt the policy.

NorthNet Library System Library-to-Go Collection Development Policy

May 2022 (Adopted: , 2022)

Staff-facing FAQs Regarding the Policy and Request for Reconsideration Process

1. *Does this supplant my local process for collection questions or reconsideration?* No. It is recommended that materials challenges of this collection be addressed as locally as possible, including through your own process. Recognizing this may not always be sufficient, this process allows such requests to be filtered up direct to the LTG and NLS Executive Committees. It is recommended that any locally resolved challenge be recorded with the ALA's Office for Intellectual Freedom database. (see #5)
2. *Do we need to post this policy?* It is recommended that local participating LTG libraries post or otherwise make available this policy as a supplement to their own.
3. *Why does the patron need to provide contact information on the request for reconsideration?* So that the NLS response can be shared directly with the patron in an efficient manner, with the local Library Director cc'd. Their contact information will be kept confidential to this process.
4. *How long will a request for reconsideration take to generate a response?* The request will be shared with the LTG Committee Chair(s) who will consult with the selection committee for additional information on the work itself. The Chair(s) will generate a recommendation for the NLS Executive Committee to consider. This may occasionally require a special meeting of the Exec Committee outside of their regular schedule. Chairs will aim to have a response within 4 weeks. (This may adjust as we learn in practice how often this happens, etc.)
5. *Will requests for reconsideration be logged with the American Library Association?* Yes. Any requests for reconsideration received at LibraryToGo@northnetlibs.org will be logged with the ALA's Office for Intellectual Freedom database by the Library-To-Go Chairs when a reconsideration decision has been reached by the NLS Executive Committee.

NorthNet Library System Library-to-Go Collection Development Policy

May 2022 (Adopted: , 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
 - h. Advantage Collections
- 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 (Appendix B), Freedom to Read (Appendix C), and Freedom to View (Appendix D) 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 within four weeks. Any challenges will be recorded with the American Library Association's [Office for Intellectual Freedom](#) for tracking and statistical reporting purposes.

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.

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 your local library staff or email to the Library-To-Go Committee Chair at LibraryToGo@northnetlibs.org. (Local staff please scan completed form and email it to the same address.)

Appendix B: [ALA Library Bill of Rights](#)

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

VII. All people, regardless of origin, age, background, or views, possess a right to privacy and confidentiality in their library use. Libraries should advocate for, educate about, and protect people's privacy, safeguarding all library use data, including personally identifiable information.

Adopted June 19, 1939, by the ALA Council; amended October 14, 1944; June 18, 1948; February 2, 1961; June 27, 1967; January 23, 1980; January 29, 2019.

Inclusion of "age" reaffirmed January 23, 1996.

Although the Articles of the *Library Bill of Rights* are unambiguous statements of basic principles that should govern the service of all libraries, questions do arise concerning application of these principles to specific library practices. See the documents designated by the Intellectual Freedom Committee as [Interpretations of the Library Bill of Rights](#).

Appendix C: [Freedom to Read](#)

The Freedom to Read Statement

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label "controversial" views, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to counter threats to safety or national security, as well as to avoid the subversion of politics and the corruption of morals. We, as individuals devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary individual, by exercising critical judgment, will select the good and reject the bad. We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy or unwelcome scrutiny by government officials.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. *It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox, unpopular, or considered dangerous by the majority.*

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. *Publishers, librarians, and booksellers do not need to endorse every idea or presentation they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what should be published or circulated.*

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. *It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.*

No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.

4. *There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.*

To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.

5. *It is not in the public interest to force a reader to accept the prejudgment of a label characterizing any expression or its author as subversive or dangerous.*

The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for others. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.

6. *It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to*

impose their own standards or tastes upon the community at large; and by the government whenever it seeks to reduce or deny public access to public information.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive. Further, democratic societies are more safe, free, and creative when the free flow of public information is not restricted by governmental prerogative or self-censorship.

7. *It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a "bad" book is a good one, the answer to a "bad" idea is a good one.*

The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader's purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all publishers and librarians the utmost of their faculties, and deserves of all Americans the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953, by the ALA Council and the AAP Freedom to Read Committee; amended January 28, 1972; January 16, 1991; July 12, 2000; June 30, 2004.

A Joint Statement by:

[American Library Association](#)

[Association of American Publishers](#)

Subsequently endorsed by:

[American Booksellers for Free Expression](#)

[The Association of American University Presses](#)

[The Children's Book Council](#)

[Freedom to Read Foundation](#)

[National Association of College Stores](#)

[National Coalition Against Censorship](#)

[National Council of Teachers of English](#)

The Thomas Jefferson Center for the Protection of Free Expression

Appendix D: [Freedom to View](#)

Freedom to View Statement

The FREEDOM TO VIEW, along with the freedom to speak, to hear, and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

1. To provide the broadest access to film, video, and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.
2. To protect the confidentiality of all individuals and institutions using film, video, and other audiovisual materials.
3. To provide film, video, and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.
4. To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video, or other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
5. To contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

This statement was originally drafted by the Freedom to View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.

Endorsed January 10, 1990, by the ALA Council



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To: NLS Administrative Council
From: Mark Fink
Subject: Rotation of NLS Library-to-Go Chair Rotation
Date: June 15, 2022

Background

The NLS Bylaws (June 2018), Section 5. Standing Committees states: "Meetings of NLS Standing Committees are to be conducted in accordance with Article V, Sections 1-4 of these Bylaws." Section 5.2 states that "Executive Committee members serve a two-year term and may serve no more than two consecutive terms."

Section 5. Standing Committees

- 5.1 Meetings of all standing committees shall be conducted in accordance with Article V, Sections 1-4 of these Bylaws.
- 5.2 Executive Committee
e. Executive Committee members shall serve a two-year term and may serve no more than two consecutive terms, not to include terms as Vice-Chair and/or Chair. Terms shall be staggered such that the terms of three members will conclude in even numbered years and those of three members in odd numbered years. Terms shall begin on July 1 and end on June 30.

At the May 2021 NLS Executive Committee meeting, it was noted that Library-to-Go Committee is the only current standing committee without rotation. Jeanne Amos, El Dorado County, and Lisa Dale, Sacramento Public Library, co-chaired the Library-to-Go Committee from approximately 2013 to 2016. Jeanne Amos chaired the Committee from 2016 until approximately July 2018. Michael Perry, Siskiyou County, assumed the Chairmanship approximately July 2018 and has been serving as Chair since.

Mark Fink, Lindsay Fuchs, Carolyn Brooks and Michael Perry volunteered to work on a subcommittee to develop a Scope of Work and reporting requirement for the Library-to-Go Chair and to identify a candidate to assume the position of Chair on July 1, 2022, and to be approved by the NLS Administrative Council.

Recommendation

The NLS Executive Committee approved Christopher Platt and Renee Forte as the NLS Library-to-Go Co-Chairs for FY 2022-23, for a term of two years, and recommend approval by the Administrative Council, per the assigned rotation schedule set forth by the NLS Bylaws.

NLS Library-to-Go Chair Responsibilities

The Library-to-Go Chair position shall be for a two-year term, and may be renewed for an additional two years.

The Library-to-Go Chair position must be approved by the NLS Executive Committee and adopted by the NLS Administrative Council. The Chair position may be shared by two Co-Chairs.

The responsibilities of the Chair/Co-Chairs include:

1. Library-to-Go Member Libraries
 - Ensure effective communication through the list-serv
 - Work with the Library-to-Go Committee to establish and/or clarify expectations for libraries that participate in the shared NLS OverDrive collection regarding the length of their commitment
 - Work with the Library-to-Go Committee to develop a scope of work for its members
 - Ensure for succession planning and preservation of institutional knowledge
 - Update the contacts on the list-serv on a regular basis (annually or more frequently)
2. Monthly meetings
 - Set the agenda, and identify a note taker
 - Ensure the work of the Committee reflects the NLS priorities and assigned budget
3. NLS OverDrive Consortia Coordination
 - Work with the Library-to-Go Committee to write a Collection Development Policy to be reviewed by the Executive Committee that includes selection criteria, priorities for the overall collection that reflects the diverse needs of the NLS populations, including selection in at least English and Spanish and procedures for challenged materials
 - Work with the Library-to-Go Committee to write a Collection Management Policy to be reviewed by the Executive Committee that includes content selector assignments for participating library jurisdictions, practices for library jurisdictions to promote titles related to local themes, practices for library jurisdictions to integrate local branding into their promotion of content for review by the Executive Committee
 - Coordinate the collection and reporting of statistics to the Executive Committee on a quarterly basis, including: global circulation statistics; number of patrons by library system and by youth/adult (if possible); borrowing statistics broken down

into formats, including eBooks, eAudiobooks, eMagazines, and other formats available in the collection; fiction circulation, and nonfiction circulation

- At the direction of the NLS Executive Committee, work with the Library-to-Go Committee to review and evaluate other shared digital content platform options

4. OverDrive Consortia Budget (eBooks, eAudio and eMagazines)

- Solicit input from and provide preliminary budget information to the Library-to-Go Committee related to funding the shared NLS OverDrive collection
- Reach out to and communicate with participating libraries and library directors regarding budget decisions to ensure their opinions are being included prior to meetings
- Develop an annual budget working with the NLS fiscal administrator and with the Library-to-Go Committee. Write a budget memo for review and presentation at the May NLS Executive Committee
- Provide written quarterly reports to the NLS Executive Committee, outlining the number of titles purchased, the budget expenditures to date, and other related activities
- Be familiar with the California Library Services Act (CLSA), the allowable use of CLSA funds, and the NLS CLSA budget. This can be achieved by meeting with the NLS Coordinator
- Work with the NLS fiscal administrator to track any additional OverDrive CLSA allocations by libraries to ensure the funds are budgeted, tracked, and any unspent funds are accounted for, and identified for the Executive Committee to consider roll-over or future use for the upcoming budget by the May Executive Committee meeting

5. OverDrive Portal

- Access the OverDrive portal as needed to ensure orders are being placed by NLS selectors
- Work with the NLS fiscal administrator on approving invoices for payments
- Track orders and expenditures to ensure budget expenditures are on track

6. Communication

- Correspond with the NLS Executive Committee Chair and Library-to-Go Committee
- Develop other policies/procedures per the NLS Executive Committee direction or for the needs of the Library-to-Go Committee (e.g. explore implementation of an Instant Digital Card)
- Provide statistics to the NLS Coordinator for CLSA reports

The Chair/Co-Chairs would not be responsible for the actual purchases or collection management.

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

* * * * *

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.

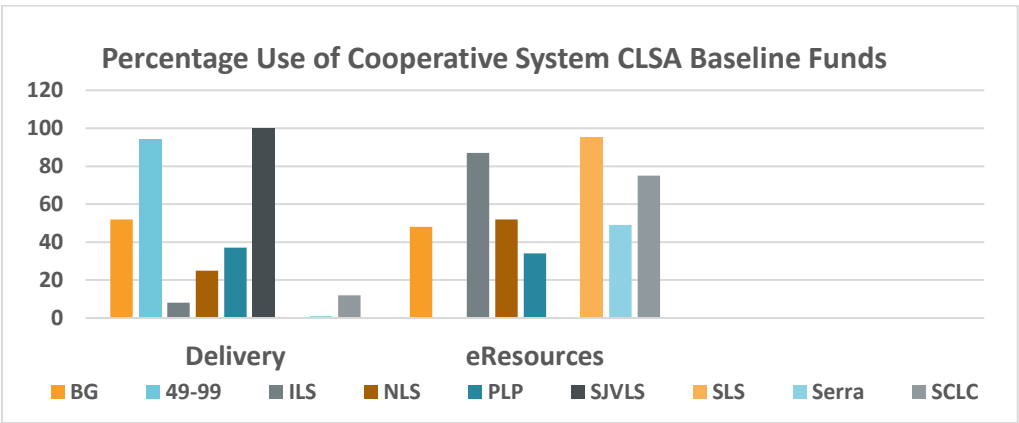
The study was carried out as follows:

- 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.

* * * * *

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.

* * * * *

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.

* * * * *

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.

* * * * *

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

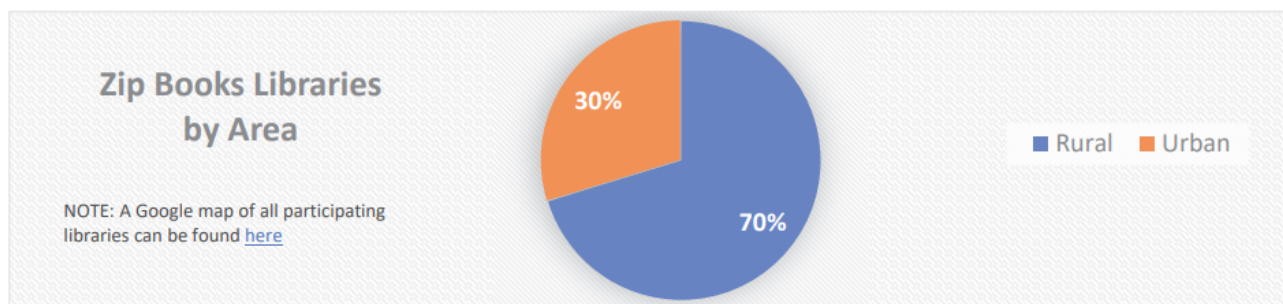
Signature: _____ Date: _____
.....

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 (Callexico)
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.

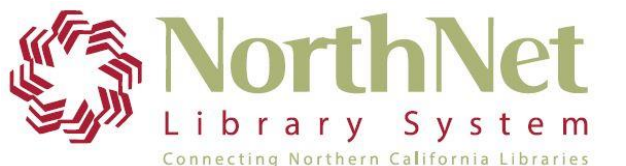
Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of NorthNet Library System for Operating Reserves to be used and replenished within a reasonably short period of time. Operating Reserves Fund policy will be implemented in 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



32 West 25th Avenue, Suite 201, San Mateo, CA 94403-2265
 (650) 349-5538 Fax: (650) 349-5089

www.northnetlibs.org

To: NLS Administrative Council
From: NLS Executive Committee
Subject: Approval of Slate of Nominees for FY 2022/23 NLS Executive Committee Members
Date: June 15, 2022

We nominate the following Executive Committee members for a 2-year term ending 6/30/2024:

Mark Fink, Yolo County Library (MVLS) (currently Vice Chair) to move to NLS Chair
 Anthony Halstead, Napa County Library (NBCLS), Vice Chair

Also,

Jennifer Baker, Benicia Public Library (NBCLS)

Narinder Sufi, Butte County Library (NSCLS)

Nick Wilczek, Nevada County Library (MVLS) (to be serving their 2nd term)

Continuing to serve on the Executive Committee with terms ending 6/30/2023 are:

Christopher Cooper, Humboldt County Library (NSCLS)

Christopher Platt, Mono County Free Library (MVLS)

Deb Fader Samson, Mendocino County Library (NBCLS)

Also continuing to serve as on the Executive Committee is:

Suzanne Olawski, Solano County, Past Chair (2 year term through 6/30/2024)

Terming out 6/30/2022 of their Executive Committee Positions are:

Todd Deck, Tehama County, (NSCLS) - Past Chair

Carolyn Brooks, El Dorado County Library (MVLS)

Anthony Halstead, Napa County Library (NBCLS)



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To: NLS Administrative Council
From: Andrew Yon, Controller
Subject: Review and Approval of Proposed FY2022-23 NLS Budget
Date: June 15, 2022

BACKGROUND

The purpose of this memo is to provide the NLS Administrative Council with highlights of the NLS FY 2022-23 proposed budget. The proposed budget is \$1,575,532, which represents an 8.1% increase from the previous fiscal year's \$1,456,298.

ADMINISTRATION BUDGET

Revenues:

In 2017, the NLS Administrative Council approved an annual CPI increase to the membership fees, using the December Consumer Price Index (CPI). In FY 2019-20 NLS also approved that any contract over \$100,000 include a 5% administrative fee, and contracts below \$100,000 should include a 10% administrative fee. This modified fee structure has been applied to this schedule. Membership base allocations are based in part on population. The proposed budget includes the most current certified population figures, which are for FY 2020-21, provided by the California State Library (CSL). The CSL generally releases the latest numbers in mid-June. When the population figures are released, the schedule will be updated to reflect that information.

- The CPI in December 2021 was 4.2%, which is reflected in the attached FY 2022-23 membership fees of \$106,330 and is higher than last year's 2% CIP increase.
- We are very pleased that the Governor's current budget includes the full restoration of CLSA funds. As such, NLS's CLSA allocation is \$832,503, including \$166,501 for System Administration and \$666,002 for Baseline CLSA funds.
- The Administration revenue budget shows a credit towards Fund Balance of \$54,852.
- Revenue from grants is derived from the PLSEP grants, as NLS did not apply for any LSTA regional grants.

Expenditures:

- Contractual Services reflects \$173,546 for the FY 2022-23 NLS/PLP baseline contract.
- Contractual Services includes \$2,000 for the ongoing support of the Recovering Together website, and \$90 for the Collection Development Policy email fee for Library-to-Go.
- The Califa membership fee for all libraries is \$11,790.
- Staff Training has been restored at \$1,500 per library (\$63,000 total).

COMMUNICATIONS AND DELIVERY AND LOCAL

The budget includes the following elements:

- The FY 2022-23 CLSA Baseline allocation is \$666,002 for Communications and Delivery.
- The budget reflects local library contributions of \$187,328 for delivery within NBCLS and MVLS.
- Roll-over funds include:
 - \$50,000 set aside for future purchases;
 - \$40,000 estimated of FY 2021-22 OverDrive funds.
- \$70,000 for the shared OverDrive collection, and \$44,000 for the shared eMagazine collection.
- \$498,452 to be distributed to libraries for local C&D costs, including Link+, other local eResources, local delivery, telecommunications, etc.
- Please note that at the April 2022 Executive Committee meeting, \$170,000 was approved for the OverDrive budget. The budget included in that packet noted \$60,000 of roll-over FY 2022-23 CLSA funds. Since that is a roll-over estimate, the \$60,000 was not included in this budget.

At the May 2022 NLS Executive Committee meeting, the Committee approved allocating the \$50,000 of prior year funds as follows: \$25,000 will be allocated to offset costs related to increased courier costs due to gas surcharges, and \$25,000 will be allocated to the NLS shared OverDrive Library-to-Go budget.

FUND BALANCE AND OPERATING RESERVE

The June 30, 2022, NLS Fund Balance is estimated to be \$1,228.151. The Operating Reserve Fund is equal to three months of the administrative costs. The NLS Operating Reserve is \$71,730. The Fund Balance includes \$24,000 reserved for attorney fees related to CalPERS work. This was approved by the NLS Executive Committee at the August 13, 2019 meeting, with \$8,000 for each legacy system. Should any system like to use these funds, it will be approved by the legacy system's council and reported back to the NLS Executive Committee. To date, no system has requested use of the funds.

RECOMMENDATION

The NLS Executive Committee approved the FY 2022-23 budget and recommends the NLS Administrative Council adopt the budget.

Library & Academic	CSL Certified 2021-22 Population Figures	CSL FY20-21 Total Operating Expenditures	Base Dues	Delivery Admin Fee (5%>\$100K, 10%<\$100K)	OverDrive Admin Fee (10%<\$100K)	eMagazine Admin Fee (10%<\$100K)	GALE Database Admin Fee (10%<\$100K)	ProQuest Admin Fee (10%<100K)	Link+ Admin Fee (5%>\$100K)	Total Member Dues	* NBCLS and MVLS Deliveries (Incl. CPI Adj)	OverDrive	eMagazine	GALE Chilton Library	ProQuest Heritage Quest**	Link+	NBCLS CalPERS Cost Share
Alpine County Library	1,200	\$ 361,839	\$ 578		\$ 8	\$ 3				\$ 589		\$ 83	\$ 33	\$ 141			
Bel-Tiburon Public Library	11,036	\$ 2,521,000	\$ 2,312							\$ 2,312						MARINet	\$ 1,691
Benicia Public Library	26,656	\$ 2,345,666	\$ 2,312	\$ 1,080	\$ 224				\$ -	\$ 3,616	\$ 21,603	\$ 2,239	\$ 1,941			SPLASH	\$ 2,119
Butte County Library	201,608	\$ 3,502,537	\$ 3,467		\$ 457	\$ 202				\$ 4,126		\$ 4,574	\$ 2,018				
CSU Chico			\$ 578							\$ 578							
Colusa County Library	21,807	\$ 1,205,156	\$ 1,156	\$ 448	\$ 10	\$ 6				\$ 1,620	\$ 4,475	\$ 102	\$ 62				
Del Norte County Library Dist.	27,218	\$ 330,849	\$ 578		\$ 43	\$ 44				\$ 664		\$ 427	\$ 438				
El Dorado County Library	190,465	\$ 3,622,455	\$ 3,467	\$ 97	\$ 833	\$ 432			\$ 951	\$ 5,781	\$ 972	\$ 8,333	\$ 4,322			\$ 19,018	
Folsom Public Library	84,592	\$ 1,838,674	\$ 1,156	\$ 895	\$ 383	\$ 192				\$ 2,625	\$ 8,951	\$ 3,828	\$ 1,916				
Humboldt County Library	135,168	\$ 3,086,915	\$ 3,467		\$ 605	\$ 382				\$ 4,454		\$ 6,049	\$ 3,823				
Lake County Library	67,407	\$ 1,169,676	\$ 1,156	\$ 2,322		\$ -				\$ 3,478	\$ 46,437						\$ 2,745
Larkspur Public Library	12,797	\$ 620,889	\$ 578							\$ 578						MARINet	\$ 730
Lassen Library District	13,212	\$ 249,639	\$ 578		\$ 22	\$ 23				\$ 623		\$ 219	\$ 231				
Lincoln Public Library	51,252	\$ 781,638	\$ 578	\$ 224	\$ 263		\$ -			\$ 1,065	\$ 2,237	\$ 2,631	\$ 1,188				
Marin County Free Library	139,175	\$ 18,251,894	\$ 4,623						\$ -	\$ 4,623						MARINet	\$ 14,179
Mendocino County Library	89,999	\$ 3,485,879	\$ 3,467	\$ 3,952						\$ 7,419	\$ 79,037						\$ 4,739
Mill Valley Public Library	13,850	\$ 2,318,637	\$ 2,312						\$ -	\$ 2,312						MARINet	\$ 1,687
Modoc County Library	8,690	\$ 271,008	\$ 578		\$ 16	\$ 10				\$ 604		\$ 161	\$ 96				
Mono County Free Library	13,379	\$ 1,196,804	\$ 1,156		\$ 76	\$ 45				\$ 1,277		\$ 762	\$ 447				
Napa County Library	130,742	\$ 8,361,809	\$ 4,623		\$ 604	\$ 444			\$ 768	\$ 6,439		\$ 6,044	\$ 4,441			\$ 15,350	\$ 8,762
Nevada County Library	101,242	\$ 4,367,958	\$ 3,467		\$ 640	\$ 375			\$ 390	\$ 4,873		\$ 6,403	\$ 3,752			\$ 7,802	
Orland Free Library	15,295	\$ 439,790	\$ 578		\$ 29	\$ 14				\$ 621		\$ 291	\$ 136				
Placer County Library	200,000	\$ 7,704,102	\$ 4,623	\$ 224	\$ 927	\$ 634				\$ 6,407	\$ 2,237	\$ 9,266	\$ 6,341				
Plumas County Library	25,400	\$ 595,172	\$ 578		\$ 46	\$ 31				\$ 655		\$ 455	\$ 312				
Roseville Public Library	151,034	\$ 4,736,857	\$ 3,467	\$ 224	\$ 609	\$ 393	\$ 59			\$ 4,752	\$ 2,237	\$ 6,085	\$ 3,934	\$ 593			
Sacramento Public Library	1,492,026	\$ 45,135,947	\$ 12,135	\$ 1,119					\$ 1,290	\$ 14,544	\$ 11,189					\$ 25,799	
Sacramento Law			\$ 578							\$ 578							
St. Helena Public Library	5,437	\$ 1,071,237	\$ 1,156	\$ 788	\$ 78				\$ -	\$ 2,023	\$ 15,769	\$ 784	\$ 511			SPLASH	\$ 756
San Anselmo Public Library	12,645	\$ 750,467	\$ 578						\$ -	\$ 578						MARINet	\$ 814
San Rafael Public Library	60,560	\$ 3,743,167	\$ 3,467						\$ -	\$ 3,467						MARINet	\$ 3,931
Sausalito Public Library	7,072	\$ 683,724	\$ 578						\$ -	\$ 578						MARINet	\$ 595
Shasta Public Libraries	180,531	\$ 2,543,502	\$ 2,312		\$ 545	\$ 415				\$ 3,272		\$ 5,454	\$ 4,152				
Siskiyou County Library	43,830	\$ 600,687	\$ 578		\$ 120	\$ 126				\$ 824		\$ 1,200	\$ 1,258				
Solano County Library	420,585	\$ 20,342,152	\$ 12,135	\$ 3,187	\$ -			\$ 799	\$ -	\$ 16,121	\$ 63,733				\$ 7,989	SPLASH	\$ 23,530
Sonoma County Library	482,404	\$ 29,061,497	\$ 12,135	\$ 2,295				\$ 870	\$ 1,430	\$ 16,731	\$ 45,907				\$ 8,701	\$ 28,596	\$ 31,477
Sutter County Library	99,145	\$ 1,525,140	\$ 1,156	\$ 895	\$ 136	\$ 86	\$ -			\$ 2,273	\$ 8,951	\$ 1,362	\$ 860				
Tehama County Library	65,052	\$ 553,667	\$ 578		\$ 84	\$ 44				\$ 706		\$ 840	\$ 442				
Trinity County Library	16,023	\$ 342,950	\$ 578		\$ 17	\$ 7				\$ 602		\$ 168	\$ 70				
Willows Public Library	13,455	\$ 275,343	\$ 578		\$ 21	\$ 10				\$ 609		\$ 211	\$ 103				
Woodland Public Library	60,137	\$ 2,025,472	\$ 1,156	\$ 895	\$ 171	\$ 98			\$ 286	\$ 2,605	\$ 8,951	\$ 1,709	\$ 977			\$ 5,720	
Yolo County Library	161,028	\$ 6,977,766	\$ 4,623	\$ 97					\$ 822	\$ 5,542	\$ 972					\$ 16,445	
Yuba County Library	82,275	\$ 649,411	\$ 578		\$ 32	\$ 20				\$ 629		\$ 321	\$ 195				
Total	4,935,429	\$ 189,648,972	\$ 106,330	\$ 18,742	\$ 7,000	\$ 4,036	\$ 59	\$ 1,669	\$ 5,937	\$ 143,772	\$ 323,658	\$ 70,000	\$ 44,000	\$ 734	\$ 16,690	\$ 118,730	\$ 97,754

*\$25,000 "Future of Purchases" Applied to Delivery Costs
**SPLASH Cost Shown Under Solano County Library (incl. Benicia Public Library and St. Helena Public Library)
Source: California State Library Statistics
- 2020-2021 budget (total expenditures from California State Library website)
- 2021-2022 CSL Certification of Population Figures

\$ 76,465	Link+ Invoice (incl. 5% Admin.Fee) will be sent to MARINet
\$ 71,608	Link+ Invoice (incl. 5% Admin.Fee) will be sent to SPLASH

Base Dues	FY22/23 (4.2% CPI*)	FY21/22 (2 % CPI)
Under 100,000 Pop. And Under \$1,000,000 Budget	\$578	\$555
Under 300,000 Pop. And Under \$2,000,000 Budget	\$1,156	\$1,109
Under 300,000 Pop. And Under \$3,000,000 Budget	\$2,312	\$2,218
Under 200,000 Pop. And Over \$3,000,000 Budget	\$3,467	\$3,328
Under 300,000 Pop. And Over \$5,000,000 Budget	\$4,623	\$4,437
Over 300,000 Pop. Or \$5,000,000 Budget	\$12,135	\$11,646

*BLS Dec 2021 CPI Index All Urban Consumers

Total
\$ 272,486
\$ 51,172

New Admin Fee for Services (Adopted NLS Exec. Comm. Mtg 8/13/19)
5% Fee for Contracts ≥ \$100K - NBCLS Delivery and Link+
10% Fee for Contracts < \$100K - MVLS Delivery, OverDrive, and Databases

NorthNet Library System

REVISED

FY 2022-23 Proposed Budget Summary

Acct		ADMINISTRATION	COMMUNICATION & DELIVERY	LOCAL	TOTAL
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Revenue

3510	Interest Earned	\$2,000			\$2,000
3661	Membership Fees	143,772			143,772
3667	State Library CLSA	166,501	666,002		832,503
3668	LSTA-Indirect	4,730			4,730
3674	Reimbursable from Members		162,328	391,176	553,504
3000	Fund Balance	(52,977)	90,000	65,000	102,023
Total Revenue		\$264,026	918,330	456,176	\$1,638,532

Expenditure

4212	Communication		4,000		4,000
4219	Professional Services				-
4220	Contractual Services	185,636	349,828	259,752	795,216
4230	Office Expense		600		600
4233	Postage		450		450
4234	Special Departmental	63,000	563,452	-	626,452
4301	Insurance	2,500			2,500
4302	Membership Fees/Dues	11,790			11,790
4303	Travel & Meeting	1,000			1,000
4373	Service Fees	100			100
4445	Reimbursable from Members			196,424	196,424
TOTAL EXPENDITURE		\$264,026	\$918,330	\$456,176	\$1,638,532

Fund Balance and Reserve	Ending 6/30/2021	Ending 6/30/2022 (EST)	Percent Change
Fund Balance	\$ 1,050,151	\$ 1,228,151	16.95%
Operating Reserves	71,730	71,730	0.00%
Legacy Systems Legal Fund (\$8K Per Sys.)	24,000	24,000	0.00%
Total	\$ 1,145,881	\$ 1,323,881	15.53%

REVISED

		Adopted	Proposed	
		FY 21/22	FY 22/23	Note
GL Acct	Revenue			
3510	Interest Earned	\$10,000	\$2,000	State Treasurer's LAIF Investment
3661	Membership Fees	122,238	143,772	NorthNet Members Dues
3667	CLSA-State Library	161,474	166,501	CLSA System Admin Funds
3667	State Library Grants-Indirect			
3668	Federal Grants-LSTA Indirect	3,637	4,730	Indirect Costs-PLSEP Grant
3000	Budgeted Fund Balance	(111,396)	(52,977)	Fund Balance (Credit)
	TOTAL REVENUE	\$185,953	\$264,026	41.99%
	Expenditure			
4220	Contractual Services	\$130,563	\$173,546	NLS/PLP Baseline Contract
4220	Contractual Services	10,000	10,000	Annual Single Audit Services
4220	Contractual Services	30,000	2,090	Recovering Together Website Services \$2,000; Collection Development Email Fee \$90
4234	Special Departmental		63,000	Staff Training Funds for Libraries (\$1,500 ea)
4301	Insurance	2,500	2,500	Professional Liability Insurance
4302	Membership Fees & Dues	11,790	11,790	Califa Membership Fees for Members
4303	Travel & Meeting	1,000	1,000	Annual Meeting
4373	Service Fees	100	100	Bank Fees
	TOTAL EXPENDITURE	\$185,953	\$264,026	41.99%

NORTHNET LIBRARY SYSTEM
FY 2022-23 PROPOSED BUDGET

REVISED

COMMUNICATION & DELIVERY (916)

		Adopted	Proposed	
		FY 21/22	FY 22/23	Note
<u>GL Acct</u>	<u>Revenue</u>			
3667	CLSA State Library	\$653,660	\$666,002	CLSA C & D Funds
3674	Reimbursable Costs	162,694	162,328	NBCLS & MVLS Deliveries (\$349,828 - \$162,500 CLSA - \$25,000 'future purchases' CLSA Funds)
3000	Fund Balance - CSLA	36,781	90,000	Roll-Over Unused CLSA Funds-(\$40K OverDrive; 'Future Purchases' \$25K for OverDrive and \$25K for delivery)
TOTAL REVENUE		<u>\$853,135</u>	<u>\$918,330</u>	7.64%
	<u>Expenditure</u>			
4212	Communication	\$4,000	\$4,000	Conferencing Services; Website Hosting \$2,500
4220	Contractual Services	325,194	349,828	MVLS (\$64,842) and NBCLS (\$284,986) Delivery Services
4230	Office Supplies	600	600	NLS Checks and Envelopes
4233	Postage	450	450	USPS, UPS, FedEx
4234	Special Departmental	\$436,110	\$498,452	CLSA allocation for members (including \$70,000 for OverDrive & \$44,000 for eMagazine)
4234	Special Departmental	36,817	65,000	Roll-over \$40K for OverDrive; Add'l \$25K CLSA Funds OverDrive
4234	Special Departmental	50,000	0	Future Purchases
TOTAL EXPENDITURE		<u>\$853,171</u>	<u>\$918,330</u>	7.64%

NORTHNET LIBRARY SYSTEM
FY 2022-23 PROPOSED BUDGET

REVISED

LOCAL (915)

		Adopted FY 21/22	Proposed FY 22/23	Note
<u>GL Acct</u>	<u>Revenue</u>			
3674	Reimbursable Costs	\$146,817	\$114,000	OverDrive Collection (\$70,000)+ eMagazine (\$44,000)
3674	Reimbursable Costs	18,170	17,424	Gale Databases-Chilton Library \$734; ProQuest \$16,690
3674	Reimbursable Costs	252,187	259,752	Member Libraries Link+ Cost Reimbursements
3000	Fund Balance		65,000	Roll-over \$40K for OverDrive; Add'l \$25,000 CLSA Funds
				Overdrive
	TOTAL REVENUE	<u>\$417,174</u>	<u>\$456,176</u>	9.35%
	<u>Expenditure</u>			
4220	Contractual Services	\$ -	\$ 259,752	Link+ Year 4 Cost
4234	Special Departmental	252,187		Moved to New Contractual Services Account
4445	Reimbursable-Library Expenses	\$146,817	\$179,000	OverDrive Collection (\$70,000)+ eMagazine (\$44,000)+Roll Over OverDrive Funds \$40,000+ Add'l CLSA Funds OverDrive
4445	Reimbursable-Library Expenses	18,170	17,424	Gale Databases-Chilton Library \$734; ProQuest \$16,690
	TOTAL EXPENDITURE	<u>\$417,174</u>	<u>\$ 456,176</u>	9.35%

FY2022-23 CLSA C & D Funds Distribution

Date: 6/9/2022

Library	CSL Certified Population FY21/22	50% of \$498,452 CLSA Fund/Equally Distributed \$249,226	50% of \$498,452 CLSA Funds/Base on Population \$249,226	Total CLSA Allocation (Rounded)	*NBCLS and MVLS Deliveries	OverDrive	eMagazine	Total Delivery, OverDrive & eMagazine	C & D Funds Local Distribution or Amount to be Invoiced**	\$40,000 Roll-Over and Add'l \$25,000 Future Purchases OverDrive Funds
Alpine County Library	1,200	6,231	61	\$ 6,291		\$ 83	\$ 33	\$ 116	\$ 6,175	
Bel-Tiburon Public Library	11,036	6,231	557	\$ 6,788				\$ -	\$ 6,788	
Benicia Public Library	26,656	6,231	1,346	\$ 7,577	\$ 21,603	\$ 2,239	\$ 1,941	\$ 25,783	\$ (18,206)	
Butte County Library	201,608	6,231	10,181	\$ 16,411		\$ 4,574	\$ 2,018	\$ 6,592	\$ 9,819	
Colusa County Library	21,807	6,231	1,101	\$ 7,332	\$ 4,475	\$ 102	\$ 62	\$ 4,639	\$ 2,693	
Del Norte County Library Dist.	27,218	6,231	1,374	\$ 7,605		\$ 427	\$ 438	\$ 865	\$ 6,740	
El Dorado County Library	190,465	6,231	9,618	\$ 15,849	\$ 972	\$ 8,333	\$ 4,322	\$ 13,627	\$ 2,222	
Folsom Public Library	84,592	6,231	4,272	\$ 10,502	\$ 8,951	\$ 3,828	\$ 1,916	\$ 14,695	\$ (4,193)	
Humboldt County Library	135,168	6,231	6,826	\$ 13,056		\$ 6,049	\$ 3,823	\$ 9,872	\$ 3,184	
Lake County Library	67,407	6,231	3,404	\$ 9,635	\$ 46,437			\$ 46,437	\$ (36,802)	
Larkspur Public Library	12,797	6,231	646	\$ 6,877				\$ -	\$ 6,877	
Lassen Library District	13,212	6,231	667	\$ 6,898		\$ 219	\$ 231	\$ 450	\$ 6,448	
Lincoln Public Library	51,252	6,231	2,588	\$ 8,819	\$ 2,237	\$ 2,631	\$ 1,188	\$ 6,056	\$ 2,763	
Marin County Free Library	139,175	6,231	7,028	\$ 13,259				\$ -	\$ 13,259	
Mendocino County Library	89,999	6,231	4,545	\$ 10,775	\$ 79,037			\$ 79,037	\$ (68,262)	
Mill Valley Public Library	13,850	6,231	699	\$ 6,930				\$ -	\$ 6,930	
Modoc County Library	8,690	6,231	439	\$ 6,669		\$ 161	\$ 96	\$ 257	\$ 6,412	
Mono County Free Library	13,379	6,231	676	\$ 6,906		\$ 762	\$ 447	\$ 1,209	\$ 5,697	
Napa County Library	130,742	6,231	6,602	\$ 12,833		\$ 6,044	\$ 4,441	\$ 10,485	\$ 2,348	
Nevada County Library	101,242	6,231	5,112	\$ 11,343		\$ 6,403	\$ 3,752	\$ 10,155	\$ 1,188	
Orland Free Library	15,295	6,231	772	\$ 7,003		\$ 291	\$ 136	\$ 427	\$ 6,576	
Placer County Library	200,000	6,231	10,099	\$ 16,330	\$ 2,237	\$ 9,266	\$ 6,341	\$ 17,844	\$ (1,514)	
Plumas County Library	25,400	6,231	1,283	\$ 7,513		\$ 455	\$ 312	\$ 767	\$ 6,746	
Roseville Public Library	151,034	6,231	7,627	\$ 13,857	\$ 2,237	\$ 6,085	\$ 3,934	\$ 12,256	\$ 1,601	
Sacramento Public Library	1,492,026	6,231	75,343	\$ 81,574	\$ 11,189			\$ 11,189	\$ 70,385	
St. Helena Public Library	5,437	6,231	275	\$ 6,505	\$ 15,769	\$ 784	\$ 511	\$ 17,064	\$ (10,559)	
San Anselmo Public Library	12,645	6,231	639	\$ 6,869				\$ -	\$ 6,869	
San Rafael Public Library	60,560	6,231	3,058	\$ 9,289				\$ -	\$ 9,289	
Sausalito Public Library	7,072	6,231	357	\$ 6,588				\$ -	\$ 6,588	
Shasta Public Libraries	180,531	6,231	9,116	\$ 15,347		\$ 5,454	\$ 4,152	\$ 9,606	\$ 5,741	
Siskiyou County Library	43,830	6,231	2,213	\$ 8,444		\$ 1,200	\$ 1,258	\$ 2,458	\$ 5,986	
Solano County Library	420,585	6,231	21,238	\$ 27,469	\$ 63,733			\$ 63,733	\$ (36,264)	
Sonoma County Library	482,404	6,231	24,360	\$ 30,591	\$ 45,907			\$ 45,907	\$ (15,316)	
Sutter County Library	99,145	6,231	5,007	\$ 11,237	\$ 8,951	\$ 1,362	\$ 860	\$ 11,173	\$ 64	
Tehama County Library	65,052	6,231	3,285	\$ 9,516		\$ 840	\$ 442	\$ 1,282	\$ 8,234	
Trinity County Library	16,023	6,231	809	\$ 7,040		\$ 168	\$ 70	\$ 238	\$ 6,802	
Willows Public Library	13,455	6,231	679	\$ 6,910		\$ 211	\$ 103	\$ 314	\$ 6,596	
Woodland Public Library	60,137	6,231	3,037	\$ 9,267	\$ 8,951	\$ 1,709	\$ 977	\$ 11,637	\$ (2,370)	
Yolo County Library	161,028	6,231	8,131	\$ 14,362	\$ 972			\$ 972	\$ 13,390	
Yuba County Library	82,275	6,231	4,155	\$ 10,385		\$ 321	\$ 195	\$ 516	\$ 9,870	
Total	\$ 4,935,429	\$ 249,226	\$ 249,226	\$ 498,452	\$ 323,658	\$ 70,000	\$ 44,000	\$ 437,657	\$ 60,795	\$ 65,000

*\$25,000 "Future of Purchases" Applied to Delivery Costs



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www.northnetlibs.org

To: NorthNet Library System (NLS) Administrative Council
From: Mark Fink
Subject: Review of Recommendations by Ad Hoc Strategic Priorities Committee
Date: June 15, 2022

At the January 2022 NorthNet Library System (NLS) Administrative Council meeting, the NLS Strategic Priorities activities were reviewed, and an Ad Hoc Committee was formed to develop a new set of NLS Strategic Priorities. The members include Mark Fink, Chris Cooper, Christopher Platt, Lana Adlawan and Rita Lovell.

At the request of the NLS Executive Committee at their May 2022 meeting, the Ad Hoc Strategic Priorities Committee will also review the Recommendations and Unanticipated Outcomes from the *Study of California Library Services Act (CLSA) Cost Share Formula and Allocation of Funds* to see if additional strategic priorities should be added to Tier One or Tier Two, including:

- Reviewing vendor agreements/contracts
- Providing more training to member libraries on how NLS is structured and what CLSA funds cover
- Clarifying the procedure for libraries to join different or form new Library Cooperatives
- Reviewing the current Menu of Services;
- Designing a new claim form;
- Adopting or affirming a funding allocation model;
- Communicating with member libraries about the procedure to roll over unspent CLSA funds to the next fiscal year;
- Reviewing and communicating the purpose of the NLS reserves policy to member libraries; and
- Surveying other California Library Cooperatives about their reserve policies.

Ad Hoc Committee Purpose:

The Ad Hoc Committee will review the current NLS Strategic Priorities and make recommendations to the NLS Executive Committee regarding new Strategic Priorities. Here is some context:

“The initial NLS strategies and goals were adopted in May 2010. In light of continually changing economic support, new service trends and new NLS leadership, a fresh look at system activities focused on clarifying and identifying strategic priorities was undertaken in FY 2015/16. These priorities are extremely useful in identifying impactful services for member libraries and are informing recommendations to the California Library Services Board, the board that determines the services provided by NLS and other California Library Services Act (CLSA) systems.”

Existing NLS Strategic Priorities:

The NLS Administrative Council, at its January 25, 2016, adopted five key strategic directions for NLS:

- Member Asset Mapping
- Sharing People and Knowledge Platform
- Training and Development/ Facilitation and Capacity.
- Budget Cycle Alignment for Increased Collaboration/Purchasing

Since this list was developed the NLS libraries, through discussion at the Administrative Council meetings, have developed additional priorities, including:

- CalPERS Obligations of Legacy Systems
- Disaster Recovery and Response Training
- Shared Link+ Contract
- Shared eResources
- CLSA Study

Ad Hoc Committee Recommendations:

The Committee is proposing that NLS adopt values that inform its strategic priorities. In addition, the Committee has identified Tier One and Tier Two priorities.

Adopt NorthNet Values:

In the work that NLS undertakes, member libraries are committed to:

1. Making decisions that are sustainable over time
2. Practicing environmental stewardship
3. Integrating diversity, equity and inclusion principles in our decisions and work
4. Collaborating with one another
5. Being transparent and effective communicators
6. Staff capacity building, training and professional development

Tier One Priorities:

The Ad Hoc Committee is recommending that NLS adopt the following Tier One priorities:

1. Disaster Preparedness and Response
 - a. Expand the role of libraries as disseminators of emergency information and emergency preparedness workshops/training/education to our local communities.

- b. Identify and invest in the next phase of the work NLS has already done, including maintaining the *Recovering Together* website, and offering focus groups and training on this resource.
2. Future of Shared eResources
Assess eResources and platforms offered by the State Library and how this impacts NorthNet Libraries in the short and long term.
3. Capacity Building for Staff – Our Most Valuable Asset
 - a. Organizational culture
 - b. Diversity, Equity and Inclusion
 - c. Staff engagement
 - d. Staff collaboration
 - e. New Employee training
 - f. Soft skills training
 - g. Staff recruitment
4. Investigate NorthNet joining the Government Alliance on Race and Equity (GARE)
5. Shared Collection Management and Resource Sharing
 - a. Discuss member libraries' ongoing commitment to share resources
 - b. Investigate the question: should NLS subsidize shared collections?

Tier Two Priorities:

The Ad Hoc Committee is recommending that NLS adopt the following Tier Two priorities:

1. Monitoring CalPERS liability for the legacy systems
2. Advocacy
 - a. Member libraries receive advocacy training from American Library Association (ALA).
 - b. Define the role that NLS can play as an advocate for federal and state funding for libraries.



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To: NorthNet Library System (NLS) Administrative Council
From: Library-To-Go Committee Chair Michael Perry and Incoming Chairs Christopher Platt and Renée Forte
Subject: Library-to-Go Collection Reciprocal Lending Agreement
Date: June 15, 2022

Background:

The Library-to-Go (LTC) Committee brought forth the opportunity earlier this year of joining into a Reciprocal Lending Agreement (RLA) for the OverDrive shared collections with MARINet and the Peninsula Library System (PLS). We are including the original documents including an overview memo, collection overlap stats, and memo that went to MARINet that Kevin Coons from OverDrive had shared at that time. We met with Kevin Coons again in May.

Numerous systems in Southern California have signed agreements between their libraries for reciprocal lending. MARINet and PLS are on track for their decisions to enter into the RLA with each other, and each agency is doing this with the hope that NorthNet will join in this RLA with their agencies. We also shared this information with the directors of current LTG participating libraries for feedback (none has been received as of this writing).

Discussion:

Carol Frost set up a meeting between the 3 systems in early June. There are some details to be worked out once the decision is approved such as spending level commitments, potential tweaks to lending parameters, etc. Those negotiations will be led by Carol on behalf of NLS, working in conjunction with the NLS LTG Co-Chairs. 4 quick bullets:

- An RLA with MARINet and PLS will dramatically increase the number of eBooks NLS patrons have access to. Via the Libby app, patrons logged in to view all their available collections options will be able to see any available title's holdings at the partner collections underneath the NLS copies.
- It is for eBooks/audiobooks only. eMagazines, streaming video and any simultaneous use packages will not be part of the RLS because they are pre-built vendor collections that are licensed geographically. There are also parameters we can set that limit availability to RLS partner patrons (such as Lucky Days, etc.).
- If you are an NLS Library connecting your OverDrive collection to the Palace Project app, only the NLS (and your own) OverDrive collection will be reflected in that app. Functionality to search across RLA collections from within the Palace app is not in place.

- An RLA will require an annual spending level commitment based on a select previous year's spending level. We will negotiate this, and it will exclude amounts of any local spending (shared or not) and locally redirected CLSA funds since those fluctuate.

Recommendation:

The NLS Executive Committee has reviewed this proposal and approved that NLS enter into this RLA with MARINet and PLS, and allowing the LTG Co-Chairs and the NLS Fiscal Agent to negotiate the final contract, which will be brought to the Executive Committee for approval, and that the Executive Committee have the authority to modify the agreement thereafter, and that the Executive Committee recommend that this be adopted by the NLS Administrative Council at its June 2022 meeting.

Overdrive Reciprocal Lending Agreement (RLA)

What is it?

Overdrive's Reciprocal Lending Arrangement (RLA) program will allow NorthNet consortia patrons to search and borrow titles from another consortium's collection. At the moment, potential partner consortia are MARINet and PLS.

Cost

There is no cost to enter into an RLA with a partner.

Collection Budget

The Overdrive agreement does include a "maintenance of effort" condition where participating consortia will need to maintain a spending level of at least 95% of the previous fiscal year.

We could clarify that this reference budget would be the consortia's contribution (i.e. the budget that NLS approves each year that is cost-shared by all members) and not include *all* expenditures made by participating libraries.

Advantages

Expands access

According to Overdrive, there are

- 112,000 titles across all 3 consortia collections that exist in only *one* of the consortia collection;
- a further 18,000 titles that are found in all 3 collections

NLS current collection size is 77,000 unique titles (including consortia and Advantage titles, shared or not). Entering into a RLA would increase access to a minimum 35,000 titles not currently available to NLS patrons.

Maximizes content use

As the trends in e-resources continues to be time-based licenses, joining an RLA would minimize the amount of time that a title remains idle.

Increased checkout limits

The checkout limit for the patrons account would be tied to the collection the items is checked out from, not just the consortia they belong to. So NLS patrons would be able to checkout 10 items from NLS collections (NLS current maximum) and an 25 titles from MARINet collection (MARINet's maximum).

Considerations

Maintaining annual contribution level

Since Overdrive budget is contingent on the State Library budget, it could be a challenge to maintain a consistent budget if there were dramatic cuts, similar to the cuts in the FY 20/21 budget year.

Advantage Shared titles would also be shared

Any title purchased by a local library system and shared with the consortia would also be available to the patrons in the partnering consortia.

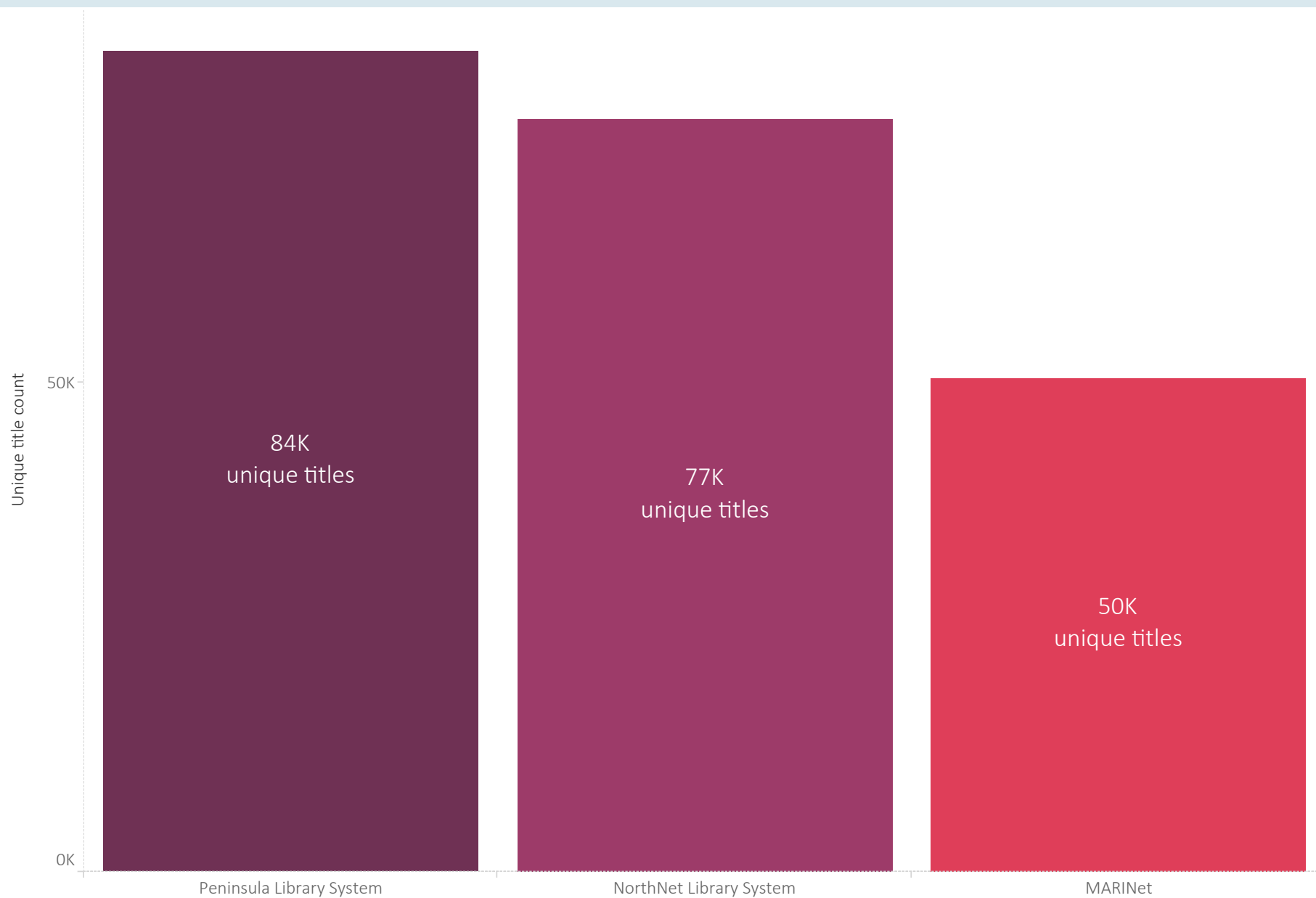
Harmonizing circulation and sharing parameters

While not a requirement that each consortium have the same RLA parameters, it might be more beneficial to bring NLS's circulation and sharing rules in line with the partner consortia so all access is as equal as possible.

Recommendation

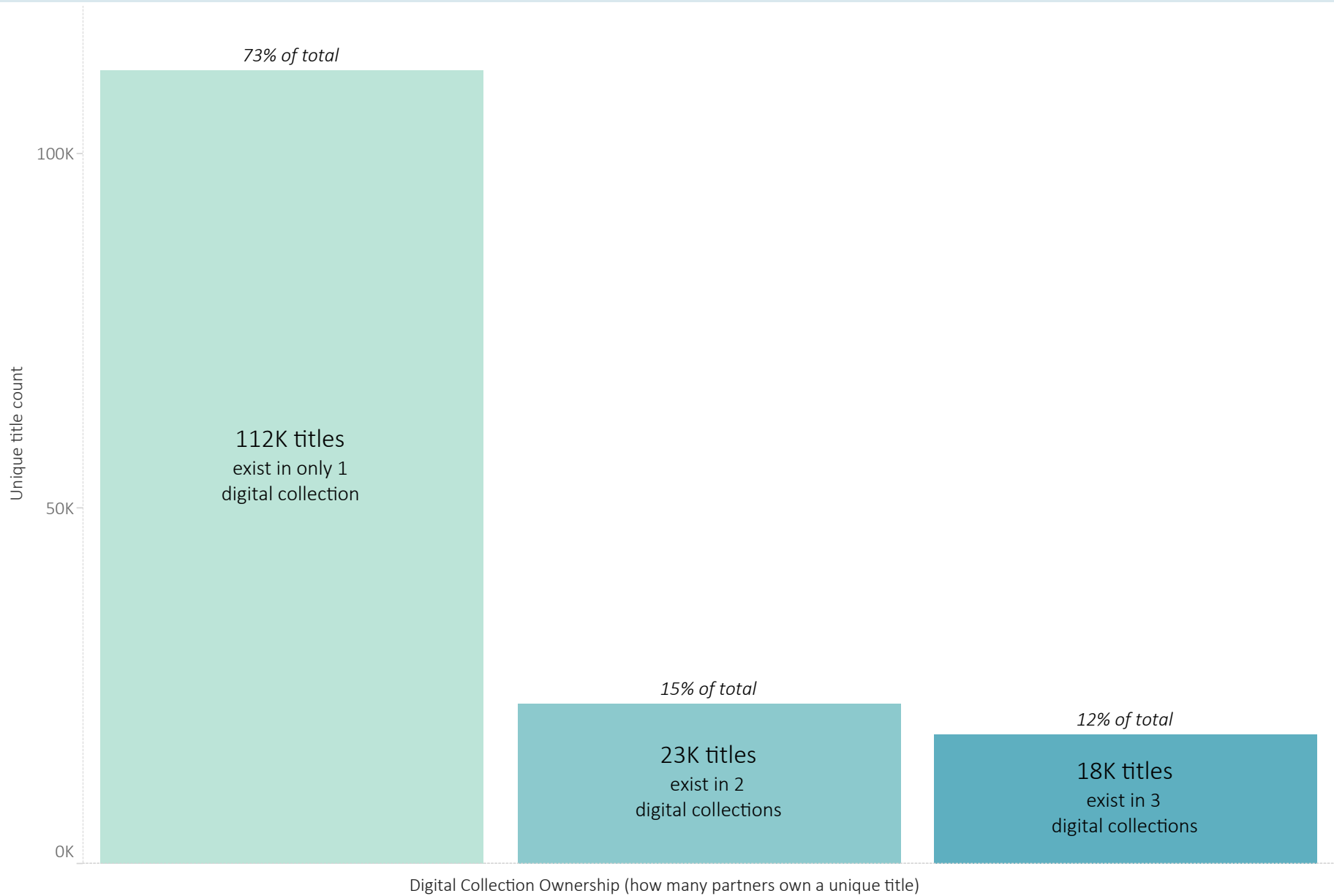
The Overdrive group did discuss this at the January meeting and there was general consensus by the 10 participants (of the 26 membership) to move forward with this agreement.

Digital Collection Size



Digital Collection Overlap

Together, these partners own 152K total unique titles.





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To: NLS Administrative Council
From: Suzanne Olawski
Subject: Consideration of List-serv for Assistant and Deputy Directors
Date: June 15, 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 discussed by the Executive Committee at their meeting of April 25, 2022:

- Will the list be exclusively for the Assistant/Deputy Directors, or would the list include the Directors? Several of the Executive Committee members expressed concern in the sharing of confidential communications via this listserv and preferred to retain a Director-only listserv. As an option, 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 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 Administrative Council 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.

Overdrive Reciprocal Lending Agreement (RLA)

The DRWG is recommending linking our Overdrive collection with NorthNet and PLS. Carol Frost is conferring with PLS and NorthNet stakeholders to get approval to link to our Overdrive.

What is RLA?

RLA functions much like Link+. MARINet patrons can borrow eBooks and eAudiobooks from linked libraries, if those items are not already checked out or on hold.

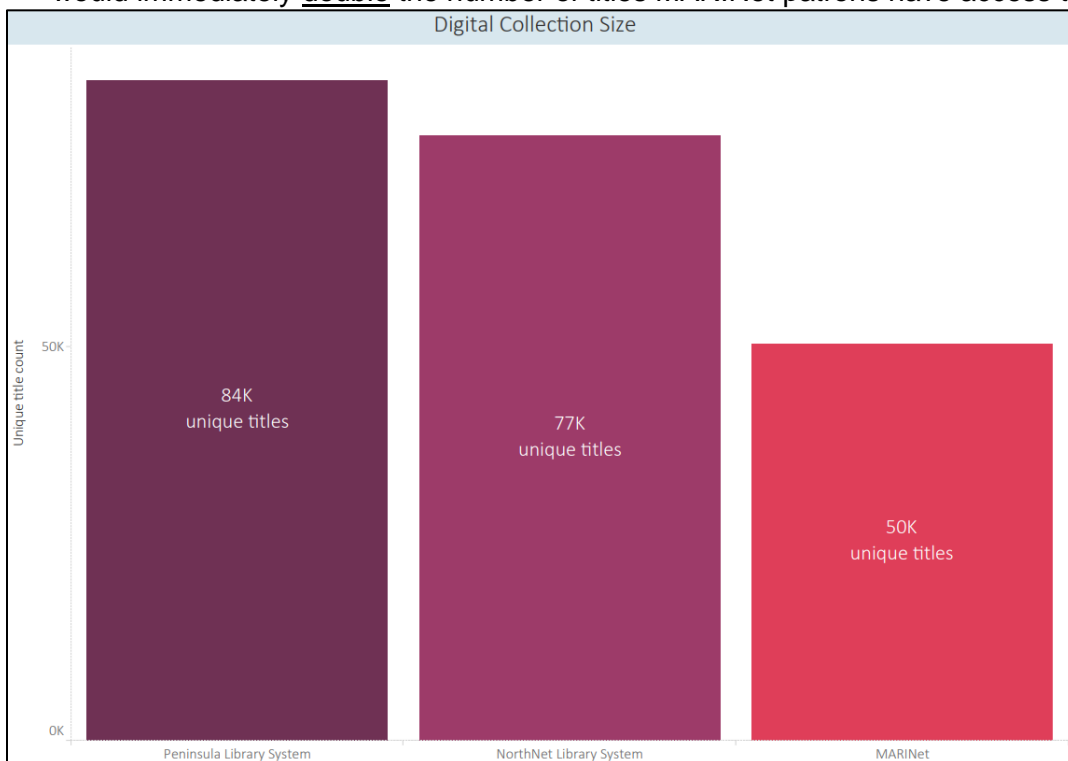
Why link collections?

- 1) To respond to the increasing demand from patrons for eBooks and eAudiobooks, by adding access to about 100,000+ unique titles for free.

MARINet's yearly Overdrive circulation has grown by 73% from 2019 to 2021. It continues to trend upwards even as the libraries fully reopen.

By linking collections, MARINet patrons would have access to an additional 84,000 unique titles from PLS and 77,000 unique titles from NorthNet. There is most likely some overlap between those two collections, but a conservative estimate would be about 100,000+ unique titles.

MARINet's collection currently includes about 50,000 titles. By linking collections, we would immediately double the number of titles MARINet patrons have access to.



- 2) Linking would also double the number of Overdrive titles that patrons can have checked out. Checkout limits apply only to the library being used.

For example, titles borrowed from PLS would not count against the 25-checkout limit imposed by MARINet, and titles borrowed within MARINet do not count against other networks' checkout limits.

- NorthNet: 10 checkouts per patron
- PLS: 15 checkouts per patron

- 3) MARINet would benefit from an increase in circulation. The titles borrowed by linked library patrons are already purchased, but are gathering "electronic dust." Metered access titles expire without full utilization.

- 4) By linking our Overdrive, we would add diversity to our collection.

Below are a few examples of the number of titles we could have access to:

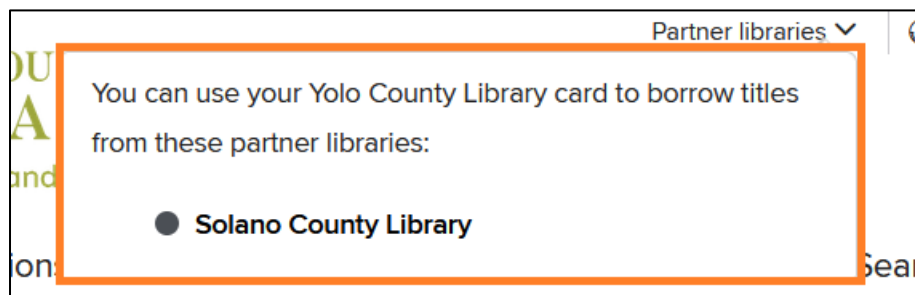
	MARINet	PLS	NorthNet
eBooks in Chinese	8	3,202	420
eBooks in Spanish	1,901	2,871	1,248
African American Fiction	513	553	294
Comics & Manga	1,190	5,214	1,007
LGBTQIA+	654	921	453

How does it work?

"Partner libraries NEW!" will show up at the top of our Overdrive:

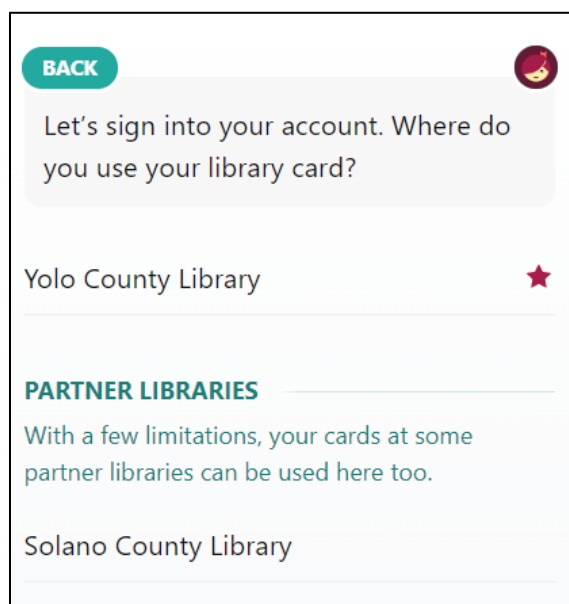


A pop-up box will list libraries that patrons can borrow from:



Once on the PLS/NorthNet site, MARINet patrons would sign in like they do to the MARINet Overdrive. They will only be able to borrow materials that are available.

In Libby, it will look like this:



Note: Unlike Link+, Overdrive doesn't check local holdings. Meaning a patron could log into Overdrive, go directly to PLS and check their collection before seeing if it's available in MARINet.

More details:

- MARINet has about 20,000 unique patrons while NorthNet has 45,813 and PLS has 46,077. But like Link+, we would allow a large number of patrons access, but only a small percentage (of very appreciative) patrons would use the program.
- We can leave the program whenever we want with thirty days written notice.

- Magazines, because they are always available, are not included. Skip The Line is also not included.
- “In order to maintain eligibility in the RLA program, each RLA Library agrees to spend an annual amount equal to at least ninety-five percent (95%) of their previous fiscal year’s total content expenditure with OverDrive.”
 - This clause may be tough for NorthNet if their funding varies from year to year. Maybe there is room for negotiation with Overdrive here?
 - Yolo and Solano’s language: “The RLA library agrees to spend an annual amount that is no less than 100% of its tax-payer funded expenditures with Overdrive for fiscal year 2018-19, which is the last full fiscal year before the COVID-19 pandemic upended usual library expenditures. Any amount spent from other funding sources, including library foundations, friends, and grants is excluded. If the RLA library fails to meet this spending minimum and does not spend the required amount within ninety (90) days of written notification from OverDrive, OverDrive reserves the right to temporarily suspend access to the RLA group until the spending threshold is met. If the spending threshold is not met a second time within two fiscal years, OverDrive may terminate the RLA library’s access to the RLA group at its sole discretion.”

Drawbacks:

- Titles may be checked out when a MARINet patron wants them. PLS and NorthNet patrons could not place holds, so MARINet patrons would wait a maximum of one check-out period for the title checked out by a linked patron.
- PLS/NorthNet patrons would “use” metered access titles – some expire after a certain number of checkouts, others expire after a certain period of time
 - Not recommended, but an option: We could limit it only to OC/OU or to certain types of metered access
- Staff time, patron time: Explaining and promoting the new program. Each “linked” library added needs to be searched individually. Unlike Link+ there is not a federated search. Overdrive said depending on demand, this may be developed in the future.

Financial Impacts:

More metered access titles would get checked out. MARINet may want to spend more funds on expired content because of the increased circulation.

California State Library, Library Development Services

Cooperative Library System Liaison Report

May 26, 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.

California State Library Parks Passes

The shipping update from the State Parks team indicates the second batch of passes will arrive during the week of May 23. If you have not received your passes, or an email with instructions for the program, please contact parkspass@library.ca.gov. The user survey that is linked to the QR code on the back of the passes is live as of April 29, 2022. Please encourage people who check out a pass to fill it out – incentives are coming this summer.

New this week is [blank posters and flyers](#) for putting in translations, [a flyer that details all types of CA State Park passes](#) available, free or otherwise, and a [list of eligible parks](#). They are currently in Dropbox as they move through Parks approval to be added to the Partner Toolkit. Please contact parkspass@library.ca.gov if you have trouble accessing them. The [FAQs page](#) has a [map of parks](#) accepting the pass overlaid with library branches, cataloging and circulations information, a link to the [Partner Toolkit with marketing resources](#), [a recorded webinar on parks-based programming](#), a [sample programs page](#), and the answers to many common questions. We would love to see examples of how you've packaged or marketed the passes, or any parks-based programming you're hosting. For more information, please contact parkspass@library.ca.gov.

California Libraries Learn (CALL)

Plan 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 learning continue throughout the year. 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](#).

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. 2021/22 CopyCat grant mid-project Narrative and Financial reports for activities and expenditures from beginning of the grant period to 4/30/2022 are **due by 5/31/2022**. Report forms can be found at [Manage Your Current Grant - California State Library](#) (look under "CopyCat" section). Grantees first point of contact is their project advisor. For other questions, contact LSTAGrants@library.ca.gov

CLA Conference

Come meet State Library staff at the CLA conference in Sacramento! We have a booth in the Exhibit Hall and please check the conference program for presentations on State Library initiatives and State Library-funded projects. We look forward to seeing you there! Our programs include:

Thursday, June 2:

8am-4pm: S@YL preconference: Building Equity Based Summers in California Libraries and Communities Co-Design Initiative. By invitation only.

9am-12pm: CLLS preconference on Tutor Training: "Training Volunteer Tutors: Laying Foundations, Creating Support and Feeling Confident"

1-5pm: CLLS New Coordinator and New Director Orientation. By invitation only.

1-5pm: Get Involved preconference: "Time Management for Volunteer Coordinators: Putting Volunteers to Work to Help YOU"

2-5pm: CLLS preconference on Learner Anthologies: "All Things Anthology - Creating, Collecting, and Communicating Learner Writings to Enrich Your Program and Tell Its Story"

Friday, June 3:

10:00am-10:45am: Your Investment in California Libraries (Room A4)
California State Librarian, Greg Lucas

10-10:45 am: Virtual Youth Programming.
A panel discussion on virtual youth programming that took place during the last year of the pandemic

11-11:45 a.m.: Literacy Interest Group: "Best Practices for Starting a CLLS ESL Program: Panel Discussion"

1-1:45 p.m.: Parks Pass program: "Check Out California Parks"

1-1:45 p.m.: My Leadership Journey with Greg Lucas, California State Librarian (Room A3)

2-2:45 pm: Career Online High School Panel: “From Disconnected to HS Diploma Bound: How California Public Libraries Are Re-Engaging Adults Back into the Educational System”

Saturday, June 4:

10-10:45 a.m.: Developing Leaders in California Libraries - 2022 Capstone Projects: Part I (Room A7)

10-10:45 a.m.: Assessing Workplace Climate at Your Library (Room A4)

Presenter: Sarah Harrington – California State Library

Presenter: Dana Nothnagel – California State Library

11-11:45am: CALL: “Make the Most of CALL Academy– Explore Free Professional Development and Continuing Education Courses”

11-11:45 a.m.: Home Connectivity Kits

A panel featuring Google, The Sacramento Public Library and the Ventura County Library on how to help bridge the digital divide through the lending of internet connected Chromebooks.

1-1:45 p.m.: CALL/Niche Academy session: “Sustainable, Engaging, Customized Online Training for Staff and Volunteers”

1-1:45 p.m.: Ebooks for All

A panel on the statewide eBook project: eBooks for All.

1-1:45 p.m.: Developing Leaders in California Libraries - 2022 Capstone Projects: Part II (Room A9)

3–3:45 PM: Sustainable California Libraries: 2022 Report and Plan (Room A9)

Julianna Robbins, California State Library

Kimberli S. Buckley, San Jose State University & Contra Costa County Library

Directors 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 on **Wednesday, June 15, 2022**, from 3:30 to 5 p.m. Registration information will be sent in early June.

Sustainable California Libraries Upcoming Networking Session

The California State Library, in collaboration with Pacific Library Partnership, is creating a report and action plan for Sustainable California Libraries. Throughout the Spring and Summer of 2022,

the State Library will convene several meetings of a new Advisory Group and host two open Networking Sessions. Input will be actively encouraged through a short survey (now closed), participating in networking sessions, interviews, and field research. Look out for opportunities to get involved and ways to help create more Sustainable California Libraries in the coming weeks.

Sustainable California Libraries Networking Sessions

The Sustainable California Libraries Networking Sessions are open to all California library staff members.

Networking Session: Focus on Sustainable Operations, Services, and Infrastructure

[Register for Session](#)

June 29, 2022, 11:00 am – noon

Join us for the Sustainable California Libraries Networking Session #2. We will be focusing on library operations and services, infrastructure, buildings, landscaping and grounds, and library sustainability certification. Guest speakers include:

- *Lawrence Nussbaum, from the California Green Business Network*, will share information about successful Green Business Certification for several California libraries
- *Sarah Solis, Facilities Manager at San Diego County Library*, who will share about their Sustainable Libraries Initiative Certification kick-off, Zero Net Energy libraries, and how the system is shifting towards a zero-carbon future

Learn more at: <https://www.library.ca.gov/services/to-libraries/sustainable/>

Email sustainability@library.ca.gov with any questions or comments.

Summer Reading and Learning

The 2022 Summer @ Your Library Participation Survey questions are now available for your planning purposes. Data collected from this survey will show the impact of public library summer programs across California.

Data will be collected in Counting Opinions, and a link to the online submission form will be available in the near future. In the meantime, please see the following resources needed to submit required statistics and programming information for your library's 2022 summer programs.

- [Summer Survey Questions and Guidance](#): Use this document to familiarize yourself with the questions and to reference while submitting statistics online.
- [Summer at Your Library reporting form](#): A streamlined excel version of the questions to aid with data collection.

For your reference, these documents can also be found on the [California State Library's Statistics webpage](#).

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.

California Library Literacy Services

Applications have closed for the 2022-2023 year, and awards will be announced in July. Please contact beverly.schwartzberg@library.ca.gov or allyson.jeffredo@library.ca.gov for more information. CLLS networking calls and trainings will continue on a regular basis, with upcoming sessions helping libraries prepare for new ESL services and more.

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 and report forms can be found at [Zip Books - California State Library](#). For questions, please contact zipbooks@library.ca.gov

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. To see upcoming My Leadership Journey events and view past recordings, please visit [My Leadership Journey | CLA Leadership](#).

Building Forward Infrastructure Funding for California Libraries

The first round of applications for this program closed on **March 21, 2022**.

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.

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, visit the State Library's website at www.library.ca.gov/grants/infrastructure and email questions to BuildingForward@library.ca.gov

California Public Libraries Survey (PLS) results available

The FY20-21 data have been submitted to IMLS, and the dataset is available for download on the [State Library's statistics page](#). The pandemic affected every aspect of library service, and the data reflect this. Despite reduced access by the public to closed library buildings, libraries continued to circulate materials, answer reference questions, offer virtual and some in-person programming, circulated self-directed activities, loaned laptops and hotspots, and continued to provide wifi access to Californians.

Every three years, libraries are asked to submit salary ranges for a variety of library positions, and this subset of data is also available on the stats page or from this link. [FY20-21 Salary Survey Results](#).

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 few months. Contact arpa@library.ca.gov for more information.

eBooks for All CA

Every public library in California can now participate in the statewide "eBooks for All" project. Full details can be found on the [State Library's e-book page](#). Joining is as simple as emailing casupport@thepalaceproject.org and saying, 'My library is interested in joining.' The project implementation team will take it from there.

You likely have questions on how this will impact existing collection development practices and how it works with your current eBook ecosystem. We have generated an FAQ and recorded a live Q and A session to help answer those questions directly.

[FAQ](#)
[Recorded Answer Session](#)

This program is now expanding to include eAudiobooks! More details are to follow, but the collection will soon include approximately 700 titles accounting for 16,000 copies. All the licenses are one-copy-one-user and perpetual, so the base of the collection will serve California well going forward.

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.

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. 2021/22 PLSEP grant report information can be found at [Manage Your Current Grant - California State Library](#). The 2021/22 grant year ends 7/31/2022 and the Final Financial Report, Tracking Report, Expenditure Detail Report and Final Program Narrative Report are **due by 8/30/2022**. 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.