

Marigold Library System
Board of Management
Saturday, August 24, 2013
Canmore Public Library
Canmore, Alberta

ACADIA	Maxine Booker	1	MARIGOLD HQ STAFF IN ATTENDANCE		
AIRDRIE	Shelley Sweet	2	Michelle Toombs		1
M.D. BIGHORN	Lynda Lyster	3	Lynne Thorimbert		2
BLACK DIAMOND	Diane Osberg	4	Nora Ott (Recording)		3
CANMORE	Carney Raitz-Wakaryk	5	Carlee Pilikowski		4
CEREAL	Elaine Michaels	6	Lorraine Betts		5
CHESTERMERE	Marilyn King	7	Richard Kenig		6
COCHRANE	Susan Roper	8	Margaret Newton		7
CROSSFIELD	Jo Tennant	9	Jennifer Waugh		8
DELIA	Barb Marshall	10			
DRUMHELLER	Darlene Raketti	11			
FOOTHILLS M.D.	Barb Beary	12			
GHOST LAKE	Donna Bauer	13			
HIGH RIVER	Linda Schafer	14			
IRRICANA	Lisa Constantini	15			
KNEEHILL COUNTY	Glen Keiver	16		REGRETS WITH NOTICE	
LINDEN	Carrie Campbell	17	ACME	Daniel Leronowich	1
LONGVIEW	Jan Dyck	18	CARBON	Richard Ekman	2
MORRIN	Karen Neill	19	CONSORT	Robert Eccles	3
OKOTOKS	Leslie Duchak	20	EMPRESS	Dayna Van Dam	4
ROCKYFORD	Gary Billings	21	HANNA	Cathy Watts	5
ROCKY VIEW COUNTY	Debbie Habberfield	22	HUSSAR	Kristen Anderson	6
STANDARD	John Getz	23	OYEN	Dennis Punter	7
STARLAND COUNTY	Lil Morrison	24	SPECIAL AREA # 2	Helen Veno	8
TROCHU	Connie Fraser	25	WAIPAROUS	Sandra Barker	9
THREE HILLS	Ron Howe	26	WHEATLAND COUNTY	Berniece Bland	10
TURNER VALLEY	Diane Osberg	Same as #4		REGRETS WITHOUT NOTICE	
			BEISEKER	Leo Louwerse	1
			MUNSON	Lyle Cawiezel	2
			KANANASKIS I.D.	Susan Billington	3
			SPECIAL AREA #4	Lisa Vert	4
			STRATHMORE	Pat Fule	5
			YOUNGSTOWN	Lorraine Ruppert	6
	GUESTS				
Steve King	Chestermere Board	1			
Angie Mo	Delia Board	2			

MINUTES

1. **CALL TO ORDER** – Lynda Lyster called the meeting to order at 9:30 am
 - 1.1 Introduction of delegates, guests, and staff
 - Mavis Holder, Board Chair of the Canmore Public Library, and members of the Canmore Library Board assisted with the coordination of the catering arrangements and room set up.
 - Steve King from the Chestermere Library Board and Angie Mo from the Delia Library Board attended as guests.
 - Karen Neill, from the Village of Morrin, and Donna Bauer from the Summer Village of Ghost Lake were welcomed as new appointees to the Marigold Board.
 - 1.2 Special Areas #3 is the only location where there is a Board representative vacancy

1.3 Greetings

John Borrowman, Mayor of Canmore, expressed greetings from the Town of Canmore.

- The new library facility took a long time to plan and build. Elevation Place has become a key focal point for the community. The Canmore Public Library is a critical component of the facility.
- The new library has an increased capacity for internet use.
- Marigold is a boon to library users because of the ability to place holds on so many materials and the large selection of e-books.
- John expressed his appreciation for the work that Marigold does.

2. APPROVAL OF AGENDA

There are three additions to the Agenda and one item shifted down one spot

4.4 Policies and Plans (Consent Agenda):

4.4.1 Programs Policy

4.4.2 Consultation Policy

8. Information

8.4 IT Update – Richard Kenig

8.5 Information Sharing - Round table

MOTION: L. Constantini/ D. Raketti

- To approve the agenda as amended

CARRIED

3. MINUTES OF THE April 20, 2013 Board Meeting

MOTION: J. Getz/ J. Dyck

- To approve the minutes of April 20, 2013 Board Meeting

CARRIED

4. CONSENT AGENDA

4.1 Transfer of agenda items from consent agenda

- There were no items to be transferred from the consent agenda

MOTION: L. Schafer/ L. Duchak

- That consent agenda items 4.1 to 4.4 be approved as presented

CARRIED

5. DECISION

5.1 Financial

5.1.1 Marigold Financial Statements to July 31, 2013

MOTION: L. Constantini/ J. Tennant

- To approve the unaudited financial statements to July 31, 2013 and to receive for information

CARRIED

5.1.2 RISE Financial Statements to July 31, 2013

MOTION: D. Habberfield/ L. Schafer

- To approve the unaudited RISE financial statements to July 31, 2013 and to receive for information

CARRIED

5.1.3 Budget Estimates 2014

MOTION: J. Dyck/ L. Constantini

- To approve the 2014 Budget estimates

CARRIED

5.2 Policies/Plans

5.2.1 Finance Committee Mandate Statement – Finance

MOTION: J. Getz

- That the Finance Committee Mandate Statement be approved

CARRIED

5.2.2 Board Member Compensation Policy (Schedule A) - "Director's fee" – Executive
MOTION: L. Duchak
- That the Board Member Compensation Policy (Schedule A) – "Director's fee" be accepted
for information

CARRIED

5.2.3 Internet Use for Headquarters Staff – Standards and Services
MOTION: M. Booker
- That the Internet Use for Headquarters Staff policy be repealed

CARRIED

5.2.4 Services to Outside Agencies – Standards and Services
Motion: M. Booker
- That the Services to Outside Agencies policy be repealed

CARRIED

5.3 Marigold Board Committees

5.3.1 Schedule C Committee – Volunteers Needed

Schedule C outlines the levy rates and term for library boards and municipalities.

- The three year term of the current levy concludes at the end of 2014.
- The Schedule C Committee brings forth the recommendations for the upcoming Schedule C amendment to the Executive and Board.
- Once the decision is made, the information will be recommended to the Board at the April 2014 AGM Board meeting and sent to municipalities for their vote.
- In the past there have been 2 meetings to review past documents and to consider current conditions so that recommendations can be made.

L. Lyster asked for volunteers for the Schedule C committee. The following Board members put forward their names:

1. S. Sweet - Airdrie
2. G. Billings - Rockyford
3. L. Constantini - Irricana
4. L. Schafer – High River
5. L. Duchak - Okotoks

- It was agreed by unanimous consent that the five volunteers be appointed to the Schedule C Committee

5.4 Canadian Library Month Proclamation (see attached)

- L. Lyster read and signed the proclamation

5.5 Upcoming Board Meetings:

- November 16, 2013 9:30 a.m. – Chestermere
- January 25, 2014 9:30 a.m. – Videoconference meeting at four locations

5.6 Marigold Board Orientation

Board Orientation is an opportunity to find out about how Marigold is structured including funding, committees and all of the partners including TAL.

- Tentative date: September 28, 2013 9:30 a.m. – Strathmore

6. ITEMS FROM THE CONSENT AGENDA

There were no items from the consent agenda

7. GROUP DISCUSSION

Board members answered the question:

“As a board member representing Marigold, how can I communicate with the incoming Council members that the residents in my municipality are benefitting from public library service, and that Marigold gives value in making this happen?”

RESPONSES INCLUDED:

- Availability of books from anywhere in province
- Digital downloads (e-books)
- Programs
- Public computers
- LTU program
- Ability to embrace provincial initiatives
- Resources for home schooled children and parents
- Use short reports and stories from libraries
- Videoconference meetings
- Use pictures to show events and activities in the library
- Word of mouth stories from patrons
- High speed internet provided for libraries allows public to bring laptops and devices into library
- IT support
- MLS keeps local board focused
- Bastion of equality
- Safe place
- ESL resource
- Always communicate that library is an essential service
- Emphasize what town/village gets from Marigold
- Invite council members to local library board meetings
- Social benefits
- Develop relationship with councillors
- Every library board member assigned to a councillor – take them for coffee
- Meeting place for friends – social connection
- Use social media
- Explain what you are doing with THEIR money
- TRAC
- Ability to purchase computer equipment
- Variety of services beyond books
- E-resources (databases)
- Wi-Fi
- Videoconferencing programs
- Third place – the place libraries should take in the community after home (#1) and work(#2)
- Community meetings
- Face to face communication with council members
- Include councillors in programs and events at library
- Attend council meetings
- Consultation support
- Link to community
- Open to everyone; very welcoming
- Clean public washrooms
- Internet for transient workers
- Keeps kids and teens out of trouble
- Tell how well programs are attended and collections are utilized
- Hearing aid devices at library
- Give stats and numbers
- Tourist destination
- Value of Investment report
- Isolated patrons develop ties with local library staff
- Send patrons and friends of library to council meetings
- Focus on the non-committed not the already converted
- Promote messages at least seven times

8. INFORMATION

8.1 ALTA Report (see attached)

Diane Osberg shared information from the Alberta Library Trustees Association

8.2 High River Centennial Library – update

Lynne Thorimbert reported on the progress of the High River Centennial Library:

- During the flood the library had 7 feet of water in the basement.
- It is uncertain whether or not the library building will be deemed habitable.
- Almost the entire collection was salvaged and has been dehumidified.
- The furniture, collection and computers that were in the library building have been stored in 3 large containers. There will be no access to these items until a permanent structure is provided.
- Polaris has been updated to suspend holds and to divert returns to Headquarters or other locations.
- Marigold has over 100 boxes of returned items in storage.
- Marigold will loan High River furniture, supplies and equipment, and:
 - Rockyford is sending picture books
 - Airdrie is sending furniture
 - Spruce Grove is sending Paperback spinners
 - Vendors and Publishers have donated books
 - ULS sent a large amount of print materials and cardboard packing boxes.
- High River has been promised 2000 -3000 sq. ft. in a Sprung structure.
- Marigold will set up Wi-Fi service in the temporary structure.
- Residents of High River are expressing a feeling of loss of library.

8.3 Background Notes and Updates – Michelle Toombs

- Michelle thanked the Canmore Library staff and Canmore Library Board members for providing the venue, catering and assisting with set-up arrangements.
- The Public Library Network Policy was signed in December 2012 and has set the stage for Alberta Wide Borrowing. Software is being developed that will allow different ILS systems to connect to each other enabling Albertans to borrow books at different locations as if they were residents.
- To improve interlibrary loans, the province has acquired the Online Computer Library Center (OCLC) Discovery tool to replace TAL Online.
- Freegal now has 7 million songs available for download and a new interface for easier borrowing.
- Tumble books is well used
- Marigold will acquire Zinio, a new magazine e-resource that will offer 100 full-display popular magazines.
- Marigold has just subscribed to Grant Connect. Grant Connect is a resource tool that helps non-profit organizations and charities find information on funding sources.
- Renovations at Marigold Headquarters are complete, resulting in more space and an efficient workflow. The project came in under budget.
- Future improvements still needed are:
 - A larger and more accessible garage
 - A new/repaired roof
 - A larger meeting room

- APLEN will cease to be after the end of this year
- PLSB (Public Library Services Branch) is changing. They will manage the e-resources and Alberta Wide Borrowing. They will also oversee technology for the Provincial Network. Netspeed will happen in 2013 but the future of this conference is uncertain.
- Richard Kenig is the newly appointed IT Manager at Marigold. Projects Richard will be working on are:
 - Inventory
 - Budget report
 - Wireless upgrades
 - Supernet Upgrade (overall bandwidth Increase)
 - Weekly data backup
 - New Spam Software

9. BOOK DRAW

- *“Tree Houses. Fairy Tale Castles in the Air”* by Philip Jodidio was won by M. Booker – Acadia
- Three additional book door prizes were generously donated by the Canmore Museum
- *“History of Canmore”* by Rob Alexander was won by C. Campbell – Linden
 - *“Survival in paradise: A Century of Coal Mining in the Bow Valley”* by Walter J. Riva was won by G. Billings – Rockyford
 - *“Canmore Miners: Coal Miner Portraits and Stories”* by Lawrence Christmas was won by M. King - Chestermere

10. ADJOURNMENT

By unanimous consent the meeting was adjourned at 12:45 pm

Chair

CEO

Marigold Board Meeting August 24, 2013 Background Notes

1. Background Notes

In addition to providing context for the discussions and decisions relating to Board meeting agenda topics, the Background Notes provide general information about Marigold operations, public library service developments in the province, Marigold member library news and public library service trends. The background notes are read and appreciated by the auditors to better understand our financial decisions. The background notes also serve as a handy reference for past decisions, events and achievements.

Going forward, there will be two sections: 1) Board Business (section to be included with the minutes); and 2) General Information.

All questions and comments relating to the background notes are welcome, and we encourage sharing of these notes with your board and member library staff.

2. **Marigold and RISE Financials**

Marigold Balance Sheet (unaudited) to end of July 2013:

Marigold is in a strong financial position. A vehicle was purchased using the one-time grant from the Public Library Services Branch to replace an aging cargo van, which was later sold. Purchase of computer components including the servers for HQ and the tape back-up unit, are included in these financials. After the July 31 end date, two GICs were purchased with maturation dates that are staggered for efficient cash management as recommended by the Finance Committee.

Marigold Income Statement (unaudited) to end of July 2013:

With 55% of the year completed, revenue and expenditures are well in hand. Staffing, supplies and the purchase of collection materials are on track. Reimbursement numbers appear skewed because Allstream service agreement renewals for Chinook Arch's and Shortgrass' videoconference equipment are included (\$76,042.98). Other reimbursements are also higher because of Marigold's enhanced service to member libraries when Marigold purchases on their behalf and then invoices them. The workflow enhancement budget will soon be expended because the HQ workroom refurbishment is on track to be completed by the end of August. Hardware and software budgets will be expended more fully in the fall with the wireless replacement project, as well as router hardware and software and computer purchases in accordance with the Technology Plan.

RISE Balance Sheet (unaudited) to end of July 2013:

The negative balance under Equity is because of the amortization adjustments that Lorraine does monthly. Notes on the balance sheet explain.

RISE Income Statement (unaudited) to end of July 2013:

Every month, Lorraine transfers money from the deferred revenue from the APLEN Tech fund (\$170,000) to cover specific expenses. The SuperNet expense of \$2,020 is to provide additional bandwidth needed for RISE.

3. **2014 Budget Estimates for Council**

Marigold Agreement, Clause 37: *The Marigold Board shall, prior to September 15 of each year, submit to the Parties of this Agreement and library board of the Municipal Authorities an estimate of the money required during the next fiscal year to operate and manage the library system.*

In 2014, Marigold will be in the third year of the most recent Schedule C amendment. The Budget Estimates reflect continued progress to deliver the expected outcomes of Marigold's *Vision 2015*, particularly investment in technological innovation in response to community needs, technology training opportunities, and expanded, relevant digital resources and collections.

To prepare the 2014 Budget Estimates, Marigold HQ staff completed the first draft of a three-year budget (2014, 2015 and 2016) that was presented to the Executive Committee on July 31, 2013.

REVENUE Estimates:

Municipal and Board Levies: Last year of current Schedule C addendum with levy and population increases; + 6%. (There was a 5% population increase from 2011 to 2012.)

Provincial Grants: No word from the Public Library Services Branch (PLSB) with regard to using current population or for increasing the per capita rate for system operating and rural library service grants. 2010 population has been used for 2011 and 2012 grants; 0%.

Reimbursements: see below.

RISE: Funding for the RISE central site maintenance will be determined in the fall.

EXPENDITURE Estimates:

Admin/Finance: Bank charges (US exchange) and travel expenses for consultation visits; + 9%.

Board: Professional fees and conference expenses; - 10%.

Building: Landscaping & caretaking, insurance, utilities expected to increase; workflow enhancement completed in 2013; - 11%.

Computers: IT Capacity Fund, SuperNet bandwidth capacity investment, router replacements for HQ and members, server management hardware, staff computer and peripherals, photocopier and printer replacements; wireless system upgrade throughout Marigold as per the Tech Plan; + 45%.

Consultation: New telephone system and reduction in area forum costs; - 13%

Contracts: Shelf-ready cataloguing costs added; TRAC and TAL fees increase with population increases; + 5%.

Delivery: Recently purchased delivery van and passenger vehicles mean lower maintenance costs; - 9%

Marketing: Rebranding initiative in 2014 may come with a new logo; LibraryAware promotional e-resource added for members; + 75%

Materials: Book, AV, paperback, downloadable media (e-books, music) and e-resource costs expected to go up; +3%.

Programs: Expert presenters for videoconference programs; +30%

Staff: Step increases, pension plan for HQ staff, benefit cost increase, costly IT training; + 3%.

Supplies: Stationery replacement with new logo, proposal to have plastic library cards for new members; +26%

Transfer Payments: \$10,700 redirected from Service Grants to IT Capacity Fund: - 2%

Reimbursements: balanced with repayment revenue. Marigold's involvement in Calgary and Area Public Purchasing Group as well as longstanding vendor relationships enables Marigold to source and purchase supplies and equipment at discounted costs. Marigold also handles finances on behalf of RISE partners.

4. **Wireless Project**

Over the last few years Marigold has been providing a managed wireless service to all member libraries. The service no longer meets growing demand and trends for increased use of wireless devices. This year, Marigold conducted a review of the current system and invited vendors to recommend alternative solutions that would better serve our member's needs. After review and testing of multiple products – including pilot sites at Airdrie and Strathmore - Marigold has decided to pursue a new Aruba wireless solution. Aruba wireless service will allow us to be both more flexible and have a greater degree of control over the complete solution.

The new equipment will be able to support a greater range of devices and takes advantage of new technologies that have increased wireless speeds up to five times what they have been previously. The new solution includes a reporting server to accurately track usage statistics and trends, and an access management system that has multiple options for authentication and user tracking to give patrons the best (and easiest) experience possible.

The Marigold Executive approved moving forward with the project early this fall. Hardware and support costs for the project are \$38,347.23, with a further cost of \$14,500 (estimated) for implementation and training. \$30,000 will be coming from the Establishment Fund, and the balance from the Computer Hardware and Training budgets. By moving from an outsourced to an internally managed solution Marigold will save \$18,000 per year for the next three years. After the first three years, our maintenance contracts will have to be renewed, costing an estimated \$10,000 for a new three year term.

5. **IT Capacity Fund Backgrounder**

At the April AGM, Lynne Thorimbert and Lorraine Betts presented the rationale and background for Marigold members to replace the cancelled CAP funding with an IT "spending account"; at that meeting, the Board passed a motion to approve the development of the IT Capacity Fund Policy and Schedule. A draft "Schedule C: IT Capacity Fund" was discussed at the Standards and Services meeting in June and a draft policy will be reviewed at the September meeting. A memo to member libraries has also been prepared in draft to explain how the fund will work. Basically, the IT Capacity Fund is not a grant. It is a spending account with Marigold. There will be no reimbursements and no money will be issued to the library to cover local expenditures; however, all the funds will be spent on IT equipment and software that will either be installed at the member libraries or directly accessible by member libraries. The funding for this \$36,000 initiative (\$1,000 for each member library) will commence in 2014 after the 2014, 2015 and 2016 budget has been approved at the January Board meeting.

How will the IT Capacity Fund be funded?

- 1) \$300 (\$10,667) will be redirected from each member library's 2014 service grant.
- 2) \$700 (\$25,200) for each library will be found within Marigold's existing budget from savings in vehicle maintenance, health and safety, conferences, telephones and supplies, for example.

Although the loss of \$300 will be felt, each library will be gaining \$1,000 worth of IT assets (much more when purchasing, installation and training expertise is factored into the cost). At the same time, an urgent ongoing need will be addressed to maintain current and fully functional IT equipment that can be efficiently and effectively supported by Marigold.

What are service grants and where do they come from? Service grants are cash back payments made three times each year to each library based on Marigold's Transfer Payment Policy. Every year, the Standards and Services, Executive committees and the Board review and approve the *Transfer Payments Schedule A – Service Grants Amounts* in concert with the budget approval. Marigold's Transfer Payments Policy states: *Marigold assists municipal library boards and community library advisory boards with a services grant; and the services grant is subject to the annual budgetary allocations.* The possibility has always remained that the service grant could be reduced if Marigold faced financial pressures.

Rural library service grants are paid to Marigold for residents in municipalities which do not have a library board; Marigold acts as the board of record. Like all of the other six regional library systems in Alberta, Marigold redistributes these rural library services grants from the province to its member libraries. This money is redistributed to member libraries as service grants because of Marigold's fundamental philosophy of pooling revenue and resources. In 2013, Marigold invested an additional \$81,149 over and above the Rural Library Service Grant from the province (\$ 420,004), distributing \$501,153 in service grants and community library grants. In recent years, the total amount of the service grants has increased with increased funding from Marigold's general revenue. Rural Library Service Grants have increased as well, but not at the same rate.

6. RISE Videoconferencing Update

APLEN provided \$170,000 from its Tech fund to pay RISE central site expenses from September 2012 to September 2013 to extend videoconference bridging support to library sites all over Alberta (currently 103 sites). The final report for this pilot will be submitted to APLEN and PLSB this fall along with a request for a second year of funding. If full funding is not available from PLSB, RISE partners will pursue a shared cost arrangement with the library sites that wish to be served by the RISE network. The library sites in Marigold, Chinook Arch and Shortgrass will continue to be supported by their regional library systems.

RISE sites participated in over 2,900 videoconferences between January and June 2013 (programs, training, meetings, consultations and testing sessions). Notable successes in recent videoconference programs include the Mitten, Little Red Hen, Dewey Divas, Train Robbers of the Old West (2), Great Barrier Reef (2), Behind the Scenes of a Crime Investigation; and gardening programs hosted by Olds. The Adventures of Captain Health & Safety Dog is an interactive puppet show scheduled for September that filled up in one day.

7. Schedule C

By the end of 2014, Schedule C will need to be updated with levy rates for 2015 and beyond. The Schedule C Committee is tasked with proposing the number of years (e.g., two or three years) and the amounts of the three levies for municipalities with and without library boards as well as for the library boards. The challenge will be to propose levy rates that are sensitive to the financial pressures facing member municipalities while taking into consideration Marigold's operational costs and scope of service provision.

Clause 45 of the Marigold Agreement states: *“This Agreement shall be amended by a motion for amendment passed by Marigold Board. Such amendment shall be effective upon receipt by Marigold Board of written notification from 6% of the Parties to this Agreement representing 60% of the people living within the boundaries of Marigold that they so authorized such amendment. The Parties to this Agreement shall conform to such amendment upon notification from Marigold Board that the amendment is in effect.”*

The Executive recommends that the Schedule C committee be organized to begin meeting in the fall of 2013 to provide municipal councils with more decision-making time and time for Marigold to prepare and present.

Alberta Library Trustees Association (ALTA) Report by Diane Osberg

Alberta Library Conference:

2013 -Well attended by trustees. As President Dwight reported in June on the Trustee Voice Newsletter, the challenges faced last year are resolved and both organizations are looking to working together for the years ahead.

The Trustee Forum was attended by 60+ delegates. A significant list of ideas was brought forward to the board. These included

- a) the role of trustees in relation to municipalities and the library .
- b) the importance of Advocacy
- c) support for trustees at ALC and
- d) other comments and suggestions.

These were reviewed at the retreat and action plans put into place.

A fee increase was passed by the membership and will be in place for upcoming renewals.

2014 The call for papers was circulated through the Trustee Voice. Assistance was given by the regional systems to contact all library managers and boards with the Call for Session Proposals. The conference will be in Jasper April 24 to 27. The conference theme is “Be the Change”. Deadline for proposals is September 30. Program co-chairs are Diane Clark for LAA and Diane Osberg for ALTA.

Trustee Retreat

ALTA Board members attended a retreat June 7-9 capably lead by Shari Hanson, Alberta Culture. The five **committees** set up are:

- Finance and Personnel - Derrrie
- Education – Diane
- Policy and Bylaws – Stuart
- Marketing and Communications – Laura
- Fund Development – Dwight, Richard, Parrish

Committees will be chaired by one ALTA board member and open to new trustees, former board members. This will diversify committees, bring in fresh ideas, retain the expertise of former board members, increase ALTA profile and possibly provide future recruitment pool for the board

A **survey** was developed by Deirdrie Harris and Sherril Johnson to find out what local libraries need and expect from their trustee association. The very comprehensive survey was circulated in July on the webpage and will help determine direction for the board. Survey results will be out in the next edition of the Trustee Voice

Practical Guide to Successful Advocacy

The newest education tool developed by ALTA will be ready this fall including expanded handout materials. The summer student, Connor Lamphier did an excellent job in pulling together the information with practical methods and procedures. This tool will be used by board members in their presentations to the two northern Regional Systems this September. It will also be on the web page.

Fund Development and Fund Raising

Along with Advocacy, this was a high priority for smaller libraries. And education package is in the works and should also be available by fall.