



CALIFORNIA LIBRARY SERVICES ACT
PLAN OF SERVICE AND BUDGET
For use with 2023/2024 Communication & Delivery Program

California State Library
Sacramento
April 2023


Greg Lucas, Chief Executive Officer
California Library Services Board

**System Information
FY 2023/2024**

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

System Chair for FY 2023/2024 (if known): Anthony Halstead	Fiscal Agent: Pacific Library Partnership
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Date approved by Administrative Council: June 28, 2023

X 	June 28, 2023
Signature of System Administrative Chair for FY 2023/2024 Print Name: Anthony Halstead	Date

Demographics of System Service Area

System Population Profile, FY 2023/24

Total Population of System Service Area: 4,897,952 ^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)	587,979	12.00%
Institutionalized ^c	64,436	1.32%
Aged (65+) ^d	868,351	17.73%
Children & Youth: ^d	278,976	5.70%
• Under 5		
• 5 to 9	301,838	6.16%
• 10 to 14	322,141	6.58%
• 15 to 19	316,088	6.45%
Persons with disabilities ^e	627,167	12.80%
Speakers of limited English or English as a Second Language ^f	454,536	9.28%
Non-English Speaking ^g	1,183,135	24.16%
Ethnicity ^d	264,325	5.40%
• Black		
• Hispanic	1,127,110	23.01%
• Asian	511,765	10.45%
• Native American	54,849	1.12%
• Other (specify)	29,818	0.61%
Geographically Isolated (RURAL) * see note		
Functionally Illiterate ⁱ	391,178	7.99%
Shut-In ^j	238,866	4.88%

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 Jan 1, 2022, and 2023

^b U.S. Census Bureau, 2017-2021 American Community Survey 5-Year Estimates (S1701)

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

^d U.S. Census Bureau, 2017-2021 American Community Survey 5-Year Estimates, Demographic and Housing Estimates (DP05)

^e U.S. Census Bureau, 2017-2021 American Community Survey 5-Year Estimates, Disability Characteristics (S1810)

^f U.S. Census Bureau, 2017-2021 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, 2017-2021 American Community Survey 5-Year Estimates (S1601)

^h

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

^j U.S. Census Bureau, 2017-2021 American Community Survey 5-Year Estimates, 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 used for planning activities of our various committees and to serve all segments of the underserved.

Comments/ Additional Information:

*** Geographically Isolated/ Rural**

"Rural" is essentially "that which is not named as urban." "Urban areas represent densely developed territory, and encompass residential, commercial, and other nonresidential urban land uses. Each urban area must encompass at least 2,000 housing units or at least 5,000 people. This is a change from the previous minimum of 2,500 people which had been in place since the 1910 Census."

Funding for Communications and Delivery – FY 2023/2024

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	820,000	0	820,000	
b. Non-public libraries in System area	0	0	0	
TOTAL	820,000	0	820,000	
		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
5%	.2%	%	94.8%	%

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	Est 1.1+ million circulated
g. Percentage of CLSA funds to be spent on e-resources?	43%
h. Percentage of CLSA funds to be used for Broadband technology improvements	6%

“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 hired a qualified consultant to study the existing cost share formula 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. At its Annual Meeting in June 2022, the Administrative Council approved the report and the funding formula which will support the needs of the diverse communities within NorthNet.

2. Please specify how the Library System will spend its 2023-2024 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 2023/24, 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 2023/24, the total cost of delivery for NLS member libraries includes two contract courier services totals \$359,252. The NLS FY 2023/24 CLSA budget includes \$241,170 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 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 2023/24 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 \$285,190 of the FY 2023/24 C&D budget.

Resource Sharing - In FY 2023/24, NLS will allocate \$93,550 of CLSA funds to support **Link+ and OCLC ILL**. 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 will allocate \$40,000 for CENIC or other service provider, subscription or hardware costs.

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 2023-2024 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 2023-2024 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?

We do not anticipate any roll-over funds.

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 several years, 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 \$4,000 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 other shared eMaterials in a shared environment. Member libraries are able 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 2023/24, \$241,170 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 2023/24. 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 \$196,752 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 2022/23 circulation among 27 member library systems at 966,279 total checkouts (thru April 26, 2023). Also used among NLS members is an eMagazine resource with circulation among member libraries at 80,843 (through April 26, 2023).

Formats	% of Circulation
eBooks	49%
eAudiobooks	43%
eMagazines	8%
eVideo	<1%

The audience breakdown is based on eBooks/eAudiobook circulation

Audience	% of Circulation
Adults	80%
Young Adult	8%
Juvenile	11%

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 Fiscal 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 2023/24, it is estimated that five libraries may allocate an estimated \$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 2023/24 CLSA budget for NLS has been developed with guidance from the NLS Executive Committee and NLS membership. NorthNet continues to remain cautious regarding its budget as local and State budgets project significant deficits over the next few years. Delivery remains an NLS priority expenditure for CLSA.

Strategic Priorities: In FY 2021/22 NLS leadership undertook a review and revision to the Strategic Priorities developed in FY 2015/16. With the Executive Committee's recommendation to the to the Administrative Council at the January 26, 2023 Mid Year Meeting, the Strategic Priorities were approved and adopted to include the projects identified under Tier 1 and Tier 2 below. NLS directors and other staff will be engaged to carry out the proposed tasks under each priority.

Tier One Priorities:

1. Disaster Preparedness and Response
2. Future of Shared eResources
3. Capacity Building for Staff – Our Most Valuable Asset a. Organizational culture
4. Investigate NorthNet joining the Government Alliance on Race and Equity (GARE)
5. Shared Collection Management and Resource Sharing

Tier Two Priorities:

1. Monitoring CalPERS liability for the legacy systems
2. Advocacy
3. Maximizing the effectiveness of NLS training and communication practices, with an emphasis on:
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.

California State Library
 C&D Service Program Budget Request FY 2023/2024
 (Section 18745)

System Administration

A) Personnel (Salaries & Personnel)				
Classification	FTE/NO of positions	Salary	Benefits	Total
Coordinator	0.33	\$ 50,700		50700
CEO	0.1	\$ 21,640	\$ 6,007	27647
Controller	0.11	\$ 20,026	\$ 6,065	26091
Operations Manager	0.2	\$ 21,532	\$ 7,567	29099
Accounting Clerk	0.08	\$ 5,658	\$ 2,468	8126
Administrative Assistant II	0.04	\$ 2,288	\$ 1,361	3649
Administrative Assistant	0.1	\$ 4,470	\$ 458	4928
Fiscal&Admin Services Specialist	0.09	\$ 9,420	\$ 3,311	12731
Total of A	AMOUNT BUDGETED			\$ 162,971

B) Planning, Coordination, & Evaluation (PC&E)		
Total of B	AMOUNT BUDGETED	\$ -

C) Indirect Cost (Do not include PC&E and provide description of services)		
Total of C	AMOUNT BUDGETED	\$ 3,006

TOTAL OF A-C		\$ 165,977
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C&D Service Program Budget Request FY 2023/2024 (Section 18745)

Baseline Budget

D) Operations

1. Office Supplies

duplication/photocopy		
postage		\$ 250
general office supplies		\$ 100
other		
	AMOUNT BUDGETED	\$ 350

2. Training (C&D program related)

	AMOUNT BUDGETED	
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3. E-Resouces:

ENKI		
Zinio		
OverDrive		\$ 226,190
Flipster		
Hoopla		
Bibliotheca Cloud Library		
E-books (Palace eBooks for All)		\$ 15,000
E-Magazines (OverDrive)		\$ 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	\$ 285,190

4. Contracted Services for Delivery

UPS		
US Postal Service		
Contracted Van/ Courier		\$ 241,170
Software that supports Remote Reference		
Software that supports Curbside Pickup		
Other		
Total of 4	AMOUNT BUDGETED	\$ 241,170

5. System Van/Vehicle

Fuel		
Insurance		
Maintenance		
Other (specify)		
Total of 5	AMOUNT BUDGETED	\$ -

C&D Service Program Budget Request FY 2023/2024 (Section 18745)

6. Telecommunications		
Conferencing Services		
Support		
ZOOM		\$ 450
Internet		
Website updates/hosting		\$ 2,205
Phone/Fax		\$ 450
Telecommunications equipment		
Other (Doodle, SurveyMonkey)		\$ 545
Total of 6	AMOUNT BUDGETED	\$ 3,650
7. Broadband		
Service Provider Fees (CENIC or other)		\$ 40,000
Connection Fees		
Disconnection Fees		
Hardware Cost (Specify)		
Warranty Cost For Data Centers/Firewalls/Routers/Switches		
Total of 7	AMOUNT BUDGETED	\$ 40,000
8. Resource Sharing		
Link+		\$ 93,000
Document Depository		
Knowledge Sharing Database		
Other (OCLC ILL)		\$ 550
Other (Specify)		
Total of 8	AMOUNT BUDGETED	\$ 93,550
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		\$ 663,910
Total from A-C from SysAdmin		\$165,977.00
TOTAL OF A-D		\$ 829,887

**FY 2023-24 Proposed CLSA Budget
BUDGET SUMMARY**

Expense Category	Communication and Delivery Program
System Administration (PC&E)	
Salaries and Benefits	\$ 162,971
PC&E	\$ -
Indirect	\$ 3,006
SUBTOTAL	\$ 165,977
Baseline	663910
Operations	663910
Equipment	
SUBTOTAL	\$ 663,910
TOTAL	\$ 829,887

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