

**MARIN COUNTY FREE LIBRARY COMMISSION**  
**Proposed Agenda**  
**Wednesday, January 10, 2024**  
**2:00 p.m.**

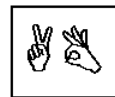
**CORTE MADERA LIBRARY**  
**707 Meadowsweet Drive, Corte Madera, CA 94925**  
Corte Madera Library --707 Meadowsweet Drive, Corte Madera, CA 94925

Directions: From Highway 101 exit west on Tamalpais Dr. Turn left on Sanford & left on Meadowsweet. Library is on the right. In order to assure a quorum, please notify us, if you are unable to attend meeting **473-3222**.

NOTICE: In order to assure a quorum, please let Library Administration know if you are unable to attend the meeting (**call: 415-473-3222**).

“Lovely days don’t come to you, you should walk to them.”  
— Rumi

<u>ITEM</u>	<u>PRESENTER</u>	<u>STATUS</u>	
2:00	1. Call to Order	Ream	Action
	2. Roll Call	Ream	Action
	3. Approval of Agenda	Ream	Action
	4. Approval of December 13, 2023 meeting minutes	Ream	Action
	5. Open Time for Public Expression		
	6. Reading & Correspondence File	Ream	Information
	7. President’s Report for December	Ream	Information
	8. Old Business		
	a. Strategic Plan Update	Adlawan	Action
	9. New Business		
	a. Biennial Library Commission Goals	Adlawan	Information
4:30	10. Director’s Report for December	Adlawan	Information
	11. Announcements	Ream	Information
	12. Adjournment	Ream	Action



Late agenda material can be inspected in Library Administration, between the hours of 8:00 a.m. and 5:00 p.m (Monday-Friday). Library Administration is located in Room 414 Marin County Civic Center, 3501 Civic Center Drive, San Rafael.

All County public meetings are conducted in accessible locations. If you require American Sign Language interpreters, assistive listening devices or other accommodations to participate in this meeting, these may be requested by calling (415) 473-3222 (Voice) or (415) 473-6172 (TTY) at least 72 hours in advance. Copies of documents used in this meeting are available in accessible formats upon written request.

*Numbered List of attachments:*

4. Minutes for December 13, 2023
11. Library Director's Report for December

Unnumbered Attachments:

MARINet Board minutes of November 2, 2023 held online and at Library Tech Board Room

**Marin County Free Library**

**3501 Civic Center Drive, Suite #414, San Rafael CA 94903** [www.marinlibrary.org](http://www.marinlibrary.org)

**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).

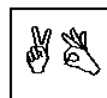
The teleconferenced meeting must meet the following requirements:

- (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 Co).

**Meeting Locations**

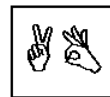
Bolinas Library	14 Wharf Road, Bolinas, CA 94924
Civic Center Library	3501 Civic Center Drive, Ste. #427, San Rafael, CA 94903
Corte Madera Library	707 Meadowsweet Drive, Corte Madera, CA 94925
Fairfax Library	2097 Sir Francis Drake Blvd., Fairfax, CA 94930
Inverness Library	15 Park Avenue, Inverness, CA 94937
Marin City Library	164 Donahue Street, Marin City, CA 94965
Novato Library	1720 Novato Blvd., Novato, CA 94947
Point Reyes Station Library	11431 State Route One, Point Reyes Station, CA 94956
South Novato Library	931 C Street, Novato, CA 94949
Stinson Beach Library	3521 Shoreline Highway, Stinson Beach, CA, 94970

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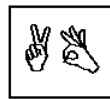
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**Anne T. Kent/Map Annex Room & MCFL Technical Services  
1600 Los Gatos Drive, Suite 180, San Rafael, CA 94903**

Directions: Highway 101 Take Lucas Valley Road to 1600 Los Gatos Drive. Follow the signs reading "Main Lobby" or "Sheriff" until once past the second building on the left you turn left into the driveway leading into the parking lot (If you reach the YMCA you've gone too far). Continue down the driveway until past the edge of the building on the left, then turn left and find a parking spot in front of the building. Enter through Lobby B and immediately on the left is the entrance to Suite 180 – MCFL.

NOTICE: In order to assure a quorum, please let Library Administration know if you are unable to attend the meeting (call: 415-473-3222).

**--PROPOSED MINUTES--  
Wednesday, December 13, 2023**

- (1) CALL TO ORDER  
Meeting called to order at 4:22pm
- (2) ROLL CALL  
Present  
Sue Ream                      Nick Javaras                      Claudia Wilson  
Sally Hauser                      Amelia Lahn                      Glynda Christian  
Margaret Kathrein  
  
Absent with Notification  
Loretta Farley                      Ali Iqbal                      Daniel Sherman  
Linda Ward                      Anya Schandler                      Ann Kaplan  
Alison Blume  
  
Also Present  
Lana Adlawan, Director of County Library Services  
Edna Guadiana, Administrative Services Associate  
Raemona Little Taylor, Assistant Director of County Library Services  
Penny Wells, MCFL Friends  
Margaret Sullivan, Annika Northland, Loren Landrum – Margaret Sullivan Consultants
- (3) ADOPTION OF AGENDA M/S/C – M/S Christian/Javares Agenda approved as submitted.
- (4) ADOPTION OF November 9, 2023 MINUTES M/S/C Hauser/Christian Minutes approved as submitted.

- (5) OPEN TIME FOR PUBLIC EXPRESSION – None
- (6) READING & CORRESPONDENCE FILE – Materials were sent to the Library Commission prior to meeting.
- (7) PRESIDENT'S REPORT NOVEMBER  
President Ream announced the following:
- President Ream thanked fellow Commissioners for another year of service.
  - President Ream announced that we still have a vacancy in District 3 and District 4. It was suggested that we post these vacancies soon.
  - Next Month's meeting is on 1/10 at the Corte Madera Library starting at 2pm.
- (8) OLD BUSINESS – NONE
- (9) NEW BUSINESS
- a. Change May 8, 2024 Library Commission meeting May 15 location will still be at the Stinson Beach Library: M/S Christian/Wilson Everyone voted in favor of changing meeting date.
  - b. Strategic Plan: Margaret Sullivan began presentation.



## WHO WE ARE



## STRATEGIC PROCESS



## PROJECT TIMELINE



## OPPORTUNITIES

- 1 Center community through a racial equity lens in our public institutions.
- 2 Affirm a commitment to a long-term relationship with our community partners.
- 3 Connect on MCFL's opportunities for the library to be a transformative partner with the community.
- 4 Investigate and discuss potential alignments with MCFL's strategic work and County initiatives.

## MCFL MISSION & GOALS

**We provide welcoming, equitable and inclusive opportunities for all to connect, learn and explore.**

### MCFL Goals

Be the preferred place for children, families and caregivers to connect, learn and grow together

Support youth in our community with opportunities for self-discovery and expression

Be a positive environment for mobile and digital literacy

Support adults through life stages with opportunities for self-development and independent learning

## HOW MCFL ENGAGES THE COMMUNITY



## STRATEGIC PLAN CENTERING RACIAL EQUITY



**Workshop 1:**  
Check your privilege



**Workshop 2:**  
Guided Discussion  
around the meaning  
of racial equity and  
how roles can  
influence or hinder  
advancement



**Workshop 3:**  
Used "Racial Equity  
Cards" to develop  
inclusive library  
services



**Workshop 4:**  
Reflecting on systemic  
barriers that prevent  
marginalized  
communities from  
experiencing library  
services

## WHAT WE'RE LEARNING

### WHO MCFL WANTS TO ENGAGE MORE MEANINGFULLY

18-45 year olds	Teens	New Adults	Low-Income Older Adults
People of Color	Homeschool Families	Foster Kids and Families	Youth Not Meeting 3 <sup>rd</sup> Grade Reading Levels
Multiple Language/Bilingual	Low-Income Communities	Immigrant Populations	Undocumented Populations
Lack of Public Transit / Mobility	Those Experiencing Homelessness	Those Experiencing Incarceration	Those with Past Bad Library Experiences

Identified by MCFL  
Racial Equity Alliance x  
Strategic Plan Meeting



### NEEDS WE ARE UNCOVERING

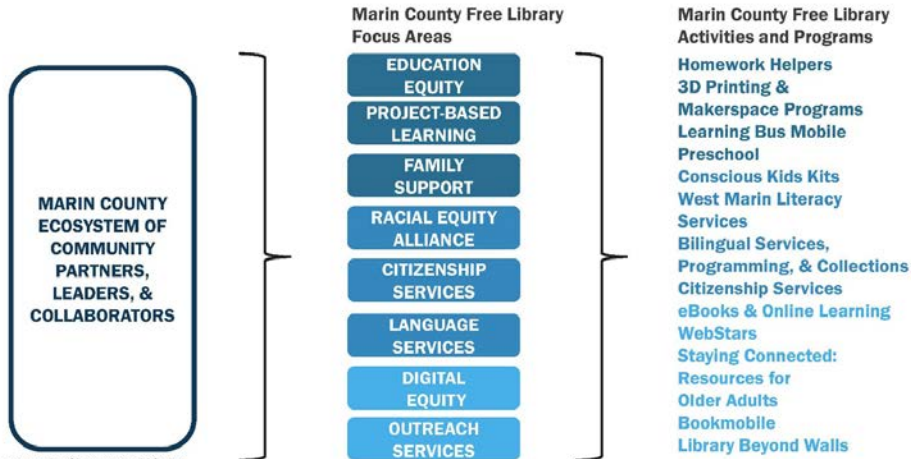
Literacy Support	Early Childhood Education	Caregiver Resources	Childcare
Loneliness & Isolation	Internet Insecurity	Access to Technology	Mental Health Resources
Mobility Challenges	Income Inequality	Food Insecurity	Affordable Housing
Climate Change	Lack of Public Transport	Resources for Aging & Disabled Population	Resources for Immigrants

Identified as "Core  
Tensions" at MCFL  
All Staff Engagement





## FOSTERING OUTCOMES



\*This is an example of how we could foster outcomes, these are not exhaustive lists.

## STRATEGIC PLAN EMERGING OPPORTUNITIES



# LET'S TALK!

President Ream thanked Margaret, Annika and Loren for their presentation.

(10) DIRECTOR'S REPORT FOR NOVEMBER – No report was given

(11) ANNOUNCEMENTS – None

(12) ADJOURNMENT – Meeting adjourned at @ 5:27pm

**Commented [AL1]:** No announcements were made



**Commission Name/Title**

Library Commission

**Commission Purpose/Mandate**

To serve as a resource body and liaison to the Board of Supervisors, the Director of County Library Services, and the community and to find ways and means of enlisting public interest in supporting and improving Library services. To serve as the Measure A Advisory Committee to provide independent citizen oversight for Measure A, a special tax for the Marin County Free Library.

**Accomplishments for 2020-22 Budget Cycle (July 1, 2020 – June 30, 2022)*****Deepen educational equity programming and partnerships to maximize support for children zero to eight years old, including arranging Marin County Free Library programming to better support educational equity efforts in FY 2020-21.***

1. Marin County Free Library promoted Conscious Kids Kits: Talking About Race Book Kits, a selection of children's picture books for children up to eight years old. These kits contain a discussion guide to support parents and caregivers as they talk about race with their children.
2. Marin County Free Library acquired and distributed over 800 Wi-Fi hotspots to school age children with limited digital access.
3. Marin County Free Library partnered with First 5 Marin to create and distribute 1,200 early learning backpacks filled with school supplies and learning activities for pre-school age children to support kindergarten readiness supports.
4. Marin County Free Library partnered with Dominican University's Service Learning program to provide Reading Buddies after-school tutoring sessions to support grade level reading education equity efforts for K-2<sup>nd</sup> graders in Marin City, South Novato, and West Marin.

***Expand investments in facilities and draft a 2021-2023 Facilities Action Plan in FY 2020-21***

1. The Library Commission worked with Marin County Free Library staff to increase the annual Measure A contributions to facilities improvement and maintenance from \$500,000 to \$1 million dollars.
2. The Corte Madera Branch Library had the roof repaired, Fire Life Safety Systems upgraded, window, sliding and dry rot repairs, electric and ADA upgrades, as well as mural art and new shelving installed in the Children's Room.
3. The Fairfax Branch Library also had a new roof installed, skylights repaired, Fire Life Safety Systems upgraded, and accessible parking added. The branch is also in process to design a new garden supported by public and private funds that will expand outdoor programming space.
4. The Novato Branch Library replaced its Fire Life Safety Systems and installed a new HVAC system.
5. Marin County Free Library issued a contract to a local architecture firm in FY 2021-22 to work to assess all ten locations for necessary space improvements up to \$2.5 million dollars from public and private funds, including Measure A funds.

***Broaden Marin County Free Library's Action Plan to recruit and retain a diverse workforce with a focus on providing career ladders; support for learning; and, cultivating equity in programs and practices in FY 2020-21 and FY 2021-22.***

1. Through a partnership between the Marin County Free Library and Santa Monica Public Library, California Libraries Cultivating Racial Equity and Inclusion (CREI) was designed and implemented to focus on catalyzing a statewide network of libraries and library staff committed to racial equity and inclusion for all. Over the last two years, CREI has guided over 35 public library jurisdictions/systems to plan for and implement racial equity and inclusion in library services.
2. In partnership with the Marin County Board of Supervisors, the City of San Anselmo, the City of Larkspur, Town of Ross; and Town of Fairfax, the Marin County Free Library curated a multigenerational set of materials and [website](https://marinlibrary.org/sir-francis-drake-boulevard/) (<https://marinlibrary.org/sir-francis-drake-boulevard/>) as well as facilitated a well-attended learning session as components of the Sir Francis Drake Blvd Renaming Conversation.
3. In partnership with the Marin County Board of Supervisors and the Marin County Assessor's Office, Marin County Free Library curated a set of physical and digital resources, as well as a [website](https://marinlibrary.org/restrictive-covenant-resources/) (<https://marinlibrary.org/restrictive-covenant-resources/>) aimed at informing and educating Marin County residents of the history and significance of government policies and programs that were intentionally discriminatory and helped create segregated communities in Marin. The resources that Marin County Free Library curated are informative and can help guide Marin County residents interested in having these illegal restrictive covenants stricken from their real estate deeds.

***Engage patrons to update the digital and physical material collection, programs, and services to advance life-long learning; independent living; and cross-generational programming in FY 2021-22.***

1. Launched a community survey for FY 2021-22.
2. Formed staff working group in FY 2020-21 to revise existing Collection Development Policy to address racial equity and diversity issues in policy and collections scope.
3. Increased access to Science, Technology, Reading, Arts and Math (S.T.R.E.A.M) learning and media rich environments through inclusive, multilingual initiatives that support students, parents, and educators to foster a love of reading and hands-on learning through virtual platforms.

**Goals and Key Initiatives for 2020-2024 Budget Cycle (July 1, 2022 – June 30, 2024)**

**Goal #1:** Engage with library staff and community members to complete the 2022-2025 Strategic Plan for the Marin County Free Library system.

- Survey community partners on shared goals and opportunities for collaboration.
- Assist library staff in the selection of a strategic plan consultant.
- Work with library staff to identify service priorities for FY 2022-23, FY 2023-24, FY 2024-25.

**Goal #2:** Complete minor interior, furniture and finishes improvements for ten public service locations in 2022 supported by Measure A, Friends of the Library and Marin County Library Foundation funds. Create a 2022-2027 timeline for additional Measure A capital improvements needed at county-owned library branches.

- Review Measure A expenditures for library's 2022 facilities upgrade project.
- Inform community members of Marin County Free Library's short- and long-term capital funding needs.
- Engage with donors to support current and future library facilities improvements.

**Goal #3:** Support the renewal of the library's Measure A campaign by working with library advocates and community groups to raise awareness of the library's current and future funding needs.

- Work with the Friends of the Library and Marin County Library Foundation to organize and fundraise for a Measure A renewal political campaign.
- Ensure library staff have support and materials to inform the general public about the campaign and library's funding needs.
- Achieve a 2/3 majority vote to pass the parcel tax measure.
- Align Measure A renewal with current and future community goals for the Marin County Free Library.

**Goal #4:** Strengthen partnerships to support library services that prioritize digital literacy needs in Marin County. Identify collaborations that support greater Internet access and an increase in technology skills for seniors and youth.

- Help to align existing and ongoing support projects with Marin County's IT Department that address digital literacy shared goals across communities.
- Continue to work collaboratively with partners in Digital Marin.
- Increase access to and training of library technology equipment for all residents.
- Encourage creativity and innovation in library staff to introduce new technologies to the public.
- Continue to increase access to Science, Technology, Reading, Engineering, Arts and Math (S.T.R.E.A.M) learning and media rich environments through inclusive, multilingual initiatives that support students, parents, and educators to foster a love of reading and hands-on learning during out-of-school time.
- Increase access to state-of-the-art digital media, peer learning and mentorship through inclusive, multilingual initiatives that empower youth (grades 6-12) as makers, creators and facilitators while deepening communication, collaboration, creativity, and critical thinking.

**Goal #5:** Support educational equity goals for children up to eight years old in Marin County by continuing to deepen existing partnerships and increase connections to community- and County-based organizations. Collaborate with the Marin County Office of Education to support school library services in all school districts and ensure that all students have access to a local library card.

- Review and/or renew existing MOUs with individual school districts to create uniform school library partnerships with districts in the county.
- Partner with the Marin County Office of Education to share student data and align student information literacy outcomes.
- Continue to participate in Marin Promise to advance equity collaboratively across the county.
- Advocate to support County of Marin programs which support whole person care for youth.

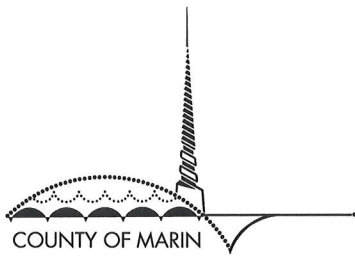
- Increase access to early childhood literacy development through inclusive, multilingual initiatives that support parents/caregivers and educators to promote learning, creativity, and exploration with children from birth to age 5 while preparing them for school.

### **Key Challenges and Issues**

The Library Commission currently has five vacancies. The Commission is actively recruiting community members from diverse backgrounds and ages from all supervisorial districts to apply.

### **Department Comments**

The Marin County Free Library supports the two-year goals of the Library Commission. Library staff look forward to working closely with Library Commissioners in the development and completion of these goals. We appreciate the Commission's advocacy in all areas of the county and their support in serving our diverse communities.



## MARIN COUNTY FREE LIBRARY



**Lana Adlawan**

*Director of County Library Services*

Date: January 5, 2024  
To: Library Commission  
From: Director of County Library Services Lana Adlawan  
Subject: DRAFT Biennial Library Commission Goals

### Library Administration

3501 Civic Center Drive  
Suite 414  
San Rafael, CA 94903  
Phone: 415.473.3220  
Fax: 415.473.3726  
CRS Dial 711  
[www.marinlibrary.org](http://www.marinlibrary.org)

Dear Commissioners,

The Library Commission's **FY 2024-26 Biennial Report** is due by January 15, 2024. These goals express your support for key focus areas and objectives for the Marin County Free Library to prioritize over the next two fiscal years. The current Biennial Report can be accessed in [Marin County's FY 2023-24 Proposed Budget](#).

In consultation with President Sue Ream, draft goals for the Library Commission to adopt have been included below. The Commission will have a chance to discuss goals and priorities in your meeting on Wednesday, January 10, 2024, and adopt a final slate of priorities for the FY 2024-26 Budget.

### Goal #1

Operationalize Marin County Free Library's new 3-year Strategic Plan in all existing library programs, services, and future initiatives. Implement a new marketing and communications plan for stakeholders to demonstrate annual progress and accomplishments.

### Goal #2

Complete a facility assessment of four County-owned branches to identify a Multi-Year Capital Plan for Measure B funds. The priority of improvements will be determined by community need through a racial equity lens. The Library Commission, as the fiscal oversight committee for Measure A and B, will approve an allocation of Measure B funds to complete necessary capital improvements for the library system.

### Goal #3

Complete interior refresh project for all 10 branches of the Marin County Free Library System. Upgrades to our spaces include additional support for technology access and use; new furniture, carpet, and paint; and flexible shelving to allow for additional program and event space.

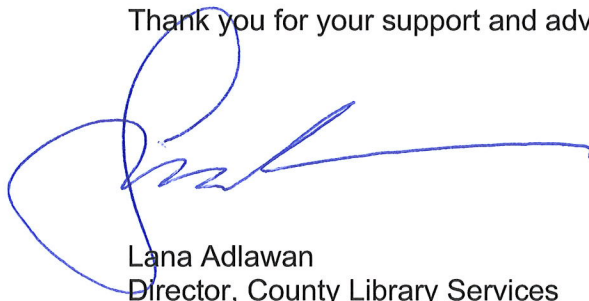
**Goal #4**

Support Educational Equity goals for children up to eight years old in Marin County in support of increasing literacy levels by 3<sup>rd</sup> grade in West Marin, Novato, and Marin City. Collaborate with the Marin County Office of Education to support school library services in all school districts and ensure that all students have access to a local library card.

**Goal #5**

Identify and strengthen partnerships to support library services that prioritize digital literacy needs in Marin County. Identify collaborations that support greater Internet access and increase in technology skills for older adults and youth.

Thank you for your support and advocacy for the Marin County Free Library!

A handwritten signature in blue ink, appearing to read 'Lana Adlawan', with a large, stylized loop on the left side.

Lana Adlawan  
Director, County Library Services

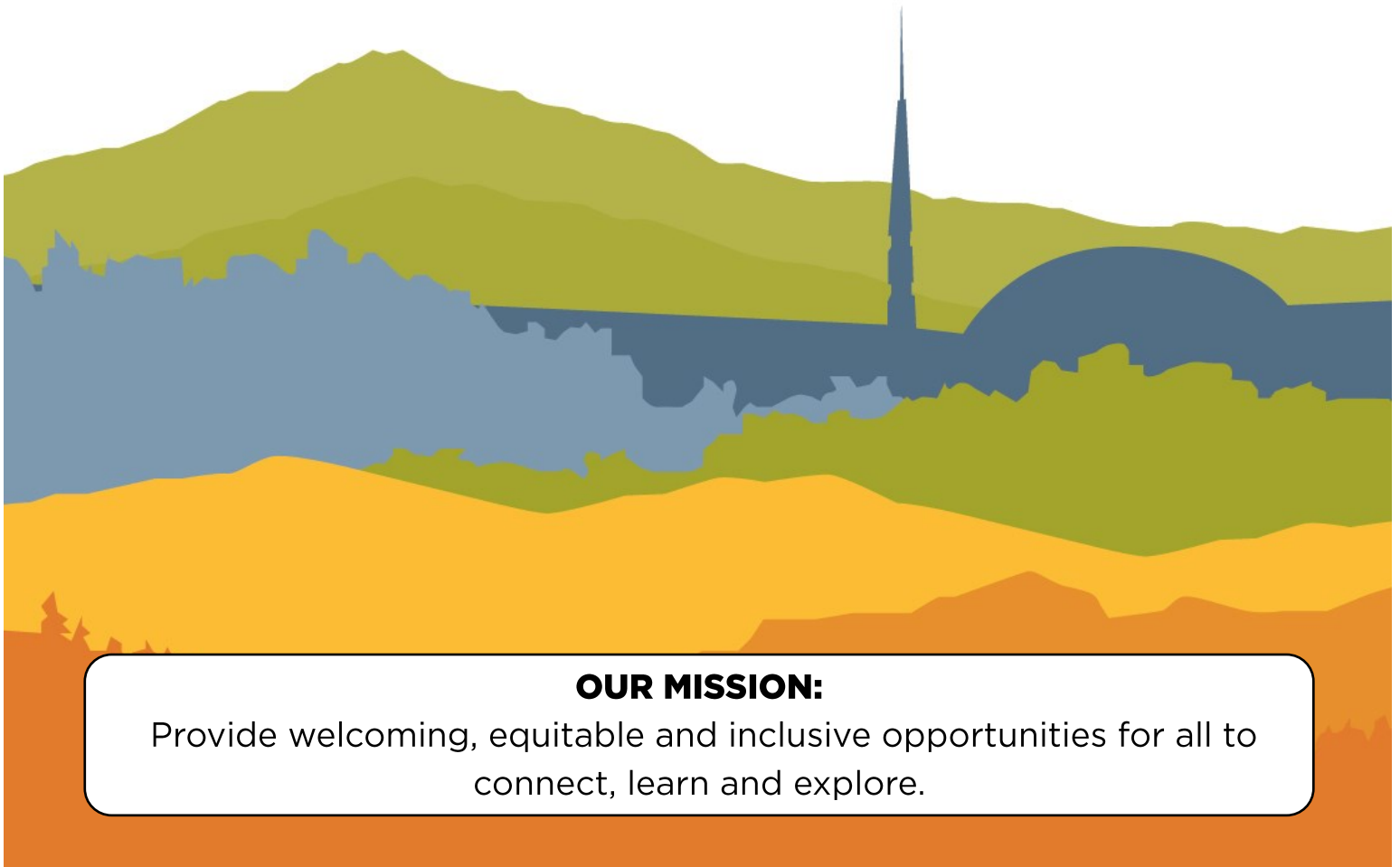


**Marin County Free Library Commission Report**  
**Lana Adlawan, Director of County Library Services**

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**DECEMBER 2023 ACTIVITIES**

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**OUR MISSION:**

Provide welcoming, equitable and inclusive opportunities for all to connect, learn and explore.



# LIBRARY ACTIVITIES AND OUR EQUITY FOCUS

## Children's Services



Libraries were busy with class visits before the winter break, showing students the resources they could access with their library cards and making sure they had good books to read over the break.

Sixth graders from the Lagunitas School District made their first field trip to the Fairfax Library in December. Children's Services Librarian, Iris Meinolf, created library cards for all the students before the visit, then showed them how to create online accounts, place holds on materials, and use online resources. Students also did a scavenger hunt to get familiar with the library, checked out books, and made buttons with Adult Services Librarian, Lauren Snell!

Storytelling artisan and educator, Alicia M. Retes brought her trilingual Native American stories to the Fairfax Library. She incorporates music, including songs of her own composition in English, Spanish, and various Indigenous languages, along with ethnic instruments and her handcrafted, 7-foot cornhusk puppets. The audience was able to try out different instruments, play a game of catch with coyote, and learn about pollinators and companion plants.

Bolinas Library welcomed fourth and fifth grade students from the local school district. They were introduced to library resources and worked on a scavenger hunt to familiarize themselves with the branch.

Bolinas Library also continues to create charming window displays for their children's room.

Rachel L. Olliff Yang of Tinkergarten brought her outdoor play experience to the Novato Library.

Families made colorful lanterns using glass jars, twine, tissue paper, leaves, and sticks. The colorful lanterns glowed brightly thanks to LED tea lights. Due to rain, participants gathered in the Children's room for stories and songs. Luckily, the rain gave out, and the group paraded around the outside of the library with their beautiful creations. It was a lovely active program that celebrated nature and the season.

Corte Madera Library continues to support out-of-school learning with their afternoon programs, including storytimes, Lego Club, and Crafternoons. Young patrons are invited to explore, build, create, and have fun!



(Continued on next page)



## Children's Services (Continued)



The Bookmobile decorated for the holiday season as well, with giant snowflakes, ribbons, and holiday books. And they received some sweet holiday thank you notes from the students at Nicasio school 😊💕.

The Learning Bus had a pajama party and potluck 😊. We had the best time eating arroz con leche and other yummy treats, drinking hot cocoa, reading books, and watching "The Snowman." Marin City joined in the holiday fun with Learning Bus staffers Alé and Elisa in those glorious kigurumi (animal onesie pajamas).

On the afternoon of Thursday, Dec. 14, the Point Reyes Library was joined by approximately 30 participants for a bilingual, family-friendly Holiday Crafts program. Parents, grandparents, children and others joined library staff in the fun. We rolled beeswax to make candles; folded paper to make origami with Bolinas origami queen, Terry Donohue; cut, glued and decorated a cardboard holiday village; and made sparkling, scented soap with mini fish figurines and other sea creatures. People left with full hands and smiling faces. Thanks to the Tomales Bay Library Association for their support of this event.

Alicia Retes presented a storytelling and cornhusk puppet program at the Point Reyes Library on Tuesday, December 19. 20 parents, caregivers and kiddos joined us on a rainy afternoon. Alicia brought a mobile garden, sang songs, played handcrafted instruments with the kids, told a coyote tale, and introduced the audience to traditional Indigenous ecological practices through her re-telling of the story of the three sisters (corn, bean, and squash).

One parent was overheard complimenting Alicia at the end of the program, saying, "You're a fearless storyteller." And the next day, another parent commented on how much she and her daughter had enjoyed the presentation. "At the end, my face hurt from smiling so much," she exclaimed. Many thanks to the Children's Services Team and the Marin County Friends of the Library for their support of this program.

## Teen Services



The Fairfax Library hosted a field trip for the sixth graders at Lagunitas Middle School. Twenty-three students got an introductory lesson on how to use the library's online resources and how to do research. They competed in a scavenger hunt, made custom art buttons, and had a great time learning about the library. Perhaps unsurprisingly, many of the students were particularly excited to learn the library now circulates video games.

The Corte Madera Library's Teen Advisory Group, a solid group of 8, decorated the teen area for winter. Crochet Corner, the popular teen developed and hosted program for all ages, had 15 attendees. Corte Madera also offered three nights of After Hours Study Hall for finals week for teens.

Novato teens had Study Hall the week of December 11th and December 18th. A quiet place to study and snacks were provided. On December 16th, all patrons were welcome to bring in their gifts to wrap. We ended the month with our Entomology Club meetup, Knitfest for teens and adults, and Level Up Gaming Club. The book display highlighted comedy/humorous young adult books.



## Adult Services



The Inverness Library hosts two on-going programs that have attracted consistent attendance. This helps to establish a sense of community and connection. Expert seamstress, Sherry Baty, leads the Mending Circle, held on Mondays at 3:30. Patrons bring their mending projects and gather for sewing and conversation in the reading room of the Jack Mason Museum of West Marin History. Sherry offers an electronic sewing machine, tools, and materials for projects as well as sewing advice. A group project is in the works that will enable everyone to contribute. The Coffee Klatch meets on Wednesdays from 10 am - 1pm. This program was popular prior to the pandemic shutdown and was successfully revived this year. A regular group of “klatchers” and volunteer gardeners from the Inverness Association meet for coffee, conversation and enjoy reading the newspapers.

Novato Library's Conversation Club in English for Adults meets weekly throughout the year. At every class there is a leading tutor from the Novato Library and additional assisting tutors to help participants practice their English conversation skills. The group loves to celebrate occasions with food and festivity and the December holidays are no exception.

Civic Center Library held a two-part program on climate smart gardening offered by Kathy Hunting, a Marin Master Gardener and an environmental health scientist. Her lectures explored the impact of climate change on Marin gardeners and mitigation strategies. They also offered a calligraphy workshop for beginners. They practiced writing the alphabet and learned how to connect letters and add flourishes.

The Fairfax Library hosted The Shenanigans, a five-piece musical group who performed Celtic and seasonal tunes to an enthusiastic audience. Featuring fiddle, flute, whistle, accordion, hammered dulcimer, vocals and more, their delightful and beautiful music brought light into this dark time of year.

Marin City held a community cookie swap and enjoyed sharing home recipes, decorating, and making a mess!

Over 50 people attended rock and soul historian Richie Unterberger's Novato Library presentation on soul music of the 1970s. The presentation included film clips by greats such as Sly Stone, Tina Turner, Curtis Mayfield, Nina Simone, Stevie Wonder, Gladys Knight, and numerous others, and highlighted how soul music of the period reflected social change in the African-American community. Publicity for the program – a part of Novato Reads – included an article in the IJ: [bit.ly/3tAu657](https://bit.ly/3tAu657)

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## Adult Services

(Continued)

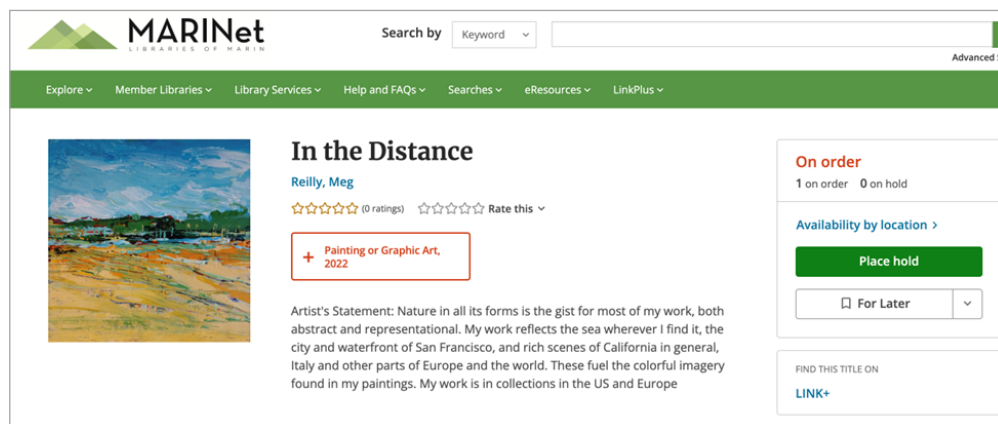


Craft workshops are popular at the Corte Madera Library and learning how to make felted animals with talented librarian, Amanda Tomlin, was no exception. Patrons had a great time learning this new skill and were pleased with their creations. All of the materials were supplied through support provided by the Friends of the Corte Madera Library. The Corte Madera Library also hosted a fascinating lecture on the art of lacquerware given by a docent from the Asian Art Museum of San Francisco and supported by the Friends of the Corte Madera Library.

## Collection Development & Management

### CollectionHQ Update

MCFL has been diligently working on inventorying and cleaning up our collections for the last six months using an old-but-new-again to us tool called CollectionHQ. This tool analyzes our collections on an individual and system basis, streamlining and targeting resources to where they need to land in our communities. While we've been focused on giving our system a "refresh" to showcase items of interest to patrons and ensure that our materials are in good condition, we've held off on diving into using the tool more widely with all staff until our collections were in shape to move forward. Thanks to the hard work of multiple staff and the leadership of the selector team, WE ARE READY! Selectors will complete trainings for each branch / unit location over the next few weeks to share all the wonderful things this tool provides to us and, again, help us get our materials into the hands of those waiting for them that much easier.




Our cataloger, Mildred Arencibia, has been hard at work at a core piece of the On the Wall art lending collection – entering the art and their descriptions into our catalog! Each piece is a unique record and image that needs to be created, and Mildred is noting details such as the type of medium used, including an Artist's Statement and identifying key terms to make these objects easily findable in our catalog. This is not an easy task, by any means, and we are so fortunate to have Mildred on our team with her incredible expertise. Thank you, Mildred!

(Continued on next page)


## Collection Development & Management

### Travel, Travel and More Travel



With the removal of COVID-19 health restrictions, more and more of our patrons are interested in travel and traveling. We've been bulking up our travel sections across all locations with new items, ensuring that all library patrons have the best information possible in exploring and traveling to new locations. One additional improvement we've done is updating images in our catalog to make our collections even more enticing. See below for an example of this work. The first image is the updated record and the second was the pre-existing record before improvements were made. Which item would you be interested in?




#### Lonely Planet Mexico



 Book - 2023  
Available [View location availability](#)


Place hold

 For Later 

 Book - 2021  
Available [View location availability](#)


Place hold

 For Later 





#### Borneo

★★★★☆

 Book - 2008-  
Available [View location availability](#)

Place hold

 For Later 

For MCFL, our collections (both physical and digital) are booming. It's these little adjustments we make on a daily basis that make you happy, which makes us happy. Happy reading, Marin!



## Educational Equity



### South Novato

Youth Services Librarian Brian Campbell-Miller and Community Library Specialist for Spanish Services, Youth and Family, Héctor Garcia attended Hamilton School's annual Giving Tree Event. The event served 107 families and 106 students.

Hamilton's first grade class also visited the library for storytelling, library touring, and checking out books. All Novato Unified School District students (TK through high school) have Marin County Free Library cards through the My Card/Mi Tarjeta library card partnership with the district.

South Novato Library staff started a pilot program in partnership with Hamilton School to introduce children and families to the language learning resources available at the library. Four families with children in first and second grade visited the library in December for an initial meet and greet and tour.

### Marin City

In anticipation of our upcoming location refresh, Marin City has embarked upon the essential task of rearranging our collection. We are doing this in order to increase the flexibility of our shelving and improve access for our patrons.

Our Spanish children's section was previously isolated to two packed shelves. By moving sections of Spanish children's books next to their coordinating sections in English, we increase user friendliness for both parents and children and hope to raise our circulation accordingly. This opportunity allows us to showcase some of our beautiful Spanish nonfiction for children and take just as much pride in it as in our English collection. Teen books are also shelved in the appropriate section to promote circulation. In addition, board books are now placed at an infant-friendly browsing height to encourage in-library use and decision-making by our youngest patrons.

Our school staff are also busy working on the collection of the school libraries while students are on break. New books are being added and the collection is being relabeled to incorporate the Fountas and Pinnell reading levels system, making it easier for teachers and students to select books that match their desired reading level.

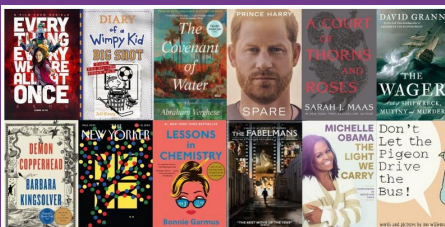
### West Marin

All Nicasio School students received the new student "My Card/Mi Tarjeta". They were thrilled and got to use it the very next day when the Bookmobile visited their school. They particularly enjoyed the giant card!

# Communications & Publicity



## Winter Reads for Kids



Most Popular Titles in Marin 2023

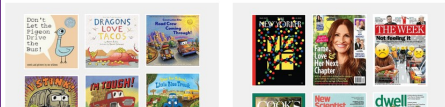
MARIN COUNTY  
FREE LIBRARY

**WE'RE HIRING!**

## Librarian II

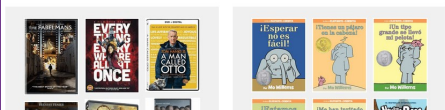


Marin County Free Library provides welcoming, equitable, and inclusive opportunities for all to connect, learn, and explore!



Most Popular in Marin 2023: Picture Books  
STAFF LIST

Most Popular in Marin 2023: Digital Magazines  
STAFF LIST



Most Popular in Marin 2023: DVDs  
STAFF LIST

Niños - Títulos Más Leídos en 2023  
STAFF LIST

As we headed into the last month of the year, we collected winter-themed events and curated lists of books and movies into a Winter Wonder selection to share cozy options for the season on the website, including “Home Viewing for the Holidays” a collection of streaming videos from Kanopy, Winter Reads for Kids, and Winter Mysteries & Thrillers to Enjoy by a Fire, and more.

To connect our community to the top reviewed books of the year, available in print and digital format at the library, we published a blog post written by library staff, “Best Books of 2023” that highlighted many of the end-of-year lists, including the NPR: Books We Love list. This post was also featured in our December Library News message.

We compiled data about the most popular items read and watched in Marin during 2023, in English and Spanish, to create our series of lists to share with the community. Collected into a blog post, we highlighted these lists and provided a breakdown of “top 5” for many categories for people to browse. This post and associated lists are some of the most popular content accessed on our website.

Our marketing design team worked on several projects to provide support for recruitments for the Library Commission and Assistant Director, as well as contributing to communications to partner organizations for the Strategic Plan and designing a tote bag. We also contributed branding information for the new Meescan self-checks being deployed in some branches.

In our email newsletters this month, we featured our Director’s message with information about our Strategic Planning process (see details in Director’s Report), the Most Popular Titles in Marin in 2023, the Best Books of 2023, the resurgence of Book Clubs in the library, the new options for managing email preferences for receiving library newsletters, and news from the Book Place. We also sent out newsletters with events happening in January 2024 for the Civic Center, Corte Madera, Fairfax, and Novato Libraries.

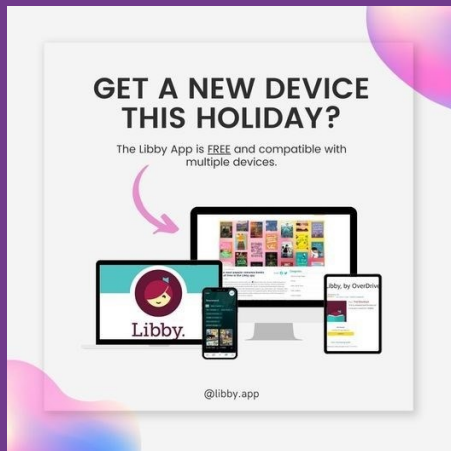
We highlighted lots of curated booklists created by our library staff on our website this month that help people find books and items of interest. These included many Most Popular in Marin 2023 lists, including: Fiction, Fiction eBooks, Fiction Audiobooks, Nonfiction books, Nonfiction eBooks, Nonfiction Audiobooks, Teen books, Teen eBooks, Teen Audiobooks, Kids Books, Kids eBooks, Kids Audiobooks, Picturebooks, Digital Magazines, DVDs, Niños - Títulos Más Leídos en 2023, Adultos - Títulos de Ficción Más Leídos en 2023, Adultos - Títulos de No Ficción Más Leídos en 2023, Títulos Digitales Populares en 2023. Plus all the new in December books for children, teens and adults, hidden jewels and new eAudiobooks and eBooks provided by our amazing team of selectors.

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## Communications & Publicity (Continued)

Some of the highlights shared on our social media channels included information about online resources available for free through the library, like Libby, an ebook app, and Mango, a language-learning app. Also shared were lots of “end of year”, “most popular” and “best of” links to ebooks, music, streaming movies, and booklists, as well as creative library displays and awesome library events in our branches.



### New Year, New Languages

The New Year is celebrated on different dates and in different ways around the world. Here's how to say "Happy New Year" in Mango Languages' top nine languages.



<b>Arabic</b> (Arabic) كل عام والشي بخير [kel Aam w enti bakhair]	<b>Brazilian Portuguese</b> Feliz ano novo [feyLEES Ahnnoo NOvoo]	<b>Chinese</b> (Mandarin) 恭喜发财 [K'innán kúahé]
<b>French</b> Bonne Année [Bun Anéh]	<b>German</b> Frohes neues Jahr [FRÖHes NOvres year]	<b>Italian</b> Buon anno nuovo [Buwon Anno NOOHNOvoo]
<b>Japanese</b> あけましておめでとう [akemaashite omedetoo]	<b>Russian</b> С Новым Годом [s NOvym GOdam]	<b>Spanish</b> (Latin American) Feliz Año Nuevo [fehLEES AHnyoh NWEHboh]

Mango Languages is available for free through the library!  
All you need is a library card to dive in and spread the love.

[mangolanguages.com/libraries](http://mangolanguages.com/libraries)

LANGUAGE'S  
IN ADVENTURE





## **PERSONNEL UPDATE**

Thank you to the MCFL interview panel members, hiring managers, administrative staff, and Finance, Accounting and Human Resources (FAHr) team members for helping us to recruit, promote and onboard new staff.

Please welcome the following staff members to MCFL and to new roles within MCFL!

Welcome to Corte Madera, Laura Kennett!

Welcome to The Learning Bus, Monica Ceron Mendoza!

## **VACANCIES UNDER REVIEW OR IN PROGRESS**

Assistant Director of Library Services 1.0 FTE, Library Administration

Community Library Specialists (3) 1.0 FTE Marin City, 1.0 FTE South Novato, 1.0 FTE Library Beyond Walls

Library Aide (3), (2) 0.5 FTE Novato, 0.62 FTE Fairfax

Library Assistant II, 1.0 FTE Novato

Library Assistant I (2), 1.0 FTE Marin City, 1.0 FTE South Novato

Librarian II (4), 1.0 FTE Civic Center, 1.0 FTE Marin City, 1.0 FTE Novato, 1.0 FTE West Marin

Library Services Manager 2.0 FTE, Technical Services & Public Services

MARINet Systems Administrator 1.0 FTE, MARINet

# **MESSAGE FROM THE DIRECTOR OF COUNTY LIBRARY SERVICES, LANA ADLAWAN**

We have had so much to celebrate in 2023 and are looking forward to a productive 2024. From our colorful new Bookmobile design in celebration of their 75th year of service, to the opening of The Shop, our new community creative space for all ages in Novato, the library has been actively adding programs and services in celebration of greater access to resources for all. Here are just a few of our accomplishments in 2023:

- Launched On the Wall: Community Art Lending Program, a partnership with the Department of Cultural Services
- Introduced patron self-service laptop kiosk at Novato Library
- Added mobile checkout for all library patrons
- Added new format to library collections – video games!
- Debuted new Summer Adventure Program for youth in Marin
- Expanded Homework Helper program to two additional sites: Fairfax and Novato libraries
- Expanded California Room and Inverness Library public service hours
- Completed the Fairfax Library Safety Improvements project with minimal disruptions to public service
- Filled 25 vacant positions
- Honored all library staff with a Board of Supervisors' Resolution for National Library Week and National Library Workers' Day

As we head into 2024, the library will bring forth a new strategic plan in March 2024 that will guide us for the next three years. Our plan will be one of the first library strategic plans in the country to center racial equity in its development, in alignment with the Board of Supervisors' commitment to racial equity. The plan is informed by broad outreach with contributions of community members, partners, and Marin County leaders and builds upon our countywide Community Survey and Community Chats completed in 2021-2022. Every library employee has also had the opportunity to contribute to the strategy's development.

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# **MESSAGE FROM THE DIRECTOR OF COUNTY LIBRARY SERVICES, LANA ADLAWAN**

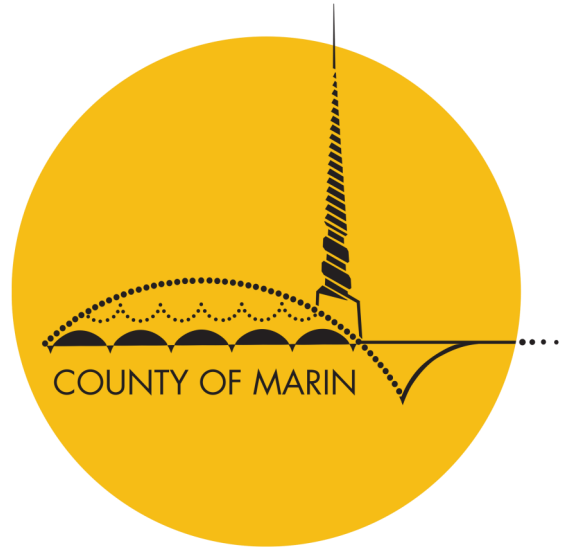
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Though a methodology that incorporates listening and learning, we are identifying key needs and aspirations of community members, exploring potential partnerships and alignments with county-wide initiatives, and hearing how valuable the Marin County Free Library is to the community. We know that the library changes lives on a daily basis. Our strategic plan and analysis will provide the roadmap to clearly define our impact for collective community success.

In community,

Lana Adlawan  
Director, County Library Services





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## **COMMISSION MEMBERS:**

MCFL and the County of Marin

**THANK YOU** for your commitment to welcoming,  
equitable, and inclusive library services.

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**MARINet Board Meeting Agenda**  
 Thursday, November 2, 2023  
 1600 Los Gamos, Suite 180 San Rafael CA 94903  
 9:30 – 12:00 p.m.

<b>I. Determination of a Quorum</b>	9:30 am
<b>II. Introduction of Guests</b>	9:30
<b>III. Public Comment Period</b> An opportunity for any citizen to address the MARINet Board on any MARINet matter. Please limit statements to 3 minutes.	9:30
<b>IV. Approval of Minutes from Previous Meetings (Action)</b>	9:35
<b>V. Standing Agenda Items</b>	
A. Collaboration/Partnership ( <i>Discussion</i> )	9:35
B. Systems Administrator Report ( <i>Discussion</i> )	9:45
C. Topics for Future Agenda ( <i>Discussion</i> )	9:50
D. Library Announcements ( <i>Discussion</i> )	9:55
<b>VI. Business Topics</b>	
A. Staffing Consultant - Virtual Presentation of Staffing and Organizational Restructuring Recommendation Report ( <i>Discussion</i> )	10:00
B. Break	10:30
C. Staffing Consultant Presentation continued ( <i>Discussion</i> )	10:35 am

*Minutes will be taken by MARINet*

MARINet Consortium 1600 Los Gamos Dr., Suite 190, San Rafael CA 94903 // <https://marinet.lib.ca.us>

Commonly Used Acronyms in minutes and agendas:

AMH	Automated Materials Handling (Book sorters)
API	Application Programming Interface (verifies database access for patrons by barcode and PIN)
BET	Belvedere Tiburon Library
BSWG	Bibliographic Standards Working Group
COM	College of Marin (Library)
CSWG	Children's Services Working Group
CWG	Circulation Working Group
DB or DBs	Databases, often used for all electronic resources online
DOF	Department of Finance (County of Marin)
DRWG	Digital Resources Working Group
DUC	Dominican University (Library)
FY	Fiscal Year (July 1 to June 30)
III or "Triple I"	Innovative Interfaces Inc., maker of Sierra
ILS	Integrated Library System (Sierra)
IST or County IST	Marin County's Information Services and Technology Department
LRK	Larkspur Library
MCFL	Marin County Free Library

Munis	Marin County's financial system that we use to pay bills
MNet	MARINet
MVY	Mill Valley Library
RFID	Radio Frequency Identification
RFP	Request for Proposal
SAN	San Anselmo Library
SAU	Sausalito Library
SIP2	System Interchange Protocol v.2, connects self-checks to Sierra
SRPL	San Rafael Public Library
Sys Admin	Systems Administrator
TSWG	Teen Services Working Group

# DRAFT MARINet Board Meeting Minutes

Thursday, October 5, 2023



**Meeting Held at:** Los Gamos Board Room 1600 Los Gamos, Suite #190 San Rafael, CA 94903

## Present:

Board Chair: Lana Adlawan (MCFL)

Board: Sara Frye (College of Marin), Damon Hill (Larkspur), Anji Brenner (Mill Valley), Linda Kenton (San Anselmo), Jill Tokutomi (San Rafael), and Abbot Chambers (Sausalito)

MARINet Staff: Jessica Trenary

Adlawan called the meeting to order at 9:32 a.m.

- I. Determination of a Quorum – Yes
- II. Introduction of Guests – None
- III. Public Comment Period – A member of the public had three comments:
  1. The barcode sticker created by the barcode duplicator wears away and then the barcode is not able to be scanned.
  2. OverDrive has no mechanism to deliver the PDF insert that should accompany some e-audiobook titles. The patron has to go to the publisher's website for the materials that Overdrive should provide.
  3. The display of DVDs at Northgate is pleasing and makes browsing easier, as compared to other libraries where only the DVD spines are facing out.
- IV. Approval of Minutes from Previous Meeting(s) (*Action*) – **Brenner moves to approve the September 7 and September 18, 2023 meeting minutes, Chambers seconds. Kenton abstained, otherwise unanimously approved by a voice vote.**
- V. Business Topics
  - A. CENIC – SmartNet, CA Grant, Equipment Refresh (*Action*) – Trenary said that SmartNet coverage on eligible equipment is in place until March 2024. In February, the need will be reviewed and the contracts will be extended if necessary. The CA Grant is ready to be submitted. Trenary reviewed the equipment recommendations by Marin IT and their projected costs to install the equipment. Duran recommended confirming the timing requirements around spending the grant funds. **Chambers moves to approve Trenary submitting the CENIC grant application to CA State for up to \$200,000 for CENIC equipment and installation, Kenton seconds. Unanimously approved by a voice vote.**
  - B. Board Resolution – CENIC Hardware Equipment (*Action*) - **Duran moves to approve the Board Resolution for CENIC Hardware Equipment, Tokutomi seconds. Unanimously approved by a voice vote.**
  - C. Discretionary Purchase Authority for Sys Admin (*Action*) - **Duran moves to approve the forthcoming Board Resolution for Discretionary Purchase Authority for Sys Admin with a clarification on the funding sources, Tokutomi seconds. Unanimously approved by a voice vote.**



- D. Staffing Consultant – Update (*Discussion*) – Adlawan led a discussion around the review of the Board working session with Whole Mind Strategy Group on September 18<sup>th</sup> as well as their draft MARINet purpose and principles. Trenary will send the Board’s feedback to the consultants.
- E. BiblioCommons Analytics (*Action*) – **Chambers moves to approve using unspent SimplyE funds to purchase BiblioCommons Analytics consulting time for \$2,250, Kenton seconds. Unanimously approved by a voice vote.**

VI. Standing Agenda Items

- A. Collaboration/Partnership (*Discussion*) –
  - San Rafael, Larkspur, and MCFL are working with Marin Community Clinics to do outreach. The libraries would consider working on a joint “Inspiration Grant” from CA State Library.
  - COM’s 2025 Common Read will feature Poet Laureate, Ada Limón. Mill Valley and Belvedere Tiburon were interested in collaborating on events.
  - Libraries are working on their report for CA State’s yearly Public Libraries Survey. Libraries shared trends they are seeing, like rise in number of library card holders.
- B. Equity (*Discussion*) – Chambers led a discussion around the demographics of librarianship, looking at Data USA, a project of Deloitte, Datawheel, and Cesar Hidalgo, Professor at the MIT Media Lab and Director of Collective Learning.
- C. Systems Administrator Report (*Discussion*) – Trenary mentioned a successful implementation of Quick Click and the Sierra 6.0 upgrade. She also noted that she is working with Innovative Rep, Tom McNamara, on multi-year renewal pricing to present to the Board at a future meeting.
- D. Topics for Future Agenda (*Discussion*)
  - Staffing Consultants Report (*Discussion*)
  - CENIC Hardware Refresh (*Discussion*)
  - Proposal to Reformat Equity Discussion (*Discussion*) – Anji
  - Hoopla Subscription and Hoopla Records (*Discussion*)
  - Reserve Fund Policy – which would include the specific amount of money to be kept in reserve, the purpose of the fund, and the allowable balances (*Discussion*)
  - Innovative Sierra Multi-Year Renewal Pricing (*Discussion*)
- E. Library Announcements (*Discussion*)

## DRAFT MARINet Board Meeting Minutes

Thursday, October 5, 2023



- Chambers – Sausalito lost an excellent Children/Teen Librarian to a career advancement opportunity at another library. The library made a job offer to a candidate for a new 30 hour/week Program and Marketing position.
- Frye - Emory Douglas opening reception is October 5 and the culmination event, [An Evening with Emory Douglas](#), is on October 26, 2023, from 5-8 pm. 200+ people have already signed up and it's free and open to the public.
- Adlawan – Hiring for MCFL's Learning Bus. Experience working with children and bilingual preferred, no special license required to drive the bus, training will be provided.

Adlawan adjourned meeting at 11:10 a.m.

*Minutes respectfully submitted by Trenary*

## Systems Admin Report - Nov 2023

### Current Projects

1. CENIC Refresh – Coordinated with MCFL IT on their plans for wireless access points; finished and submitted the CENIC grant to California State Library.
2. MNet Staffing RFP – Sent feedback on missions, principles; sent feedback on draft report.
3. Quick Click (loading records from B&T directly to Sierra) – Setting up Larkspur and San Anselmo Libraries next
4. Delivery – Worked with Sprint to add Saturday pick-up for the Tam Junction book drop for free
5. New Tech Implementations – Troubleshooting MCFL’s new Novato laptop kiosk and continued support for pilot Meescan self-checks.
6. Student Library Cards – Met with Dan C. to discuss workflow for 2,000 student load of San Rafael and Miller Creek cards for San Rafael. Ran duplicate script, set up documents for SRPL. Meeting with Mill Valley and Belvedere Tiburon to discuss next steps. Meeting with COM re: M00 cards.
7. Digital Resources – Worked with ProQuest to configure new offering from CA State Library called Performing Arts Collections; Meeting with Newsbank and EBSCO (Novelist Select) to discuss pricing for next fiscal.
8. Staffing – Completed my Employee Self-Assessment (through County Talent Quest) for my annual review; Met with Connie and Giao re: their goals. Coordinated County ergonomic evaluations.
9. Office Furniture – Our office chairs are 10+ years old and beginning to literally break apart. Even though it’s not in budget for safety reasons I ordered 4 new office chairs. The County of Marin has a relationship with CRI, so the cost is discounted. Salary savings will be used for the expense.
10. Attended “Palace Project Update” meeting (Oct 3, 2023) – Progress being made in Analytics. Still no Kindle titles or magazines - which are now the highest circulating items on Overdrive.
11. CWG (Oct 12, 2023) – Cleaned up “bad” check-outs to PType 70 and 71 (over-ride by Circ staff); Cleaned up typos in Issuing Library; Troubleshooting notice printing errors post Sierra 6.0.
12. Upcoming Conferences – MARINet should attend the yearly CENIC conference. Scheduled for March 25-27, 2024 at Hyatt Regency Monterey. Current staffing would make attendance inadvisable.

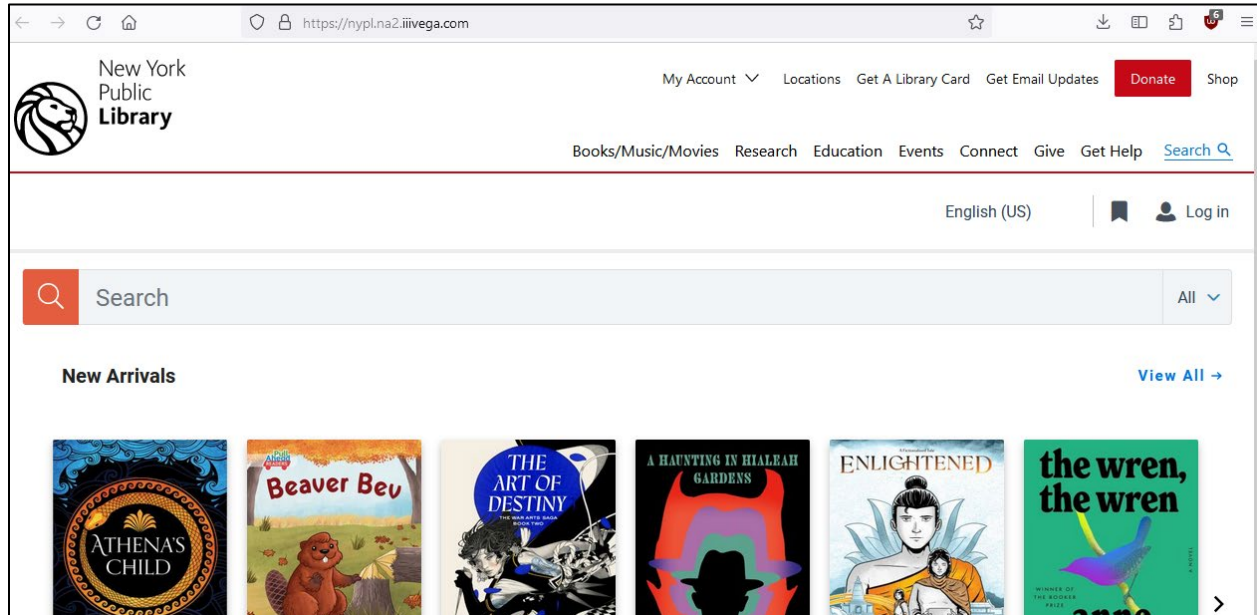
### System Updates

#### Innovative/Sierra

- Working with Innovative on Sierra slowness
- More info coming on multi-year Innovative contract
- LINK+ scheduled maintenance and then outage 10/12/23

## Systems Admin Report - Nov 2023

- New York Public Library unveiled their new Vega (Innovative's new discovery layer) catalog. IMO, Vega is a big improvement over Encore but they're still catching up to BiblioCommons, in terms of design and features.



### BiblioCommons

- Attended BiblioCommons Bay Area Meeting in Alameda on Friday, 10/27 – BiblioCommons is staying aware of competing discovery products and the quickly changing technological landscape (especially around privacy, analytics and AI). They are trying hard to hear what libraries need and to react meaningfully through their products. For example, much more personalization coming in the BiblioCommons App.
- Kick-off meeting re: Google Analytics 4 Dashboard consulting. “Default” dashboard should be ready in November. Will meet with BiblioCommons and MCFL, SRPL in December for deeper dive reports and feedback. Dashboard available for all in January.

### CENIC

- Setting up authentication for new Staff NAT IPs for each MCFL branch
- The new fan tray arrived to replace the faulty one for the ASR9000. Unfortunately the new part has a manufacturing defect. Marin IT is ordering another one and will replace it ASAP.

- Trenary, Temp Sys Admin 10/27/23

# **Staffing and Structure Recommendations**

**Prepared for the MARINet Board of Directors**

**Eric Meade, Principal, Whole Mind Strategy Group  
With Linda W. Braun, Principal, The LEO Group**

**Oct. 26, 2023**

## Background

The MARINet Board of Directors stands at an inflection point in its capabilities and in its value for its members. Since its formation in 1993, MARINet has implemented numerous resource sharing opportunities for its members, including a shared library catalog, public library network connections through CENIC, support in digital collections management, delivery services to move physical materials around the county, and training and support for library staff. Following the recent retirement of the MARINet system administrator, the MARINet Board faces a set of decisions that will shape MARINet's capacity and services in the years to come.

MARINet's future is both promising and precarious. While MARINet has many opportunities to support its member libraries by taking on new roles that would increase the efficiency of the county-wide library ecosystem as a whole, the organization faces urgent challenges related to structure and staffing. Most notably, MARINet lacks sufficient staff to complete its work as currently defined. MARINet has only three staff, only one exempt employee, and no succession plan. If that one exempt employee were to leave, one can easily imagine that MARINet would struggle to function as currently constructed.

In this context, the MARINet Board hired a consultant team of Eric Meade of the Whole Mind Strategy Group and Linda W. Braun of the LEO Group to develop recommendations for the structure and staffing of MARINet going forward. (See **Appendix 4** for consultant bios) In particular, the consultants identified the following concerns:

- **Insufficient Staffing:** As noted above, the staffing of MARINet is not commensurate with the roles assigned to MARINet by its members. Projects are regularly placed on hold. Some tasks and services, like the management of Overdrive, the ebook delivery service, have increased in the time and attention they require. Added to this, the Help Desk function has expanded beyond its intended scope and now consumes several hours of attention each day. Recently, when the one exempt employee (the System Administrator) was out on vacation, a service disruption required the non-exempt staff to engage in urgent troubleshooting, for which they have no formal training, to get the system operational again. On top of all this, MARINet staff are often asked to take on additional projects for individual member libraries, even as essential tasks like training for library staff have dwindled over time.
- **Absence of Clear Strategic Direction:** The MARINet Board has never had a strategic plan and seems to lack a clear and actionable strategic framework or vision for making decisions. The Board often reacts to events rather than proactively setting a consistent strategic direction for the consortium. Emergent topics get added to the Board agenda, only to be replaced the following month as interest drifts elsewhere. As a result, some Board members, and member library staff, are unclear about the actual value MARINet provides, and could provide, while MARINet staff are left without clear guidance on how to allocate their time to the highest-priority issues and projects.

- **Outsized Influence of the Marin County Free Library Director:** Marin County Free Library (MCFL) pays approximately half the cost of MARINet and has approximately half the voting rights. (Additionally, MARINet is collocated with MCFL and the MCFL director has been conducting the performance evaluation for the MARINet system administrator.) Historically, some MCFL directors have moved MARINet in a certain direction just by finding one other library to vote with them, a dynamic the other members have referred to as “MCFL plus one.” While this is not the case under the current MCFL director, who seems to approach her role much more collaboratively than some of her predecessors, MARINet is highly vulnerable to the level of support and engagement of whoever happens to be MCFL director at the time. An MCFL director who did not support MARINet could easily introduce volatility and inconsistency into the consortium's strategy and operations.
- **Lack of Clarity and Vision About MARINet's Role and Potential:** Several MARINet library directors view the consortium primarily as an expense rather than as an investment that yields an economic return through greater efficiency and a higher-quality user experience. They also overlook its potential to extend each individual library's reach and increase access. The member libraries persist in duplicating tasks that could be done more efficiently at a consortial level, such as purchasing and collections management. Paradoxically, members want MARINet to create a more seamless user experience, even as they wonder why residents do not realize that there are multiple libraries in the county.

By addressing these concerns, MARINet can position itself to provide greater service and efficiency to its members in the years to come. Recommendations for doing so are provided below.

## Methodology

MARINet embarked on this process in search of practical, achievable, and realistic recommendations for revisions and adjustments to the organizational structure of the organization. To develop these recommendations, the consultant team reviewed organizational documents and conducted interviews with all MARINet Board members, all three MARINet staff, three MARINet working groups, and two external stakeholders. The consultants also researched other library consortia from across the country, including conducting interviews with four consortium leaders, to identify approaches relevant to MARINet.

During this research, “best practices” for library consortia proved elusive. Each consortium approaches its role in its own way, taking on some tasks and leaving others to the member libraries themselves. All consortia contacted provide an ILS, but some use open source (e.g., Evergreen) while others use a traditional vendor (e.g., Innovative). Some consortia provide technical training to library staff, while others expand this to include professional development. Consortia also fund their activities in their own ways, using different cost-sharing schemes and

formulas to account for library size, resources, utilization, budget, etc. A compilation and analysis of the findings from these external interviews are summarized in **Appendix 1**.

Given the variety of approaches used by other consortia, the consultants treated the external research findings as a vocabulary of ideas MARINet could consider, depending on their own aspirations for the future. Before the consultants could propose recommendations for MARINet's structure or staffing, it was essential to outline what MARINet wanted to be and do in the years ahead.

To answer these questions, the consultants designed and facilitated a half-day workshop in which the Board members conducted a series of activities that engaged them strategically.

- First, Board members reviewed the evolution of MARINet in the context of global, sectoral, and institutional changes that have occurred over the past 20 years, such as globalization, the expansion of the Internet and social media, political polarization, and the rise of ebooks, audiobooks, streaming services, social media, etc. This review highlighted what MARINet accomplished successfully in the past as well as the issues that they will need to address in the future.
- Second, Board members developed a purpose for MARINet to pursue that is consistent with its past but appropriate for its future, and they developed the principles by which they hope to accomplish this purpose. Unlike hard-and-fast goals, principles are behavioral aspirations that guide action without prescribing it<sup>1</sup>; thus, they are appropriate strategic constructs for complex, changing environments where the correct course of action cannot be known for certain in advance. Given that MARINet has never had a strategic plan, this activity surfaced important conversations for the Board to have, on topics where the Board members had rarely if ever shared their divergent perspectives.
- Third, Board members applied the purpose and principles to the various components of MARINet's model, such as governance, cost-sharing, staffing, ILS maintenance, and managing patron records, etc., to essentially design the kind of organization that would be pursuing their purpose in line with their principles.

Following this workshop, the consultants compiled and refined the Board's outputs in order to generate a set of recommendations, drawing as well upon the consultants' research of other consortia, that fits MARINet's unique circumstances and how the Board would like to proceed.

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<sup>1</sup> One well known principle is, "Honor thy father and mother." This principle provides clear guidance, but does not prescribe any particular behavior. For example, one person may enact that principle by saying, "When Mom gets old and frail, she's going to come live with us," while another person may enact that principle just as well by saying, "When Mom gets old and frail, she's going to go to a facility where she can get the care she needs." Using principles rather than goals ensures strategic consistency while also allowing for the flexibility that is required when situations vary or are impossible to predict.

Submitted by Whole Mind Strategy Group, LLC

October 26, 2023



### ***MARINet's Purpose***

To collaborate in planning, funding, and executing library functions to enhance access, harness efficiencies, and reduce cost.

### ***MARINet's Principles***

- ***Access:*** Make a consistent baseline of services available for all communities. Aspire to equity with targeted focus on the most marginalized communities.
- ***Locality:*** Give our staff and local communities a voice in shaping the collections, programs, services they enjoy.
- ***Strategy:*** Make informed decisions together to anticipate and address community needs.
- ***Collaboration:*** Build connections among staff to share information, solve problems, and provide support.
- ***User Experience:*** Provide residents with a positive, convenient user experience through shared and coordinated systems and processes.

## Tiered Strategic Options for MARINet

The following table lists the key findings identified by the consultant team and proposes steps MARINet could take to address the findings. The proposed steps are distributed across three “aspirational levels,” which can also be seen as MARINet’s appetite for change. The first “aspirational level” includes steps that the consultant team believes MARINet must take in the near future in order to alleviate understaffing, establish minimal strategic coherence for the organization, provide for an appropriate level of governance by the Board, etc. The third and highest “aspirational level” describes steps that would be consistent with greater collaboration among Marin County’s libraries through MARINet.

Recognizing MARINet’s current circumstances, the consultant team has shaded in **RED** and **ORANGE** those activities that warrant immediate consideration. Those shared in **RED** are considered “must-haves,” or implementation of “best practice” for most organizations, while those marked in **ORANGE** are specific to MARINet and its purpose, principles, and strategic context. The bracketed numbers align to the recommendation numbers in the table in the subsequent section, starting on p. 12.

Findings	Aspirational Level #1 Providing Basic Sustainability	Aspirational Level #2 Strengthening Value and Efficiency	Aspirational Level #3 Striving Toward Excellence
<b>Governance</b>			
<ul style="list-style-type: none"> <li>Board member responsibilities are not clear, leading to confusion and reducing engagement</li> </ul>	<ul style="list-style-type: none"> <li>[1] Write a formal Board member role description listing core responsibilities; include the nonprofit Board member duties of loyalty, obedience, and care</li> <li>[2] Develop and implement an effective onboarding process for new Board members</li> </ul>	<ul style="list-style-type: none"> <li>[1] Include Board member job description in library directors’ job descriptions at their own libraries</li> <li>[3] Create a “buddy” program to pair new Board members with experienced peers</li> </ul>	<ul style="list-style-type: none"> <li>Conduct semi-annual Board development activities (e.g., training, self-evaluation) to strengthen governance</li> </ul>
<ul style="list-style-type: none"> <li>Given MCFL’s disproportionate role in cost-sharing and voting, MARINet is highly dependent on the level of support and</li> </ul>	<ul style="list-style-type: none"> <li>[11] Clearly transition oversight (e.g., performance evaluation) of MARINet staff leadership from MCFL to the MARINet</li> </ul>		<ul style="list-style-type: none"> <li>Distribute 50% of voting power equally among the members, and distribute the other 50% based on the cost-sharing</li> </ul>

Submitted by Whole Mind Strategy Group, LLC  
October 26, 2023

engagement of the MCFL director	Board. The MARINet Board hires staff leadership and conducts her/his annual performance review		formula <sup>2</sup> (not including any adjustment for equity) <sup>3</sup>
<b>Strategic Direction</b>			
<ul style="list-style-type: none"> <li>MARINet has never had a strategic plan; priorities tend to shift from month to month</li> </ul>	<ul style="list-style-type: none"> <li>[4] Conduct an annual planning process to set priorities for the year, then work to the plan; at its most basic level, this plan could capture the existing projects and commitments and detail the steps to advance them over the coming 12 months; the plan may also include initiatives stemming from this report; include an update on the annual plan activities in the Board packet for each Board meeting, and discuss as an agenda item as appropriate; establish a disciplined process for adding emergent topics to the Board agenda</li> </ul>	<ul style="list-style-type: none"> <li>[5] Develop a three-year strategic plan; this plan would start with the Purpose and Principles and would identify significant initiatives to be completed over the coming three years, likely based on: an environmental scan of trends in the field, a review of community data to identify needs, and a review of organizational capabilities; evaluate progress and make adjustments to the plan, as required, every quarter; use this planning cycle to increase discipline in Board-level discussions, creating a higher threshold for adding initiatives or priorities</li> </ul>	<ul style="list-style-type: none"> <li>Use community-based data from member libraries to proactively address community needs through localized, equity-based services.</li> <li>At least quarterly, engage the Board regularly in “generative” conversations about the future, perhaps facilitated by an external consultant to ensure the inclusion of new perspectives/thinking; this could be a discussion of trends, new innovations, or emerging practices of other consortia;; one of a Board’s responsibilities is to look out over the horizon in order to remain strategically alert to changes in the operating environment</li> </ul>
<ul style="list-style-type: none"> <li>It is unclear who is responsible for strategic leadership—Board</li> </ul>	<ul style="list-style-type: none"> <li>[11] Assign strategic leadership as a shared responsibility of the Board and staff leadership,</li> </ul>	<ul style="list-style-type: none"> <li>[12] Empower staff leadership to implement the strategic plan with an approved annual</li> </ul>	

<sup>2</sup> This would be akin to the “Great Compromise” design of the U.S. Congress, in which representation in the House of Representatives is based on population while representation in the Senate is equal for all states.

<sup>3</sup> A municipality should not have its voting rights reduced just because it is lower income.

or staff—and neither does it effectively	enacted through the development and implementation of concrete plans subject to periodic review, as discussed above	budget, no longer requiring unanimity for all financial decisions	
<b>Cost-Sharing Formula</b>			
<ul style="list-style-type: none"> <li>Several member libraries—well-resourced and not—believe they are paying too much; viewing MARINet primarily as an expense, they may not recognize the consortium’s full potential</li> </ul>	<ul style="list-style-type: none"> <li>[9] Use hard numbers to develop the business case/value for MARINet as a vehicle for increased efficiency in its current and potential roles; communicate this value to library directors and their municipal supervisors</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen MARINet’s brand in the community (e.g., by co-branding with individual libraries); communicate MARINet’s value broadly to County leaders and residents, e.g., through an annual report</li> </ul>	<ul style="list-style-type: none"> <li>Combine core library functions (issuing cards, managing collections, etc.) at the consortium level to provide a seamless user experience; create a shared brand for all MARINet libraries rather than using distinct identifies; individual libraries still maintain collections and services relevant to local interests</li> </ul>
<ul style="list-style-type: none"> <li>Some of the factors in the cost-sharing formula may become less relevant with shared collections management and other developments</li> <li>The cost-sharing formula does not account for income disparities in the county despite MARINet’s principle, “Aspire to equity with targeted focus on the most marginalized communities.”</li> </ul>		<ul style="list-style-type: none"> <li>[6] Include per capita income as a factor in the cost-sharing formula to adjust for equity; apply to each library’s cost-sharing percentage a factor equal to one-fifth of their service area’s divergence from the per capita income of the county as a whole, then normalize so that the sum of percentages is 100%<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>Eliminate factors like circulation and collections that are less relevant in a seamless, largely digital, county-wide library system; calculate cost-share based on total population, adjusted for per capita income</li> </ul>

<sup>4</sup> Based on current figures, this would increase the cost-sharing of the most affluent municipality by approximately 10%, while reducing the cost-sharing of the least affluent municipality by 5%, a mild adjustment to advance MARINet’s principle of “aspiring to equity.”

Submitted by Whole Mind Strategy Group, LLC

October 26, 2023

<ul style="list-style-type: none"> <li>• MARINet does work for individual libraries, but without any system to track the projects or the time/resources required</li> </ul>	<ul style="list-style-type: none"> <li>• [7] Create a ticket system (e.g., using a commercially available project management software) to track ticketed projects and the time/resources required; on an annual basis, evaluate the equity of the time allocation and the impact on other MARINet activities; institute policies as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• [7] Develop pricing for the individual projects completed through the ticket system, creating a separate revenue stream for MARINet that accounts for the time and effort expended</li> </ul>	
<ul style="list-style-type: none"> <li>• MCFL provides (technical and staff) support to MARINet that is not accounted for</li> </ul>	<ul style="list-style-type: none"> <li>• [8] Create a system to track other additional supports provided to MARINet by MCFL</li> </ul>	<ul style="list-style-type: none"> <li>• Develop cost-based pricing and have MARINet compensate MCFL for a certain percentage of these extra services; also, consider other providers of these services within the community</li> </ul>	
<b>Staff Leadership Role and Responsibilities</b>			
<ul style="list-style-type: none"> <li>• Systems Administrator role has evolved beyond that, with many strategic, technical, and administrative responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Change title to Executive Director, with no changes in job description</li> </ul>	<ul style="list-style-type: none"> <li>• [10] Change title to Executive Director and revise job description to include a greater role in strategic direction and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Support by additional staff, foster greater external engagement (networking, conferences, etc.) by the Executive Director to stay abreast of trends and emerging issues in the field</li> </ul>
<ul style="list-style-type: none"> <li>• The Systems Administrator often interacts with County leadership indirectly through MCFL, despite MARINet's status as a special district</li> </ul>	<ul style="list-style-type: none"> <li>• [10] Foster direct contact between MARINet staff leadership and County leadership</li> </ul>		

Submitted by Whole Mind Strategy Group, LLC  
October 26, 2023

<b>Workload and Staffing</b>			
<ul style="list-style-type: none"> <li>The organization is significantly understaffed, in particular since the retirement of the previous Systems Administrator; staff include one exempt professional and two non-exempt clerical staff</li> </ul>	<ul style="list-style-type: none"> <li>[12] Hire one additional exempt employee and distribute the workload (a role is proposed in the following row)</li> <li>[15] As a short- or long-term solution, leverage current and new working groups to shoulder some of the burden, e.g., creating FAQs, delivering training; as part of this process, review working groups' mission and goals and evaluate role within the organization</li> </ul>	<ul style="list-style-type: none"> <li>[13] Hire a second additional exempt employee and distribute the workload at more reasonable levels (a role is proposed two rows below)</li> </ul>	
<ul style="list-style-type: none"> <li>Current staff lack heavy technical skills required for overseeing some of MARINet's contracts and investments</li> </ul>	<ul style="list-style-type: none"> <li>[12] Hire a technical and training specialist with responsibility for managing technical services contracts (CENIC, Marin IT, etc.), providing training to library staff, developing FAQs to reduce help desk inquiries, and identify opportunities to make the user experience more seamless<sup>5</sup></li> </ul>		
<ul style="list-style-type: none"> <li>Overdrive management has grown as a MARINet responsibility without sufficient staffing</li> </ul>	<ul style="list-style-type: none"> <li>[13] Hire a full-time collections manager for Overdrive and digital resources<sup>6</sup></li> </ul>	<ul style="list-style-type: none"> <li>[13] Expand the collections role (including physical books) at the consortium level; hire an additional staff member for this role, if required; consider</li> </ul>	

<sup>5</sup> This likely only requires repurposing an existing full-time position recently vacated by the outgoing System Administrator.

<sup>6</sup> To facilitate this hire, consider outsourcing the core responsibilities of one of the non-exempt clerical positions once it becomes vacant.







		leveraging a working group as part of the transition	
<ul style="list-style-type: none"> <li>• Help desk inquiries require an undue amount of the System Administrator's time</li> </ul>	<ul style="list-style-type: none"> <li>• [14] Scale back the availability of the help desk; create the expectations that library staff will find answers to most of their own questions; develop FAQs and training to support them</li> </ul>		
<ul style="list-style-type: none"> <li>• There is no succession planning for staff leadership, and the organization could essentially cease to function if the System Administrator left</li> </ul>	<ul style="list-style-type: none"> <li>• [12] Hiring another exempt staff member (the technical and training specialist noted above) would provide continuity of operations when the System Administrator is away or if she left the organization</li> <li>• [16] At the Board level, develop a contingency plan to ensure MARINet's continued operations in the event that senior staff roles go vacant</li> </ul>		
<b>Legal and Organizational Structure</b>			
<ul style="list-style-type: none"> <li>• MARINet has an array of governing documents (JPA et seq.), producing a confusing governance structure; affiliate (academic) members vote in Board decisions though their membership agreements do not support that</li> </ul>	<ul style="list-style-type: none"> <li>• Sign a new JPA to clarify the relationships among public library members; sign new agreements (in line with the existing relationships) with academic library affiliate members under the new JPA structure (see <b>Appendix 2</b>)</li> </ul>		

<ul style="list-style-type: none"> <li>• MARINet is intertwined with MCFL in multiple ways (collocation, performance evaluation, disproportionate voting rights), leading to confusion of roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• [10] Foster direct contact between MARINet staff leadership and County leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Consider fiscal sponsors for MARINet other than the County/MCFL; develop a cost-benefit of the various options for Board consideration</li> </ul>	<ul style="list-style-type: none"> <li>• If appropriate, set MARINet up as a separate government agency, as an incorporated nonprofit, or with a new fiscal sponsor</li> </ul>
<b><i>Collections and Digital Resources Management</i></b>			
<ul style="list-style-type: none"> <li>• Purchasing and collections management are inefficient across the MARINet member libraries, with little coordination</li> </ul>	<ul style="list-style-type: none"> <li>• [17] Develop purchasing guidelines for member libraries to create an optimal county-wide collection and leveraging the unique strengths of local communities and their libraries</li> </ul>	<ul style="list-style-type: none"> <li>• [13] Hire one exempt MARINet staff person to do purchasing and collections management</li> </ul>	<ul style="list-style-type: none"> <li>• Create a floating collection, with local libraries having discretion to add collections of local interest</li> </ul>
<b><i>User Experience</i></b>			
<p>Board members want to provide users with a seamless experience, but they also complain that residents don't realize there are multiple libraries; this is a key strategic tension for the Board to resolve</p>	<ul style="list-style-type: none"> <li>• [5] As part of the annual planning process, identify the baseline of services that will be available to all county residents</li> </ul>	<ul style="list-style-type: none"> <li>• [18] Establish consistent policies, nomenclature, and conventions (e.g., age ranges, labels on bestsellers)</li> </ul>	<ul style="list-style-type: none"> <li>• Position MARINet as the single library system of Marin County, providing a seamless user experience; elevate the MARINet brand over the individual libraries, and move more functions to MARINet staff</li> </ul>















## Discussion & Implementation

The options selected above have been consolidated into the following recommendations for implementation.

Recommendations	Resource Intensity
<b>Governance</b>	
<ul style="list-style-type: none"> <li>[1] Write a formal Board member role description and include it in library directors' job descriptions <i>A consultant could develop the role description based on "best practice"; each Board member would need to take action to append it to their own job description, with their supervisor's approval.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[2] Develop and implement an effective onboarding process for new Board members <i>This could be developed by staff, or by a consultant if staff capacity is limited.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[3] Create a "buddy" program to pair new Board members with experienced peers <i>Assigning the pairs is easy; what requires a little more effort is to specify the duties of the role and to make sure that buddies are actively mentoring their junior partners.</i></li> </ul>	
<b>Strategy</b>	
<ul style="list-style-type: none"> <li>[4] Institute a coherent annual planning process with clear priorities; include a plan update in each Board packet; establish a process for adding emergent agenda topics <i>This could be completed as a standalone activity, likely with some consultant support, but if MARINet develops a three-year strategic plan, the annual plan would be produced during that process.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[5] Develop a three-year strategic plan; identify baseline of services available throughout the County; evaluate progress and adjust strategies as appropriate; use the plan to anchor Board-level priorities and discussions <i>Consultant support would likely be needed to facilitate this process, by the strategic plan could build upon deliverables already created, such as the purpose, principles, and these recommendations.</i></li> </ul>	
<b>Finance &amp; Cost-Share</b>	
<ul style="list-style-type: none"> <li>[6] Adjust cost-share for one-fifth of each library's divergence from the County's average per capita income, by approving a new JPA (see <b>Appendix 2</b>); then sign new contracts with affiliate (academic) members with terms similar to the current contracts; it is recommended that the per capita income adjustment not apply to affiliate members <i>The one-fifth calculation, based on current data, yields a maximum increase in cost-share of roughly 10% for the most affluent municipality. We believe this would</i></li> </ul>	

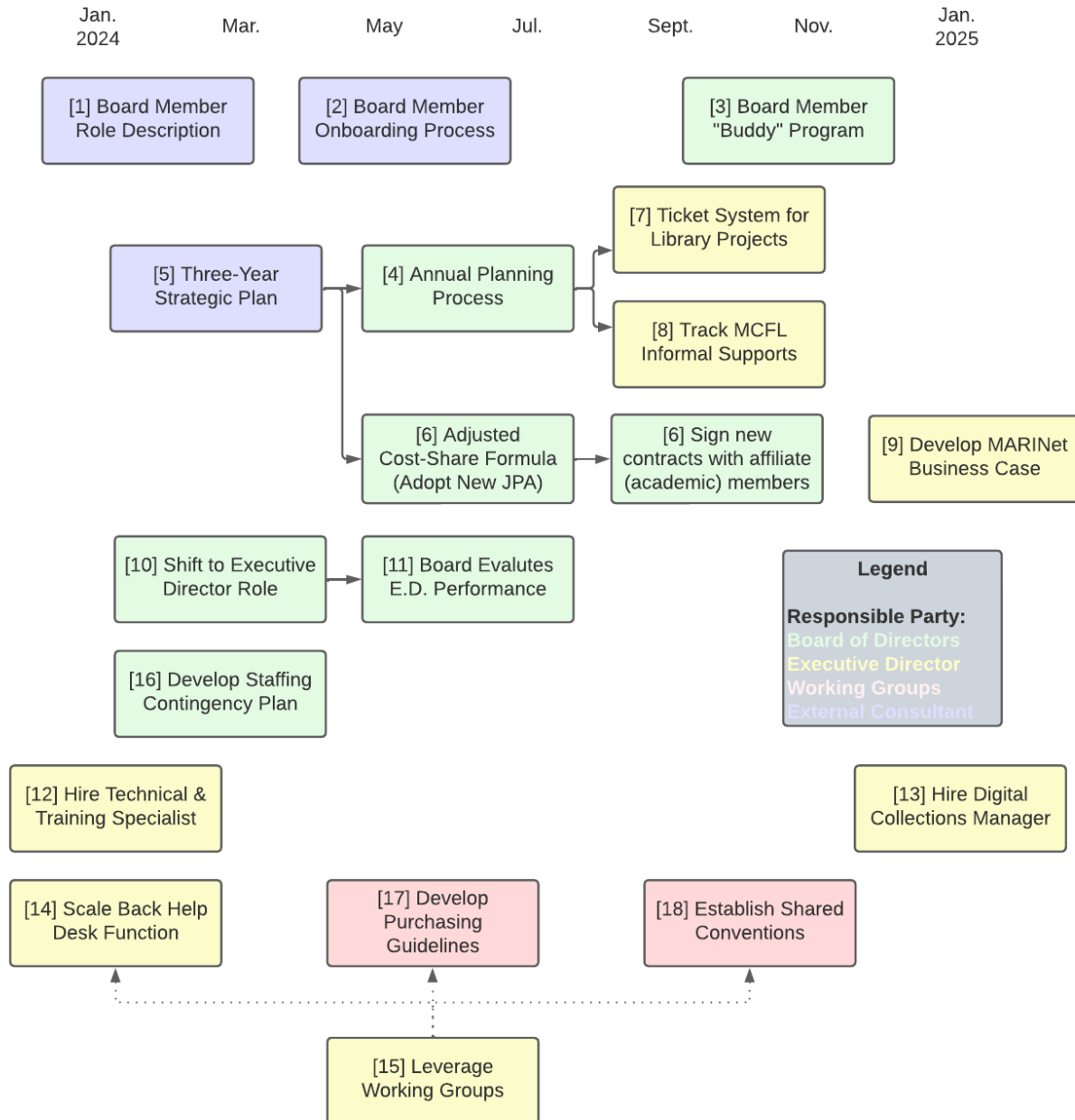
Submitted by Whole Mind Strategy Group, LLC  
October 26, 2023

reflect MARINet's stated value of "aspiring to equity" without overburdening any particular member. Making this change would require communications with each municipalities' leadership, and then a revision of the JPA.	
<ul style="list-style-type: none"> <li>[7] Create a ticket system for library-specific projects, then charge for that labor <i>There are a number of software options available to do this, such as Freshservice and Request Tracker.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[8] Track the additional supports provided to MARINet by MCFL <i>MCFL may already have management systems in place that could be used for these purposes.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[9] Develop a concrete business case to show MARINet's values to members <i>Much of this data may already exist within MARINet's system and will just need to be presented in a new way.</i></li> </ul>	
<b>Workload &amp; Staffing</b>	
<ul style="list-style-type: none"> <li>[10] Convert "System Administrator" to "Executive Director," with a revised job description (see <b>Appendix 3</b> for sample), greater direct contact with County leadership, shared responsibility (with the Board) for strategic leadership, and the power to enact the annual or strategic plan according to a Board-approved annual budget <i>This will require two external steps:</i> <ul style="list-style-type: none"> <li>Going through County HR to change the title and revise the job description</li> <li>Revising the JPA, which currently requires unanimous Board approval for all spending decisions, which can unduly slow down MARINet's operations</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>[11] Have the MARINet Board evaluate the Executive Director's performance <i>Need to talk to County HR to find the best process for submitting the resulting evaluation (e.g., via MCFL or directly to County HR).</i></li> </ul>	
<ul style="list-style-type: none"> <li>[12] Hire an exempt Technical and Training Specialist <i>This new hire could also serve as a back-up to the Executive Director.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[13] Hire a full-time collections manager for Overdrive and digital resources; consider expanding this person's responsibilities into physical collections <i>Much of this work is already being done by one of the non-exempt staff, with support from the System Administrator.</i></li> </ul>	
<ul style="list-style-type: none"> <li>[14] Scale back the availability of the help desk; create the expectations that library staff will find answers to most of their own questions; develop FAQs to support them <i>This would require communications from MARINet, along with support from all of the library directors. Developing some initial FAQs, possibly with support from the working groups or from the previous System Administrator, would likely make this shift more palatable to library staff.</i></li> </ul>	

<ul style="list-style-type: none"> <li>• [15] As a short- or long-term solution, leverage current and new working groups to shoulder some of the burden, e.g., creating FAQs, delivering training <i>This will require significant staff time to stand up and manage these working groups, so revisit this possibility if the hiring of the Technical and Training Specialist does not proceed quickly.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• [16] At the Board level, develop a contingency plan to ensure MARINet's continued operations in the event that senior staff roles go vacant <i>This may require little more than a Board discussion, potentially facilitated by an external consultant.</i></li> </ul>	
<b>Other Opportunities</b>	
<ul style="list-style-type: none"> <li>• [17] Develop purchasing guidelines for member libraries to create an optimal county-wide collection <i>These guidelines would rationalize purchasing across the County, more accurately aligning holdings with actual demand. This work could be done by an existing or newly formed working group.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• [18] Establish consistent policies, nomenclature, and conventions (e.g., age ranges, labels on bestsellers) <i>This step would make the user experience more "seamless," which was expressed as a Board member aspiration in the principles. This work could be done by an existing or newly formed working group.</i></li> </ul>	

Accomplishing these recommended activities will require a significant, though not necessarily overwhelming, amount of work. With sustained focus and attention, MARINet can accomplish these recommendations and put itself in a better position within a short period of time. The overall process for accomplishing these recommendations should receive regular Board attention; updates should be provided at each Board meeting until the work is complete, and some of the activities will actually require time and effort on the part of the Board. A potential sequencing of these activities over the coming year, color-coded to indicate the responsible parties, is provided in the graphic below.

## Sequencing of Recommendations Through January 2025



## Conclusion

Deciding what you should do is often easier than doing it. Many of the recommendations in this report come from discussions with MARINet Board members and staff, many of whom have a clear vision of the value MARINet could provide to its members in line with its principles of access, locality, strategy, collaboration, and user experience. Other recommendations come from the consultants' own prior experience working with other organizations, including libraries and library consortia, but these recommendations have met with initial approval from several of the MARINet Board members, which suggests their relevance and utility.

The obstacle to enhancing MARINet's value, therefore, is less in confusion over what to do than it is in any organizational reluctance to take the next step. For example:

- Are MARINet members ready to shift their mindset from seeing MARINet as an expense to seeing it as an important investment in their own efficiency and in the efficiency of the County's library ecosystem as a whole?
- Are MARINet members ready to fund the level of staffing required to ensure the organization's near-term viability and to create a foundation for its future success in serving its members?
- Are MARINet members ready to engage in a process to create clear, long-term strategic priorities for the organization, and then to empower the organization's staff leadership to apply an approved annual agenda to pursue them?
- Are MARINet members ready to take the tangible step of embedding their aspiration to equity within the cost-sharing formula?

From what we have seen, we are optimistic that the Board members possess the passion, motivation, and competence to say yes to these questions and to realize MARINet's promise in the years to come.

## Appendix 1: External Interview Summary

The following table summarizes the findings from our interviews with leaders of library consortia across the country. The key point is that there is no one standard way to set up a library consortium, or any one “best practice” to follow. Rather, each consortium has a structure that fits its unique needs, or at least does so better than other structures that have been considered. This table shows the range of approaches used so that MARINet can select the aspects that best apply to its own purpose, principles, and circumstances.

# of Staff	# of Members	ED Role (All interviewees were in an executive director role)	Cost-sharing Formula	Overarching Themes
Abilene Library Consortium (TX); <a href="https://www.alc.org/about-the-alc">https://www.alc.org/about-the-alc</a>				
3	5 voting members (Abilene Public and 4 academic institutions) 13 partner members; mix of public, academic, museum, and other non-profits	<ul style="list-style-type: none"> <li>Wears many hats and does everything from <b>administrative tasks</b> to <b>technical work</b> to keep the consortium running with a small staff</li> <li>Acts as a <b>liaison</b> between the library directors and the board.</li> <li><b>Responsible for</b> budgeting, cost modeling, negotiating contracts, investigating new technologies, and more</li> <li><b>Works collaboratively</b> to support the member libraries and bring them together</li> </ul>	<ul style="list-style-type: none"> <li>Sets the smallest member's fee as the base rate that all members pay. Then additional costs are divided up among the other members.</li> </ul>	<ul style="list-style-type: none"> <li>Difficult to find a <b>cost sharing</b> model that equitably distributes costs among member libraries</li> <li><b>Lean staffing model</b> with only 2-3 staff members who handle a wide range of technical and administrative duties</li> <li>Reliance on <b>cloud-based services</b> and technologies to reduce infrastructure costs and needs</li> <li>Focus on <b>providing interoperability</b> between member libraries through a shared ILS and resource sharing capabilities</li> <li>Challenges of <b>maintaining specialized technical skills</b> of a</li> </ul>

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October 26, 2023

				small staff to support the ILS and other services
Bergen County Cooperative Library System (NJ); <a href="https://www.bccls.org/about_bccls.shtml">https://www.bccls.org/about_bccls.shtml</a>				

11	77 public libraries	<ul style="list-style-type: none"> <li>• Brought in to create more structure and formality in how the consortium operates, <b>moving away from being more informal</b></li> <li>• Focuses on <b>establishing policies, procedures and enforcing bylaws consistently</b>.</li> <li>• Developing the consortium's first <b>strategic plan</b></li> <li>• Works to <b>balance</b> the technical priorities and needs with user experience/support</li> <li>• <b>Advocates</b> for the consortium/libraries at the state level</li> <li>• <b>Guides the transition</b> to prioritize more technical services and staffing while still supporting some library services</li> </ul>	<ul style="list-style-type: none"> <li>• Divides cost sharing into buckets and has six buckets that libraries work in/choose from. About half the costs are proportional based on factors like population percentage and millage rates. The other half are direct shares split evenly among members. Other factors/buckets are: <ul style="list-style-type: none"> <li>○ Core fee</li> <li>○ Cataloging based on number of items</li> <li>○ Digital content based on active users</li> <li>○ Delivery split evenly among members</li> </ul> </li> </ul> <p>There is also an optional capital fund and optional add-on services members can choose to participate in</p>	<ul style="list-style-type: none"> <li>• The importance of <b>clear policies, procedures and bylaws</b>, and enforcing them consistently</li> <li>• Developing a <b>strategic plan</b> to guide the organization's priorities and decision making</li> <li>• <b>Balancing technical/IT services</b> with user experience, training and support needs</li> <li>• <b>Managing shared resources</b> like the ILS, cataloging, delivery services and digital content</li> <li>• Finding the right <b>cost sharing</b> model between members</li> <li>• Having <b>staff redundancy</b> for critical roles like the system administrator is important, as is hiring specialized staff for emerging needs</li> <li>• There may be a need to <b>hire specialized staff</b> in support of emerging models of service</li> <li>• Developing a voice and <b>advocacy</b> at the state level on issues impacting members</li> <li>• Anticipating <b>future needs</b> and technologies like digital services, WiFi support, etc. The challenges of centralized cataloging and technical services</li> </ul>
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October 26, 2023



				functions
North of Boston Library Exchange (MA); <a href="https://www.noblenet.org/about-noble">https://www.noblenet.org/about-noble</a>				
8	17 public libraries 7 academic libraries 1 special library (state library)	<ul style="list-style-type: none"> <li>• <b>Troubleshoots</b> and helps libraries iron out challenges that they libraries can't figure out on their own</li> <li>• Creates a path forward by thinking about <b>big picture</b> projects, and makes sure people are working together to make projects happen</li> <li>• Involved in <b>advocacy</b> at the state level and brings people both within and outside the consortium together</li> </ul>	<ul style="list-style-type: none"> <li>• Freezes the formula each year so everyone gets the same increase or decrease, providing predictability. These formulas need to be revisited and voted on if flat increases are done each year instead of adjusting based on the formula.</li> </ul>	<ul style="list-style-type: none"> <li>• Importance of <b>building relationships</b> and trust with member libraries</li> <li>• Developing <b>strategic plans and action plans</b> to guide the organization's work</li> <li>• Setting <b>goals for staff</b> based on the action plan</li> <li>• Need to <b>advocate</b> at the state level</li> <li>• Need to <b>bring people together</b> both within and outside the consortium.</li> <li>• <b>Managing staff turnover</b> is important. For example, having good cross-training of staff, so that if someone leaves the organization it doesn't disrupt things too much.</li> </ul>
Pacific Library Partnership (CA); <a href="https://www.plpinfo.org/about">https://www.plpinfo.org/about</a>				
26	36 public libraries, 7 academic libraries	<ul style="list-style-type: none"> <li>• <b>Sets priorities</b> and initiatives with the board</li> <li>• Ensures the network and systems are <b>secure</b> through cybersecurity efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Had an outside consultant develop a membership rubric for calculating costs several years ago.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Maintaining technology infrastructure</b> like the ILS, network, databases, etc. with a small staff is challenging</li> <li>• <b>Visioning and strategic</b></li> </ul>

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October 26, 2023

		<ul style="list-style-type: none"> <li>• <b>Advocates</b> for DEI work and updating the catalog</li> <li>• <b>Evaluates</b> new technologies and platforms</li> <li>• <b>Manages the finances</b> and cost sharing models</li> <li>• Acts as a <b>liaison</b> between members and helps resolve issues</li> <li>• <b>Represents the consortium</b> and ensures it maintains relevance for members</li> <li>• Says no to requests member libraries/staff when needed to <b>protect the consortium's interests</b></li> <li>• <b>Scans the environment</b> and is responsible for the overall operations</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery costs are shared 50% based on number of stops and 50% on estimated volume of items.</li> <li>• Technology infrastructure costs use a weighted formula with factors like computers, WiFi access points, patrons.</li> <li>• Apply overhead costs to the delivery and technology budgets to account for general administration.</li> </ul>	<p><b>planning</b> is difficult with a small staff focused on day-to-day operations</p> <ul style="list-style-type: none"> <li>• Defining membership categories, expectations, and <b>cost sharing models</b> is complicated</li> <li>• <b>Balancing needs and budgets</b> of members with different resources is an ongoing issue</li> <li>• Maintaining relevance for members requires <b>prioritizing initiatives</b> like DEI work</li> <li>• <b>Securing the network and systems</b> is an important ongoing priority</li> </ul>
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## Overarching Themes/Best Practices:

### Cost Sharing

- Each person interviewed mentioned the **challenge of implementing a cost sharing model that is equitable** and reflective of member libraries.
- Each interviewee talked about the **tensions between larger and smaller libraries** and how that plays a role in how they think about equitable cost sharing.
- Each consortium uses a **different model** and is regularly analyzing and reflecting on that model in order to determine if it meets member and organizational needs.
- No one interviewed thought that the **model they currently use** was the exact “right” model or that they had gotten the formula just right.

### Budgets

- One consortium plans their budget **18 months in advance** as a way to help member libraries develop their library’s budget. This consortium’s strategy also includes a financial committee that is made up of the “boss” of the academic and library directors who represent their libraries in the consortium. The ED of this consortium cites this as an important way to build understanding of the budget ask and budget process by those in academic and public library leadership positions.
- Interviewees also mentioned the importance of library staff members who are a part of the consortium needing to be able to **articulate the value of the consortium** to colleagues, community members, vested partners, and budget deciders. This was considered to be essential for being able to move budgets forward in libraries and through decision-making processes.
- Another interviewee highlighted that **moving the ILS to a cloud-based software-as-a-service model** has helped reduce infrastructure costs and needs over on-premise servers.
- Office space was discussed by interviewees and it was noted that **cloud-based services enable consortia to re-think what is needed for space** and that re-thinking space needs can be an effective cost-saving measure.
- **Consolidation of platforms** was discussed as a way to save costs.

### Staffing

- Two of the interviewees - one managing a small staff and one managing a larger staff - noted the difficulty of adding staff members as those additions would require re-thinking the consortium budget. While recognizing this, each of the interviewees also noted the **challenge of retaining staff with the skills needed** for a consortium in the current age. Ideas for staffing opportunities include hiring special project librarians who would be able to support work over a shorter term.
- Interviewees also noted that there is a **need to balance staffing** so that there are staff that can spend time on visioning and planning and work alongside staff that are focused on technology and the technical aspects of the work.

- All of the interviewees noted the **important role that staff with technical expertise play** in a consortium and also noted the challenge finding staff with the skills and knowledge to do that work.
- Interviewees also discussed different methods for managing staffing roles and duties. For example, two interviewees talked about the **value of using cloud-based services** for tasks such as accounting.

### Future Planning and Trends

- Having a **strategic plan that aids decision-making is considered essential** for this work, however interviewees recognized that with small staffs it is difficult to make a commitment to the time required to develop this kind of plan.
- One interviewee discussed how a consortium may be able to help **libraries struggling with staffing challenges** by hiring staff at the consortium level and that member libraries could have work in their system on an as needed basis.
- **Key areas for future planning** discussed in the interviews are:
  - **EDI** to ensure that library communities are served equitably
  - **Cybersecurity** to ensure network security
  - Ongoing **evaluation of new technologies**:
    - Potentially supporting new technologies like VoIP phones if infrastructure allows for lower costs than third parties.
    - Third-party modules that can be integrated into service offerings
    - AI catalog and database apps and services
  - **Anticipating continued fragmentation of digital content** and how to navigate licensing and access issues.
  - **Preparing libraries for a future when PCs are no longer needed** on site; Figuring out what will replace desktop computers in libraries, as tablets/devices may be more suitable.

## **Appendix 2: Draft Joint Powers Agreement for MARINet**

### *Notes:*

- *This draft requires review by a licensed attorney prior to dissemination and adoption.*
- *Once constituted under this revised JPA with public libraries as members, MARINet would execute a separate agreement with the academic libraries, as done previously.*

### **JOINT POWERS AGREEMENT**

This Joint Powers Agreement ("Agreement") is entered into on [Date], by and among the following parties:

Belvedere-Tiburon Library Agency, located at 1501 Tiburon Blvd, Tiburon, CA 94920;

Larkspur Library, located at 400 Magnolia Ave, Larkspur, CA 94939;

Marin County Free Library, located at Civic Center, Administrative Building, San Rafael, CA 94903;

Mill Valley Public Library, located at 375 Throckmorton Ave, Mill Valley, CA 94941;

San Anselmo Library, located at 110 Tunstead Ave, San Anselmo, CA 94960;

San Rafael Public Library, located at 1100 E Street, San Rafael, CA 94901; and

Sausalito Public Library, located at 420 Litho Street, Sausalito, CA 94965;

Collectively referred to herein as the "Consortium Members."

### **PREAMBLE**

WHEREAS, the Consortium Members are individual libraries committed to serving their communities through public access to library and information services;

WHEREAS, the Consortium Members recognize the benefits of collaborative efforts to enhance library services, expand access thereto, reduce costs, and improve resource sharing;

NOW, THEREFORE, the Consortium Members agree as follows:

### **ARTICLE I - NAME**

The name of this consortium shall be the Marin Automated Resources and Information Network (MARINet), hereinafter referred to as the "Consortium."

### **ARTICLE II - PURPOSE**

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October 26, 2023

The purpose of the Consortium is to collaborate in planning, funding, and executing library functions to enhance access, harness efficiencies, and reduce cost.

### **ARTICLE III - ORGANIZATION**

1. The Consortium shall be governed by a Board of Directors composed of representatives from each Consortium Member, which shall be the library director or their designee.
2. The Board of Directors shall establish bylaws, policies, and procedures to govern the operations of the Consortium.
3. The Consortium shall have the power to enter into contracts, agreements, and partnerships for the benefit of its members.

### **ARTICLE IV - FINANCIAL ARRANGEMENTS**

1. The Consortium shall maintain a separate financial account and provide regular financial reports to its members.
2. The Consortium's fiscal year shall be from July 1 to June 30 of the next calendar year to coincide with the fiscal year of the fiscal agent. The Consortium shall adopt its budget by March 15 prior to the next fiscal year. Each Consortium Member shall annually, upon local adoption of its own budget, appropriate its share of the Consortium's operating budget. By September 1st of the current fiscal year, each Consortium Member shall pay an amount equal to 100% of its share of the annual Consortium operating budget, as determined by the cost-sharing calculation outlined below.
3. The Consortium Members shall contribute funds to the Consortium based on their share of the costs, as defined below:
  - a. The average of:
    - i. Its percentage of the aggregate circulation of the Consortium Members;
    - ii. Its percentage of the aggregate holdings of the Consortium Members; and
    - iii. Its percentage of the aggregate population of the Consortium Members.
  - b. Data for "circulation" and "holdings" is derived from the system, and data for "population" is derived from annual population figures certified by the State of California Department of Finance for Public Library Fund allocations.
  - c. These percentages calculated under (a) and (b) above will determine the voting rights of each Consortium Member with the Board of Directors.
  - d. The percentages calculated under (a) and (b) above will then be adjusted by a factor equal to one-fifth of the percentage difference between the Consortium Member's service area's per capita income and the per capita income of the County as a whole, according to the most recent available U.S. Census data.
  - e. All cost-share percentages will then be normalized so that they total 100%.
  - f. The percentages calculated under (a) and (d) above will determine the cost-share allocated to each Consortium Member.
  - g. The cost-sharing formula percentages shall be adjusted annually by the Board of Directors to reflect current data.
  - h. Any modification of this method of calculating cost-share shall require a unanimous vote of the Board of Directors.



## **ARTICLE V - GOVERNANCE**

1. The system shall be governed by a Board of Directors. The Board of Directors shall include the library director or designated alternate of each public agency which is a party to this agreement.
2. A quorum shall be constituted by four voting members of the Board of Directors, one of which shall be Marin County Free Library. A quorum shall be necessary to hold a meeting of the Board of Directors.
3. A majority vote shall consist of at least two members of the Board of Directors whose libraries together constitute 51% of the voting rights as established in this Agreement. A majority vote shall be required for all decisions made by the Board of Directors.
4. Voting rights shall be weighted according to each Consortium Member's percentage cost-share prior to any adjustment for per capita income.
5. Prior to the start of each fiscal year, the Board of Directors shall approve a budget for that fiscal year, contingent on local appropriation of funds by each Consortium Member.
6. At the first meeting of each fiscal year the Board of Directors shall elect a Chairperson to run the meetings of the Board of Directors and a Vice-Chair to act in the stead of the Chairperson when she/he is unable to attend a meeting of the Board of Directors.

## **ARTICLE VI - RIGHTS OF CONSORTIUM MEMBERS**

1. Each Consortium Member shall, at its own expense, have a right to a copy of its own collection database, borrower, circulation, and acquisition records. Each Consortium Member agrees to comply with the California Public Records Act, Government Code Sections 6250 et seq.
2. It is the intent of all parties that each Consortium Member will have equitable access to the services provided by the Consortium.
3. It is the intent of all parties that each Consortium Member will be accorded equitable treatment in daily operation and management of the Consortium, in future planning for the Consortium, and in all decisions of the Board of Directors.
4. Nothing in this Agreement shall be construed as restricting the right of a Consortium Member to independently make local decisions and set local policies about the administration, management, implementation, and control of its own library, library service, and library resources, and to operate according to the policies and rules established by the Consortium Member's own governing body.
5. A Consortium Member may, at its own expense, purchase additional software for the Consortium's platforms provided said software does not result in a degradation of system performance, or compromise system integrity, and said purchase is approved by a majority vote of the Board of Directors.

## **ARTICLE VII - ADMISSION OF NEW ENTITIES**

1. Any public agency which has the authority to provide library services may join MARINet upon application of its governing body, and by majority vote of the Board of Directors, provided that such agency has agreed to abide by all the terms of this Joint Powers Agreement. The Board of Directors shall by unanimous vote determine the amount of

money that shall be paid by the new agency as a prerequisite to its becoming a Consortium Member.

2. Any public agency agreeing to participate in the Consortium shall agree to pay the full cost for any modifications to the Consortium's platforms or services which may be required as a direct result of this new participation. The Board of Directors shall determine that the system modifications which may be required will not result in a significant degradation of system performance.
3. Any public agency agreeing to participate in the Consortium agrees to pay its portion of the Consortium's ongoing costs.
4. Any public agency or private entity which provides library or information services may contract with MARINet for services with the unanimous approval of the Board of Directors. The Board of Directors shall have sole discretion to determine if it is appropriate and in the public interest to contract with private entities providing library or information services. Terms of such a contract shall be determined by unanimous vote of the Board of Directors.

#### **ARTICLE VIII - TERM AND TERMINATION**

1. This Agreement shall commence on [Effective Date] and continue until terminated by written agreement of all Consortium Members.
2. Any Consortium Member wishing to withdraw from this Agreement must do so effective on July 1 of any succeeding year and must provide at least six months written notice to the Board of Directors. Notice shall be in the form of a resolution adopted by the governing body of the party wishing to withdraw. The signatories to this Agreement recognize that the withdrawal of any party to this Agreement will cause substantial hardship for all remaining parties.
3. Any party withdrawing from this Agreement shall reimburse the Consortium for any unpaid balance of said party's share of the current fiscal year operating costs, and for all expenditures made in accordance with the terms of this Agreement that are unpaid at the time of withdrawal. The withdrawing party shall not be entitled to any compensation from the Consortium.
4. Upon withdrawal of a party from the Consortium, the cost-sharing formula shall be adjusted proportionately among the remaining parties to this Agreement.

#### **ARTICLE IX - DISSOLUTION OF MARINET**

1. The Consortium may be dissolved by unanimous approval of the parties to this Agreement. Disposition of assets or debts of the Consortium as determined by the Board of Directors shall be made in such a manner that each party shall share in the proceeds or expenses consistent with the cost-sharing formula, without regard for the adjustment for per capita income.

#### **ARTICLE X - AMENDMENTS**

This Agreement may be amended by a unanimous vote of the Board of Directors.

#### **ARTICLE XI - GOVERNING LAW**

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October 26, 2023

This Agreement shall be governed by the laws of the state of California, and any disputes arising hereunder shall be subject to the jurisdiction of the courts of Marin County.

## **ARTICLE XII - ENTIRE AGREEMENT**

This Agreement constitutes the entire understanding among the Consortium Members and supersedes all prior agreements or understandings, whether written or oral.

IN WITNESS WHEREOF, the undersigned representatives of the Consortium Members have executed this Joint Powers Agreement on the date first above written.

Belvedere-Tiburon Library Agency

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

Larkspur Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

Marin County Free Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

Mill Valley Public Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

San Anselmo Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

San Rafael Public Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

Sausalito Public Library

By: \_\_\_\_\_ [Authorized Signature]  
\_\_\_\_\_ [Printed Name and Title]  
\_\_\_\_\_ [Date]

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October 26, 2023

### **Appendix 3: Sample Executive Director Job Description**

The Executive Director is the chief executive officer of MARINet and is responsible for supervising staff; managing the budget and financial and operational planning; providing leadership and proposing future directions for the consortium; maintaining communications with member libraries and users, serving as primary contact person and working with MARINet members through the Board of Directors and Board committees. The Executive Director reports to the MARINet Board of Directors.

Duties include:

1. Assuring the dependable delivery of services to member libraries, managing and utilizing all available resources.
2. Planning for the future of MARINet, which may include developing and maintaining a MARINet Strategic Plan.
3. Working with the Board of Directors to develop and implement objectives, procedures, and goals; proposing services, activities, and changes in operation, in consultation with MARINet staff, working groups, and membership.
4. Facilitating the work of the Board, the members, and other groups, and providing direction and technical assistance; advising the officers of MARINet and serving as a non-voting member of the MARINet Board of Directors.
5. Developing an annual budget for review by the Board of Directors; implementing the budget and approving expenditures; reviewing monthly financial reports and bank and investment statements.
6. Administering all business, financial, and legal obligations of the organization; serving as a resource to the auditor and reviewing annual financial statements and state and federal filings; making recommendations to the Board of Directors on MARINet investments, and capital and contingency accounts.
7. Overseeing the security and integrity of MARINet assets, including data, application software, hardware, telecommunications, and offices; managing central office facilities and serving as liaison with Marin County Government.
8. Overseeing MARINet insurance coverage to best protect MARINet operations, finances and personnel.
9. Developing a knowledgeable, informed, and committed staff, overseeing recruitment, hiring, evaluation, and coordination, and administering personnel policies; directly evaluating all

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staff; keeping abreast of salary and benefits issues to ensure retention of outstanding staff and the ability to attract knowledgeable new staff members.

10. Communicating effectively with all constituencies in MARINet, keeping members and staff informed of current and future developments, ensuring awareness of the full range of services, functionality, and supporting activities that are available.
11. Serving as a resource on library systems and other automation issues, keeping membership informed on pertinent issues and technological developments; participating in MARINet committees and task forces to facilitate communication as required.
12. Overseeing grant proposals, including project selection, presentation to the Board of Directors, development of grant applications, project implementation, and reporting.
13. Representing MARINet at conferences, meetings, users groups, and other functions; participating in professional organizations, and state, national and regional committees as appropriate to advance the interests of MARINet and member libraries.
14. Overseeing MARINet public relations efforts; marketing MARINet to potential member libraries and providing membership information.
15. Upholding MARINet policies, and monitoring compliance by member libraries, providing interpretations as requested; monitoring adherence to MARINet's contractual obligations.

*Approved by MARINet Board or Directors, DATE*

## **Appendix 4: Consultant Bios**

### ***Eric Meade***

Eric is principal at the [Whole Mind Strategy Group](#), a consulting consortium located in Boulder, Colorado. Eric is a nationally recognized futurist, facilitator, and consultant known for helping clients address their gnarliest challenges and for an authentic facilitation style that, in the words of one client, allows him to “name the problem in a way that allows everyone to be part of the solution.”

Eric’s past clients include Cincinnati & Hamilton County Public Library, Kitsap Regional Library, the Young Adult Library Services Association (YALSA), the National Association of Community Health Centers and its counterparts in more than 10 states, the Oncology Nursing Society, AARP, Oxfam America, the Robert Wood Johnson Foundation, the Colorado Health Foundation, the Bureau of Indian Affairs, and the Veterans Health Administration.

Eric is the award-winning author of [Reframing Poverty: New Thinking and Feeling About Humanity’s Greatest Challenge](#), and [Whole Mind Facilitation: How to Lead Workshops That Change People, Organizations, and the World](#). He has also written numerous articles for publications like the *Stanford Social Innovation Review*, *Community Health Forum*, *Federal Times*, *The Futurist*, and *World Future Review*. He is also an experienced keynote speaker and conference presenter.

### ***Linda W. Braun***

Linda is principal at The LEO Group. She is a professionally trained librarian with 15 years working in libraries and 27 years consulting to libraries on strategic and organizational issues.

Her past clients include the California Library Association, Black Gold Library Cooperative, Pacific Library Partnership, Rhode Island Office of Library and Information Services, the University of North Carolina, Chapel Hill, Graduate School of Library and Information Science, Connecticut State Library, Providence Public Library, Kitsap Regional Library, New York Public Library, Seattle Public Library, Young Adult Library Services Association (YALSA), American Library Association, Office of Information Technology Policy (OITP).

She co-facilitated the California State Library Library Services and Technology Act (LSTA) [five-year investment plan](#) planning process and is the co-author of [Library Staff as Public Servants: A Field Guide for Preparing to Support Communities in Crisis](#).