

**Notice of Regular Monthly Meeting of  
Marin County Law Library Board of Trustees  
Marin County Law Library  
20 North San Pedro Road, Suite 2007  
Conference Room  
San Rafael, CA 94903**

**Tuesday, July 25, 2023, at 5:15 P.M.**

**Agenda**

**Call to Order\***

1. Consent Calendar

- 1.1 June 2023 Minutes
- 1.2 July 2023 Warrants

2. Open Time for Public Expression

3. Financial Report

- 3.1 Filing Fee Schedule – July 2023
- 3.2 Actuals (Income and Expenses) – July 2023

4. Librarian's Report

5. Committee Reports

- 5.1 Civic Engagement
- 5.2 Fundraising Committee
- 5.3 Budget Committee

6. Old Business

**6.1 Discussion and Action Item:** Discussion and Action re Donation Letter

7. New Business

**7.1 Discussion and Action Item:** Discussion and Action re Meeting to Discuss Equipment and Software Upgrades to Copier System

**7.2 Discussion and Action Item:** Discussion and Action re Comcast Business Contract Renewal

**7.3 Discussion and Action Item:** Discussion and Action re Budget Increase for Network Update

**7.4 Discussion and Action Item:** Discussion and Action re Election for President and Vice-President of the Board

**7.5 Discussion and Action Item:** Discussion and Action re Formation of Committee for Five Year Plan

8. Board Members' Suggestions for Next Month's Agenda

9. Adjournment

**Upcoming Events FYI:**

Lawyers in the Library Virtual Program – 07/27/2023

First Thursdays at the Law Library on Zoom – TBD

Deadline to Submit Reports for Board Meeting on 08/15/2023: 08/08/2023

\* This meeting may be recorded as authorized by the Government Code.

***If requested, pursuant to Government Code Section 54953.2, this agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Section 12132), and the federal rules and regulations adopted in implementation thereof. To make a request for disability-related modification or accommodation, please contact (415) 473-4381 (Voice/TTY) or 711 for the California Relay Service or e-mail [disabilityaccess@marincounty.org](mailto:disabilityaccess@marincounty.org) at least five working days in advance of the meeting.***

***A complete agenda packet is available at the front desk of the Marin County Law Library, on the Law Library's bulletin board, and on the Law Library website at [www.marincountylawlibrary.org](http://www.marincountylawlibrary.org). It is also available 24/7 outside the ground floor lobby of the middle archway entrance to the Civic Center (the one allowing access to the Courts floor) at 3501 Civic Center Drive, San Rafael, CA 94903 at least 72 hours prior to the meeting.***

Board of Trustees

PRESIDENT

Kristine Fowler Cirby, Esq.  
*Judicially Appointed*

VICE PRESIDENT

Denise Bashline  
*Judicially Appointed*

Jorge Lopez Espindola  
*Board of Supervisors Appointed*

Alexander Johnson, Esq.  
*Judicially Appointed*

Donald Drummond, Esq.  
*Judicially Appointed*

Walter Cook, Jr., Esq, MLIS  
*Judicially Appointed*

Stephen Richards  
*Law Library Director*

20 North San Pedro Road  
Suite 2007  
San Rafael, CA 94903  
415-472-3733 T  
415-472-3729 F  
[www.marincountylawlibrary.org](http://www.marincountylawlibrary.org)

**Minutes of Regular Monthly Meeting of  
Marin County Law Library Board of Trustees  
Marin County Law Library  
20 North San Pedro Road, Suite 2007  
Conference Room  
San Rafael, CA 94903**

**Tuesday, June 20, 2023, at 5:15 P.M.**

**Present: Denise Bashline, Alexander Johnson, Walter Cook,  
Jorge Lopez Espindola, and Stephen Richards, Ex Officio-  
Secretary**

**Absent: President Kristine Cirby**

**Also Present: Bill Hale**

Vice President Bashline called the meeting to order at 5:16 p.m.

1. Consent Calendar

Trustee Cook made a motion to pass the consent calendar. Vice President Bashline seconded the motion.

Vote: Motion carried 3-0

AYES: Vice President Bashline, Trustee Johnson, Trustee Cook,

ABSENT: President Cirby, Trustee Lopez-Espindola

2. Open Time for Public Expression

Public Comment was made on bringing attention to the program "Your Legal Rights" hosted by KALW including handout about the program.

3. Financial Report

Trustee Johnson made a motion to approval the June 2023 warrants. Vice President Bashline seconded the motion.

Vote: Motion carried 4-0

AYES: Vice President Bashline, Trustee Johnson, Trustee Cook, Trustee Lopez-Espindola

ABSENT: President Cirby

4. Librarian's Report

Presentation was given by the librarian regarding the status of the library and current programs.

5. Committee Reports

- a. Civic Engagement  
See Attached Report
- b. Fundraising Committee  
The discussion around fundraising included submitting a new donation letter to be reviewed at the July 2023 meeting.
- c. Personnel Committee  
The Personnel Committee did not meet at this time.

6. Old Business

**6.1 Discussion and Action Item:** Discussion and Action re Donation Letter

The decision was made to review the letter at the July 2023 meeting.

7. New Business

**7.1 Discussion and Action Item:** Discussion and Action re Meeting to Discuss Equipment and Software Upgrades to Copier System

Discussion occurred about presenting collected proposals have ready for July 2023 meeting. Trustee Johnson made a motion to collect the proposals for the copier updates. Trustee Lopez-Espindola seconded the motion.

Vote: Motion carried 4-0

AYES: Vice President Bashline, Trustee Johnson, Trustee Cook, Trustee Lopez-Espindola

ABSENT: President Cirby

**7.2 Discussion and Action Item:** Discussion and Action re Moving July 2023 Regular Business Meeting Date

Librarian Richards brought up the point that the July 2023 Regular Business Meeting date of 07/18/2023 was in the middle of the AALL national conference. Vice President Bashline mentioned also being gone that week and made a motion to move the July 2023 Regular Business Meeting to 07/25/2023. Trustee Cook seconded the motion.

Vote: Motion carried 4-0

AYES: Vice President Bashline, Trustee Johnson, Trustee Cook, Trustee Lopez-Espindola

ABSENT: President Cirby

**7.3 Discussion and Action Item:** Discussion and Action re Fund Accounting of MCLL Network System Upgrade

See attached memo. Concern was brought up that the left-over amount may not cover the remaining hours and labor. Request was brought to contact IT contractor about whether more may be needed and bring answer to July 2023 meeting.

**7.4 Discussion and Action Item:** Discussion and Action re Fund Allocation for AALL National Conference

See attached memo. After discussion regarding the cost, Vice President Bashline moved to make a resolution allocating \$2,298.00 for covering the rest of the AALL national conference expenses. Trustee Johnson moved to second the motion.

Vote: Motion carried 4-0

AYES: Vice President Bashline, Trustee Johnson, Trustee Cook, Trustee Lopez-Espindola

ABSENT: President Cirby

**7.5 Discussion:** Discussion re Candidates for July 2023 Board President Election

After discussion, the slate of candidates for the July 2023 Board President Election are Vice President Bashline for President and Trustee Johnson for Vice President.

8. Board Members' Suggestions for Next Month's Agenda

9. Adjournment

The meeting ended at 6:46 p.m. The next regular board meeting will be held July 25, 2023, at 5:15 p.m.

Respectfully submitted,

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Kristine Fowler Cirby  
President, Board of Trustee

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Stephen Richards, Ex-Officio  
Secretary

## Marin County Law Library July 2023 WARRANTS

Item No.	Vendor	Current Amount Due	Suggested Payment
1	U.S. Bank (Sonic.net, JOTFORM, USPS)	\$ 564.45	\$ 564.45
2	Thomson Reuters (Print)	\$ 1,232.33	\$ 1,232.33
3	Thomson Reuters (Westlaw Patron)	\$2,129.60	\$ 2,129.60
4	SPTJ Consulting Inc. (March 2023 Consulting)	\$ 787.50	\$ 787.50
5	LexisNexis RELX Inc.	\$ 481.00	\$ 481.00
6	Ingram Library Services Inv No. 76676400	\$ 25.65	\$ 25.65
7	Ingram Library Services Inv No. 76469884	\$ 25.65	\$ 25.65
8	AT&T CALNET	\$ 255.48	\$ 255.48
9	CEB Print	\$ 4,343.57	\$ 4,343.57
10	CEB Onlaw	\$355.25	\$ 355.25
11	ADP Payroll	\$ 147.70	\$ 147.70
12	Comcast Business	\$ 228.51	\$ 228.51
13	Matthew Bender Inv No. 37571869	\$ 438.43	\$ 438.43
14	Matthew Bender Inv No. 37300466	\$ 34.96	\$ 34.96
15	Matthew Bender Inv No. 37124323	\$ 604.82	\$ 604.82
	<b>Totals:</b>	<b>\$ 11,654.90</b>	<b>\$ 11,654.90</b>

**Salary Expenses: \$7,310.70**

**Total Expenses: \$18,965.60**

<b>Total Revenue Available:</b>	<b>\$ 241,495.33</b>
<b>Total Expenditures (proposed):</b>	<b>\$ 18,965.60</b>
<b>Remaining Cash Balance:</b>	<b>\$ 222,529.73</b>

## MCLL COURT FILING FEE REVENUE

FISCAL YEAR	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020-2021	2021/2022	2022/2023
MONTH													
JULY	22,977.66	20,540.55	18,553.72	17,112.03	15,325.97	13,394.41	14,436.61	15,423.76	15,732.59	15,504.68	382.26	9,382.59	14,900.57
AUGUST	23,960.43	21,718.70	18,993.11	15,217.06	16,919.18	15,889.49	15,213.24	16,073.88	14,722.11	14,041.18	16,001.89	22,888.81	12,847.78
SEPT.	21,722.04	18,661.46	17,773.96	15,432.17	16,074.18	14,699.61	12,609.37	14,326.47	14,633.61	17,124.24	10,247.04	13,414.73	13,630.59
OCTOBER	21,675.44	19,906.84	19,163.96	15,217.59	14,560.64	13,726.42	14,303.82	17,267.94	14,745.05	13,045.80	13,344.67	18,388.13	12,059.80
NOVEMBER	21,320.14	18,609.36	14,605.25	13,983.15	14,926.06	13,529.51	14,026.49	14,651.51	11,844.36	14,564.37	9,890.70	15,930.29	14,023.74
DECEMBER	21,817.93	19,736.75	17,096.40	16,688.32	13,698.16	14,161.61	14,087.85	13,988.55	13,697.15	14,025.18	9,502.63	14,865.21	14,003.50
JANUARY	20,296.35	18,939.59	16,072.57	14,588.83	12,812.89	12,802.25	12,149.23	13,808.54	13,949.41	14,580.66	9,573.31	14,193.66	11,628.35
FEBRUARY	19,451.28	20,767.28	15,160.56	14,836.86	13,448.58	12,273.72	13,625.45	12,072.28	12,332.59	14,227.45	15,886.80	10,942.59	11,673.64
MARCH	22,904.59	25,481.90	17,544.43	15,218.51	12,840.74	13,942.25	12,325.32	14,378.55	15,424.33	14,612.20	9,205.48	10,184.15	12,713.48
APRIL	19,761.98	10,562.85	15,398.28	14,144.44	13,292.85	13,097.15	14,099.42	13,045.95	13,634.85	14,828.26	11,416.60	10,927.55	11,817.58
MAY	22,159.40	17,793.36	17,385.67	15,321.18	14,594.61	15,925.91	14,977.96	13,800.05	13,546.55	8,031.24	16,402.85	15,609.32	12,599.17
JUNE	22,249.53	17,892.17	16,637.38	14,850.97	16,095.27	16,237.00	12,928.62	14,252.53	15,796.62	11.62	11,634.46	12,125.83	12,018.35
<b>ANNUAL TOTALS</b>	260,296.77	230,610.81	204,385.29	182,611.11	174,589.13	169,679.33	164,783.38	173,090.01	170,059.22	154,596.88	133,488.69	168,852.86	153,916.55

Each current month's filing fee revenue represents income generated from the Court filings of two months ago. January revenue comes from November filings, etc.



**FY 2022-2023 Profit & Loss Statement**

June 20, 2023 Board Meeting

-----Input Actual and Forecasts in this section-----  
 manually move the Blue Bar to align at intersection of Act/Fcst

		Prev FY	FISCAL YEAR 7/01/2022 through 06/30/2023												FY 2022-2023		
		Jul - Jun '21 - '22	July 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	TOTAL FY	Approved Projected Budget	(Over)/Under Plan
		Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act	Act/Fcst	Plan	Var	
<b>REVENUE:</b>																	
451970	Filings	\$ 168,853	\$ 14,901	\$ 12,848	\$ 13,631	\$ 12,060	\$ 14,024	\$ 14,004	\$ 11,628	\$ 11,674	\$ 12,713	11,818.00	12,599.00	\$ 12,018	\$ 153,917	\$ 145,000	\$ (8,917)
441115	Interest	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ -
462650	Photocopies	\$ 1,828	\$ -	\$ 183	\$ 260	\$ -	\$ 234	\$ 153	\$ 200	\$ 83	\$ 73	\$ 83	\$ 184	\$ 166	\$ 1,619	\$ 1,200	\$ (419)
470410	Book Sales	\$ 1,098	\$ -	\$ -	\$ -	\$ 58	\$ -	\$ 30	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 15	\$ 118	\$ 700	\$ 582
470330	Donations	\$ 2,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10	\$ 10	\$ 10	\$ 5	\$ 35	\$ 3,368	\$ 3,333
470110	Fax/Paper Sales	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ 27	\$ 2	\$ 49	\$ 50	\$ 1
441215	Conference Room	\$ 178	\$ 125	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65	\$ 215	\$ 300	\$ 85
462610	Proctoring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
461810	Miscellaneous Receipts	\$ 92,713	\$ -	\$ 125	\$ 795	\$ 71,251	\$ -	\$ -	\$ 65	\$ 11	\$ -	\$ 19	\$ 100	\$ 70	\$ 72,436	\$ 80,000	\$ 7,564
461710	Classes/Workshops/MCLE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83	\$ -	\$ (83)
462610	Passport Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,890	\$ 560	\$ 1,610	\$ 2,135	\$ 2,520	\$ 8,715	\$ -	\$ (8,715)
480210	Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Revenue Total:</b>	\$ 267,383	\$ 15,026	\$ 13,156	\$ 14,685	\$ 83,394	\$ 14,258	\$ 14,270	\$ 11,928	\$ 13,658	\$ 13,356	\$ 13,540	\$ 15,055	\$ 14,861	\$ 237,186	\$ 230,718	\$ (6,468)
<b>EXPENSE:</b>																	
<b>Staff</b>																	
511110	Librarian	\$ 53,681	\$ 4,093	\$ 3,240	\$ 5,819	\$ 4,774	\$ 4,230	\$ 5,366	\$ 3,411	\$ 4,605	\$ 7,095	\$ 3,820.00	\$ 4,792	\$ 4,315	\$ 55,560	\$ 63,000	\$ 7,440
511220	Extra Hire	\$ 18,884	\$ 3,045	\$ 2,451	\$ 3,827	\$ 2,450	\$ 2,454	\$ 2,818	\$ 1,754	\$ 2,940	\$ 4,292	\$ 3,234	\$ 2,899	\$ 2,996	\$ 35,159	\$ 49,000	\$ 13,841
515110	Social Security	\$ 4,251	\$ 443	\$ 361	\$ 660	\$ 414	\$ 415	\$ 507	\$ 320	\$ 468	\$ 706	\$ 437	\$ 477	\$ 418.59	\$ 5,627	\$ 6,944	\$ 1,317
515115	Medicare	\$ 986	\$ 104	\$ 85	\$ 154	\$ 97	\$ 97	\$ 119	\$ 75	\$ 109	\$ 165	\$ 103	\$ 112	\$ 98	\$ 1,317	\$ 1,624	\$ 307
513215	Health Benefits	\$ 8,711	\$ 951	\$ 476	\$ 951	\$ 961	\$ 1,933	\$ 1,457	\$ 1,457	\$ 1,457	\$ -	\$ -	\$ 1,457	\$ -	\$ 11,102	\$ 13,000	\$ 1,898
514110	Workers Compensation	\$ 814	\$ 97	\$ 432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 530	\$ 1,700	\$ 1,170
515120	Unemployment Insur.	\$ 1,319	\$ 82	\$ 66	\$ -	\$ -	\$ -	\$ 19	\$ 139	\$ -	\$ 106	\$ 68	\$ 61	\$ 43	\$ 584	\$ 1,500	\$ 916
	<b>Staff Subtotal:</b>	\$ 88,645	\$ 8,815	\$ 7,112	\$ 11,412	\$ 8,696	\$ 9,128	\$ 10,287	\$ 7,157	\$ 9,579	\$ 12,364	\$ 7,662	\$ 9,797	\$ 7,870	\$ 109,879	\$ 136,768	\$ 26,889
<b>ADMINISTRATIVE EXPENSE</b>																	
<b>Insurance</b>																	
	USLI	\$ 2,140	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,328	\$ 2,172	\$ 844
	Complete Equity Markets	\$ 1,697	\$ -	\$ -	\$ 1,589	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,589	\$ 1,722	\$ 133
	Hartford	\$ 1,681	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,910	\$ 1,706	\$ (204)
521610	<b>Insurance Subtotal:</b>	\$ 5,518	\$ -	\$ -	\$ 1,589	\$ -	\$ -	\$ 1,910	\$ 1,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,827	\$ 5,600	\$ 773
522210	Memberships/Prof Develop.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 570	\$ 570	\$ -	\$ -
	Placeholder	\$ 420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420	\$ -	\$ -	\$ -	\$ -	\$ 420	\$ 840	\$ 595	\$ (245)
	MCBA	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 120	\$ 20
	MLCPA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	NOCALL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ 150	\$ -	\$ -
	MCEAC	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35	\$ 35
	<b>MBRP/Prof Dev Subtotal:</b>	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 520	\$ -	\$ -	\$ -	\$ -	\$ 1,140	\$ 1,660	\$ 900	\$ (190)
522410	Office Expenses	\$ 1,964	\$ 73	\$ -	\$ 86	\$ 235	\$ 66	\$ 63	\$ -	\$ 313	\$ 35	\$ 176	\$ 250	\$ 348	\$ 1,645	\$ 3,000	\$ 1,355
522440	Postage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344	\$ 193	\$ 232	\$ 198	\$ 968	\$ -	\$ (968)	
522310	Projects	\$ -	\$ 1	\$ -	\$ 265	\$ 325	\$ 75	\$ 100	\$ 15	\$ 372	\$ 95	\$ 208	\$ 116	\$ 208	\$ 1,779	\$ 2,500	\$ 721
522510	Professional Services (ADP Payroll)	\$ 802	\$ 148	\$ 148	\$ 222	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 148	\$ 1,847	\$ -	\$ (1,847)
522930	Copy Machines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 777	\$ 777
	DeLage Landen	\$ -	\$ 192	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192	\$ 777	\$ 585
	HiTech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 213	\$ 777	\$ 565
	Marin Copier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 213	\$ -	\$ -	\$ -	\$ 213	\$ 777	\$ 565
	<b>Copy Machines Subtotal:</b>	\$ -	\$ 192	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 213	\$ -	\$ -	\$ 405	\$ 2,332	\$ 1,927

**FY 2022-2023 Profit & Loss Statement**

June 20, 2023 Board Meeting

-----Input Actual and Forecasts in this section-----  
 manually move the Blue Bar to align at intersection of Act/Fcst

	Prev FY		FISCAL YEAR 7/01/2022 through 06/30/2023												FY 2022-2023		
	Jul - Jun '21 - '22		July 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	TOTAL FY	Approved Projected Budget	(Over)/Under Plan
521310 Tel/Internet																	
Sonic Email	\$ 284	3%	\$ 24	\$ 57	\$ 57	\$ 38	\$ 18	\$ 18	\$ 18	\$ 33	\$ 18	\$ 18	\$ 18	\$ 18	\$ 335	\$ 311	\$ (24)
Comcast Internet	\$ 2,465	22%	\$ 197	\$ 208	\$ 233	\$ 258	\$ 258	\$ 223	\$ 193	\$ 198	\$ 233	\$ -	\$ 506	\$ 229	\$ 2,732	\$ 2,698	\$ (34)
AT&T Phone	\$ 1,303	12%	\$ 133	\$ 141	\$ 169	\$ 136	\$ 130	\$ 125	\$ 134	\$ 138	\$ 134	\$ 132	\$ 110	\$ 255	\$ 1,737	\$ 1,427	\$ (310)
SPTJ	\$ 6,910	63%	\$ 613	\$ 350	\$ 963	\$ 438	\$ 963	\$ 17,766	\$ 437	\$ 788	\$ 4,096	\$ 6,057	\$ 613	\$ 788	\$ 33,869	\$ (1) 47,564	\$ 13,696
Tel/Internet Subtotal:	\$ 10,963		\$ 967	\$ 755	\$ 1,422	\$ 869	\$ 1,368	\$ 18,132	\$ 782	\$ 1,156	\$ 4,480	\$ 6,207	\$ 1,247	\$ 1,289	\$ 38,673	\$ 52,000	\$ 13,327
522815 Publications Upkeep																	
Other (CEB OnLaw, etc.)	\$ -	0%	\$ 342	\$ 1,059	\$ 965	\$ 1,191	\$ 923	\$ 923	\$ 3,346	\$ 409	\$ 1,801	\$ 836	\$ 836	\$ 888	\$ 13,519	\$ -	\$ (13,519)
CEB	\$ 13,647	24%	\$ 1,640	\$ 651	\$ 685	\$ 609	\$ 1,015	\$ 307	\$ 367	\$ 1,532	\$ 1,451	\$ 1,928	\$ 1,458	\$ 4,344	\$ 15,987	\$ 14,494	\$ (1,493)
Lexis Nexis	\$ 4,441	8%	\$ 1,439	\$ -	\$ 105	\$ 70	\$ 495	\$ 1,058	\$ 292	\$ 421	\$ 481	\$ -	\$ 565	\$ 1,078	\$ 6,004	\$ 4,717	\$ (1,288)
WestLaw	\$ 25,054	44%	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,574	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,130	\$ 2,130	\$ 26,000	\$ 26,609	\$ 610
West Publishing	\$ 14,292	25%	\$ 1,205	\$ 1,205	\$ 1,205	\$ 1,208	\$ 1,208	\$ 1,208	\$ 1,208	\$ 1,205	\$ 1,232	\$ 1,232	\$ 1,232	\$ 1,232	\$ 14,584	\$ 15,180	\$ 596
Publications Subtotal:	\$ 57,434		\$ 6,755	\$ 5,044	\$ 5,090	\$ 5,208	\$ 6,216	\$ 5,626	\$ 7,343	\$ 5,698	\$ 7,096	\$ 6,126	\$ 6,221	\$ 9,671	\$ 76,094	\$ 61,000	\$ (15,094)
522410 Book Binding	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense Total:	\$ 165,901		\$ 16,950	\$ 13,059	\$ 20,085	\$ 15,480	\$ 17,000	\$ 36,266	\$ 17,292	\$ 17,265	\$ 24,562	\$ 20,933	\$ 18,010	\$ 20,873	\$ 237,775	\$ 264,100	\$ 26,325
<b>Net Gain/(Loss)</b>	<b>\$ 101,481</b>		<b>\$ (1,925)</b>	<b>\$ 97</b>	<b>\$ (5,400)</b>	<b>\$ 67,913</b>	<b>\$ (2,743)</b>	<b>\$ (21,996)</b>	<b>\$ (5,364)</b>	<b>\$ (3,608)</b>	<b>\$ (11,205)</b>	<b>\$ (7,393)</b>	<b>\$ (2,955)</b>	<b>\$ (6,012)</b>	<b>\$ (589)</b>		
Unrestricted Fund Balance	\$ 133,689		\$ 235,170	\$ 233,246	\$ 233,343	\$ 227,942	\$ 295,856	\$ 293,113	\$ 271,117	\$ 265,753	\$ 262,146	\$ 250,941	\$ 243,548	\$ 240,593			
Income/Loss (from above)	\$ 101,481		\$ (1,925)	\$ 97	\$ (5,400)	\$ 67,913	\$ (2,743)	\$ (21,996)	\$ (5,364)	\$ (3,608)	\$ (11,205)	\$ (7,393)	\$ (2,955)	\$ (6,012)			
Total Unrestricted Fund Bal	\$ 235,170		\$ 233,246	\$ 233,343	\$ 227,942	\$ 295,856	\$ 293,113	\$ 271,117	\$ 265,753	\$ 262,146	\$ 250,941	\$ 243,548	\$ 240,593	\$ 234,581			

Footnotes

<sup>(1)</sup> Added \$40K to the SPTJ budget for approved Network update

Marin County Law Library, Board of Trustees

20 N San Pedro Rd, Unit 2007

San Rafael, CA 94903

**Subject:** Support the Marin County Law Library - Ensuring Access to Justice for All!

Dear Friend:

I hope this letter finds you in good health and high spirits.

On behalf of the Marin County Law Library, I am writing to urgently request your support for our mission to provide legal resources and services to our community. Our library is currently facing critical challenges due to a steep decline in legal filing fees. Without immediate assistance, we risk depleting our reserve funds and jeopardizing the future of this invaluable resource.

The Marin County Law Library serves as a sanctuary for legal professionals, students, and individuals seeking reliable legal information. We are proud to offer free legal assistance to those who cannot afford representation, to include our successful Lawyers in the Library program, and First Thursday civic outreach, featuring the work and resources of local organizations.

However, we find ourselves at a financial crossroads. The ongoing decline in legal filing fees—our primary funding source—has created a substantial gap between our operational costs and available funds. We expect this downtrend to continue. For example, in fiscal year 2012-2013, our share of filing fees totaled approximately \$204,000. In fiscal year 2021-2022, our share of filing fees was \$169,000. Our annual budget is currently at \$270,000—which falls short of meeting both our existing and growing needs. Ideally, we require approximately \$350,000 per year to maintain our current services, ensure fair compensation for our dedicated staff, and expand existing services and fundraising efforts.

To bridge this funding gap, we have explored various avenues. The Law Library has started offering passport processing services, providing an additional source of revenue to sustain our operations. Additionally, we are in the early stages of offering notary training for our staff to develop other streams of income.

We are actively seeking support from individuals like you who share our commitment to justice and equal access to legal resources. By making a tax-deductible donation to the Marin County Law Library, you will directly contribute to:

- **Sustaining essential services.** Your support will help us maintain and expand our collection of legal resources, ensuring that our library remains a comprehensive and up-to-date hub of information for legal professionals and individuals seeking guidance.

- **Supporting our staff.** With increased funding, we can provide our dedicated staff with fair compensation, enabling us to attract and retain qualified professionals who are passionate about serving our community.
- **Expanding existing services and fundraising efforts.** Your contribution will empower us to invest in innovative programs, such as our Lawyers in the Library initiative, and strengthen our fundraising activities to bridge the budget gap effectively.

Your donation, regardless of the amount, will make a tangible impact on the lives of countless individuals who rely on the Marin County Law Library for essential legal resources and services. As a token of our gratitude, we will provide a receipt for your tax-deductible donation.

To contribute, please fill out the enclosed donation form or visit our website at [website URL]. Together, we can ensure that the Marin County Law Library continues to be a beacon of justice, knowledge, and empowerment for our community.

Thank you in advance for your consideration and support.

With heartfelt appreciation,

[NAME]

[TITLE]

[Marin County Law Library]



## Proposed Solution Prepared For:



### Kyocera Complete Print & Copy Card Reading System

- (2) Mono Multifunction Printers
  - 32 Pages Per Minute
  - 140 Sheet Reversing Automatic Document Feeder
  - (2) 500 Sheet Paper Drawers & Copier Cabinet
  - 4,500 b/w images per month (.013 overage)
  
- GoPrint Cloud Software to print from anywhere
- (2) Copy and Print Release Stations
- Card Load and Read Terminal
- 500 Chip Secure Copy Cards – Branded with Library Logo
  
- Delivery, Installation, & Networking - INCLUDED
- ALL Parts, Labor, Travel, & Toner – INCLUDED

**60 Month Lease    \$508 per month**

(Kyocera is County approved vendor with OMNIA contract)

\*Pricing good through September 30th, 2023

Brad Honsberger  
Senior Account Executive

Direct: (415) 637-3623  
Main: (800) 862-7001



# Marin County Law Library

*Making Business Easier*



Marin County Law  
Library

Hanna Bartolomie

*Account Executive*

[Hanna.Bartolomie@xerox.com](mailto:Hanna.Bartolomie@xerox.com)

6/22/23

# Proposed Products & Services

## Equipment:

QTY	Make/Model
2	Xerox VersaLink B7130

## Service:

Equipment Type	B&W Allowance	B&W Overage Rate
Xerox B7130	0	\$.0066

## Financial:

Finance Options	Monthly Payment
NASPO Outright Purchase	\$6,060.00 (Excluding Applicable Taxes) + \$46.00 Monthly Service Base
NASPO 60 Month FMV Lease	\$169.56
NASPO 48 Month FMV Lease	\$193.50
NASPO 36 Month FMV Lease	\$233.68

NASPO State or Government Negotiated Contract: 072816000

Pricing valid for 30 Days

# Proposed Products & Services

## Equipment:

QTY	Make/Model
2	EX2000 Series Multi-Vend

## Financial:

Finance Options	Monthly Payment
Outright Purchase	\$5,443.44 (Excluding Applicable Taxes)
60 Month FMV Lease	\$117.69
48 Month FMV Lease	\$143.22
36 Month FMV Lease	\$181.43

*Pricing valid for 30 Days*



Current Services	
Service	Description
Business Internet	BUSINESS INTERNET 200, BUSINESS INTERNET 200, Wi-Fi Pro, and Security Edge
Monthly Charge	<b>\$ 224.76/Month</b>

Option 1		
Service	Description	\$ Costs
Business Internet	BI Performance (250/25) , 5 Static IPs, Wi-Fi Pro Extended, and Security Edge	<b>\$289.75</b>
Equipment	Equipment Rental	<b>\$24.95</b>
<b>- DISCOUNT</b>	<b>Total Package Discount</b>	<b>\$-79.81</b>
Monthly Charge	<b>\$ 234.89/Month</b>	
Notes:	PREM Ultimate Business Package \$174.99 - BI Performance (250/25) + WiFi Pro Extd + Security Edge (2 year term)	

Option 2		
Service	Description	\$ Costs
Business Internet	BI Advanced (500/30) , 5 Static IPs, Wi-Fi Pro Extended, and Security Edge	<b>\$339.75</b>
Business Voice	1 Mobility Voice Line	<b>\$44.95</b>
Equipment	Equipment Rental	<b>\$24.95</b>
<b>- DISCOUNT</b>	<b>Total Package Discount</b>	<b>\$-149.76</b>
Installation	One time fee	<b>\$49.95</b>

Option 2		
Service	Description	\$ Costs
<b>Monthly Charge</b>	<b>\$ 259.89/Month</b>	
<b>Notes:</b>	Ultimate Business Package \$199.99 - BI Advanced (500/30) + Mobility + WiFi Pro Extd + Security Edge - <b>1 MONTH FREE</b> (2 year term) -- Acquisition Preferred --	

Email provides a quote. Specific details and packages are subject to change without notice. Equipment, installation, taxes and fees, including Broadcast TV Fee, Regional Sports Fee, regulatory recovery fee and other applicable charges extra and subject to change.

## STRATEGIC PLAN 2014-2016

### MISSION

The Marin County Law Library serves the public by providing access to legal information resources through a variety of media, research assistance, and technologies needed to give practical expression to the law while maintaining a flexible and supportive presence that fosters the ends of community service and social justice.

### SYNOPSIS

The users and patrons of the law library have dramatically changed over the past five years. More and more users of the library are non-attorneys who seek to assist themselves in legal matters. The poor are no longer the only people representing themselves in court; much of the general middle class public also do not have the resources to hire an attorney and use the Law Library on an increasing basis. This changing demographic is something that the Library has not been able to keep up with, and as such, is not as effective a community resource as it could be. In 2005, a moratorium on the increase in filing fees was created by Government Code section 70601. The Law Library, which receives \$32 per filing, has not been able to seek an increase in funding since that time. This has resulted in inflation chipping away at the Library's budget every fiscal year and preventing the modernization and updating of its infrastructure. This strategic plan takes this into consideration and seeks solutions that will stabilize the Library's resources and benefit the community now and for generations to come.

### GOALS & OBJECTIVES FOR 2014-2016

#### 1. Improve Legal Research Capabilities and Reference Assistance

- **Adjust collection development priorities to suit changing user needs, new technologies, and budgetary restrictions**

The Law Library has encountered two trends in collection development over the last three years – a funding crisis and a rise in publication costs. Both have put considerable pressure on the Library budget. During the past few years, more fee waivers are being granted which impacts the income of the Law Library. Additionally, there is a decline in overall filings due to the growing use of alternative dispute resolution. Not surprisingly, those obtaining filing fee waivers are the same individuals utilizing the Law Library. Thus, while the Library is continually experiencing a decrease in revenue it is simultaneously seeing an increase in the community's demand for Library services. With an 8 to 15 percent inflationary rise of publication expenses per year, the Library has been unable to keep up. With steady declines in the Library budget, subscriptions have been significantly cut to make adjustments.

We can resolve this budgetary squeeze by redefining our mission. Instead of seeking to maintain a large amount of scholarly literature that benefits our collection but remains less

used, we will provide access to much of it through leaner contracts with the publishers, cooperative agreements with other institutions, and better interlibrary loan services. We can achieve more through these partnerships than we can alone, and some goals can only be achieved in partnership with others. Each of our goals will begin by asking who our partners might be and what can be achieved collectively. Ultimately, this will reduce the costs of maintaining those collections while still making them available to interested patrons.

- **Make our resources available to patrons on multiple technological platforms**

With the expansion of electronic resources and the financial benefits of consortial purchasing, the Library will seek additional resources through electronic technologies, such as Lexis, Onlaw, and Westlaw. At present, there are only two Westlaw computer terminals. This makes Westlaw often limited and ineffective as a resource due to accessibility issues. Obtaining additional terminals will be difficult at the outset, but will be increasingly helpful for the multitude of people who will be served long-term by these resources. The Library must have a budget for both book research and computers systems to usher in new technology. This will allow the Library to provide services for all of its users, and in so doing, will allow those users to be more efficient and effective in their legal research.

While the growth in electronic resources has assisted the Library in certain areas, it has led to new expectations on the part of our patrons for remote access to scholarly resources. However, increased expectations have not yet been accompanied by an increase in funding. Although in many cases the Library has been able to avoid the duplication of costs by canceling print equivalents, in other cases provision of electronic access has meant new expenses that require funding not yet available. During the strategic plan of operation, the Library will seek to enter into an MOU with the Marin County Superior Court to obtain additional licenses for increased electronic resources.

- **Create a unified partnership with Marin County legal service agencies in order to direct people to the most appropriate form of assistance**

The Law Library encounters a number of Marin residents who need legal services and are unsure of where to turn. A partnership with the Marin County Self-Help Center, Legal Aid of Marin, the Canal Community Alliance, and other legal service providers will make a major contribution by removing some of the roadblocks in the legal process. Focused referrals to specific legal service providers will allow patrons to connect with the appropriate agency as long as they meet certain criteria.

In order to create an effective partnership within the community, the Law Library will collaborate with all of Marin County's legal service agencies in order to better understand their role within the community. Many of the non-legal practitioners who utilize the Library ultimately need to be referred to one of these agencies, but often they return to the Library because a specific service agency could not serve them for a variety of reasons. The Library will coordinate outreach to these service agencies and ultimately act as a triage for when patrons initially come to the Library in an effort to determine what service agency might

serve them best. This would not only make the Library more efficient and effective in its service to the public, but would also help reduce unnecessary back and forth trips between the Library and local legal agencies. This desperately needed service can only be accomplished by funding an increase in Library staff hours.

The Law Library continues to be the first point of reference for patrons with legal questions. Partnering with local agencies will not only help Marin residents navigate the legal system, but also help relieve some of the pressure courts face in meeting the needs of unprepared litigants. Likewise, when litigants have the correct form in hand, clerks can more readily expedite filings. Judges may rule on an issue more effectively when relevant facts and the appropriate laws have been presented.

- **Partner with the Marin County Bar Association so that we may provide attorneys for legal workshops for the community**

The Law Library's partnership with MCBA will provide limited pro bono services that are not otherwise provided for by local legal agencies. These workshops will be available on evenings and weekends and present an invaluable service to Marin residents whose work or other obligations during the day might otherwise prevent them from receiving affordable legal counsel.

The ultimate aim of these workshops would be to facilitate brief access to information and referral from Marin attorneys who serve pro bono. Because the Library's mission is to connect people with legal information, the Library envisions this program as forging yet another connection between the private bar and the community members who are least likely to otherwise access such opportunities.

## **2. Utilize Mobile Technologies to Effectively Reach More People Within the Community and Increase Environmental Consciousness and Responsibility Among Library Staff and Patrons**

- **Create and implement a green online card catalog that allows attorneys, students and community members to access the Library's card catalog remotely**

During the strategic plan of operation, the Law Library proposes modernizing its card catalog by replacing it with a green online card system. To put the seriousness of modernization into perspective, the Los Angeles Public Law Library installed their system in 1995. After nearly 20 years of computerized systems being in place, this makes our transition long overdue. If funding can be found, then the whole community will benefit. Marin residents will have the ability to quickly find materials and search the database online before arriving at the Library.

This project will more than pay for itself by allowing the public to have much easier and efficient access to the Library's entire inventory. This massive undertaking can be performed both by increasing the hours of the Library's current part-time employees, and also by

utilizing an additional employee. Once the system is up and running, it would only require regular maintenance to keep it effective for Marin residents.

- **Expand public access to legal information through library web pages and a green online forms catalog**

The Law Library also intends to serve the public through an electronic library with an online forms catalog. The Library will host the site on its new website and will be responsible for daily site administration, technological planning, legal updates, and, through collaboration with the Law Library Board of Trustees, development of new information resources. The Director of the Law Library will be responsible for ensuring clear and effective communications between library patrons and website management. Additionally, library reference staff will offer recommendations for new content based on incoming reference questions from the general public.

Our new green catalog will provide residents and employees of Marin County with a common access point to forms and template pleadings. Managed by staff, the forms catalog will contain electronic versions of current forms, allowing patrons to more easily conduct business within the County of Marin.

- **Implement an electronic document delivery service for county employees and the general public**

In addition to maintaining a green forms catalog, the Library will create a document delivery system via the internet for use with our online card catalog. This service is already provided as a courtesy to a number of County employees but will expand to include PDF delivery to the public, thereby allowing people to access information remotely. This service will lessen the need to visit the Library in person, which benefits the environment. Most importantly, document delivery will serve as an additional source of revenue for the Law Library.

### **3. Develop a Well Trained Team for the Delivery of Legal Reference Services**

- **Invest in career skills and professional development for library staff**

The Law Library is committed to providing staff with opportunities to learn and grow professionally. The Library seeks to add this commitment to our budget, which will include funding for technology and research training for staff in all areas. Library staff are quite often required to assist users, both legal practitioners and laypeople, in using the research tools. As research mediums are constantly changing and being updated, staff should have ongoing training to allow them to better assist library patrons. As part of the Library's mission to provide the most complete and thorough service to its myriad users, we cannot underestimate the value of well trained staff.

The Library director is also encouraged to attend conferences and workshops to learn current trends and developments happening in libraries locally and across the country. In addition to

these learning opportunities, the director is a member of the California Council of County Law Librarians and is encouraged to attend their annual conferences to learn about innovation and ideas from other libraries and institutions around the state. Such ideas and information will be brought back for discussion and possible implementation within our library.

- **Hire a fulltime Assistant Librarian to assist the Marin community with informational needs**

One of the most significant changes over the last several years is the growing number of self-represented patrons, with 52 percent of Library respondents identifying as non-attorneys. These individuals are not trained in the law and require a great degree of assistance that in turn requires staff to spend their time explaining what each source contains and how to utilize them. Library staff must often clarify the difference between statutory law and case law as well as the difference between primary and secondary authority. The Law Library also acts as a distribution point for court forms and instructions, producing and assembling forms in multiple languages.

While these services can take the burden away from court departments that are not equipped to provide research training and referrals, the Library is finding that it is unable to keep up with the community's increasing demands without hiring a fulltime assistant librarian. An assistant librarian would provide the requisite skills of online research, assistance to laypeople, referrals to various service agencies, organization of the online card catalog, and assistance in the multitude of daily needs that are thrust upon the Library. Such an employee would be critical to helping the Library become an efficient and effective source of legal research for its patrons. This would help the public to better understand their legal matters, thereby creating less congestion at the court, less hassle for county employees, and better informed citizens overall.

On a statewide level, county general fund support for law libraries continues to vary from county to county and from year to year. For example, the staff at the Solano and Tulare County law libraries are county employees and are paid from the general fund. In other counties, county general fund support has since been withdrawn, which contributed to the closure of the Plumas, Alpine, and Sutter County law libraries. While we do not intend to convert each of our employees into the county system, we will ask the Marin County Board of Supervisors to exercise the power given it under California Business and Professions Code § 6324, enter into a Memorandum of Understanding with the Law Library, and “to appropriate from the county treasury for law library purposes such sums as may in their discretion appear proper” for the purposes of hiring a fulltime assistant librarian who will assist the citizens of Marin County. There is no doubt that Marin County deserves to have a first rate public law library with an excellent online presence, the appropriate resource tools, and a qualified permanent fulltime staff to connect people seeking access to justice.

- **Explore new avenues for library internships, volunteers, and other recruiting initiatives**

The Law Library will build upon its successful experience with volunteers and school interns and develop a program for students from paralegal schools such as Berkeley, San Francisco and Sonoma State University to intern on site. This project will assess the current program, identify best practices, implement standardized protocols and create guidelines and policies that will ensure continuity and secure a documented and replicable history. The result will be a formalized intern program with streamlined orientation and education and efficient utilization of staff time invested in implementing an optimum intern experience.

The internship program will offer students the opportunity to work on special projects as well as the opportunity to gain experience and enhance their research and reference skills. Past projects include exploring social media uses for the library, creating an attorney listserv, and working on the digitization of rare books.



# Marin County Law Library 2018-2023 Strategic Plan

<b>What</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>	<b>Roadblocks</b>	<b>Strategies</b>
<b>Strategic plan</b>	Board and staff	Finish March 2019-Execute Sept. 2019	See below	See below	See below
Improve Funding/Staff compensation:	Board	Ongoing	Time & money	Time & money & more people	Advocacy at State level, expand services, PR
1. CCCLL advocacy	Laurie	Ongoing	Time, money	Time & money & more people	Updated budget
2. Fundraising & Grants: <ul style="list-style-type: none"> <li>. Research re foundations &amp; individual donors</li> <li>. Their grant cycles-apply for grants</li> </ul>	Friends of Library	Plan by Sept. 2018/Execute Oct./Ongoing	Time, money, Friends, Board, Supplies, Info-fact sheet	More people	Ask LL Board for suggestions, Civic Center volunteers/CVNL
3. LL Memberships and Sponsorships (Friends), recruit Board members for Friends	Board members and subcommittee	Nov. 2018-Plan	MCBA Newsletter and events, social media, website	More people	Ask LL Board for suggestions, Civic Center volunteers/CVNL
4. Host MCLE's	Board, staff, MCBA	February 2019	Approval, presenters, topics	Manpower, time, seed money	Conversation with MCBA, incorporate in budget
5. Increase fees for MCLE's CDs	Board	Aug. 2018 Board meeting	Agendize, add to MCBA news	Quorum at Board meeting	Done
6. Research history of County funding of LL: <ul style="list-style-type: none"> <li>. Advocate to Supervisors:</li> <li>. Becoming more visible</li> </ul>	Board and Friends; Board and staff and Friends	Jan. 2019 & continuous	Board, staff time, money, LL Board subcommittee	County budget & cautious perspective	Do homework, behind the scenes research, develop better communication with Court Clerks and admin staff
7. Leveraging resources with County	Board and staff	July 2019, do 360 review	Manpower & information	County	Research, homework, negotiation
8. Expand staff, i.e. Assistant, to meet needs	Board and staff	ASAP	Volunteers	Funding	See above
9. Weeding out of publications	Blue ribbon panel	Ongoing	Trustee committee, staff, volunteers	Consensus on discard list	Establish committee to consider implications

# **Marin County Law Library 2018-2023 Strategic Plan**