

1 **Approved October 4, 2018**

2 California Library Services Board Strategic Planning Session

3 April 16, 2018

4 Stanley Mosk Library and Courts Building

5 914 Capitol Mall, Room 500

6 Sacramento, CA 95814

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8 **A. WELCOME AND INTRODUCTIONS**

9 President Bernardo called the California Library Services Board Strategic Planning  
10 Session to order on April 16, 2018 at 1:00pm.

11 **Board Members Present:** Anne Bernardo, Brandy Buenafe, Gary Christmas, Aleita  
12 Huguenin, Florante Ibanez, Paymaneh Maghsoudi, Adriana Martinez, Elizabeth Murguia,  
13 Sandra Tauler, and Connie Williams.

14 **California State Library Staff Present:** State Librarian Greg Lucas, Deputy State  
15 Librarian Narinder Sufi, Monica Rivas, Annly Roman, and Rebecca Wendt (Moderator).

16 **B. THE CALIFORNIA LIBRARY SERVICES ACT**

17 Annly Roman reported that the California Library Services Act was signed into law in  
18 1977 for the purpose to encourage equitable access regardless of population, location,  
19 and financial status with special focus on providing services to the underserved. The act  
20 was amended in 1998, and funding was limited in 2003. Funding at one point was at 0,  
21 but in 2010 it was reinstated with a line item for communication & delivery. The budget  
22 was set at 1.88 million and it is at 3.63 million currently. The Board has 13 members -  
23 two appointed by the Assembly, two by the Senate and nine by the governor. Some  
24 members represent the public-at-large and some are appointees by the governor who  
25 represent specific areas such as school libraries, the underserved, English language,  
26 academics, and institutionalized individuals. The State Librarian serves as the Executive  
27 Officer on the California Library Services Board. The funding the Board currently receives  
28 goes to nine cooperative library systems that serve the State of California. The intent of  
29 the ACT is to provide all residents with the opportunity to obtain from their public libraries  
30 needed materials and information services by facilitating access to all resources of all

1 libraries in the state. This policy is accomplished by assisting public libraries to improve  
2 services to the underserved of all ages and by enabling public libraries to provide their  
3 users with services and resources. The intent is to equalize access because different  
4 areas of the state have different levels of funding. Support for libraries depends on their  
5 populations the intent of the ACT is to create a more equal balance. The current programs  
6 of the ACT are communication & delivery and resource sharing. The Board has one-time  
7 grants that are currently out in the field and those were given as part of a one-time budget  
8 augmentation in 2016. Past programs dealt with transaction based reimbursements which  
9 are a reimbursement for libraries that were loaning out a lot of materials, but most of those  
10 programs have been removed from the statute.

11

12 **C. BOARD PURVIEW**

13 Annly Roman reported on the overview of the Board's purview with respect to CLSA  
14 and as the LSTA advisory committee. The Board has the power to adopt what is in the  
15 California Services within CLSA, the power to change the funding formula, responsibility  
16 to approve budgets and plan services for the systems, and to designate any other funding  
17 that may come to the Board. The Board can allocate funding through communication and  
18 delivery and resource sharing. There is also a section that allows special services  
19 programs similar to 2016 when the one-time funding came to the Board. There is also a  
20 provision for an assessment of services for the systems and there is currently no money  
21 allocated under that section. It is something that is being changed in the regulations to  
22 allow the systems to possibly use some of their current communication & delivery funds  
23 for those kinds of necessities. The Board also has approval of consolidations and  
24 affiliations within the systems, they have the ability to make resolutions, take positions on  
25 legislation, and write letters to legislators. The Board also serves as the advisory council  
26 for LSTA funding which means the Board can give advice and make recommendations.

27

28 **D. MISSION AND VISION STATEMENT**

29 Annly Roman reads out the mission and vision statement and it reads as follows:

30

1 **CLSB Mission Statement:** The Mission of the California Library Services Board is to  
2 ensure that all Californians have free and convenient access to all library resources and  
3 services for the enrichment of their lives and for lifelong learning, regardless of their age  
4 or ethnicity, or any geographical, financial or administrative constraints. In carrying out its  
5 mission, the CLSB expresses its values through the following policies:

6 **Local Control** – We affirm the principle of control and administration of public libraries by  
7 local government within the framework of statewide equity. Decisions are made locally  
8 about books and other materials.

9 **Local Financing** – We encourage adequate financing of libraries from local sources, with  
10 state and federal funds furnished to supplement, not supplant, local funds.

11 **Service for the Underserved** – We support service to any population segment of any  
12 age and ethnicity with service needs not adequately met by traditional library service  
13 patterns; including, but not limited to, those persons who are geographically isolated,  
14 economically disadvantaged, functionally illiterate, non-English speaking, shut-in,  
15 institutionalized, or handicapped.

16 **Resource Sharing** – We encourage and enable the sharing of resources among libraries  
17 of all types – school, academic, special, and public.

18 **Equitable Reimbursement** – We endorse equitable and sufficient reimbursement of any  
19 participating library for services it provides beyond its jurisdiction, if a public library, or if  
20 not a public library, beyond its normal clientele.

21 **Public Participation** – We value and ensure public participation in carrying out the intent  
22 of the California Library Services Act through locally appointed System Advisory Boards,  
23 open public meetings, and involvement of voluntary groups.

24 **Statewide Coordination** – We encourage quick and equitable access to information for  
25 the entire state, including use of technology.

26 **CLSB Values Statements**

27 **Literacy** - We recognize the importance of reading, and therefore literacy, to all  
28 Californians for life enrichment and for intelligent self-government as an essential  
29 component of democracy.

1 **Diversity** – Congress shall enable libraries in our increasingly multicultural and diverse  
2 society to target relevant services and programs to the special/unique segments of their  
3 communities' populations, including people with disabilities, and to serve as gateways by  
4 actively disseminating information to everyone in the U.S., its tribe, territories and freely  
5 associated states, including those in remote areas, through both traditional and  
6 nontraditional methods and locations. Services to reach both individuals and families of  
7 traditionally underserved populations should be equitable to those services offered to  
8 traditional users of a service-oriented public library. Coalitions should be encouraged  
9 between libraries and such diverse community groups, government institutions, business  
10 and health care providers.

11 **Technology** – The California Library Services Board will facilitate the balance between  
12 new technologies while preserving traditional Library services and value.

13 Board President Bernardo says both the mission and the vision statement are great  
14 things for the Board to have. Bernardo asks the Board if they want to streamline either  
15 the mission or vision statement, as both are big and broad. Member Buenafe believes the  
16 first paragraph in the mission statement fits well, and everything following fits better under  
17 the value statement. The diversity section seems pretty broad and questions if it is the  
18 Boards place to talk about what Congress should do.

19 Rebecca Wendt states that if the Board wants to be less wordy that can be done. First,  
20 Rebecca suggest that the Board look at the mission statement and values and make sure  
21 the Board is doing what it should be doing based upon legislation. Member Murguia  
22 questions why there is a reference to Congress, since it doesn't seem to reflect the  
23 Board's mission. Annly Roman stated that we were unable to track information on when  
24 this was specifically approved by CLSB. The last information dealing with visions, values  
25 statement, and strategic plans all have to do with the Library of California Board whose  
26 mission and values are very different. President Bernardo would argue that diversity is  
27 one of our values but that we do not necessarily need to have the support of Congress in  
28 the statement regarding diversity. Rebecca Wendt asks the Board if they would be  
29 comfortable striking the first part and beginning almost two thirds of the way down on  
30 "services to reach both individuals and families" and starting there. Both Members  
31 Buenafe and President Bernardo would like to see that. Member Martinez would have  
32 liked to have more context and history and as to why the language was adopted. Rebecca  
33 Wendt stated that although we could not find the history we could make educated  
34 guesses. Annly Roman clarified that we are lacking in the historical knowledge

1 department and we were unable to find specific documentation on what and why this  
2 language was chosen.

3 Member Williams suggests that the Board would best be served if the statement says  
4 what the Board stands for regardless of what programs come in and out of its purview.  
5 Williams suggests that the diversity statement read along the lines, “CLSB embraces the  
6 diversity that makes up the state of California”. Williams asks if we need to define diversity  
7 because in the context of the statement it is defined by location as opposed to a wide  
8 variety of diversities. The Board’s core values should state that they embrace diversity  
9 and encourage libraries to do all the things that bridge that diversity. There is a brief  
10 discussion on digital literacy as it relates to the value statement. Annly Roman states  
11 historically the Board had a portion of literacy funding under its purview but it was removed  
12 and put under its own program. Member Buenafe suggests that the mission statement  
13 should be relatively simple, not a two-page document, and that the values should be a  
14 separate document. There is a discussion that the issue may be a formatting one.

15 Member Williams believes the value statement should be a broad statement of belief  
16 and in carrying out those broad beliefs these are the actions the Board should take:  
17 encourage local control and local financing, and at the same time encourage service to  
18 the underserved. There is a discussion on the value statements portraying the big ideas  
19 and that underneath there should be the mission statement, followed by how to carry  
20 them out. Member Martinez suggests that the mission statement should be supported by  
21 values. Then, the local controls and financing, then “how” we are suggesting it be carried  
22 out. Member Tauler believes we need to make it clearer, so that we do not talk about  
23 “how,” before we talk about what is important. Member Buenafe believes that is a good  
24 point because it sounds like the beginnings of priorities. It might be helpful to arrange it in  
25 the following way, our mission, our values, our priorities. There is also discussion on the  
26 wording aspect of the phrase “service for the underserved.” Member Tauler has an issue  
27 with the technology sentence she believes it sounds old. It is suggested to change the  
28 sentence to something along the lines of: technology is our world and to use technology  
29 to provide library services in a variety of ways. Rebecca Wendt suggests the Board re-  
30 look at the mission statement now that the Board has had time to discuss and decide  
31 what changes need to be made. Annly Roman reads the mission statement as follows:

1        *The mission of the CLSB is to ensure that all Californians have free and convenient*  
2 *access to all Library resources and services for the enrichment of their lives and their*  
3 *lifelong learning regardless of their age or ethnicity or any geographical, financial or*  
4 *administrative constraints.*

5        State librarian Lucas makes a suggestion to change it to:

6        *“The mission of the CLSB is to foster lifelong learning by ensuring that all Californians*  
7 *have free and convenient access to all Library resources and services regardless of their*  
8 *age or ethnicity or any geographical, financial, or administrative constraints.”*

9        Member Buenafe states that in her opinion the Board has come up with quite enough  
10 to think about with the mission and values. The vision statement is a larger picture, it is  
11 really not necessary in the role the Board plays since they are relatively constrained.  
12 Rebecca Wendt asks the Board if they are in consensus on their mission statement  
13 reading as follows:

14        *“The mission of the CLSB is to ensure that all Californians have free and convenient*  
15 *access to all Library resources and services for the enrichment of their lives and their*  
16 *lifelong learning regardless of their age or ethnicity or any geographical, financial or*  
17 *administrative constraints.”*

18        The Board agrees unanimously and they have a mission statement.

19        Rebecca moves onto the value statements and clarifies that the Board already has  
20 had some discussion on the initial policy statements and the values. There was also  
21 discussion on cutting down parts of the diversity section by removing the part that  
22 addressed the Congress. In the technology section there was some consensus to bring  
23 it up to date and some of the policy statements need to be revised. Rebecca Wendt  
24 clarified that from the Board discussion she understood that they would move up the value  
25 statements closer to the mission and once they were fully developed the Board would  
26 come up with a list of policies on how to carry them out. The Board had a discussion on  
27 what is under values statement. Member Williams suggested the value statement read  
28 that the CLSB Board values literacy, diversity, technology, service to the underserved,  
29 and explanation for each one of them. Rebecca Wendt suggested a brainstorming  
30 session to discuss other things that Board values. The values currently listed are literacy,  
31 serving the underserved, technology, resource sharing, cooperation and diversity.

1 Member Buenafe points out that the particular items like local control and local financing  
2 are the concrete things and that they stem from a value.

3 Member Martinez suggests enhancing technology to access to technology. Libraries  
4 are a critical part of Wi-Fi connection for a lot of homes. Member Williams suggest that  
5 we have access as a value in itself because we want the public to have access not just  
6 to technology but many other things. One of the hardest parts will be defining technology  
7 and literacy and what that looks like in today's libraries.

8 Rebecca Wendt suggests looking at access to technology for the purposes of  
9 information gathering, sharing information, or things along those lines. The physical  
10 access to technology is important because you cannot use it at home, stated member  
11 Tauler. Member Maghsoudi saw access as the value and technology as a tool. Literacy  
12 can be your value and then define parts of literacy like technology. State Librarian Lucas  
13 states that in Ireland the meaning of literacy is defined as follows:

14 *“The meaning of literacy is changed to reflect changes in the society and the skills  
15 needed by individuals to participate fully in society involves listening, speaking, reading,  
16 writing, and using everyday technology to communicate and handle information.”*

17 The statement seems to encompass both points of view being discussed. The Board  
18 was leaning toward the following statement:

19 *“The California Library Services Board values literacy, diversity, cooperation, and  
20 access to information.”*

21 Member Martinez followed with a discussion on keeping “serving the underserved”  
22 separate from diversity, as not all diverse communities are underserved. Member Tauler  
23 suggests that keeping it separate gives it more importance and Member Christmas  
24 agrees. President Bernardo points out that it would be keeping in line with the intent of  
25 the legislation. Member Tauler points out that the phrase access to information is to  
26 limiting. Rebecca Wendt suggests they enumerate the values they have been discussing;  
27 the Board comes up with the following values:

28

- 29 1. Literacy first
- 30 2. Collaboration
- 31 3. Diversity
- 32 4. Service to the underserved

1       5. Access

2  
3       Now that the values have been identified they will need to be defined. The Board starts  
4 with literacy and goes back to a phrase previously suggested to describe literacy:

5       *“The skills needed by individuals to participate fully in society including listening,*  
6 *speaking, reading, writing, numeracy and using everyday technology to communicate and*  
7 *handle information”.*

8       In an effort to cut down the verbiage Member Buenafe suggests we end right before  
9 the examples listed in the phrase:

10       *“The skills needed by individuals to participate fully in society.”*

11       Rebecca Wendt points out that the one disadvantage to listing everything is things  
12 change and you might miss something. A discussion follows on the format of the phrasing  
13 with the Board either recognizing a value or taking action. Rebecca Wendt reads the  
14 working phrase to define literacy as:

15       *“Promote the importance of reading and the skills needed by individuals to participate*  
16 *fully in society.”*

17       The Board agrees on the definition and moves onto Collaboration.

18       Rebecca Wendt starts a discussion on defining Collaboration. It is suggested by  
19 Member Buenafe that the term be changed to Cooperation because it is more neutral.  
20 Member Murguia states under Cooperation the Board should include resource sharing  
21 and statewide coordination. Both members Christmas and Tauler believe using the word  
22 encourage would fit well:

23       “Encourage sharing of resources between libraries, other agencies and  
24 organizations.”

25       After further discussion, the Board agrees on the following phrase as the definition:

26       *“Encourage sharing resources and in collaboration with libraries and other*  
27 *government agencies, organizations, and diverse community groups.”*

28       The Board moves on to defining diversity and has a discussion regarding inclusion  
29 and creating policies that are inclusive to the unique diversity of California. Member  
30 Williams asks the Board what they value regarding diversity. Member Tauler suggests  
31 the following definition, “Target relevant services and programs to the increasingly  
32 multicultural and diverse population of California.” The Board focuses on changing the



1 word from target to support. A question is raised if services refer to library services only  
2 and a discussion is had over the wording of the phrase and not limiting diversity to just  
3 cultural diversity. The Board then agrees on the following phrase:

4 *“Support programs and services that reflect the multicultural and diverse population*  
5 *California.”*

6 The Board then addresses defining Service to the Underserved. Member Martinez  
7 goes over the current definition of “service to the underserved” under the CLSB Mission  
8 Statement and addresses her concerns with it being too wordy and suggests we keep it  
9 more general and should reflect services being equitable. Rebecca Wendt suggests using  
10 the following phrase:

11 *“Resources and services to any population segment whose needs are not adequately*  
12 *meet by traditional library service patterns.”*

13 The Board has a discussion on using an action word to complete the phrase and  
14 discuss using statements that address equitable distribution. The Board reaches a  
15 consensus on the following phrase:

16 *“Strengthen the equitable distribution of resources and services to any population*  
17 *segment regardless of economic status or other circumstances whose needs are not*  
18 *adequately met by traditional Library service patterns.”*

19 The discussion then moves on to defining access. Rebecca Wendt points out a  
20 previous discussion on access to technology tools that could be used for specific learning  
21 engagement, along with access to information and resources such as books. Member  
22 Murguia interjects whether this is where they should talk about local financing and local  
23 controls. President Bernardo states that local financing and local controls are not goals,  
24 it is what we would want communities to do. She suggests using the word Champion.  
25 Member Williams suggests using the following phrase:

26 *“We affirm the principles of equitable access to resources across library systems*  
27 *through local control, local financing, and resource sharing.”*

## 28 29 **E. THREE-YEAR GOALS/PRIORITIES**

30 After completing the mission and vision portion the Board now focuses on identifying  
31 their strategic goals and priorities for the next 3 years. Rebecca Wendt asks the Board if

1 one of their goals might be advocacy as it lines up with what they have been discussing.  
2 Member Murguia believes that they should advocate for more state or federal funding.  
3 Annly Roman adds that they can also address advocacy as it relates to public awareness  
4 and show legislators the impact libraries have. Member Williams would like to encourage  
5 local libraries to seek financing from local sources; particularly, state funds. Member  
6 Christmas clarifies that the Board does not have any control over local funds but the Board  
7 can still advocate to the legislature on current issues like the broadband initiative.  
8 Rebecca Wendt then asks the Board if they have an idea on how they want to advocate.  
9 Member Christmas replies that the Board would primarily do it through the State Library.  
10 He suggests that the Board on a yearly basis talk to their legislators and advocate for  
11 funding for the State Library, its programs, CLSA, and IMLS. State Librarian Lucas brings  
12 the Board back to the law that focuses on communication & delivery, and resource sharing  
13 that is under the Boards purview and asks in order to fulfill the Board's mission whether  
14 there is something missing from law. There is a new Administration coming in January  
15 that may be open to changes or have a different concept of what the state role is with  
16 regard to supporting public libraries. How does the Board do a better job reaching  
17 underserved communities? State Librarian Lucas asks how we get closer to achieving  
18 the goals and Member Maghsoudi replies it is through funding. Member Williams also  
19 suggests that the Board encourage better communication between the diverse library  
20 types.

21 The Board holds a discussion on being more informed about what is happening in the  
22 legislature in order to help promote libraries. It is vital for the Board to communicate with  
23 other types of libraries, advocating for a more purposeful conversation of diverse library  
24 types. The Board feels that advocacy has to be a big part of what they do and discusses  
25 how they can do that. Member Martinez asks if we have any examples of past advocacy  
26 efforts and Annly Roman stated that in the last couple years the Board has done advocacy  
27 through letters. In the 16/17 budget year the Board was awarded an additional 3 million  
28 dollars in one time funding as well as doubling of the communication & delivery funding  
29 from 1.88 million to 3.63 million. The Board submitted a letter to the relevant budget  
30 committees in support of additional funding. Last year they also supported a CLA  
31 sponsored bill dealing with changing the voter threshold from 2/3rds to 55% for special

1 taxes in favor of libraries. The Board has done advocacy on measures through letters and  
2 in some cases direct face-to-face advocacy.

3 Rebecca Wendt asks if the advocacy efforts have been systematic or as things have  
4 come up. The fact that the Board meets twice a year limits what they can do. The Board  
5 holds a further discussion on how to create an effective Board. Member Williams asks  
6 how can they best represent who it is that they represent on the Board. Communication  
7 is identified as one of the things they can focus on. The Board points out that they can do  
8 better at communicating among themselves the different needs of each of the groups they  
9 represent. Someone suggests maybe doing presentations would help. State Librarian  
10 Lucas states that the first 6 months of this 3-year plan is basically an education process.  
11 Find out what everybody is doing and identify points where they can connect, and then  
12 the Board can combine these areas of commonality and possibly bring them to the  
13 speaker of the assembly or the Senate pro-temp to get them to invest. State Librarian  
14 Lucas also points out another valuable resource. The Board can tap into the cooperative  
15 library systems, as they have some of the most innovative resource sharing ideas. There  
16 are all kinds of best practices ideas out there that can be gathered together. Member  
17 Martinez would like to see information and education as a way to advocacy; you need  
18 information in order to represent what is potentially out there. She would like to see the  
19 Board come up with ideas on legislation. Monica Rivas advised the Board that at their  
20 next Board meeting LDS will be reporting to them the grants they are working on, so that  
21 the Board is better educated on the current programs that could benefit from additional  
22 funding. Rebecca Wendt summarizes what the Board has come up with to tackle in their  
23 3-year plan, “ The Board will track library legislation along with current projects and best  
24 practices , meet with legislators at both the district level and in Sacramento, write letters,  
25 work with other organizations like CLA, ask for funding for projects, and advocate for  
26 libraries’. Rebecca Wendt then asks the Board what will be there plan for the next 6  
27 months, or there next Board meeting. Member Martinez asks if we have some one that  
28 tracks legislation. Annly Roman advised the Board the she tracks legislation, but that the  
29 Board has not introduced legislation. The State Library would need specific permission  
30 from the governor's office in order to introduce any legislation. The State Library does  
31 track legislation; most of the time it is specific to budget issues, but it could start looking

1 at measures with a broader brush. If there is any legislation that is relevant to the library,  
2 it is usually contained in the Board packet which is maintained to keep the Board informed.  
3 Rebecca Wendt suggests that if any Board members have any legislation that they would  
4 want the Board to know about they bring it to Annly Roman so that she can share it. State  
5 Librarian Lucas states that in October, by the time the Board meets again, this legislative  
6 session will have been concluded, with a fresh two-year session beginning in January.  
7 The Board might consider beginning the education process we talked about earlier. The  
8 Board can inquire about what is going on in school and prison libraries and what are some  
9 of the best practices and cool things the cooperative systems are doing. All of that can be  
10 done in order to find those connection points we discussed earlier. The Board can come  
11 up with some strategies that the state could pursue in 2019.

12

13 **F. OBJECTIVES: NEXT STEPS IN ACHIEVING THE GOALS/PRIORITIES**

14 Rebecca Wendt asks the Board how they envision what they have been talking about  
15 to happen. A suggestion is made that the Board meeting agenda include a section that  
16 highlights best practices, a place to share information, educate the Board, and advocate.  
17 In this part of the agenda Board members can share their perspective and information  
18 from the segment they represent, or speakers can come from the system or libraries to  
19 talk about library programs. This would help the Board learn from each other, something  
20 like lightning talks. Member Williams shares that our 6-month goal can be that we develop  
21 protocols the Board could use to share information. The Board agrees that they would  
22 like to concentrate on education and advocacy.

23

24 **G. ADJOURNMENT**

25 With no further comments President Bernardo called for adjournment of the California  
26 Library Services Board Strategic Planning Session at 4:13 PM.