

A white circular logo containing the text "Marin County Free Library" in a bold, sans-serif font. The background of the entire page is a scenic landscape of rolling green hills under a clear blue sky, with some dark foliage in the foreground.

**Marin
County
Free
Library**

March 2024

**Anti-Racism
& Equity
Strategic
Plan**

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Prepared by



ADVANCING
with **PURPOSE**
Plans for Mission-Driven Organizations

BE **PRESENT**

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Dear Community Members,

It is with great pride that I address the profound contributions of the Marin County Free Library to our community. For nearly a century, the Library has served as a bastion of knowledge and connectivity for our residents. As a lifelong resident, I have witnessed firsthand the invaluable impact of the Library's services, across our beautiful county. Through its ten locations, the Bookmobile, and the Learning Bus, the Marin County Free Library has consistently served as a gateway to enrichment for readers, creators, and lifelong learners.

Marin County's natural beauty and abundant opportunities drive diverse communities to Marin, however not all community members are thriving nor have access to the quality-of-life amenities that make Marin County so special. Racial inequity is a significant issue, with Marin County ranking third in racial disparities statewide. These inequities affect education, income, housing, and mental healthcare access. The COVID-19 pandemic has increased disparities in the County's low-income communities.

In 2016, the Board of Supervisors committed to prioritizing equity in Marin County. We recognize the Library's pivotal role in advancing this goal, acknowledging its ability to lead efforts toward racial equity. The Marin County Free Library has been proactive in addressing social inequalities by providing crucial community development services. Initiatives include integrated support in school libraries, makerspaces in Novato and Marin City, S.T.E.A.M.-based programs for youth leadership and workforce development, citizenship services, language assistance, and free library material delivery.

With its strong relationships, deep community connections, and engagement with diverse cultures, the Library is uniquely equipped to model our work in anti-racism and equity. By embracing Community Power, Joyful Learning, and Collective Impact, the Library embodies inclusivity, fostering civic engagement, providing culturally relevant education, and leveraging the County's resources to support flourishing communities of color and low-income individuals.

The Board of Supervisors is fully dedicated to supporting the bold vision outlined in this transformative plan. It's time for us, together, to invest in policies and practices that address historical injustices. As leaders guided by compassion and responsibility, we must work to achieve our shared vision of an anti-racist and equitable Marin.

Dennis Rodoni

Dennis Rodoni
Board of Supervisors President and District 4 Supervisor



Marin County Board of Supervisors

Quotes from Marin County Free Library Staff about the Strategic Plan process.

“The strategic framework feels like flowers in a garden to me, beautiful and powerful.”

“The strategic plan process felt empowering. It made me feel heard and inspired to continue the Library’s equity work.”

“I believe that the Library’s Strategic Plan will help dismantle systems of oppression and create systems of change through intentional programs and genuine connections.”

“Knowledge is power!”

“I want to elevate our staff of color with this plan.”

“It will be great to have such a thoughtful document to guide our planning; I can’t wait to bring our thoughts and beliefs about equity and inclusion into action!”

“I really appreciate how collaborative the process has been and I see that we can be more creative and collaborative as an organization.”

“The collaboration throughout this process coalesced into something real.”

To Our Incredible Marin Communities,

Thank you. Thank you for your support, your love of the Marin County Free Library, and your steadfast dedication to preserving the freedom of access to information. In 2024, we are pleased to bring you our Anti-Racism & Equity Strategic Plan. This plan was created through listening sessions with staff and community members from across Marin County in 2023 and 2024. Our communities clearly expressed the need for Marin County Free Library to be a convener, racial equity advocate, information champion, and a necessary resource for every individual living in Marin. In 2022, residents of Marin wholeheartedly supported the renewal of the Library’s parcel tax, Measure B, at 76.59%. With this financial support in place and our new Strategic Plan, the Marin County Free Library has a solid roadmap for programs and services over the next five years thanks to all of you.



Raemona Little Taylor & Lana Adlawan

With this plan, we need to acknowledge that a commitment to anti-racism and equity must begin internally within our organization. We are dedicated to cultivating a workplace environment where all individuals, regardless of race, ethnicity, gender, sexual orientation, or background feel welcomed, valued, and empowered. We look forward to completing this work with our staff and County teams over the next few years.

We also understand the power of collaboration and the support within Marin to create a more equitable community. We welcome and will prioritize ongoing dialogue with our stakeholders, partners, and the communities we serve to ensure that the Marin County Free Library continually reflects and prioritizes the needs of our diverse communities.

At the heart of this strategic plan lies our unwavering commitment to creating joyful learning pathways and environments, providing equitable service to all in Marin, working collaboratively with partners for the greatest impact, and centering community power in our spaces and services.

It is our privilege to serve the residents of Marin and work together to create a more equitable and just community that embraces our differences and celebrates all.

In community,

Lana Adlawan
Director of County Library Services

Raemona Little Taylor
Assistant Director of Library – Public Services

Land & Labor Acknowledgement

We would like to acknowledge that Marin County is situated on the traditional homelands of the Coast Miwok Peoples. We honor the Coast Miwok Peoples, Southern Pomo, the Federated Indians of Graton Rancheria, and the Indigenous caretakers of these lands and waters, the elders who lived here before, the Indigenous today, and the generations to come. It is our collective responsibility to critically interrogate our histories, to repair harm, and to honor, protect, and sustain this land.

We also “recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country was built on the labor of enslaved people who were kidnapped and brought to the United States from the African continent and recognize the continued contribution of their survivors.

We acknowledge all immigrant and Indigenous labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.”¹

Statement from the Marin County Office of Equity

¹Seattle Colleges, Office of Equity, Diversity, Inclusion, and Community. “The Importance of Land and Labor Acknowledgements.” <https://bit.ly/491YBiO>

Library Services Acknowledgement

The public library system was initially intended to share knowledge and support social networks. However, history has shown that libraries have neither been free nor for everyone. The early public libraries in the United States excluded various groups, including indigenous peoples, communities of color, queer and nonbinary individuals, people with different abilities, women, and children.^{2, 3}

Recognizing this history, we acknowledge our role within this exclusionary system and accept the responsibility to change it. We are committed to practicing anti-racism and equity to dismantle oppressive systems that have harmed the communities that the Marin County Free Library’s mission is designed to serve.

We seek patience and collaboration from our communities as we work towards a future where everyone enjoys Library experiences that celebrate individual identities and backgrounds.

²Aberg-Riger, Ariel . “A History of the American Public Library.” Bloomberg CityLab, 19 Feb. 2019 www.bloomberg.com/news/articles/2019-02-19/how-american-cities-got-their-libraries?embedded-checkout=true

³Brady, Hillary, and Franky Abbott. A History of US Public Libraries. Digital Public Library of America. September 2015 <https://dp.la/exhibitions/history-us-public-libraries>

Key Definitions

Being intentional in all we do means making sure the language we use is clear and easy to understand. The definitions provided below help build a shared understanding, which is crucial to engaging in meaningful conversations about anti-racism and equity.

Anti-Racism

Actively opposing racist behavior and systems. It applies both internally and externally in Library policies, procedures, programs and services.

Racial Equity

A process and an outcome that involves eliminating unfair outcomes based on race. The goal is to improve the lives of communities of color who have been historically treated unfairly.

Intersectionality

How various unfair systems, such as those based on gender, race, ethnicity, sexual orientation, gender identity, disability, and class, overlap and “intersect,” creating unique lived experiences. By looking at equity this way we can prevent one form of discrimination from reinforcing another.

Equity

Making sure that all community members have what they need to succeed.

Communities of Color

A collective term for non-white individuals who share a common experience, whether racially, ethnically, or a lived experience. It is preferred to identify individuals and/or groups by the racial or ethnic identity they hold.

BIPOC

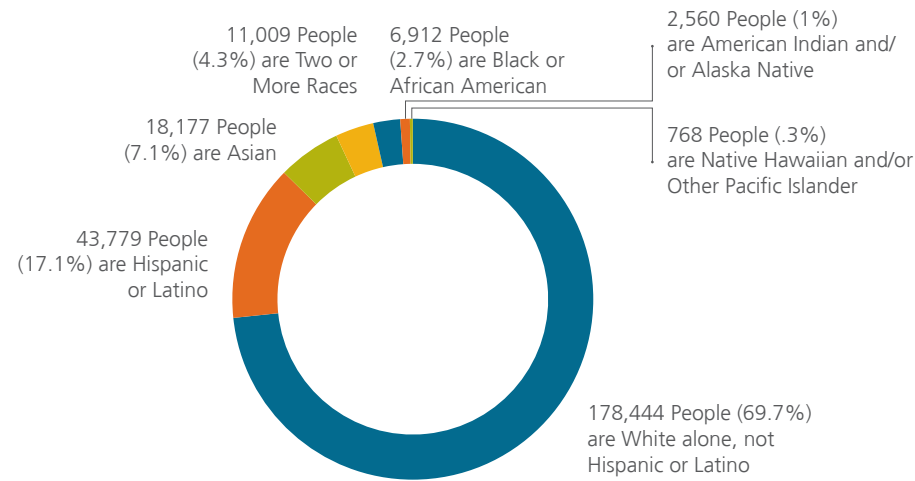
A term referring to “Black and/ or Indigenous People of Color.” While “POC” or People of Color is often used as well, BIPOC explicitly leads with Black and Indigenous identities, which helps to counter anti-Black racism and invisibilization of Native communities.



Snapshot of Marin

RACE COUNTS reports that Marin County went from being California’s most racially disparate county in 2017 to the third most racially disparate by 2023. Before exploring the initiatives of the Library and Marin County aimed at addressing racial disparities, it’s essential to understand the inequities experienced by communities of color and low-income individuals. These challenges pose a significant threat to achieving an equitable quality of life for everyone.

Over 30% of people living in Marin County represent communities of color



The total is over 100% because respondents may choose multiple races and ethnicities
U.S. Census Bureau, Population Estimates, 2022

U.S. Census Bureau, Population Estimates, 2022

25%
of the population is aged 65 years or older

19%
of the population is aged 18 years or younger

Marin County is not including communities of color as successfully as they could

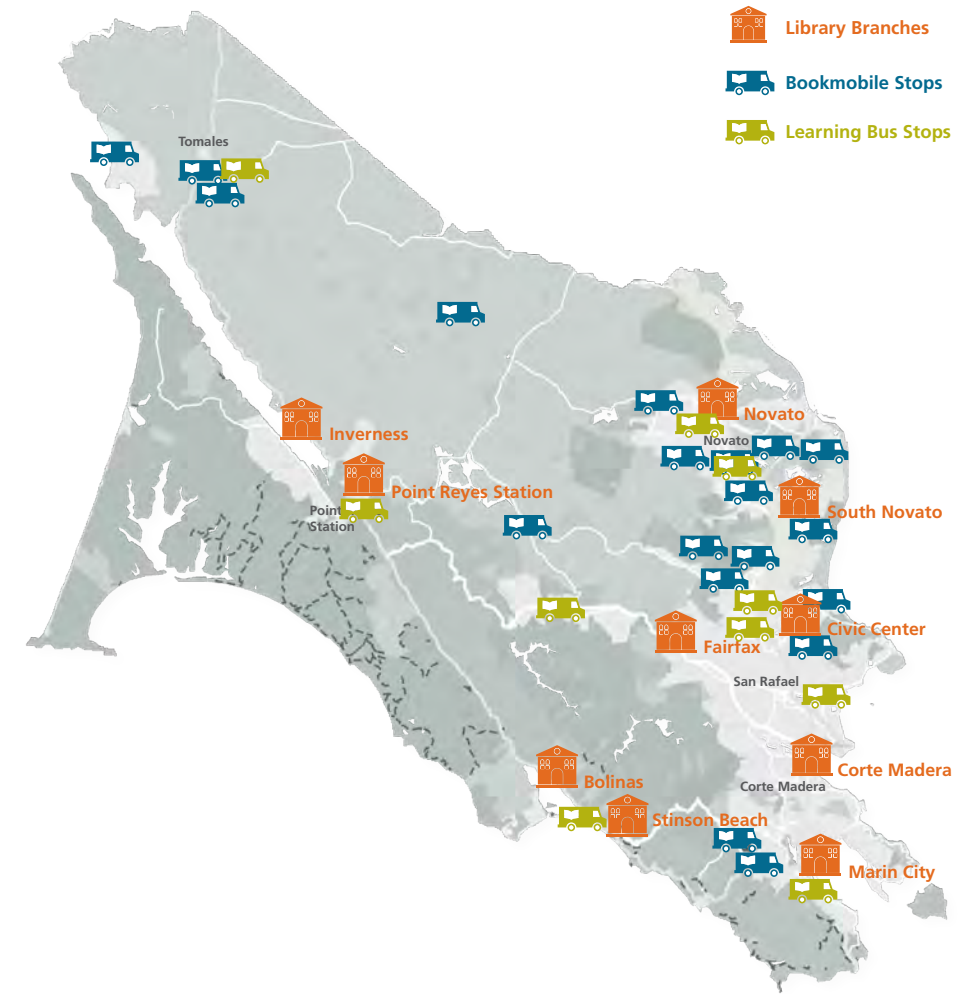


42% of communities of color feel a sense of community compared to 64% of the white population



58% of communities of color feel like they have the opportunity to participate in community compared to 72% of the white population

National Community Survey, Marin County, 2023

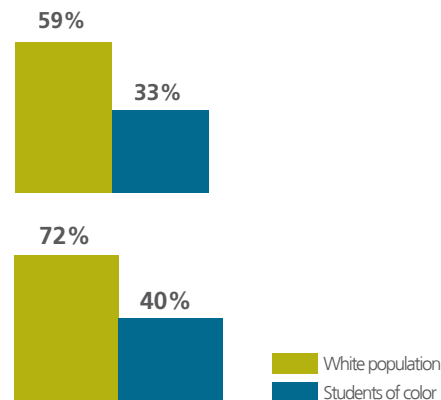


There are approximately 31,000 kindergarten-12th grade students in Marin County

48%
are students of color

Only **33%** of students of color meet kindergarten readiness milestones compared to 59% of white students

Only **40%** of students of color meet third grade literacy milestones compared to 72% of white students.



33%
are economically disadvantaged

Only 24% of low-income 3rd graders meet or exceeded standards for reading (English)

Only 32% of low-income students go on to complete a postsecondary education within 6 years

Marin Promise Partnership, Educational Progress Report, 2023

Connectedness remains a challenge for a number of the older adult population

20% of low-income adults, and 10% of women, do not drive, and having adequate transportation is a much more significant challenge for lower income older adults compared with the overall population (16% vs. 2%)

Older Adults Needs Assessment Survey, 2019

Recent studies indicate that income inequality is a major economic issue in Marin County

29% of white households struggle to make ends meet

56% of communities of color view Marin as a positive place to work

The number increases to 37% for Asians, 73% for Hispanic or Latinos, 95% for Black or African Americans

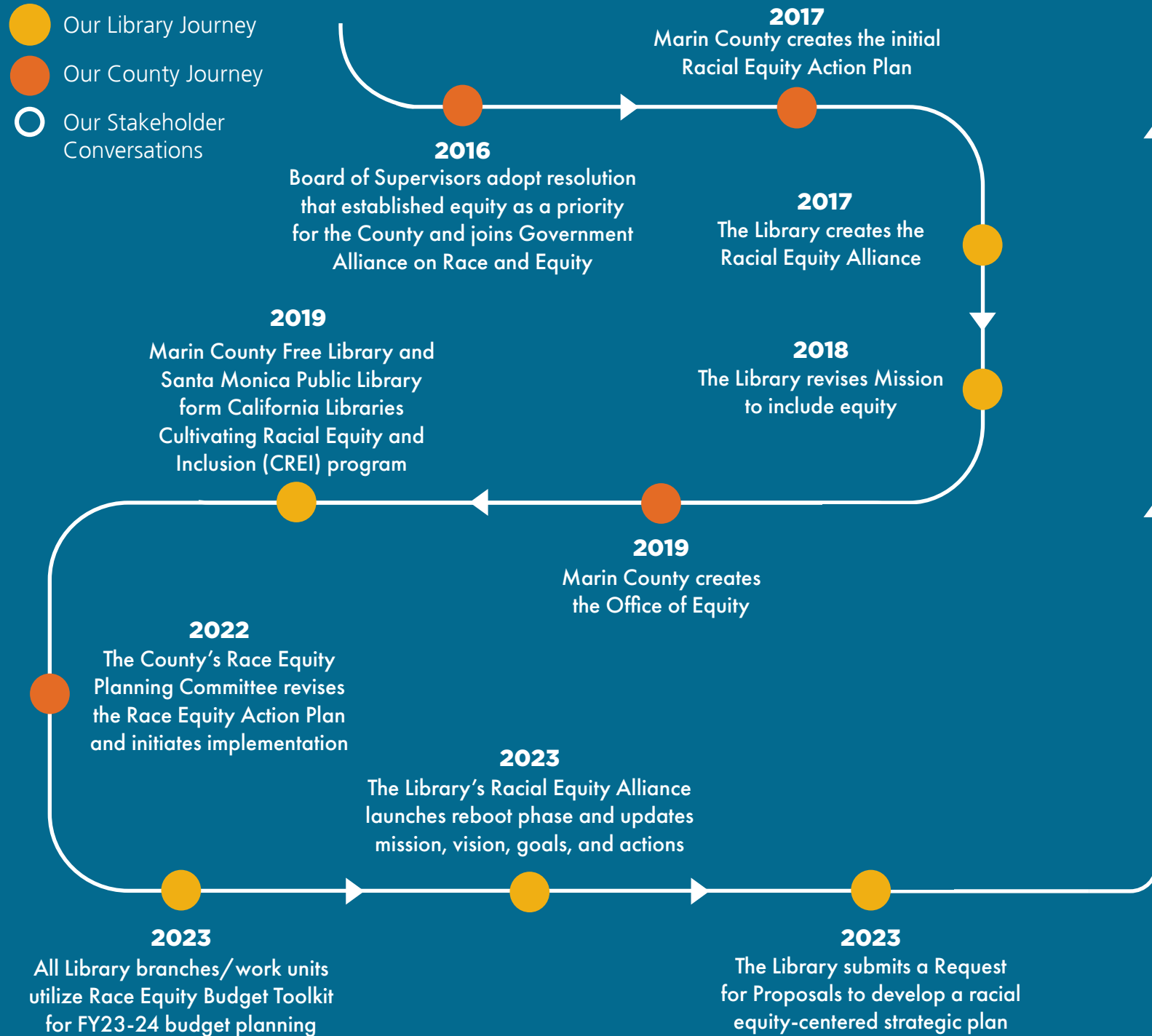
Lower income older adults are more likely than non-low-income older adults to report that they don't feel respected as a member of the community (12% vs. 3%)

Insight Center for Economic Community Development National Community Survey, Marin County, 2023; Marin County Older Adult Needs Assessment, 2019

Our Path to Anti-Racism & Equity

The Library's journey towards anti-racism and equity has been shaped by both external and internal shifts at the County and Library levels that acknowledge the historical patterns of exclusion of people of color and low-income communities. These changes reflect a growing motivation to address systemic inequities within the organization and the broader community. As a result, the Library now stands at a critical moment, ready to embark on a journey of meaningful change towards a more equitable future.

- Our Library Journey
- Our County Journey
- Our Stakeholder Conversations



STRATEGIC PLAN PROCESS

- 2023** ALL STAFF DAY ENGAGEMENT Identified core challenges and opportunities for how the Library can support Marin County
- STRATEGIC PLAN COMMITTEE WORKSHOP 1 Introduced service and human-centered design with "check your privilege" exercise
- STRATEGIC PLAN COMMITTEE WORKSHOP 2 Identified communities' needs and opportunities for strategic impact and participated in guided discussion around racial equity
- Internal stakeholder meetings with Friends of the Library and the Racial Equity Alliance
- STRATEGIC PLAN COMMITTEE WORKSHOP 3 Brainstormed key opportunities for emerging strategic priorities and utilized a racial equity lens to develop Library services
- Internal stakeholder meetings with the Library Commission, Spanish Services, Teen WebStars, Homework Helpers and the Racial Equity Alliance
- External stakeholder conversations with the Board of Supervisors, County Executive, Race Equity Planning & Participatory Budgeting Committees and community partners
- STRATEGIC PLAN COMMITTEE WORKSHOP 4 Reflected on effects of systemic barriers and the community's access to Library services
- STRATEGIC PLAN COMMITTEE WORKSHOP 5 Created space for openness and vulnerability that led to the group's consensus to be explicit about anti-racism and equity in the strategic plan



Creating an Honest Environment

Leadership

Leadership initiated the strategic planning process with a focus on centering racial equity as both a process and an outcome. Staff felt empowered to support and work towards racial equity as it became integrated into policies, organizational practices, and the Library's culture. Leadership ensured that internal and external voices were uplifted and encouraged authentic expression. They also maintained relationships with the Marin County Office of Equity for guidance throughout the process.

Racial Equity Alliance

The Library's Racial Equity Alliance members were integral to the strategic planning process by proactively engaging with the Strategic Plan Committee to share learnings and offer guidance to align racial equity principles in the development of the strategic priorities.

Strategic Plan Committee

The Strategic Plan Committee, comprising of 25 staff members from all levels, branches, and work units, demonstrated courage, self-awareness, and openness to learning in developing the plan. They created a space for open and honest dialogue, turning differences into constructive ideas, empowering themselves for further progress.

Facilitators

Staff and consultants alternated in guiding the process, bringing expertise and insights from racial equity work, including tools and case studies. The facilitators worked to uplift and acknowledge all voices. Each workshop supported staff to focus on racial equity, which normalized the conversation for leadership and staff so that by the last workshop, the group had consensus and courage to lead the implementation of the strategic plan with anti-racism and equity priorities.



Board of Supervisors & Marin County Executive

The Board of Supervisors worked to allocate \$1.7 million in funding for racial equity initiatives in the county. This set the stage for county departments and local organizations to systematically begin to formulate their anti-racist and equity journey.

Marin County Office of Equity

The Office of Equity is leading racial equity initiatives in Marin County through the Race Equity Planning Committee and the Participatory Budgeting Committee. Both Committees exemplify what inclusive, effective community power-sharing means.

Library Commission

The Library Commission supports the Library to use an equity lens that focuses on community success and full engagement to support the Marin County public. They support the Library to continue to deepen existing partnerships and increase new connections to foster the greatest impact.

Community Partners

Marin County's ecosystem of county and community partners is doing incredible work to support communities of color and low-income individuals. Fostering relationship building among partners cultivates a culture of learning and knowledge sharing.

Our Commitments

The Strategic Plan Committee commits to being courageous, mindful, and accountable to carry forward the Library's anti-racism and equity journey.



Key Opportunities

- 1 Race Equity**
Center race equity as a process and an outcome for community-driven work.
- 2 Community Ownership**
Facilitate community ownership of practices and policies that shape Library services.
- 3 Community Engagement**
Reorient the Library's organizational structure around site- and community-specific engagement.
- 4 Learn and Reflect**
Implement racial equity toolsets that provide space for learning and reflection.
- 5 Empower and Uplift**
Develop pathways for growth that empower and uplift communities of color and low-income individuals.
- 6 Systems Level Change**
Cultivate a robust ecosystem of partners to impact system levels change.



South Novato Teen WebStars

Strategic Plan Framework

VISION

We believe in empowered and thriving communities built on diverse voices and perspectives. We believe in a just Marin that advances equity for communities of color.

MISSION

We provide welcoming, equitable, and inclusive opportunities for everyone.

ORGANIZATIONAL VALUES

We work together to center anti-racism and equity.

Diversity

We actively celebrate diverse perspectives while promoting affirming environments that honor each individual’s unique history and lived experience.

Respect

We recognize and center the inherent value in every individual and embrace our differences to foster belonging and connection.

Adaptability

We respond to and evolve with changing community needs.

Communication

We acknowledge, include, and uplift all community voices with transparency and accountability.

Creativity

We challenge the routine, value the imagination of others, and infuse joy into our work.

Our Commitment to Anti-Racism & Equity

COMMUNITY POWER

We prioritize the voices of Marin’s diverse communities to guide civic engagement.

JOYFUL LEARNING

We provide joyful and inclusive learning experiences for everyone.

COLLECTIVE IMPACT

We cultivate trust and center relationship building with partners to create positive changes in our communities.

Community Power

We prioritize the voices of Marin’s diverse communities to guide civic engagement.

ANTI-RACISM & EQUITY GOALS

- Center the voices of communities of color to foster belonging and establish the Library as a welcoming, preferred, and safe place for all.
- Develop listening techniques that facilitate learning and understanding of the lived experiences of communities of color in contrast to individuals with privilege.
- Center the active participation and perspectives of communities of color in decision-making processes.
- Develop new Library career pathways to remove barriers for local communities of color and low-income individuals to join the Library’s workforce.

WHAT DOES SUCCESS LOOK LIKE?

- The Library will model inclusive and anti-racist engagement strategies internally and externally.
- Community members will feel a shared sense of belonging and ownership at the Library.
- Staff will facilitate dialogue around race and equity with community partners.
- Community members will improve social connections and mutual understanding by discovering their diverse or shared life experiences.



Events for all ages celebrating Black history



Poverty & Racial Justice Film & Conversation Series



The Library showcases art and hosts talks from artists of color

Image shows art by Maalak Atkins

“By centering community throughout this planning process, MCFL is facilitating joint ownership in change-making, establishing collective accountability, and building power within impacted communities to achieve anti-racist outcomes.”

-Jamillah Jordan, County of Marin Equity Director

Joyful Learning

We provide joyful and inclusive learning experiences for everyone.

ANTI-RACISM & EQUITY GOALS

- Expand Library offerings to create an environment that supports self-expression and celebration of all cultures.
- Explore unconventional program models to reach a broad audience and make Library offerings more accessible.
- Revise Library staffing models and classifications to align staff strengths in service to our communities.
- Enhance outreach and partnerships to make joyful learning experiences accessible for all community members.

WHAT DOES SUCCESS LOOK LIKE?

- Align funding and resources to increase educational success for all youth of color.
- Learning experiences are accessible to all ages and abilities and are centered around the passions and interests of our diverse communities.
- The community experiences joy-based journeys to learning about anti-racism and equity through uplifting and educational experiences.
- The Library is seen as a place to engage in cultural exchanges and celebrations that foster respect for other cultures.



Ramadan Storytime at the Library



Music and Stories with Colors of Spanish



The SHOP community creative maker space

“I was delighted to review the Anti-Racism and Equity Strategic Plan from the Marin County Free Library. The clear focus on racial equity and specific inclusion of joyful learning environments confirms my belief that the Library’s mission is closely aligned with the work of the Marin County Office of Education. It is exciting to work in partnership with the visionary and committed team at the Marin County Free Library.”

-John Carroll, Marin County Superintendent of Schools

Collective Impact

We cultivate trust and center relationship building with partners to create positive changes in our communities.

ANTI-RACISM & EQUITY GOALS

- Collaborate with schools and community-based organizations to share learnings, lived experiences, and resources to develop shared anti-racist and equitable outcomes.
- Develop and maintain community partnerships that support communities that are most underserved.
- Develop a communication strategy that meets the needs of communities and organizations to keep them engaged and informed of the Library's offerings.
- Expand existing programs and create new ones that help community members access opportunities both in their neighborhoods and throughout the county.
- Emphasize outreach and engagement models with communities of color not currently served by the Library that eliminate language, technology, and mobility barriers.

WHAT DOES SUCCESS LOOK LIKE?

- The Library cultivates a learning environment by creating accessible spaces, encouraging open dialogue, and nurturing relationships that promote anti-racism and equity practices.
- Collaborating with community partners, the Library aligns efforts toward common goals to foster lasting change through coordinated, sustained, and people-focused initiatives.
- By enhancing awareness of Library services amongst low-income communities and people of color, individuals can consistently benefit from their connection with the Library.



Teen WebStars program



Art event in partnership with Marin City Arts & Culture



The Library's booth at the Marin County Fair

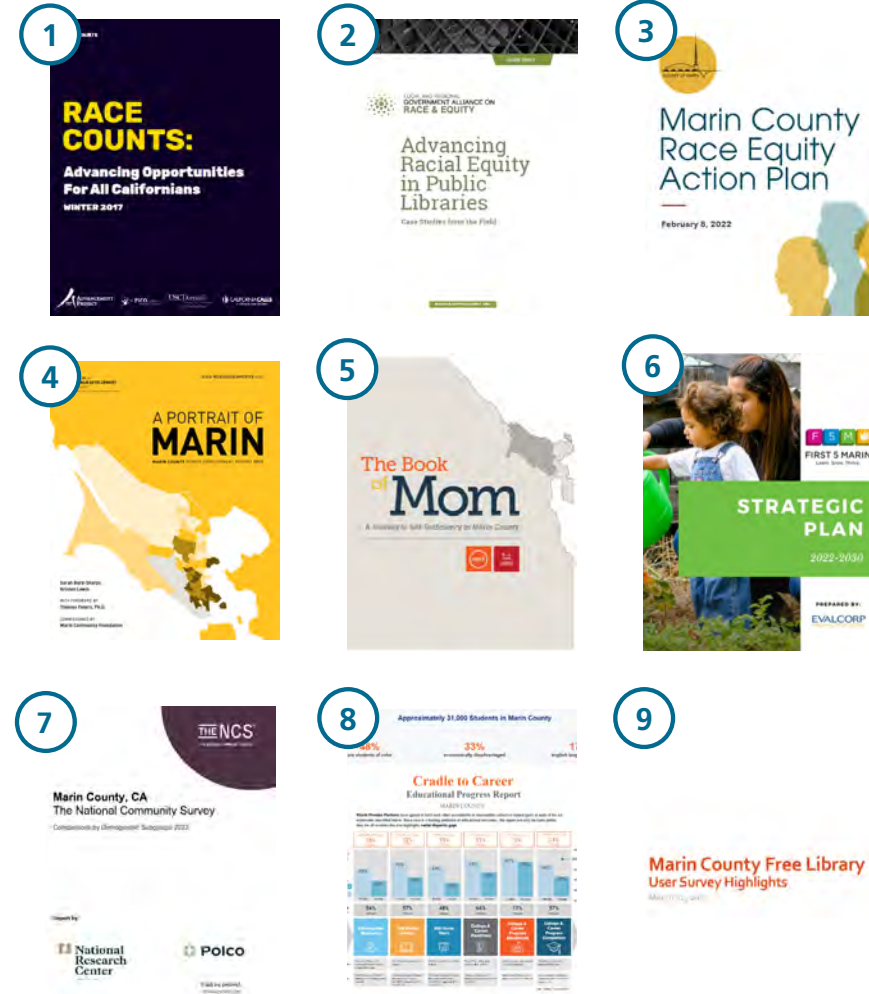
"I appreciate the thoughtful partnership of the Marin County Free Library team, working with our team to complement and make our services more accessible to all communities in Marin. From checking out free park passes at the library to reading events held in our county parks, this shared work opens doors for all to enjoy our incredible outdoor environments."

-Max Korten, Director and General Manager, Marin County Parks

Utilizing Local Knowledge & Resources to Align Outcome Goals

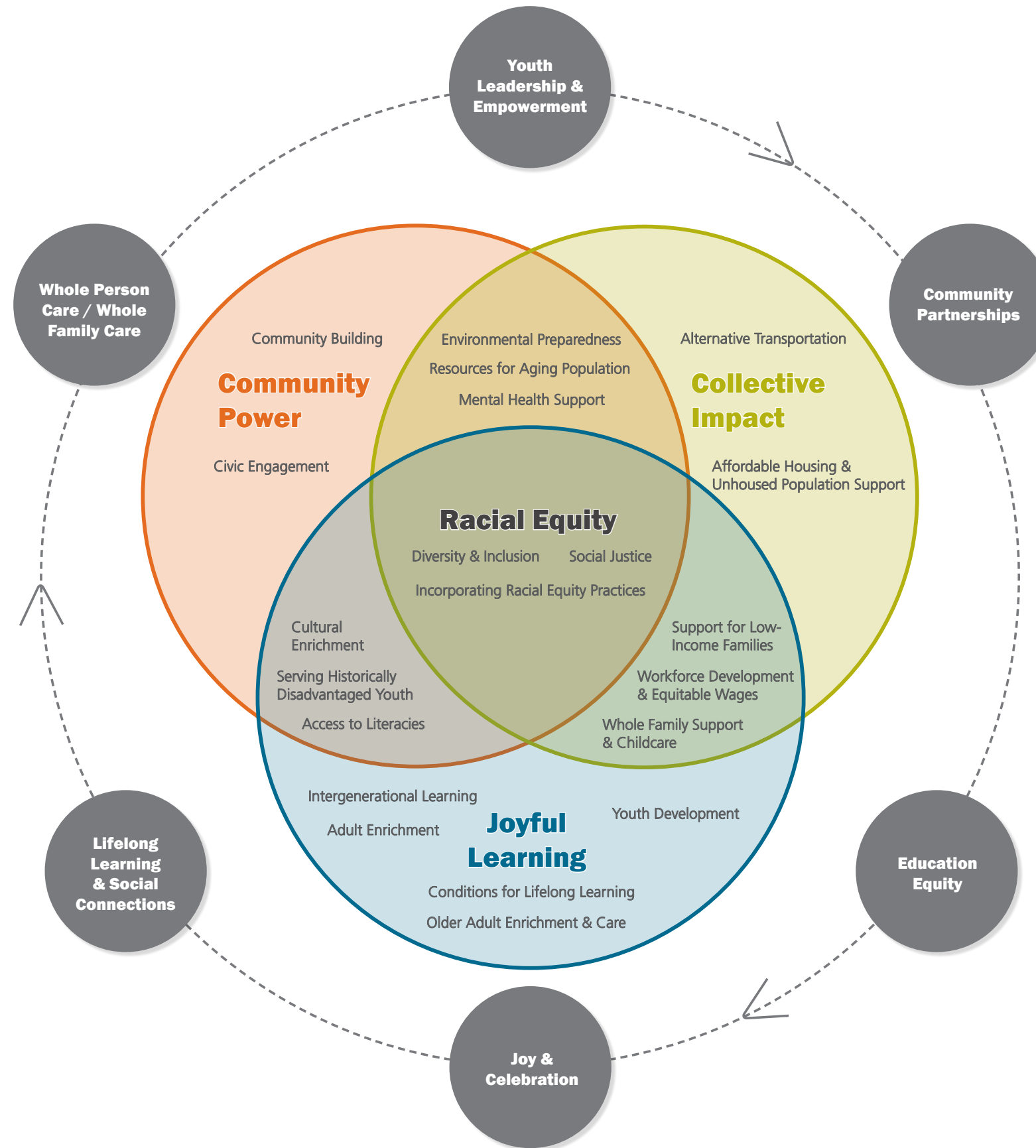
The documents below provided qualitative and quantitative data to inform contextual understanding about Library services and about life in Marin County, including various aspects such as racial equity, education, socioeconomic conditions, mental health, housing, economic opportunity, and County-wide initiatives.

1. Race Counts: Advancing Opportunities for all Californians (utilizing 2023 data)
2. Local and Regional Government Alliance on Race and Equity: Advancing Racial Equity in Public Libraries: Case Studies from the Field
3. Marin County Race Equity Action Plan, 2022
4. A Portrait of Marin: Marin County Human Development Report, 2012
5. The Book of Mom: A Journey to Self-Sufficiency in Marin County, Fall 2018
6. First 5 Marin Strategic Plan, 2022-2030
7. National Community Survey, Marin County, 2023
8. Marin Promise Partnership Progress Reports, 2023
9. Marin County Free Library Community Survey, 2022
10. Library Learning Bus Survey, 2021-2022
11. Library Beyond Walls Survey 2023
12. Library Spanish Services Survey 2023
13. Marin County Free Library Biennial Report 2022-2024
14. Marin County Free Library Facilities Survey

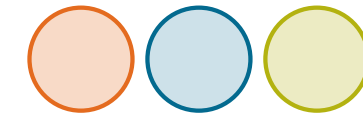


Mapping Community Priorities

Marin County boasts a diverse network of local community partners and leaders. By aligning the Library's areas of focus with Library programs and services and community priorities, we can collaboratively pursue initiatives that amplify our collective impact within our communities.



Mapping the Library's Strategic Priorities to Community Priorities through the Library's Areas of Focus



Strategic Priorities

Goals that will help the Library achieve its vision and practice its mission and values.



Library Areas of Focus

Areas where the Library brings the most value when developing community-driven programs, services, and resources with partners.

Community Priorities from Stakeholders & Community Partners

Learnings gathered from focus groups with stakeholders, responses to the Library's Community Partner Survey (December 2023 - February 2024), and community partners who attended the Library's Community Chat: Let's Talk Strategy event in January 2024.

Library Areas of Focus

Through an assessment of the Library’s existing offerings and strengths, key areas of focus were identified during the strategic planning process. These focus areas have been refined through stakeholder conversations and guide the development of community-driven programs, services, and resources.

Current Library Programs/Services

What the Library does now

- Storytimes
- Conscious Kids Kits
- Book Clubs
- Makerspace Programs
- Textile Arts & Crafts Programs
- English as Second Language Tutoring
- Homework Helpers
- Reading Buddies
- Technology Help
- Literacy & Citizenship Services
- Mobile Library Services
- Museum & Park Passes
- Cultural Celebrations
- Film & Music Series
- Teen Volunteers and Internships
- Cultural Celebrations
- My Card/Mi Tarjeta Program
- Art Exhibits
- Local California History Resources
- Multilingual Services & Collections
- Community Partnerships

Library Areas of Focus

Areas for Activation

- RACIAL EQUITY
- COMMUNITY PARTNERSHIPS
- EDUCATION EQUITY
- YOUTH LEADERSHIP & EMPOWERMENT
- LIFELONG LEARNING & SOCIAL CONNECTIONS
- JOY & CELEBRATION
- WHOLE PERSON/ WHOLE FAMILY CARE

Developing Library Programs/Services

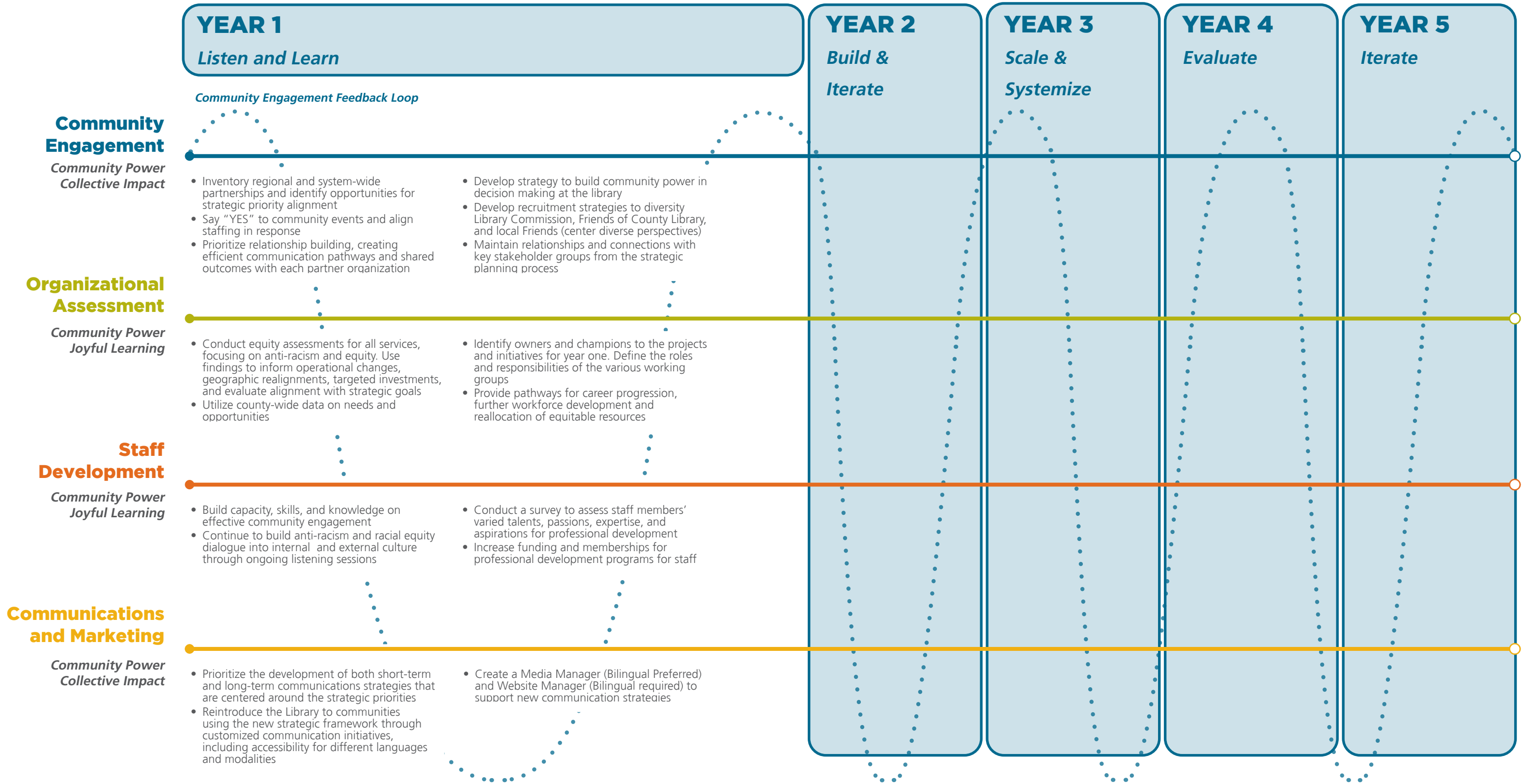
What the Library is developing

- KINDERGARTEN READINESS/ THIRD GRADE LITERACY SUPPORTS
- OLDER ADULT ENRICHMENT & INTERGENERATIONAL PROGRAMMING
- SOCIAL JUSTICE RESOURCES & PROGRAMMING
- JAIL AND RE-ENTRY RESOURCES & SERVICES
- WORKFORCE & YOUTH DEVELOPMENT
- PARTNER FOR COUNTY-WIDE INITIATIVES
- CITIZENSHIP & ADULT LITERACY SERVICES
- COMMUNITY RESOURCE CONNECTIONS
- MULTILINGUAL SERVICES & COLLECTIONS
- LOCAL HISTORY RESOURCE DESTINATION



Planning for Systems Change

Implementation Approach



Acknowledgements

Marin County Free Library Leadership

Lana Adlawan, Director of County Library Services

Raemona Little Taylor, Assistant Director of Library - Public Services

Marin County Free Library Staff

Carri Abrahms, Technical Services

Mildred Arencibia, Technical Services

Kristine Augestad, Corte Madera

Daniel Avalos, Novato

Victor Avalos, Civic Center

Brandon Barragan, South Novato

Diana Barrera, Library Administration

Ann Bertucci, Civic Center

Charmaine Bonner, California Room, Civic Center

Madeline Bryant, West Marin

Sarah Butts, Corte Madera

Brian Campbell-Miller, South Novato

Grace Chung, Corte Madera

Andre Clemons, Technical Services

Cris Criollo, South Novato

Alejandra Cruz, Learning Bus

Ann Deusenberry, Corte Madera

Janet Doerge, Novato

Etienne Douglas, Marin City

Christopher Dowd, Technical Services

Héctor García, South Novato

Stephanie Hartwell-Mandella, Corte Madera

Michelle Hirsch, Technical Services

Ruth Itzun, Novato

Mattie Ivy Leeds, Point Reyes

Anna Jonsson, Technical Services

Amanda Kondrashova, Marin City

Daniela Leyva, Civic Center

Alfredo Limeta, Novato

Jesse Lumb, Bookmobile

Lynne Maes, Civic Center

Julie Magnus, Technical Services

Iris Meinolf, Fairfax

Silvia Molina, Novato

Aura Perez, Technical Services

Alex Porrata, West Marin

Anthony Puga, Fairfax

Jose Rodas, Library Administration

Lily Rosenman, Bolinas

Annemarie Russo, West Marin

Sommer Schafer, Fairfax

Brooklyn Swanson, Bookmobile

Keith Waye, Technical Services

Channing Wong, Technical Services

Friends of the Marin County Free Library

Friends of the Bolinas Stinson Beach Libraries

Tomales Bay Library Association

Marin County Free Library Commission

Marin County Free Library Teen Homework Helpers

Marin County Free Library Teen WebStars

Board of Supervisors and Marin County Executive

Supervisor Mary Sackett, District 1

Supervisor Katie Rice, District 2

Supervisor Stephanie Moulton-Peters, District 3

Supervisor Dennis Rodoni, District 4

Supervisor Eric Lucan, District 5

Matthew Hymel, Marin County Executive

Marin County Office of Equity

Jamillah Jordan, Equity Director

Participatory Budgeting Committee

Race Equity Planning Committee

Community Partners

Age-Friendly Corte Madera

Bay Area Discovery Museum

Belvedere Tiburon Library

Bolinas-Stinson Union School District

Bridge the Gap College Prep

Canal Alliance

City of San Rafael, Library and Recreation

College of Marin, Library Department

Community Action Marin

First 5 Marin

Hamilton School, Novato Unified School District

KWMR Community Radio

Marin County California Children's Services

Marin County Child Care Commission

Marin County Office of Education

Marin Housing Authority

Marin Promise Partnership

Novato High School, Novato Unified School District

Parent Services Project

Performing Stars of Marin

San Anselmo Library

San Rafael High School, San Rafael City Schools

Terra Linda High School, San Rafael City Schools

West Marin Fund

Consultant Team

Margaret Sullivan, Margaret Sullivan Studio

Sheryl Ude, Be Present Consulting

Kim Zablud, Advancing with Purpose

Jade Esplin, Margaret Sullivan Studio

Annika Northland, Margaret Sullivan Studio

Loren Landrum, Margaret Sullivan Studio

Darcy Burnham, Margaret Sullivan Studio

