



SAN JOAQUIN VALLEY LIBRARY SYSTEM

ADMINISTRATIVE HEADQUARTERS
2420 Mariposa Street, Fresno, CA 93721

SJVLS Administrative Council Agenda Packet May 1, 2020

TO THE PUBLIC:

**ENCLOSED ARE THE AGENDA AND
PREPARED ATTACHMENTS FOR THIS MEETING.**

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Fresno, CA 93721

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SAN JOAQUIN VALLEY LIBRARY SYSTEM

ADMINISTRATIVE HEADQUARTERS
2420 Mariposa Street, Fresno, CA 93721

Meeting Announcement

San Joaquin Valley Library System Administrative Council

Friday, May 1, 2020

Time: 10:00 a.m.

Meeting via GoToMeeting

The public may participate by using the following URL:

<https://global.gotomeeting.com/join/439979885>

For Information: (559) 600-7323

AGENDA

A. COUNCIL OPENING

1. Call to Order
2. Introductions
3. Adoption of Agenda
4. Public Comment

Public comment on any items relative to SJVLS and not on the agenda.

B. CONSENT AGENDA

1. Approval: Draft Minutes of March 13, 2020 Administrative Council Meeting. (Attachment 1)

C. ITEMS FOR INFORMATION/ACTION

1. Financial Updates – Christiansen
Financial Updates – Christiansen
 - a. Status Update-Financial Reports (Attachment 2)
 - b. Status Update – CLSA Report (Attachment 3)
 - c. Status Update – Online Materials (Attachment 4)
 - d. Status Update - Tech Reserve -April 30, 2020 (Attachment 5)
 - e. Status Update - Unearned Grant Report (Attachment 6)
2. Discussion: Return to Board with Adjusted Budget FY 2020-2021 to Adopt – Christiansen
3. Presentation Build System Contingency Reserves -Christiansen
4. Discussion and Approval: Electronic Resources Selected Vendor ERC Database
Recommendations – Boyer (Attachment 7)
5. Discussion: Pandemic Procedures – All
6. CENIC Upgrades Status Update – Nelson
7. Presentation by Consultant: Preliminary Report of an Organizational Study for the San Joaquin Valley Library System – Joe Matthews/Carson Block (Attachment 8)

D. STAFF REPORTS

1. Chair
 2. State Library
 3. System Administrator
 4. Library Program Manager
 5. Senior Network System Engineer
-

E. DIRECTOR COMMENTS

Council members have the opportunity to share items relating to collaboration, innovation and professional development of interest to the Council.

F. CALENDAR ITEMS

1. Date and place of next Council Meeting:

G. ADJOURNMENT

Adjourn the meeting.



SJVLS Administrative Council Meeting
March 13, 2020
Draft
Minutes

1. COUNCIL OPENING

Council members present: Mark Lewis (Kern), Amy Taylor (Merced), Darla Wegener (Tulare Co.), Terry Eckman (Fresno), Heidi Clark (Tulare), Vikki Cervantes (Porterville), Mary Leal (Coalinga), Janet Chase Williams, (Mariposa), Natalie Rencher (Kings), and Sally Gomez (Fresno).

Council members absent: Mary Lawrence (Madera).

Staff present: Karen Coletti (Fresno), Jeannie Christiansen (Fresno), Kevin Nelson (Fresno), Chris Wymer (Fresno), Nathan Boyer (Fresno) and Mary Ellen Tyckoson (Fresno).

Others present: None

a. Call to order: Opened by Janet Chase Williams at 10:00 AM.

b. Introductions: Staff and Directors introduced themselves around the table.

c. Adoption of Agenda: Motion to adopt agenda Leal (Coalinga/Huron) Second: Cervantes (Porterville)

d. Public Comment. None

2. CONSENT AGENDA

a. Approval: Draft Minutes of January 17, 2020 Administrative Council Meeting.

Motion to Approve Minutes of January 17, 2020 Cervantes (Porterville) Second: Lewis (Kern)

3. Financial Updates Christiansen

a. Financial Reports Christiansen

- FY 2019/20 as of February 2020, financial expenses are \$1,933,652 and increase of \$260,048. From January of 2020. Overall expenses were underspent by 22%. In comparison to the monthly benchmarks due to delays in Telecommunications charges, lower computer services project cost and labor savings. Revenues for the period ending February 29, 2020 totaled \$2,401,011.
- Outstanding Receivable total is \$243,040. Billed FY 19/20 Member Fe, Postage, and Smart Net totaling \$1,705,204 has been paid in full.
- Billed Fortinet of \$31,000 has been paid in full.
- FY 19/20 Electronic Resources has been paid in full to Coalinga, Fresno, Mariposa, and Madera.
- Horizon upgrade build contingency reserve deposit \$160,001 has a current outstanding balance of \$58,862.
- Nimble Storage Project has been completed. Billed Reserve Estimates of \$200,000 has an outstanding balance \$60,059.
- FY 19/20 Telco billed to members of \$682,821 has a current outstanding balance of \$132,119.

b. CLSA Report – Christiansen

- FY 19/20 expenses to date total \$124,558 with an annual allocation of \$240,074.
- The State approved the transfer between line items.
- Sally contacted Monica Rivas. Will be changing #s to return to Board and Jeannie will bring this back.

c. Online Materials

- Smart Pay distributions totaling \$65,184 for the period of May 1, 2019 through December 31, 2019 have been paid to SJVLS members.
- LSTA Public Library Staff Education Program (PLSEP) expenses for the period ending February 29, 2020 totaled \$28,810. SJVLS PLSEP Administration cost for this same period totaled \$2,763. There are 11 participants in PLSEP and all but two participants have been fully paid. Paid participants have provided all tuition cost and grade verification.

d. Tech Reserve – December 31, 2019

Transfer of Ownership Statements have been sent to the following members:

- July notices total \$6,612.73 to Madera and Fresno.
- September notices total \$8,846.81 to Madera and Fresno.
- October notices total \$968.05 to Fresno.
- November notices total \$7,848 Coalinga, Fresno, Kern, Madera and Merced.
- December notices total \$18,640.23 Coalinga, Fresno, Porterville and Tulare Public.
- January notices total \$193,207.13 Coalinga, Fresno, Kings, Tulare County and Tulare Public.
- February notices total \$7,296.64 Fresno.

Pre Paid Tech Reserves Report:

July 2019 Balance	\$2,617,031 Available	\$2,059,671.
August 2019 Balance	\$2,662,801 Available	\$2,109,671.
September 2019 Balance	\$3,025,714 Available	\$2,184,600.
October 2019 Balance	\$3,160,888 Available	\$2,145,771.
November 2019 Balance	\$2,149,779 Available	\$2,141,415.
December 2019 Balance	\$3,059,605 Available	\$2,085,669.
January 2020 Balance	\$2,981,597 Available	\$2,186,908.
February 202 Balance	\$2,974.195 Available	\$2,191,877.

Tech Reserve decreased due to charges for FY 2019/20 totaled \$363,414 and consists of Debt Collection-UMS, Postage and Computer Hardware.

e. Unearned Grant Report

- Print out provided.
- Vikki to email Nimble 5700 actual invoice to Edward. Amy also sent as well.

2. Discussion and Approval: Draft Budget FY 2020-2021 Attachments 7,7a & b.

- Seek approval to present Recommended Budget in May with approved changes and to incorporate CENIC RFP upgrades on equipment selection costs.
- Return to Board with CLSA Program and Funding Strategy for Upcoming Year.
- No addition changes to the approved Membership Fees and Costs approved on January

17, 2020. **Motion made by Clark, (Tulare City) Second: Lewis, (Kern County).**

- Approval of Enterprise Vehicle Lease. **Motion made by Cervantes, (Porterville) Second: Le**
- Will revisit the CLSA upcoming Application and Strategy after we meet with consultants.

3. Discussion and Approval: Electronic Resources Selected Vendor ERC Database Recommendation – Boyer Attachment 8

- The ERC recommends awarding RFQ SJVLS 20-004 to Gale and entering into a three-year database subscription beginning in FY 20220-21 for all categories of databases specified in the RFQ. Gale to replace Ebsco with little cost savings of \$30,000. **Motion to recommend awarding contract to Gale made by Leal, (Coalinga/Huron) Second: Cervantes, (Porterville).**

4. Discussion: Porterville Library – Gomez

- Sally has received many questions on how to help Porterville.
- The FOL groups are also reaching out.
- Vikki explained that a Wish list will be started and the FOL groups can mail checks to the Adult Center in Porterville.
- Darla mentioned that she could help Vikki set up an Apple account.

5. Discussion and Approval: Library Day of Giving - Gomez

- April 23rd is Library Day of Giving, discussed with the council what it was and how it would work. It falls during National Library Week. They decided that it would be best to go into this all together. Valley Cat could be used for online donations. They will add a banner. April 1st is National Disaster Relief.

6. Discussion: Pandemic Procedures – Chase & Gomez.

- This is changing day to day. What we do know so far is wash, wash, wash, your hands. Discussion on out of Country travel. What we should close is maybe our FOL bookstores due to the age clientele. As a consortium we should stay consistent on what we will be doing. We know that books are already dirty. Gloves may provide a sense of safety. Fresno is open at this time however working to get procedures in place. Porterville has cancelled all programs through May. Darla is working day to day, not closed or canceled programs. Natalie is keeping staff calm and not canceling until April. Business as usual and HR is on it. Discussion on UVC Wands were discussed only good on hard surfaces. Family space and toys use your best judgement. Practice the washing of hands, and social distancing of 6ft. Mary is following her school district guidelines. Computer labs every other computer to offer distance.

7. Discussion: Administrative Librarian Vacancy

- We have 2 more candidates to interview on April 23rd. Discussed what we are looking for as far as drafting budgets, tech piece, Erate and leadership guidance. We might want to wait until we see what consultants recommend at this time. We might have a learning curve but do have a probation period. The questions need to be revised.

8. CENIC Upgrades Status Update - Nelson

- We have 6 branches left to go.

- Year 3 1 branch.

9. Status Update on EdTechnology – E Rate and Grant Consultant – Gomez & Nelson

- The consultants are doing well and gathering information. They will be at the May meeting.

D. Staff Reports

1. Chair

- No Report.

2. State Library

- No Report.

3. Administrative Librarian

- No Report.

4. Library Program Manager

- This was Mary Ellen's last meeting. She shared it has been great working with all of you and thank you.

5. Senior Network System Engineer

- No Report.

E. Director Comments

- Amy, (Merced) Received the Bringing your library to you Grant for \$250,000.00 They are working on hiring an architect for the Library/Community Center in Dos Palos.
- Darla, (Tulare County) Bookmobile purchased and it is almost ready. They are working on the Springville Library which is the last of the Carnegie Libraries in California. It has been closed since October.
- Natalie, (Kings) 3 weeks ago called in Avenal, this will give us two capital projects Lemoore and Avenal.
- Mark, (Kern) the library is full of mold and they may be looking a brand-new location.
- Vikki (Porterville) Gave everyone an update on Fire at Porterville. Some of the things she shared for all the directors to hear was, Fire Suppression, video recording inventory which includes everything, from books to supplies. She will be a presenter at CLA. Museum in Porterville is featuring the Library from March 19th-25th. Friends will hold first fundraiser in June and meeting this week to discuss.

F. Calendar Items

May 1st. Porterville

ADJOURNMENT at 11:51 AM. Motion to adjourn Cervantes, (Porterville) Second: Wegener, (Tulare Co.)

Financial Narrative Report-Christiansen May 1, 2020

Status Updates

1. Financial Reports

a. FY 2019/20 As of April 30, 2020 Financial reported expenses are \$ 2,596,859 an increase of \$ 663,207. from March 2020, Overall expenses were under spent by 23% in comparison to the monthly benchmarks due to delays in Telecommunication charges, lower computer service project cost and labor savings. Revenues for the period ending April 30, 2020 totaled \$ 2,456,018.

2 Outstanding Receivable Total \$ 2,339. (Attachment 2)

a. Billed FY 2019/20 Member Fees, Postage, and Smart Net totaling \$ 1,705,204 has been paid in full.

b. Billed Fortinet of \$ 31,000 has been paid in full.

c. FY 2019/20 Electronic Resource has been paid in full:

Coalinga	\$ 20,000
Fresno	\$ 300,000
Mariposa	\$ 5,000
Madera	\$ 4,769

d. Horizon Upgrade Build Contingency Reserve Deposit \$ 160,000 has been paid in full.

e. Nimble Storage Project has been completed. Billed Reserve Estimates of \$ 200,000 has been paid in full.

f. FY 2019/20 Telco billed to Members of \$ 682,821 has a current outstanding balance of \$ 2,339.

3. CLSA Allocation-Status Update, (Attachment 3)

FY 2019/20 expenses to date total \$ 191,479 with projected expenses at June \$ 239,051 with an annual allocation of \$ 240,074.

4. Smart Pay distributions totaling \$ 65,184 for the period of May 1, 2019 through December 31, 2019 have been paid to SJVLS members.

LSTA Public Library Staff Education Program (PLSEP) expenses for the period ending April 30, 2020 totaled \$ 28,810. SJVLS PLSEP Administration cost for this same period totaled \$ 2,763. There are 11 participants in PLSEP and all but two participants have been fully paid. Paid participants have provided all tuition cost and grade verification.

5. Transfer of Ownership Statements have been sent to the following members:
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 - January notices total \$ 193,207.13 Coalinga, Fresno, Kings, Tulare County and Tulare Public
 - February notices total \$ 7,296.64 Fresno.

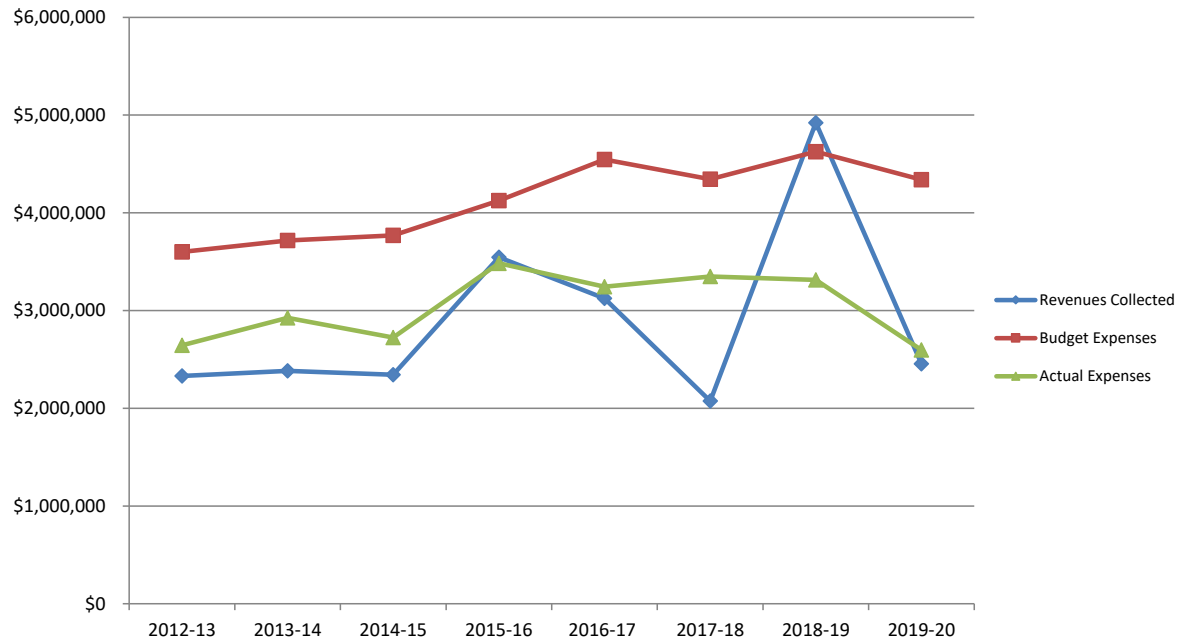
6. Pre-paid Tech Reserve Report (Attachment 5)

July 2019 Balance	\$ 2,617,031	Available \$ 2,059,671
August 2019 Balance	\$ 2,662,801	Available \$ 2,109,671
September 2019 Balance	\$ 3,025,714	Available \$ 2,184,600
October 2019 Balance	\$ 3,160,888	Available \$ 2,145,771
November 2019 Balance	\$ 3,149,779	Available \$ 2,141,415
December 2019 Balance	\$ 3,059.605	Available \$ 2,085,669
January 2020 Balance	\$ 2,981.597	Available \$ 2,186,908
February 2020 Balance	\$ 2,974.195	Available \$ 2,191,677
March 2020 Balance	\$ 2,974,195	Available \$ 2,191,677
April 2020 Balance	\$ 3,056,401	Available \$ 2,165,403

Tech Reserve decreased due to charges for FY 2019/20 totaled \$ 365,855 and consist of Debt Collection-UMS, Postage and Computer Hardware.

**San Joaquin Valley Library System
Revenue and Expenses Trends - Annual
April 30, 2020
Fiscal Year 2019-20**

Fiscal Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Tech Reserve Available Balance	\$2,252,709	\$2,375,706	\$2,394,036	\$2,357,575	\$2,589,868	\$2,473,397	\$2,676,754	\$3,056,401
Revenues Collected	\$2,329,938	\$2,381,982	\$2,342,231	\$3,545,992	\$3,123,740	\$2,074,018	\$4,922,374	\$2,456,018
Budget Expenses	\$3,600,337	\$3,716,067	\$3,770,409	\$4,126,021	\$4,545,929	\$4,343,965	\$4,626,402	\$4,339,757
Actual Expenses	\$2,643,924	\$2,926,690	\$2,725,107	\$3,484,128	\$3,243,758	\$3,349,110	\$3,314,188	\$2,596,859
% of Actual to Budget	73%	79%	72%	84%	71%	77%	72%	60%
\$ Unspent	\$956,413	\$789,377	\$1,045,302	\$641,893	\$1,302,171	\$994,855	\$1,312,214	\$1,742,898
% Unspent	27%	21%	28%	16%	29%	23%	28%	40%
	100%	100%	100%	100%	100%	100%	100%	100%



Financial Position Report

Fund 4835

Appropriations, Revenue and Net Fund Balance

Attachment 2

Org 9625

For the Period Ending April 30, 2020

Account #	Category Description	Adopted Appropriations	Adjusted Appropriations as of 7-31-19	Total Expended (Includes CY Encumb)	FY2019-20 Encumb	% Spent	Benchmark
6000	Salaries & Benefits		\$0			0%	83%
7000	Services & Supplies	\$4,339,757	\$4,339,757	\$2,596,859		60%	83%
7800	Other Charges		\$0			0%	83%
7295	SJVLS Professional Services		\$0			0%	83%
8000	General Fixed Assets		\$0			0%	83%
	Total Appropriations	\$4,339,757	\$4,339,757	\$2,596,859	\$0	60%	83%
Sum of Pivot Tables Financials		\$ 4,339,757.00	\$ 4,339,757.00	\$2,596,859		\$ 1,742,897.54	Unspent
Variance		-	-	\$0			

Account #	Account Description	Adopted Revenues	Adjusted Revenues as of 7-31-18	Revenues	Deferred Revenues	% Collected	Benchmark
5040	Other--Overdue Notices (Charges for Services)	\$40,000	\$40,000			0%	83%
5039	SJVLS Tech Reserve Charges	\$1,444,948	\$1,444,948	\$271,782		19%	83%
3380	Interest Tech Reserve Fund	\$70,000	\$70,000	\$90,160		129%	83%
5800	Miscellaneous Revenue			\$128		100%	83%
5501	Telephone Services					0%	83%
5504	Telephone Services-Non County			\$136,564		100%	83%
4375	Grant-1 individual from Kern.	\$5,000	\$5,000	\$27,359		547%	83%
4841	SJVLS Member Contributions	\$1,662,904	\$1,662,904	\$1,662,904		100%	83%
3575	CLSA, CVIN, Y2B, CLSA add. Funding	\$373,550	\$373,550	\$267,121		72%	83%
	Total Revenues	\$3,596,402	\$3,596,402	\$2,456,018	\$0	68%	83%
Sum of Pivot Tables Financials		\$3,596,402	\$3,596,402	\$2,456,018			
Variance		0	0	0.00			

Fund Balance 4835 Agency Fund: Increase to Cash in Fund (-)	\$743,355	\$743,355	\$140,841	\$0
Decrease Cash in Fund (+)				

Benchmark		# of PPs	# of Mos.
		21	10

Financial Comments:

Computer Ops (0130) will always be underspent by the amount SJVLS projects

**San Joaquin Valley Library System
Outstanding Invoice Summary
Report as of April 30, 2020**

Total Amount Pending \$ 2,339

		Invoiced Amount	Payments Received	Remaining Balance	
Coalinga	Member Fees, Smart Net and Postage	\$ 21,785.00	\$ 21,785.00	\$ -	9/17/2019
Fresno	Member Fees, Smart Net and Postage	\$ 708,915.00	\$ 708,915.00	\$ -	8/16/2019
Kern	Member Fees, Smart Net and Postage	\$ 421,720.00	\$ 421,720.00	\$ -	9/24/2019
Kings	Member Fees, Smart Net and Postage	\$ 75,552.00	\$ 75,552.00	\$ -	9/16/2019
Madera	Member Fees, Smart Net and Postage	\$ 80,507.00	\$ 80,507.00	\$ -	10/29/2019
Mariposa	Member Fees, Smart Net and Postage	\$ 29,886.00	\$ 29,886.00	\$ -	9/9/2019
Merced	Member Fees, Smart Net and Postage	\$ 111,040.00	\$ 111,040.00	\$ -	9/4/2019
Porterville	Member Fees, Smart Net and Postage	\$ 48,950.00	\$ 48,950.00	\$ -	12/9/2019
Tulare County	Member Fees, Smart Net and Postage	\$ 153,930.00	\$ 153,930.00	\$ -	9/4/2019
Tulare Public	Member Fees, Smart Net and Postage	\$ 52,919.00	\$ 52,919.00	\$ -	9/19/2019
		\$ 1,705,204.00	\$ 1,705,204.00	\$ -	

		Invoiced Amount	Payments Received	Remaining Balance	
Coalinga	Electronic Resources	\$ 20,000.00	\$ 20,000.00	\$ -	9/24/2019
Fresno	Electronic Resources	\$ 300,000.00	\$ 300,000.00	\$ -	9/6/2019
Mariposa	Electronic Resources	\$ 5,000.00	\$ 5,000.00	\$ -	10/9/2019
Madera	Electronic Resources	\$ 4,769.00	\$ 4,769.00	\$ -	2/14/2020
		\$ -	\$ -	\$ -	
		\$ 329,769.00	\$ 329,769.00	\$ -	

		Invoiced Amount	Payments Received	Remaining Balance	
Coalinga	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/17/2019
Fresno	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/16/2019
Tulare Public	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/19/2019
Tulare County	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/4/2019
Madera County	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	10/29/2019
Merced	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/4/2019
Porterville	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	1/13/2020
Kern	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/24/2019
Kings	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/30/2019
Mariposa	Fortinet Membership	\$ 3,100.00	\$ 3,100.00	\$ -	9/10/2019
		\$ -	\$ -	\$ -	
		\$ 31,000.00	\$ 31,000.00	\$ -	

Outstanding Invoice Summary

		Invoiced Amount	Payments Received	Remaining Balance	
Coalinga	Horizon Upgrade	\$ 1,743.00	\$ 1,743.00	\$ -	9/24/2019
Fresno	Horizon Upgrade	\$ 74,929.00	\$ 74,929.00	\$ -	9/6/2019
Tulare Public	Horizon Upgrade	\$ 4,833.00	\$ 4,833.00	\$ -	10/9/2019
Tulare County	Horizon Upgrade	\$ 15,909.00	\$ 15,909.00	\$ -	9/24/2019
Madera County	Horizon Upgrade	\$ 7,087.00	\$ 7,087.00	\$ -	1/23/2020
Merced	Horizon Upgrade	\$ 9,100.00	\$ 9,100.00	\$ -	4/27/2020
Porterville	Horizon Upgrade	\$ 4,638.00	\$ 4,638.00	\$ -	1/13/2020
Kern	Horizon Upgrade	\$ 32,566.00	\$ 32,566.00	\$ -	4/2/2020
Kings	Horizon Upgrade	\$ 6,766.00	\$ 6,766.00	\$ -	4/2/2020
Mariposa	Horizon Upgrade	\$ 2,429.00	\$ 2,429.00	\$ -	4/2/2020
		\$ -	\$ -	\$ -	
		\$ 160,000.00	\$ 160,000.00	\$ -	
Coalinga	Nimble Storage Project	\$ 2,178.00	\$ 2,178.00	\$ -	4/2/2020
Fresno	Nimble Storage Project	\$ 93,662.00	\$ 93,662.00	\$ -	10/30/2019
Tulare Public	Nimble Storage Project	\$ 6,041.00	\$ 6,041.00	\$ -	9/10/2019
Tulare County	Nimble Storage Project	\$ 19,886.00	\$ 19,886.00	\$ -	9/24/2019
Madera County	Nimble Storage Project	\$ 8,859.00	\$ 8,859.00	\$ -	1/23/2020
Merced	Nimble Storage Project	\$ 11,376.00	\$ 11,376.00	\$ -	4/24/2020
Porterville	Nimble Storage Project	\$ 5,798.00	\$ 5,798.00	\$ -	4/24/2020
Kern	Nimble Storage Project	\$ 40,707.00	\$ 40,707.00	\$ -	4/2/2020
Kings	Nimble Storage Project	\$ 8,457.00	\$ 8,457.00	\$ -	9/30/2019
Mariposa	Nimble Storage Project	\$ 3,036.00	\$ 3,036.00	\$ -	10/9/2019
		\$ -	\$ -	\$ -	
		\$ 200,000.00	\$ 200,000.00	\$ -	
Coalinga	Telco	\$ 16,387.00	\$ 16,387.00	\$ -	1/28/2020
Fresno	Telco	\$ 192,029.00	\$ 192,029.00	\$ -	12/27/2019
Tulare Public	Telco	\$ 257.00	\$ 257.00	\$ -	4/2/2020
Tulare County	Telco	\$ 118,638.00	\$ 118,638.00	\$ -	2/19/2020
Madera County	Telco	\$ 50,420.00	\$ 50,420.00	\$ -	1/23/2020
Merced	Telco	\$ 87,247.00	\$ 87,247.00	\$ -	1/13/2020
Porterville	Telco	\$ 2,339.00		\$ 2,339.00	
Kern	Telco	\$ 129,523.00	\$ 129,523.00	\$ -	4/2/2020
Kings	Telco	\$ 43,421.00	\$ 43,421.00	\$ -	2/6/2020
Mariposa	Telco	\$ 42,560.00	\$ 42,560.00	\$ -	1/16/2020
		\$ -	\$ -	\$ 2,339.00	
		\$ 682,821.00	\$ 680,482.00	\$ 2,339.00	

**Admin Council Board Report
CLSA Status Report**

Report Date 4/30/2020

State approved the transfer between line items

Operations Type	Budget	Total Expenses	Pending Expenses	Total Projected Expenses	Unspent	Comments
Delivery	159,540.00	132,917.48	26,622.52	159,540.00	-	billed quarterly: QTR 4 estim as pending
Maintenance –Annual Plan	3,000.00	2,736.20		2,736.20	263.80	Renews annually in April
E-Resources	30,564.00	30,564.00		30,564.00	-	
Resource Sharing (Zipbooks, Link+depository)	22,970.00	-	20,950.00	20,950.00	2,020.00	Agreement \$20,950 (setup & sub). Pending State amendment approval. Recommend use a system wide self registered ecard.
Telecommunications Switches	24,000.00	25,260.72		25,260.72	(1,260.72)	
	-		-	-	-	
Grand Total	240,074.00	191,478.40	47,572.52	239,050.92	1,023.08	

Summary of E -Card Funding Strategy:

Option A

E Card	Start Up + Subscription	\$	20,950
	Funded by CLSA	\$	(20,950)
	Other Funding Source: Tech Reserve	\$	-

Option B

	Item		Total Amount
E Card	Start Up + Subscription	\$	20,950
	Membership Unspent	\$	- plan if CLSA doesn't approved amendment to cover
	Other Funding Source: Tech Reserve	\$	(7,865)
		\$	13,085

Online Materials
 Financial Update
 Report Date

4/30/2020

Funding Source: Membership

Vendor	Budget Amount	Total Expenses	Unspent	Comments	Upcoming Yr Budget
Ebooks Bibliotheca	20,500	14,808	5,692	Mary Ellen	\$ 21,000
Pronunciator	31,000	28,000	3,000		\$ 31,620
EBSCO	86,600	86,515	85	New Cengage contract upcoming Budget Year \$60,500	\$ 60,500
Additional database (ERC)	10,000		10,000	ERC currently evaluating quotes to add a test or careet prep product.	\$ 30,000
Other: Califia Quipu E Card Registration	-	-	-	1. Current: Pending if CLSA admendment is declined	\$ 9,250
Grand Total	148,100	129,323	18,777		\$ 152,370

Funding Source: CLSA

Vendor	Budget Amount	Total Expenses	Unspent	Comments	Seek Direction
Ebooks Bibliotheca	30,564	30,564	-	completed	1. Change request in upcoming year Board want to increase?
Resource Sharing (Zipbooks, Link+depository)	22,970		22,970	Agreement \$20,950 (setup & sub). Pending State amendment approval. Recommend use a system wide self registered ecard.	Ongoing \$9,250 paid from Online Memership
Grand Total	53,534	30,564	22,970		

	Budget Amount	Total Expenses	Unspent
Total Funding Sources:	\$ 201,634	\$ 159,887	\$ 41,747

Summary of E -Card Funding Strategy:

Option A

E Card	Start Up + Subscription	\$ 20,950
	Funded by CLSA	\$ (20,950)
	Other Funding Source: Tech Reserve	\$ -

Option B

	Item	Total Amount
E Card	Start Up + Subscription	\$ 20,950
	Membership Unspent	\$ (13,085) plan if CLSA doesn't approved amendment to cover
	Other Funding Source: Tech Reserve	\$ (7,865)
		\$ -

SAN JOAQUIN VALLEY LIBRARY SYSTEM
Tech Reserve Report (Acct 1435)
FY 2019-20

Pre-Paid to Collect from Members
Report ending April 30, 2020

REVIEW OF CURRENT TECH RESERVES BALANCES

Members	Coalinga	Fresno	Kern	Kings	Madera	Mariposa	Merced	Porterville	Tulare Co Special District	Tulare Public	Grand Total
Beginning Pre Paid Tech Reserve Balance as of June 30, 2019	57,934	824,017	415,033	250,989	43,197	26,391	212,305	412,384	389,219	45,285	2,676,754
Deposits additional Tech Reserves	20,000	300,000			4,769	5,000					329,769
Deposits Telco Install Refund		53,762	17,264				26,630				97,656
Deposits additional Nimble Projects	2,178	93,662	40,707	8,457	8,859	3,036			19,886	6,041	182,826
Deposits additional Horizon Projects	1,743	74,929	32,566	6,766	7,087	2,429		4,638	15,909	4,833	150,900
Deposits Outstanding Receivable											0
Withdrawals applied towards Membership Fees								(46,750)			(46,750)
Withdrawals applied towards Computer Hardware or Telco Install Cost											0
Deposits additional Postage & OD	200		10,000	5,600	1,800	3,000	1,500		5,000	4,000	31,100
Change (+ increase) -(decrease) for fiscal year	(19,114)	(164,812)	(27,619)	(30,661)	(7,442)	(3,094)	(7,994)	(4,962)	(68,646)	(31,510)	(365,855)
Deposit on Hand as of: April 30, 2020	62,941	1,181,559	487,950	241,151	58,270	36,762	232,441	365,310	361,368	28,649	3,056,401

DETAILS SECTION OF ACTIVITY - TECH RESERVES BALANCES

Additional Member Contributions -Adjusted											
<i>PrePaid transfer to System Committed Fund-Horizon</i>									9,100		
<i>PrePaid transfer to System Committed Fund-Nimble</i>								11,376	5,798		17,174
<i>From Existing Tech Cash on Hand</i>								(20,476)	(5,798)		
<i>Electronic Resources Due to Outstanding Receivable</i>											0
Sum Total Increase of Additional Member Contributions											17,174

Direct Billing Charges from Reserves													
	Budget												
Debt Collection-UMS Inc		39,000	2,000	-	-	5,000	5,000	2,000	-	-	20,000	10,000	44,000
Debt Collection-UMS inc Actual Charges	actual		295	0	1,772	1,110	841	0	0	4,144	1,513		9,675
Postage & Over Due Notices		36,000	200	10,000	5,600	1,800	3,000	1,500	2,200	5,000	4,000		33,300
Postage & Over Dues Notices Actuals Charges	actual		57	5,129	1,847	1,084	699	1,946	1,161	4,210	1,604		17,738
Library Cards/Bar Code Labels-estimate placeholder		6,400	500	-	1,000	600	1,100	380	1,330	860	817	887	7,475
Library Cards/Bar Code Labels-Actual Charges			773	-	-	564	156	195	177	-	1,048		2,912
Sum Total of Deducted -Actual Charges for period		353	773	5,129	3,619	2,757	1,696	2,141	1,339	8,354	4,164		30,325
Sum Total Deducted Direct Billing Charges Committed		2,347	(773)	5,871	7,581	5,143	3,684	689	1,722	17,463	10,723		54,450

Computer Hardware Replacement Plan													
Determined by Members annually for Electronic Resources (Billed Fresno, Coalinga and Mariposa Madera \$ 329,769)													
Actual Deductions: project expenses incurred		20,000	300,000	-	-	4,769	5,000						329,769
Sum Total Computer Hardware Replacement Plan Committed		2,241	179,098	(3,743)	(23,147)	4,164	5,000	(614)	(953)	(51,134)	(24,564)		86,350

Committed System Projects													
	Budget												
Nimble Project		200,000.00	2,178	93,662	40,707	8,457	8,859	3,036	11,376	5,798	19,886	6,041	200,000
ILS Horizon Server Project-Additional		160,000.00	1,743	74,929	32,566	6,766	7,087	2,429	9,100	4,638	15,909	4,833	160,000
ILS Upgrade Estimated Cost (phase I--0130) Completed date: June 2018/2019			3,969	143,110	133,202	22,912	23,479	2,817	40,417	8,497	52,160	9,437	440,000

SAN JOAQUIN VALLEY LIBRARY SYSTEM
Tech Reserve Report (Acct 1435)
FY 2019-20

Pre-Paid to Collect from Members
Report ending April 30, 2020

REVIEW OF CURRENT TECH RESERVES BALANCES

Members	Coalinga	Fresno	Kern	Kings	Madera	Mariposa	Merced	Porterville	Tulare Co Special District	Tulare Public	Grand Total	
Horizon Server Upgrade (0130)	55,869	323	12,034	13,831	2,338	2,352	157	4,314	659	5,538	762	42,308
Actual Deductions: Software Licenses; various requested items		1	54	23	5	5	2	7	3	11	3	115
Actual Deductions: Project expenses incurred (Horizo	0	1,002	43,083	18,724	3,890	4,075	1,397	5,233	2,667	9,147	2,779	91,996
Sum Total System Projects Committed		7,210	280,599	201,558	36,578	37,697	7,041	59,968	16,922	84,334	18,290	750,197
Sum Total of Deductions from Pre Paid This Fiscal Year		19,114	164,812	27,619	30,661	7,442	3,094	7,994	4,962	68,646	31,510	365,855
Grand Total of Additional Increases (Contributions Invoicing)		-	-	-	-	-	-	-	-	-	-	0
Grand Total of Anticipated Decreases from Tech Reserve (Commitments)		11,799	458,924	203,687	21,012	47,005	15,724	60,043	17,691	50,664	4,450	890,997
TECH RESERVES ENDING BALANCE FOR REPORTING PERIOD		51,142	722,635	284,264	220,139	11,266	21,037	172,397	347,619	310,705	24,199	2,165,403

Unearned Grant Proceeds Utilized (Year 3)
Report Date Ending 4/30/20
Designation of the Unearned based on approval by the Admin Council.

Summary Statement Report

Unearned Grant Proceeds		\$114,034.16	Funds Available
	Revised Available:	\$114,034.16	GL 01710
Year 4		(\$5,350.89)	Deduction: AMS Vouchers for Year 4 Charges through 11/5/19 JV # 0001891854.
		(\$2,197.10)	Deduction: AMS Vouchers for Year 4 Charges through 1/10/20 JV # 0001901669.
		(\$9,426.95)	Deduction: AMS Vouchers for Year 4 Charges through 2/14/20 JV # 0001905732.
	(\$24,128.72)	(\$7,153.78)	Deduction: AMS Vouchers for Year 4 Charges through 3/10/20 JV # 0001907830
Year 3; returns		\$2,250.00	Adjustment: Year 3 Grant Funds returned to the Account for TELCO Disconnects 5 Disconnects JV # 0001892546
		\$7,000.00	Adjustment: Year 3 Grant Funds returned to the Account for TELCO Installs 4 Installs JV # 0001895975
		\$99,155.44	
Year 5		(\$6,277.00)	Deduction: 7 Booster Cisco Performance Licenses JV# 0001896733
Amendments Approved: License and Coalinga		(\$5,891.34)	Deduction: 13 Booster Cisco Performance Licenses JV # 0001896734
	(\$12,168.34)		
Ending Balance		\$86,987.10	at 4/30/20
Committed Pending Projects:	Year 5	(\$17,504.00)	Deduction: Upcoming & Pending (see below the allocation breakdown)
Committed Pending Projects:		(\$25,185.00)	Deduction: Pending Fresno Member Modules, copper, etc
Total Actual and Committed Cost		\$44,298.10	

Details Report Section by Project:

Year 4
Admin Council approval on March 2019
 PO # 1920006
 Project # 87997

Period of 10/21/19-1/10/20

Members	Location	Cost							Sub-Total	Tax	E-Rate	Charge to SJVLS	COMPLETION DATE	Vendor
		Wireless Cabling	AP access Points Wireless	AP License	Router	Router License	Switch	UPS						
Fresno County	Firebaugh	\$ 2,689.83	\$ 1,597.06	\$ 468.00	\$ -	\$ -	\$ 841.38	\$ 5,596.27	\$ 206.04	\$ (4,895.09)	\$ 907.22	1/10/2020	AMS	
Kern County	Mojave	\$ 2,739.33	\$ 1,597.06	\$ 468.00	\$ 5,386.20	\$ 1,692.00	\$ 1,437.75	\$ 841.38	\$ 14,161.72	\$ 1,804.14	\$ (3,851.47)	\$ 12,114.39	1/10/2020	AMS
Kern County	Taft	\$ 2,359.83	\$ 1,597.06	\$ 468.00	\$ 5,386.20	\$ 1,692.00	\$ 1,437.75	\$ 869.35	\$ 13,810.19	\$ 459.08	\$ (10,631.06)	\$ 3,638.21	1/10/2020	AMS
Kings County	Corcoran	\$ 2,689.83	\$ 1,597.06	\$ 468.00	\$ 1,053.74	\$ 470.00	\$ 1,437.75	\$ 841.38	\$ 8,557.76	\$ 429.57	\$ (7,638.27)	\$ 1,349.06	1/10/2020	AMS
Tulare County	Farmersville	\$ 2,689.83	\$ 1,597.06	\$ 468.00	\$ 1,053.74	\$ 470.00	\$ 1,437.75	\$ 841.38	\$ 8,557.76	\$ 429.57	\$ (7,638.27)	\$ 1,349.06	1/10/2020	AMS
Tulare County	London	\$ 4,754.89	\$ -	\$ -	\$ 1,053.74	\$ 470.00	\$ 1,437.75	\$ 853.75	\$ 8,570.13	\$ 361.47	\$ (4,160.82)	\$ 4,770.78	1/10/2020	AMS
		\$ 17,923.54	\$ 7,985.30	\$ 2,340.00	\$ 13,933.62	\$ 4,794.00	\$ 7,188.75	\$ 5,088.62	\$ 59,253.83	\$ 3,689.87	\$ (38,814.98)	\$ 24,128.72		

Year 5
Admin Council approval on March 2019

Report period: **Period of 10/21/19-6/30/2020** Router 4321 *data entry based upon worksheet titled: revised 12.2 Board Approved amended 11.9.2019 Year 5 selection*

Members	Location	Cost							Sub-Total	Tax	E-Rate	Charge to SJVLS
		AP access Points Wireless	AP License	Router	Router License	Switch	UPS					
Coalinga	Huron	\$ 2,000.00	\$ 1,000.00	\$ -	\$ 500.00	\$ -	\$ -	\$ 3,500.00	\$ -	n/a	\$ 3,500.00	
Fresno County	Fowler	\$ 2,000.00	\$ 1,000.00	\$ -	\$ 500.00	\$ 2,502.00	\$ 1,000.00	\$ 7,002.00	\$ -	n/a	\$ 7,002.00	
Kern County	Kern River Valley	\$ 2,000.00	\$ 1,000.00	\$ -	\$ 500.00	\$ 2,502.00	\$ 1,000.00	\$ 7,002.00	\$ -	n/a	\$ 7,002.00	
		\$ 6,000.00	\$ 3,000.00	\$ -	\$ 1,500.00	\$ 5,004.00	\$ 2,000.00	\$ 17,504.00	\$ -	\$ -	\$ 17,504.00	

Amendments Approved: License and Coalinga

Admin Council approval on November 8, 2019

Cisco Performance on Demand License: @ 100Mb
 Equipment Router
 4321 Already on
 Hand

Report period:

Period of 10/21/19-12/16/19

Members	Location	Estimate approved		SJVLS PO #	Vendor	Cost	Expire Date
Fresno	Gillis	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Fresno	Kerman	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Fresno	Tranquility	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Kern County	Rosamond (Wanda Kirk)	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Kern County	Southwest	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Merced County	Atwater	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Merced County	Dos Palos	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Merced County	Le Grand	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Merced County	Los Banos	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Merced County	Winton	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Tulare County	Dinuba	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Tulare County	Exeter	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
Tulare County	Lindsey	up to \$550 each/ w tax	X	1920018	CDW	\$453.18	Perpetual
						<u>\$5,891.34</u>	Total Cisco Performance

Amended from \$ 7,150.00

Cisco IOS Booster Performance-License @ IG

Members	Location	Estimate approved	Equipment Router 4321 Already on Hand	SJVLS PO #	Vendor	Cost	Expire Date
Fresno	Betty Rodriguez	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	Clovis	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	Fig Garden	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	San Joaquin	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	Sunnyside	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	Woodward	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
Fresno	Reedley	up to \$1,000 each	X	1920019	CDW	\$896.80	Perpetual
						<u>\$6,277.60</u>	Total Cisco IOS Booster

Date: May 1, 2020
Submitted by: Nathan Boyer, on behalf of the Electronic Resources Committee
Subject: Recommendation of Gale Testing and Education Reference Center

Recommended Action:

The Electronic Resources Committee seeks to add a system-wide job skills and test preparation resource using funds saved by the change of general database vendors. The committee reviewed quotes for seven different products for job skills, career education, and test preparation. The ERC recommends a subscription to Gale's Testing and Education Reference Center with an added Career Module.

Budget: Gale provided a quote of \$29,850 for a one-year subscription to the Testing and Education Reference Center with the Career Module. The quote is \$493 higher than the \$29,357 saved by the general database contract transition from EBSCO to Gale.

Justification: The Testing and Education Reference Center assists a broad audience, from high school and college students as well job seekers. Students have access to test preparation courses and practice exams for high school graduation and the GED; college preparation exams, including advanced placement (AP), SAT, and ACT exams; and graduate exams such as the GRE, LSAT, and MCAT. Job seekers benefit from career certification and test preparation resources in a variety of professional and vocational categories, industries, and occupations. Additional resources assist people seeking English language proficiency and citizenship testing. The added Career Module provides career assessment tools that allow users to match their interests and skill sets to occupations and career paths.

The Testing and Education Reference Center offers an engaging user experience. The interface presents clear choices for different types of users. Navigation and resource options are intuitive. Users can create an account to develop customized study plans and track their progress across courses and practice tests.

The ERC believes that career development and testing resources benefit users across the entire SJVLS service area. Those member libraries not currently offering test preparation and job skills resources will be able to offer a valuable new service with Gale's Testing and Education Reference Center. For those libraries that have similar resources, this would supplement those resources and enhance the tools that are already available.

Action: Approved _____ Denied _____

BYLAWS OF THE SAN JOAQUIN VALLEY LIBRARY SYSTEM

Article I. Name

The Joint Powers Agreement of the San Joaquin Valley Library System dated , 2020 ("Agreement"), establishes a Joint Powers Authority to be known as the San Joaquin Valley Library System (SJVLS).

Article II. Objectives

SJVLS is a Regional Library Network as defined in Education Code Section 18810(s). The objectives of SJVLS shall be to implement and accomplish the purposes described in the Plan of Service agreed upon by the member organizations consistent with the provisions of the California Government Code, Sections 6500-6578 (Joint Exercise of Power), formed under the terms of the California Library Services Act (California Education Code, Section 18700 *et seq.*) and continuing under successor acts, and to otherwise accomplish the purpose and goals of the Agreement.

Article III. Membership

A member of San Joaquin Valley Library System is any public library eligible to join Cooperative Library Systems as specified in the California Library Services Act (hereinafter, "Public Library"). A Public Library may join SJVLS upon the application of its governing body and upon a majority vote of the SJVLS Administrative Council, provided that such agency has agreed to abide by all the terms of the Joint Powers Agreement and these Bylaws; and upon doing so shall be a member of SJVLS ("Member").

Article IV. Governance Structure

Section 1. Administrative Council Composition

Pursuant to Education Code Section 18747 (a), the Administrative Council, hereinafter called "Council," shall comprise the head librarian or duly authorized alternate of each constituent library and member library.

Section 2. Administrative Council Duties

It shall be the responsibility of the Council to: oversee and administer the business of SJVLS; formulate policy and goals; hire a SJVLS Executive Director and staff, adopt an annual plan of service; adopt an annual budget, and elect a Chair-Elect who shall be Vice-Chair. Any officer may resign or may be removed with or without cause by the Council at any time. The Council shall also perform additional duties imposed by law or defined in these Bylaws.

Section 3. Council Officers

Chair

The Chair-Elect shall assume the office of Chair on July 1 of the year following the Chair-Elect's year of service as Vice-Chair. The Chair shall hold office for one

year or until he or she shall resign, be removed, or otherwise disqualified to serve, or until his or her successor shall be qualified. It shall be the duty of the Chair to preside at meetings of the Council; to prepare the agendas for meetings of the Council in consultation with the Executive Director; to execute contracts and other instruments on behalf of SJVLS as authorized by the Council; to appoint committees as authorized by the Council; and to represent SJVLS as occasion demands. If the office of Chair becomes vacant by death, resignation, or removal, the Chair-Elect shall serve for the unexpired term.

Chair-Elect

At the annual meeting, the Council shall elect from among its members a Chair-Elect who shall serve as Vice-Chair. The Vice-Chair shall take office July 1. He or she shall hold office as Vice-Chair for one year or until he or she shall resign, be removed, be otherwise disqualified to serve, or until a successor shall be elected and qualified. He or she shall succeed to the office of Chair on July 1 of the year following his or her year of service as Vice-Chair. The Vice-Chair shall, in the absence or disability of the Chair, perform all the duties of the Chair and when so acting shall have the powers of, and be subject to the restrictions upon the Chair. If the office of Chair-Elect becomes vacant by death, resignation, or removal, the Administrative Council shall appoint a Chair-Elect.

Section 4. System Administration

The Council shall provide for administration of the system either by contracting with an agency or company or by employing personnel to conduct the business of SJVLS and serve as the Executive Director. The Executive Director shall be responsible for administration of all SJVLS services and activities that have not been assigned to Members or constituent libraries.

The Executive Director shall be responsible for the preparation of documents, grant applications and reports, preparing financial reports, maintaining financial records and conducting financial transactions and shall confer with legal counsel and the California State Library and shall conduct any other business as required.

It shall also be the duty of the Executive Director to prepare and distribute notices and/or agendas in advance of meeting dates; to take and to transcribe the minutes of the Council meetings; to certify official documents of the Council; and to maintain such official records as are required.

The Executive Director shall maintain an office that will be the principal office for the transaction of the SJVLS business.

If neither a contract is in force nor personnel are employed, the Chair or designee shall assume the duties usually assigned to the Executive Director.

Section 5. Standing Committees

Meetings of all standing committees shall be conducted in accordance with Article V, Sections 1-9 of these Bylaws.

Section 6. Ad Hoc Committees

The Chair may appoint Ad Hoc committees as needed. Each Ad Hoc Committee will have a specific charge and projected sunset date. Members may include staff of constituent or member libraries that are not members of Council.

Article V. Meetings

Section 1. Generalities

The Council shall hold regular meetings at least four (4) times yearly, in order to evaluate the progress and goals of SJVLS, to adopt an annual budget and plan of service and to conduct elections for Chair Elect. The meeting at which elections are conducted shall be designated as the Annual Meeting.

Meetings of the Council or Committee meetings may occur via electronic means such as telephone conference call, videoconference, or online meeting, provided, however, that all meetings, whether in person or electronic, shall be held in compliance with the Ralph M. Brown Act. Members of the public may attend any electronic meeting by requesting participation instructions from the Executive Director.

Section 2. Changes in Time and Place and Cancellation of Meetings

A meeting may be changed as to time or location or canceled upon approval of Chair of the Council at least 24 hours prior to the regular time of meeting, provided that written notice of such change of time or location is given to all Council members at least 24 hours prior to meeting time.

Section 3. Special Meetings

The Chair of the Council may call special meetings. Notification of such special meetings shall be made to each Council member at least 24 hours before the time of such meeting. The call and notice shall specify the time and place of the special meeting and the business to be transacted. Special meetings shall also be announced to the public under the terms of the Brown Act.

Section 4. Notice

Notice and agenda of each regular Council meeting shall be in writing and transmitted at least ten (10) days prior to each meeting. In cases of an emergency at least three (3) days notice shall be given.

Section 5. Quorum

At any regular Council meeting, a simple majority of the total membership shall constitute a quorum.

Section 6. Adjournment

The Council may adjourn any regular, adjourned regular, special, or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum

may so adjourn from time to time. If all members are absent from any regular or adjourned regular meeting, the Executive Director or Chair may declare the meeting adjourned to a stated time and place. Written notification of such adjournment shall be made in accordance with law.

Section 7. Rules of Order

The rules contained in Roberts Rules of Order, latest revised edition, shall govern all meetings of the Council, except in instances of conflict between said Rules of Order and these Bylaws or the Agreement or provisions of law, in which case Rules of Order shall to that extent not control.

Section 8. Minutes

- A. A complete set of minutes as approved by the Council shall remain on file at the principal office of SJVLS, and shall be open to inspection by any person at all reasonable times during office hours.
- B. The approved minutes of every Council meeting shall be made available by posting on the SJVLS website for a period of at least three years.

Section 9. Voting

The Council shall be composed of the head librarian or duly authorized alternate of each member library. Each member library shall have one vote to be cast by its representative, except as specified herein.

Only public library Council members shall vote on the disposition of funds restricted to public library purposes under the California Library Services Act (CLSA) or other laws or agreements. All Council members shall vote on issues that do not relate to CLSA. Decisions shall be made by a majority vote of the members present at Council meetings, except as provided herein.

Votes shall be taken by voice subject to the requirements of the Brown Act, except that a vote shall be repeated by tally at the request of the Chair or any Council member.

Article VI. Resolutions

An official copy of every resolution passed by the Council shall be attested by the Executive Director and shall remain on file at the principal office of SJVLS and shall be open to inspection by any person at all reasonable times during office hours. All resolutions shall bear the date of passage and shall be numbered consecutively. Copies of any resolution shall be provided to any Council member upon request.

Article VII. Execution of Documents

The Administrative Council may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of SJVLS, and such authority may be general or confined to specific instruments; and unless so authorized by the Administrative Council, no officer, agent, or other person shall have any power or authority to bind SJVLS by any contract or engagement or to pledge its credit or to render it liable for any purpose or to any amount.

Article VIII. Cost Sharing

The SJVLS budget shall be divided into proportional shares as detailed in Exhibit A of these Bylaws.

Article IX. Insurance

SJVLS shall maintain certificates of insurance evidencing the required coverage under this paragraph. These certificates shall specify or be endorsed to provide that thirty (30) days notice must be given, in writing, to SJVLS of any pending change in the limits of liability or of any cancellation or modification of the policy.

SJVLS, at its sole expense, shall maintain in full force and effect, the following insurance policies or a program of self-insurance, including but not limited to, an insurance pooling agreement or Joint Powers Agreement (JPA) throughout the term of the Agreement.

A. Liability Insurance

SJVLS shall take out and maintain during the life of this Agreement such Commercial General Liability Insurance with limits of not less than Two Million Dollars (\$2,000,000) per occurrence and an annual aggregate of Four Million Dollars (\$4,000,000). This policy shall be issued on a per occurrence basis

Such liability policy shall also provide errors and omissions coverage for all members of the Council. Except to the extent required by Article 14, SJVLS, alone or through insurance, shall be responsible for defending third member actions against SJVLS.

B. Professional Liability Insurance

If SJVLS employs licensed professional staff in providing services, Professional Liability Insurance with limits of not less than One Million Dollars (\$1,000,000) per occurrence, Three Million Dollars (\$3,000,000) annual aggregate shall be maintained.

C. Workers' Compensation and Employer's Liability Insurance

SJVLS shall have in effect during the entire life of this agreement Workers' Compensation and Employer's Liability Insurance providing full statutory coverage as required by California law.

D. Property Insurance: SJVLS shall acquire and maintain all-risk property insurance to cover full replacement value of all SJVLS equipment and property. Such insurance shall include but not be limited to fire and extended coverage, business interruption and extra expense.

All Members and their officers, agents, employees and servants, shall be named as additional insured on any such policies of insurance, which shall be also contain a provision that the insurance afforded thereby to the Members, and their officers, agents, employees and servants shall be primary insurance to the full limits of liability of the

policy, such other insurance shall be excess insurance only.

Such liability policy shall also provide errors and omissions coverage for all individual members of the Council.

Article X. Adoption of Bylaws

New Bylaws may be adopted or these Bylaws may be amended or repealed by majority vote at any meeting of the Council at which a simple majority of Council members eligible to vote is represented. These Bylaws, and any Bylaws, which may be adopted, shall be distributed within seven working days of their adoption to each Council member and to the Executive Director, and to such other persons, firms or agencies as may request them. SJVLS shall keep in its principal office the original or a copy of these Bylaws as amended or otherwise altered to date, certified by the Executive Director, which shall be open to inspection by any person at all reasonable times during office hours.

Article XI. Termination of Agreement

The Agreement shall remain in effect until rescinded by all of the remaining parties, or until the withdrawal of all except one party; the occurrence of either event shall result in dissolution of SJVLS. In the event of acts constituting dissolution, the members of the Council remaining at that date shall continue as the governing board of the agency for the purpose of settling its affairs ("winding down"), and during the course of such winding down, shall exercise all powers granted by these Bylaws, as may be necessary or convenient in the accomplishment of its duties. When all agency affairs have been finally settled, the Council shall by resolution so declare, at which point the Agreement shall be of no further force or effect. In such winding down all assets of SJVLS will be converted to cash, or to forms of property converted for division and distribution, and following the payment of all just claims against the System, shall be distributed as follows:

- A. To the Federal and State governments if any applicable law requires the distribution of assets to these governments.
- B. Any remaining balance will be used to pay each member which has ever belonged to the System the amount of the dues and contributions of its constituent libraries, and if the balance is not sufficient, such payments shall be made on a pro rata basis.
- C. Any balance yet remaining shall be distributed among the parties, which have belonged to the System on a pro rata basis of one point to each member for each full year of membership.

Adopted by the San Joaquin Valley Administrative Council on _____, 2020.

Exhibit A. SJVLS Cost Sharing Formula

Draft # 1



Preliminary Report of an Organizational Study for the San Joaquin Valley Library System

Prepared by Joseph Matthews and Carson Block

Library Consultants

April 2020

Introduction

The San Joaquin Valley Library System (SVJLS), a library consortia headquartered in Fresno, California, asked the consultants to review and assess the organizational structure, operations, as well as service delivery policies and practices so that the organization may improve its operations, update current guiding documentation, and prepare the organization to become a fully independent agency in the future.

The ten SVJLS member libraries include:

Coalinga-Huron District
Kern County
Madera County
Merced County
Tulare County

Fresno County
Kings County
Mariposa County
Porterville Public
Tulare Public

Since the inception of SVJLS in 1979, the Fresno County Library has served as the fiscal agent for the consortium. The Fresno County Library has provided space for the consortium and the SVJLS staff members are employees of Fresno County Library. In addition, other Fresno County Library employees work part-time providing services for all SVJLS member libraries, e.g., accounting and delivery services. Some of these employees work unpaid overtime in order to complete their job responsibilities for both the Fresno County Library and SVJLS.

The consultants have been asked to:

- Create a pathway that will allow SVJLS to assume greater responsibility in carrying out the tasks and objectives of the organization with the goal of becoming an autonomous agency.
- Recommend modification to the JPA to provide flexibility, efficiency and accountability in all aspects of service.
- Outline roles, responsibilities and authority of SVJLS staff & member libraries.
- Eliminate duplication and overlap of responsibilities within the organization.

- Identify best course of action for the provision of services be it by SJVLS staff, subcontracting external service providers, or through service agreements with member libraries.
- Improve our delivery time and quality of services.

The consultants, Joe Matthews and Carson Block, gathered data for this project by:

- Visiting SJVLS headquarters and observing operations,
- Interviewing the library directors of the SJVLS member libraries,
- Interviewing SJVLS employees,
- Conducting a survey of SJVLS member libraries and SJVLS staff members,
- Conducting a survey of library consortia across the US that provide a shared ILS system and delivery services,
- Reviewed the governing documents of other California-based library consortia, and
- Contacted other individuals in other organizations to gather relevant information.

Consortia Across the US

According to a survey conducted by OCLC, 16% of consortia serve only public libraries, about 1/4th have fewer than 20 members, and about 1/3rd of the consortia exist to facilitate resource sharing through the use of a shared automated library system.¹

A survey of U.S.-based consortia conducted as a part of this project found that the San Joaquin Valley Library System has fewer member libraries than other consortia but provides shared ILS services to more locations - 110 (see Exhibit H for more information about the survey results).

About half of the consortia provide delivery services using a 3rd party to move materials under contract while the other half rely on their state library that contracts for statewide delivery of library materials. Almost all consortia report that the

¹ OCLC. *U.S. Library Consortia: A Snapshot of Priorities & Perspectives*. n. d.

delivery of materials happens five days a week to all of their members. Consortia report a range of costs associated from moving an item – from 5 cents to 26 cents per item.

Almost every consortia acts as a broker to provide their member libraries with access to eResources and eBooks and only two other consortia provide assistance in dealing with eRate.

The San Joaquin Valley Library System

Located in the central valley of California, the San Joaquin Valley Library System serves ten member libraries by providing and maintaining a telecommunications network, a shared integrated library system (ILS), a delivery service, access to selected electronic resources, and assistance in dealing with eRate. Sharing an ILS reduces costs for each member library while at the same time greatly improving access to a broader collection for the patrons of the member libraries.

Since its inception, the Fresno County Library has served as the fiscal agent for SJVLS. SJVLS staff members are employees of the Fresno County Library and the library has other employees who provide services to SJVLS on a part-time basis. The Fresno County Library staff members who work part-time provide accounting and delivery services to complete SJVLS related activities. The value of the delivery service can be demonstrated by the fact that last year a total of 987,824 items were moved between the member libraries. SJVLS delivery services cost 16 cents per item, about mid-range among U.S.-based consortia.

Currently the SJVLS has two vacant positions: the SJVLS Administrator position and the Library Program Manager position. When fully staffed, the consortium has six full-time employees working to provide IT network and ILS services to member libraries. These individuals have a harmonious working relationship and it is a testament to their dedication and work ethic that they get a lot of work accomplished.

The fact that SJVLS assumes responsibility for providing a telecommunications network is unique among many other consortia across the U.S. A diagram of the existing SJVLS telecommunications network is shown in Exhibit A. Later in

2020, all remote branches currently connected to the network using leased T1 lines will be upgraded to CENIC using a fixed wireless Internet technology from GeoLinks² (using line-of-sight radio waves).

An Autonomous SJVLS

The Fresno County Library is constrained in many ways by having some of its employees provide services to SJVLS. A truly independent SJVLS with its own employees will be better able to serve all of its member libraries.

In order to create an autonomous SJVLS it will be necessary to create a new Joint Powers Agency (JPA) as well as a new set of Bylaws (anticipating a new autonomous JPA). A recommended process to achieve this objective includes:

1. The consultants have created a draft of a new JPA and Bylaws for the consideration of the SJVLS Administrative Council. (See Exhibits B and C of this report).
2. The consultants will revise the new JPA and Bylaws based on comments and concerns of the Administrative Council.
3. The new JPA and Bylaws are reviewed and revised, as needed, by the SJVLS legal council.
4. Once approved by the legal council the new JPA and Bylaws will need to be approved by the SJVLS Administrative Council. Once approved, the new JPA document will then need to be signed by each library's respective Chair of the County Board of Supervisors or City Council.

² <https://geolinks.com/what-is-fixed-wireless-internet/>

SJVLS Staffing

Once the new JPA has been signed by every agency, the Administrative Council can then formally approve the Bylaws; the employees can begin the process of becoming SJVLS employees. The employees would receive a formal letter asking them to become SJVLS employees with their same salary and benefits as they currently have.

When SJVLS staff becomes employees of SJVLS, some of the administrative constraints, such as Fresno County Human Resources job descriptions not fitting the needs of SJVLS, will be eliminated. The job descriptions should be re-written to a common standard appropriate for SJVLS.

Staffing Levels. The consultants recommend a total of nine full-time staff for SJVLS. A recommended organizational chart may be found in Exhibit D.

Number	Job Title
1	Executive Director
1	Technology Manager
3	ILS Administration Librarians
4	Technology Infrastructure Staff
-	Administrative Staff – contract services
-	Delivery Services – contract services.
9	Total

Executive Director. In early 2020, the position of the SJVLS Administrator is vacant (the consultants are recommending that the job title should be changed to Executive Director). Clearly, recruiting for this position is a high priority. The person filling this position should be a strong manager with experience in formulating and managing a budget. This person will have good organizational and communication abilities and should have prior experience in managing a library consortium. It would be desirable, but not necessary, that this person have a MLS degree. A draft of an Executive Director's job description is included as Exhibit D of this report.

SJVLS could hire the SJVLS Executive Director as a Fresno County employee with the understanding that once the new SJVLS JPA agreement was signed by all parties the Executive Director would become an SJVLS employee.

Alternatively, SJVLS could contract with the Executive Director to provide administrative services until such time as all parties signed the new SJVLS JPA agreement. The primary responsibility of the newly hired SJVLS Executive Director during her/his first 12-18 months on the job will be to work to transition the new SJVLS to become a truly autonomous organization by:

- Getting the new JPA signed by all agencies
- Creating new job descriptions that actually reflect what staff are doing
- Migrating staff as County Library employees to the new SJVLS
- Working with FCERA to ensure continuity of retirement benefits
- Establishing bank checking and saving accounts
- Hiring a CPA firm to provide accounting services
- Preparing budgets, agendas, minutes, reports and other required documents.

Technology Manager. The position of Technology Manager is new and this individual will provide daily oversight for the librarians managing the shared ILS and the network infrastructure staff. A suggested job description for this position may be found in Exhibit F. The Technology Manager should be hired after the new Executive Director has been hired.

ILS Administration & End-User Support Staff. SJVLS has three librarians' positions in this group. The Library Program Manager position is the supervisor for this group. Mary Ellen Tyckoson, who had a deep understanding of the Horizon ILS and how it has been implemented for the SJVLS member libraries, was the Library Program Manager and retired in March 2020. Librarian III – Associate System Administrator Chris Wymer is filling the Library Program Manager position on an interim basis. A search to fill the Library Program Manager position has not been launched as of March 2020. Librarian II – Web Development Nathan Boyer provides a variety of services including managing eResources. It is recommended that the Library Program Manager position previously filled by Mary Ellen Tyckoson be filled immediately to ensure continuity of support for SJVLS member libraries

Technology Infrastructure Staff. Currently there are three staff members that monitor, support and upgrade the telecommunications network. Staff are involved with working with member libraries to identify what locations should be upgraded to provide additional bandwidth to ensure prompt responses times for both ILS transactions as well as the

online catalog search requests. Staff is working with CENIC³ to install fiber optic data circuits to as many locations as possible.

Senior Network Systems Engineer Kevin Nelson acts as a “lead worker” for the Technology Infrastructure group but the position does not include any official supervisory responsibilities. The Senior Network Systems Engineer works with CALIFA⁴ and the California State Library⁵ implementing CENIC (fiber optic) upgrades, dealing with the vendors and handles network-related administrative details. Network Systems Engineer Aaron Lusk, handles day-to-day problems, coordinates projects with other SJVLS staff, and performs site work for member libraries with work that includes can be out visiting libraries installing hardware and software upgrades. Network Systems Engineer Logic Vang, works on maintaining the network on a day-to-day basis.

The consultants recommend hiring a Site Technician, an entry-level network staff member (perhaps an interim or a qualified individual from an IT Temp firm) to handle routine tasks, especially those that involve travel to member libraries for the installation/upgrading of network hardware and software. While the focus of this person’s work is technical, the position also serves as an in-person ambassador for SJVLS so should also possess the “soft skills” necessary to provide an excellent customer service experience at each site. A suggested job description for a Site Technician may be found in Exhibit G.

Administrative Staff. Currently SJVLS has a little more than 2 FTE positions providing administrative support that are Fresno County Library employees. One full time Accountant, a half time Accounting Clerk, and the Business Manager spends .38 time working on behalf of SJVLS.

It is recommended that SJVLS contract for accounting services from a local Certified Professional Accounting (CPA) firm. While the CPA firm is getting up to speed on providing accounting services to SJVLS, the Fresno County Library staff would continue to provide the same services in parallel for a six month period. This will ensure the accuracy of the data as well as getting the CPA firm comfortable with all the services they need to provide. SJVLS would need to issue a Request for Proposals (RFP) for such services.

³ <https://cenic.org/>

⁴ <https://califa.org/>

⁵ <https://www.library.ca.gov/>

Retirement Plan

The SJVLS staff are Fresno County Library employees and therefore have retirement benefits provided by the Fresno County Employees' Retirement Association (FCERA). Doris Rentschler, FCERA's Assistant Retirement Administrator, has indicated that while it has been some time since an organization joined FCERA, the Association is working on developing the process for SJVLS to become a member of FCERA. This process will likely include a formal application and the transition will be eased since the employees are all current members of FCERA.

The new SJVLS Executive Director should work with FCERA to ensure the SJVLS employees are able to continue to use FCERA for retirement benefits.

Computer Room

Currently located on the third floor of the Fresno County Library, the existing computer room is well designed and maintained. The single air conditioning unit, located on the roof of the library, maintains the room at the correct temperature and humidity. However, should this unit fail, then the entire network would need to be shut down until the air conditioner unit has been repaired.

The consultants recommend that the SJVLS should negotiate a lease for offices and the computer room with the Fresno County Library. Given everything that needs to be accomplished in the next 18 months, attempting to move the computer room at this time would be problematic.

The consultants also recommend the installation of a backup air conditioning unit for the Computer Room.

Delivery Services

Currently Fresno County is providing delivery services between the SJVLS libraries with deliveries happening three days a week (Monday, Wednesday, and Friday).

The independent SJVLS should sign an agreement for services between the consortium and Fresno County for delivery services.

Once SJVLS has become independent, the consortium could issue a Request for Proposals for delivery of library materials to nearby trucking firms. An outside trucking firm may be able to assume responsibility for delivery services for less than what is currently budgeted.

SJVLS Budget

The SJVLS core membership operations budget for fiscal year 2020-21 is expected to be \$2,620,612. As seen in Figure 1, the overall budget is \$4,437,291 when other cost components are included.

Figure 2 shows the SJVLS Operations budget for each member library and the budget is offset to a small (but welcome) degree with a CLSA grant from the state library of \$159,540 (used to defray delivery costs). The remainder of the SJVLS budget can be divided into three categories: funds paid by each of the member libraries, funds that come from the SJVLS reserves (fund balance) and funds from grants and other sources. Finally, the percent of total charges for each member library is shown. The SJVLS budget can be further divided into two broad components: shared costs and direct costs. The shared costs include computer operations (the shared ILS system); delivery services; planning, coordination, and evaluation; cataloging costs, licensing online resources, and core communication pooled costs. The direct costs include the direct telecommunication costs for each member library, Cisco SmartNet HQ equipment (\$900 per member library), Fortinet HQ network monitoring equipment maintenance and printing/ mailing of overdue notices. Some libraries pay fairly high direct costs primary due to the real costs of providing a telecommunications network to some remote locations.

Fiscal year 2013-14 has been used as a base budget with an annual increase applied to each library that ranges from 5% to 7% (note that there were no increases for two years).

Membership Fees		
Computer Operations	\$1,186,616	
Delivery Services	159,540	
Planning, Coordination, Evaluation	373,104	
Cataloging Centers	103,600	
Online Materials	155,462	
Core Communication - Pooled Costs	642,302	
Total Membership Fees		\$2,620,624
Direct Telecommunications		
Direct Teleco	747,107	
Cisco SmartNet	9,000	
Fortniet HQ Maintenance	31,000	
Total Direct Communications		787,107
Year 6 CENIC Costs		500,000
Direct Charges		
Postage/Overdue Notices	30,000	
Kern & Madera Delivery	4,410	
Total Direct Costs		34,410
Reserves		
Fresno Tech Reserve	300,000	
Horizon Reserves - Pre-paid	160,000	
Total Reserves		460,000
Other Costs		
PLSEP	20,000	
Other costs	15,150	
Total Other Costs		35,150
Total Budget		\$4,437,291

Figure 1. SJVLS 2020-21 Budget

Library	Total Budget	CLSA Allocation	Net Costs	Fund Balance (Reserves)	Membership Costs	% of Total Budget
Coalinga	\$33,871	1,978	31,893	6,171	22,633	1.26%
Fresno County	939,191	64,283	874,908	219,932	757,756	42.33%
Kern County	673,118	39,106	634,012	203,503	444,577	24.84%
Kings County	138,526	7,698	130,828	33,677	73,886	4.13%
Madera County	130,355	7,707	122,648	35,425	83,254	4.65%
Mariposa County	55,518	2,831	52,687	4,012	32,805	1.83%
Merced County	223,139	10,567	212,571	62,169	116,244	6.49%
Porterville	65,828	5,134	60,694	13,381	49,059	2.74%
Tulare County	216,406	15,931	289,684	78,137	158,392	8.85%
Tulare	144,670	4,304	51,157	14,870	51,381	2.87%
Totals	\$2,620,624	\$159,540	\$2,461,084	\$671,276	\$1,789,808	

Figure 2. SJVLS 2020-21 Operations Budget by Member Library

Allocating Costs

Currently SJVLS is allocating the SJVLS budget to each member library using a variety of approaches. The costs for a number of services use a single measure, population, as the allocation measure. Note that the California State Library provides the population figures annually based on data provided by the California Department of Finance. These services include:

- Delivery services
- Planning, coordination, evaluation
- Cataloging costs
- Online materials.

The cost allocation for each member SJVLS member library using population is shown in Figure 3. The percent (or ratio) for each library is calculated by dividing the population for each library by the total population for all member libraries.

Library	Population	Ratio
Coalinga	27,790	.0092
Fresno County	990,451	.3276
Kern County	916,464	.3032
Kings County	151,662	.0502
Madera County	159,536	.0060
Mariposa County	18,068	.0926
Merced County	279,977	.0926
Porterville	60,260	.0199
Tulare County	351,885	.1164
Tulare	66,967	.0222

Figure 3. SJVLS Population Data

Computer operations (the integrated library system) use three measures – population, number of volumes, and annual circulation – to allocate the costs.

The cost allocation for each member SJVLS member library using these three measures – population, volumes held, and circulation - is shown in Figure 4. The percent (or ratio) for each library is calculated by dividing the total of the three measures for each library by the total for all member libraries.

Library	Population	Volumes	Circulation	Total	Ratio
Coalinga	27,790	82,365	26,279	136,434	.0124
Fresno County	990,451	895,339	2,547,469	4,433,259	.4029
Kern County	916,464	737,470	1,042,976	2,696,910	.2451
Kings County	151,662	169,408	209,828	530,898	.0483
Madera County	159,536	190,204	181,754	531,494	.0483
Mariposa County	18,068	64,841	112,362	195,271	.0177
Merced County	279,977	232,687	216,107	728,771	.0662
Porterville	60,260	70,486	223,319	354,065	.0322
Tulare County	351,885	289,962	456,833	1,098,680	.1000
Tulare	66,967	75,586	154,268	296,821	.0270
Totals	3,028,060	2,808,348	5,171,195	11,002,603	

Figure 4. SJVLS Population, Volumes Held, and Circulation Data

Core communication pooled costs uses the number of branch locations as a basis for cost allocation.

The cost allocation for each member SJVLS member library using the number of branch locations is shown in Figure 5. The percent (or ratio) for each library is calculated by dividing the number of branches for each library by the total number of branches (108) for all member libraries.

Library	Number of Branches	Ratio
Coalinga	2	.0185
Fresno County	34	.3148
Kern County	24	.2222
Kings County	7	.0648
Madera County	5	.0463
Mariposa County	5	.0463
Merced County	12	.1111
Porterville	2	.0185
Tulare County	16	.1482
Tulare	1	.0093

Figure 5. SJVLS Number of Branches

Comparing the ratios from each of the three methods currently used is shown in Figure 6.

Library	Population Ratios (A)	Tripartite Ratios (B)	Branch Ratios (C)	Difference A & B	Difference B & C
Coalinga	.0092	.0124	.0185	.0132	.0061
Fresno County	.3276	.4029	.3148	.0753	.0881
Kern County	.3032	.2451	.2222	.0581	.0229
Kings County	.0502	.0483	.0648	.0019	.0165
Madera County	.0060	.0483	.0463	.0423	.0020
Mariposa County	.0926	.0177	.0463	.0749	.0286
Merced County	.0926	.0662	.1111	.0264	.0449
Porterville	.0199	.0322	.0185	.0123	.0137
Tulare County	.1164	.1000	.1482	.0164	.0482
Tulare	.0222	.0270	.0093	.0050	.0177

Figure 6. Comparison of Ratios

In the view of the consultants, the current process of using a variety of measures to allocate costs is extremely complicated and difficult to understand the rationale of why such a confusing approach to assigning costs is needed. Comparing the population ratios (column A in Figure 5) to the tripartite ratios (column B in Figure 5), demonstrates that the variation can be about 7% for a large library (Fresno County) and 7% for a small library (Mariposa). Similarly, comparing column B with column C suggests that the variation ranges from more than 8% (Fresno County) to less than 1% (Madera County).

Recommended Cost Allocation Method

Allocating costs using multiple measures will even out the peaks and valleys, if one or two measures are used, resulting in a more equitable approach to assigning costs. As shown in Figure 7, four measures – population, number of volumes, annual circulation and the number of branches – can be used to calculate a cost allocation formula. These four measures were selected since they reveal the diversity of the SJVLS member libraries. Specifically the measures reflect the

population served, the size of a library's collection (number of volumes), the number of transactions (annual circulation), and the geographic spread of a service area (number of branches). The percent of each measure compared to the total for that measure is shown. The four percentages are then totaled and divided by four to produce an average percent for each member library.

Library	Population %	Volumes %	Circulation %	# Branches %	Average %
Coalinga	.92	2.93	.51	1.85	1.55
Fresno County	32.71	31.88	49.26	31.48	36.33
Kern County	30.27	26.26	20.17	22.22	24.73
Kings County	5.01	5.96	4.06	6.48	5.38
Madera County	5.27	6.77	3.51	4.63	5.05
Mariposa County	.60	2.31	2.17	4.63	2.43
Merced County	9.25	8.29	4.18	11.11	8.21
Porterville	1.99	2.51	4.32	1.85	2.67
Tulare County	11.62	10.33	8.83	14.82	11.40
Tulare	2.21	2.69	2.98	.93	2.20

Figure 7. SJVLS Population, Volumes Held, Circulation, Number of Branches and Average Percentages

The consultants recommend that SJVLS adopt an approach that uses four measures – population, volumes held, annual circulation, and number of branches – to allocate all shared costs. Each member library would continue to be responsible for their own direct costs (principally telecommunication costs). This formula would be updated each year based on the prior year's data and should be used in the preparation of the coming year's budget.

Further, data for the number of volumes and annual circulation should be reported for each member library using the shared automated library system.

Figure 8 provides a comparison between the existing shared of the shared SJVLS budget for each member library and the recommended percentage. There would be minor adjustments (less than 2 percent) for eight libraries while the Fresno County Library and the Tulare County Library would have adjustments (+/-) of over two percent.

Library	Current %	Recommended %	Difference %
Coalinga	1.26	1.55	+ .29
Fresno County	42.33	36.33	- 6.00
Kern County	24.84	24.73	- .11
Kings County	4.13	5.38	+ 1.25
Madera County	4.65	5.05	+ .40
Mariposa County	1.83	2.43	+ .60
Merced County	6.49	8.21	+ 1.72
Porterville	2.74	2.67	- .07
Tulare County	8.85	11.40	+ 2.55
Tulare	2.87	2.20	- .67

Figure 8. SJVLS Current Percent of Shared Costs, Recommended Percentages and Percent Difference

Overall Assessment of the Information Technology Infrastructure

As consortium providing ILS, network and related services, SJVLS is a technology-centric organization, and as noted in the staffing section earlier in this report, its technology staff is a highly collaborative, hard-working team with a commitment to excellent customer service. Although each staff member has a specific area of expertise, staff often pitches in to help whenever needs arise. The teamwork demonstrated by the ILS and Infrastructure group is a clear asset to SJVLS and its members, as noted via conversations and a survey with SJVLS members (a summary of the interviews with the SJVLS staff members may be found in Exhibit I of this report). Although there is only one supervisory position

(within the ILS group; the Infrastructure group has a “lead” position that works collegially with two other staff members) the group works effectively using an informal consensus model and person-to-person and person-to-group accountability. Although admirable, this structure is also highly risky – with the possible change of even one personality in the group with less-cohesive traits, what has been successful for SJVLS could crumble.

In terms of key accomplishments, the Infrastructure and ILS and groups cite successful efforts to expand, modernize, and take advantage of virtualization technologies:

- *“Expanding and modernizing the network to better serve the patrons and consortia members. Virtualization to enable server redundancy and agility as well as lowering costs and energy usage.”*
- *“On the ILS side we’ve virtualized everything except telephone messaging, implemented Analytics and the mobile app, and made numerous customization(s) to Enterprise. Our website was redone in Drupal 8. The network side is kept pretty busy migrating branches to the CENIC network.”*

Major challenges cited by the Infrastructure and ILS group centers of the challenges of the size and scale of SJVLS, budget issues and communications:

- *“Our large footprint makes connectivity a huge challenge. Budget is always a problem as well as member apathy regarding what we do.”*
- *“Getting members to properly communicate with us. We spend a lot of time trying to pry details out of them when they report problems. Even evaluating key RFP responses (like our database package) responses are light.”*

In terms of learning the needs of SJVLS members, the Infrastructure and ILS groups have gotten the most success via active collaboration with members (although it should be noted that nurturing collaboration is an ongoing challenge):

- *“Usually a collaborative effort on our part as well as working with the individual member jurisdictions.”*
- *“We’re generally trying to hit the sweet spot of what they need, what they can afford, and what they can support locally down the road since our tiny staff is generally tied up with the big stuff. We try to keep the smaller (libraries) as up to speed as possible. We generally don’t go for flash (unless <funding exists>) and focus on proven needs.”*

A key and remarkable project is completing the migration of all SJVLS libraries to the CENIC network, offering dramatic increases in speed and reliability for network and Internet services. The final phase of the project (sometimes referred to

as “CENIC Year 6”) targets the replacement of antiquated of slower lines (including T-1 telecommunications circuits with a speed of about 1.5 Mbps, and other connections that are 10 Mbps) with fiber-optic connections offering speeds from 100 Mbps to 1 Gbps.

It is also important to note that information technology, be it servers, network switches and routers, and other devices all have a shelf life after which the technology needs to be upgraded and in order that the system performance is maintained.

The consultants would suggest that an important part of the SJVLS budget is the regular replacement of all information technology hardware and software once it has reached the end of its useful life (the actual time will vary by type of device). Failure to regularly upgrade information technology will result in the system being degraded or failing on occasion.

Assessment of the ILS

Simply put, the current ILS system has served SJVLS well. Under the direction of the retired Library Program Manager (Mary Ellen Tyckoson), the functional aspects of the system have been finely tuned to consortia needs. In addition, the technical infrastructure (including hardware and software systems) has recently been migrated to a SJVLS-designed and managed virtual infrastructure to ensure performance and uptime. Due to licensing restrictions impacting the manner in which SJVLS processes reports for consortium members (please see the interview with Chris Wymer for more details), it is not recommended that SJVLS consider SirsiDynix’s cloud offerings at this time.

SJVLS is currently in the final year of its current ILS contract. SJVLS should continue to be aware of developments in next-generation ILS systems (including offerings from Sirsi-Dynix, other ILS vendors, open-source opportunities designed for consortiums such as Evergreen, and emerging approaches such as the Folio system) and begin assessing current and possible future user needs in three years, and evaluate the performance of its current system in the fourth year.

The consultants thus recommend that SJVLS remain on the Sirsi-Dynix Horizon Enterprise system for an additional 3-5 years. Further, the consultants would suggest that a process be used to confirm current and future user needs for the ILS (starting in 2023), with a formal evaluation of the current ILS in four years. It is likely that SJVLS would select and convert to a new ILS system at that time.

General

It's a best practice in IT groups to have a balanced mix of "proactive" and "reactive" work. Some level of "reactive" work, exemplified by the COVID-19 pandemic response (as an extreme example), is to be expected in any technology environment. Proactive work – the planning, training and actions that prevent unnecessary and less-productive reactive work, is a key to stability and future-forward operations. Perhaps the greatest challenge facing the ILS and IT groups is the reality that most of the work coming in to the "shop" (as service requests and help desk tickets) is on the reactive side. Some SJVLS technical staff report having little time for proactive work such as simplified network documentation, disaster/resiliency planning, additional/deeper continuing education, connecting with colleagues to share information (although all staff have a strong desire to do all those actions and more to stay current).

It seems the ILS group has a stronger balance of proactive and reactive measures in place; however, with the retirement of the Library Program Manager (with SJVLS for 22 year) and without the position being filled as of March 2020, that balance is at risk.

Perhaps unsurprisingly, the Infrastructure group at SJVLS needs the greatest support in creating a better reactive/proactive balance.

The following areas are recommended for the priority attention:

- The annual creation of a **statement of membership value** for SJVLS members. This document would be designed for libraries to understand the value of the consortium (in dollars, opportunities, and collaboration) and to, in turn, communicate that value to their local stakeholders.
- Completion of the **E-Rate related Technology Plan** for eligible technology equipment (this item is currently assigned to the eRate consultant group Ed Technology Funds).
- A **Disaster Recovery/Resiliency Plan** to ensure continuity of services in times of unwelcome conditions or disaster (including, but not limited to natural disaster; power outages/rolling blackouts; interruptions to library services such as experienced during the COVID-19 pandemic; construction crew cutting a telecommunications line, and others). The plan must consider the consortium's technology and infrastructure needs; operating contingencies; communications methods and procedures during emergencies; and identified opportunities to

“practice” emergency procedures in non-emergency times to ensure technology and communications systems work as they should.

- A **Strategic Plan....** for addressing needs not covered in the E-Rate Technology Plan. Items to consider include:
 - Deliberate strategy to stay abreast of developments of next generation ILS systems;
 - Technical and social methods to increase the effectiveness and opportunity for SJVLS through stronger forms of communication and collaboration;
 - Process to identify and provide more shared services among members (increasing the value of SJVLS membership);
 - Improve technology training and learning opportunities for SJVLS member libraries (including ILS, security and others);
 - Opportunities to build and share local cultural heritage collections through a Digital Collections system
 - Increased technology consulting from SJVLS (including stronger support of tech needs for local projects, starting with the planning stages and support through completion);
 - Improved security of data systems and infrastructure;
 - Continuing education strategies for each SJVLS team member;
 - A stronger, more effective “intranet” (with a focus not on the tech, but digital support for communications from member to member, and between SJVLS and members);
 - Strategies to leverage the remarkable – and yet untapped – opportunities of collaborating with other libraries and library systems on the CENIC network;
 - A possible eBook platform
 - Other needs that may emerge during the strategic planning process.

Exhibit A. SJVLS Network Diagram

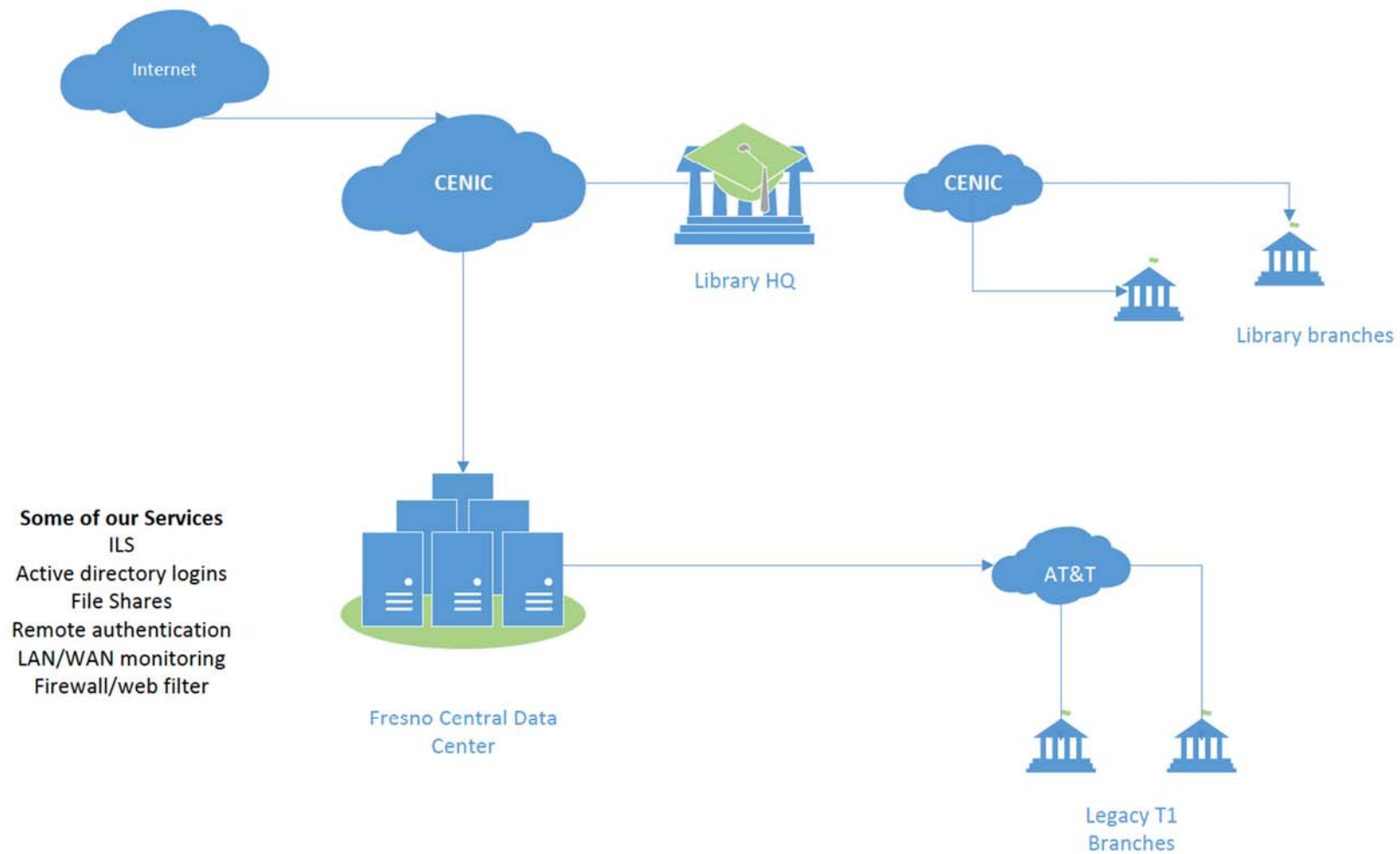


Exhibit B. Draft of a new Joint Powers Agreement

Separate document

Exhibit C. Draft of a new set of Bylaws

Separate document

Exhibit D. Recommended SJVLS Organizational Chart

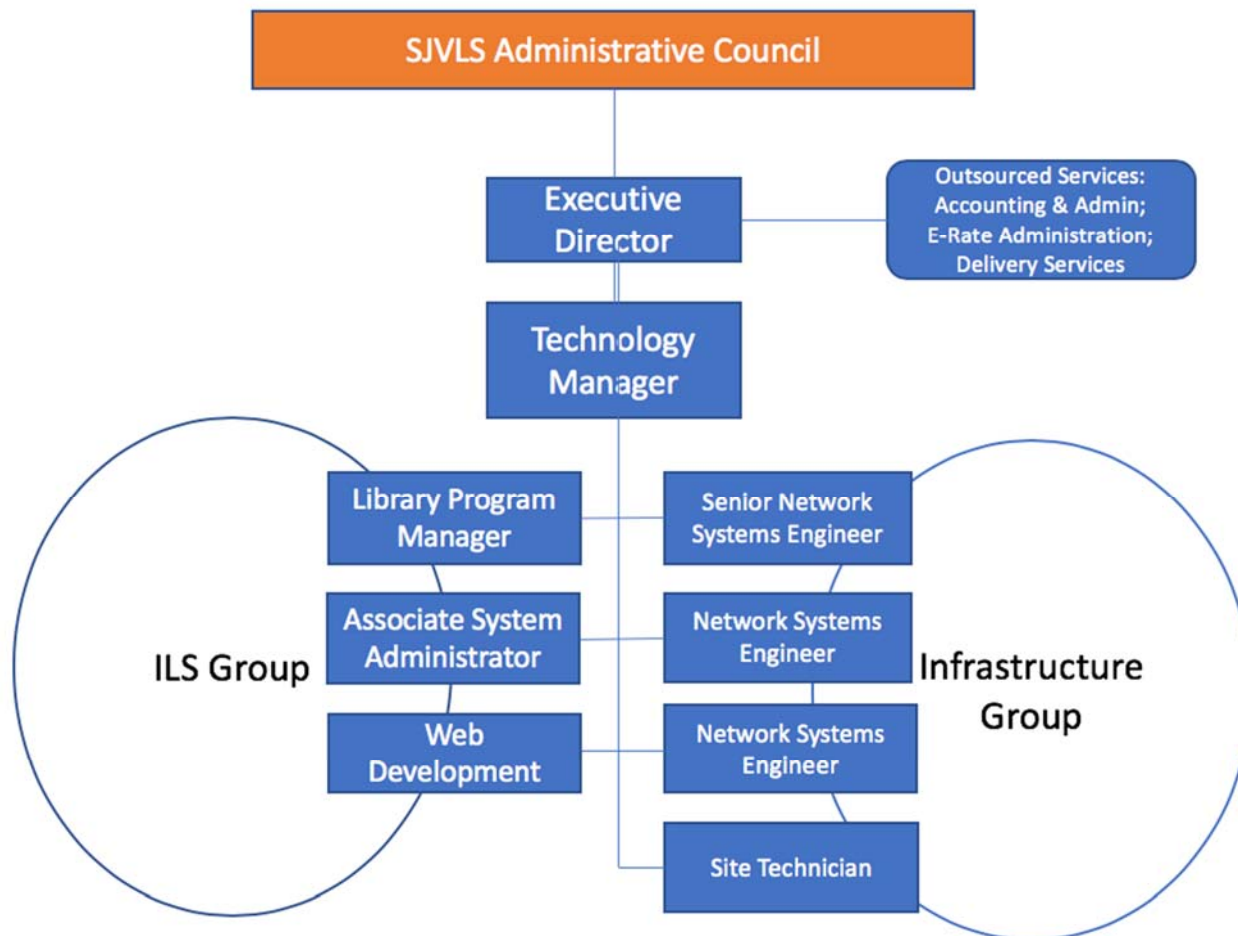


Exhibit E. Executive Director's Job Description

ANNUAL SALARY

\$130,000 (starting salary)

DESCRIPTION

The Executive Director, under general direction of the SJVLS Administrative Council, is responsible for both the day-to-day administration of the system and its long-term viability.

RESPONSIBILITIES

- Works with the Administrative Council to set yearly goals for the system.
- Development and implementation of the annual Plan of Service for SJVLS.
- Development and implementation of SJVLS's strategic goals.
- Oversees LSTA and other grants and ensures that fiscal and written reports are submitted in a timely manner.
- Development and implementation of system policies and procedures.
- Prepares reports and analyses for Administrative Council, other committees of SJVLS, and contracted agencies as needed or requested.
- Works with the Administrative Council to oversee the investment of the system's reserves.
- Represents the organization and its members on a statewide and national level.
- Development and oversees the annual budget.
- Participates in community activities and professional organizations as appropriate.
- Collaborates with similar organizations on a statewide basis.
- Other duties may be assigned.

QUALIFICATIONS

- Cooperative and/or public library background including knowledge of issues associated with shared services, technology and networks.
- Expertise in developing new funding sources and creating new service opportunities;
- Visionary and collaborative leadership skills.
- Track record of inclusive leadership and innovation.
- Experience advocating with local and state governmental bodies.
- Marketing and public relations knowledge.
- Familiarity with budgeting and reading financial documents.
- Consensus and alliance builder with strong interpersonal and communication skills.
- Manage diverse and competing responsibilities.
- Establish and maintain excellent working relationships with SJVLS and member library staff, vendors and government agencies.
- Represent SJVLS in both professional and public venues.
- Deal with frequent change, delays or unexpected events.

OTHER DUTIES

Please note this job description is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities that are required of the employee for this job. Duties, responsibilities and activities may change at any time with or without notice.

MINIMUM QUALIFICATIONS

Education: Master of Library Science from an ALA-accredited program is desired, 5-10 years of management experience (public library or consortia experience preferred). Experience with strategic planning, budget reporting, grant/contract management preferably in a nonprofit institution or joint powers agency (JPA).

Experience: Five or more years of related professional experience, including three years of administrative and supervisory experience. Governmental agency or non-profit experience a plus.

License: Possession of a valid driver's license is required.

WORK ENVIRONMENT

Duties and responsibilities will be carried out in a typical office environment with opportunities to telecommute.

EXPECTED HOURS OF WORK

This is a full-time, 40hrs/week position, though evening and weekend work may be required based on the business needs of SJVLS.

TRAVEL

This position will require travel.

SUPPLEMENTAL

Professional Development: Professional memberships and opportunities to attend various conferences and seminars are available upon Administrative Council approval.

Screening: This position is subject to a pre-placement medical evaluation, including drug screening, TB test, and background check prior to employment.

Exhibit F. Technology Manager's Job Description

ANNUAL SALARY

\$80,000 (starting salary)

DESCRIPTION

Provides a reliable, accurate, responsive, efficient, safe and secure information systems platform for library service delivery. Manages data network operations as well as oversees the management of the integrated library system. Responds to staff calls for assistance, troubleshoots and solves hardware and software problems, monitors overall system performance, implements improvements and works with the management team to develop long-range technology plans.

RESPONSIBILITIES

- Oversee the management of a data network serving 110 locations. Develop, document and implement network administration policies and processes. Maintain and troubleshoot hardware, software, and network issues. Ensure system integrity, reliability, responsiveness, security and compliance with library policies, e.g., Internet use. Maintain a regular backup schedule and off-site backup storage.
- Manage help desk functions by responding to requests. Assists staff with system and application software training and development needs. Working with SJVLS library staff on a variety of technology issues.
- Develop and implement technology plans. Deploy sound project management practices including goal/problem identification and decision analyses. Supervises the preparation of RFPs, bids or requests for written quotes.
- Manage other automated systems that need to interact with the integrated library system (ILS).

QUALIFICATIONS

- Cooperative and/or public library background including knowledge of issues associated with shared services, technology and networks.
- Collaborative leadership skills.
- Track record of inclusive leadership and innovation.
- Experience working with local and state governmental bodies.

- Manage diverse and competing responsibilities.
- Establish and maintain excellent working relationships with SJVLS and member library staff, vendors and government agencies.
- Represent SJVLS in both professional and public venues.
- Deal with frequent change, delays or unexpected events.

MINIMUM QUALIFICATIONS

Education: Bachelor (or Masters) of Computer Science. Master of Library Science from and ALA-accredited program is desired, 5-10 years of management experience (public library or consortia experience preferred). Experience with managing technology and working well with others.

Experience: Five or more years of related professional experience, including three years of administrative and supervisory experience. Governmental agency or non-profit work experience is a plus.

License: Possession of a valid driver's license is required.

WORK ENVIRONMENT

Duties and responsibilities will be carried out in a typical office environment with opportunities to telecommute.

EXPECTED HOURS OF WORK

This is a full-time, 40hrs/week position, though evening and weekend work may be required based on the business needs of SJVLS.

TRAVEL

This position will require travel.

SUPPLEMENTAL

Professional Development: Professional memberships and opportunities to attend various conferences and seminars are available upon Administrative Council approval.

Screening: This position is subject to a pre-placement medical evaluation, including drug screening, TB test, and background check prior to employment.

Exhibit G. Site Technician's Job Description

ANNUAL SALARY

\$50,000 (starting salary)

DESCRIPTION

Assists with the installation of new hardware/software and the upgrading of existing hardware/software (primarily at member library locations).

RESPONSIBILITIES

- Works with the Technology Infrastructure staff
- Assist with investigating and resolving computer hardware and software problems
- Serve as backup for other IT staff
- Other duties as assigned

QUALIFICATIONS

- Ability to effectively and easily communicate technical topics to novices.
- Ability to project a positive, upbeat attitude and excellent interpersonal skills even under stress.
- Ability to work and communicate effectively with library management and staff.
- Ability to work in a team environment.
- Ability to learn new and emerging technologies.
- Understanding and utilize IT best practices.
- Understanding of troubleshooting ticket systems.
- Understanding of network fundamentals including firewalls.
- Ability to work neatly, pay attention to detail, and follow directions.
- Ability to climb, stoop, kneel, crouch, and crawl and lift and handle a minimum of 50 lbs.

MINIMUM QUALIFICATIONS

Education: Bachelor of Science in Computer Science, Computer Engineering, Information Technology or equivalent. Microsoft Certified Professional (MCP) or CompTIA A+ certification desired.

Experience: Two or more years of related professional experience.

License: Possession of a valid driver's license is required.

WORK ENVIRONMENT

Duties and responsibilities will be carried out in a typical office environment with opportunities to telecommute.

EXPECTED HOURS OF WORK

This is a full-time, 40hrs/week position, though evening and weekend work may be required based on the business needs of SJVLS.

TRAVEL

This position will require travel.

SUPPLEMENTAL

Professional Development: Professional memberships and opportunities to attend various conferences and seminars are available upon Administrative Council approval.

Screening: This position is subject to a pre-placement medical evaluation, including drug screening, TB test, and background check prior to employment.

Exhibit H. Results of a Survey of U.S. Library Consortia

The survey was conducted on behalf of the San Joaquin Valley Library System (SVJLS)

A survey was distributed to 30 library consortia across the US that provides shared ILS and delivery services in January/February 2020. A total of 15 responses were received. The title of the administrator for each consortium is Executive Director. An average of 45 libraries are members of each consortium providing shared ILS services to an average of 64 branch locations. Almost 75% of the consortia have their offices located outside a library facility in commercial offices. A member library serves as a fiscal agent in about half of the consortia and all consortia have an outside independent CPA firm prepare a financial audit each year.

The San Joaquin Valley Library System has fewer member libraries but provides shared ILS services to some 110 locations. Fresno County Library serves as the consortium's fiscal agent.

Each consortium uses a mix of ILS systems, such as Sierra, Symphony, Polaris and Evergreen. Both consortium staff and the vendor work to provide support for the ILS systems. On average, each consortium pays a little over \$305,000 to a vendor for software and implementation support.

JVLS uses the Horizon ILS software as a shared service (only one other consortium is using Horizon) and the annual SVJLS Horizon system support costs of \$157,000 are about half of what other consortia are paying.

Only three consortia take responsibility for providing Wide Area Network access and Internet connectivity. Most libraries assume responsibility for Internet connectivity and the shared ILS system uses the Internet to process each transaction. And only two consortia file for eRate on behalf of their member libraries.

The fact that SVJLS assumes responsibility for providing a telecommunications network is unique among other consortia across the U.S. And only two consortia provide assistance in eRate filings.

About half of the consortia provide delivery services using a 3rd party to move materials under contract while the other half rely on their state library that contracts for statewide delivery of library materials. Almost all consortia report that the delivery of materials happens five days a week to all of their members. On average a little over 1,300,000 items are

delivered annually to the libraries (this average is little high due to some consortia reporting statewide delivery numbers). The average annual cost for deliver services is a bit over \$277,000 (with an average per item delivery cost of .21 cents).

SJLS contracts for delivery services with Fresno County for an annual payment of \$158,040, which is about half of what other consortia pay on average. Last year a total of 987,824 items were moved to member libraries. Given a delivery cost of \$158,040, the cost to move an item was 16 cents – about mid-range among other consortia across the U.S.

Almost every consortia acts as a broker to provide their member libraries with access to eResources and eBooks. The SJVLS provides a similar set of services.

The average library consortia budget is \$1,721,798 with a total staff of 12. Staff activities can be broken down into the following categories:

- Staff supporting the ILS 5
- Staff supporting delivery 3
- Staff supporting eResources 1
- Administrative staff 3

The SJVLS budget is considerable higher at \$4,437,291 with a slightly smaller staff (assuming two of the delivery drivers are SJVLS employees). The higher costs are due to the staff supporting the telecommunications network and increasing the technology reserve fund.

Exhibit I. Summary of Interviews with SJVLS Staff

Introduction

As part of the technology assessment process, Carson Block interviewed individual ILS Administration and Technology Infrastructure staff members at the San Joaquin Valley Library System. These interviews were performed to follow-up on focus groups performed during Carson's site visit to Fresno and surrounding areas in January of 2020. Most interviews shared in this document were held between March 12-17 2020, with follow-up interviews with Chris Wymer and Kevin Nelson held in late March and early April 2020.

Below is a table that shows responses to select questions. In Individual Interviews a more nuanced summary of their answers is presented.

Staff Member	Position	Length of SJVLS Employment	Primary Duties	Current Projects	Collaboration		
					ILS and IT Team	Vendors and Partners	Member Libraries
ILS Administration Staff							
Mary Ellen Tyckoson	Library Program Manager	22 years and 3 months (retiring)	server maintenance; updates; balancing e-commerce transactions; dealing with tickets; managing Horizon system		Chris: hand-off the job, Logic: network troubleshooting; Aaron: telco billing side; Nathan: Drupal implementation.	SirsiDynix; Unique management; billing with the telco vendors; with CALIFA (doing billing and CENIC management).	Jurisdiction System Administrators (JSA)
Chris Wymer	Associate System Administrator	A little over two years (started Dec 2017)	Helping with ILS and related products (Enterprise, reporting server, mobile app); Responding to help tickets Database cleanup	Mobile template for the OPAC and self-registration options	Kevin - network, backup, servers, or Linux questions; Aaron - billing and firewall Logic - staff or public PC issues Mary Ellen - Horizon; Nathan - website or intranet, and collaborating on a mobile template.	Forum moderator for SirsiDynix Web Services Enhancement forum. Recently accepted a spot on Syndetics Unbound's advisory board.	Most member communication happens with the JSAs
Nathan Boyer	Web /Databases /Digitization	18 years	Updating and improving website; helping libraries with their digital content;	RFQ for a replacement for the general database package	SJVLS staff: work most with Kevin on the Network side; Chris and Mary Ellen a lot	Is primary system contact for vendors provided by outside (EBSCO) so have regular conversations with them.	Other communication is rare or irregular - mostly interacts with electronic resources committee members
Technology Infrastructure Staff							

Kevin Nelson	Senior Network Systems Engineer	15 years	Works with CALIFA and the state library for network upgrades (CENIC); deals with vendors; writes POs; invoices; determine needs and order items; budget items.	Network project. Getting Site B (backup) up.	Collaborate a lot locally (Network and Library side in-house)	Member of the CENIC "Digital California, Technical Advisory Council" (DC-TAC); on the CDW advisory board	Work closely with members' IT staff (though some are so small they don't have IT staff and SJVLS ends up doing some desktop support for some of the smaller libraries).
Aaron Lusk	Network System Engineer	7 years	Work tickets; emails and phone calls; Coordinating projects with other SJVLS staff. Can be on the road all day long for weeks at a time.	Installation of fiber to member libraries;	Staff all have open conversations	Vendors and partners - worked with them on the physical installation.	Member libraries - when upgrading
Logic Vang	Network System Engineer	A little over 2 years.	This week: Set up VPN for remote workers.	Collaborating with Kevin in financial office to organize funding inventories	(see previous answer) Trained by Aaron and still goes to him. Kevin for server and Linux questions. Chris for ILS issues.	Consultation/presentation by vendors in the office	There is a gap between the local techs and the system office - fix tickets for system problems not being brought to anyone's attention to fix.

Mary Ellen Tyckoson - Library Program Manager (Retired as of March 2020)

How long have you been with SJVLS? And tell me a little about your previous experience.

22 years and 3 months. Her last week is the week of March 16, 2020. She was head of public services at women's college prior to coming to SJVLS. Worked with Dynix in the [CLIC](#) consortium⁶. Discovered a knack for technology early in her career.

Please describe your day-to-day work.

Certain amount of morning server maintenance, running Linux updates, Windows updates, balancing e-commerce transactions. Checking "is the system working right?" Beyond that it depends on time of the month - input of the telco bills into the database. Load authority files and fix errors in loading, Marc record loading for one of the members. A lot of dealing with tickets (reports, changing language on notices) and managing the Horizon system that members aren't allowed to do themselves (ILS management), but varies widely from day to day. Have been delegating more work to Chris since he's taking over the job and can be here to guide him through some things. More handoffs than delegation (based on who is busy and who is not?)

What special projects are you working on?

(n/a as she is retiring/retired)

Who do you collaborate with - and how? (Others on IT Team, Other SJVLS staff (non-IT), Anyone outside of the library (vendors and partners), Member libraries)

IT: Everyone in the office to a certain extent, Chris to hand-off the job, Logic for network troubleshooting, Aaron more on the telco billing side, Kevin because Mary still needs to participate in Erate meetings, and has a grasp of the overall budget. Doesn't collaborate with Nathan a lot (despite him reporting to her) except for Drupal implementation.

Outside: SirsiDynix and Unique management (collection agency). Less with the database vendors (Nathan manages those), some billing with the telco vendors (shifting to Erate consultant), some with Califa (doing billing and CENIC management).

Elsewhere: Libraries have the jurisdiction system administrator (JSA) who are the "eyes and ears on the ground" and work closely with them. Wish for better communication during grant process instead of after the fact, but lots of Horizon collaboration

⁶ <http://cllc.edu/>

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

In some jurisdictions the JSAs are the same as the tech person and sometimes they're different crews. Would be great if they could be more proactive and less "we've decided to do this" (putting the consortium into a reactive position to support local decisions). There is an automation committee - most of the reps are the local JSAs (mostly Horizon based), but also more general tech stuff, policy and purchase gets kicked up to the Administration Council. That group works really well - Mary Ellen attends the Admin Council meetings, which allows for some feedback with some of the members, time for announcements at each meeting, lots of informal talking before/after meeting. One in three meetings are via Skype and others are in person so it helps create more connections.

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

Doing fine - individual libraries experimenting with some things. SJVLS provides the technical foundation - doing as well as can be expected (with geographic and financial limitations). No one's running on totally obsolete equipment. Not everyone uses every feature of the ILS but they're available to all.

How do you stay current in your technical knowledge?

Serves as the "ALA" person for the board (Mary Ellen remains involved in the American Library Association) and used to be on the LITA (Library Information Technology Association) board.

What general technological things are getting your attention in either a negative or positive sense?

The consortium's ILS is "chugging along" and it should be fairly easy for whoever follows her to handle the "should we stay with Horizon or move to something else" question. Hosting locally or moving to SAS has been a discussion recently as has disaster recovery. SJVLS has a decent mobile app. Need one enhancement to Bluecloud ecommerce before can do CC payments at the circ desk. Mary Ellen feels like SJVLS has implemented the most needed ILS features as a practice. Had money from the state that could've been used on Hotspots but no members showed interest in the opportunity.

What work at SJVLS are you most proud of?

The Automation Committee is very collegial - they are willing to talk through things with the needs of the entire system in mind.

What ideas do you have for the future?

Mary Ellen would like to see a platform created to let the members share their own expertise and what their library/systems are doing. She has tried to promote this over the years and it just never quite catches on. She would love to see an annual system meeting that was more than just the directors, that would include more interaction between staff. One idea Mary Ellen has would be to implement an annual report to each member that outlined the value they got out of SJVLS the past year. Some work to create a “Statement of Consortium Value” at the Administrative Librarian level (highlighting the value of the ILS and telecommunications services received) has been performed in the past, but without consistency. In terms of services offered, Mary Ellen see SJVLS staying primarily tech based, despite all the other things they could potentially do.

Other questions

- Carson: Has anyone been hired for your position?
 - M: Not seen any advertisements for it yet. Needs to be advertised as a SysAdmin position.
- Carson's impressions are that the style within the ILS group is less hierarchical and more collegial. Is that correct?
 - M: Yes, especially on the ILS side of the house.
 - Carson: And you've all had a lot of success with that?
 - M: It helps that we don't currently have "a lot of irons in the fire."
- Carson: You said Technology plan is out of date and "writing a new one is on Beverly's plate", who is Beverly?
 - M: Our Erate consultant. We added writing the tech plan to her contract.
- Carson: The feedback Carson has received about member impressions of SJVLS services (survey and meeting) seemed on the “lite” side. Carson expected to see more feedback.
 - M: This group of directors seems less engaged than past ones, perhaps a little more focused on local library needs as opposed to the shared needs of the consortium. It seems that some members think of the consortium more as a contractor than something they have a membership in. Not sure how to address that but wish we could.
 - Carson: I will make note of this dynamic, because the SJVLS community has everything to gain from viewing their relationship as a partnership rather than thinking of SJVLS as a vendor. In talking with

Nathan about the Electronic Resources Committee and the struggles he's had at times, it seems that other members may also view the relationship as “vendor” instead of “partner.”

Chris Wymer - Associate System Administrator

Interview notes: The consultant interviewed Chris Wymer twice - one about a week prior to Mary Ellen's retirement, then again two weeks after.

How long have you been with SJVLS? And tell me a little about your previous experience.

Started Dec 2017. Chris' first library job was as a library assistant with a member library in 2011 while completing his MLS. To him it didn't seem like a librarian position would be available at a member library, so he took a librarian position at a prison, which created professional challenges for him (citing compassion fatigue). The California Energy Commission was hiring an Electronic Resources Librarian - and digital libraries was Chris' Masters concentration. Chris got the position, and ended up running the library himself, which also challenging. He saw the posting for SJVLS and applied, and has been with SJVLS since.

Please describe your day-to-day work.

Prior to Mary Ellen's retirement (Cris is now filling her role in an interim, non-supervisory capacity), Chris' primary duty was helping Mary Ellen with ILS and related products (e.g. Enterprise, reporting server, mobile app). After that, he responds to help tickets and fixes problems that arise. For some members Chris loads catalog records and imports original bibliographic records for another. This gives him insight into how long the process can take, as SJVLS reimburses cataloging centers for time spent cataloging for members and this helps give him an accurate idea of rates. He handles database cleanup and makes sure things are consistent across platforms and for and from all members. He is still learning modules in Horizon to understand how all those different parts work.

What special projects are you working on?

Chris is working on a mobile template for the OPAC and self-registration options (if they get approval from the State Library to re-appropriate funds from a now-defunct project).

Who do you collaborate with - and how?

---Others on IT Team

---Other SJVLS staff (non-IT)

---Anyone outside of the library (vendors and partners)

---Member libraries

Chris collaborates with Kevin when network or backup, server, or Linux questions arise. Chris notes that every person in the office is an amazing resource. Chris works with Aaron regarding billing and firewall configuration, and encrypting SIPs networks for vendors like Hoopla. He will sometimes collaborate with Logic about staff or public PC issues. Chris works closely with Mary Ellen and asks her lots of questions about Horizon; she helps him keep things together. Chris collaborates with Nathan on the website and intranet, and works together on the mobile template.

Chris doesn't have much contact with the director of SJVLS.

Chris is a moderator for SirsiDynix Web Services Enhancement Forum, where they vote yearly on requests, and the top 5 get sent to SirsiDynix as requests. He also recently accepted a spot on Syndetic's Unbound's advisory board.

Most of Chris' communications with member libraries happens with the JSAs - which are by necessity reactive conversations. Chris wishes there was more proactive communication overall, rather than a more reactive mode.

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

Communication with member libraries can be hit-or-miss. There are some JSAs and Directors who are very communicative; they reach out and ask questions, and check in with SJVLS before starting projects. Other members will be silent for 3-4 months, check in, and then go quiet again. Chris said for instance, one member library tends to approach the application of technology as "business as usual" and does not have a strong desire to pursue innovation. In another example, communications that began with an urgent need quickly diminished (meaning Chris was unsure if the response was adequate or whether the issue was resolved). In another example, the working schedules for JSAs and SJVLS staff are not in perfect sync, so some lack of continuity of communications in such cases can naturally occur. Some members frequently reach out with an immediate need (that is part of an ongoing need); after the immediate need is met, communication tends to fall off around the ongoing need.

Chris noted some communication challenges that arose during the recent COVID-19 pandemic-related shut-downs. *Consultant note: It's important to note that communication challenges during times of crisis are to be expected, and learning from challenges to create better methods is a best practice.*

Carson recommends addressing the creation of a disaster recovery and resilience plan that addresses both avenues for the consortium's technology resources and services -- as well as facilitating communications during challenging times. Carson recommends moving out of reactive mode and into proactive mode - including doing a post-mortem on the process after the emergency situation is over, to look at what happened and what changes can be made regarding resilience planning.

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

SJVLS strengths include the way the network has been built up over the last decade and connecting everyone into CENIC; the streamlining of the Erate applications; making sure libraries have the connection speed and WiFi coverage they need. SJVLS provides a good infrastructure to meet patron needs. On the ILS side, after stabilizing the virtualization of Horizon, it has run extremely well with increased performance. Chris says that as an ILS Horizon "does a great job meeting our complex requirements for circulation and holds fulfillment rules". Because it is one of the strengths. Chris also feels that by shutting off the legacy OPAC interface and pushing catalog traffic into Enterprise, SJVLS has an opportunity to create more modern solutions for patrons.

The consortium has considered cloud services from SirsiDynix, but a key need has prevented SJVLS from pursuing further. Under the cloud offering, Chris explained that only one "seat" is allowed to have access to the core SQL database. While this offers some functionality (SJVLS could implement workarounds to make maximum use of the single seat for many needs), this single seat isn't allowed to create temporary tables, which consortium members rely on to generate statistical reports overnight while other ILS systems needs are minimized.. That aspect is a non-starter for the needs of SJVLS and consortium members.

How do you stay current in your technical knowledge?

Chris likes to identify skills to build on (e.g. navigating a Linux file system). He utilized Fresno County's Lynda (online training) subscription and used those trainings to learn more in areas of need. He also has alerts in EBSCO for technology reports, and if something is pertinent or catches his eye he will dive into it. In his free time he searches YouTube for technical topics of interest. Professionally, he attends meetings and keeps an eye on Listservs with other Sys Admins.

What general technological things are getting your attention in either a negative or positive sense?

Chris is very interested in potential ways to integrate more user-generated content into the catalog or patron interfaces and how to build engagement with the community SJVLS serves. He also wants to focus on security aspects of systems (e.g. ensuring that while creating a “reset your PIN” email that he is not also creating a weakness in the system’s security). He has some interest in web styling and web programming (e.g. unique ways to take advantage of Syndetic’s Unbound like book widgets or carousels to make it easier for members to highlight collections).

What work at SJVLS are you most proud of?

Chris is most proud of the JavaScript customizations he has made for the catalog, including sorting item results so that the member libraries’ categories display their own items at the top of the list. He likes to see improvements to help the end user.

What ideas do you have for the future?

He would like to find ways to increase engagement with SJVLS’ patron base. An example he may like to see would be introducing badges to library accounts - make it fun and highlight all the resources the library offers while making it easier to use.

Other Questions

- Carson: How do you feel about staying on your current ILS platform? Would there be a strategic time for evaluation of the platform?
 - Chris: Mary Ellen built a very stable system with Horizon. Chris would prefer to renew the contract with Horizon to allow him to become more familiar with Horizon’s internal processes and build relationships with member leaders. Chris would also like to become familiar with ILSs outside of an RFP environment, and with that experience look in earnest at the ILS market. He likes the stability of the current ILS with the migration to a virtualized server, and would be leery of starting the learning process (for SJVLS and member libraries alike) over again. Chris also notes that the community of SysAdmins in the Horizon community are great and always willing to provide information and help.

Nathan Boyer - Web/Databases/Digitization

How long have you been with SJVLS? And tell me a little about your previous experience.

18 years. Nathan started with Fresno County Library (for 6 months), and came to SJVLS to work for the old reference center (now defunct). He has been with SJVLS one way or another ever since. Nathan started as a library assistant with Fresno County, then moved to senior library assistant with SJVLS, and later attended library school to become a librarian. Web development came into his repertoire when SJVLS provided web updates for a regional library network and for a few SJVLS member libraries - in the days of plain HTML.

Please describe your day-to-day work.

The majority of Nathan's days over the last three months have been devoted to an RFQ process for a replacement of the general database package. The process involved presentations, evaluations, and performing a question and answer. Before the RFQ process, Nathan put time into redesigning the SJVLS website - that took the majority of his time. A normal day used to consist of a couple jobs: updating and improving the website, helping libraries with their digital content, and working on the intranet.

What special projects are you working on?

(answered in previous question)

Who do you collaborate with - and how?

---Others on IT Team

---Other SJVLS staff (non-IT)

---Anyone outside of the library (vendors and partners)

---Member libraries

SJVLS staff: Nathan probably works most with Kevin on the Network side, testing developing sites and new software (IT side). He works with Chris and Mary Ellen a lot. Nathan doesn't collaborate much with admin or financial staff and if he does it consists of email communication. Nathan is primary system contact for outside vendors (e.g. EBSCO) so is in regular contact with them. Other communication is rare or irregular. Regarding member libraries, Nathan interacts most with Electronic Resources Committee members, which consists of members from nine libraries in the system. He will also have conversations with librarians or library staff who overlap the work Nathan does.

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

Nathan works mostly with committees, and thinks communication over common projects is pretty good. "Usually there aren't too many problems or crises."

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

Nathan points to Drupal as an area of strength. Regarding weaknesses, he is currently uncertain what will happen with the intranet. SharePoint was developed briefly as a potential platform for the intranet, but Nathan is uncertain it will continue to work for the system. The intranet can be used to communicate with teams, but some information needs to be public (a legal requirement for open meetings) and so intranet usage can sometimes have limited effectiveness.

How do you stay current in your technical knowledge?

Many projects (e.g. Omeka for digital projects, Drupal-based platforms) use open source, so Nathan spends a lot of time looking for solutions via mail groups and discussion boards and finding a solution that actually works.

What general technological things are getting your attention in either a negative or positive sense?

Nathan noted the limitations of time, especially the thoughtful planning and implementation time required for specialized projects. The intranet is also of interest to him. He would like to do more with digital collections, for instance, have a test site to use a different updated Omeka software (that could fit the organization and structure of SJVLS better than the current one). However, Nathan needs buy-in from member libraries to generate content (would hate to see it with only one or two member libraries' content).

What work at SJVLS are you most proud of?

Nathan views all of his work through the lens of "constant improvement" (so, he tends to keep tending to things to make them the best they can be). Nathan is generally proud of the fact that the core group works well together and does so without a full-time Director/Administrator.

What ideas do you have for the future?

In the future, Nathan would like to do something more with the digital collections - an area of his job he feels could be developed more, though it takes commitment from the member libraries. He would like to do something with the intranet and how information is shared - not sure how or what to do, but he is thinking about it.

Kevin Nelson - Senior Network Systems Engineer

How long have you been with SJVLS? And tell me a little about your previous experience.

Kevin has been with SJVLS 15 years as of August 1. After leaving Fresno and starting silicon valley, Kevin worked for Exodus Communication, which I believe was the largest internet data center hosting provider. At the peak, they had 42 separate 500,000 SQ/Ft data centers across the globe. After that he went to a startup storage service provider, Sanrise, which was an enormous learning experience. Then the “tech bubble” burst and the company folded. Kevin did field work in various IT positions for a while before coming to the library, including working IT at Table Mountain Rancheria (a tribal community) for around a year.

Please describe your day-to-day work.

Kevin works with CALIFA and the State Library to implement network upgrades (CENIC). He also works with vendors, writes POs, processes invoices, determines needs and orders items (hopefully in a timely manner). He deals with a few budget items, and keeps an eye on how things are running using graphs that indicate network usage the status of member branches. He also discusses future plans such as projects with CENIC to get branches upgraded and specifications for potential technology. Kevin feels that the distribution of work throughout the department is very organic.

What special projects are you working on?

The main current project is converting the libraries served by T-1 circuits to high-speed CENIC connections. Kevin is also in the planning stages for a possible network project: getting a redundant “Site B” (or backup) running and fully functional.

Who do you collaborate with - and how?

---Others on IT Team

---Other SJVLS staff (non-IT)

---Anyone outside of the library (vendors and partners)

---Member libraries

Kevin feels there is a lot of collaboration locally, especially the Network and Library side in-house. He works closely with member libraries' IT staff, though some are so small they don't have IT-specific staff and SJVLS ends up doing some desktop support for some of the smaller libraries. When working with them, he tries to keep in mind there are

nuances to each member library. For instance, one library's tech staff has moved to the County, and SJVLS must work within their bylaws (which say "only library staff should be working on the library network"). Some libraries object to SJVLS's web filtering (for CIPA compliance and Erate eligibility).

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

Kevin acknowledges that sometimes member libraries have problems with travel (budget or just paying for staff to travel to meetings or gatherings). Another improvement that Kevin would like to see would be more collaboration that doesn't "die" after the first meeting.

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

Kevin feels SJVLS is doing immeasurably better than when he started work there (citing the previous Network Operations Center with substandard wiring, equipment and installation; under his time the NOC has been upgraded to modern standards). During Kevin's time at SJVLS, they have virtualized a great deal of the system and infrastructure, and created a converged infrastructure to increase redundancy and improve uptime. On the ILS side everything is solid and with built-in redundancy. As an area of improvement, Kevin would like to see Need to improve upgrades to the network facility and updating backup procedures, though libraries are.

How do you stay current in your technical knowledge?

It's easier than it used to be. It used to be that the only training could get was what was available online for free. Now there's a budget for training, for attending conferences (e.g. Cisco Live - "it's like a 4-year university program crammed into a few days. It's nice to deal with the people who develop the tech rather than just a teacher. It's informative and many choices to go through over that time.") Otherwise just try to keep their ears to the ground.

What general technological things are getting your attention in either a negative or positive sense?

Given current events, Kevin is concerned with remote access and the security thereof: VPN, layers on top of those, access, and connection. Usability for the non-techie is also a concern. Kevin is also concerned about those taking advantage of emergency situations (e.g. scam calls claiming to be the CDC during the Covid-19 pandemic) that people trying to work remotely need to be on guard against.

What work at SJVLS are you most proud of?

He is most proud of the data center. The network is fluid and will be updated as technology progresses. But the data center was a closet with residential A/C and daisy-chained extension cords. Now it's automated, organized, with backup and it looks like a professional set up.

What ideas do you have for the future?

In addition to automation of services, Kevin wants SJVLS to be a robust service for the patrons of SJVLS, especially those that are the least served in the public. His pie-in-the-sky thoughts would be for SJVLS to be the first Terabit Library System on Earth ("perhaps not financially feasible, but it is a nice dream"). At the end of the day, serving the public is what drives him, no matter what level that service involves.

Other Questions

- Description of network topology:
 - Most of the SJVLS member libraries are connected to the Internet via the CENIC network (started in July of 2014). There are a few that are not yet, and SJVLS has a deal with AT&T for the remaining libraries that have legacy T1 lines (19). The legacy T1 lines connect to the Internet through the Fresno Central Data Center, then to CENIC and the Internet. The CENIC libraries connect to their Library Headquarters, then to CENIC and the Internet. They will also connect to SJVLS servers for ILS, file sharing, and other services offered.
 - SJVLS is working on connecting the last of the member libraries to the CENIC network. The project is remarkable and especially with the issues with connectivity and geography faced by a number of SJVLS libraries:
 - "All of the branches have differing challenges so that's difficult to answer in this way. Since we cover such a large area, we see almost every type of landscape except oceanfront, and I'm working on that. Some branches are in the mountains, desert, farmland, urban areas, national parks, etc... We have looked and there isn't a unified solution for them all and the disparate methods also have a rather steep learning/cost/management curve involved as well. For our purposes, the greatest challenge was financial. All of the solutions had enormous last mile costs that we, as a library consortium, couldn't afford."

- The funding challenge, however, has been addressed and the “Year 6” project will bring all SJVLS libraries onto the CENIC backbone:
 - “The plan in the past has been funded by the various system members but it was usually helped out with some grant funds. E-Rate is a valuable program but it’s a rebate so for the first 18 months, you are paying the full price until you get the refunds to offset the future cost. In CENIC year 6, the state library came up with a new grant for speeding up rural locations to cover the non-recurring costs(NRC) associated with the installation costs and by filing for E-Rate and not moving forward until they get the final funding commitment letter from USAC(who administers the program) and therefor only charging the remaining 10% of the costs after the E-Rate discounts. Without these methods, we couldn’t afford to fund the NRC that in some cases was over \$400,000 for one branch.”

- Carson: Please tell me about your current NOC and an overview of its condition and any challenges you are seeing right now.
 - The Network Operations Center (NOC) is worlds better from what it was 15 years ago - it is no longer “boxes in a closet.” Kevin is very proud of it. The NOC has conductive flooring for static control, earthquake mitigation, ladder racks to organize fiber, and each rack has a UPS that is up to date. Individual power is good since the virtualization process - which Kevin pushed hard for. Kevin feels a lot of people may not understand the miss the flexibility that virtualization brings to SJVLS services.. There is a lot of redundancy in the services provided by the NOC and so there are safeguards against the failure of individual equipment.

- Carson: In considering possible scenarios: If SJVLS was no longer housed with or part of Fresno County Library what is your preference for addressing that possible change?
 - Kevin’s background is in communications and so he is familiar with massive data centers, which would probably be what the new physical site would look like. If SJVLS needed to separate from Fresno County, they would no longer be bound by County stipulations and procedures., which could provide more flexibility. On the other hand, it would take away a lot of resources and personnel supplied by the County (e.g. accountants and a ROI consultant in the past). There would be a lot of considerations in making this decision.

- Carson: What would be the cost centers and the effort centers to move staff and the NOC out of Fresno County?
 - Kevin: The NOC wouldn't be the main problem, it would be moving the communications centers with all the different connections in a timely manner without down time. Massive project requiring time, cost and creating services outages during the transition.

- Carson: What about the possible option of leaving the NOC at Fresno and moving staff out?
 - Kevin: It's a possibility but presents a problem because physical access for infrastructure staff is preferred. If the staff is remote from the NOC it becomes problematic to access, especially during service procedures and closures.

- Carson: Do you have any feedback to share about how SJVLS has reacted to the COVID-19 pandemic situation?
 - Kevin did not cite any issues for SJVLS members from an infrastructure perspective. He did note difficulties on how San Joaquin County has handled some personnel-related health requirements, and feels those needs could have been handled in a much simpler manner if SJVLS was a private entity.

Aaron Lusk - Network System Engineer

How long have you been with SJVLS? And tell me a little about your previous experience.

Aaron has been with SJVLS for seven years. He previously worked for a private investigator doing IT.

Please describe your day-to-day work.

During his day to day, Aaron sees a lot of work tickets. He also answers emails and phone calls. The rest of his time is spent coordinating projects. Kevin works on ordering equipment and works with vendors, Aaron is the one who implements the projects. He makes sure equipment gets labeled when it arrives, programmed, and deployed properly. There are months of time when he's in the office and times when he's on the road every day.

What special projects are you working on?

Aaron has been working on network installations. SJVLS has fiber to 88 of 100+ locations. He handles the updates at each branch, making sure they're connected and ready for operation. Then he disconnects the old circuits and makes sure all the old hardware is gone and the new has been installed well. Aaron will be updating 40-some new branches, and has a live view of what branches are up or down.

Who do you collaborate with - and how?

---Others on IT Team

---Other SJVLS staff (non-IT)

---Anyone outside of the library (vendors and partners)

---Member libraries

Aaron largely collaborates with vendors and partners, mostly on the physical installation. He talks with member libraries when upgrading, - and they are "really happy to see us when we're upgrading them.". On the team, they're all in the same office and have open conversations most of the time. Aaron doesn't interface with electronic resources or automation that often.

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

Aaron has a specific challenge to ensuring solid communications: Once he's out of the office getting information can be difficult. He also feels that there is little feedback from member libraries when things are working, so only hears when things are broken or need attention. While much of this is a natural part of IT work, there are times (such as when a

library needs to move a branch) when advance communications are critical to ensure proper SJVLS support . Aaron mostly communicates with the JSAs, but occasionally they aren't kept in the loop by the library staff/directors either, so communication has multiple weak points. The times SLVLS has been involved early in building/facilities projects for member libraries, Aaron reports the effects as very positive.

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

An area that Aaron feels is in need of improvement includes consistent upgrade planning. He provides an example from his earlier days at SJVLS: They upgraded the last Windows XP computer a month before XP went end-of-support. With Windows 7 already past end-of-support date there are still 600-700 computers on the network. SJVLS is leaving things entirely up to the members when they want to replace their equipment. Another area that could use some improvement are the remaining connectivity limitations: there are still 19 locations on T1 lines. SJVLS is looking to replace those in the next 1-1.5 years. SJVLS started deploying the new internet standard (ITD6/IPV6) in 2017 while at the same time upgrading to a fiber. The existing network can be a little "quirky" because the public is on it every day and is therefore not secure.

Aaron is aware of the threat of ransomware and is actively putting security measures in where possible, Aaron has made sure to have firewalls between all jurisdictions and keep the network compartmentalized. He is working on taking over WiFi management (using Meraki) for member libraries (he believes they could be saving \$40,000/yr by doing this, and minimize patron complaints), with some assistance from the JSAs.

How do you stay current in your technical knowledge?

Aaron started going to VMWorld (SJVLS provider for server virtualization) and it has been good because the system is now 99% virtualized. The entire system is running on top of VMware. After going to VMWorld, Aaron always comes back with a few things to immediately deploy. The rest of the year it's just a matter of keeping an eye on tech-related things on YouTube, and subscribing to (e.g. Microsoft updates) to stay in the loop with products.

What general technological things are getting your attention in either a negative or positive sense?

Ransomware. Aaron hopes that enough precautions are in place that the system can recover if there is an attack. In 7 years ransomware only has taken out 1 user's files and SJVLS was able to recover that.

What work at SJVLS are you most proud of?

Aaron is most proud of seeing the increasing speeds in upgraded library connections and the effect on the users and the community. It has been good. Virtualizing the system and being able to move more to enterprise-type systems has been a struggle (especially convincing people the money is worth it) but it has paid off.

What ideas do you have for the future?

Aaron would like to see high speed connection to every branch, SJVLS control of the WiFi at every branch, and the ability to do remote training to increase knowledge in the rural communities. He would love the ability to stream big events at all branches (e.g. libraries streaming the NASA eclipse footage). Aaron loves the CENIC connection and wants to continue to work with it.

Logic Vang - Network System Engineer

How long have you been with SJVLS? And tell me a little about your previous experience.

Logic has worked with SJVLS for a little over 2 years. Before was he was with the Fresno County Library IT team for two years), and spent some time in between with the Fresno County IT team.

Please describe your day-to-day work.

Due to the COVID-19 pandemic closures, "this week (the week of the interview) has been unusual"; instead of normal duties there has been a lot of VPN setup for remote workers, and setting up automated replies and notices for libraries that are closed. Logic is taking this time to evaluate SJVLS response to emergency closures and how equipped the system is for emergency procedures.

What special projects are you working on?

Logic has been collaborating with Kevin to get funding inventories on track (after being somewhat disorganized in the last few years), and to equalize distribution of equipment and funds throughout the system.

Who do you collaborate with - and how?

---Others on IT Team

---Other SJVLS staff (non-IT)

---Anyone outside of the library (vendors and partners)

---Member libraries

In the office, Logic was trained by Aaron and likes to collaborate with him. Kevin is Logic's go-to for server issues and is the "Linux guy". Logic calls on Chris for ILS issues (who in turn consults Mary Ellen). Logic explained that he can walk up to anyone in the office and ask "Have you heard of this?" and usually get an answer. Inter-office issues don't come up on a regular basis but Logic would like to learn how to deal with it if it comes up. There is no SJVLS administrator currently - Kevin and Mary Ellen, who have the most experience, manage the office. There is a need for someone to lead the office that can speak with the directors and advocate on the staff's behalf.

Logic doesn't collaborate much with vendors except consultation or presentations done in the office.

Logic has noticed an occasional gap between the JSAs and the system office - fix tickets for systematic problems not being brought to anyone's attention to fix, only piecemeal solutions are being made.

Please describe communications between IT and member libraries-- and please include any suggestions for improvements.

Logic explained one aspect of technology that was out of date due to lack of communication from member libraries: imaging for their public use computers. The outdated technology leads to insecure browsers being used and crashing for patrons, but the problems were presented as individual complaints and updating the images had fallen through the cracks on SJVLS' side. He spent the first year updating outdated technology, and would make efforts to communicate updates to users. He would ask for status updates and feedback in return.

From your work and perspective, please share how you think the consortium is doing technologically? Areas of strengths? Areas needing improvements?

Logic believes the data center has been greatly improved through the virtualization project. As an example, there would be days when he worked in (City of) Fresno IT that he considered "down days" where nothing worked. He admits the SJVLS could use development on disaster recovery and second site development, as illustrated by circumstances around the COVID-19 pandemic closures. The system could also use more shared information, teamwork, leadership, and direction.

How do you stay current in your technical knowledge?

Logic uses conferences and free training to keep himself current.

What general technological things are getting your attention in either a negative or positive sense?

One thing getting Logic's attention is pace: technology is changing so much, it is sometimes a matter of weeks to get people trained on the "latest thing". Availability of training is a big thing, and Logic feels like in the business of technology "you can feel disconnected from an average user, or people without internet for financial or geographical reasons". Logic also sees some concentration on getting the "newest and the brightest" tech but there are still people without much technology and they need to be supported.

What work at SJVLS are you most proud of?

He is most proud of sharing consistent images with all the members and achieving support for four web browsers - which has led to fewer patron complaints. Logic is also proud of the ability of individual libraries to personalize their computers while maintaining network security.

What ideas do you have for the future?

He would like for WiFi equipment to maintain support for all levels (both older protocols and newer). He wants to keep perspective beyond tech offices, and wants to consider "the outside" as well as "the inside" users. He would like it if individual members would be more independent but also to come to SJVLS when in need of support. Logic would very much like to see more proactive membership buy-in, and more customer service support for the members.

**THE RESTATED JOINT POWERS AGREEMENT
OF THE SAN JOAQUIN VALLEY LIBRARY SYSTEM**

THIS AGREEMENT is made and entered into this ____ day of _____, 2020 by and between the undersigned signatories' representative for each County and City as a Member of the San Joaquin Valley Library System Joint Powers Agency, hereinafter referred to as "MEMBER".

WITNESSETH

WHEREAS, the MEMBERS having previously entered into an agreement effective November 20, 1979, to form, and having thereby formed, the San Joaquin Valley Library System, as a separate joint powers agency (hereinafter, "the 1979 Agreement"); and

WHEREAS, due to amendments to applicable laws found in the California Library Services Act (Education Code section 18700 et seq.) and the Joint Exercise of Powers Act (Government Code section 6500 et. seq.) the MEMBERS deem it advisable to amend and restate the 1979 Agreement.

NOW THEREFOR IT IS HEREBY AGREED BY THE MEMBERS AS FOLLOWS, effective the date last signed by any member hereto:

1. NAME AND POWERS

- A. Pursuant to Government Code section 6507 the MEMBERS hereby create a separate public entity to administer this Amended Agreement. The official name of the entity shall be the San Joaquin Valley Library System Joint Powers Agency, also referred to herein as SJVLS.
- B. Said entity shall have the powers granted to such library systems under the Government and Education Codes of the State of California and such other powers as may be necessary to accomplish the purpose of this Agreement, including, without limitation, to make and enter contracts, to employ agents or employees, to contract for legal services, to acquire, hold or dispose of property, and to sue or be sued on its own name.
- C. The execution of this Amended Agreement makes inoperative, and revokes, the 1979 Agreement, which this Amended Agreement shall supersede. All previous agreements between the SJVLS System and the MEMBERS, and between SJVLS System and any of them, are hereby revoked.

2. PURPOSE

- A. The purpose of this Amended Agreement ("Agreement") is to provide for the exercise of the common power of each of the Members hereto to provide library services, through an existing and separate public agency known as San Joaquin Valley Library System ("SJVLS"), which shall be responsible for administering

this Agreement. This common power shall be exercised in a manner consistent with and in furtherance of the objectives of the California Library Services Act (Education Code, §18700 *et. seq.*), hereinafter referred to as "Library Services Act", and in such a manner that the entity created hereby shall be eligible for any grant funds that may be payable pursuant to said Act and such other laws of a similar nature both state and federal that now exist or that may from time to time be enacted. This Agreement shall be construed in a manner consistent with these objectives. The foregoing, however, shall not be deemed to limit the extent of the powers conferred on the public entity created hereby. SJVLS shall possess all the powers, prerogatives and authority necessary to plan, operate, and administer a cooperative library system, and those powers necessary to establish, improve and extend library services, held by its members, and those powers designated in Government Code section 6508, and as more specifically set forth herein.

- B. It is further intended by the members hereto to enter into this Agreement in order to enjoy the joint sharing of benefits and costs in any and all activities they are authorized to undertake.
- C. The members shall have equal access to the full range of services available from SJVLS and jointly make decisions regarding the implementation and management of SJVLS, in accordance with the terms of this Agreement, to the maximum extent provided by law.

3. ADMINISTRATIVE COUNCIL

The Administrative Council (hereinafter referred to as "Council") is the governing body of SJVLS. The powers, composition, duties, officers, activities, and procedures for conducting the business of the Council shall be established in the Bylaws of the Administrative Council, San Joaquin Valley Library System.

4. BYLAWS

SJVLS shall operate pursuant to the Bylaws adopted by each member upon its adoption of this Agreement, a copy of which is attached hereto as Exhibit A. This Amended Agreement shall control, in the event of any inconsistency between it and the Bylaws.

5. TREASURER/FISCAL AGENT

The San Joaquin Valley Library Executive Director or his/her designee shall act as the Treasurer/Controller and fiscal agent for SJVLS and shall act as the depository and shall have custody of the money of SJVLS, and perform those duties required by Government Code sections 6505 and 6505.5.

The Council shall designate its fiscal year, maintain a current inventory of the property owned by SJVLS, and provide for an annual audit of the accounts and records of SJVLS by a certified public accountant or public accountant. The minimum requirements of the audit shall be those prescribed by the State Controller for special districts under Section 26909 of the Government Code and shall conform to generally accepted auditing standards.

6. RESPONSIBILITIES OF MEMBERS

Members of SJVLS:

- A. Agree to participate in the programs, which are a requirement of the California Library Services Act.
- B. Shall pay all monies owed SJVLS when due.
- C. Will regularly participate in the meetings and deliberations of the Council.

Failure to comply with these rules and regulations will constitute a breach of this Agreement by a member and, as such, shall be subject to the remedial provisions of the Agreement.

7. MANAGEMENT AND CONTROL OF INDIVIDUAL LIBRARIES, PROPERTY AND ASSETS

Nothing contained herein shall be deemed to limit the right of members to administer, manage, direct and control their own libraries and library resources, independently, select their own books and other library materials, hire their own personnel, and operate according to the policies and rules established by their own joint powers agreements, bylaws and their governing bodies. Nothing contained herein shall operate or be interpreted as a pledge by members of their own assets or property to SJVLS.

8. FUNDING

SJVLS shall provide for strict accountability of all funds and reports and disbursements. SJVLS may apply for and receive such grants as may be provided for by the laws of the state of California and the Federal Government.

9. COST ALLOCATION PLAN

The Council shall determine the annual membership fee that shall be contributed by each participating member for the operation of the activities and programs of SJVLS. Each member's fee shall be according to a formula, which the Council determines to be fair and equitable. This formula shall be reviewed annually. Exhibit B, attached hereto and made a part hereof, is the existing formula, which shall be used until modified or amended by the Council.

10. CORRECTIVE AND REMEDIAL MEASURES

Whenever a majority of the Council believes that a participating member has committed a remediable breach of any material obligation set forth in this Agreement, it may give the member notice to that effect with reasonable specificity. The participating member shall use its best efforts to promptly remedy the breach and shall inform the Council of the nature of the remedial action planned and taken or will respond to any such notice, with an explanation that sets forth reasonable cause of the breach. When a breach does exist that is not remedied within thirty (30) days after notice of it, the Council may seek relief under Section XIII hereof.

11. APPLICABLE LAW

This Agreement shall be governed by, subject to, and construed according to the laws of the State of California.

12. DISPUTE RESOLUTION PROCEDURE

If any member considers that any act or decision by SJVLS is unfair and injurious to it, or if the Council determines that a member's material breach has not been remedied, the process for resolving disputes will be mediation, then if necessary, binding arbitration pursuant to Code of Civil Procedure section 1280 *et. seq.*, with each side to bear its own attorney's fees but with the non-prevailing member to pay the arbitrator's fees. If mediation does resolve the dispute, each side will share expenses for mediation equally.

13. ADMISSION OF NEW MEMBERS

Any California Public Library may join SJVLS upon the application of its governing body and upon the consent of the Council, provided that such agency has agreed to abide by all the terms of this Joint Powers Agreement and Bylaws. The Council shall prescribe the amount of money, if any, that shall be paid by the new agency as a prerequisite to its becoming a participant.

14. MUTUAL HOLD HARMLESS AND INDEMNIFICATION

It is agreed that each member hereto shall defend, hold harmless and indemnify SJVLS and its officers, agents and/or employees from any and all claims for injuries to persons or damage to property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions of any other member, their officers, agents and/or employees, except to the extent SJVLS has procured liability insurance covering such claim.

It is further agreed that SJVLS shall defend, hold harmless and indemnify any member, its officers, agents and/or employees from any and all claims for injuries to persons or damage to property which arise out of the terms and conditions of this Agreement and which result from the negligent acts or omissions of SJVLS, its officers, agents and/or employees.

In the event of concurrent negligence of one or more members, their officers and/or employees, and SJVLS, its officers, agents and/or employees, then the liability for any and all claims for injuries to persons or damage to property which arise out of the terms of this Agreement shall be apportioned under the California theory of comparative negligence as established presently, or as may be hereafter modified.

15. AMENDMENTS

This Agreement may be amended by approval of two-thirds of the governing bodies of

the members hereto.

16. DISSOLUTION OF SJVLS

SJVLS shall be dissolved by approval of two-thirds of the governing bodies of the members hereto. Disposition of assets or debts of SJVLS as determined by the Council shall be made in accordance with the process set forth in the bylaws. After the completion of its purpose any surplus money on hand shall be returned to the members in proportion to the contributions made. For the purposes of this Agreement the "conclusion of its purpose" shall occur upon dissolution of SJVLS.

17. WITHDRAWALS

Any member wishing to withdraw from this Agreement must do so effective on July 1, of any succeeding year and must provide at least nine months written notice to the Council. Notice shall be in the form of a resolution adopted by the governing body of the member wishing to withdraw and presented in writing to SJVLS. Withdrawing member shall not be entitled to any refund of its contributions, nor to any share of SJVLS assets unless SJVLS dissolves.

18. TERMS OF AGREEMENT

This Agreement shall continue perpetually until modified or terminated by the members hereto. The debts and obligations of SJVLS shall not be the debts and obligations of the members hereto except as provided in Section XV.

APPROVED

COALINGA-HURON LIBRARY DISTRICT

DATED: _____
BY: _____
Chairperson

FRESNO COUNTY

DATED: _____
BY: _____
Chairperson, Board of Supervisors

KERN COUNTY

DATED: _____
BY: _____
Chairperson, Board of Supervisors

KINGS COUNTY

DATED: _____

BY: _____
Chairperson, Board of Supervisors

MADERA COUNTY

DATED: _____

BY: _____
Chairperson, Board of Supervisors

MARIPOSA COUNTY

DATED: _____

BY: _____
Chairperson, Board of Supervisors

MERCED COUNTY

DATED: _____

BY: _____
Chairperson, Board of Supervisors

CITY OF PORTERVILLE

DATED: _____

BY: _____
Chairperson

CITY OF TULARE

DATED: _____

BY: _____
Chairperson

TULARE COUNTY

DATED: _____

BY: _____
Chairperson, Board of Supervisors

Exhibit A. SJVLS Bylaws

Exhibit B. SJVLS Cost Sharing Formula