



**BOARD OF LIBRARY TRUSTEES
MARCH 11, 2025 AT 6:00PM
CITY HALL LARGE CONFERENCE ROOM
THIRD FLOOR
1400 5TH AVE, SAN RAFAEL, CALIFORNIA**

This meeting will be held in person. The meeting is being streamed live via Zoom:

<https://bit.ly/BLT-03-11-2025>

Want to listen to the meeting over the phone?
Call: (669) 444-9171 and enter 848-0467-0287#

How to participate in the meeting:

- Provide comments in-person at the meeting. You are welcome to come to the meeting and provide public comment in-person. Each speaker will have 2-minutes to provide public comment.
- Submit your comments by email by 4:00 p.m. the day of the meeting. Comments can be submitted to jinder.banwait@cityofsanrafael.org.

AGENDA

CALL TO ORDER – 6:00PM

MINUTES

1. Approve regular meeting minutes of January 14, 2025
Recommended Action – Approve as submitted

OPEN TIME FOR PUBLIC EXPRESSION

The public is welcome to address the Library Board at this time on matters not on the agenda that are within its jurisdiction. Comments may be no longer than 2 minutes and should be respectful to the community.

SPECIAL PRESENTATIONS

2. N/A

OTHER AGENDA ITEMS

If necessary to assure completion of the following items, the Chairperson may establish time limits for the presentations by individual speakers.

3. Introduction to Library Policy Review Process
Recommended Action: Receive and Comment
4. Update on Library Organizational Structure
Recommended Action: Receive and Comment

STAFF LIAISON REPORT

5. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff.

COMMISSIONER REPORTS

6. Other brief reports on any meetings, conferences, and/or seminars attended by the Board members.

ADJOURNMENT

Any records relating to an agenda item, received by a majority or more of the Board less than 72 hours before the meeting, shall be available for inspection online and in the city hall large conference room, third floor, 1400 5th Avenue, San Rafael, California placed with other agenda-related materials on the table in front of the location prior to the meeting. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing city.clerk@cityofsanrafael.org or using the California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request. To request Spanish language interpretation, please submit an online form at <https://www.cityofsanrafael.org/request-for-interpretation/>.



SAN RAFAEL

LIBRARY AND RECREATION

BOARD OF LIBRARY TRUSTEES

MINUTES

City Hall Large Conference Room, Third Floor

1400 5th Ave, San Rafael, CA

January 14, 2025 – 6:00 P.M.

Virtual Meeting Recording Link:

<https://www.youtube.com/watch?v=Q7XDItxdgnE>

CALL TO ORDER

Chair Andow called the meeting to order at 6:01 P.M.

Roll Call

Present:

Trustee Cortes

Trustee Kyle

Trustee Lee

Chair Andow

Absent:

Trustee Vahdat

Also Present:

Daniel Avalos, Assistant Library & Recreation Director/City Librarian

Jinder Banwait, Administrative Analyst

Catherine Quffa, Library & Recreation Director

MINUTES

1. Approve Regular Meeting Minutes of November 12, 2024

Trustees provided comments.

The minutes of November 12, 2024 were approved as submitted.

Trustee Lee moved, and Trustee Cortes seconded to approve the minutes of the November 12, 2024 meeting.

Ayes: Trustees: Cortes, Kyle, Lee, and Andow

Noes: Trustees: None
Absent: Trustees: Vahdat
Abstain: Trustees: None

Minutes approved as submitted.

Chair Andow invited public comment; however, there was none.

OPEN TIME FOR PUBLIC EXPRESSION

Public Comment from the audience regarding items not listed on the agenda.
None

SPECIAL PRESENTATIONS

2. Staff Presentation - Student MyCard Program by Daniel Avalos, Assistant Library & Recreation Director/City Librarian

Staff responded to questions from the Trustees.

Trustees provided comments.

Chair Andow invited public comment; however, there was none.

OTHER AGENDA ITEMS

3. Review of 2025 Board of Trustees Workplan

Staff responded to questions from the Trustees.

Trustees provided comments.

Chair Andow invited public comment; however, there was none.

STAFF LIAISON REPORT

4. Other brief program updates or reports on any meetings, conferences, and/or seminars attended by staff.

Presentation by Daniel Avalos, Assistant Library & Recreation Director/City Librarian and Catherine Quffa, Library & Recreation Director

Staff responded to questions from the Trustees.

Trustees provided comments.

COMMISSIONER REPORTS

5. Other brief reports on any meetings, conferences, and/or seminars attended by the Board members.

Trustees provided comments.

Chair Andow invited public comment for agenda item four and agenda item five; however, there was none.

NEXT MEETING: February 11, 2025

ADJOURNMENT

The meeting was adjourned at 7:02 P.M.



SAN RAFAEL

THE CITY WITH A MISSION

**LIBRARY BOARD OF TRUSTEES
AGENDA REPORT**

**March 11, 2025
Item #3**

TITLE: INTRODUCTION TO LIBRARY POLICY REVIEW PROCESS

RECOMMENDATION:

That the Board receive the report and provide comment.

BACKGROUND:

The Library is conducting a comprehensive review of existing public-facing policies to ensure they remain clear, relevant, and aligned with our goal to serve our communities effectively. As community needs evolve, this process helps us refine language, ensure legal compliance, and maintain consistency across library services. Clear policies improve the user experience by making patron rights and responsibilities easier to navigate while also providing staff with guidance for fair and consistent decision-making.

DISCUSSION:

Staff have developed a three-stage process to review and update the Library policies. This structured review process ensures policies remain up to date, utilizes staff and Library Board member expertise, builds ownership over the policies that staff are responsible for enforcing, and effectively supports the organization's goals.

Staff Review

The policy review process started in November 2024. All permanent, part-time, and temporary staff were encouraged to review the Library's public-facing policies, listed below, and provide input to ensure they aligned with best practices and operational needs. Each policy document was structured to track changes and comments, allowing staff to monitor progress and engage with feedback from colleagues. Staff were encouraged to reference policies from other organizations that had proven effective in similar settings.

[Guidelines for Library Use](#)

[Child Safety Policy](#)

[Lost and Damaged Items Policy](#)

[Privacy Policy](#)

[Computer and Internet Access Policy](#)

[Web Commenting and Posting Policy](#)

[Community Information Posting Policy](#)

[Group Visit Guidelines](#)

[Gift and Donation Policy](#)

Updating Policies

We will review staff input and comments, making appropriate edits to refine the policies. Updated versions will then be shared with Library supervisors for further review and sent to the City Attorney, as necessary, for legal and structural assessment. This collaborative approach ensures policies remain relevant, practical, and legally sound.

Board Review

As policies are updated, they will be presented to the Library Board of Trustees for review and comment. Once reviewed by the Library Board, the updated policies will be adopted and implemented. Policies will be translated to Spanish. Staff will receive necessary training on the new policies to facilitate smooth implementation and compliance.

Submitted by:

A handwritten signature in blue ink, appearing to be 'D. Avalos', with a stylized flourish extending to the right.

Daniel Avalos
Assistant Library & Recreation Director



**March 11, 2025
Item # 4**

TITLE: UPDATE TO LIBRARY ORGANIZATIONAL STRUCTURE

RECOMMENDATION:

That the Board of Trustees review the updates to the library organizational structure and provide comments.

BACKGROUND:

Over the past five years, the Library has undergone several significant changes, including restructuring efforts and a merger with the Community Services Department. While these changes have allowed the Library to explore new approaches, there are opportunities to enhance the current organizational structure to better meet the needs of either the staff or the community. The Library also currently has a number of staff vacancies, which provides a unique opportunity to make significant structural changes to improve operations, to better support staff, and to improve service to the community.

During the February 2024 Library Board meeting, staff presented a proposal for Jane Light, Library Consultant and former Library Director for San Jose and Redwood City Public Libraries, to conduct an assessment of library operations. A primary output of that work was to identify opportunities to improve the existing staffing structure. A graphic of the most recent organizational structure is provided in Attachment 1.

Through observation, meetings with staff, reviewing other agency structures, and formal interviews conducted by Jane Light, staff identified opportunities to strengthen the organizational structure.

Staff identified current challenges and developed the following goals to guide the development of an updated organizational structure:

- Support staff in delivering high-quality library programs and services that are responsive to the specific needs and interests of our community, particularly recognizing the value of expertise in adult, children, and teen services.
- Provide clarity on staff roles, responsibilities, and expectations.
- Provide opportunities for staff growth, advancement, and specialization.
- Ensure that managers have the capacity to tackle higher-level strategy, operational, and programming work; and that staff have sufficient supervisory support.

- Ensure adequate and well-trained staff for all operations and service areas, while still encouraging flexibility and collaboration.
- Create a structure that is scalable and can adjust to future library facility changes.

In February 2025, a proposed organizational structure was presented to library staff, and the changes to the library staff structure were approved by City Council with the mid-year budget.

DISCUSSION:

The new Library structure is organized into two key areas: Public Services and Support Services, designed to provide greater clarity in staff roles and responsibilities. While staff will generally be assigned to one area, these divisions are not rigid, allowing for flexibility based on classification, interests, and operational needs. The updated organizational chart and a summary of the Public and Support Services roles can be found in Attachment 1.

Public Services, overseen by a Supervising Librarian, will focus on public-facing library services, with an emphasis on strategy, responsive programs, and ensuring staff have the necessary policies, training, and support to serve the community effectively. Within Public Services, staff will be dedicated to three primary areas—Adult and Teen, Children’s, and Branches—reflecting staff feedback on the importance of these focus areas for better community service.

Each area will have a new Senior Librarian position responsible for scheduling, training, and direct supervision. The Senior Librarian is a new classification that is designed to provide increase support and guidance to frontline staff, while also offering more opportunities for advancement.

Support Services, led by a Library Services Supervisor, will manage “back of house” operations, including circulation, technical services, and facilities. The Library Services Supervisor classification is a new role that will focus on optimizing library operations through clear procedures and consistent training. Support Services includes a large number of parttime and temporary staff, who will benefit from a more robust procedure and training program.

Additionally, a new full-time Marketing Coordinator position will be introduced, which will be shared between the Library and Recreation divisions.

The updated structure aims to support staff in their articulated desire to focus on program areas; provides clear roles, expectations, and opportunities for growth; and ensures that managers can focus on strategy and operations while staff receive the supervision they need. By maintaining well-trained, flexible teams across all service areas, the structure balances operational efficiency with collaboration. Additionally, it is designed to be scalable, allowing the library to adapt to future facility changes seamlessly.

Submitted by:

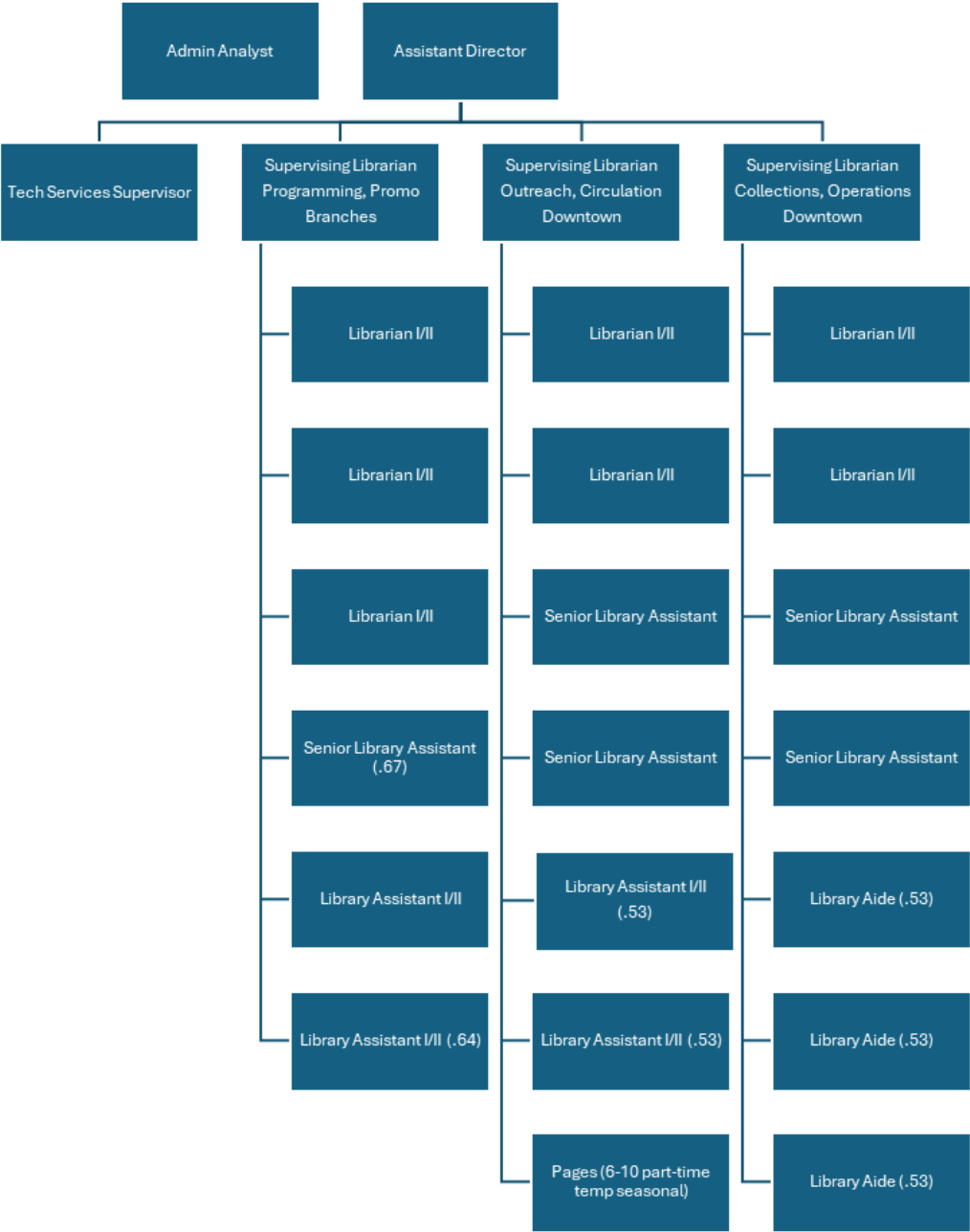
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Daniel Avalos
Assistant Library & Recreation Director

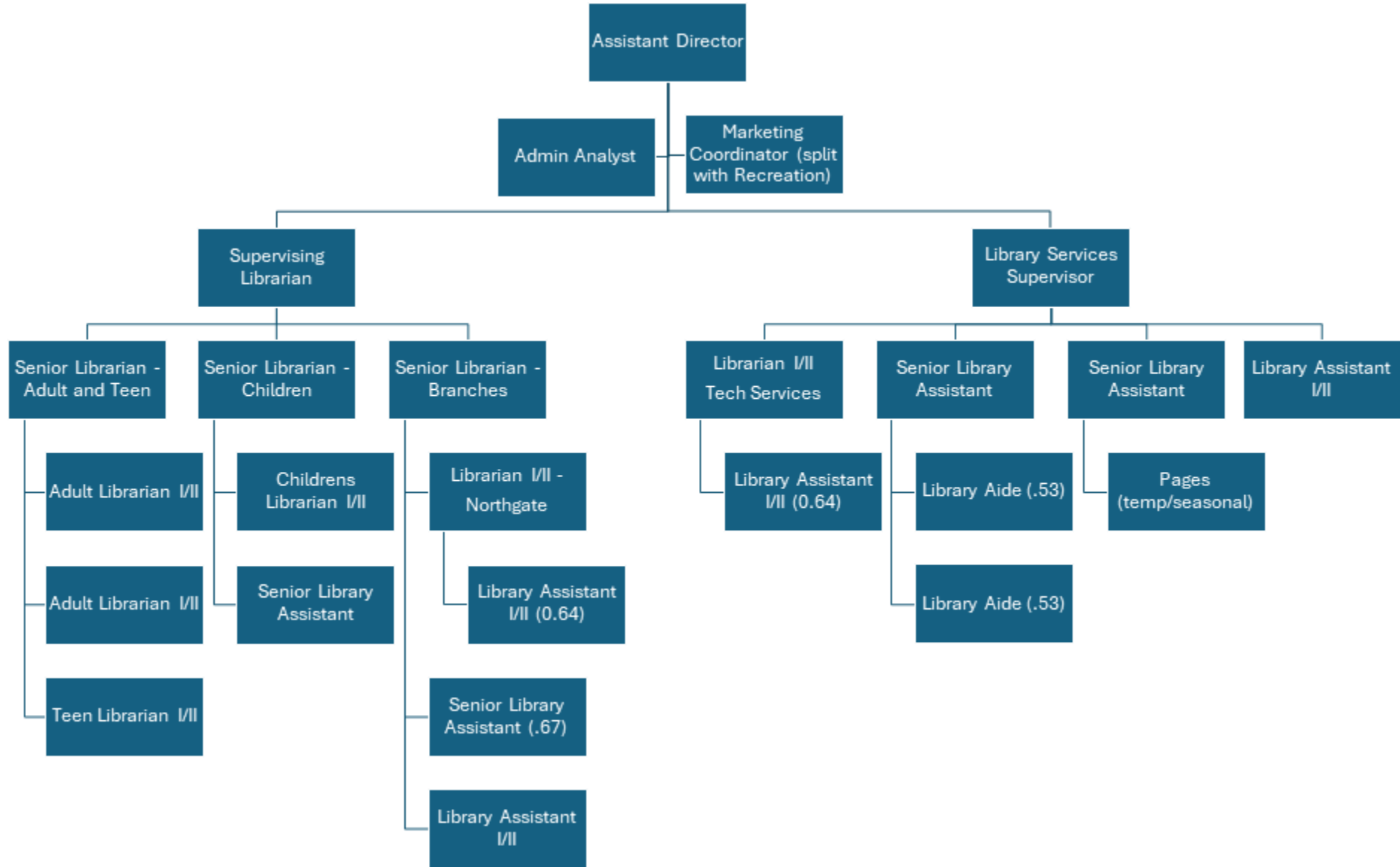
Attachment:

1. Former and Updated Structure

Former Organization Chart



New Library Organization Chart



Functional Area Responsibilities

