**Marmot Growth and Organization** (17 March 2015)

Introduction

With recent and imminent growth it's good to clarify specific business lines, and to organize staff so that each business line can successfully serve member libraries.

Marmot Growth

From 2009 to 2015Q1 Marmot grew from 19 to 27 members, and in 2014 Marmot launched associate membership for "Discovery Partners":
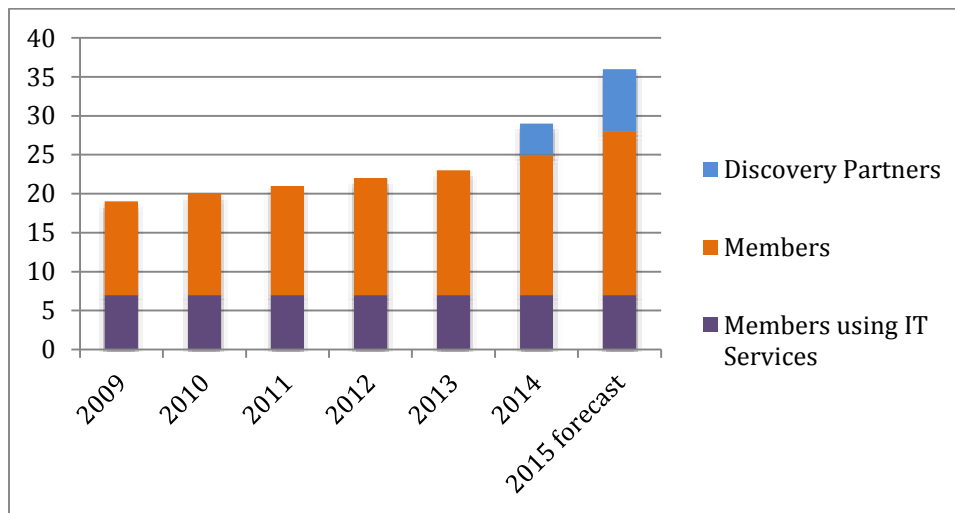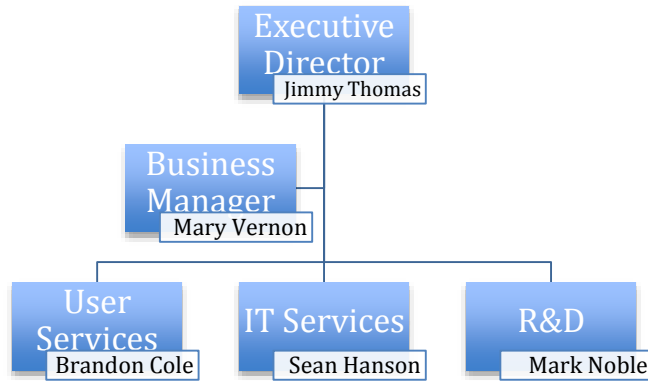

Marmot stakeholders have endorsed steady growth because they benefit from economies of scale as well as a bigger pool of library resources to share. The first cohort of Discovery Partners benefited full members by funding innovations like "record grouping" and "responsive design".

Though not apparent in flat-line purple bars above, 7 members experienced steady growth in IT services, and ever more complexity to be tamed with cost-effective 3rd-party hardware, software, and services:

- More workstations for staff and public
- Wi-Fi upgrades and mobile printing for patron-owned devices
- More diversity of self-service and sorting appliances (SIP clients)
- Broadband upgrades from DSL and T-1 to fiber, Metro-Ethernet, and cable
- More diversity of security, climate-control, and other devices on LANs
- Relentless equipment moves for library remodels and relocations
- Network privatization (DHCP)

Marmot Organization

Marmot has outgrown the flat organization in place since 2001. Effective April 1, 2015, Sean Hanson is promoted to IT Services Manager, Brandon Cole to User Services Manager, and Mark Noble to Research & Development Manager. Here is the Management Team:

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                    Executive
                    Director
                    Jimmy Thomas

          Business
          Manager
          Mary Vernon

  User              IT Services           R&D
  Services
  Brandon Cole      Sean Hanson           Mark Noble
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Business Manager Mary Vernon is responsible for bookkeeping, E-Rate, HR, office management, and member meeting coordination.

User Services is responsible for training, support, and database maintenance on applications hosted by Marmot (Sierra & Pika). User Services also supports online services by 3rd-party vendors (Decision Center by Innovative, Prospector by CoAlliance, OverDrive, etc.). User Services shares Help Desk and on-call support with IT Services.

User Services Team:	**Brandon Cole, Mary Katherine Katzer, Tammy Poquette, Nancy Lindwedel**
Responsible for:	Application software by Innovative and other 3rd-party vendors; local database usability and integrity
Growth forecast:	Moderate

IT Services is responsible for hardware, system software, and network services in the Marmot office and in libraries relying on Marmot for broadband, LAN, Wi-Fi, and workstation support & maintenance. IT Services is newly responsible for remote Pika servers bundled as "appliances", and will soon be responsible for local digital ark server and storage.

IT Services Team:	**Sean Hanson, Steve Lindemann, Jason Stow, Mary Pickens, Aaron Brumbaugh**
Responsible for:	Hardware, system software, and network services by 3rd-party vendors
Growth forecast:	Moderate

R&D is responsible for Pika and other applications developed by Marmot, including Offline Circulation and data migration tools. Research into digital repository software and facilities is a high priority in 2015.

R&D Team:	**Mark Noble, Pascal Brammeier**
Responsible for:	Pika and other software developed by Marmot
Growth forecast:	High

Business Lines

The 2015 budget and pricing reflected 4 business lines based on the fact that <u>all</u> members use the Sierra library services platform hosted by Marmot, and <u>some</u> members opt for additional services.

The 2016 budget and pricing will be better grouped by standard and optional services for full members. Network and workstation services will be consolidated as IT Services. And new Pika services by Marmot will be a new business line:

- Standard services for members
- Optional 3rd-party services for members
- IT Services for members
- Discovery Services for associate members

With the new organization, Marmot can be better positioned to expand each team as needed. With clarity in responsibilities, it will be easier to match costs to prices and control fair pricing for all.

Colorado Service Area

Most Members and Discovery Partners are served over the Internet, with no need to map a virtual service area. But IT Services and some Member services require on-site activities, so it's useful to look at Marmot geography when considering options for remote employees as well as employees based in Grand Junction.

Pin color	Marmot service sites	Constituents
Purple	Pika, Sierra, & IT service sites	Full Members
Orange	Pika & Sierra client sites	Full Members
Blue	Pika client sites	Associate Members
Rose	Pika server sites	All

Map 1—Colorado libraries served by Marmot
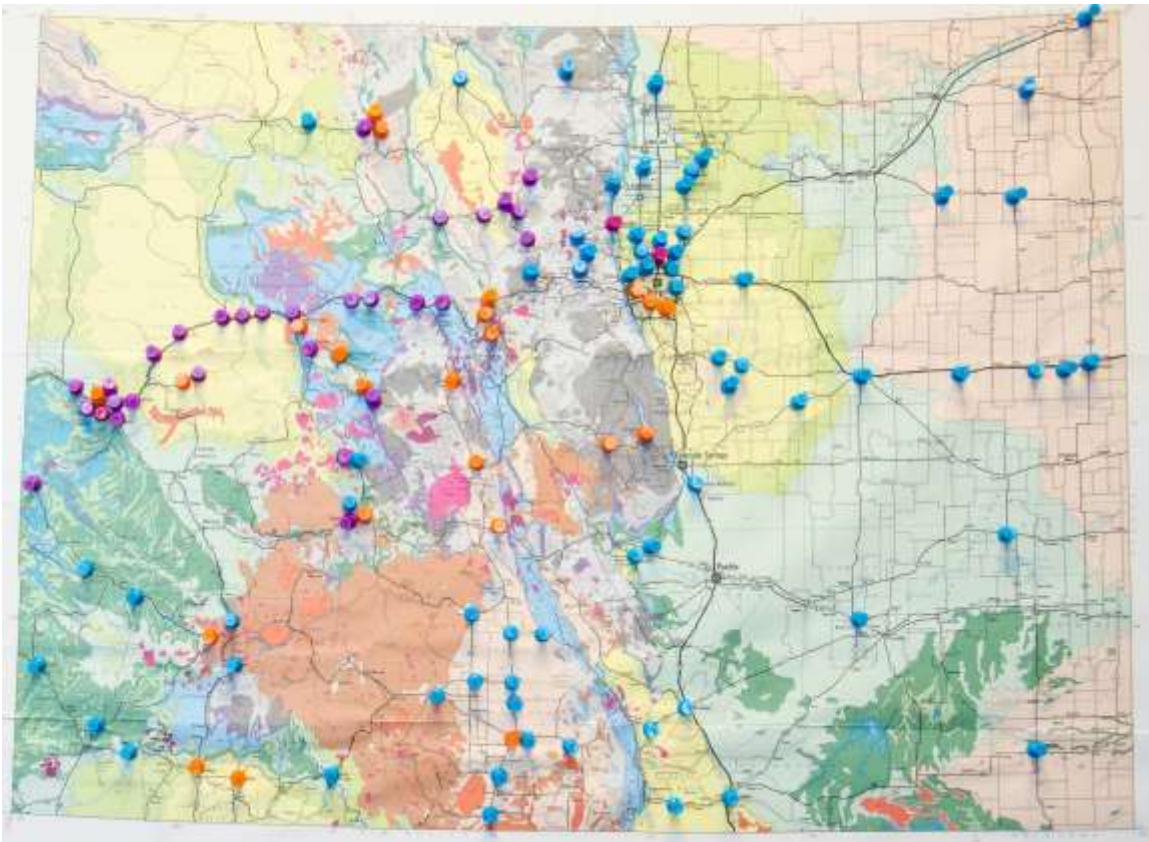
Map 2—Mesa County Valley SD51 libraries served by Marmot